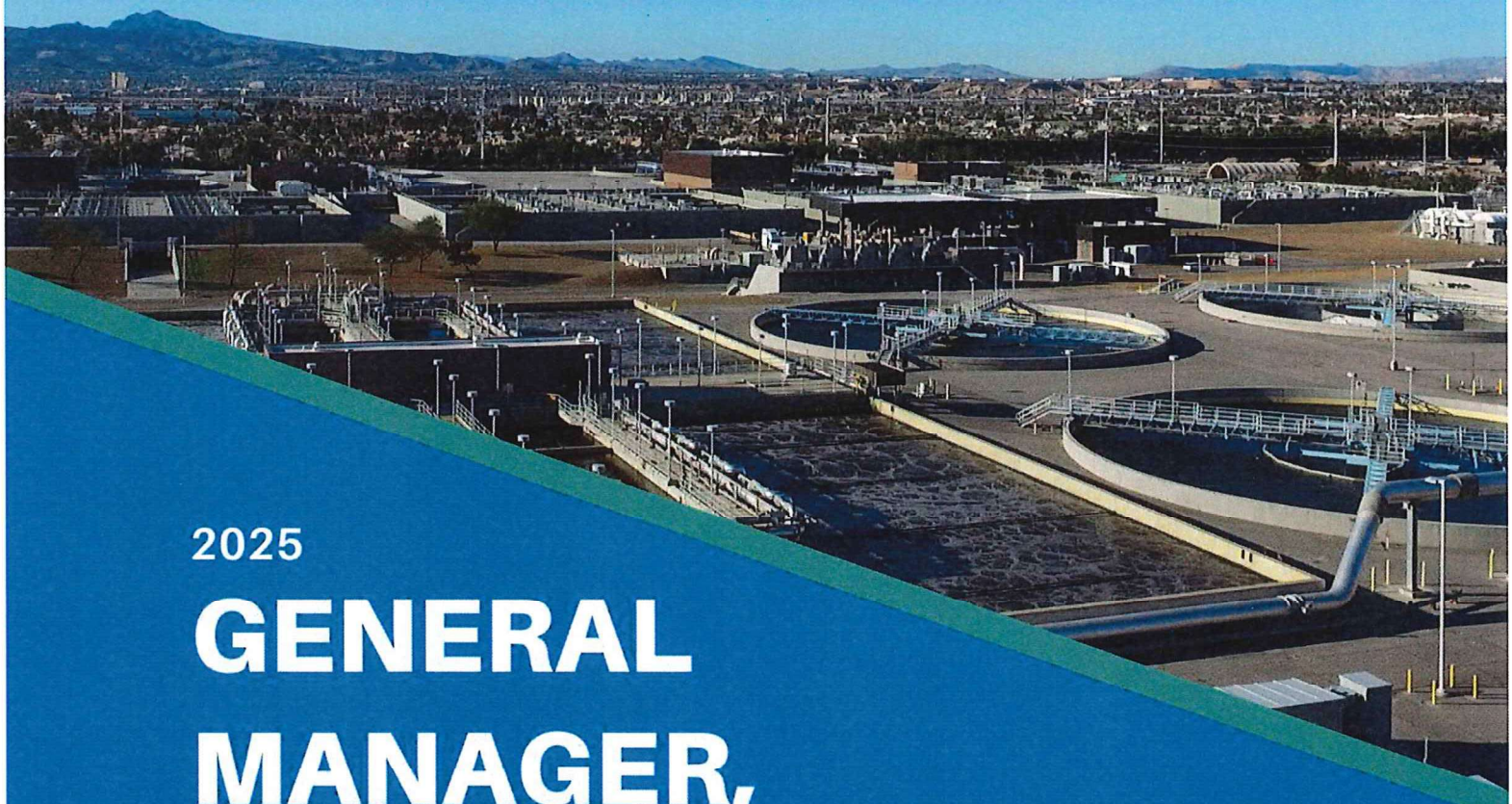
Clark County Water Reclamation DISTRICT

The "Clean Water Team"



2025

GENERAL MANAGER, TOM MINWEGEN

Performance Evaluation

Management Compensation Plan

Performance Appraisal

Employee Name: **Thomas (Tom) Minwegen** PRNR#: **1354**

Title: **General Manager** Schedule: **CCWRD M107**

Department: 10050000 - Clark County Water Reclamation District – General Management and Administration

Review Period: **January 1 through December 31, 2025**

Clark County, NV
Management Compensation Plan
Performance Appraisal

Employee Name: **Thomas A. Minwegen** PRNR #: **1354**
Title: **General Manager** Schedule: **CCWRD M107**
Department: 10050000 - Clark County Water Reclamation District – General Management and Administration
Review Period: **January 1 through December 31, 2025**

GOALS - List goals accomplished over the review period. Explain how each goal was achieved.

1. **Goal 1: Lead the Water Reclamation District through the Board of Trustees engagement and direction, and maintain good communications with the Board and County Manager's Office.**
   Status: This is a continual process and effort.

   The General Manager maintained consistent, transparent, and proactive communication with the Board of Trustees and the County Manager's Office throughout the year.

   A. **Engagement efforts included**:
      a. Regular weekly to bi-weekly coordination with the CCWRD Board Chair, including advance briefings on all Board agenda items.
      b. Ongoing briefings with individual Trustees on Board actions, general business matters, and emerging issues.
      c. Timely responsiveness to Trustee inquiries and open communication regarding plant operations, collection system issues, outages, and spills.
      d. Advance communications to Trustees on news-related and high-visibility issues.

   B. Formal reporting and information sharing were sustained through:
      a. Monthly Business Reports distributed to the Board Chair, Vice Chair, County Manager's Office, and made available to all Trustees.
      b. Monthly and periodic reports to interested Trustees on pathogen and virus trends identified through the Wastewater Surveillance and Monitoring Program.
      c. Periodic reports on illicit drug trends detected through the Wastewater Surveillance and Monitoring Program under the National Institute on Drug Abuse initiative.
      d. Regular updates on the Septic System Conversion Pilot Program.

   C. The District continued to demonstrate strong organizational leadership and regional impact:
      a. Oversight of the most active Capital Improvement Program (CIP) in District history, including:
         i. A $1.1 billion 5-Year CIP (2025–2029) and a $1.8 billion 15-Year CIP.
         ii. FY 2024/25 CIP completion of $351 million in construction work.
         iii. FY 2025/26 CIP programmed at $264.6 million.
         iv. A newly programmed 5-Year CIP (2026–2030) totaling $864.2 million.
      b. Continued development of a premier wastewater organization supported by:
         i. An experienced leadership and management team.
         ii. Technology solutions focused on operational effectiveness and efficiency.
         iii. A strong customer-driven safety, security, and continuous process improvement culture.

D. The District's regional leadership role was reinforced through:

a. Ongoing coordination with the County Manager's Office and cooperative relationships with multi-county departments and regional agencies.
b. Management of the regional water quality management plan as the designated managing agent for Clark County's Section 208 Water Quality and Stormwater Management Programs.
c. Recognition as one of the top 10 largest wastewater agencies in the southwestern United States, once our plant capacity expansion is completed at 150 MGD.
d. Continued responsibility as the largest discharger to the Colorado River system, requiring heightened regulatory oversight and accountability.
e. Serves as a critical member of the Southern Nevada Water Authority (SNWA), producing approximately 65% of the region's return-flow credits—about 128,800 acre-feet annually.
f. Reliable production of approximately 115 MGD of treated effluent, representing the most stable and dependable water resource for Southern Nevada.

E. Since inception of the Septic System Conversion Pilot Program:

a. A total of 196 septic-to-sewer conversions have been completed, recovering an estimated 31 acre-feet of water that would otherwise be lost.
b. This effort required a significant commitment of staff time and management resources while competing with critical CIP delivery demands.
c. Appreciation is extended to the Board of Trustees and the County Manager's Office for ARPA funding support that made the program possible.

2. Goal 2: Prepare and present Agenda Items to support the required business matters and brief Board members appropriately.

Status: This is a continual process and effort.

Throughout 2025, the District effectively prepared, presented, and supported Board agenda items to ensure timely decision-making, transparency, and informed governance. Board members were consistently briefed on critical matters in advance of meetings and remained well informed between meetings as operational or policy issues arose.

Key accomplishments and ongoing efforts include:

a. Successfully prepared and obtained Board approval for 60 agenda items, including:
    i. 45 Consent Agenda items; 4 Public Hearings; 11 Business Items; 3 Resolutions; 1 Recognition.
    ii. Numerous briefings and a couple Closed Session matters.
b. Facilitated Board approval of several critical and high-impact agenda items, including:
    i. Service Rule amendments.
    ii. The Annual Comprehensive Financial Report (ACFR), receiving a clean audit with no findings and no prior-year adjustments.
    iii. Award of CIP Project No. 19011 – FWRC DAFT 5 to the lowest responsive and responsible bidder in the amount of $18.12 million.
    iv. Updates from the Sewage and Wastewater Advisory Committee.
    v. Updates on the Clark County 208 Area-Wide Water Quality Management Plan.
    vi. Approval of consultant selection and contract to update the Clark County 208 Plan.
    vii. Updates on CCWRD wastewater programs and operations.
    viii. Approval of the Classification and Compensation Assessment aligning CCWRD with the broader wastewater/water sector.
    ix. Approval of annual delinquent accounts for placement on the County Tax Roll.

x. Approval of pre-qualification of service providers across nine categories of services and works.
xi. Approval of existing debt refunding actions and recommendations from the Debt Management Committee.
xii. Routine operational and administrative business matters.

c. Supported Board oversight of the Active Capital Improvement Program (CIP)**,** including:
    i. 27 Board-authorized construction contracts and agreements**,** representing $1.053 billion in committed construction funding, with $291.6 million remaining.
    ii. 59 Board-authorized engineering agreements, representing $127.7 million in committed design funding, with $33.3 million remaining.
d. Provided the Board with a comprehensive Active CIP Overview, highlighting:
    i. The largest plant rehabilitation and expansion efforts in District history, including FWRC preliminary, primary, and secondary treatment improvements increasing treatment capacity to a consistent 150 MGD.
    ii. Use of the CMAR delivery method for the Whitney Lift Station.
    iii. Use of the Design-Bid-Build, low-bid award method for the Lincoln Lift Station serving the northeastern sewer shed.
e. Conducted Closed Session briefings with the Board on sensitive matters, including illicit discharges, legal settlements, and related confidential issues.
f. Exercised Board-authorized delegated authorities to the General Manager to streamline business objectives and reporting requirements.
g. Maintained strong working relationships with the County Manager's Office, including County Manager Schiller and Deputy County Managers Kremer, Shell, and Colvin.
h. Maintained very strong professional relationships with the Board of Trustees, Board liaisons, and the Chairs and Vice-Chairs of both the Board of Trustees and the Board of County Commissioners.
i. Ensured Board members were appropriately and timely briefed on significant agenda items prior to meetings.
j. Maintained open and accessible communication channels, with Board members regularly reaching out to discuss District matters.
k. Provided prompt notifications to Board members via text, phone, or email regarding wastewater and collection system issues, outages, sewer breaks, large sanitary sewer overflows (SSOs), and matters receiving media or public attention.

