

1. 2:30 P.M. Board Of Directors Regular Meeting Presentation

Documents:

[2026-01-22 BOARD MEETING PRESENTATION.PDF](#)



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**Regional Service Through Unity**  
Meeting our Region's Needs Today and Tomorrow

**BOARD MEETING**

**January 22, 2026**



## **The Pledge of Allegiance to the Flag of the United States of America**

"I pledge allegiance to the Flag  
of the United States of America,  
and to the Republic for which it stands,  
one Nation under God, indivisible,  
with liberty and justice for all."



## **The Pledge of Allegiance to the Texas State Flag**

"Honor the Texas flag;  
I pledge allegiance to thee,  
Texas, one state under God,  
one and indivisible."



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LAUREN PLUNK

WATERWISER SEANNOY



**NORTH  
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## VIII. DISCUSSION ITEMS

A. Internal Communications Plan Update

B. Sabine Creek Expansion Project Update

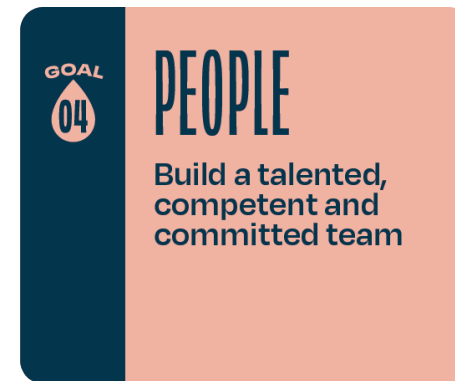


# Internal Strategic Communication Goals

All aspects of the NTMWD Strategic Plan rely on some aspect of effective communication with our workforce.



**3.4.1**  
**Develop Strategic Communications Plan for Internal Audiences**



**4.4.2**  
**Foster Engagement to Enhance the Employee Experience**



# Internal Communications Best Practices



Continuous process within an organization that keeps **employees informed, connected, and unified** using verbal, written, and digital platforms.



Works to create **a shared understanding for all employees** of organizational vision, mission, and goals through consistently informing, motivating, and engaging people at all levels.



Establishes **a clear, trusted voice** that supports transparency and ensures everyone stays updated on the latest initiatives, programs, and essential information.



Maximizes **one-way and two-way channels**—in-person and virtual—that are most accessible and relevant to each employee.



# Plan Development Process



## Information Gathering

- ✓ Employee engagement survey results
- ✓ Group / Individual Interviews
- ✓ Internal Communications Audit
  - ✓ Employee Engagement Workgroup Recommendations



## Develop Goals, Objectives, and Outcomes

- ✓ Define internal audiences
- ✓ Draft goals, objectives, tactics, success metrics
- ✓ Determine communication platform preferences



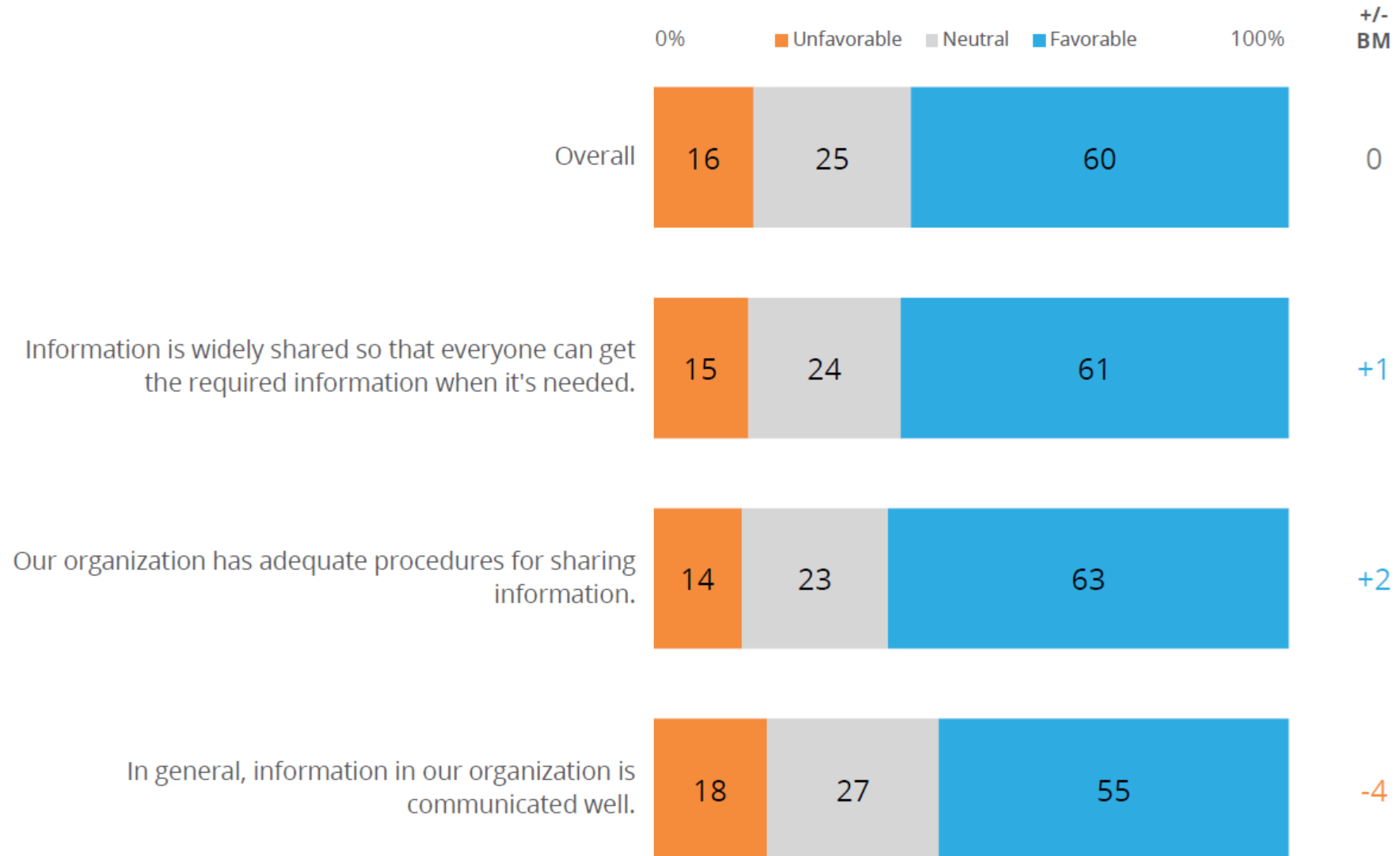
## Plan Implementation (In Progress)

