



District of Columbia Water and Sewer Authority Board of Directors

Human Resources and Labor Relations Committee w/ Union Presidents September 16, 2026 / 9:30am

Microsoft Teams meeting

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I. **Call to Order** _____ Jed Ross, Chairperson

II. **Roll Call** _____ Debra Mathis, Acting Board Secretary

III. **Union Topics** _____ Union Presidents

Kevin Poge, AFSCME 2091

Michelle Hunter, NAGE R3-06

Jermaine Quattlebaum, AFGE 631

Rev. Howard Coles II, AFGE 872

Ray Huffman, AFGE 2553

1. Update on Retirement Plan Withdrawal Age – Alignment with IRS and Industry Standards
(Kevin Poge, Michelle Hunter, Jermaine Quattlebaum, Rev. Howard Coles II, and Ray Huffman)
2. DC Water's Continued Failure to Acknowledge and Respond to the Unions' Bargaining Demands *(Jermaine Quattlebaum, Rev. Howard Coles II, Kevin Poge, and Michelle Hunter)*
3. DC Water's Failure to Provide Notice to the Union of Intent to Change Engineer Job Duties
(Jermaine Quattlebaum)

IV. [HR Report Out](#) _____ Amber Jackson, Chief People Officer
and Executive Vice President

V. **Executive Session*** _____ Jed Ross, Chairperson

VI. **Adjournment** _____ Jed Ross, Chairperson

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

1The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C.

Official Code § 2-575(b)(10); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2-575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



District of Columbia Water and Sewer Authority Board of Directors

Human Resources and Labor Relations Committee Meeting – Executive Summary September 16, 2026 / 9:30am

Human Resources Update

DC Water's Enterprise Human Capital Strategy focuses on attracting, developing, and retaining talent to fulfill its mission. The strategy includes initiatives in various areas such as compensation, succession planning, performance management, and talent acquisition. Below are updates on a variety of People & Talent topics that have occurred since the last report.

I. People & Talent

People & Talent participated in the DCIsHiring – Elevate Your Career Resume Raiser, supported by DCHR, on August 26.

DC Water representatives engaged with current District government employees throughout the event to discuss potential career opportunities. Talent Acquisition team members Andre' Montgomery and Jenn Lam collected resumes and provided business cards, benefits information, and interview tips to support attendees' career development.

Although attendance was limited to District government agencies and employees, DC Water made a strong, memorable impression.

Attendees responded enthusiastically to DC Water and its career opportunities. The event allowed us to showcase the organization and reinforce DC Water's reputation as an employer of choice.



II. Learning & Development

The Learning & Development (L&D) team continues to advance key initiatives that support leadership development, employee performance, and organizational effectiveness across DC Water. Several strategic programs are underway to strengthen leadership capabilities, enhance performance management practices, and align talent development efforts with the organization's priorities.

Performance Management

The annual End-of-Year Performance Evaluation process is scheduled to launch at the end of September 2026, supporting accountability, performance alignment, and employee development across the organization.

Leading Blue Leadership Development Program

The Leading Blue Leadership Development Program remains on track, with participants approximately halfway through the program and preparing to begin Module 4. The program continues to provide leaders with opportunities to apply leadership concepts and strengthen their management capabilities.

People & Talent Leadership Journey

In August 2026, the People & Talent department launched the P&T Leadership Journey, a comprehensive development program for leaders ranging from managers to executive leadership. The initiative focuses on six core leadership competencies: effective communication, emotional intelligence, responsiveness and accountability, professionalism, conflict resolution, and change management. Facilitated by the L&D team, the program combines structured learning experiences with monthly learning circles to promote collaboration and ongoing leadership growth. The program is expected to conclude in February 2027.

Looking ahead, L&D is planning Leadership Day, which will bring leaders together for professional development, networking, and discussions focused on DC Water's Organizational Priorities. In addition, a new Leadership Training Series is scheduled to launch in January 2027, providing targeted learning opportunities designed to further strengthen leadership skills throughout the organization.

Collectively, these initiatives demonstrate DC Water's continued investment in leadership excellence, employee development, and organizational effectiveness, ensuring leaders at all levels are equipped to support strategic goals and drive workforce success.

III. Talent Acquisition

Chief Financial Officer and EVP, Finance, Procurement, and Compliance

Lola Oyeyemi as of 09/03/2026

IV. Benefits

Wellness Support:

The DC Water Wellness Program maintained strong employee engagement throughout July and August, delivering initiatives that supported the physical, mental, and financial well-being of our workforce.

