



NORTH
TEXAS
MUNICIPAL
WATER
DISTRICT

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

WATERFRONT MANAGER



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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

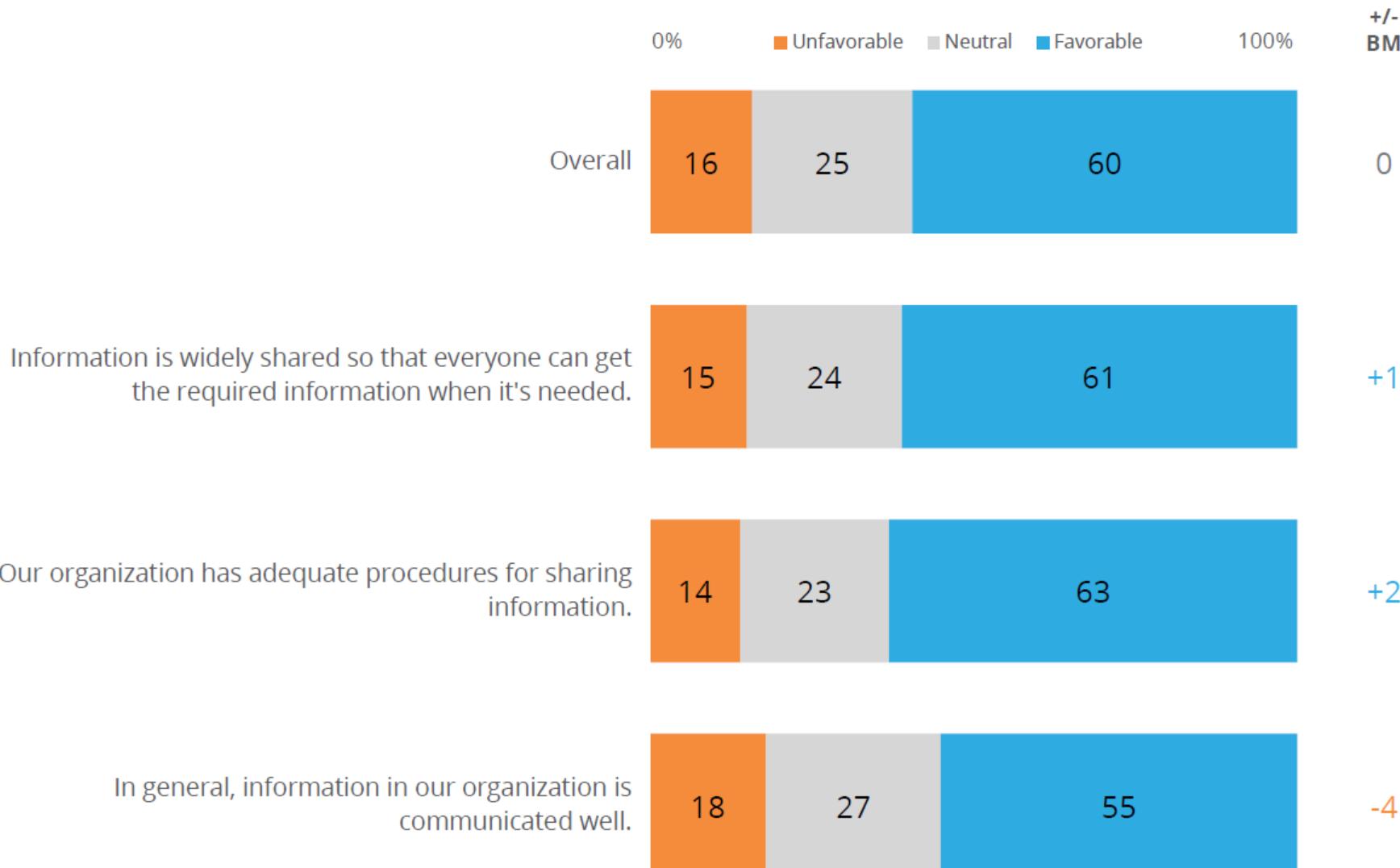


Plan Implementation (In Progress)

- 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
02

STEWARDSHIP

Responsibly manage public resources to ensure responsiveness, effectiveness and efficiency

GOAL
03

PARTNERSHIP

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

GOAL
04

PEOPLE

Build a talented, competent and committed team

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

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

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.