The District's agenda management, Board briefings, and communication practices continue to support informed governance, efficient decision-making, and strong working relationships between management, the Board, and County leadership.

3. GOAL 3: Manage the Clark County Water Reclamation District and provide operational stability during the District's most robust and active CIP program that is currently underway.

Status: This is a continual process and effort.

Throughout 2025, the District maintained operational stability while managing the largest and most complex Capital Improvement Program (CIP) in its history. This effort required constant coordination, disciplined leadership, and proactive decision-making across all operational, technical, and administrative functions of the organization.

A. **Key leadership principles and operational practices include:**
   a. Safety remains the District's highest priority**,** embedded in all operational, construction, and administrative activities.
   b. Effective coordination, collaboration, and communication are required daily to manage a large, complex wastewater system while simultaneously executing major system expansion and rehabilitation projects.
   c. The General Manager maintains constant engagement with Service Center leaders to ensure alignment, situational awareness, and timely issue resolution.
   d. The Senior Management Team meets daily at 8:00 a.m. to review current operations, emerging issues, and the upcoming week's outlook.
   e. Wastewater treatment plant operations are staffed and monitored seven days per week, with routine status checks conducted every day.
   f. The organization operates in a proactive posture, anticipating operational risks and responding quickly and appropriately when issues arise.
   g. Management continuously evaluates operational scenarios to identify the appropriate Standard Operating Procedures (SOPs) or process adjustments needed to address evolving challenges.
   h. The wastewater treatment facilities function as major industrial operations, relying on complex electrical and mechanical equipment that operates continuously. Equipment failures and process disruptions are an inherent risk and require constant monitoring of assets and treatment processes.
   i. Each day presents new operational challenges, requiring flexibility, experience, and readiness across all levels of the organization.
   j. Operating the largest wastewater collection system and treatment facilities in the State of Nevada is challenging under normal conditions. Executing the largest expansion and rehabilitation program in District history concurrently elevates operational risk and complexity, reinforcing the importance of strong leadership and disciplined management.
   k. Retaining skilled and experienced staff remains a critical priority and ongoing challenge. Professional classifications—particularly engineers, operators, information technology specialists, and chemists—are highly competitive within the wastewater and water sector and are essential to operational continuity and succession planning.
   l. Appreciation is extended to the Board of Trustees for its support and approval of the Classification and Compensation Assessment, which is a critical step toward improving recruitment, retention, and long-term organizational stability.

B. **The General Manager provides executive oversight and leadership across all District functions, including:**
   a. General management and administration.
   b. Legal services and records management.
   c. Strategic services, public outreach, public information, public affairs, and legislative affairs.
   d. Environmental health, safety, security, emergency management, and cybersecurity
   e. Grants management.
   f. Customer care and service, human resources, labor relations, recruitment, and payroll.
   g. Risk management and insurance administration.
   h. Information technology solutions, networks, databases, application development, and technology infrastructure.
   i. Planning, sewer network modeling, program management, project controls, engineering design, construction management, inspection, development services, GIS, GPS survey, and related technologies.
   j. Sewer recovery, collection and conveyance services, lift stations, CCTV inspections, sewer repairs, odor control, emergency response, and Underground Service Alert coordination.

k. Federal pretreatment program administration.
l. Fleet management.
m. Water quality planning and regulatory compliance, including the Section 208 Area-wide Water Quality Management Plan and the stormwater programs in accordance with an Interlocal agreement with Clark County.
n. Treatment plant operations, regulatory compliance, and advanced treatment processes including primary, secondary, solids handling, tertiary, membrane, and ozone treatment systems.
o. Operations in outlying service areas including Laughlin, Searchlight, Blue Diamond, Indian Springs, Moapa Valley, and the Las Vegas Valley.
p. Asset and maintenance management, including mechanical, electrical, facilities, HVAC, and preventative maintenance.
q. Water quality laboratory operations.
r. Financial services including finance, accounting, budgeting, procurement, warehousing, rates, and charges.
s. Enterprise systems including Oracle Enterprise Solutions, Customer Care and Billing, Primavera, Unifier, ProjectView, Cityworks, Maximo, SCADA, PIPES, SharePoint records management, and the Laboratory Information Management System (LIMS).
t. Service Rules administration and Citizens Advisory Committee coordination.

The District successfully maintained safe, reliable, and compliant wastewater operations while navigating unprecedented CIP activity, workforce challenges, and daily operational risks. Strong leadership, structured communication, and proactive management continue to ensure operational stability during this historic period of investment and growth.

4. GOAL 4: Maintain working relationships with the Construction, Development and Engineering communities.

Status: This is a continual process and effort.

Throughout 2025, the District continued to maintain and strengthen productive working relationships with the construction, development, and engineering communities. These partnerships are essential to delivering the District's Capital Improvement Program (CIP), supporting regional growth, and addressing emerging infrastructure challenges across Southern Nevada.

Key accomplishments and ongoing efforts include:

a. The Citizens Advisory Committee (CAC) was convened:
    i. In March through April 2025 to provide comprehensive business updates, including the CIP, Financial Plan, and proposed Service Rule revisions establishing new fees and charges for plan review and inspection services. These revisions were accepted by the Board in May 2025 and became effective July 1, 2025.
    ii. Again, in December 2025 to review updates on the CIP, Financial Plan, and emerging issues, including the Septic System Conversion Program, Affordable Housing initiatives, the Southern Nevada Supplemental Airport, PFAS, and staffing recruitment and retention.
    iii. The CAC was kept informed that the current Annual Sewer Service Charge remains adequate under the existing Financial Plan. Rates continue to be monitored annually, and the Committee will be apprised of any future program or financial changes.

b. The Southern Nevada Home Builders Association (SNHBA) provided support throughout the year. While homebuilding activity softened due to higher interest rates and reduced housing demand, builders ultimately supported the District's Service Rule revisions, recognizing their

necessity and that the District is the only agency that has not implemented these fees over all the years.

c. Ongoing engagement with NAIOP leadership and members continued, including coordination with the annual NAIOP President, the Government Affairs Committee Chair, and other industry representatives. Collaboration focused on shell building agreements, commercial property considerations, and emerging development issues. NAIOP representation on the CAC remained active.
d. The District continued to be recognized by ACEC for its professional engineering services and by AGC for maintaining a strong and active construction program.
e. Collaboration with NV Energy advanced on multiple fronts, including negotiations for a reclaimed water provision agreement to serve the Clark Station Generating Plant. This agreement is contingent upon sewer system connection to recover an estimated 150–200 acre-feet annually of reject blowdown water.
    i. Additionally, District and NV Energy engineering and planning teams continued coordination to address corrective actions following the 2023 full power outage.
f. The District's 3-2-1 Plan Check performance standard remains a regional benchmark, with 500 consecutive weeks of meeting this ambitious customer service goal. This performance is very much appreciated by the engineering development community.
g. Interlocal coordination expanded significantly in 2025:
    i. 38 new Interlocal Agreements (ILAs) were executed with the City of Las Vegas to provide sewer service to County parcels in the Northwest Area.
    ii. One new ILA was executed with the City of Henderson to provide sewer service to City parcels in the Southeast Area.
    iii. Four new ILAs were executed with the City of North Las Vegas to provide sewer service to City parcels in the Northeast Area.
h. Contractors consistently expressed strong support for the District's construction management systems, including project documentation, shop drawing reviews, payment processing, and communication workflows. Contractors specifically noted that CCWRD's solutions outperform those of peer agencies.
i. The District's CIP supports a significant number of engineering firms, which continue to value the District's transparent selection process and professional working relationships.
j. The CIP also employs a substantial construction workforce:
    i. Monthly contractor payments in 2025 ranged from approximately $16 million to $30 million**.**
    ii. CIP projects supported an estimated 680 to 980 contractor employees per month throughout the year.
    iii. The District's current Five-Year CIP (FY 2025–FY 2029) is valued at $1.1 billion**,** following the completion of $350.0 million in construction work during FY 2025.
    iv. As a result of its program scale, staff professionalism, and commitment to timely issue resolution, CCWRD continues to be regarded as a "Contractor of Choice."

The District's proactive engagement, transparency, and operational excellence continue to foster trust and collaboration across the construction, development, and engineering communities, supporting both near-term project delivery and long-term regional infrastructure goals.

5. GOAL 5: Continue to develop current and future Managers, Supervisors and Staff to ensure a strong succession

Status: This is a continual process and effort.

Developing and sustaining a strong leadership pipeline remains one of the District's most critical and persistent challenges reinforcing the need for sustained focus on succession planning, leadership development, and competitive compensation strategies.

A. Classification and Compensation Alignment:
A significant step forward was the completion and approval of the Classification and Compensation Assessment, which aligned the District more closely with the broader wastewater and water sector. This assessment addressed long-standing issues related to pay compression and inequities between supervisory and management classifications. Historically, Supervisors frequently earned more than Managers when overtime, standby, flextime, and longevity benefits were considered—creating a clear disincentive to pursue management roles. The updated compensation framework supports a necessary cultural and structural shift by better positioning management roles and encouraging qualified Supervisors to seek advancement.

B. Market Competitiveness:
The revised compensation structure has improved the District's competitiveness relative to peer agencies such as the City of Las Vegas, City of North Las Vegas and the City of Henderson, despite their significantly smaller wastewater programs. However, challenges remain in competing with agencies such as LVVWD and SNWA, which continue to pay approximately 35–40 percent more for professional positions. As a result, the District continues to lose experienced engineering and professional staff.

C. Recruitment and Retention Challenges:
Recruitment and retention of professional-level talent - including Information Technology (Oracle database administrators and programmers), engineering, construction management, GIS, chemistry, plant operations, and regulatory and compliance roles - remain ongoing challenges. Continued efforts are required to ensure the District remains competitive and does not compromise long-term operational success.

D. Strategic Importance of Wastewater Reclamation:
The reality of evolving precipitation and snowpack conditions within the Colorado River Basin further underscores the critical importance of wastewater reclamation to Southern Nevada's long-term resilience and sustainability. Wastewater operations and water reclamation must be prioritized and supported as essential infrastructure by the entire community.

E. Workforce Turnover and Hiring Activity:
The organization remains in a near-constant state of recruitment. Calendar Year 2025 was another heavy recruitment year, beginning with approximately 50 vacancies and concluding with 40. There were 48 Recruitments posted and 43 new employees hired.