In July, the program achieved a 40% employee engagement rate, highlighted by our annual Screening Day event. Screening Day generated a 17% engagement rate, representing a notable increase from 12% in 2025 and demonstrating continued growth in employee participation in preventive health services. Additional programming included a Summer Health and Safety Webinar focused on seasonal wellness and workplace safety, as well as a Financial Wellness Session on Estate Planning, which provided employees with valuable information on protecting their families, assets, and future financial interests.

August programming centered on the importance of self-care and personal well-being. While the month featured fewer events, employees continued to have access to a variety of wellness resources and educational opportunities. Overall employee engagement reached 31%, reflecting sustained participation during a traditionally slower summer period. The month's signature event, the Self-Care Day Workshop, achieved a 20% engagement rate, exceeding the 19% participation rate recorded in 2025. The workshop encouraged employees to prioritize their physical, mental, and emotional health and reinforced DC Water's commitment to fostering a culture of well-being.

Looking ahead, September programming will continue to advance holistic wellness through initiatives focused on physical health, health education, and financial readiness. Planned offerings include fitness classes, an Ovarian Cancer Awareness Month educational session, and a Fidelity webinar on maximizing Social Security as part of a retirement strategy.

These results reflect continued employee interest in wellness programming and demonstrate the organization's commitment to supporting a healthy, engaged, and resilient workforce.

People and Talent Metrics

Metric	Target	Apr-26	May-26	Jun-26	Jul-26
Vacancies	N/A	170	175	161	170
FTEs	N/A	1113	1108	1122	1113

Vacancy Rate	10%	13.25%	13.64%	12.55%	13.25%
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*Reflects recommended position eliminations in the approved FY26 Budget.

Metric		Apr-26	May-26	Jun-26	Jul-26
Separations	Separations	7	9	5	10
	Term Reasons	4 voluntary (4 resignations) 3 involuntary (2 retirements & 1 dismissal)	8 Voluntary (8 resignations) 1 Involuntary (1 death)	2 Voluntary (2 resignations) 3 Involuntary (1 dismissal & 2 deaths)	6 Voluntary (5 resignations & 1 retirement) 4 Involuntary (4 dismissals)

Metric	Target	Apr-26	May-26	Jun-26	Jul-26
Temporary Alternative Duty Program (TAD) +	50% of WC claims eligible for TAD program	92%	90%	90%	92%

Metric	Q1	Q2	Q3	Q4
Self-Identified Veterans (Active)	28	29	26	26
Female Workforce (Active)	22.8%	22.9%	22.8%	22.8%

Annual Turnover Metrics

Year	2020	2021	2022	2023	2024	2025
Involuntary (Dismissal, Medical Disqualification)	0.58%	1.01%	0.78%	1.97%	1.92%	1.93%
Voluntary (Resignation, Retirement)	4.08%	4.15%	5.77%	5.55%	5.93%	4.84%
Other (Death)	0.25%	0.55%	0.10%	0.09%	0.26%	0.35%
Total Turnover Rate	4.92%	5.71%	6.65%	7.61%	8.11%	7.11%

NOTE: AWWA Turnover Benchmark: 7%

KPI Definition	Business Relevance
+Percentage of Workers' Compensation claims eligible for placement into TAD program	The more claims eligible for TAD program will reduce overall Workers' Compensation costs and claim exposure for the Authority, leading to realized financial savings.

*We will continue to review and refine this report as stated in the September Meeting.

Department/ Function	Metric	Apr-26	May-26	Jun-26	Jul-26
Learning & Development	Total cost of tuition assistance/reimbursement	\$425	\$23,579.08	\$38,840	\$13,365.40
	Total # of employees participating in tuition assistance/reimbursement	1	16	8	7
	Total # of employees seeking associate's degree	0	0	0	0
	Total # of employees seeking a bachelor's degree	0	1	2	4
	Total # of employees seeking a master's degree	0	1	4	3
	Total # of employees seeking a doctorate degree	0	0	1	0
	Total # of employees seeking a certification	1	5	5	0
	Total # of employees participating in external training	1	14	14	0
Talent Acquisition	Hires	9 (5 external, 4 internal)	17 (4 external, 13 internal)	28 (19 external, 9 internal)	2 (1 external, 1 internal)
	Positions Under Recruitment	96	90	89	104
Benefits – Retirement Plan Participation	457(b) Pre-Tax	866 Employees Participated	860 Employees Participated	861 Employees Participated	857 Employees Participated
	457(b) Roth	143 Employees Participated	146 Employees Participated	151 Employees Participated	152 Employees Participated