


**COUNCIL OF THE DISTRICT OF COLUMBIA  
COMMITTEE ON TRANSPORTATION & THE ENVIRONMENT  
COMMITTEE REPORT**

1350 Pennsylvania Avenue, NW, Washington, DC 20004

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**TO:** All Councilmembers

**FROM:** Councilmember Charles Allen   
Chairperson, Committee on Transportation and the Environment

**DATE:** December 18, 2024

**SUBJECT:** Report on Proposed Resolution 25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024”

The Committee on Transportation and the Environment, to which Proposed Resolution 25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024” was referred, reports favorably thereon and recommends approval by the Council.

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**I. BACKGROUND AND NEED**

Proposed Resolution 25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique Morris-Hughes Confirmation Resolution of 2024,” was introduced on October 18, 2024, by Chairman Mendelson at the request of the Mayor. The legislation would confirm Dr. Unique Morris-Hughes as a principal member of the District of Columbia Water and Sewer Authority Board of Directors.

**District of Columbia Water and Sewer Authority Board**

The District of Columbia Water and Sewer Authority (“DC Water”) has a service area of approximately 725 square miles. Within that area, DC Water provides critical municipal water services, including providing drinking water and sewer/wastewater treatment, to more than

700,000 residents and 21.3 million annual visitors in the District of Columbia. DC Water also provides wastewater treatment to more than 1.6 million people in Montgomery and Prince George’s counties in Maryland and Fairfax and Loudoun counties in Virginia. The infrastructure required to operate this impressive system includes more than 1,300 miles of water pipes, four pumping stations, four reservoirs, three water tanks, more than 9,510 public hydrants, and nearly 1,900 miles of sanitary and combined sewers. DC Water also operates the Blue Plains Advanced Wastewater Treatment Plant, the largest advanced wastewater treatment facility in the world, treating roughly 320 million gallons per day.

DC Water is governed by a Board of Directors, consisting of 11 principal and 11 alternate members.<sup>1</sup> Six board members must be “District residents, appointed by the Mayor with the advice and consent of the Council. Of those six, one must “be the Director of the District Department of the Environment or a cabinet-level officer,” but “[n]o more than 4 may be District employees or officials.”<sup>2</sup>

### **Nominee’s Background and Qualifications**

Dr. Morris-Hughes has an extensive background in the District government, with over 15 years of leadership experience spanning workforce development, education, and public administration. Since 2018, she has served as the Director of the Department of Employment Services (“DOES”). In that role, she oversees a workforce of over 900 employees across multiple divisions, managing critical programs, including unemployment insurance, paid family leave, and workforce training, while stewarding trust funds totaling \$800 million and an agency budget of over \$130 million. Before serving as its director, Dr. Morris-Hughes served as DOEE’s Chief Strategy Officer and Acting Chief of Staff from 2016-2017, where she spearheaded a strategic turnaround to eliminate federal non-compliance and improve program performance. Prior to joining DOES, Dr. Morris-Hughes worked at the Office of the State Superintendent of Education (“OSSE”). Most recently, she was OSSE’s Chief Operating Officer, leading wellness and nutrition initiatives and managing federal grant compliance. Before that, she served Deputy Assistant Superintendent for Federal Grants, where she demonstrated expertise in federal grant regulations and compliance.

Before joining the District government, Dr. Morris-Hughes was the Assistant Head of School at Septima Clark Public Charter School, where she ensured regulatory compliance and provided strategic guidance. Additionally, she directed educational programs for DC Public Schools, designing high-quality initiatives to support adult and family literacy. Throughout her career, Dr. Morris-Hughes has consistently delivered innovative solutions, operational excellence, and effective leadership.

Dr. Morris-Hughes has a Bachelor of Arts in English from Johnson C. Smith University, a Master of Business Administration from Trinity College, and a Doctor of Philosophy in Organizational Leadership from the University of Maryland Eastern Shore. She serves or has

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<sup>1</sup> D.C. Code § 34-2202.04(a)(1).

<sup>2</sup> § 34-2202.04(a)(2)(A). Four board members are from Maryland—two from Montgomery County and two from Prince George’s County. One member represents Fairfax County, Virginia. The District’s members are appointed by the Mayor and confirmed by the Council.

served as a Trustee on the US Conference of Mayor’s Workforce Development Board, a Director for Region III on the Board of Directors for the National Association of State Workforce Agencies, a member of the Board of Directors for the District of Columbia Workforce Investment Council, a mayoral designee of the DC Adult Career Pathways Taskforce and is a member of the National Forum of Black Public Administrators and the American Educational Research Association. She is a Ward 5 resident.

Based on the experience noted above and the nominee’s testimony (summarized below), the Committee recommends that the Council approve his nomination to the Board as a principal member.

## II. LEGISLATIVE CHRONOLOGY

- |                   |   |
|-------------------|---|
| October 18, 2024  | Proposed Resolution 25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024” is introduced by Chairman Mendelson at the request of the Mayor. |
| October 29, 2024  | PR25-1023 is referred to the Committee on Transportation and the Environment.   |
| October 25, 2024  | Notice of Intent to Act on PR25-1023 is published in the <i>District of Columbia Register</i> .   |
| November 29, 2024 | Notice of Public Roundtable on PR25-1023 is published in the <i>District of Columbia Register</i> .   |
| December 11, 2024 | Public Roundtable on PR25-1023 is held by the Committee on Transportation and the Environment.  |
| December 18, 2024 | Consideration and vote on PR25-1023 is held by the Committee on Transportation and the Environment.   |

## III. POSITION OF THE EXECUTIVE

The Committee did not receive testimony or comments from the Executive.

## IV. COMMENTS OF ADVISORY NEIGHBORHOOD COMMISSIONS

The Committee did not receive testimony or comments from Advisory Neighborhood Commissions.

## V. SUMMARY OF TESTIMONY

On December 11, 2024, the Committee on Transportation and the Environment held a public roundtable on Proposed Resolution 25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024.” A video recording of the public hearing can be viewed at [https://dc.granicus.com/MediaPlayer.php?view\\_id=29&clip\\_id=9163](https://dc.granicus.com/MediaPlayer.php?view_id=29&clip_id=9163).

### Public Witnesses

*Ximena Gates, Public Witness*

Ms. Gates testified in person in support of support of Dr. Morris-Hughes. A public school teacher and administrator with an extensive education and technology entrepreneurship background, she spoke of her work with DOES under Dr. Morris-Hughes's leadership. Now leading her third company, based in the District's Golden Triangle, she focuses on upskilling and reskilling individuals of all ages and backgrounds with emerging technologies, connecting them to apprenticeships and other job and training opportunities. Ms. Gates discussed Dr. Morris-Hughes's visionary, bold leadership, and entrepreneurial thinking, which she said are rare in her experience in government.

*Antoinette Pitter, Stakeholder Engagement Associate, Lead Free DC (Contractor)*

Antoinette Pitter testified virtually in support of Dr. Morris-Hughes, specifically regarding her positive experience with DOES and its DC Water Job Readiness Program through Project Empowerment, emphasizing its transformative impact on her career. She detailed her journey from participating in Project Empowerment, which equipped her with essential skills like job readiness, interview training, and resume preparation, to her involvement in DC Water's Lead Free DC Activators Program, where she underwent safety certification and hands-on field training. Her successful program completion led to a full-time position on the Lead Free DC team, where she now contributes to community-focused efforts to replace lead water service liners. Ms. Pitter credited the partnership between DOES and DC Water, along with the leadership of Dr. Morris-Hughes, for providing her with a rewarding career and expressed gratitude for the opportunities afforded to her through these programs.

*Rodney Bonner, Public Witness*

Mr. Bonner testified in support of Dr. Morris-Hughes. He shared reflection and an expression of deep gratitude and personal growth from an internship at DC Water he secured through the Department of Employment Services (DOES). Mr. Bonner talked about the welcoming and supportive environment at DC Water, highlighting the team's dedication, innovation, and commitment to public service. He described the internship as providing hands-on experience, including conducting research, analyzing data, and participating in community outreach, which helped develop his technical and critical thinking skills. Mr. Bonner emphasized how the experience deepened their understanding of the essential role water management plays in

communities and expressed heartfelt thanks for the transformative impact of the internship on his professional and personal journey, which he credits Dr. Morris-Hughes for helping him pursue.

*Timothy Crawford, Public Witness*

Mr. Crawford testified in support of Dr. Morris-Hughes, where he thanked her for supporting his employment journey to DC Water through DOES's Project Empowerment Program. Mr. Crawford talked about the impact of the workforce training program on his life and how he looks forward to continuing the career he was about to start at DC Water.

*Dr. Iris Bond-Gill, CEO and Founder, IBG Consulting Group*

Dr. Bond-Gill testified in person in support of support of Dr. Morris-Hughes. She cited Dr. Morris-Hughes's exceptional problem-solving skills, public service record, and leadership in managing complex systems. Dr. Bond-Gill highlighted Dr. Morris-Hughes' success as Director of DOES, where she oversees significant federal and local funds, leads the DC Infrastructure Academy and has trained nearly 5,000 Washingtonians for infrastructure careers, and transformed federally funded workforce programs to remove the District's high-risk designation by the U.S. Department of Labor. Additionally, she discussed Dr. Morris-Hughes' expertise in governance and regulatory compliance, demonstrated through her role at the Office of the State Superintendent of Education. Dr. Bond-Gill pointed to this experience, as well as Dr. Morris-Hughes's ability to address infrastructure challenges, workforce needs, and regulatory demands, as why she is well-equipped to ensure accountability and operational excellence in heavily regulated environments like DC Water.

*Cedric Thompson, CEO, Center for Innovation, Research, and Transformation in Education (CIRTE) dba WE Strategies*

Mr. Thompson testified in support of Dr. Morris-Hughes. He leads a workforce training program and has worked with DOES over the last seven years. Mr. Crawford talked about the vision and clarity that Dr. Morris-Hughes has provided to training providers, enabling his organization to be as impactful as possible in the District's workforce development ecosystem. He talked about the nominee's deep commitment to this effort, including her leadership managing and stewarding the growth of the DC Infrastructure Academy and how his organization has worked closely with her as a provider for the academy's cybersecurity and networking courses. He focused in on his firsthand experience with her helping employers solve their workforce demand needs and advocating for diverse stakeholders to meet the needs of the District.

*Kortney Grant, President, Carolina Canyon*

Mr. Grant testified virtually in support of Dr. Morris-Hughes' nomination, praising her exceptional leadership and dedication to DC residents. As a partner of the Department of Employment Services (DOES) under Dr. Morris-Hughes' tenure, Mr. Grant highlighted Dr. Morris-Hughes' forward-thinking approach, which has brought innovative and transformative programs to the District. He cited examples, including the Career Ready Early Scholars Program (CRESP), which introduces youth to future-focused industries like AI and IT, and the College

Grad Fellowship Program, which benefits small businesses while providing practical experience and job opportunities for recent graduates. Mr. Grant also emphasized Dr. Morris-Hughes' emotional intelligence, ability to foster collaboration and genuine connection with the community. He shared a personal anecdote of Dr. Morris-Hughes visiting a Carolina Canyon summer camp, where she engaged directly with ten-year-olds, demonstrating her hands-on commitment to DC youth. Mr. Grant described Dr. Morris-Hughes as a visionary leader, advocate, and trusted partner whose work has significantly benefited the city's residents.

*Elijah Moses, Owner, Urban Equity Consulting Group*

Mr. Moses, a Ward 7 resident and certified business enterprise owner and community advocate, testified in support of Dr. Morris-Hughes'. He highlighted Dr. Morris-Hughes's leadership at DOES, particularly her creation of innovative programs like the HBCU Government Apprenticeship Program and the Elevator Technician Program, which address workforce gaps and support local economic growth. Mr. Moses emphasized Dr. Morris-Hughes's commitment to community engagement, including her efforts to support local businesses and ensure that residents' voices are heard. He praised her for her unique qualifications, combining public service experience with a strong understanding of the needs of DC residents.