F. Operational Coverage and Succession Impacts:
Leadership has repeatedly stepped in to fill operational gaps, often relying on increased overtime and standby assignments for Supervisors—further complicating succession into management roles. As a result, a disproportionate amount of organizational effort continues to be spent on recruitment rather than advancing long-term process improvements and operational efficiencies.

G. Leadership Development and Training:

Despite these challenges, the District continues to invest in leadership development and workforce training. Required internal training is provided for all new Supervisors, Managers, and Leaders. The organization conducts daily Senior Leadership Team meetings**,** monthly Leadership meetings, and quarterly Supervisory meetings. Formal Supervisor and Manager training programs are supported by an online learning platform offering both technical and interpersonal skill development, with mandatory courses addressing core organizational, safety, and compliance requirements.

H. Expanded Training Capacity:

The District also welcomed a new Employee Development Trainer**,** further strengthening internal training capacity.

I. Workforce Development Pipelines:

The District has built strong workforce development pipelines through partnerships with local educational institutions, including:

a. UNLV Honors College / College of Science (Chemistry) supporting Regulatory Laboratory operations;
b. College of Southern Nevada Environmental Science Program, producing certified Plant Operators;
c. UNLV Engineering programs, providing year-round engineering interns; and
d. UNLV Computer Science and Information Technology programs, supporting IT operations.
e. These internship programs consistently produce high-quality candidates who often transition into full-time employment. As a result of its strong training culture, CCWRD is widely recognized by peer agencies as an exceptional developer of talent—making District employees highly sought after throughout the region.

The District will continue to recruit the best available talent, invest in employee development, and accept the reality that some staff will advance into leadership roles at other agencies. The long-term objective remains to reduce the constant recruitment cycle and shift organizational focus toward sustainable succession planning, operational excellence, and continuous improvement.

6. GOAL 6: Advance our Safety, Security and Cyber Security programs to safeguard the water reclamation operations.

Status: This is a continual process and effort.

The District continued to make strong, measurable progress in advancing its safety, security, and cybersecurity posture throughout 2025. Cybersecurity remains a critical component of the District's overall safety culture, particularly given the increasing sophistication of threats targeting critical infrastructure nationwide.

Key accomplishments and ongoing efforts include:

a. The Information Technology Service Center delivered exceptional performance in 2025, with no successful cyber-attack penetrations of District systems.
b. Intrusion Prevention Systems (IPS) and other automated security tools continue to improve detection and response capabilities; however, threat actors constantly evolve their methods, requiring continual adaptation and vigilance.
c. As a critical infrastructure provider, the District remains a high-value target for cyber threats, reinforcing the importance of layered defenses and proactive monitoring.

d. An independent external penetration test was conducted by a professional firm to validate security controls and identify areas for improvement.
e. Cybersecurity training is mandatory for all employees, with a strong focus on malicious email and phishing awareness.
f. Monthly phishing simulations are conducted, with the District maintaining a consistent failure rate of less than 1%, significantly outperforming the vendor's broader client average of over 4%.
g. Employees who repeatedly fail phishing tests are subject to corrective and disciplinary actions, reinforcing accountability.
h. Network systems are continuously monitored, hardened, and enhanced with new protections as threats evolve.
i. The SCADA system remains isolated and separately protected, recognizing its critical operational role.
j. Oracle Cloud solutions are actively exercised, and Oracle and Microsoft SQL environments are routinely monitored and secured.
k. The Technology Solutions Business Plan is consistently updated to reflect cybersecurity priorities and emerging risks.
l. Technology staff remain highly vigilant, regularly researching and implementing enhanced platform security measures.
m. Staff participate annually in White Hat / Black Hat cybersecurity conferences to better understand adversary techniques and emerging attack vectors.
n. The District actively participates in Water/Wastewater ISAC workshops and maintains cyber-intelligence awareness through sector-specific collaboration.
o. Communication with peer agencies occurs when possible, although many agencies remain hesitant to openly share cybersecurity incidents or lessons learned.
p. Management continues to prioritize cybersecurity as an annual organizational objective.
q. Our annual external Audit includes a side audit of our technology protections systems.
r. In alignment with federal guidance, I attended a Department of Homeland Security cybersecurity workshop led by Director Jenn Easterly (in December 2024)**,** reinforcing awareness of nation-state threats—particularly from China, Russia, and Iran—targeting U.S. water, wastewater, and electrical sectors.
s. Cybersecurity is a permanent and growing operational reality. The District continues to demonstrate strong leadership, discipline, and foresight in protecting its systems, workforce, and critical water reclamation operations through sustained investment, training, and vigilance.

7. GOAL 7: Advance the Asset Management Program and a Reliability Centered Maintenance Program in accordance with the adopted Uptime Elements framework

Status: This is a continual process and effort.

The Asset Management and Reliability Centered Maintenance (RCM) programs continue to mature and are now embedded as core decision-making frameworks across the District. The program is advancing well with the following highlights:

a. Asset Management and Reliability Centered Maintenance have become the primary frameworks for assessing facility condition and initiating capital and renewal projects.
b. These programs are actively driving the Capital Improvement Program (CIP) and extending the life cycles of critical infrastructure assets.
c. Conducted multiple cause-mapping exercises, root cause analyses, RCM/design workshops, and system-level criticality analyses.
d. Advanced the District's Criticality Analysis (CA) program by:

i. Completing criticality scoring at the Flamingo, Laughlin, Indian Springs, and Moapa Valley facilities.

e. Developing an implementation plan supported by a cross-functional, multi-departmental team.
f. Provided asset management and RCM coordination for major projects currently under construction, including:
    i. Project 19003 – East Campus Chemical Facilities**:** Supported Construction Management in shutdown planning with minimal operational impacts; completed startup and commissioning; tracked all new assets and loaded them into Maximo with assigned criticality scores.
    ii. Project 19005 – Primary Clarifier Early Release Packages: Facilitated coordination between Construction Management, Tiberti, and Operations.
g. Completed a physical audit of previously unverified assets at the Flamingo Water Resource Center.
h. Developed a subprocess assessment program using Criticality Analysis results to better prioritize maintenance and operational focus.
i. Established a standardized decision-making process for repair-versus-replace determinations following equipment failures.
j. Coordinated with Design and Construction teams to define and implement consistent asset-tracking processes for new capital projects.
k. Collaborated with Asset Management, Operations, Maintenance, Collections, and Finance staff to define the foundational processes that support the District's long-term Asset Management Program.
l. Implemented enhanced system alerts to identify and resolve data transfer failures between Maximo and the Oracle interface.
m. Loaded valve assets into Maximo and created preventive maintenance schedules and job plans to support the valve exercising program.
n. Imported missing Collection System assets into Maximo.
o. Loaded East Campus Chemical Feed Facility assets into Maximo.
p. Developed and executed required scripts and system changes in Maximo to support the General Ledger Conversion project.
q. Reconfigured multiple Maximo Start Centers to better align displayed information with new operational and maintenance processes.
r. Added electrical Personal Protective Equipment (PPE) assets into Maximo for improved safety tracking and compliance.
s. Processed and completed more than 300 purchase requisitions in support of maintenance, operations, and capital activities.
t. Continued strong performance by the Predictive Maintenance team. Through tribology, thermography, and vibration analysis, the team is extending the service life of pumps, motors, blowers, and bearings across all plant operations.

8. GOAL 8: Advance Customer Care initiatives supportive of organizational efficiencies and service to our Customers (Rate Paying; Development-related: Contractors, Developers, Engineers; and Internal Customers)

Status: This is a continual process and effort.

Advancing customer care remains a priority to improve service delivery, transparency, and efficiency for all customer groups—rate-paying customers; the development community (contractors, developers, and engineers); and internal customers. Throughout the evaluation period, the District focused on

process improvement, technology enablement, and consistent performance measurement to enhance the customer experience.

A. Performance Measurement and Transparency

The Monthly Report continues to evolve with enhanced customer-focused performance metrics that track service delivery, workload trends, responsiveness, and outcomes. These measures support proactive management of customer matters and informed decision-making.

B. Service Rules and Customer Clarity

Amended Service Rules were implemented to provide clearer, more accessible information for customers. Customer Service, Finance, and Development Services staff were trained on the updated rules to ensure consistent interpretation, communication, and application across the organization.

C. Customer Payment and Billing Improvements

The District's customer payment platform (Invoice Cloud) significantly improved ease of use and functionality, offering multiple payment options—including mobile and text-based payments. Adoption has improved convenience for customers while increasing internal processing efficiency.

D. Development Services Workload Support (CY 2025)

a. Development Services continued to manage a substantial workload while maintaining performance standards:
   i. Civil Improvement Plans Reviewed: 1,681
   ii. Pipeline Accepted: 110,000 linear feet
   iii. Manholes Accepted: 784
   iv. Point of Connection (POC) Requests Processed: 677
   v. Sewer Location Requests Processed: 892
   vi. Zoning Responses Processed: 1,379
   vii. Interlocal Agreements Processed: 38
   viii. Development Inspections Performed: 23,827
   ix. Job Starts: 348
   x. Bond Release Projects: 401
   xi. Certificates of Occupancy Released: 4,854
   xii. Valuation of Donated Assets: $52.98 million

These outputs reflect continued service to a highly active development environment.

b. Topics discussed at the 2025 multi-jurisdictional meetings that impact attending agencies are as follows:
   i. The Formula 1 race event and the impacts on the underground utilities and paving within the track.
   ii. Coordination with Southern Nevada Water Authority (SNWA) on the Septic Tank Conversion Program
   iii. L&M Agreements required for private force mains.
   iv. Tropicana implosion.
   v. NDOT Henderson spaghetti bowl.
   vi. Oakland A's

E. Digital Portals and One-Stop Customer Experience

a. Contractors, engineers, and developers consistently complimented the District's digital submittal portals, citing ease of use, transparency, and the ability to track submissions in real time.
b. A true one-stop customer experience is maintained through the portal, allowing customers to:
   i. Submit POC requests online;

ii. Submit civil improvement plans electronically (PDF format);
iii. Request development inspections online, reducing staff interruptions and improving efficiency.

F. Plan Review Performance and Process Improvements

a. Civil improvement plan reviews continued to meet the District's 3-2-1 turnaround standard, achieving 100 percent compliance by the end of Calendar Year 2025. This milestone represents 500 consecutive weeks of meeting the 3-2-1 goal.
b. Staff implemented multiple process improvements to sustain performance, including:
    i. Continued refinement of the Plan Review Checklist to improve consistency and quality.
    ii. Development and revision of 21 Standard Operating Procedures (SOPs) in CY 2025, strengthening training, continuity, and resilience amid staff turnover.
c. Plan quality metrics identified opportunities for customer education and improvement. Of the 348 civil plans approved in 2025, 44 percent required more than three reviews, with approximately 50 percent of excessive reviews attributable to:
    i. Failure by the Engineer of Record to address prior comments; and
    ii. Submission of incomplete or inaccurate asset information.