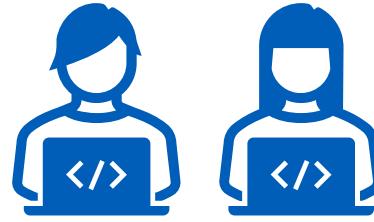


Achieving Our Goals Through A Multichannel Approach

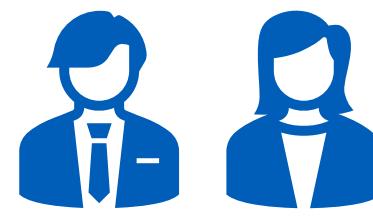
We developed four key personas based on focus group feedback.



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



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?	<ul style="list-style-type: none">• 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?	<ul style="list-style-type: none">• 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?	<ul style="list-style-type: none">• 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?	<ul style="list-style-type: none">• 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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- B. Sabine Creek Expansion Project Update**



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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

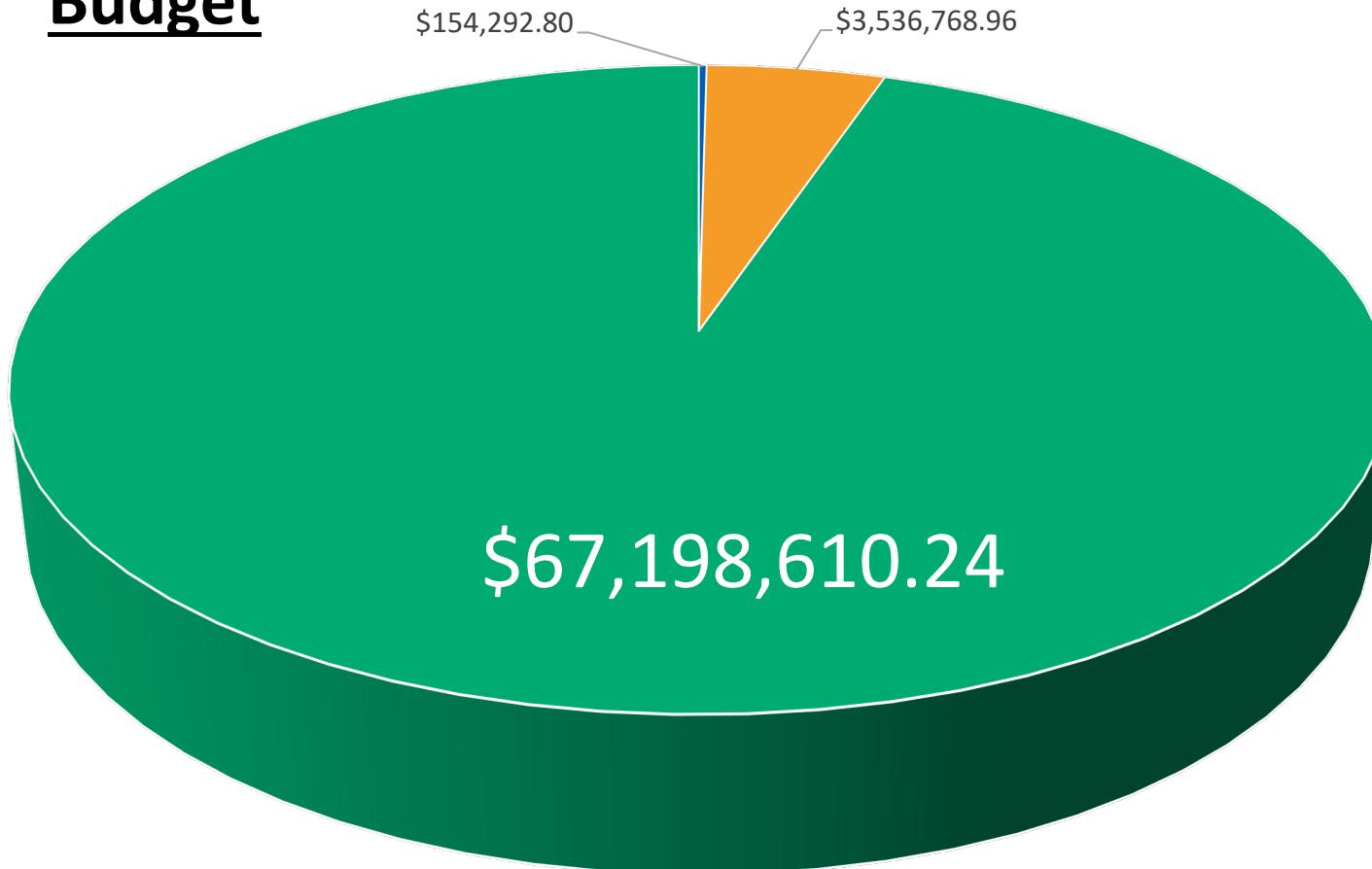
Scope for Plant expansion from 3.0 MGD to 7.0 MGD includes:

- 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



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.

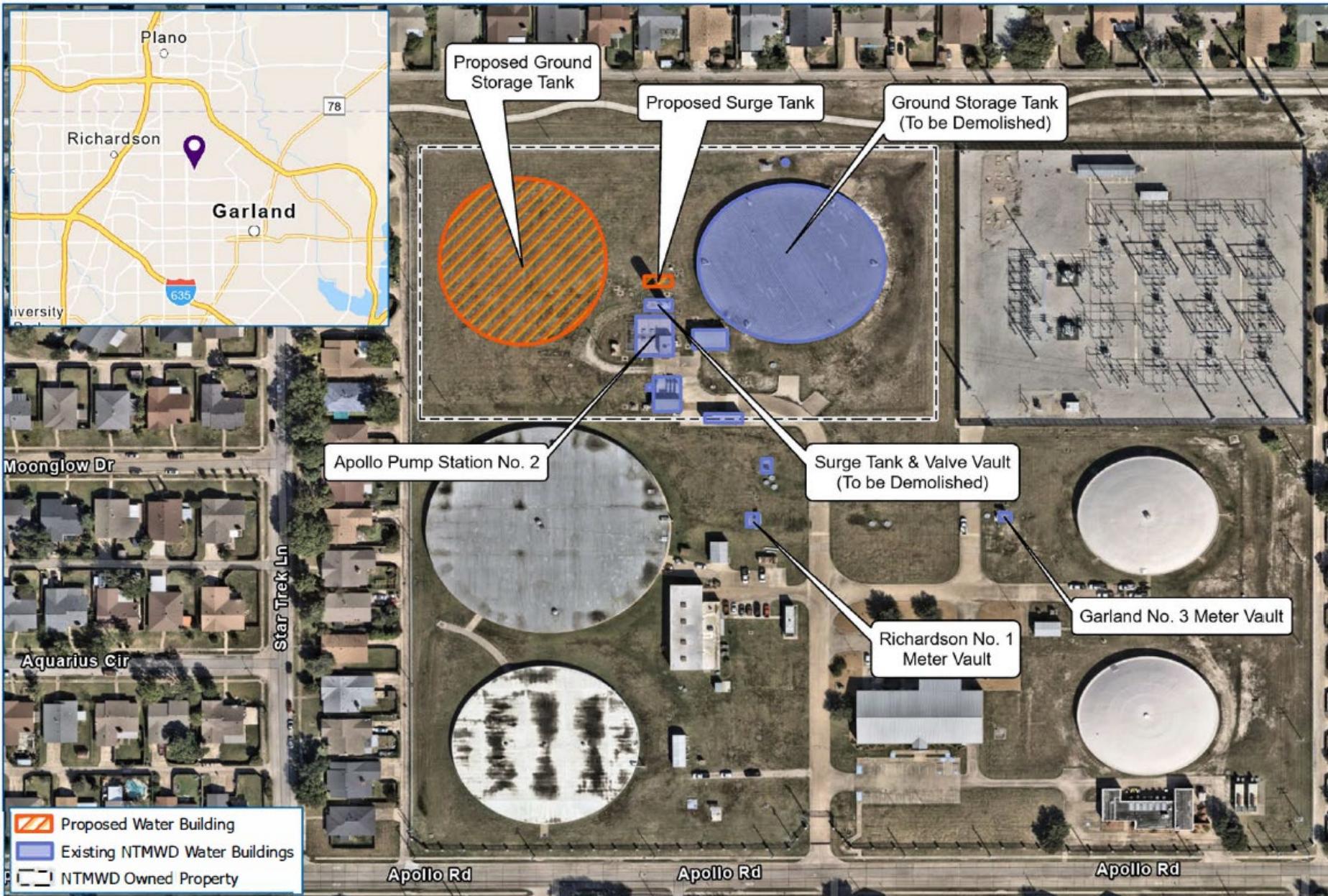


Administrative Memorandum 26-6224

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.



Apollo Pump Station Improvements
Project No. 101-0682-26





Administrative Memorandum 26-6225

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

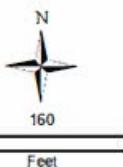
Authorize funding in the amount of \$1,775,630 to Hazen and Sawyer for an engineering services agreement for the final design.



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Casa View Pump Station Improvements