*Marchant Wentworth, Principal, Wentworth Green Strategies*

Mr. Wentworth submitted written testimony in support of Dr. Morris-Hughes. He praised her ability to manage large, complex organizations like DC Water. Mr. Wentworth also urged the DC Water Board to support changes to the FY26 DC Water budget to allocate funds for rehabilitating the Luzon Trunk Sewer, which is believed to be leaking into the Luzon Branch. He referenced a report on the subject, which has been included in the hearing record.

*Wendell Felder, Ward 7 Councilmember-Elect and former member of the DC Water & Sewer Authority Board*

Councilmember-Elect Felder submitted written testimony in support of Dr. Morris-Hughes. He highlighted her competency, professionalism, and dedication to advocating for underserved communities in Wards 5, 7, and 8. Councilmember-Elect Felder praised her extensive experience in government and the private sector, emphasizing her leadership at DOES, where she manages a team of 700 employees and oversees numerous high-impact initiatives. He noted her track record of successfully executing large-scale projects, including initiatives like the Lead-Free DC Program, and her ability to collaborate with regional stakeholders. Felder concluded by strongly recommending Dr. Morris-Hughes for the Board, confident in her ability to contribute to the mission of DC Water.

## **Government Witnesses**

No government witnesses testified at the hearing or submitted statements regarding PR25-1023.

## **Nominee**

*Dr. Unique Morris-Hughes – Director, Department of Employment Services*

Dr. Unique Morris-Hughes testified before the Committee on Transportation and the Environment. A Ward 5 resident since 2003 and Director of the Department of Employment Services (DOES), Dr. Morris-Hughes emphasized her qualifications and commitment to serving District residents.

She highlighted her accomplishments as DOES Director, including overseeing the implementation of the Paid Family Leave program, launching the DC Labor Market Dashboard, and advancing workforce development initiatives. Through her leadership, DOES partnered with DC Water on key programs such as the DC Infrastructure Academy and the Lead-Free DC Community Activators Program, which train District residents for careers in water infrastructure and community engagement.

Dr. Morris-Hughes outlined her vision for DC Water, including fiscal and management oversight, representing District interests, and addressing challenges such as lead service line replacements, rate increases, and secondary water source planning. Drawing on her experience managing crises, improving operational efficiencies, and fostering public-private partnerships, she expressed confidence in her ability to contribute to DC Water's mission.

In conclusion, Dr. Morris-Hughes expressed her commitment to delivering innovative solutions, collaborating with stakeholders, and ensuring DC Water continues to provide essential services to the District and region. She pledged to serve as a responsible steward of ratepayer funds and support the authority's future success.

## **VI. IMPACT ON EXISTING LAW**

Proposed Resolution 25-1023 will have no impact on existing law.

## **VII. SECTION-BY-SECTION ANALYSIS**

<u>Section 1</u>	States the short title of PR25-1023.
<u>Section 2</u>	Appoints Dr. Unique N. Morris-Hughes to the District of Columbia Water and Sewer Authority Board of Directors.
<u>Section 3</u>	Requires the Council to transmit a copy of the adopted resolution to the nominee and to the Office of the Mayor.
<u>Section 4</u>	Provides that the resolution shall take effect immediately.

### VIII. COMMITTEE ACTION

On December 18, 2024, the Committee met to consider Proposed Resolution 25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024”. The meeting was called to order at 10:40 a.m. after ascertaining a quorum consisting of Chairperson Allen, Councilmember Frumin, and Councilmember Henderson. After an opportunity for discussion, Chairperson Allen moved the committee print and report for PR25-1023 en bloc with leave for staff to make technical, conforming, and editorial changes. The Committee voted 3-0 to approve the Committee Report and Print, with the Members voting as follows:

*YES:* Chairperson Allen and Councilmembers Frumin and Henderson

*NO:* None

*PRESENT:* None

*ABSENT:* None

The meeting was adjourned at 11:05 a.m.

### IX. ATTACHMENTS

- (A) Proposed Resolution 25-1023 as introduced
- (B) Hearing Record for PR25-1023
- (C) Legal Sufficiency Determination for PR25-1023
- (D) Committee Print for PR25-1023



# ATTACHMENT A



**MURIEL BOWSER**  
**MAYOR**

October 18, 2024

The Honorable Phil Mendelson  
Chairman  
Council of the District of Columbia  
John A. Wilson Building  
1350 Pennsylvania Avenue, NW, Suite 504  
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to Section 204 of Title II of the Water and Sewer Authority Establishment and Department of Public Works Reorganization Act of 1996, effective April 18, 1996 (D.C. Law 11-111; D.C. Official Code § 34-2202.04), I am pleased to nominate the following individual:

Dr. Unique N. Morris-Hughes  
Q Street, NE  
Washington, DC 20002  
(Ward 5)

for appointment as a District resident member of the Water and Sewer Authority Board of Directors, filling a vacant seat formerly held by Keith Anderson, for the remainder of an unexpired term to end September 12, 2027.

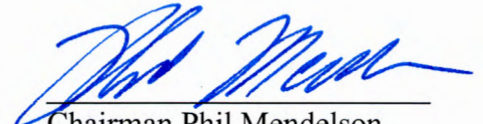
Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser  
Mayor

  
Chairman Phil Mendelson  
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of Dr. Unique N. Morris-Hughes to the District of Columbia Water and Sewer Authority Board of Directors.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution may be cited as the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024”.

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Dr. Unique N. Morris-Hughes  
Wright Terrace, NE  
Washington, DC 20018  
(Ward 5)

as a District resident member of the Board of Directors of the District of Columbia Water and Sewer Authority, established by Section 204 of the Water and Sewer Authority Establishment and Department of Public Works Reorganization Act of 1996, effective April 18, 1996 (D.C. Law 11-111; D.C. Official Code § 34-2202.04), filling a vacant seat formerly held by Keith Anderson, for the remainder of an unexpired term to end September 12, 2027.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

# Dr. Unique Morris-Hughes

Washington, DC

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## Education

**Doctor of Philosophy, Organizational Leadership**, | University of Maryland Eastern Shore | Princess Anne, MD  
**Master of Business Administration** | Trinity College | Washington, DC  
**Bachelor of Arts, English** | Johnson C. Smith University | Charlotte, NC  
**Study Abroad** | Al Akhawayn University | Ifrane, Morocco

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## Career Experience

### Director | 2018 – Present

District of Columbia Department of Employment Services/State Workforce Agency, Washington, DC

As the Director, the chief responsibility of this position is to act in the role of **state labor secretary and provide oversight** and leadership to over 900 employees across eight divisions in five different locations. Lead the state workforce agency and provide local leadership in workforce training, labor law enforcement, unemployment insurance, paid family leave, workers compensation and occupational health and safety. Serve as the chief steward of three trust funds which include unemployment insurance, workers compensation and paid family leave which total over \$800 million dollars. Oversee agency budget of \$60 million dollars in local funds, \$50 million in capital funds, and over \$20 million in federal funds.

### Selected Accomplishments:

- Implemented a \$25 million workers' compensation rebate or reduction in upfront costs to insurance carriers and self-insured employers doing business in the District of Columbia.
- Provided oversight of programs where over 30,000 individual participants were served during the last three fiscal years (30,307 individuals).
- Lead the agency to deliver more than 320,000 services provided to workforce development participants for the last three fiscal years (324,044 services).
- Provided training that led to DOES customers to earn more than \$700M in wages during the last five fiscal years (\$706,289,539 earned).
- [Selected as a 2018 Workforce Game Changer for outstanding service to the field of workforce development.](#)
- [Advanced the District of Columbia's state workforce strategic plan, Vision Forward which creates a blueprint for the state workforce agency.](#)
- [Commissioned an independent and peer-reviewed research, Strategic Priorities: Create Workforce Opportunities for Youth in Washington DC.](#)
- [Developed the annual Talent Forward DC: Annual Economic Report providing a quantitative look at key economic factors in the District of Columbia.](#)
- [Create a new approach to business services by launching the Office of Talent and Client Services.](#)
- [Honored by Walkers Legacy as the 2018 Community Advocate award.](#)
- [Successfully launch the Paid Family Leave program on-time and under budget](#)

### Chief Strategy Officer & Acting, Chief of Staff | 2016 – 2017

District of Columbia Department of Employment Services, Washington, DC

Lead the agency in a strategic "turn-around" effort to eliminate federal non-compliance and bring the agency into good standing with US Department of Labor. Design and implement turnaround and operational strategies to improve agency federal program performance. Work with the Office of the Deputy Mayor and the Director of the Employment Services as subject matter expert with federal program implementation. Create policies that promote a positive culture and atmosphere. Lead agency performance management, labor market information and research agenda. Develop innovative grant funding program to build capacity of the network of training providers that serve at-risk youth and students.

### Selected Accomplishments:

...continued...

# Dr. Unique Morris-Hughes

- [Lead the efforts for the District of Columbia's Department of Employment Services Office of Youth Programs to exit "High Risk".](#)
- Accelerated the enforcement of existing local labor laws to increase the number of employed District resident's, highlighted by administering the *First Source* program penalty in the program's history.
- Attaining a top five (5) national ranking within the District's worker's compensation program and recovering more than \$25M in back wages and damages on behalf of District residents.
- [Lead the DC Infrastructure Academy which initial strategic investment which was funded at \\$22.5M. Develop and launch innovative training program focused on connecting the infrastructure industry \(transportation and logistics, information security, public utilities, and energy efficient technologies\) to the District's skilled workforce.](#)
- Implemented the reorganization of the nation's largest summer youth employment program of approximately 13,000 participants to include 22-24 year old's, as well as the inaugural launch of the Mayor's Opportunity Student Scholarship (MOSS), providing scholarships to 200 participants in excess of \$250K.
- [Oversee the Summer Youth Employment Program for the District of Columbia where Forbes magazine cites Washington DC is the number one city for summer jobs.](#)

## **Chief Operating Officer (COO) & Acting Assistant Superintendent for Wellness and Nutrition | 2014 – 2016**

District of Columbia Office of the State Superintendent of Education, Washington, DC

Oversaw eight offices totaling 82 full time employees and supported core functions of agency. Lead the agency in a strategic "turn-around" effort to eliminate federal non-compliance and bring the agency into good standing with US Department of Education.

### **Selected Accomplishments:**

- [Lead the District of Columbia through a corrective action plan which led the District of Columbia to be off the "High-Risk" sanctions which were previously held for over 15 years.](#)
- Supervised three facilities maintained by the agency and oversaw per pupil funding, enrollment processes and general tuition payments for residents.
- Lead Federal Programs Office, overseeing approximately \$75 million and entitlement programs of Title I, Title II and Title III.
- Managed annual enrollment audit for the DC, allocating \$650 million of funds to support the public school system.
- Governed all offices under COO; including, but not limited to, Wellness and Nutrition Services, Office of Contracts and Procurement, Office of Enrollment and Residency, and Office of Dispute Resolution.
- Lead highest ranked Summer Meals program in the country as designated by the United States Department of Agriculture.
- Created cross-cutting federal education grants guidance aligning cost and activities amongst five grants.

## **Deputy Assistant Superintendent, Federal Grants Management | 2012 – 2014**

Deputy Director, Office of Grants Management and Compliance 2012-2013

Office of the State Superintendent of Education, Washington, DC

Demonstrate expert knowledge of federal grant program laws, regulations, accounting principles, procurement laws governing public funds, applicable Office of Budget and Management Circulars, and the Education Department Government Administrative Regulations. Offered technical support and training to program managers. Developed and provided guidance on grants management policies. Trained and provided knowledge of A-133 audit of grant programs. Also served as Deputy Director and Director of the Office of Grants Management and Compliance from 2012 to 2013.