- Launch New Channels (Phased Approach)
- Measure impact and refine tactics





# Engagement Survey Results: Communication





## Employee Focus Groups

- Conducted by the Communications Department from April to June 2025
- Included cross-section of departments, levels, and office/field staff
- Participating groups included:
  - Administrative Network
  - Regional Wastewater Supervisors
  - Maintenance Managers and Field Staff
  - Environmental Services and Laboratory
  - Wastewater Conveyance
  - Engineering
  - Solid Waste

**140+**  
Employees  
Participated In  
Focus Groups





# Internal Communications Focus Group Findings

## What's Working Well

- **Regular Departmental Meetings**
  - Useful when consistent and well-structured.
  - Field staff rely on their lead or supervisors.
- **Printed Collateral**
  - Helps frontline staff stay informed.
  - Often provided by administrative assistants or information systems assistants.
- **IT Notifications**
  - Clear and timely updates.
- **Scrolling Monitors**
  - Useful, but need more timely and relevant content.

## What's Not Working

- **Overreliance on Mass Email Communication**
  - For many field employees, checking emails is challenging due to the workload and technology barriers.
  - Some emails contain *too much* information.
- **Information Silos**
  - Areas outside of HQ often left out or disconnected.
- **Outdated Intranet**
  - Old forms, missing org chart data, broken search experience.
- **Inconsistent Messaging Cascade**
  - Important info not consistently passed down to all managers and admins.



## Focus Group – Recommendations Summary



**Prioritize clarity, brevity, and relevance** in all communications.



Shift from “need to know” to **inclusive communication**.



Develop a **more responsive feedback loop** for surveys, meetings, and field concerns.



Empower **admins and supervisors with timely information** to support their teams.



**Face-to-face site visits and training** remain essential for trust and clarity.





# Internal Strategic Communication Goals

GOAL  
01

## SERVICE

Provide superior water, wastewater and solid waste services today and tomorrow

**Goal 1. 1** Build trust with NTMWD employees by providing critical, timely updates on our operations, decisions, and major projects.

GOAL  
02

## STEWARDSHIP

Responsibly manage public resources to ensure responsiveness, effectiveness and efficiency

**Goal 2.1** Partner with departments to increase awareness of the District's stewardship of personnel, resources, and the environment.

**Goal 2.2** Connect employees' work with NTMWD core values.

GOAL  
03

## PARTNERSHIP

Actively collaborate with members, customers, partners, employees and stakeholders

**Goal 3.1** Collaborate with NTMWD employees to enhance internal brand adoption, provide consistent messaging, and protect our organization's internal and external reputation.

GOAL  
04

## PEOPLE

Build a talented, competent and committed team

**Goal 4.1** Increase positive engagement with NTMWD employees to enhance their experience and improve retention and recruitment.

**Goal 4.2** Strengthen agility of communication tools to meet the needs of all NTMWD staff members.

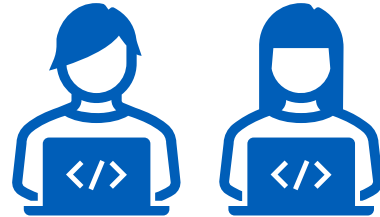


# Achieving Our Goals Through A Multichannel Approach

We developed four key personas based on focus group feedback.



Field Employees



Desk Employees



Supervisors/Leads



Admin Assistants/ISAs

## A Key Realization...

One well-developed channel (ex. newsletter) isn't enough to reach our unique organization. A robust internal communications strategy for NTMWD will require multiple channels to meet our employees where they are.



# Primary Channel Strategy

## Messaging Focus

### Town Hall Meetings\*

- Held quarterly and serve as primary connection point between senior leaders and all staff to promote dialogue.
- In-person and virtual options to reach all site locations.
- Provide opportunity to spotlight employee and department stories, work supporting NTMWD values.

Employee engagement and culture building, enhanced dialogue, employee and department recognition

### Face-to-Face Outreach\*\*

- Increase visibility across the organization from executive and managerial levels with our employees.
- Develop opportunities for skip-level interactions with staff and upper management.
- To be enhanced by improvements to organizational messaging cascade.