G. Inspection, Records, and Asset Controls

a. Televising video inspections are now fully digital via SharePoint, enabling faster review, verification of standards, and immediate rejection of non-compliant submittals.
b. Inspection staff continue migrating legacy projects into the PIPES database, verifying construction status and removing unbuilt projects to improve data integrity.
c. The Approved Materials List (AML) process was enhanced, with ten new products reviewed in 2025 and regular updates published to the District website.

H. Customer Education and Website Enhancements

a. Development Services expanded website content to better support customers, including:
    i. Updates to the PIPES and PIPES Portal applications;
    ii. Publication of Department of Aviation Land Auction maps showing sewer Point of Connection locations.

I. Outreach, Coordination, and Stakeholder Engagement

a. District staff actively participated in virtual meetings, workshops, and outreach efforts to communicate changes and coordinate with customers and partner agencies. Key efforts included:
    i. Advance notification of new development fees prior to Service Rule implementation in July 2025;
    ii. Preparation and posting of infrastructure maps supporting DOA land sales;
    iii. Monthly coordination meetings with SNHBA, NDOT, and Clark County Public Works to minimize construction impacts and improve ROW coordination.
b. Ongoing coordination continued with Design Engineering, Strategic Services, and SNWA on the Septic Tank Conversion Program, including inspection and identification of areas with high conversion potential.

J. Development Fee Implementation

A new work process and Service Rule revisions were implemented to establish development-related fees for POC issuance, plan review, and inspections, effective July 2025. By the end of CY 2025, total revenues collected were $115,605, including:

a. POC requests: $28,875.
b. Plan review fees: $43,365.

c. Inspection fees: $43,365.

These fees improve cost recovery while maintaining service quality and responsiveness.

Through improved service rules, expanded digital tools, disciplined performance standards, and active customer engagement, the District continues to enhance customer care while supporting organizational efficiency. These efforts strengthen transparency, predictability, and trust with ratepayers, the development community, and internal customers, while positioning the District for sustained service excellence.

9. GOAL 9: Advance Technology Solutions through data management and Mobile Solutions

Status: This is a continual process and effort.

Advancing technology solutions remains a foundational strategy for improving operational efficiency, data-driven decision-making, and customer service across the District. The guiding principle continues to be People, Data, and Process, aligned to drive continuous process improvement and organizational effectiveness. The technology transformation continues.

A. Recognized work:

a. Significant progress has been made in strengthening enterprise data management capabilities. Phase I of the District's Data Warehouse technology solution has been implemented, establishing the foundation for improved reporting, analytics, and integration across systems.
b. The District prepared a comprehensive biochemical process model for the treatment plant under Project 19007 using BIOWIN software, with plans to migrate the model to SIMBA# to support long-term process optimization and scenario planning.
c. The District continues to leverage advanced modeling tools to support system planning and operational decisions. A hydraulic model of the onsite FWRC potable water system was developed using WaterGEMS and calibrated using pressure recorders, resulting in optimized valving configurations and pumping schedules.
d. The collection and conveyance system model is continually updated to reflect new development and remains the primary tool for evaluating Point of Connection (POC) requests. During this period, approximately 680 POC requests were reviewed and validated.
e. ProjectView remains the District's primary platform for project transparency and communication. Design staff routinely update project data, and the full 15-Year Capital Improvement Program has been incorporated into reporting dashboards to clearly communicate priorities and long-term objectives across the organization.
f. Advanced the Billing Inspection mobile application with improved enhancements.
g. SCADA advancements.

B. Technology modernization has significantly improved customer experience, field efficiency, and internal workflows. Key advancements include:

a. Cityworks integration with GIS and Oracle to manage collection system cleaning and CCTV schedules.
b. Expanded the functional use of Invoice Cloud, now a preferred and widely adopted customer payment platform.
c. Continued enhancement of mobile inspection and billing applications supporting "field-to-office" workflows.
d. Fully digital developer and contractor portals, now the preferred method of conducting business.
e. Expanded use of SCADA, mobile data collection, and online plan review and inspection systems.

f. The PIPES (Project Inspections & Plan Evaluation System) continues to mature as a staff-driven application, supporting increased volumes of civil plan submittals and inspections. Enhancements such as partial passes, preliminary inspections, and inspector workflow improvements have increased efficiency and consistency for both staff and external users.

C. Enterprise GIS integrations have expanded significantly, including:

a. Integration with cloud-based CMMS (Cityworks) and the Decision Support Tool.
b. The District's GIS program continues to expand and mature as a core enterprise system. Over the reporting period, GIS staff added more than 25 miles of new gravity sewer main and over 660 manholes, stemming from more than 150 developer projects, multiple CIP projects, and on-call work. The Division also recorded more than 75 easements and processed over 50 interlocal agreements.
c. Integration with GraniteNet for asset inventory and condition assessment.
d. Development of GIS dashboards supporting leadership visibility into operational performance.
e. Creation of automated Sanitary Sewer Overflow (SSO) reporting workflows using Survey123 and Microsoft Power Automate, generating real-time reports, notifications, dashboards, and archival records.
f. Integration of Building Information Models (BIM) into GIS Online for improved visualization of plant expansion projects.
g. GIS also leads ongoing updates to the Southern Nevada Health District's Active Septic System database.
h. Full Global Positioning Survey (GPS) data on all the District Collection and Conveyance System assets for accurate horizontal and vertical datum reference.
i. GIS- leveraged throughout the organization.
j. Integrated real-time smart manhole cover meters into GIS. This data consists of 11 manhole meters that are measuring water depth at an interval of 10 mins. This data is live fed to the GIS map for District use and analysis of flows.
k. Advanced the GIS database to store data collected from valve exercising truck. This data is accessible to allow users to view valve data.

D. Advanced data streams are now being integrated directly into GIS, including:

a. Real-time Automated Vehicle Locator (AVL) data for 187 District vehicles, enhancing employee safety and vehicle dispatching to promptly serve the community and customers.
b. Real-time smart manhole cover monitoring for flow and depth analysis.
c. Valve exercising data collected by Plant Operations and stored within GIS databases.
d. Settlement monitoring and deformation analysis using GPS, laser scanning, and surveying technologies at the Flamingo Campus.
e. District-wide GPS survey data collection to support future horizontal and vertical datum shifts.

E. The District continues to run hydraulic analysis and system modeling in-house, delivering significant year-over-year value:

a. Expanded the Collection and Conveyance System Flow monitoring program.
b. Advanced the Bentley Sewer Flow Model. The Bentley software is consistent with the long-term goals to allow the District to access meter data via the GIS application.
c. The collection and conveyance system model continues to be updated to reflect new development. The model serves as the primary means to validate Point of Connection (POC) requests from the development community.
d. Developed a hydraulic model of the onsite FWRC potable water system using WaterGEMS software. Initial calibration efforts using pressure recorders have yielded promising results that

have led to viable valving configurations and an optimized pumping schedule for the overhead tank.

F. Program / Project Management Programs:

a. Developed, conducted, managed and maintained In-house by our Engineering staff. We do not rely on Engineering consultants to run our program.
b. Oracle Unifier.
c. Oracle Primavera.
d. ProjectView.
e. PIPES (Project Inspections & Plan Evaluation System).

G. Additional enterprise platforms supporting operations include:

a. Maximo / Maximo Anywhere - Work Order Management and work priority system,
b. Reliability Centered Maintenance tools (vibration, tribology, thermography),
c. GraniteNet Systems (pipe and manhole inventory and condition assessment program,
d. Fleet AssetWorks,
e. Oracle Financials,
f. Oracle Enterprise Business Suite,
g. Oracle Self-Serve,
h. Oracle Customer Care & Billing,
i. SWIPP Track for Water Quality inspection Program,
j. Microsoft Teams, and
k. SharePoint-based document management.

H. Cybersecurity and communications infrastructure remain strong, supported by a robust security program with routine testing and monitoring.

I. External stakeholders—including contractors, developers, and engineers—have consistently recognized the District's construction management systems, document control platforms, and PIPES portal as best-in-class. Contractors have specifically noted that CCWRD's solutions exceed those used by peer agencies, even as others invest heavily in similar platforms.

J. The District reinforces its technology culture through the bi-annual TechFest event**s**, ensuring staff awareness, engagement, and adoption of available tools.

K. Overall, the organization has fully embraced technology solutions as a core driver of continuous improvement, operational resilience, and customer service excellence.

10. GOAL 10: Advance our Financial Program to ensure good audits, cost effective measures, prudent financial planning, and maintain rate stabilization.

Status: This is a continual process and effort.

Advancing and maintaining a sound financial program remains a core organizational priority to support operational stability, a historically large Capital Improvement Program (CIP), and long-term rate sustainability. Despite unprecedented inflationary pressures, construction cost escalation, and supply-chain disruptions, the District's financial position remains stable, well-managed, and highly regarded by external stakeholders.

A. Annual Audit:

a. For the seventh consecutive year, the Finance Group achieved a "clean" annual audit, with no material weaknesses, no significant deficiencies, no current-year audit adjustments, and no prior-period restatements. The audit was completed on time and under budget, reflecting strong internal controls, disciplined financial practices, and thorough audit preparedness. Control deficiencies identified in prior years were proactively addressed. Overall, the District remains well-positioned and audit-ready throughout the fiscal year.

B. Financial Pressures:

a. The District continues to experience extreme financial pressure due to inflation, construction material escalation, and supply-chain disruptions. Between 2021 and 2024, construction costs increased approximately 30–50 percent, placing significant strain on the current CIP and necessitated an early bond issuance in 2023 to sustain critical projects that remained in construction through 2025.
b. Maintaining the Rate and System Development Assessment (SDA) models,

C. Financial governance and transparency remain a priority. The Finance Group enhanced monthly financial reporting to provide more relevant, decision-ready information, including:

a. Cash flow and reserve status
b. Budget-to-actual tracking and forecasting
c. CIP spending versus budget
d. Sewer service revenue analysis (price vs. volume impacts)
e. Arbitrage risk monitoring
f. AWWA benchmarking
g. Socioeconomic and broader financial market indicators
h. Revenues are reconciled daily, representing a significant operational achievement that enhances accuracy, controls, and financial confidence.

D. Accounting Treatments:

a. Substantial progress has been made in standardizing fixed asset accounting, including development of clearer guidelines distinguishing capital assets from operations and maintenance assets. This effort has become increasingly complex due to GASB 96, which requires capitalization of long-term subscription-based IT services.
b. The District implemented DebtBook to manage analysis, tracking, and accounting for these obligations and works closely with Information Technology Solutions throughout the year to ensure proper treatment of new subscriptions.
c. Finance, Accounting, and Procurement Standard Operating Procedures were updated and refined.
d. Efficiency gains were achieved through implementation of Rossum AI invoice recognition, allowing automated staging and matching of purchase orders and invoices for review and payment.
e. Vendor payment efficiency was further improved by expanding ACH enrollment through iSupplier, significantly reducing processing time and fraud risk.
f. The District expanded its positive pay controls with Wells Fargo for accounts payable, payroll, and workers' compensation, materially strengthening check-fraud prevention.