## **Assistant Head of School, Performance | 2011 – 2012**

Septima Clark Public Charter School, Washington, DC

Serve as liaison to the Office of the State Superintendent of Education, Public Charter School Board, and other District of Columbia Agencies. Advised school faculty and staff on the effects of current policy and legislation. Offered guidance to staff on DC Municipal Regulations. Delivered training to staff, leadership, and board of trustees on school operations policy. Recruited and hired new staff and served as point of contact for all parents and staff. Also served as acting Special Education Coordinator, overseeing special education staff. Achieved LEA level compliance for federal entitlements supplementary to ESEA programs, Highly Qualified Teacher documentation, and other federal grants.

# Dr. Unique Morris-Hughes

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## **Program Manager/Center Director | 2008 – 2009** District of Columbia Public Schools, Washington, DC

Created and implemented new programs that are measurable and high quality, such as Adult, Family, and English Language Literacy Programs. Used research-based programs to create best practices, including NCLB compliance for Title I Part A and Title III. Provided overall leadership and administration to staff of six. Provided resources, programs, and information to shareholders and practitioners in professional communities. Produced outreach strategy and implementation plan; exceeded 20% target of student/family population.

## **Director of Programs | 2006 – 2008** Junior Achievement of the National Capital Area, Washington, DC

Created opportunities for students to learn financial literacy, workforce preparedness, business, and economics. Created opportunities for corporate partners and volunteers to teach students the importance of financial literacy, business, and economics. Implemented research-based curriculum and programs. Served as primary contact for school system and district government. Increased number of student participants within six months of program implementation. Generated resources through fundraising.

## **Public Policy Coordinator | 2002 – 2005** Amazon.com, Seattle, Washington & Washington, DC

Worked closely with the Vice President of Global Public Policy and Directors of US Federal and State Public Policy with compliance. Conducted research on legislative proposals and provided briefs on legislation of interest to senior management. Responsibly managed team budget and team internal website. Served as the political action committee (PAC) coordinator and ensured compliance with federal election campaign laws.

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## **Teaching Experience**

**Adjunct Instructor & Consultant** | USDA Graduate School, Washington, DC | 2009 – 2016: Design instructional materials for performance management courses. Provides training to state and federal employees for Program Evaluation.

**Adjunct Faculty** | Trinity University, Washington, DC | 2007 – 2010: In-classroom instructor while utilizing web-based technology. Advised students on scholarly research and writing in courses: *Human Resource Management, Organizational Behavior, Principles of Management and Leadership, and Social Entrepreneurship*.

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## **Professional Service & Memberships**

Alpha Kappa Alpha Sorority, Inc., 1999- present  
Trustee, US Conference of Mayor's Workforce Development Board, 2017 – present  
Director for Region III, Board of Directors, National Association of State Workforce Agencies, 2020 – present  
Board of Directors, Workforce Investment Council, District of Columbia, 2017 – present  
Appointee/Mayor Designee, Adult Career Pathways Taskforce, 2017 – present  
National Forum of Black Public Administrators, 2012 - Present  
American Educational Research Association, 2010 – Present

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## **Selected Publications, Speeches & Conference Presentations**

**Morris, U.**, December 2009. *Measuring program performance and web 2.0 technologies: Getting the most from your programs while engaging youth*. NCNW-Dorothy Height Leadership Institute. Washington, DC.

# Dr. Unique Morris-Hughes

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- Morris, U.**, April 2010. *The Relationship between Servant Leadership Characteristics and State Domain Hope: Validation for the Inclusion of Hope in the Servant Leadership Theoretical Model*. University of Maryland Eastern Shore Research Symposium. Princess Anne, MD.
- Morris, U.**, October 2010. *Critical perspectives of early literacy coaching and the affects in at-risk populations*. Consortium for Research on Educational Accountability- National Evaluation Institute. Williamsburg, VA.
- Morris, U. (2012)** *Psychological Capital of African American Professionals as Influences of Performance and Job Satisfaction as Mediated by Self-Perceived Authenticity.*, University of Maryland Eastern Shore. (Doctoral Dissertation). Retrieved from ProQuest Dissertation and Theses databases.
- Morris, U., Crosson-Settler, R., Leach, F., & Edogun, K.**, April 2013. *From Compliance to Reform: Balancing Efforts to Reform Public Education in the District of Columbia*. National Forum of Black Public Administrators National Conference. Atlanta, GA.
- Morris, U.**, August 2017. *Keynote Address: Being Unapologetically Authentic as Young Government Leaders*. Blacks in Government National Conference. Atlantic City, NJ.
- Morris, U.**, April 2017. *Perspectives on the impact of practice, program, and policy*. Rutgers University Urban Teaching Matters Conference. Camden, NJ.
- Morris-Hughes, U.** June 2018. Private –Public Business Partnership Key to Strengthening DC Workforce and Economy. LA Sentinel. <https://lasentinel.net/tag/dr-unique-morris-hughes>
- Morris-Hughes, U.** April 2018. DC Summer jobs program grows up. Washington Post. [https://www.washingtonpost.com/opinions/summer-jobs-for-young-people-are-an-investment-in-our-future/2018/05/18/aa7fa4f6-5924-11e8-858f-12becb4d6067\\_story.html?noredirect=on&utm\\_term=.f518f1926d51](https://www.washingtonpost.com/opinions/summer-jobs-for-young-people-are-an-investment-in-our-future/2018/05/18/aa7fa4f6-5924-11e8-858f-12becb4d6067_story.html?noredirect=on&utm_term=.f518f1926d51)
- Morris-Hughes, U. 2019**, October. *Smart Cities Connect Conference: Inclusion, Innovation, and the Workforce of the Future*. <https://www.digi.city/articles/whats-new>.
- Morris-Hughes, U. 2019**, October. " *Inclusive future of work*". <https://mayor.dc.gov/release/mayor-bowser-unveil-future-work-dc>.
- Morris-Hughes, U.** May 2019. Filling in the Workforce Gap Through Infrastructure Academies. American Infrastructure Magazine. <https://americaninfrastructuremag.com/filling-workforce-gap-infrastructure-academies/>
- Morris-Hughes, U. 2022.** *Talent Pipeline Launch Event with Senior Administration Officials, Employers, Union Leaders, Training Providers, and Local Officials*. <https://www.whitehouse.gov/briefing-room/statements-releases/2022/06/17/readout-of-talent-pipeline-challenge-launch-event-with-senior-administration-officials-employers-union-leaders-training-providers-and-local-officials/>.
- Schreur, E., Yu, H., Pedigo, S., Standbrook, J., Taylor, M. & Morris-Hughes, U. ( 2022).** *A Refined Approach to Measuring Take-Up Rates in Paid Family Leave Programs: A Case Study from The District of Columbia's Paid Family Leave Program* [Manuscript submitted for publication]. Monthly Labor Review, Bureau of Labor Statistics, Department of Labor.

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## Awards and Honors

- 2022 DC One Fund Ambassador – Appointed by Mayor Muriel Bowser to serve as chief fundraiser the Districts annual giving campaign supporting community-based organizations in the District of Columbia. By Leading and representing 37,000 DC government employees, Ambassador Morris-Hughes raised nearly \$1.3 million dollars in the 67th annual campaign in less than 8 weeks.



# Dr. Unique Morris-Hughes

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- 2022 Leadership Award Honoree, Crittenton Services – an honor recognizing outstanding leadership in the District of Columbia benefiting young women (<https://crittentonservices.org/press-resources/>).
  - 2018 Workforce Game Changer of the Year – An annual award recognizing workforce development practitioners and strategist across the county (<https://www.prweb.com/releases/2018/06/prweb15585576.htm>).
  - 2018 The University of the District of Columbia Community College Division of Workforce Development & Lifelong Learning Trailblazer Award.
  - 2018 Walker’s Legacy Women in Economic Development Award
  - 2015 DC Career and Technical Education Champions Award
  - 1994 Seattle Youth Advocate of the Year
- (<https://archive.seattletimes.com/archive/?date=19960421&slug=2325240>)
- 

## Mass Media and Social Media Impressions

### Career and Workforce Development

- Facebook:  
[The First 90 Days: Best Practices for the New Mom- Dr. Unique Morris-Hughes](#)
- TV:  
WJLA – Armstrong Williams Show - [UMH-WJLA 8.27.22](#)  
WUSA9 - [DOES Director Odie Donald II and Chief Strategy Officer Unique Morris-Hughes on Great Day Washington](#)
- Twitter:  
[@DOES DC Director Dr Unique Morris-Hughes on how they're fixing the system to help residents and hiring over 200 people in the process](#)

### Education and Youth

- Youtube:  
[Dr. Unique Morris-Hughes Answering Questions from Pioneer Fellows at Ted Talks in Washington, D.C.](#)  
[Dr Unique Morris-Hughes Speaking at Rutgers University-Intro](#)  
[Mayor Bowser Provides Grants to Connect More DC Residents to Earn-and-Learn Opportunities](#)  
[Mayor Bowser Launches 2020 Mayor Marion S. Barry Summer Youth Employment Program, 1/31/20- Director Dr. Unique Morris-Hughes makes speech](#)  
[Faces of the 40th - Director Dr. Unique Morris-Hughes](#)

### Paid Family Leave

- TV:  
Fox 5 - [FOX 5 Zip Trip Union Market: 5 Must Stops!](#)
- Youtube:  
[Mommy on a Budget- Thrive by Five DC](#)

### Philanthropy and Fundraising

- Youtube:  
[DC One Fund message from Director Unique Morris-Hughes.](#)





Executive Office of the Mayor – Mayor’s Office of Talent and Appointments  
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

### **Dr. Unique N. Morris-Hughes**



Dr. Unique Morris-Hughes is the Director of the District of Columbia Department of Employment Services (DOES). In her role as State Labor Secretary, she is directly responsible for a budget of \$196 million in local, federal, and special purpose funds administered by the District of Columbia and the federal government for workforce development programs and training, unemployment compensation, universal paid leave administration, and labor standards enforcement, along with more than \$80 million in active capital projects.

Previously, Dr. Morris-Hughes was the Chief Strategy Officer for DOES. Appointed by Mayor Bowser to assist the Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO), Dr. Morris-Hughes was named Special Assistant & Assistant Director of DOES in 2016. Within 18 months, her efforts helped lead to the removal of the agency’s youth programs from a federal watch list. Previously, Dr. Morris-Hughes served at the District of Columbia Office of the State Superintendent of Education (OSSE), where she guided that agency through a federal corrective action plan. As a result of the corrective steps taken at OSSE, the District exited federal high-risk status for grant oversight, operation management, and fiscal reporting.

Dr. Morris-Hughes’ other major accomplishments include, while at OSSE, leading the District of Columbia to its ranking as the top state (and jurisdiction) in the country for the US Department of Agriculture summer meals program.

Dr. Morris-Hughes is a member of the American Educational Research Association, the National Forum for Black Public Administrators, the Textbook and Academic Authors Association of America, the National Alliance of Black School Educators, the National Black MBA Association, the International Leadership Association, and Alpha Kappa Alpha Sorority, Incorporated.

A Ward 4 resident, Dr. Morris-Hughes earned her Bachelor of Arts in English from Johnson C. Smith University, her Master of Business Administration from Trinity University, and her PhD in Organizational Leadership from the University of Maryland Eastern Shore.



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Executive Office of Mayor Muriel Bowser

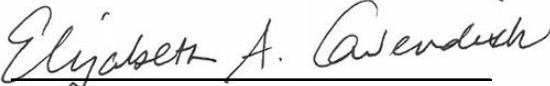


Office of the General Counsel to the Mayor

**To:** Kimberly A. Bassett, Steve Walker  
**From:** Betsy Cavendish  
**Date:** October 10, 2024  
**Subject:** Legal sufficiency review of a resolution appointing Unique Morris-Hughes as a member of the District of Columbia Water and Sewer Authority Board of Directors

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**This is to Certify** that this office has reviewed the above-referenced Order and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Michael Porcello, Deputy General Counsel, Executive Office of the Mayor, at 202-727-0872, or me at 202-724-7681.

