

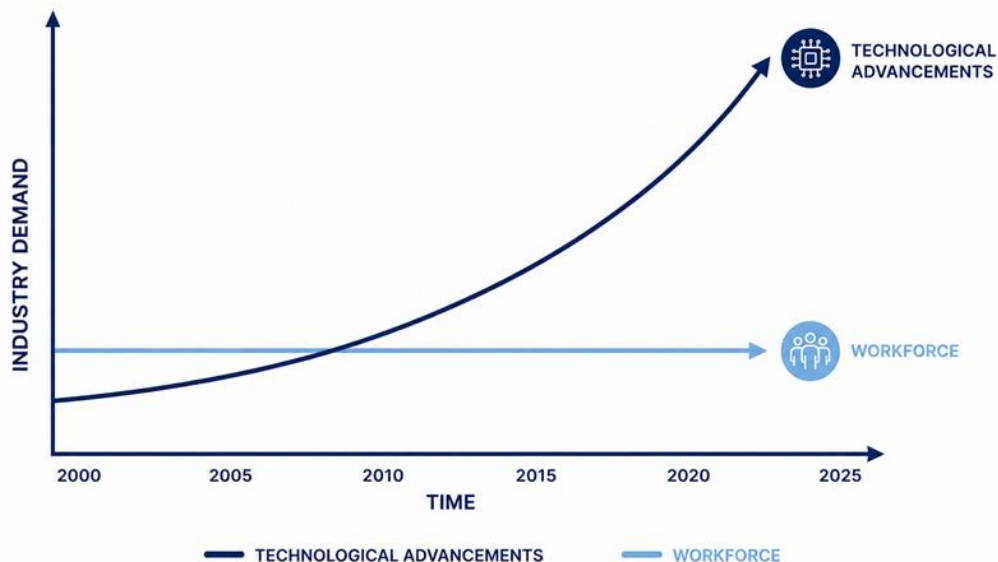
PEOPLE POWERED, PURPOSE DRIVEN SHAPING THE FUTURE OF CIRCULAR WATER

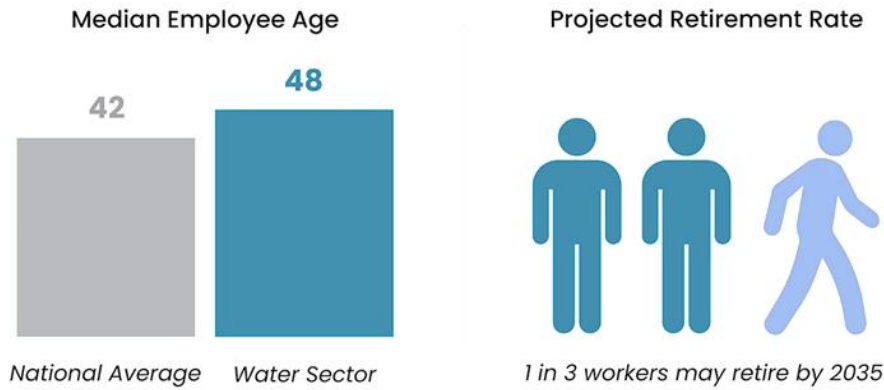
Team Dynamic Flow

Water Leadership Institute Class of 2026



WHY DOES THE WORKFORCE NEED TO CHANGE?





Over **25%** of the workforce is 55+ years old

Only **5%** of the workforce are 20-24

A wave of retirements could **drain critical institutional knowledge** right when infrastructure needs are greatest¹

THE CURRENT STATE OF THE WORKFORCE

3

HOW ROLES ARE CHANGING

	Traditional Workforce	Circular Workforce
Mindset	Emphasize operational efficiency	Emphasize resource optimization and environmental restoration
Skills	Require mechanical and process engineering	Requires knowledge of circular economy principles, environmental science and data-driven decision making
Scope	Focuses on plants and utilities	Operates across sectors and scales from industrial plants to urban water systems
Impact	Operate with the business-as-usual mindset	Aim to create economic value while improving environmental outcomes ²

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BUILDING TECHNICAL AND PERSONAL CAPABILITIES

Technical Skills

- Systems Thinking
- Digital Fluency
- Data Literacy
- Resource Recovery Knowledge
- Automation and Smart Technology

Personal Skills

- Critical Thinking & Problem Solving
- Cross-Functional Collaboration
- Adaptability & Continuous Learning
- Sustainable Mindset
- Communication³