E. KPI's and Performance Metrics:

a. The District has continued to refine KPIs, performance measures, and benchmarking tools to compare performance against peer wastewater and water agencies and to drive continuous improvement.

F. Citizens Advisory Committee / Emerging Issues:

a. Recognized the long-term erosion of purchasing power and growing CIP funding gaps.
b. Kept the CAC appraised of the Financial Program and CIP Program.
c. A Sewer Master Plan for the Southern Nevada Supplemental Airport (SNSA), where initial sewer infrastructure costs are estimated between $500–750 million (current dollars), with financing expected to be borne by the airport authority as developer.
d. Ongoing financial evaluation of a comprehensive Septic System Conversion Program, supported by a $15 million ARPA grant from Clark County which is supporting the current pilot program.
e. Evaluation of Affordable Housing rate impacts, following Board direction to provide up to a 75 percent discount on connection fees for qualifying County-certified projects. Financial impacts to date have been absorbed within the operating budget.

G. Additional financial management accomplishments include:

a. Stable revenues, cash flow, and reserves, despite continued inflationary pressures
b. Maintenance of a balanced Annual Budget and Operations Plan
c. Ongoing management of 14 grant opportunities across pre-application, pre-award, and award stages
d. Evaluation of potential revenue-generating programs, including zoning change surcharges, infrastructure cost recovery for SNSA sewer extensions, and affordable housing surcharge concepts.
e. The District's Annual Sewer Service Charge remains the lowest in the State of Nevada, Region 9, and amongst the lowest in the United States.

The District's financial program remained disciplined, resilient, and aligned with adopted financial policies throughout the year. While inflationary and market pressures persist, the organization continues to demonstrate strong fiscal stewardship, prudent planning, and proactive leadership to protect ratepayers and sustain essential wastewater infrastructure.

11. GOAL 11: Advance our Program/Project Management Solutions prioritizing projects within the 5, 10 and 15 years horizons.

Status: This is a continual process and effort.

Advancing the District's Program and Project Management framework remains essential to delivering the District's large undertaking of the most active, ambitious and complex capital programs for the organization. The focus continues to be disciplined planning, effective project controls, transparency, and prioritization across near-, mid-, and long-term planning horizons.
All major Capital Improvement Program (CIP) projects remain on schedule, including the most significant expansion projects at the Flamingo Water Resource Center (FWRC), which will increase treatment capacity to 150 MGD to support long-term community growth, regulatory requirements and reliability.

A. Construction Program Performance:

a. Through December 2025, construction activity reflects the scale and pace of the District's CIP:
   i. Active Board-Awarded / Authorized Contracts: 27
   ii. Total Construction Commitment: $1.053 billion
   iii. Construction Costs Expended to Date: $761.3 million
   iv. Remaining Committed Construction: $291.6 million
   v. FY 24/25 CIP/CEP: $351.0 million
   vi. FY 25/26 CIP/CEP: $264.7 million

b. The District actively managed and inspected nine major CIP projects totaling $681.8 million, including:
    i. FWRC Preliminary and Primary Treatment Improvements (19005)
    ii. FWRC Secondary Treatment Aeration Basins and Clarifiers (19007)
    iii. FWRC DAFT 5 (19011)
    iv. Whitney Lift Station Rehabilitation (19100)
    v. Lincoln Lift Station Rehabilitation (19101)
    vi. FWRC Primary Sludge Thickening Improvements (19102)
    vii. FWRC Operational Control Center Facilities (20001)
    viii. FWRC Centrate and Acid Waste Pipelines (20003)
    ix. Collection System Rehabilitation (20104)
c. In addition, the District managed $76.3 million in task-order construction contracts supporting both existing and new infrastructure, including rapid-response services critical to system reliability.
d. Over the reporting period, approximately $337 million in multidisciplinary wastewater projects were completed in support of the active CIP.

B. Interagency Coordination and Public Impact Reduction:

a. The District successfully managed sewer construction under multiple Interlocal Agreements (ILAs) with partner agencies. These coordinated projects reduced duplicative roadway restoration, minimized traffic disruptions, and improved public outcomes. Notable collaborations included:
    i. I-15 Tropicana Design-Build Project (NDOT)
    ii. Jones Boulevard improvements (Clark County Public Works)

C. Engineering Design and Professional Services:

a. Engineering design activity also remained robust:
    i. Active Board-Awarded / Authorized Engineering Contracts**:** 59
    ii. Engineering Commitments**:** $127.7 million
    iii. Costs Expended to Date**:** $94.4 million
    iv. Remaining Commitments: $33.3 million
b. The District provided consistent monthly and annual cost and schedule forecasting for active and upcoming projects. Over the preceding 12-month period:
    i. 124 construction payment requests totaling $313.0 million were processed
    ii. 128 engineering services payment requests totaling $4.43 million were processed
    iii. 95 professional services payment requests totaling $6.93 million were processed

D. Long-Term Capital Planning:

a. The District maintained and refined its 15-Year Capital Improvement Plan, encompassing approximately 95 projects with a total projected value of $1.8 billion. The plan includes treatment plant expansions, collection system improvements, small systems, operations and maintenance initiatives, administrative facilities, professional services, and oversizing projects.
b. Master planning efforts continue for future wastewater capture, recovery, and conveyance to address potential development in the Ivanpah Valley region, including Sloan, Jean, Primm, and the proposed Southern Nevada Supplemental Airport.

E. Program Management and Controls:

a. The District continues to perform program management and project controls in-house, ensuring strong cost control, schedule accountability, and risk management. This approach provides measurable value to customers and ratepayers by maintaining direct oversight of complex capital delivery.

b. ProjectView remains the primary enterprise tool for tracking and reporting all CIP information. Significant enhancements have been implemented to improve data accuracy, transparency, and reporting. Project teams provide monthly updates, and multiple dashboards and reports communicate overall CIP status across the organization. ProjectView has achieved exceptional internal acceptance and is widely viewed as a critical management tool.

F. External Recognition and Program Expansion:

a. External partners—including contractors, developers, and engineers—have consistently recognized the District's PIPES online portal and construction management systems as best-in-class for project submittals, document control, shop drawing review, payment estimates, and communications.
b. The Septic System Conversion Pilot Program further demonstrates the District's ability to effectively manage additional major programs using internal expertise. Engaging an external program manager would have made the program cost-prohibitive; instead, staff successfully integrated the effort within existing program management resources.
c. The District also continues to manage 20 active grant opportunities, including projects in pre-application, pre-award, and award status, while actively researching additional funding sources to support long-term capital needs.

Through disciplined program management, in-house project controls, and advanced technology tools, the District continues to deliver a complex, multi-billion-dollar CIP while maintaining schedule discipline, cost control, transparency, and strong stakeholder confidence across short-, mid-, and long-term planning horizons.

12. GOAL 12: Continue to serve as the County's "Managing Agent" in advancing the water quality management plan to promote the Section 208 Water Quality and Stormwater Management Programs (for Clark County).

Status: Through the District's leadership, Clark County maintains a highly respected and effective Water Quality Planning Division that is widely recognized and supported by the area-wide regional Co-Permittees. The program's success is a direct reflection of the leadership and contributions of Mr. John Solvie and Mr. Rick Donahue**.** Under their direction, the Water Quality Planning, Protection, and Compliance Service Group has continued to mature and strengthen. The team is highly knowledgeable, well-trained, and consistently demonstrates the technical expertise necessary to support the County's Section 208 Water Quality and Stormwater Management Programs. Their collaborative approach and strategic planning efforts have positioned the Team as a trusted regional leader in water quality management.

The following 2025 accomplishments and highlights reflect the team's strong performance and continued progress in advancing County-wide water quality planning and compliance objectives:

CLARK COUNTY 208 AREA WIDE WATER QUALITY MANAGEMENT PLAN

A. **Administration**:

a. Initiated development of a new Clark County 208 Area-Wide Water Quality Management Plan that encompasses all jurisdictions across Clark County, in compliance with the Clean Water Act and Nevada Revised Statutes.
b. Negotiated and secured a $1.1 million contract with the engineering consultant firm Brown and Caldwell.
c. Re-negotiated the terms of a 604(b) grant to provide $60,000 as seed money to launch the project, and still meet 604(b) grant funding Bill Infrastructure Law funding provisions.

d. Coordinated 208 Plan development activities with NDEP Bureau of Water Quality Planning and Bureau of Water Pollution Control.
e. Secured project partners with wastewater and watershed agencies across Clark County.
f. Collaborated with Clark County District Attorney on developing a new Chapter of Clark County Code to address 208 Plan regulatory jurisdiction.
g. Collaborated with NDEP wellhead protection staff to incorporate relevant Bureau of Safe Drinking Water resources into the new 208 Plan.
h. Provided project presentations to the Board of County Commissioners, Sewage and Wastewater Advisory Committee, Southern Nevada Water Authority, State of Nevada Source Water Protection, CCCWRD Compliance & Regulatory Affairs and Development Services groups, Stormwater Quality Management Committee, Colorado River Commission, Southern Dischargers and NDEP at Carson City, Las Vegas Wash Coordination Committee, WateReuse Nevada, Southern Nevada Health District, and Clark County Department of Environment and Sustainability.
i. Collaborating with WRD to establish a 208 Plan approval procedure for package plant submissions.
j. Provided administrative oversight for the NRS-mandated Sewage and Wastewater Advisory Committee (SWAC), which is directly connected to the 208 Plan. Collaborated with SWAC members on new 208 Plan development. Coordinated and administrated SWAC meetings in compliance with Open Meeting Law. Brought in relevant presentations by agency stakeholders to facilitate productive discussion at meetings.
k. Actively participated in UNLV CBER meetings to project future population growth, and distributed final report to SWAC members (including WRD) to facilitate accurate wastewater treatment capacity projections, which is directly tied to the 208 Plan. Distributed 2025 population projections to all SWAC member agencies