Project No. 101-0677-25



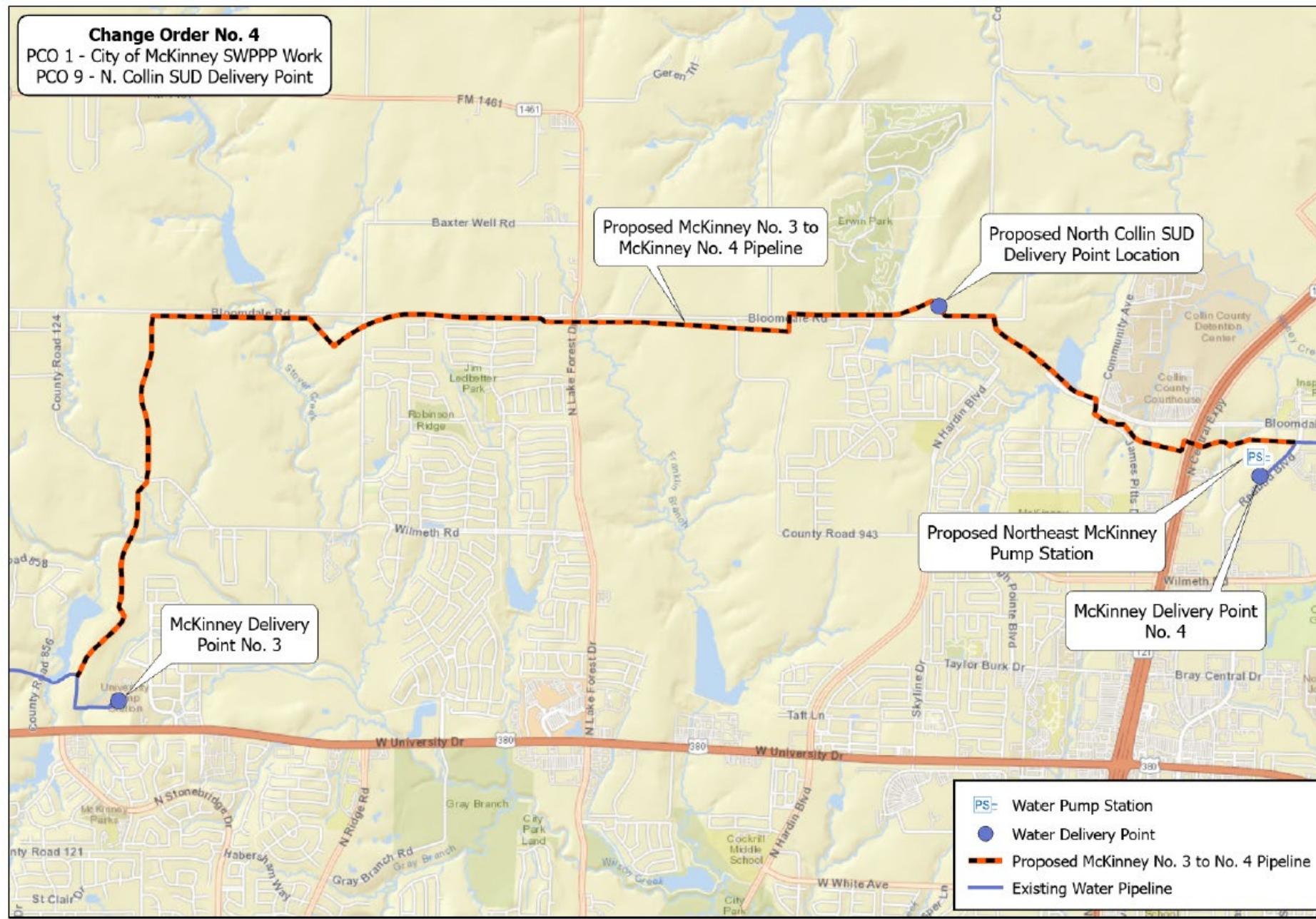


Administrative Memorandum 26-6226

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