  
Elizabeth Cavendish

# ATTACHMENT B

**Council of the District of Columbia  
COMMITTEE ON TRANSPORTATION & THE ENVIRONMENT  
MEMORANDUM**

1350 Pennsylvania Avenue, NW, Washington, DC 20004

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**TO:** Nyasha Smith, Secretary of the Council  
**FROM:** Charles Allen, Chairperson, Committee on Transportation and the Environment  
**RE:** Closing Hearing Record *CA*  
**DATE:** December 16, 2024

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Dear Secretary Smith,

Please find attached copies of the Roundtable Notice, Agenda and Witness List, and testimony for the Committee on Transportation and the Environment’s December 11, 2024 Public Roundtable on PR25-0995, the “District of Columbia Water and Sewer Authority Board of Directors Jed Ross Confirmation Resolution of 2024,” and PR25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024.” The following witnesses testified at the roundtable or submitted written testimony to the Committee:

**i. Public Witnesses**

1. Ximena Gates, Public Witness
2. Antoinette Pitter, Stakeholder Engagement Associate, Lead-Free DC
3. Rodney Bonner, Public Witness
4. Timothy Crawford, Public Witness
5. Dr. Iris Bond-Gill, CEO and Founder, IBG Consulting Group
6. Cedric Thompson, CEO, Center for Innovation, Research, and Transformation in Education (CIRTE) dba WE Strategies
7. Kortney Grant, President, Carolina Canyon
8. Elijah Moses, Owner, Urban Equity Consulting Group
9. Marchant Wentworth, Principal, Wentworth Green Strategies
10. Wendell Felder, Ward 7 Councilmember-Elect and former member of the DC Water & Sewer Authority Board
11. Dr. Tony D. Johnson, President & CEO, Captivate Perspectives

**ii. Nominees**

1. Jed Ross
2. Dr. Unique N. Morris-Hughes

**Council of the District of Columbia  
COMMITTEE ON TRANSPORTATION AND THE ENVIRONMENT  
NOTICE OF PUBLIC ROUNDTABLE  
1350 Pennsylvania Avenue, N.W., Washington, D.C. 20004**

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**COUNCILMEMBER CHARLES ALLEN, CHAIRPERSON  
COMMITTEE ON TRANSPORTATION AND THE ENVIRONMENT**

**ANNOUNCES A PUBLIC ROUNDTABLE ON**

**PR25-0995, THE “DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS JED ROSS CONFIRMATION RESOLUTION OF 2024”**

**AND**

**PR25-1023, THE “DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS DR. UNIQUE N. MORRIS-HUGHES CONFIRMATION  
RESOLUTION OF 2024”**

**Wednesday, December 11, 2024, 11:00 a.m. – 1:00 p.m.  
Hybrid Hearing in Room 123 (Track C) and via Zoom  
To Watch Live:**

<https://dccouncil.us/council-videos/>  
<http://video.oct.dc.gov/DCC/jw.html>  
<https://www.facebook.com/CMcharlesallen>

On Wednesday, December 11, 2024, Councilmember Charles Allen, Chairperson of the Committee on Transportation and the Environment, will convene a public roundtable to consider PR25-0995, the “District of Columbia Water and Sewer Authority Board of Directors Jed Ross Confirmation Resolution of 2024”, PR-25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024”, and B25-0849, the “Limited Purpose Credential Clarification Amendment Act of 2024”. This is a hybrid format roundtable, with witnesses appearing virtually via the Zoom platform or in person in Room 123 of the John A. Wilson Building, 1350 Pennsylvania Avenue, NW, from 11:00 a.m. to 1:00 p.m.

The stated purpose of PR25-0995, the “District of Columbia Water and Sewer Authority Board of Directors Jed Ross Confirmation Resolution of 2024”, is to confirm the appointment of Jed Ross

to the District of Columbia Water and Sewer Authority Board of Directors, for a term to end September 12, 2027.

The stated purpose of PR25-1023, the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024”, is to confirm the appointment of Dr. Unique N. Morris-Hughes to the District of Columbia Water and Sewer Authority Board of Directors, for a term to end September 12, 2027.

The Committee invites the public to provide live and written testimony. Public witnesses seeking to provide testimony at the Committee’s roundtable must thoroughly review the following instructions:

- If you would like to provide live testimony during the roundtable or submit written testimony for the record, please use the Council’s Hearing Management System at <https://lims.dccouncil.gov/hearings/>. HMS is a universal, centralized way to find out about upcoming hearings, register to testify, submit testimony, download testimony, and see how many witnesses have registered. **The deadline to register to provide testimony through HMS is Monday, December 9, 2024, at 5:30 p.m. The hearing record closes on Monday, December 16, at 5:30 p.m., after which you will be unable to submit written testimony.**
- Once you have identified the hearing at which you want to testify on the Hearing Management System, read the Hearing Notice at the bottom of the page for additional details on the hearing. The hearing page also shows how many witnesses have already registered under the “Witnesses” heading.
- Click the “Register to Testify” button at the upper right of the page to register to testify at the hearing. If the deadline to sign up for a hearing has already passed, or if there is no public testimony at the hearing, the button will not be available.
- If there are multiple topics to be considered at a hearing, select which one you would like to speak to by placing a checkmark next to the relevant topic or legislation. If you are testifying on behalf of an organization, select “Organization” and include your title and the organization’s name. If you are testifying on your own behalf, select “Individual.” There may be additional fields included by a Committee to gather further details.
- Select “Live Testimony” or “Record Testimony.” Select “Live Testimony” if you previously registered to testify at the hearing. If your testimony is only for the written record, choose “Record Testimony.” Please use the same name, organization information, and email address that you used if you registered to testify.
- If you are trying to submit testimony, click the “Submit Testimony” button in the upper right on the hearing page. If the deadline to submit testimony for a hearing has already passed, the button will not be available.
- You can upload testimony in either Adobe PDF, Microsoft Word, Apple Pages, or a plain text file by clicking “Upload My Testimony.” You can also type your testimony from this page by selecting “I will type my testimony here.”

- After completing the web form, you should receive a confirmation email from [noreply@dccouncil.gov](mailto:noreply@dccouncil.gov). Prior to the roundtable, you will receive an email from [noreply@dccouncil.gov](mailto:noreply@dccouncil.gov) from the Committee with additional details on testifying, including the access link.
- The Committees will approve witnesses' registrations based on the total time allotted for public testimony. The Committees will also determine the order of witnesses' testimony.
- Representatives of organizations will be allowed a maximum of five minutes for oral testimony, and individuals will be allowed a maximum of three minutes. If more than one witness is testifying on behalf of the same organization, only one witness will have five minutes, and all other witnesses from the same organization will have three minutes. To accommodate additional public witnesses, the Committee may reduce witnesses' allotted time for testimony but will inform witnesses if it plans to do so.
- Witnesses are not permitted to yield their time to or substitute their testimony for the testimony of another individual or organization.
- Witnesses who anticipate needing language interpretation, including ASL interpretation, are requested to inform the Committee as soon as possible, but no later than five business days before the roundtable. Please include this request in the additional field for this purpose when you register to testify. The Committee will make every effort to fulfill timely requests; however, requests received fewer than five business days before the roundtable may not be fulfilled.

**Council of the District of Columbia  
COMMITTEE ON TRANSPORTATION AND THE ENVIRONMENT  
AGENDA & WITNESS LIST  
1350 Pennsylvania Avenue, N.W., Washington, D.C. 20004**

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**COUNCILMEMBER CHARLES ALLEN, CHAIRPERSON  
COMMITTEE ON TRANSPORTATION AND THE ENVIRONMENT**

**ANNOUNCES A PUBLIC ROUNDTABLE ON**

**PR25-0995, THE “DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS JED ROSS CONFIRMATION RESOLUTION OF 2024”**

**AND**

**PR25-1023, THE “DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY  
BOARD OF DIRECTORS DR. UNIQUE N. MORRIS-HUGHES CONFIRMATION  
RESOLUTION OF 2024”**

**Wednesday, December 11, 2024, 11:00 a.m. – 1:00 p.m.  
Hybrid Hearing in Room 123 (Track C) and via Zoom  
To Watch Live:**

<https://dccouncil.us/council-videos/>  
<http://video.oct.dc.gov/DCC/jw.html>  
<https://www.facebook.com/CMcharlesallen>

**AGENDA AND WITNESS LIST**

- I. CALL TO ORDER**
- II. OPENING REMARKS**
- III. WITNESS TESTIMONY**
  - a. Public Witnesses**
    - 1. Antoinette Pitter, Public Witness
    - 2. Rodney Bonner, Public Witness
    - 3. Timothy Crawford, Public Witness
    - 4. Ximena Gates, Public Witness



5. Dr. Iris Bond Gill, Public Witness

**b. Nominees**

1. Jed Ross

2. Dr. Unique N. Morris-Hughes

**IV. ADJOURNMENT**

**Antoinette Pitter Testimony to the Council of the District of Columbia Committee on  
Transportation and the Environment**

PR25-1023, THE “DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY BOARD OF  
DIRECTORS DR. UNIQUE N. MORRIS-HUGHES CONFIRMATION RESOLUTION OF 2024”

Wednesday, December 11, 2024

Good morning,

My name is Antoinette Pitter, and I want to first thank you for the opportunity to testify on my experience with the DOES/DC Water Job Readiness Program.

I participated in The DOES Project Empowerment Program. This was one of the best decisions I ever made. Project Empowerment uplifts our community by giving an opportunity to members in the District who need good stable employment. They start by teaching individuals how to seek out and obtain employment. The program assists its members with getting to know what it is they want and need to do, as well as understanding their strengths.

The program addresses the following:

- Computer training,
- Educational assessment evaluation,
- Mental health evaluations,
- Job readiness skills,
- Interview training and resume preparation,
- Job retention, and
- Punctuality

The entire experience is beneficial. Once I completed the training course at Project Empowerment the real work of proving that I was a valuable employee during my time as an activator was the next step.

I began the DC Water Activators Program in May of 2023. I participated in a 30-day training to obtain safety certifications and gain the knowledge needed for our positions. This training included:

- Two weeks of in-class sessions
- Two weeks of hands-on field training

During the training, my progress was assessed and according to my skill level, I was placed in a position within DC Water’s Lead Free DC team. Throughout my year as an Activator, I worked alongside an amazing team who have guided me on the path to success.

The final phase of my year as an Activator, DC Water’s program focused on:

- Providing next steps for permanent employment
- Equipping me with resume and cover letter writing classes
- Allowing me to apply and interview for the job I was doing over a year’s time

My work as an Activator led to a full-time permanent position and I am excited that May 6, 2024, was my first day as full-time employee working on the Lead Free DC Program.

I am currently employed by DP Consultants, a Communications and Outreach Firm, as part of the Lead Free Group Joint Venture. I enjoy coming to work every day. I am excited to support the work of DC Water, a company that cares about the community and is focused on removing the lead water service pipes. The Lead Free DC Team has been working tirelessly to inform and educate people of the health risks of lead and the importance of replacing their lead pipes. As a DC resident and mother, I understand and support this effort for my children and generations to come.

I am proud and thankful that DOES and DC Water were able to build a partnership that not only allowed me to have a rewarding experience but a job and career that I am proud of.

Thank you to DOES Project Empowerment, Dr. Unique Morris-Hughes, DP Consultants, and DC Water for the opportunity.