B. Administration and management of the stormwater regulatory program:

a. Maintained 100% MS4 Permit compliance, which included close coordination with multiple Clark County Departments on permit requirements.
b. Hired a new Water Quality Specialist to facilitate the transfer of an existing Water Quality Specialist to a vacated Planner position.
c. Expanded the Post-Construction BMP program to prioritize inventoried sites and provide streamlined regulatory oversight.
d. Coordinated with Public Works to align Clark County Stormwater Code with License and Maintenance Agreements with NDEP groundwater discharge permitting requirements.
e. Honed internal processes to increase inspection effectiveness and regulatory compliance.
f. Implemented expanded annual reviews of MS4 program elements to enhance Clark County compliance and fulfill MS4 Stormwater Management Plan requirements.
g. Initiated regulatory coordination meetings in advance of Formula 1 Las Vegas Grand Prix and EDC events to establish appropriate stormwater controls in compliance with Clark County Code 24.40, and performed pre-event and post-event inspections to confirm compliance. Additionally co-facilitated District sanitary sewer requirements in conjunction with CCWQ requirements.
h. Leading an effort in collaboration with Regional Flood to address problematic Post-Construction BMP structural control design in the valley-wide update to the Hydrologic Criteria Drainage Design Manual.
i. Successfully administered and further broadened the regulatory program to ensure compliance with MS4 permit requirements.
j. Secured ongoing strong connections with MS4 co-permittees to facilitate unified direction and a unified voice in regulatory program implementation. Collaborated closely with Regional Flood to facilitate engaging co-permittees in permitting and regulatory matters.

k. Coordinated closely with Regional Flood and the MS4 consultant to address MS4 issues, concerns, and initiatives.
l. Ensured that Clark County Public Works and Stormwater Quality Management Committee members were kept appraised of program progress and issues related to the MS4 program.
m. Secured stronger connections with County departments participating in the stormwater regulatory program and further streamlined their processes.
n. Coordinated with Public Works on NDEP groundwater discharge permitting/compliance requirements, establishing processes to apprise Public Works of facilities that have not obtained a Clark County License and Maintenance Agreement to discharge into County storm drains.
o. Provided Clark County Water Quality representation on Regional Flood's Technical Advisory Committee, SNWA's Las Vegas Wash Coordination Committee, Administrative Study Team, Operations Study Team, and Research/Environmental Monitoring Study Team, Lake Mead Water Quality Forum, Southern Nevada Health District's Southern Nevada Environmental Task Force, Southern Dischargers Meetings, and Clark County's Multi-Agency Response Team.

C. Full implementation of cloud-based inspection software (SWPPPTrack) across WQ and County departments:

a. Initiated a contract with CCWQ's cloud-based remote inspection software vendor to implement expanded inspection and tracking features. Project completed and successfully implemented.
b. Facilitated regulatory modules for SWPPPTrack use across applicable County departments, consolidating County stormwater regulatory functions into a single cloud-based system managed by Water Quality that documents inspections, issues reports, and manages/tracks enforcement.
c. Established a dedicated database manager, responsible for overall data collection and management across all SWPPPTrack modules and external databases.
d. Refined blueprint uploading procedures to enhance field inspector access.

D. Database management and identification of stormwater inventory:

a. Initiated a project with ITS to develop a new SQL database to replace an aging Access database, and augment SWPPPTrack database data imports from external agencies.
b. Further streamlined the process of accessing improvement plans from File 360, identifying Post-Construction BMPs, and uploading Latitudes and Longitudes of each Post-Construction BMP continues to bring Clark County's Post-Construction in alignment with MS4 permit requirements.
c. Reviewed Public Works projects to phase applicable sites into the construction stormwater regulatory program.
d. Reviewed State of Nevada construction and industrial stormwater permits to determine applicability to the County's construction and stormwater regulatory programs, and incorporated applicable sites into the Clark County's stormwater regulatory program in compliance with the MS4 permit.

E. Inspections of construction sites:

a. Performed 1,968 construction site stormwater inspections.
b. Issued 735 construction site enforcement actions, and successfully resolved all corrective action requirements. Corrective actions were reduced through pressing inspectors to actively engage contractors.
c. Worked closely with staff to ensure that regulatory goals are being met to satisfy MS4 requirements.

F. Inspections of post-construction sites:

a. Performed 665 post-construction site stormwater inspections.
b. Continued implementation of identifying Post-Construction BMPs to align with MS4 permit requirements. Over 1,095 Post Construction BMPs across the Las Vegas Valley have been logged, and the monitoring program continues to broaden.
c. Identified, both through inspections and aerial reviews, sites that did not have post-construction BMPs installed according to plan or have removed them.
d. Performed reviews of Public Works and Building Department post-construction site plans and updated applicable post-construction requirements for each site in SWPPPTrack.
e. Leading the effort across MS4 co-permittees to implement an effective and streamlined post-construction program to comply with new MS4 permit requirements.
f. Categorized all Post-Construction BMPs to align effective inspection frequencies.

G. Inspections of industrial sites:

a. Performed 165 industrial site stormwater inspections.
b. Issued 166 industrial site enforcement actions, and successfully resolved all corrective action requirements. Corrective actions were reduced through pressing inspectors to actively engage industry representatives.
c. Worked closely with staff to ensure that all requirements are met to satisfy MS4 requirements.

H. Stormwater complaint response:

a. Responded to 430 stormwater complaints and performed 35 residential complaint inspections.
b. Issued 150 residential enforcement actions, and successfully resolved all corrective action requirements.
c. Worked closely with staff to ensure that all requirements are met to satisfy MS4 requirements.
d. Coordinated closely with Clark County Public Works and Clark County Administrative Services regarding complaints and illicit discharges to the storm drain.

I. Program enforcement:

a. Assertively implemented an enforcement response plan to achieve regulatory compliance through diverse enforcement methods.
b. Updated the enforcement response plan to align with current processes, as required under the MS4 permit.
c. Coordinated escalated enforcement issues with the Clark County District Attorney and successfully resolved all issues.
d. Explored the feasibility of implementing re-inspection fees to enhance enforcement efforts.

J. Resolution of corrective action items:

a. Convened 17 Enforcement Meetings, all of which resulted in productive outcomes and compliance with Clark County Stormwater Code 24.40, resulting in 100% compliance with Clark County stormwater regulations.
b. 100% of construction site and industrial site enforcement actions were successfully resolved.

K. Stormwater training for WQ, construction, industrial, and County staff:

a. Provided stormwater inspection training to Departments to facilitate ongoing County-wide MS4 Permit compliance.
b. Provided contractor stormwater training valley-wide to fulfill MS4 Permit requirements, and implemented the addition of post-construction BMP requirements in cooperation with Regional Flood and the co-permittees to further compliance with the post-construction BMP program.
c. Expanded trainers to two additional Water Quality staff.

d. Provided training to CCWQ staff on construction, post-construction, industrial, and internal program functions including SWPPPTrack.

L. Coordination with interdepartmental and interagency working groups, County departments, and Local/State agencies:

a. Strengthened effective working relationships with County departments and outside agencies with connections to the MS4 program, including those that perform inspections and departments required to comply with and/or participate in MS4 activities, including the following:
   i. WRD Service Centers
   ii. District Attorney's Office
   iii. Building Department
   iv. Comprehensive Planning
   v. Environment and Sustainability
   vi. Public Works – Developer Funded
   vii. Public Works – County Funded
   viii. Public Works – Roads
   ix. Public Response Office
   x. Public Information Office
   xi. Clark County IT
   xii. Real Property Management
   xiii. Department of Aviation
   xiv. SNWA
   xv. RFCD
   xvi. City of Las Vegas
   xvii. City of Henderson
   xviii. City of North Las Vegas
   xix. NDEP
   xx. NDOT
   xxi. Wetlands Park
b. Secured closer working relationships with District Service Centers, specifically WRD Compliance.
c. Coordinated closely with NDEP on water quality and grant matters.
d. Participated in the NDEP Public Workshop on algae toxins and the State Environmental Commission hearing on Algal Toxin regulation R149-24.
e. Actively participated as a member of Regional Flood's Technical Advisory Committee, and utilized meeting documentation to enhance Clark County's MS4 program and advise WRD of potential impacts.
f. Assertively participated in MS4 co-permittee meetings and actively pressed for program enhancements to ensure ongoing compliance with MS4 permit requirements.
g. Prepared Clark County SQMC members for their participation in SQMC meetings.
h. Participated in the WateReuse Nevada Symposium, with focus on the 208 Plan project.
i. Participated in the Clark County Environment & Sustainability Emulsified Asphalt Public Workshop.
j. Participated in the Gypsum Resources planning meetings.
k. Participated in a Las Vegas Wash Coordination Committee tour of Las Vegas Wash.
l. Participated in an EPA Biosolids Risk Assessment for PFAS training.
m. Participated in the 2025 National Stormwater Policy Forum.
n. Met with Sacramento State University's Office of Water Programs to discuss trends/direction of stormwater regulatory requirements.

o. Participated in the Adobe Experience Manager trainings to facilitate updates to the Clark County Water Quality web page.
p. Participated in the NWEA conference.
q. Actively participated in LVWCC and SNETF meetings.
r. Attended and monitored LVVWAC meetings, and coordinated MS4 impacts with Regional Flood.
s. Followed SNWA Groundwater Management activities in relation to MS4 and 208 Plan impacts.
t. Supported the University of Reno's Business Environmental Program (encompasses all of Nevada) to provide compliance resources for sites that Water Quality regulates.
u. Actively participated in the Las Vegas Wash Coordination Committee meetings and its Administrative Study Team, Operations Study Team, and Research/Environmental Monitoring Study Team.
v. Actively participated in CMART (Clark County Multi-Agency Response Team) to collaboratively address stormwater regulatory issues with other Clark County agencies.

M. Municipal Separate Storm Sewer System (MS4) National Pollution Discharge Elimination System (NPDES) Permit, or commonly referred to as the MS4 Permit:
a. Collaborated closely with Regional Flood, MS4 co-permittees, and NDEP to develop a new streamlined Stormwater Management Plan that significantly reduces liability concerns for Clark County, resubmitted it to NDEP for approval, and met with NDEP officials to establish a consensus. The new SWMP will become an enforceable component of the MS4 permit.
b. Implemented multiple enhancements to the stormwater regulatory program to align with requirements in a new MS4 permit from NDEP that was issued in February.

N. Illicit discharge, detection, and elimination program:
a. Completed all MS4-mandated compliance inspections of Clark County storm channels and detention basins, and successfully resolved all issues, stormwater violations, and maintenance concerns.
b. Collaborated with Regional Flood to properly identify regional channels and basins, and provide them with County overlays of County channels/basins.
c. Coordinated closely with CCPW regarding illicit connections storm drains.
d. Coordinated with Regional Flood and MS4 consultant to ensure all aspects of the County's IDDE program are being adequately addressed.

O. Public Facility Stormwater Maintenance Plans:
a. Reviewed Public Facility Stormwater Maintenance Plans.
b. Performed regulatory inspections of County facilities to ensure full compliance with MS4 permit requirements.

P. MS4 reporting:
a. Completed all monthly reporting requirements for the District and for the MS4 program.
b. Completed all quarterly reporting requirements for the MS4 program report to NDEP.
c. Completed all annual reporting requirements for the MS4 program report to NDEP, and provided extensive review and comment on the final report.

Q. Review Clark County Code 24.40 for ongoing applicability with stormwater program, penalties, and enforcement:
a. Reviewing revisions that may be required under the new MS4 permit and Stormwater Management Plan (when approved).