Employee engagement and breaking down silos

### Payday Connections Newsletter\*

- Internal newsletter focused on key information, HR and IT information.
- Develop to reach extended NTMWD workforce including employee highlights and stories.
- Sent on Payday Friday to establish easy-to-remember publishing cadence.
- Provides clear metrics on employee interest in content.

Regular personnel and departmental updates, employee and organizational highlights

### Podcast\*

- Monthly internal podcast designed to reach field employees.
- Features 2-3 segments per podcast including key news updates, employee interviews and stories.
- Helps highlight NTMWD values in action.

Deeper dives into key topics, employee stories

### NTMWD Intranet\*\*

- Main communications channel housing organizational information and content.
- Multiple content streams with department-specific audiences.
- Daily interaction to keep employees informed.

Department structure, mandatory training and development, employee forms

**\*New Channels \*\*Planned for Enhancement**



# Secondary Channels

## Messaging Focus

### All Network User Emails

- Most direct communication tool to distribute important, urgent information to our employees.
- Used rarely and strategically to ensure a high open rate and information awareness.

High-priority information for all personnel

### Digital Monitors\*\*

- Will serve as extension of newsletter content and drive reminders for employees in various facilities to engage with newsletter, other content.
- Supplemental way to reach team members across facilities.

Regular personnel and departmental updates, employee and organizational highlights

### District Exchange\*

- Intranet based application for employees to ask questions for executive team, management.
- Designed to promote two-way communication and build trust.
- Includes answers to questions from town hall meetings.

Employee engagement and culture building, enhanced dialogue

### Printed Materials

- Includes benefits, safety, and strategic plan information distributed directly to office and facility shared spaces.
- Useful for way for Administrative Network members to provide information directly to employees.

High-priority information that requires action by employees

**\*New Channel**

**\*\*Planned for Enhancement**





# Audience Objectives and Measurement

## Audience: District Employees

What do we want them to do?

- Read and interact with information flow across the organization.
- Engage across departments and levels through information sharing.
- Participate in training and development opportunities.
- Provide feedback on processes and communications.

What do we want them to feel?

- Proud to work in an organization that provides vital services to our region.
- Empowered to speak up, ask questions, collaborate and innovate across departments.
- Comfortable and proficient in the communication tools provided to them.
- Valued as part of our retention and recruitment process.

What do we want them to know?

- They play a vital role in the protection of public health and success of the communities we serve.
- Their contribution is recognized by leadership and compensated accordingly.

How will we measure success?

- **Quantitative:** Increase in retention rates and improved ratings in subsequent employee engagement surveys.
- **Qualitative:** Employee feedback



## Channel Implementation Status

- ✓ Town Halls, District Exchange implemented in early 2025 as part of actions stemming from employee engagement survey feedback.
- ✓ Payday Connections Newsletter launched in September 2025; comms team monitoring readership.
- Podcast under development and planned for launch in upcoming months.
- IT auditing digital monitor locations to determine next steps for implementation.
- Intranet site planned for refresh as part of website development activities in 2027.



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## **Sabine Creek Wastewater Treatment Plant Expansion Update**

**January 2026**

**Cesar Baptista – Assistant General Manager,  
Planning & Engineering**



# Sabine Creek WWTP Expansion to 7.0 MGD

## **Project Team and Partners:**

- NTMWD (Owner)
- Plummer (Construction Manager)
- AECOM (Design Engineer)
- Eagle Contracting LLC (General Contractor)
- Participants
  - Royse City
  - Fate