Antoinette Pitter

Stakeholder Engagement Associate

Lead Free DC (Contractor)

DC Water | Engineering & Technical Services

[antoinette.pitter@dcwater.com](mailto:antoinette.pitter@dcwater.com)

M: (202) 580-0302 | O: (202) 787-2348

## **Rodney Bonner**

Goodmorning everyone

I come before you today filled with gratitude and a sense of accomplishment, as I reflect on the past few months of my internship at DC water with DOES this experience has not only been an invaluable steppingstone in my professional journey, but has also profoundly shaped my understanding of the vital role that water plays in our communities. From the very first day, I was welcome to an organization that embodies dedication, innovation, and a commitment of public service. The team at DC water has been more than just colleagues. They're starting to become family and even more mentors, guiding me through the complexities of water management and the importance of sustainable practices. Their willingness to share their knowledge and expertise has been instrumental in my growth and for that I'm incredibly thankful.

Throughout my internship, I have had the opportunity to work on a variety of projects that have challenged me and expanded my skills set whether it was conducting research, analyzing data or participate in the community outreach initiatives I was constantly encouraged to think critically and creatively. Each task not only enhance my technical abilities, but also deepen my appreciation for the work that DC water does to ensure safety and reliable water service for our resident

As I wrap up my reflections on this incredible journey with DC water, I want to take a moment to express my heartfelt gratitude. This internship has been more than just the professional experience. It's been a transformative chapter in my life. Thank you for this opportunity, and I look forward to staying connected as I continue on my path.

## **Timothy Crawford**

I would like to express my sincere gratitude to Dr. Unique Morris Hughes and the DC Water team for their support and guidance throughout my journey. Graduating from DOES has had a profound impact on my life, and I am incredibly thankful for the opportunities it has provided. Through DOES, I have built meaningful and lasting relationships with my coworkers, many of whom I now consider extended family. The team-building activities and experiences I participated in helped me grow both professionally and personally. I've gained valuable insights into myself, which I've been able to apply to my new career path at DC Water. Here at DC Water, I've further developed essential values such as teamwork, integrity, discipline, and growth. These lessons continue to shape my success, and I am excited about the future ahead.

Thank you again for the incredible support and the life-changing opportunities.

Council of the District of Columbia  
Committee on Transportation and the Environment  
Testimony by Dr. Iris Bond Gill  
December 11, 2024

Good morning, Chairperson Allen and esteemed members of the City Council. My name is Dr. Iris Bond-Gill, and I serve as CEO and Founder of IBG Consulting Group, a DC-based CBE working in education and workforce development here in our city and across the country.

I am honored to testify in strong support of Dr. Unique Morris-Hughes' nomination to the DC Water Board of Directors. I first worked with Dr. Morris-Hughes over a decade ago, and I have followed her career. What I can tell you is that she is an exceptional problem-solver and public servant. Throughout the years, she has demonstrated exceptional leadership in managing complex systems, implementing successful policies, ensuring strong regulatory compliance and governance, and maintaining an unwavering commitment to DC residents. These strengths align directly with the mission and challenges of DC Water.

**Dr. Morris-Hughes excels in managing complex systems—a critical need for DC Water.**

As Director of the Department of Employment Services (DOES), she oversees millions in federal and local funds across diverse programs, including workforce development and infrastructure training initiatives. Her leadership of the DC Infrastructure Academy, which has trained nearly 5,000 Washingtonians for careers in utilities and construction, exemplifies her ability to align workforce and infrastructure priorities. This type of strategic management is essential for DC Water as it seeks to maintain and expand its critical infrastructure to meet the needs of residents.

**She has a proven track record of implementing policies that produce measurable results, which is a key asset for DC Water.**

At DOES, Dr. Morris-Hughes transformed federally funded workforce programs, leading to the removal of the District's high-risk designation by the U.S. Department of Labor. Her ability to turn around complex, high-visibility public programs while ensuring accountability and operational excellence mirrors DC Water's commitment to delivering reliable, high-quality customer service for DC residents.

**Her expertise in governance and regulatory compliance will strengthen DC Water's oversight capabilities.**

As Chief Operating Officer at the Office of the State Superintendent of Education, she was pivotal in enabling the agency to exit high-risk status for federal grants and fiscal reporting. Her deep understanding of compliance ensures that systems meet and exceed regulatory requirements. This is especially valuable to DC Water, which operates in a heavily regulated environment and must maintain the public's trust in its operations.

**Her commitment to the community and DC residents aligns with DC Water's mission to serve the public.**

Dr. Morris-Hughes has consistently prioritized equitable access to opportunities for all DC residents. Through initiatives like the DC Infrastructure Academy, she has created pathways to opportunity for underserved communities, reflecting a commitment to inclusivity and longterm

Council of the District of Columbia  
Committee on Transportation and the Environment  
Testimony by Dr. Iris Bond Gill  
December 11, 2024

community impact. Her dedication to ensuring that the residents of DC thrive is precisely the perspective DC Water needs as it balances infrastructure demands with community priorities.

Dr. Morris-Hughes' problem-solving ability, coupled with her expertise in systems management, policy implementation, and governance, will bring tremendous value to DC Water as it addresses infrastructure challenges, workforce needs, and regulatory requirements. I strongly urge the Council to confirm her nomination.

Thank you for the opportunity to testify in support of Dr. Unique Morris-Hughes.



## Testimony on Behalf of Dr. Unique Morris-Hughes

Good morning, Council,

My name is Kortney Grant, and I am the President of Carolina Canyon, a DC-based training provider that has proudly partnered with the Department of Employment Services under Dr. Unique Morris-Hughes' leadership for several years. Together, we have worked to equip DC residents with the tools they need to secure meaningful employment and achieve economic mobility.

In my work with Dr. Morris-Hughes, I have witnessed firsthand her unwavering commitment to doing what's best for DC residents. She leads with a deep sense of purpose and a genuine desire to uplift our community.

Dr. Morris-Hughes is a consummate professional, consistently demonstrating poise, expertise, and integrity. Her **visionary thinking** is truly remarkable. She doesn't just address the needs of today; she anticipates the challenges and opportunities of tomorrow. Through her forward-looking approach, she has brought innovative programs and transformative solutions to the Department of Employment Services, benefiting countless DC residents.

For example:

- **CRESP (Career Ready Early Scholars Program):** An initiative that introduces youth ages 9–13 to future-focused industries like AI and IT, preparing them for the workforce of tomorrow.
- **College Grad Fellowship Program:** A program that mutually benefits small businesses by providing resources and bandwidth while offering recent graduates practical work experience and a direct pipeline to full-time employment.

Equally important is Dr. Morris-Hughes' **emotional intelligence**. She possesses the rare ability to connect with people on a deeply human level. She listens, empathizes, and fosters collaboration, ensuring that the voices of DC residents and stakeholders are heard and valued. This quality makes her not only an exceptional leader but also a trusted partner and advocate.





CAROLINA CANYON  
— CORPORATION —  
CAPITAL INVESTMENTS AND ACQUISITIONS

For example:

- Dr. Morris-Hughes frequently visits program sites like our summer camp, engaging directly with over 50 ten-year-olds. She doesn't just stop by—she talks with the youth, shares stories, and even enjoys a snow cone alongside them. That's connection!

Dr. Morris-Hughes' dedication to the city and its people is unmatched. She is a beacon of leadership, innovation, and compassion, and I am honored to have had the opportunity to work alongside her.

I wholeheartedly support her and the incredible work she continues to do for the residents of Washington, DC. We respectfully ask the council to confirm Dr. Morris-Hughes' appointment.

Thank you for allowing me to share my perspective.

Sincerely,

**Kortney Grant**

President, Carolina Canyon Co.

## **Elijah Moses**

Good morning, Chairperson and members of the City Council,  
I stand before you today to offer my full support for the appointment of Director Unique Morris Hughes to the Board of Directors for DC Water. As a dedicated DC resident, business owner, and community advocate, I am confident that Dr. Hughes' leadership, vision, and commitment to our city will make her an invaluable asset to the board.

Dr. Hughes has consistently demonstrated a passion for empowering the residents, businesses, and institutions of Washington, DC. Throughout her tenure as Director of the DC Department of Employment Services (DOES), she has shown an unwavering commitment to creating opportunities and fostering an inclusive economy. Under her leadership, the department launched several innovative programs, including the *HBCU Government Apprenticeship Program*, which has provided young students from Historically Black Colleges and Universities (HBCUs) with hands-on experience in government operations. This initiative not only benefits students but also strengthens the city's future workforce. Additionally, Dr. Hughes championed the development of the *Elevator Technician Program*, which is poised to address an ongoing workforce gap while creating new, high-paying jobs in the District. These programs speak to Dr. Hughes' forward-thinking leadership and her ability to respond to the evolving needs of both our community and the local economy.

Moreover, Dr. Hughes' dedication to serving the community goes beyond programmatic efforts. She has consistently made herself available to community members and business owners, ensuring that their voices are heard and that their needs are met. Whether through town halls, one-on-one meetings, or her ongoing support for local small businesses, Dr. Hughes has shown a deep commitment to fostering an environment where all residents and businesses can thrive. As the founder and owner of a Certified Business Enterprise (CBE) in Washington, DC, she understands firsthand the challenges faced by local businesses and has been an advocate for policies that support their growth and sustainability.

Dr. Hughes' extensive experience as both a public servant and business leader, combined with her innovative and community-centered approach to problem-solving, makes her uniquely qualified for a position on the DC Water Board. Her track record of results, her ability to collaborate across sectors, and her deep understanding of the needs of DC residents will undoubtedly make her a strong voice on the board. I urge the committee to consider her exceptional qualifications, history of service, and ongoing commitment to the residents of Washington, DC when making their decision.

Thank you for your time and consideration. I am pleased to offer my wholehearted endorsement of Director Unique Morris Hughes for the Board of Directors of DC Water.

Elijah Moses | Social Architect

Ward 7 Resident

CBE Business Owner | Urban Equity Consulting Group

## **Marchant Wentworth - Wentworth Green Strategies**

On behalf of Wentworth Green Strategies, I write to support the nominations of Mr. Ross and Dr. Unique N. Morris-Hughes to sit on the Board of Directors of DC Water. Both candidates have demonstrated abilities in managing large organizations with complex missions such as DC Water. Mr. Ross, in particular, having already served as an alternative BOD member, is well versed in the operations of the BOD.

As representatives from the District, I urge them both to support changes to the FY26 DC Water budget to include money to rehabilitate the Luzon Trunk Sewer that almost certainly is leaking into Luzon Branch.

A report on this subject "Can DC Water Save Luzon Branch?" has been uploaded to the hearing record under separate cover.

Thank you for the opportunity to provide this testimony in support of these nominations.

Marchant Wentworth, Principal, Wentworth Green Strategies, 903 Hamlin St NE, Washington, DC 20017, 202-526t-3389, marchant\_wentworth@msn.com

## **Can DC Water Save Luzon Branch?**

Dangerous bacteria levels persist in this Rock Creek tributary.

DC Water creekbed rehabilitation projects delayed by COVID-19 should now be accelerated to reduce pollution in Rock Creek.

A century of congressional disinvestment in the District's sewer and water systems has unnecessarily hobbled DC Water's efforts to modernize the District's aging water infrastructure.

**Marchant Wentworth**

**Wentworth Green Strategies**

December, 2024

903 Hamlin St NE

Washington, DC 20017

202-526-3389

[marchant\\_wentworth@msn.com](mailto:marchant_wentworth@msn.com)

## **Introduction and Executive Summary**

This report is the fourth paper in a series on sewer and pollution issues relating to the District of Columbia.<sup>1</sup> This report is not a scientific study. Rather, this study collects water quality data in pursuit of a single question: what is causing the high sewage bacteria readings in water samples at the mouth of Luzon Branch during both wet and dry weather?