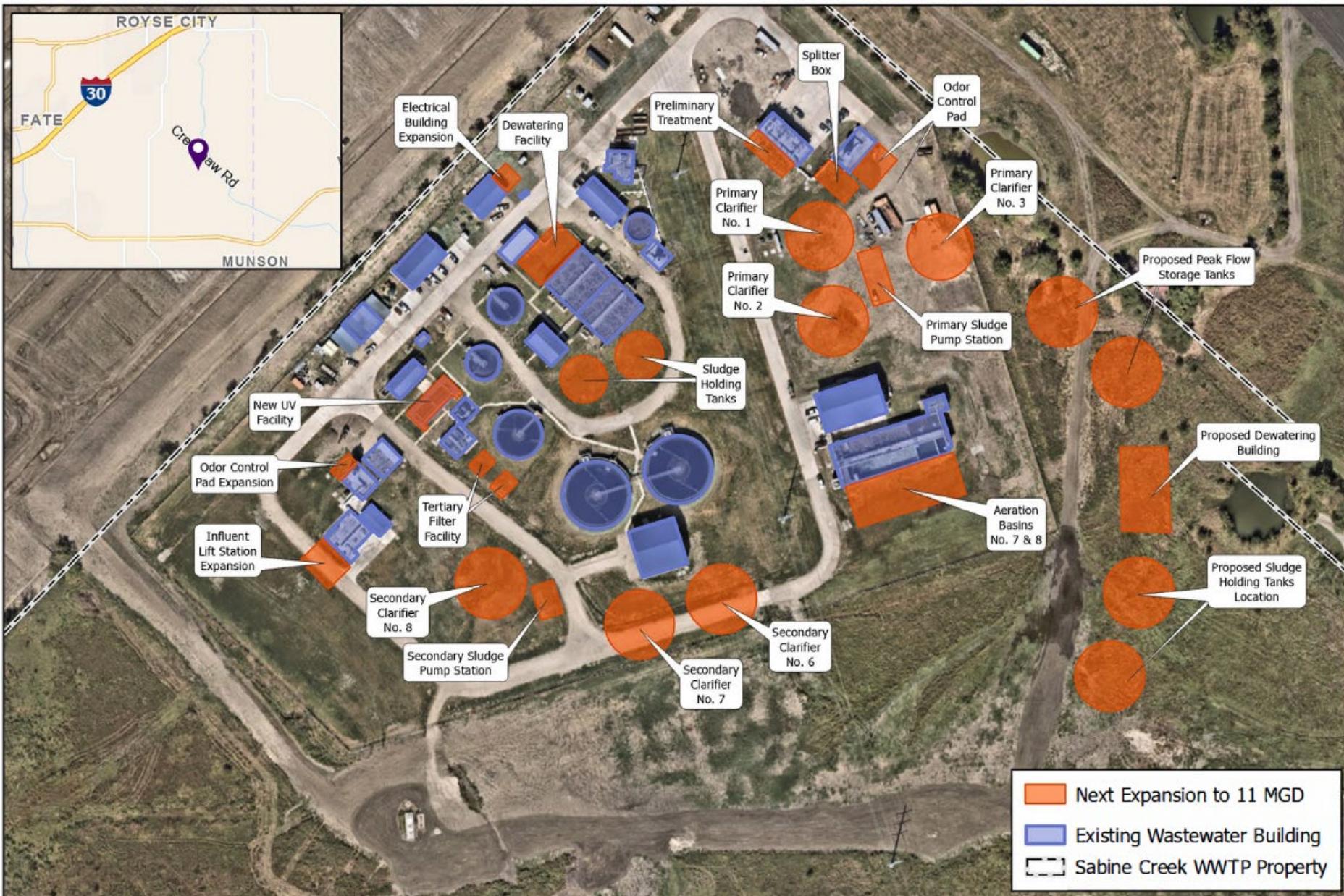


Administrative Memorandum 26-6227

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