## **Scope for Plant expansion from 3.0 MGD to 7.0 MGD includes:**

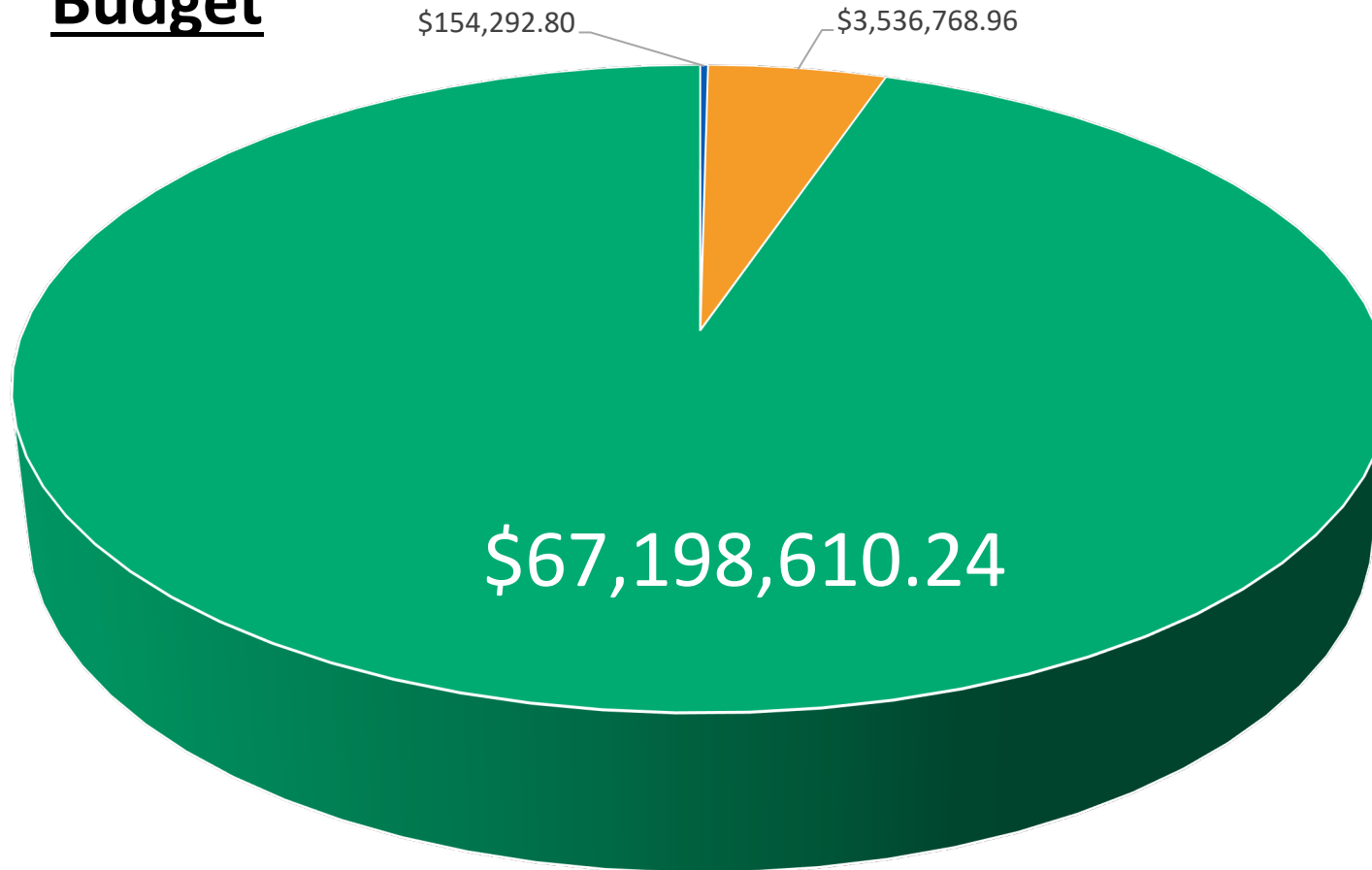
- New junction box, influent lift station, headworks, aeration basins, blower building, secondary clarifiers, secondary sludge pump station, tertiary filters, outfall structure, odor control units, and electrical buildings & generators
- Improvements to existing UV and dewatering systems
- Structure/yard piping and site civil
- Associated electrical, instrumentation, and control equipment





# Sabine Creek WWTP Expansion to 7.0 MGD

## Budget



Original Contract Amount: \$69,831,000  
Approved Change Orders:  
    Project Required (0.42%): \$291,963  
    **Owner requested (1.10%): \$766,709**  
    **(add for earthen berm)**  
Change Order Total: \$1,058,672  
**Revised Contract Amount: \$70,889,672**

■ Contract Amount Remaining    ■ Retainage (5%)    ■ Authorized for Payment





# Sabine Creek WWTP Expansion to 7.0 MGD

## Planned Activities to June 2026 Completion:

- Plant is fully functional
- Remaining punch list items
  - Plant 1 shutdown to refeed power to existing blowers
  - Generator auto testing
  - Replace actuators on aeration system







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Site Looking East (12/20/2024)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Site Looking Northeast (11/22/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

## CONSTRUCTION PROGRESS Aerial View of Junction Box (8/23/2023)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Junction Box (11/22/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Influent Lift Station (8/23/2023)







# Sabine Creek WWTP Expansion to 7.0 MGD

## CONSTRUCTION PROGRESS Pumps in Influent Lift Station Dry Pit (9/5/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Influent LS, Elec. Bldg, and Odor Control (11/22/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Headworks and Odor Control (8/16/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Blower Bldg & Aeration Basins (11/22/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Blowers in Blower Building (10/3/2024)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS Aerial View Secondary Clarifiers and Secondary Sludge PS (11/22/2025)**







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Photo of Secondary Sludge PS and Elec. Bldg (8/16/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Tertiary Filters (11/22/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Photos of UV Improvements (6/25/2024; 5/22/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Screw Presses and Odor Control for Ex. Headworks and Dewatering Facility (5/22/2025)





# Sabine Creek WWTP Expansion to 7.0 MGD

**CONSTRUCTION PROGRESS** Aerial View of Main Elec. Bldg & Backup Generator (9/25/2025)







# Sabine Creek WWTP Expansion to 7.0 MGD

## CONSTRUCTION PROGRESS Photos of Screening Berm (5/9/2025; 9/25/2025)



**Berm Height - 10 Feet; Width - 100 Feet (at base); Length - 1,000 Feet; Volume: Approx. 27,000 CY**





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## Administrative Memorandum 26-6223

### **XII. AGENDA ITEMS FOR INDIVIDUAL CONSIDERATION**

#### **GENERAL/ADMINISTRATIVE AGENDA ITEMS**

A. Resolution No. 26-01 Commending Director Joe Farmer:

Adopt Resolution No. 26-01 commending Director Joe Farmer for his service as a member of the North Texas Municipal Water District Board of Directors.