**Numerous studies and this report point to the same culprit: leaking antiquated sewers that have long since passed their useful life. A leaking Luzon Trunk Sewer, buried alongside the Luzon Branch, is likely responsible for sewage contamination of the Luzon Branch.**

The Luzon Branch has been singled out for several reasons. First, water quality samples demonstrate that the Luzon Branch is the dirtiest of the Rock Creek tributaries and is a major polluter of the upper stem of Rock Creek. Cleaning up this single tributary would greatly improve water quality for the entire upper stem of Rock Creek. Second, work is already either underway or planned for most of the other tributaries on the Upper Stem including Pinehurst, Fenwick, Portal, and Piney Branch. No work is currently planned for Luzon. Finally, Luzon empties into Rock Creek at the intersection of Joyce Road and Beach Drive, an area known to attract waders and dog walkers during the hot summer months. High levels of the sewage bacteria *Escherichia coli* (*E. coli*) at this site indicate the presence of sewage bacteria that could pose a direct health risk to those who may be tempted to indulge in water contact in this area.<sup>2</sup>

We recognize that DC Water must balance the cost of repairing an antiquated sewer and water system with the risk of imposing an undue burden on middle and low-income families.

**DC Water must consider accelerating the planning and design for rehabilitating Joyce Road (Project IM09) to reduce the bacteria levels in Luzon Branch and the threat they pose to human health and pollution levels in Rock Creek as soon as possible.**

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<sup>1</sup> These and other reports are available for free download at my website: [www.wentworthgreenstrategies.com](http://www.wentworthgreenstrategies.com)

<sup>2</sup> *E. coli* is *Escherichia coli*, a bacterium usually found in the gut of warm-blooded mammals, has been used an indicator of sewage pollution for years. See Post op-ed "Rock Creek May Look Inviting, But Don't Go In The Water" May 7, 2021. by Marchant Wentworth. <https://wapo.st/83xSszoh>

## **Acknowledgments**

This report has been improved by the kindness of a wide variety of colleagues. The staff of the Washingtoniana Division of the Martin Luther King Library introduced me to the invaluable Reports of the Commissioners. The District of Columbia Archives staff generously allowed me to pore through their collection. Roque Hernandez of the District's Department of Energy and the Environment (DOEE) generously supplied me with monitoring data and vital background information. The staff of the US Geodetic Survey guided me through their water quality database for the Joyce Road sampling site. The ever-polite Emanuel Briggs, Manager, Community Outreach, Office of Marketing and Communications DC Water, gamely fielded my seemingly endless questions about DC Water's procedures.

My colleagues in DC's environmental community all supplied me with support and helpful suggestions on strategy and tactics including the indefatigable Chris Weiss, Executive Director of the DC Environmental Network, the ever-vigilant Jeanne Braha, Executive Director, of Rock Creek Conservancy, Anne DeBuys, of the Beyond Gas project and my colleagues at the DC Chapter of the Sierra Club. Your collective persistence and dedication are humbling and awe-inspiring.

A huge thank you to my family and friends for their tolerance of my endless rattling on about sewers. Marguerite (Mickey) Sayles provided encouragement and support. My sister Ann Sayles was always ready with an encouraging word.

Finally, it is impossible to express all my love and gratitude to my partner Marion L.R. Granigan for her support over the years. Her patience and advice about how to move the project forward were crucial. Without her, this report simply would not have happened. She deserves a parade.

My deep apologies to anyone I might have missed. My debt to all of you is immeasurable.

Of course, responsibility for mistakes, errors, and omissions is mine and mine alone. My persistent hope is simply that we keep moving towards a cleaner Rock Creek.

Marchant Wentworth

Washington, DC

December, 2024

## **Can DC Water Save Luzon Branch?**

Luzon is the third largest of Rock Creek's tributaries with a drainage catchment area of 477 acres (about twice the total floor space of the Pentagon). Sadly, development has largely encased most of the stream in storm drains that now extend from the neighborhood around the former Walter Reed Hospital site at Georgia Ave and Butternut St., southwest to an outfall structure near 16th St. and Tuckerman. But there remains a daylighted Luzon Branch that now trickles 0.45 miles from an outfall structure to where it empties into Rock Creek at Joyce Road. Although the channel is 26 feet wide, the actual stream is only 8 feet wide and about 7 inches deep. The creek shows areas of significant erosion from high water and high water marks were 1.5 meters above the bottom of the stream.<sup>3</sup> The “headwaters” of Luzon Branch is now an outfall structure originally referred to as Combined Sewer Overflow (CSO) #59 in the Long Term Control Plan. But in 2002 DC Water reported that they had separated this sewershed into storm and sanitary sewers, thus eliminating this outfall as a combined sewer overflow point. This means that, theoretically, the contents of Luzon should be relatively clean stormwater and not combined with sewage.

But the Water Quality Assessment, as well as monthly samples collected by the District's Department of Energy and the Environment (DOEE), disprove that theory.

Luzon Branch's poor water quality was confirmed as early as the 2009-2013 analysis for the Water Quality Assessment submitted to the US EPA. It reported that Luzon's average E. coli level was 708.96 Most Probable Number in 100 milliliters (MPN/100ml) -- 42 percent over the water quality standard of 410 MPN/100ml.<sup>4</sup> In addition, the Assessment reported that 55 percent

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<sup>3</sup> Rock Creek Watershed Implementation Plan, District Department of Energy and the Environment, Watershed Protection Division, August 2010.

<sup>4</sup> Averages of E.coli reading are deceptive as they fail to capture the effect spikes in E.coli that can easily threaten human health and the environment. Averages say little to inform the risks to a wader near the mouth of Luzon after a rainstorm. Further complicating the issue, most of the samples were only taken monthly, offering a tiny snapshot of water quality.

of the samples taken during this period violated the water quality standard, the highest of any of the Rock Creek tributaries they studied.

Two years later, in 2015, according to monthly sampling conducted by the Department of Energy and Environment (DOEE), 50 percent of the E. coli samples taken at the mouth of Luzon Branch violated the water quality standard. And by 2023, over 83 percent of the water quality samples violated the water quality standard. All the other Rock Creek tributaries enjoyed a reduction in the percentage of violations over this same period. But between 2015 and 2023, Luzon's percentage of violations actually increased by 50 percent.<sup>5</sup> These data appear to indicate that sewage is contaminating the Luzon Branch.

The Luzon Trunk Sewer is buried beside the Luzon Branch stream bed. This sewer starts as a huge pipe seven feet in diameter as it collects sewage from residences south of the former Walter Reed site. However, it narrows to a 27-inch diameter pipe as it runs along the Luzon Branch. Built in 1919, the Luzon Trunk Sewer has almost certainly exceeded its expected life span.

According to DC Water's 2020 documents, the design phase for the Joyce Road/Morrow Drive project that would rehabilitate this sewer was to begin in January 2026 with construction to start by March 1, 2030, and end by March 4, 2031. This project would have involved replacing 3,200 linear feet of outdated pipe with new sewers ranging from 8 inches to 24 inches in diameter made of vitrified clay, reinforced concrete, and polyvinyl chloride (PVC). This project would inspect, assess, rehabilitate and protect existing and exposed pipe along the Luzon Branch. Overall, according to DC Water documents, the creekbed sewer rehabilitation budget was projected to enjoy dramatic increases during future budget cycles.

But it now remains unclear when these projects will be restarted<sup>6</sup>. DC Water's latest budget does not include Joyce Road/Morrow Drive.<sup>7</sup>

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<sup>5</sup> See Appendix A, Percentage of Water Quality Violations in two Main Stem Rock Creek Locations and Nine Upper Stem Rock Creek Tributaries 2015-2023.

<sup>6</sup> Multiple attempts to gain any updates from DC Water regarding the current status of this creekbed project were unsuccessful.

<sup>7</sup> See Appendix F: DC Water Construction Projects Currently Underway or Planned to Start Within Two Years Ward 4.



## **DC Water's 2023 Budget Appears to Omit Several Key Projects**

DC Water appears to have dropped projects from the 2020 list including Klinge Valley, Dumbarton Oaks, and the Joyce Road/Morrow Drive project that would rehabilitate the Luzon Trunk Sewer and reduce sewage pollution in the Luzon Branch and the upper stem of Rock Creek

**DC Water should consider accelerating the planning and design for rehabilitating Joyce Road (Project IM09) to reduce the bacteria levels in Luzon Branch and the threat they pose to human health and pollution levels in Rock Creek as soon as possible.**

### **Methodology**

Determining an accurate picture of water quality of a particular stream presents multiple challenges. While DOEE staff often conduct sampling during and after large rainstorms, usually most of the DOEE water quality samples are conducted only once a month. This may or may not coincide with representative conditions of the stream being sampled. Moreover, the instrument sampling for E. coli has an upper limit of detection for E. coli at 2420 MPN/100 ml. Readings over 2420 could be many times over the limit of the instrument. This means that taking any average of monthly readings would grossly underestimate the extent of pollution in the sample. To avoid this problem, when analyzing the data for all nine tributaries as well as Boundary and Connecticut Ave on the Main Stem of Rock Creek, only the readings that violated the water quality standard were counted. The number of days that had violations was computed as a percentage of total number of samples taken that year. This percentage was used to evaluate the health of the stream. This data clearly demonstrates that the Luzon Branch, alone among the tributaries, is getting dirtier and in urgent need of rehabilitation (See Appendix A).

Some have opined that high E. coli readings might be the result of runoff contaminated by feces from deer, doors, raccoons, and even birds – and not necessarily sewage from humans. But data collected in Appendix C tends to disprove those theories.

Other observers have suggested that high bacteria readings stem solely from rainfall. We compared days of high bacteria readings with rainfall at five different gauges across the city. We

found at least three days of high bacteria readings during days of little or no rain either before or during the day of the reading. Also, days of dramatic rainfall, such as on August 14, failed to result in astronomical E. coli readings. These data tend to indicate another source of contamination other than runoff.<sup>8</sup>

In addition, a 2021 study used molecular methods to differentiate between various sources of fecal bacteria. This study showed that it was possible to identify non-human contributors to high E. coli readings and estimate the magnitude of that contribution. For example, this study showed no change in avian genetic markers between pre and post-rainfall. Researchers were able to distinguish between human, avian, dog, and ruminant sources.<sup>9</sup>

### **How Does DC Water determine which projects are included in the Capital Improvement Program?**

DC Water must maintain thousands of miles of drinking water, sanitary sewer and stormwater systems. Some of these pipes were put in place over a century ago and have grossly exceeded their expected lifespan. For example, the Luzon Trunk Sewer was likely put in place in 1919.<sup>10</sup> In addition, federal court orders and other mandates require additional work. In order to set priorities, DC Water has created seven measures to rank projects as follows:

**Mandates.** These are agreements, regulatory standards, court orders, issues and permit requirements, stipulated agreements, etc. This category alone consumes about 16 percent of the current ten year schedule of disbursements.

**Health and Safety.** These are projects that are required to address public safety issues.

**Board Policy.** These are projects that are undertaken as a result of the Board's commitment to outside agencies.

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<sup>8</sup> Note in Appendix C that rainfall is not consistent across the city. For example, the heaviest rainfall recorded at National Airport of 0.38 inches, less than half of that (0.15 in.) was recorded at the Brentwood Reservoir in Northeast. Similarly, August 14, 2023, over 2 inches of rain was recorded at Brentwood, but no rain recorded at National. Clearly readings at National are a poor indicator of rainfall elsewhere in the city.

<sup>9</sup>“ Metagenomic Sequencing and Quantitative Real Time PCR for Fecal Pollution Assessment in an Urban Watershed.” Kyle D. Brumfield, Joseph A. Cotruvo, Orin C. Shanks, Mano Sivaganesan, Jessica Hey, Nur A. Hasan, Anwar Huq, Rita R. Colwell, and Menu B. Liddy. Waterdoi:<https://doi.org/10.3389/frw2021,626849>. Published February 15, 2021.

<sup>10</sup> Report of the Commissioners, 1920

**Potential Failure.** These are projects related to facilities in danger of failing or critical to meeting permit requirements.