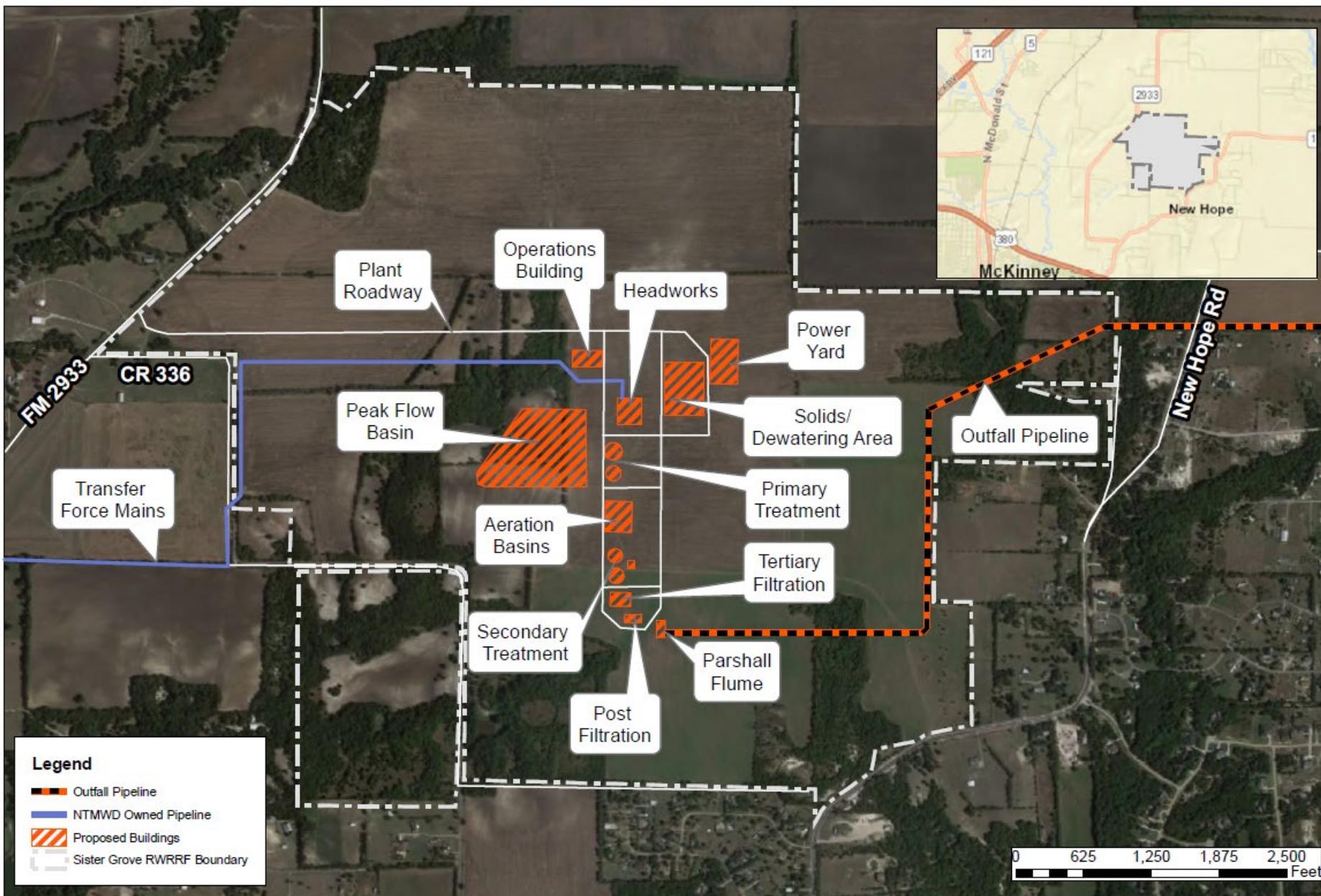


Administrative Memorandum 26-6228

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.