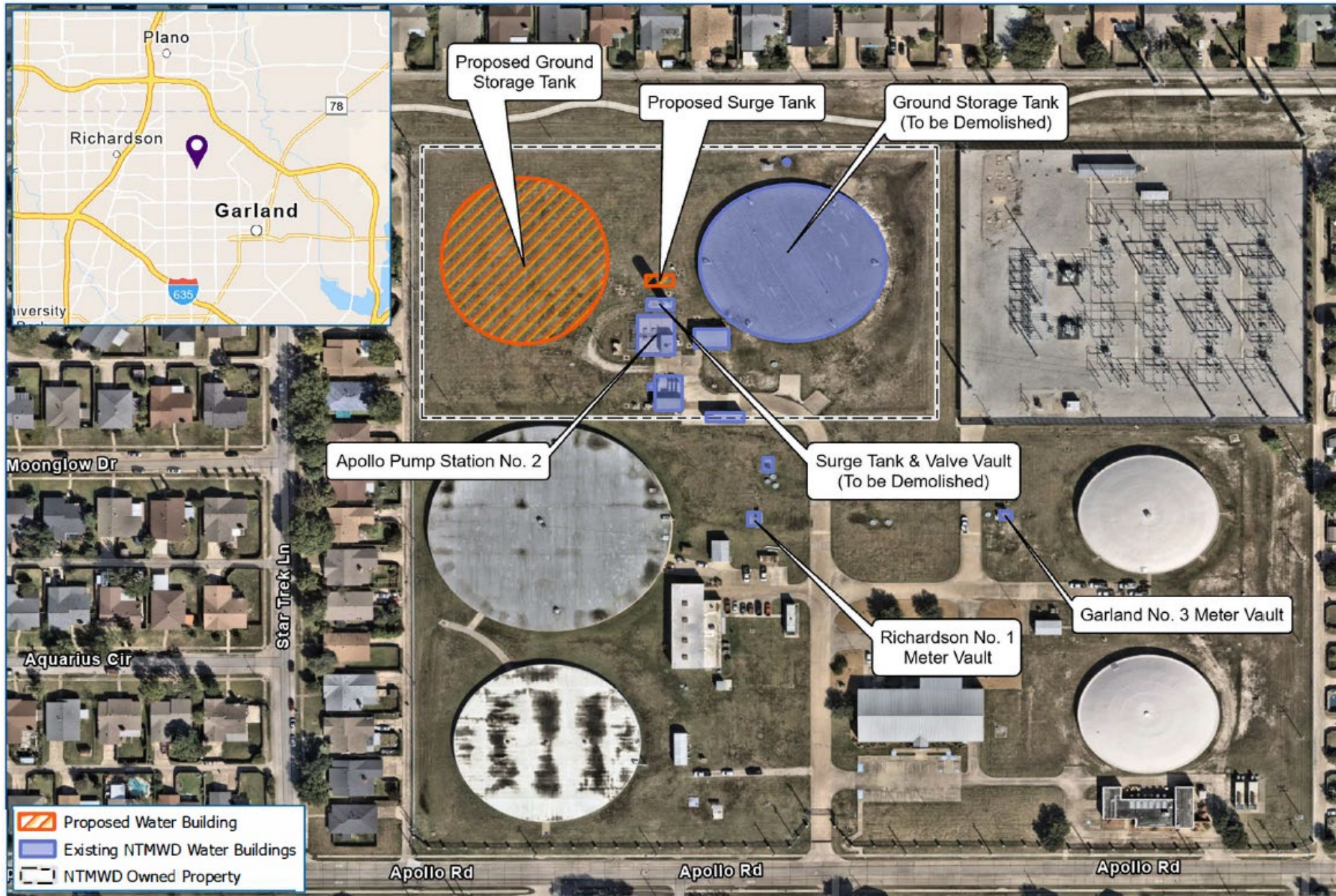
## Administrative Memorandum 26-6224

### **WATER AGENDA ITEMS**

- B. Apollo Pump Station Improvements Project; Engineering Services Agreement, Final Design:

Authorize funding in the amount of \$2,136,700 to Halff Associates, Inc. for an engineering services agreement for the final.









## Administrative Memorandum 26-6225

### C. Casa View Pump Station Improvements Project; Engineering Services Agreement, Final Engineering:

Authorize funding in the amount of \$1,775,630 to Hazen and Sawyer for an engineering services agreement for the final design.