**High Profile; Good Neighbor.** These projects address public concerns in the neighborhood.

**Good Engineering; High Payback.** These projects are needed to fulfill the mission and upgrade facilities.

**Good Engineering; Lower Payback.** These are lower priority projects.

While these “measures of priority”, are a helpful beginning to evaluate which project to undertake, the process still provokes a variety of additional questions. For example, how do these measures consider environmental factors such as the water quality of the river or stream? Are high bacteria levels in Luzon Branch, for example, considered as part of mandates to meet water quality standards, measures needed to protect Health and Safety, or High Profile, Good Neighbor projects? Assigning risk and benefit to any of the projects is clearly a complex and sometimes subjective process. But DC Water should create a process that directly considers the improvements to water quality in the priority setting process.

The Capital Improvement Program budget is measured in the billions and is supported by a mix of ratepayer dollars and funds from bonds, loans and some federal grants. While the budgets for the overall Capital Improvement Program (CIP) are presented online, the individual projects, such as Joyce Road/Morrow Drive that could improve Luzon Branch, are not detailed in the immense CIP budget. Efforts to track the specific funding levels of the Joyce Road/Morrow Drive project in the 2022, 2023 and 2024 CIP budgets have been unsuccessful.<sup>11</sup>

**DC Water should highlight funding levels for creekbed rehabilitation projects in their budget documents.**

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<sup>11</sup> Wentworth Green Strategies filed a Freedom of Information (FOIA) request on October 1, 2024 and received a rely on October 15, 2024 that the particular project in question was part of the Interceptor/Force portion of the Capital Improvement Program and no further details were available. See appendix F for further details.

## **Conclusion**

High bacteria readings during dry weather, an adjacent century-old sewer line, and the proximity to a recreational area should all spur DC Water to take action to investigate the cause of sewage pollution of the Luzon Branch and proceed promptly to rehabilitate the Luzon Sewer and restore the Luzon Branch.

## References

Capital Improvement Plan adopted by the DC Water Board March 5, 2020, \$4K was budgeted in FY2019, \$78K in FY2020, and a final amount FY\$7K in FY2021. (P iv-48, FY2011-2020 Capital Improvement Program.

Capital Improvement Program, Quarterly update by Paul Gittridge before the Environmental Quality and Operations Committee, February 18, 2021. Accessed from DC Water website, February 22, 2021.

DC Citizen Science Water Quality Monitoring Report, Department of Energy and Environment (DOEE), 2020. ([https://www.anacostiariverkeeper.org/wp-content/uploads/2020/11/RK-VWQM-2020-Report\\_Final-with-Appendix-A.pdf](https://www.anacostiariverkeeper.org/wp-content/uploads/2020/11/RK-VWQM-2020-Report_Final-with-Appendix-A.pdf))

E. coli data generously provided by Mr. Roque Hernandez, Environmental Protection Specialist, District Department of Energy and the Environment.

Final General Management Plan, Environmental Impact Statement, Rock Creek Park and Rock Creek and Potomac Parkway. (<http://www.nps.gov/rocr/pphtml/documents.html> (January 1, 2005) p. 135

“Metagenomic Sequencing and Quantitative Real Time PCR for Fecal Pollution Assessment in an Urban Watershed.” Kyle D. Brumfield, Joseph A. Cotruvo, Orin C. Shanks, Mano Sivaganesan, Jessica Hey, Nur A. Hasan, Anwar Huq, Rita R. Colwell, and Menu B. Liddy. *Water*doi:<https://doi.org/10.3389/frw2021,626849>. Published February 15, 2021.

Quarterly Operations Reports, Combined Sewer Overflow Facilities, Prepared by: DC Water and Sewer Authority, Department of Pumping and Sewer Operations, 3101 Ames Place NE, Washington, DC 20032. The Reports are grouped quarterly and generally available by the 23rd of the month following the end of the quarter and are available on DC Water's website: DC Water.com under publications.

Report of the Operations of the Engineers, Department of Sanitary Engineering, District of Columbia Board of Commissioners Annual Report for various years.

“Report on Stream Health at Select Tributaries of Rock Creek in Washington, DC 2010-2018.” Audubon Naturalist Society, Water Quality Monitoring Program, Cathy Wiss, Program Coordinator, December 2018

Rock Creek Watershed Implementation Plan, District Department of Energy and the Environment, Watershed Protection Division, August 2010.

Water Quality Assessment, 2009 and 2014 as submitted to US Environmental Protection Agency by the District of Columbia Department of Energy and the Environment.

## Appendix A:

**Percentage of Water Quality Violations for E. coli in Nine Upper Stem Rock Creek**<sup>1</sup> Rock Creek Watershed Implementation Plan, District Department of Energy and the Environment, Watershed Protection Division, August 2010.

### Tributaries 2015-2023

	<b>Bndry</b>	<b>Prtl</b>	<b>Fnwk</b>	<b>Pnhrst</b>	<b>Lzn</b>	<b>Brdbrnch</b>	<b>Spstn</b>	<b>Pnybrnch</b>	<b>Klngle</b>	<b>MIHzn</b>	<b>CT Ave</b>
2015	44	67	25	67	50	33	25	50	33	25	51.7
2016	70	75	33	25	67	33	0	25	33	33	60
2017	52	50	50	50	50	75	25	25	33	25	51.7
2018	54	67	0	67	75	75	67	50	75	50	74
2019	41	50	25	50	80	67	50	40	10	60	41.4
2020	50	50	50	50		100	50	0	0	0	
2021	41.7	50	33	25	75	50	33	25	8.3	41.7	41.6
2022	27.5	36.3	27.3	27.5	55	54.5	45.4	27.2	27.2	22.2	27.3
2023	60	25	0	0	75	8.3	0	25	16.7	25	31.5
% chg +/-	plus 26.76	-62.7	-100	-100	plus 50%	-74.8	-100	-50	-49.3	0	-39

Legend: Bndy= Boundary Bridge; Prtl=Portal; Fnwk=Fenwick; Pnhurst=Pinehurst; Lzn=Luzon Branch; Brdbnch=Broad Branch; Spstn=Soapstone; Pnybrnch=Piney Branch; Klngle=Klingling; MIHzn=Melvin Hazen; CT Ave=Connecticut Ave

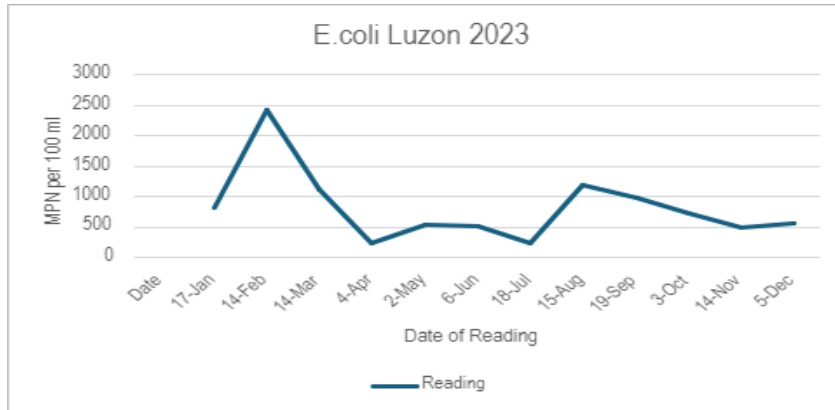
Note: The annual percentage of E.coli violations increased at Boundary Bridge and Luzon Branch and decreased at all other locations during the eight years of this study. This means that the amount of sewage pollution of Rock Creek as it entered the District increased by over 26 percent between the years 2015-2023. During the same eight-year period, sewage pollution in the Luzon Branch increased by 50 percent while the sewage pollution in eight other Rock Creek tributaries decreased.

During the eight years of this study the sewage pollution at the CT Ave site on the main stem of Rock Creek decreased by 39 percent despite receiving increased pollution from Montgomery County, indicating that Rock Creek is getting cleaner over time.

These E. coli data were generously provided by Roque Hernandez, Environmental Protection Specialist, District Department of Energy and the Environment.

## Appendix B:

### Monthly E. coli Samples Mouth of Luzon 2023



Reading  
(MPN/100ml)

#### Date 2023

17-Jan	816
14-Feb	2420
14-Mar	1120
4-Apr	249
2-May	548
6-Jun	517
18-Jul	248
15-Aug	1203
19-Sep	980
3-Oct	727
14-Nov	502
5-Dec	563

Note: Water Quality Standard is 410 MPN/100 ml.

The reading of 2420 is at the upper level of the capability of DOEE's instruments and the actual level may be much higher.

Of the twelve 2023 samples, ten violated the water quality standard. All readings were generously provided by Roque Hernandez, Environmental Protection Specialist, District Department of Energy and Environment.

**Appendix C: Rainfall at Five Gauges on the Day Before and Day of E.coli Monthly Sampling 2023 at Mouth of Luzon Branch**

Date	MPN/100 ml	Brntwd	Bryant	Main Pump	Rock Creek	Natl Arprt
16 Jan		0.00	0.00	0.00	0.00	0.00
17 Jan	816	0.00	0.00	0.01	0.01	0.05
13 Feb		0.01	0.01	0.01	0.03	0.02
14 Feb	2420	0.00	0.00	0.00	0.00	0.00
13 Mar		0.00	0.01	0.03	0.00	0.03
14 Mar	1120	0.00	0.00	0.00	0.00	0.00
3 Apr		0.00	0.00	0.00	0.00	0.00
4 Apr	249	0.00	0.00	0.00	0.00	0.00
1 May		0.00	0.00	0.00	0.00	0.00
2 May	548	0.00	0.02	0.00	0.00	0.00
5 June		0.00	0.60	0.00	0.00	0.00
6 June	517	0.61	0.00	0.66	0.61	0.00
17 July		0.00	0.00	0.00	0.00	0.00
18 July	248	0.00	0.00	0.00	0.00	0.00
14 Aug		2.05	1.46	1.39	1.12	0.00
15 Aug	1203	0.15	0.19	0.22	0.30	0.38
18 Sept		0.01	0.01	0.01	0.00	0.00
19 Sept	980	0.03	0.00	0.00	0.00	0.00
2 Oct		0.00	0.00	0.00	0.00	0.00
3 Oct	727	0.00	0.00	0.00	0.00	0.00
13 Nov		0.00	0.00	0.00	0.00	0.00
14 Nov	502	0.00	0.00	0.00	0.00	0.00
4 Dec		0.01	0.00	0.00	0.00	0.00
5 Dec	563	0.00	0.00	0.00	0.00	0.00

Notes: MPN/100 ml is Most Probable Number of Colonies in 100 ml sample. Water Quality Standard for E. coli is 410 MPN/100ml.

Brentwd is Brentwood Reservoir at the intersection of Brentwood Rd and Mt. Olivet NE.

Bryant St is Bryant St Pump Station at McMillan Reservoir, near the intersection of 5th and Harvard Sts NW.

Main Pump is the Main Sewerage Pumping Station at New Jersey Ave NW on the west bank of the Anacostia River.

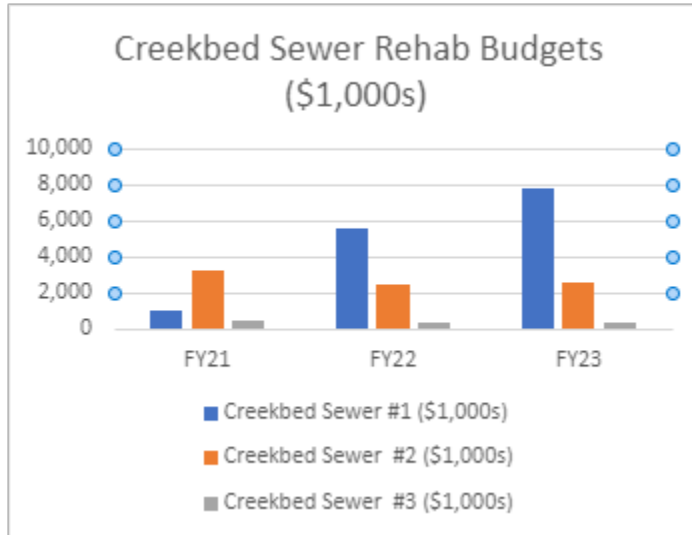
Rock Ck is the Rock Creek Pumping Station at K St. NW where it becomes Whitehurst Freeway.