5

WHAT
LEADERS
CAN DO



Create Career Pathways



Foster Continuous Learning



Recognize and Reward Growth

6

CREATING CAREER PATHWAYS

Give employees more leadership opportunities and opportunity for growth

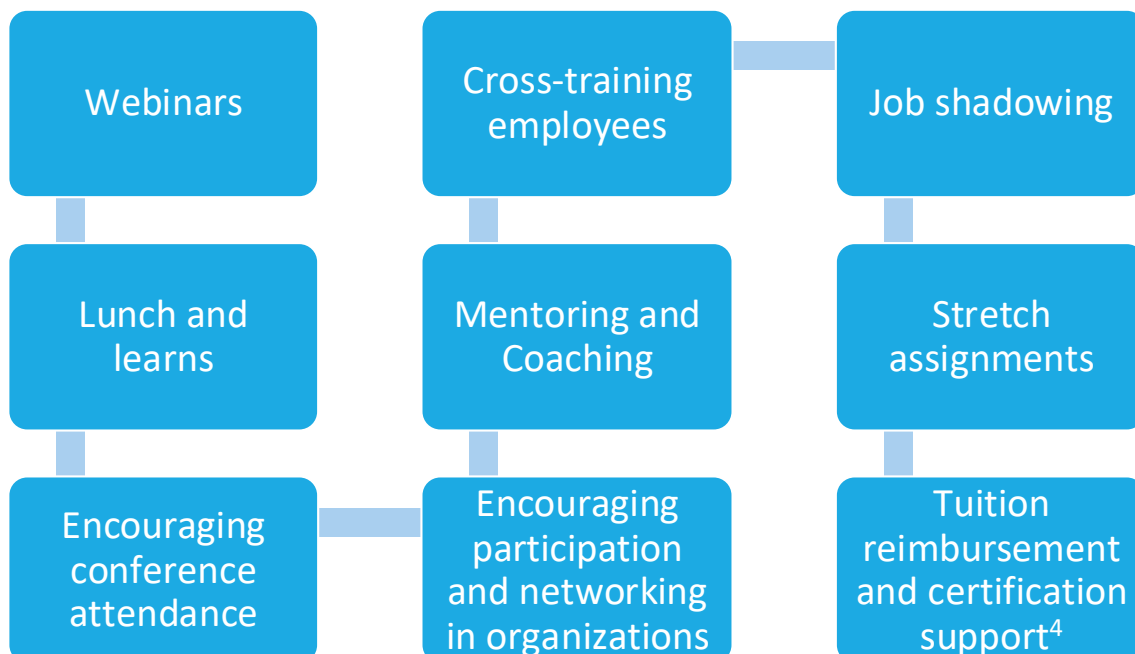
Instead of just going from
Operator → Senior Operator

- Operator → Digital Operations Specialist
- Operator → Resource Recovery Specialist
- Operator → Sustainability Coordinator
- Operator → Process Optimization Lead

Apprenticeship and Internship programs to acquire young talent⁴

7

FOSTER CONTINUOUS LEARNING

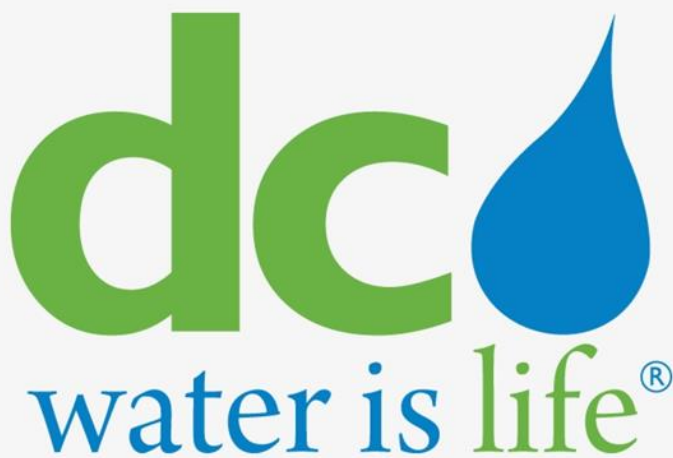


8

RECOGNIZE AND REWARD GROWTH

Celebrate employees who embrace new technologies, collaborate and share knowledge with teammates and across departments, identify process improvements, and pursue professional development.⁴

9



DC WATER IN ACTION CHALLENGES FACED

- Aging workforce with several retirements looming
- New technologies changing job responsibilities
- A need for stronger digital, sustainability and collaboration skills⁵

10



Developed workforce programs through DC Water Works, apprenticeships, and local hiring initiatives



Invested in continuous learning with green infrastructure certifications, community training, and AI pilot programs



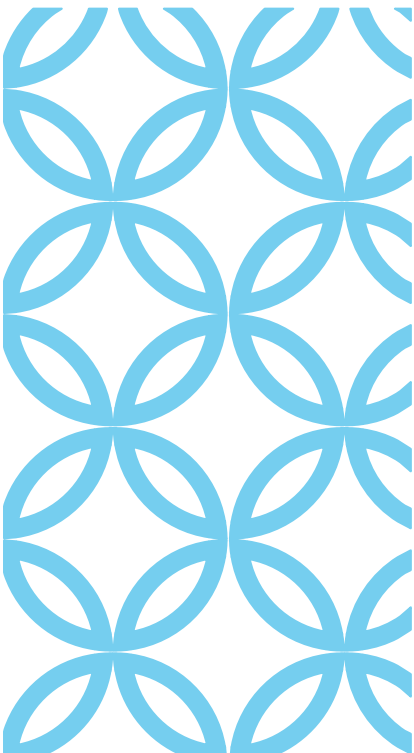
Embedded workforce development into its strategic plan to ensure people and technology evolve simultaneously



Created new opportunities in digital operations, sustainability, public outreach, and resource recovery instead of replacing existing roles⁵

DC WATER IN ACTION THE RESPONSE

11



“Unemployment in the water sector never rose **above 5%** during the Great Recession¹”

TEAM DYNAMIC FLOW

PEOPLE-POWERED. PURPOSE-DRIVEN.



Gerges
Abdou



Vidal
Cortes



Brittany
Gibson



Markiesha
House



Chyanne
Nader



Jonathan
Pearson

Thank you!! We WELCOME your questions.

WATER LEADERSHIP INSTITUTE CLASS OF 2026

SOURCES

- [1. HHRG-119-IF18-Wstate-RechtinL-20260224-SD001.pdf](#)
- [2. Skills outlook - The Future of Jobs Report 2025 | World Economic Forum](#)
- [3. What Skills Are Needed in a Workforce to Support a Circular Design Transformation? → Learn](#)
- [4. WEF Strategic Plan](#)
- [5. <https://www.dcwwater.com/sites/default/files/document/2026-01/documents/DCW%202025%20Annual%20Report.pdf>](#)