R. Grants and Public Outreach:

a. Grant administration, reporting, and research:
    i. Administering $60,000 in 604(b) federal grant funding from NDEP for the 208 Plan, which includes Bipartisan Infrastructure Law funding with targeted requirements.
    ii. Successfilly completed a $47,000, NDEP 319(h) outreach and education grant that included public outreach events, billboard advertising, social media, outreach development, and an interactive public outreach website.
    iii. Provided reporting to NDEP in compliance with grant parameters.
    iv. Collaborated closely with NDEP on project direction and secured stronger relationships with new NDEP grant administration staff.
b. Prepare, coordinate, and provide outreach and education:
    i. Collaborated with Clark County Wetlands Park to deploy a grant-funded interactive stormwater pollution kiosk in their Nature Center.
    ii. Engaged thousands of Las Vegas Valley residents in Outreach and Education events at Bark in the Park, Earth Day at Springs Preserve, Las Vegas Science & Technology Festival, Discovery Day at Wetlands Park, and NV SPCA Neon Dog Event.
    iii. Collaborated with WRD Strategic Services on publishing CCWQ Public Outreach.
    iv. Ongoing collaboration with all MS4 co-permittees outreach activities to broaden nonpoint source outreach with a unified message.
    v. Maintained the StormwaterVegas.com website to provide educational resources to the general public (including a Spanish component).
    vi. Continued collaboration with the Las Vegas Wash Coordination Committee Administrative Study Team to on public outreach efforts and area-wide studies, including a formal presentation to the Study Team.

S. Selenium Project:

a. Co-led effort to develop site-specific Selenium water quality standards for Las Vegas Wash.
    i. Collaborated with the Regional Flood and NDEP to obtain final EPA approval of regulation R116-22, which established site-specific selenium criteria for Las Vegas Wash.
    ii. Supporting RFCD and ecotoxicologist firm on pending EPA approval of beneficial use designations for the tributaries.

T. Title 30 and Master Plan Updates:

a. Coordinate stormwater quality requirements with Clark County
b. Collaborated with numerous Clark County departments on stormwater regulatory matters.

U. Valued members of the Clean Water Team:

a. Regulatory
    i. Serving as a project partner with NDEP to update the State's Stormwater BMP Manual.
    ii. Serving as a member of the Water Environment Federation's Stormwater Committee to address stormwater regulatory matters on a national level.

13. GOAL 13: Advance the District's sustainability program to advocate for water reclamation as a stable and reliable water resource for the community.

Status: This is a continual process and effort.

Sustainability is foundational to the District's mission—Serving our Community by responsibly sustaining the Water Care Cycle. Wastewater reclamation represents one of the most reliable and resilient water resources available to Southern Nevada, particularly during prolonged drought conditions and increasing stress on the Colorado River System.

A. On an average day, the District reliably collects, treats, and safely discharges approximately 115 million gallons per day (MGD) of treated effluent back into the environment. This essential function directly:
   a. Protects public health by preserving the viability of Southern Nevada's primary drinking water source;
   b. Protects the ecological health of the Las Vegas Wash, Lake Mead, and the Colorado River System; and
   c. Generates approximately 128,800 acre-feet per year of Return Flow Credits, enabling continued community withdrawals from the Colorado River System and sustaining regional water security.
   d. Contributed to the community interest of improving water replenishment, another critical issue, that underscores the need to utilize water resources efficiently through water reuse and maximizing return flow credits through the Septic System Conversion Pilot Program.

B. Sustainable wastewater treatment practices are integral to minimizing environmental impacts while maximizing resource recovery. The District's operations actively remove pollutants that would otherwise degrade surface waters, address water scarcity through reuse and return flows, and implement green infrastructure approaches—such as wash management and constructed wetlands—that leverage natural systems for treatment and stormwater control. The District continues to emphasize resource recovery, including:
   a. Optimizing biosolids processing to maximize water recovery and minimize transported waste;
   b. Monitoring sludge cake density, constantly trying to improve dryness from our standard of 23 percent. Each 1% increase is approximately $200,000 in annual hauling cost savings**;**
   c. Evaluating opportunities with Republic Services to reduce evaporative pond leachate volumes and potentially recover additional water resources.

C. Lifecycle thinking is embedded in District decision-making through asset management programs designed to extend the useful life of infrastructure, equipment, and treatment processes. This approach reduces long-term costs, minimizes environmental impacts, and enhances system reliability. The District invests in advanced treatment technologies to meet evolving sustainability objectives. Current operations include:
   a. Treating approximately 30 MGD using potable-water-grade membrane bioreactors (MBR) combined with ozone disinfection, achieving high-level pollutant removal;
   b. Combining conventional activated sludge with membrane filtration for enhanced treatment efficiency;
   c. Long-standing participation in constructed wetlands systems that replicate natural biological, physical, and chemical treatment processes;
   d. Strategic avoidance of anaerobic digestion due to cost, maintenance, safety, and security considerations specific to District conditions.
   e. Employed "Life Cycle" assessment evaluations of the environmental impact of wastewater treatment processes throughout their entire life cycle.

f. Advanced asset management programs to extend asset life, improve reliability, and optimize long-term capital and operating investments.

D. Nutrient removal technologies targeting nitrogen and phosphorus continue to be advanced to protect downstream water bodies from eutrophication and potential toxic impacts. Technology selection is carefully evaluated based on site conditions, treatment objectives, lifecycle costs, and environmental benefit.
   a. Invested in nutrient removal technologies and treatment processes to reduce nitrogen and phosphorus, key contributors to water pollution and harmful impacts on the Las Vegas Wash and Lake Mead water bodies.
   b. Expanded real-time monitoring, modeling, and compliance strategies to proactively address emerging contaminants (including PFAS, trace organics, pathogens/viruses, high risk substances), ensure regulatory readiness, and support sustainable operations.
   c. Utilized activated sludge and membrane treatment processes to improve treatment efficiency and deliver high-quality effluent.
   d. Applied membrane filtration in conjunction with conventional activated sludge treatment to achieve efficient pollutant removal.

E. Source control and pollution prevention remain essential components of sustainability. The District operates a highly effective Pretreatment Program, regulated under federal Environmental Protection Agency requirements, to minimize pollutants entering the Publicly Owned Treatment Works (POTW). These efforts reduce treatment demands, improve operational efficiency, and protect infrastructure.
   a. Administered a U.S. Environmental Protection Agency-regulated Pretreatment Program to protect the Publicly Owned Treatment Works (POTW) through effective source control and pollution prevention.
   b. Removed water pollution, caused by the discharge of contaminants into water bodies, which is a major concern that sustainable practices focus to achieve.
   c. Strengthened source control and pollution prevention programs to reduce pollutants at the source and minimize treatment complexity and long-term operational demands.

F. The District currently serves the last two (2) remaining reclaimed water customers (in our service area) supporting indirect potable reuse and non-potable applications, including irrigation (soccer fields) and industrial use (NV Energy), ensuring beneficial reuse of treated effluent where feasible.
   a. Converted the Sunrise Golf Course to the City of Las Vegas reclaimed water system to enhance service reliability, reduce lifecycle costs, decommission our aging system asset and supporting sustainable water use.

G. Energy efficiency and carbon reduction remain priorities. The District has implemented numerous efficiency measures, optimized treatment processes, and incorporated renewable energy where possible. Current initiatives include:
   a. Evaluating a 10-MW solar photovoltaic array at the Flamingo Water Resource Center to offset delays in regional solar projects, with advancement targeted for 2026;
   b. Assessing pathways toward net-zero carbon wastewater treatment facilities across the District's six treatment locations;
   c. Continuous monitoring of regulatory developments at international, national, and local levels, including emerging contaminants such as PFAS.
   d. Moved beyond traditional treatment toward integrated sustainability strategies including energy optimization, resource recovery, and collaborative regulatory engagement. These efforts help

reduce environmental impact, improve resilience to climate change and new water normalcy, and create further value from wastewater as a renewable resource.

e. Focused on resource recovery on extracting valuable resources, such as energy and nutrients, from the wastewater.

H. The District is an active regional and national sustainability partner, including:
   a. Serving as Clark County's Managing Agent for the Section 208 Water Quality and Stormwater Management Programs.
   b. Active participation in the Las Vegas Valley Wash Advisory Committee and the Las Vegas Wash Coordination Committee;
   c. Engagement in the County's "All-In" Sustainability Program;
   d. Participation in NACWA climate change and drought workshops.
   e. Participated in the AWWA and NACWA surveys for performance metrics within the wastewater/water sector.
   f. Participated with the National Association of Clean Water Agencies to advance regulatory collaboration, advocacy, and the nationwide exchange of sustainability best practices.
   g. Associated our Sustainability Plan to be integral with our vision and mission.
   h. Ensured full compliance with Clark County Air Quality Program regulations applicable to plant treatment operations, equipment, and machinery.

I. The District's sustainability efforts span more than 13 years and include:
   a. Construction of a LEED-certified facility for the Collection System Service Center;
   b. Multiple ESCO energy-efficiency projects with Ameresco, including boilers, chillers, lighting, HVAC upgrades, laboratory modifications, and control systems;
   c. District-wide LED lighting, motion sensors, automated HVAC controls, and energy-efficient UPS systems;
   d. Solar parking shade structures and hybrid vehicle adoption;
   e. Waste minimization, recycling programs, and a paperless laboratory environment;
   f. Implementation of variable frequency drives (VFDs), optimized biological treatment reducing chemical usage, and energy-efficient disinfection systems;
   g. Remote work standards, mobile technology, satellite office strategies, and field-to-office solutions to reduce travel time, fuel consumption, and emissions;
   h. Completion of 196 septic system conversions under the ARPA-funded pilot program;
   i. Initiated discussions with NV Energy to recover 150–200 acre-feet per year of reject blowdown water from the Clark Generating Station.
   j. Demonstrated leadership in wastewater monitoring and surveillance programs, advancing wastewater as a science-based tool to support public health protection and community virus detection

The District's sustainability program continues to mature and expand, reinforcing wastewater reclamation as one of the most stable, reliable, and environmentally responsible water resources available to Southern Nevada. These efforts directly support public health, environmental protection, long-term water supply resilience, and the community's economic future.

14. GOAL 14: Be responsive to the Board of Trustees requests for information, and develop appropriate programming to address Board authorized directions.

Status: This is a continual process and effort.