Natl Arprt is National Airport (a.k.a. Reagan) on the Virginia bank of the Potomac River near 14th St Bridge. Rainfall data derived from Quarterly Reports, Combined Sewer Overflow,

Rainfall data were derived from Quarterly Operations Reports, Combined Sewer Overflow Facilities, Prepared by: DC Water and Sewer Authority, Department of Pumping and Sewer Operations, 3101 Ames Place NE, Washington, DC 20032.



## Appendix D. Budget Projections for Creekbed Rehabilitation 2021-2023



Notes: Project #1 included Glover Archbold, Soapstone, Foundry Branch, Klingle Valley, Normanstone and multiple other jobs to protect infrastructure throughout the District.

Project #2 included Pinehurst, Dumbarton Oaks, Fenwick Branch, Oregon Ave., Ft. Stanton and multiple other jobs to protect infrastructure throughout the District.

Project #3 included Oregon Ave at St. John's College High School, as well as adjacent homes. Also included was Joyce Road/Morrow Drive (IM09), Spring Valley (IL11), Mill Valley (IM02) and Oxon Run (RD03).

**Appendix E: DC Water Construction Projects Currently Underway or Planned to Start Within Two Years Ward 4**

Creekbed Rehab Pinehurst (West)(IL01)	Start Const. Summer 2025	End Const. Spring 2026
Creekbed Rehab Sherill Dr. (IL05)	Start Const .Spring 2026	End Const. Fall 2027
Creekbed Rehab Fenwick (IL06)	Start Const. Winter 2024	End Const. Winter 2027

Note: The Joyce Road/Morrow Dr project has been dropped from the list of creekbed rehabilitation projects.

## Appendix F. FOIA Request

DC Water has been less than responsive to questions about budgets for Creekbed Rehabilitation Projects. See below.

October 1, 2024

Dear FOIA Officer:

Under the provisions of the Freedom of Information Act, I seek information concerning the Joyce Road/Morrow Dr. Creekbed Rehabilitation Project as part of the Interceptor/Trunk Force Sewer Budgets as adopted on March 7, 2024, as well as any information on this project as part of the proposed FY2026 Budget.

Thank you for your consideration. Cheers, Marchant Wentworth, Wentworth Green Strategies  
903 Hamlin St NE  
Washington, DC 20017  
202-526-3389  
cell - 202-735-7104

October 21, 2024

VIA Electronic Mail

marchant\_wentworth@msn.com

Freedom of Information Act Request No. 24-10-01

Dear Wentworth:

The District of Columbia Water and Sewer Authority (DC Water) has completed our search for documents regarding your request, dated October 3, 2024, pursuant to the District of Columbia Freedom of Information Act, D.C Official Code § 2-531 et seq (FOIA"). Your FOIA request, recorded as FOIA No. 24-10-01 stated:

"FOIA Officer: This email is to clarify that I seek the most recent budget numbers (if any) for the Joyce Road Creek Bed Rehabilitation Project. Thank you for your consideration. Cheers, Marchant Wentworth, Wentworth Green Strategies."

The custodial departments have searched their records and have not identified any documents that are responsive to the referenced FOIA request. However, the custodial did specify there are no budget amounts for 2023 and 2024 pertaining to the Joyce Road /Morrow Drive Creek Bed Rehabilitation Projects, as all projects were consolidated and combined into one major sewer rehabilitation project under the Interceptor/Trunk Force Sewer Project.

Should you have any questions or concerns, please do not hesitate to contact me at [vfleming@dcwater.com](mailto:vfleming@dcwater.com) or (202) 787-2627.

Signed

Victoria A. Fleming

FOIA Officer and Senior Paralegal

## **Wendell Felder**

As the Councilmember-Elect of Ward 7 coupled with being a former Board member of the DC Water & Sewer Authority Board it is with great excitement that I provide unwavering support for Dr. Unique Morris-Hughes to be confirmed as a Board Member for the DC Water & Sewer Authority Board. Dr. Morris-Hughes has the competency, professionalism, and drive to advocate on behalf of residents in the District of Columbia, but specifically in underserved communities such as Wards 5, 7, and 8. I am confident in Dr. Morris Hughes' ability to serve on the WASA Board. She will be a great asset, especially because of her deep and longstanding government and private sector experience. She possesses the requisite skill, knowledge, and experience that would allow her to successfully contribute to the vision and mission of the DC Water & Sewer Authority Board which is providing high quality water services in a safe, environmentally friendly, and efficient manner.

As you may know Dr. Morris Hughes leads a team of nearly 700 employees at DOES. During FY 23' DOES served over 100,000 customers, provided over 330,000 services, adjudicated over 150,000 claims, and received over 210,000 calls across all programs. Under her leadership, DOES has implemented a vision and plan that promotes the district human capital through high-quality training opportunities, achieves excellence in service delivery, and operates smart & effective systems to provide the best customer service experience. Director Morris-Hughes has extensive experience working on big and ambitious plans/projects and more importantly she has a track record of successfully executing large scale projects and plans. As a former member of the DC Water & Sewer Authority Board I understand that the board will need to provide guidance and recommendations for the execution of large plans/projects such as the Lead-Free DC Program. I am confident that Dr. Morris-Hughes can work with DC Water to close the gap in achieving a lead-free DC and become even more successful in obtaining the necessary funding for this endeavor. In order to be successful in achieving a lead-free DC the board must be able to work with stakeholders in DC, but also across our region. As the DOES Director, Dr. Morris Hughes has extensive experience working with our regional stakeholders, including Maryland and Virginia.

For the reasons above and much more, I wholeheartedly recommend Dr. Morris Hughes to become a member of the DC Water & Sewer Authority Board.

**TESTIMONY**

SUBMITTED TO:

**COMMITTEE ON TRANSPORTATION AND THE ENVIRONMENT**

SUBMITTED BY:

**DR. TONY D. JOHNSON, PRESIDENT AND CEO, CAPTIVATE PERSPECTIVES**

Hello Honorable Councilmember Charles Allen, and to your other esteemed colleagues who serve on the Committee on Transportation and the Environment. My name is Dr. Tony D. Johnson, and I serve as President and CEO of Captivate Perspectives Corporation, which is a DC-based small minority firm located in Downtown DC in the East End, Gallery Place area of the city. Captivate Perspectives specializes in workforce development training, small program and project design and management services. Our focus includes workforce training for youth and adults here in the District of Columbia. Thank you for the opportunity to provide testimony in support of Dr. Unique Morris-Hughes to be considered for the Board of Directors for the DC Water & Sewer Authority.

For the last 8 years, Dr. Morris-Hughes has continued to provide excellent leadership for the DC Department of Employment of Services. Dr. Morris-Hughes leads a DC Government workforce of 700 employees, that spans across 5 District buildings and serves over 102,000 DC residents across 9 areas of focus. This work includes Operations, Workforce & Federal Programs, Education & Workforce Innovation, Labor Standards, State Initiatives, Economic Stability and Benefits, Compliance and Auditing, Innovation & Partnerships and Legislative Affairs. To grow this work Dr. Morris Hughes implements her Vision Forward Program for the agency which focuses on the values, goals, strategies and measurable outcomes for the DC Department of Employment Services.

Dr. Unique Morris-Hughes has dedicated her work to supporting positive quality of life indicators for District of Columbia residents. For the purpose of this testimony, I will focus my discussion on her leadership and work in the infrastructure space. Dr. Unique Morris-Hughes has led efforts and policy discussions related to transportation and the environment. This work also includes the launch and implementation of the DC Infrastructure Academy which focuses on providing training for DC residents in fields that are in high demand, Career Ready DC-Artificial Intelligence Initiative, and Technology Hack-A-Thon. In addition, Dr. Morris-Hughes has provided stellar leadership and expert perspectives by participating in roundtables, panels, seminars and lunch and learns focusing on workforce development, employer engagement, infrastructure, energy, and environmental sustainability. This thought leadership focused on the DC labor market, infrastructure, current issues and trends and employer engagement to support a sustainable ecosystem within the District of Columbia.

The DC Water and Sewer Authority stands at a unique space by continuing to build upon their great work. In DC Water and Sewer Authority's Blueprint 2.0 there are five imperatives that are identified to ground this important work, they include 1) Healthy, Safe and Well 2) Reliable 3) Resilient 4) Sustainable and 5) Equitable. DC Water and Sewer also identifies 3 inputs to achieve these goals which includes leadership engagement, tactical workshops, and strategic deep dives.

DC Water and Sewer Authority has also identified 5 stages to engage stakeholders throughout the plan's implementation.

Dr. Unique Morris-Hughes has the academic credentials and leadership experience to think through and provide keen insights to the path ahead for DC Water and Sewer Authority. Dr. Morris-Hughes' extensive work in implementing large scale projects such as the modernization of the Unemployment Insurance (UI) system, building and rebranding the workforce system, launching new training programs, incentives for employers to hire and retain DC residents, launching innovation around the Paid Family Leave system with new initiatives that set the standard for the country, and the expansion of apprenticeships are several of the targeted bodies of work that Dr. Morris-Hughes has led for the city.

Qualifying Dr. Unique Morris-Hughes work through professional association and philanthropic involvement; Dr. Morris-Hughes maintains active membership in several groups. Dr. Morris-Hughes currently serves as a Board member for the National Association of State Workforce Agencies and the National forum for Black Public Administrators. Dr. Morris-Hughes is also an active member of the American Educational Research Association, the Textbook and Academic Authors Association of America, the National Alliance of Black School Educators, the National Black MBA Association, the International Leadership Association, and Alpha Kappa Alpha Sorority, Incorporated.

I am confident that Dr. Unique Morris-Hughes will be a tremendous asset to the DC Water and Sewer Authority. Through her tenacious work ethic and indiscriminate vision for excellence she would serve as a stellar Board member. Without reservation I fully support Dr. Morris-Hughes for consideration for this role.

# ATTACHMENT C



OFFICE OF THE GENERAL COUNSEL

Council of the District of Columbia  
1350 Pennsylvania Avenue NW, Suite 4  
Washington, DC 20004  
(202) 724-8026

**MEMORANDUM**

**TO: Councilmember Charles Allen**

**FROM: Nicole L. Streeter, General Counsel *NLS***

**DATE: December 17, 2024**

**RE: Legal sufficiency determination for Proposed Resolution 25-1023, the District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024**

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The measure is legally and technically sufficient for Council consideration.

The proposed resolution would confirm the appointment of Dr. Unique N. Morris-Hughes as a member of the Board of Directors of the District of Columbia Water and Sewer Authority, in accordance with section 204 of the Water and Sewer Authority Establishment and Department of Public Works Reorganization Act of 1996, effective April 18, 1996 (D.C. Law 11-111; D.C. Official Code § 34-2202.04). If confirmed, Dr. Morris-Hughes would serve a term to end September 12, 2027.

I am available if you have any questions.



# ATTACHMENT D

A PROPOSED RESOLUTION

25-1023

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

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To confirm the appointment of Dr. Unique Morris-Hughes to the District of Columbia Water and Sewer Authority Board of Directors.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the “District of Columbia Water and Sewer Authority Board of Directors Dr. Unique N. Morris-Hughes Confirmation Resolution of 2024”.

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Dr. Unique N. Morris-Hughes  
Wright Terrace, NE  
Washington, DC 20018  
(Ward 5)

as a member of the Board of Directors of the District of Columbia Water and Sewer Authority, in accordance with section 204 of the Water and Sewer Authority Establishment and Department of Public Works Reorganization Act of 1996, effective April 18, 1996 (D.C. Law 11-111; D.C. Official Code § 34-2202.04), filling a vacant seat formerly held by Keith Anderson, for a term to end September 12, 2027.

Sec. 3. The Council shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.