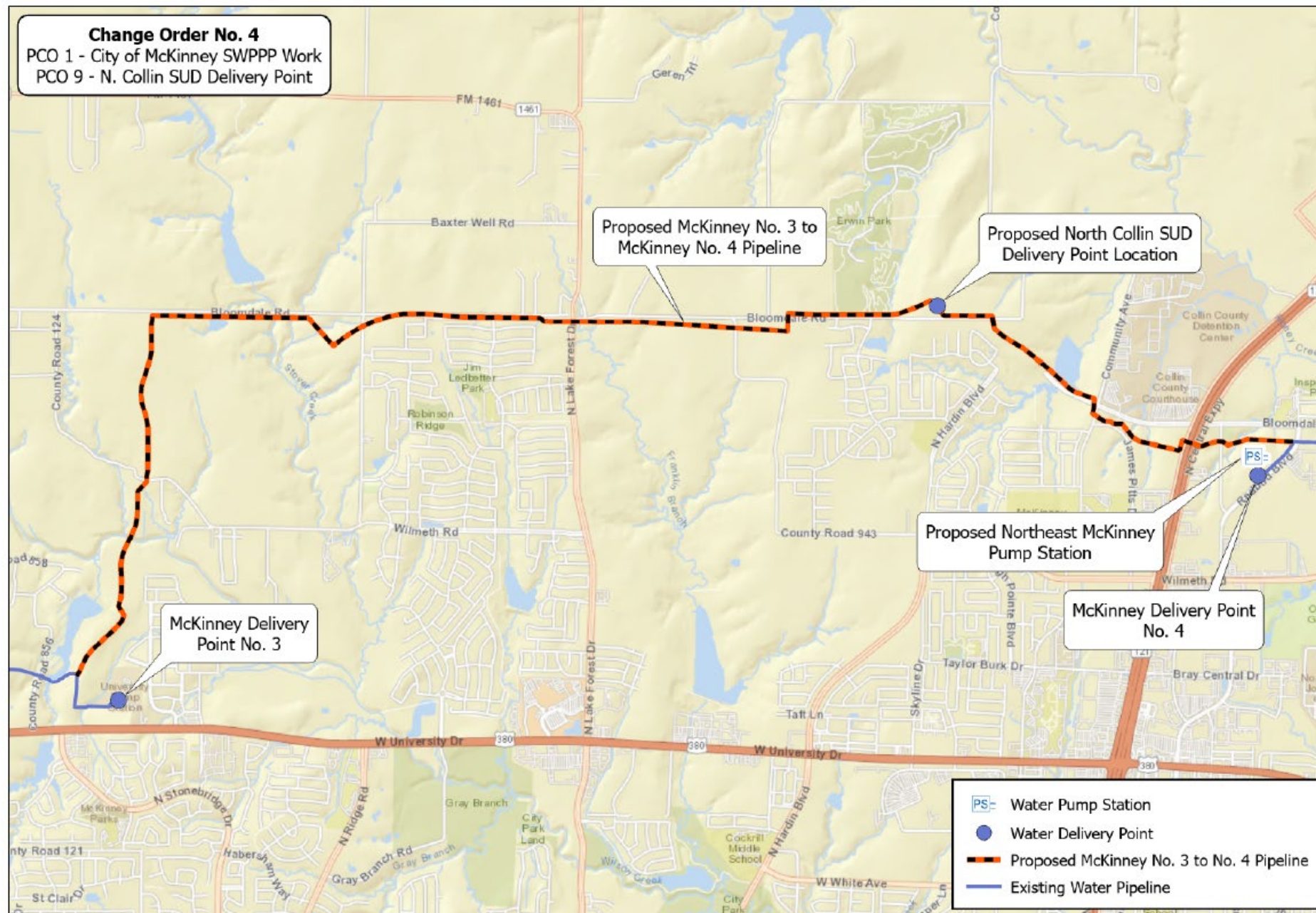


## Administrative Memorandum 26-6226

- D. McKinney Delivery Point No. 3 to McKinney Delivery Point No. 4 Pipeline Project; Change Order No. 4:

Authorize funding in the amount of \$1,494,022.99 to Oscar Renda Contracting, Inc. for a construction change order.