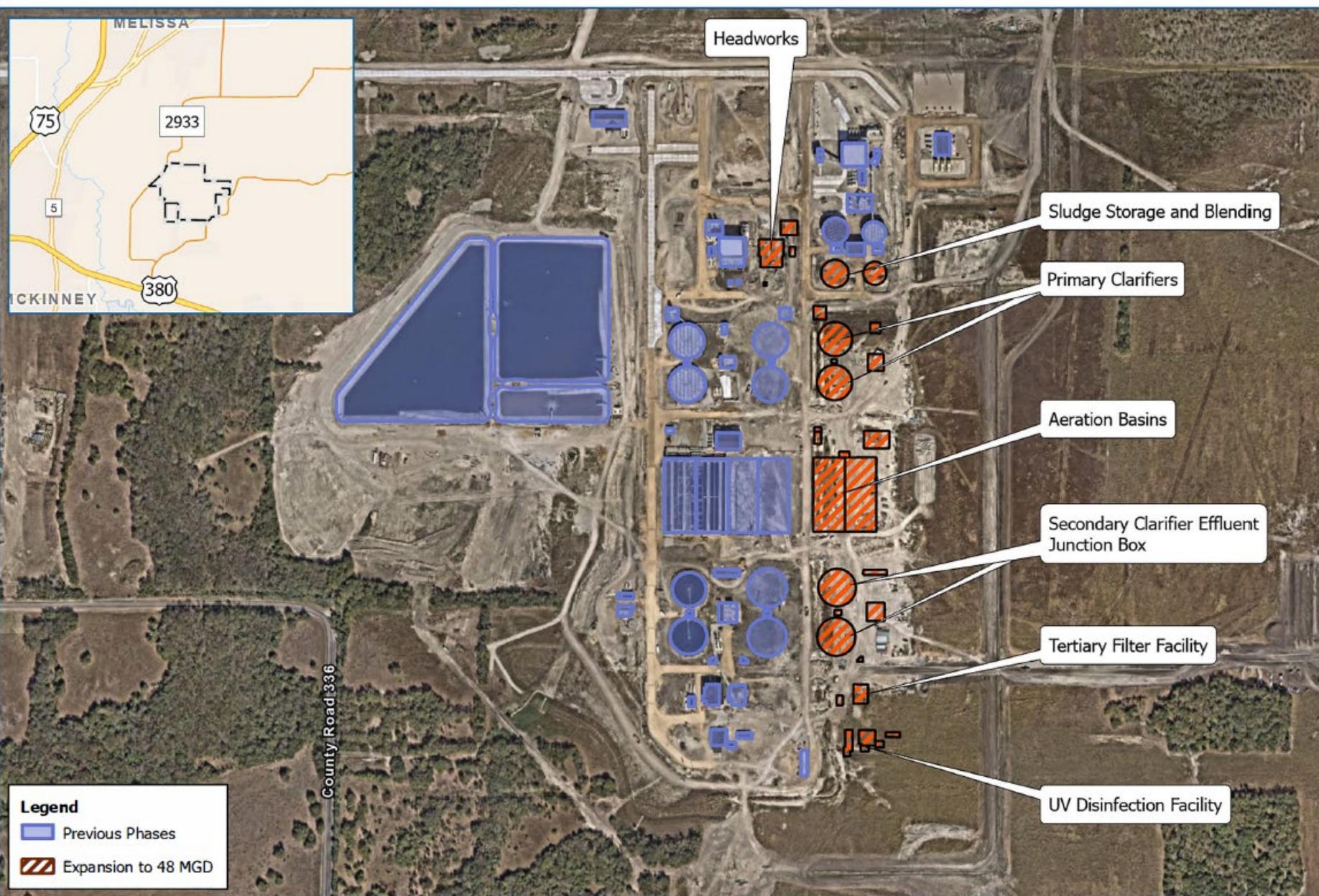
Sister Grove Regional Water Resource Recovery Facility
Project No. 301-0426-16





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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