**Change Order No. 4**  
PCO 1 - City of McKinney SWPPP Work  
PCO 9 - N. Collin SUD Delivery Point



**McKinney Delivery Point No. 3 to McKinney Delivery Point No. 4 Pipeline**  
**Project No. 101-0505-18**





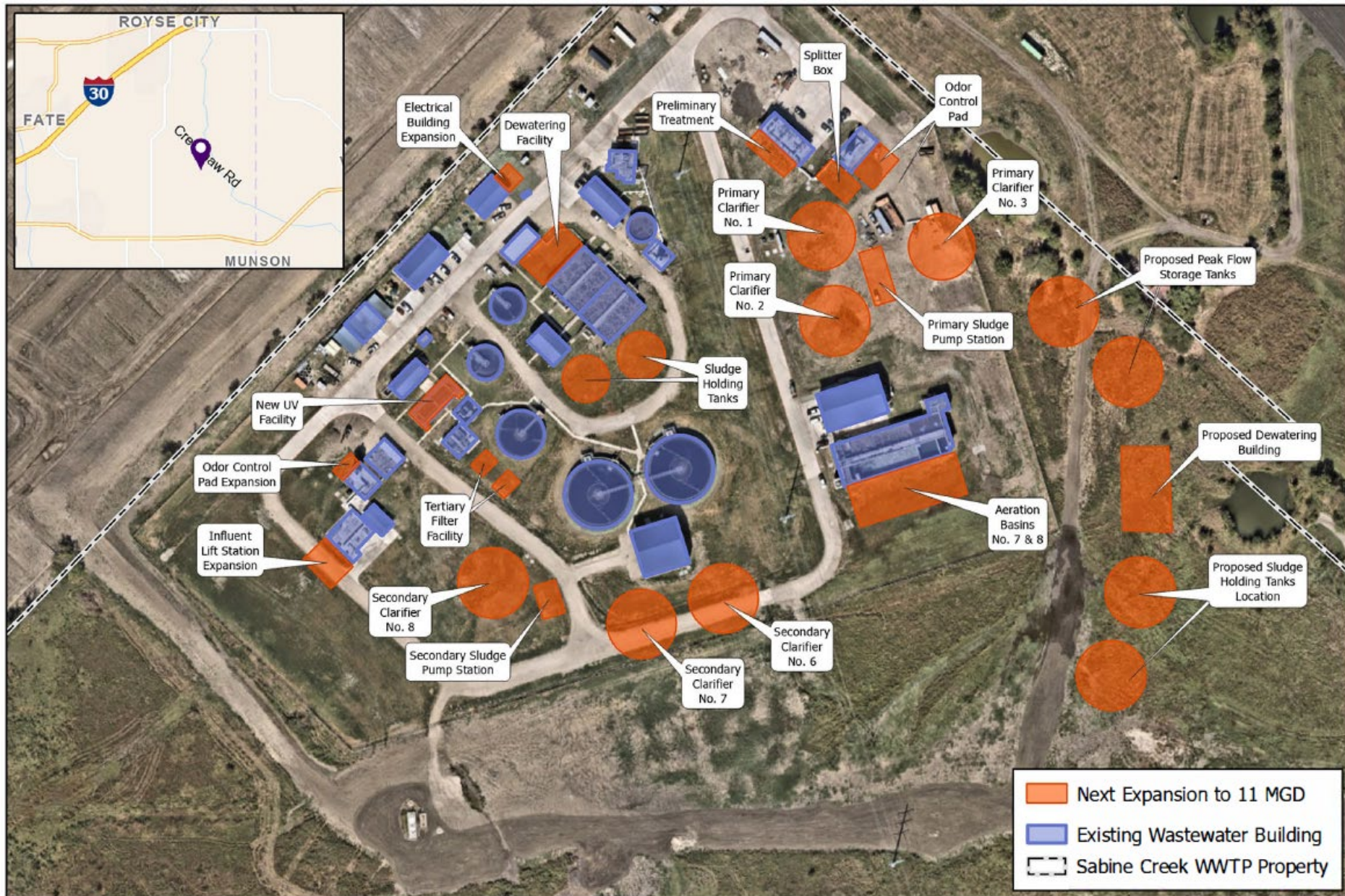
## Administrative Memorandum 26-6227

### **WASTEWATER AGENDA ITEMS**

- E. Sabine Creek Wastewater Treatment Plant Expansion to 11 MGD  
Project: Engineering Services Agreement:

Authorize funding in the amount of \$1,737,836 to Brown and Caldwell, Inc. for the preliminary design.





**Sabine Creek Wastewater Treatment Plant  
Expansion to 11 MGD  
Project No. 308-0683-26**





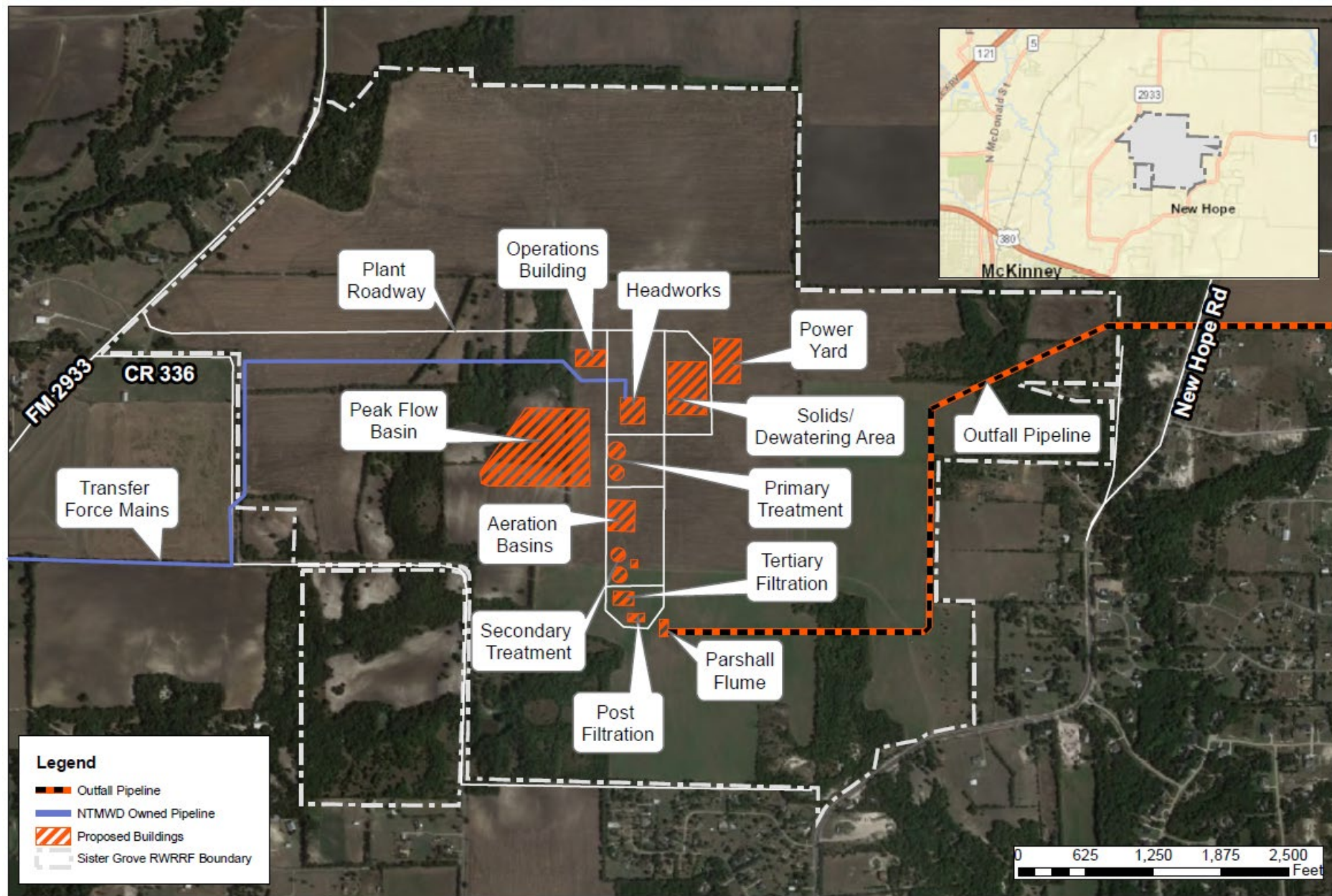
## Administrative Memorandum 26-6228

- F. Sister Grove Regional Water Resource Recovery Facility Project; Additional Engineering Services, Additional Program Management, and Inspection Services:

Authorize funding in the amount of \$187,748 to CDM Smith, Inc., for additional engineering services during construction;

Authorize funding in the amount of \$462,173 to Freese and Nichols, Inc. for additional program management and inspection services.





**Sister Grove Regional Water Resource Recovery Facility**  
**Project No. 301-0426-16**



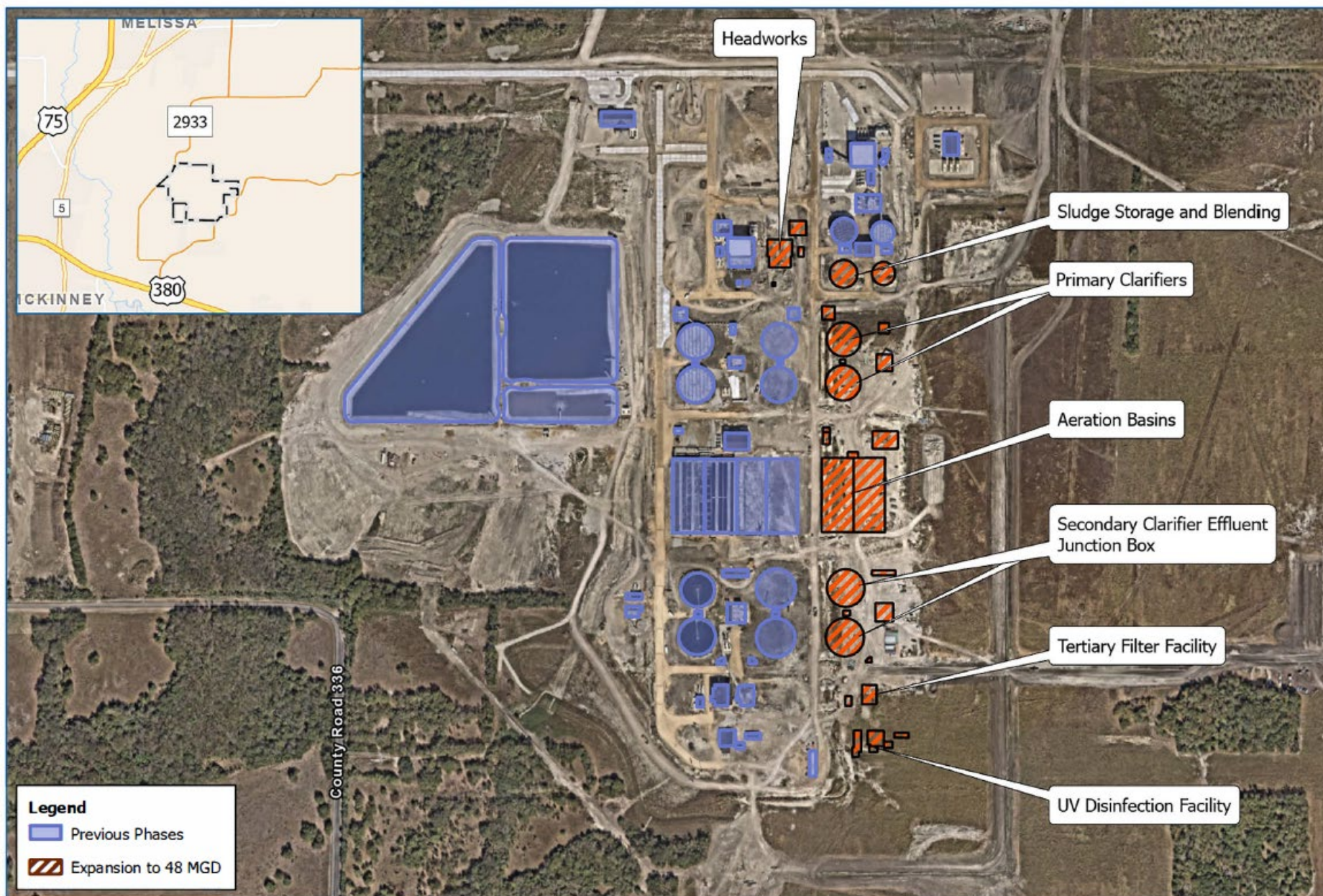


## Administrative Memorandum 26-6229

- G. Sister Grove Regional Water Resource Recovery Facility Expansion to 48 MGD Project; Engineering Services Agreement - Preliminary Engineering:

Authorize funding in the amount of \$5,390,400 to Garver, LLC for an engineering services agreement for preliminary design.





**Sister Grove Regional Water Resource Recovery Facility**  
**Expansion to 48 MGD**  
**Project No. 301-0681-26**







## **XIII. CLOSING ITEMS**

- A. Opportunity for Board members to provide feedback or request potential future agenda items.

## **XIV. ADJOURNMENT**



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