Maintaining open, timely, and transparent communication with the Board of Trustees remains a core leadership responsibility. The District consistently responds to Board requests for information and develops appropriate programs and actions to implement Board-authorized direction.

a. District leadership provides agenda item briefings and advance discussions to ensure Trustees are well informed prior to meetings. Open and continuous communication is maintained on emerging operational, financial, regulatory, and public-interest issues, with regular coordination and information sharing with the Clark County Manager's Office**.**
b. Responsiveness to Trustees, constituents, and customers remains a priority. Telephone calls, inquiries, and requests for assistance are addressed promptly. Constituent concerns are investigated quickly, and sewer service matters are resolved efficiently to maintain public confidence and protect public health. Customer service responsiveness continues to be a defining strength of the organization.
c. The District has actively advanced Board-directed initiatives, including:
    i. Ongoing progress and reporting on the Septic System Conversion Pilot Program, including public outreach and stakeholder engagement;
    ii. Participation in the Affordable Housing efforts driven by Clark County programming.
    iii. Implementation of sewer rehabilitation and replacement projects throughout the in-valley service area;
    iv. Coordination with other agencies to align infrastructure planning, environmental protection, and service delivery;
    v. Development and support of partnerships related to wastewater monitoring and disease surveillance programs for pathogens, viruses, and illicit drugs.
d. The District continues to monitor and advocate for wastewater interests at the State and federal levels, ensuring Board awareness of legislative developments that could affect operations, regulatory requirements, or funding. Federal and State grant opportunities are actively pursued, particularly to support infrastructure needs in outlying service areas.
e. Rate stability and affordability remain central to Board-directed financial stewardship. The District maintains the most reasonable annual sewer service charge and fee structures among peer wastewater agencies while continuing to meet regulatory, operational, and capital program demands.
f. Strong relationships have been maintained with the Citizens Advisory Committee, as well as with external stakeholders including contractors, developers, engineers, and customers. The District's consistent responsiveness, professionalism, and technical competence have resulted in a strong regional reputation and high level of stakeholder trust**.**
g. Communication engagement and updates with the various aspects of its Wastewater Monitoring and Surveillance Program:
    i. The District continues to lead and advance the application of wastewater epidemiology as an emerging scientific discipline, positioning wastewater as a critical public-health and environmental intelligence tool. This effort strengthens regional preparedness, informs public-health decision-making, and elevates the role of wastewater reclamation as a science-based utility.
    ii. The District has actively collaborated with the Southern Nevada Health District, improving the usability, interpretation, and application of wastewater surveillance data. Relationships were also strengthened with the Nevada State Office of Epidemiology, enhancing coordination around data trends, interpretation, and potential response actions.

iii. To further the science of wastewater surveillance, the District collaborated with national and regional research partners, including Verily, Biobot, and local researchers, analyzing wastewater for concentrations of pathogens, viruses, and illicit substances. These collaborations expanded the District's analytical capability and contributed to broader scientific understanding of population-level health indicators.

h. Communication engagement and updates with the various aspects of its Septic System Conversion Pilot Program:
   i. Effective communication, coordination, and transparency remain central to the success of the Septic System Conversion Pilot Program**.** The District continues to lead and advance this complex initiative across all phases, including planning, pre-design, design, construction management, inspection, contractor coordination, permitting agencies collaboration and overall program administration**.**
   ii. The District provides regular monthly reports to inform leadership and stakeholders of program status, progress, expenditures, and emerging issues. These updates ensure visibility into program performance while supporting informed decision-making and accountability.
   iii. The program presents unique and ongoing challenges**,** many of which require case-by-case solutions. Each participating property represents a distinct project with site-specific conditions, legacy infrastructure constraints, and individual customer considerations. As a result, program execution requires flexibility, technical judgment, and continuous coordination with property owners, contractors, and regulatory partners.
   iv. Customer property issues remain a significant component of program management. The District actively communicates with property owners to address access, construction impacts, scheduling, and site restoration concerns. Clear and consistent engagement is essential to maintaining public trust and advancing conversions efficiently.
   v. The Septic System Conversion Pilot Program also demands a substantial staffing commitment**.** District personnel provide hands-on oversight throughout the project lifecycle, including contractor management, field inspections, issue resolution, and coordination across multiple internal service centers. Managing this additional workload within existing resources underscores the District's commitment to delivering the program effectively while maintaining core wastewater operations.
   vi. Overall, the District's leadership, communication efforts, and hands-on management have been critical to advancing the Septic System Conversion Pilot Program. The program continues to demonstrate the District's ability to manage complex, community-facing infrastructure initiatives that require high levels of coordination, adaptability, and sustained engagement.
   vii. 196 septic system conversions have been completed through the program efforts since its commencement in late 2023.

The organization continues to demonstrate a high level of responsiveness, accountability, and follow-through in support of the Board of Trustees' policy direction and the community's expectations.

GOALS - List goals that <u>were not</u> accomplished over the review period. Explain why goal(s) were not achieved.

All established goals were successfully addressed during the evaluation period. While certain initiatives remain ongoing by nature, meaningful progress was achieved across all goal areas, and no goals were left unaddressed or unmet during this review cycle.

SERVICE DELIVERY - What efforts have been made to improve the delivery of service with external and/or internal customers? How did you participate?

Significant efforts were made throughout the year to improve service delivery to both internal and external customers by strengthening regulatory performance, modernizing technology, improving transparency, accelerating responsiveness, and reinforcing a culture centered on service, accountability, and continuous improvement. My participation focused on setting service expectations, advancing technology solutions, removing barriers to execution, strengthening inter-agency coordination, and ensuring organizational alignment around customer service.

A. Regulatory Excellence and Core Service Reliability

The District's most fundamental service—safe, reliable wastewater collection and treatment—continued to be delivered at an exceptionally high level. CCWRD received multiple NACWA PEAK Performance Awards recognizing outstanding regulatory compliance for calendar year 2024 (awarded in 2025):

a. Flamingo Water Resource Center – Platinum PEAK Performance Award for 13 consecutive years of 100% NPDES permit compliance
b. Laughlin Water Resource Center – Platinum PEAK Performance Award for 12 consecutive years of 100% permit compliance
c. Moapa Valley Wastewater Treatment Facility – Platinum PEAK Performance Award for its first five-year milestone of continuous compliance
d. Indian Springs Wastewater Treatment Facility – Gold PEAK Performance Award

These awards reflect consistent operational excellence and directly translate to environmental protection, public health, and customer confidence.

In parallel, the District achieved a Sanitary Sewer Overflow (SSO) rate of 0.21 per 100 miles, far exceeding the industry threshold for a "high-performing" agency ($\leq$2.00).

B. Capital Program and Development Services

The Capital Improvement Program (CIP) continued to focus on delivering projects that ensure safe, reliable collection and treatment service for customers and ratepayers. Strong program and project management practices improved predictability, coordination, and accountability.
Recognized accomplishments:

a. Development services performance remains best-in-class across the Valley. The Development Plan Review process successfully completed its 500th consecutive week meeting the 3-2-1 goal, reinforcing trust and certainty for the development community. All development activity is now conducted through online/digital portals, allowing projects to advance efficiently with transparency and consistency.
b. The District performs its own Program Management and Project Controls to ensure effective and efficient results. We best control our costs which benefits our customers.
c. Contractors, Developers and Engineers have shared their support and recognition of our PIPES online portal application for their project submittals and tracking.
d. Contractors shared their support and recognition for CCWRD Construction Management solutions for project documents, shop drawing submittal, payment estimates, communication submittals, etc. As the Water District is looking to develop a solution, Contractors told the Water District that we have the best solution amongst all agencies out there.
e. The Septic System Conversion Pilot Program is a great example of effectively managing an additional major program. Involving a Consultant would make this program cost-prohibitive.

f. Managing 20 grant opportunities: 10 in pre-application or applied status, 6 in pre-award (selected) and 4 in award status. The team continues to research future opportunities.

C. Technology-Enabled Customer Service

I strongly advocated for and supported the expansion of information technology solutions to improve service delivery. These tools significantly enhanced efficiency, responsiveness, and accessibility for customers and staff, including:

a. PIPES for developer project tracking and inspections
b. ProjectView for organization-wide project transparency
c. Oracle Unifier for construction and financial controls
d. GIS integrated data layer-at-a-choice views
e. Invoice Cloud for modern, customer-preferred bill payment options
f. Integrated Customer Care and Billing (CC&B) data into GIS.
g. Bill-paying customers quickly adopted expanded online and mobile payment options, improving convenience and satisfaction while reducing processing time.
h. A mobile Billing Inspection application was developed to improve inspection accuracy, record retention, and field-to-office efficiency.

D. Organizational Alignment Around Service

a. Service delivery expectations were reinforced throughout the organization. Service Centers, Groups, Sections, and Teams continue to mature within a structure explicitly defined around "Service." I consistently emphasized being service-driven and customer-focused, reinforcing accountability, responsiveness, and consistency.
b. Monthly status reporting was expanded to include additional service-center performance measures, customer-focused metrics, and wastewater-specific indicators. Task Lists were implemented and tracked to completion, with visibility across Assistant General Managers to improve execution and follow-through.

E. Strategic Planning and Continuous Improvement

A comprehensive organization-wide SWOT Analysis was conducted in October 2023 to inform renewed strategic planning. Feedback directly shaped the subsequent year priorities, organizational culture initiatives, and identification of gaps related to labor agreements and operational resilience. Company-wide priorities continued to emphasize:

a. Employee development
b. Emergency Response Plan (ERP) readiness and continuity of operations
c. Records management
d. Cost-of-service and customer data analysis
e. Financial and CIP stability
f. Strategic planning, sustainability, and vulnerability assessment
g. Plant operational stability and process improvement teams

F. Inter-Agency and Stakeholder Engagement

Service delivery improvements were reinforced through strong collaboration with partner agencies and stakeholders, including:

a. Clark County Public Works, Parks & Recreation/Wetlands, RPM, Air Quality, Comprehensive Planning, Building Department, Assessor's Office, County Surveyor, and Commissioners' liaisons
b. Water purveyors and SNWA
c. Other wastewater dischargers through regular coordination meetings
d. Industry and stakeholder organizations (NAIOP, SNHBA, Nevada Resort Association)
e. Communications and annual updates regarding our CIP Program and Financial Plan to our Citizens Advisory Committee.

f. Public outreach expectations were strengthened for pipeline and infrastructure projects to improve communication with affected businesses and residents.
g. The Statement of Qualifications process was advertised and announced to the engineering consulting community with 72 firms submitting 150 SOQs.

G. External Validation and Customer Feedback

Contractors, developers, and engineers consistently recognized CCWRD's PIPES portal and construction management systems as best-in-class for document control, shop drawing review, payment estimates, and project communications. External partners explicitly noted that CCWRD's systems outperform those of peer agencies across the region.

H. Wastewater Monitoring and Surveillance Program

a. The District continues to lead and advance the application of wastewater epidemiology as an emerging scientific discipline, positioning wastewater as a critical public-health and environmental intelligence tool. This effort strengthens regional preparedness, informs public-health decision-making, and elevates the role of wastewater reclamation as a science-based utility.
b. The District has actively collaborated with the Southern Nevada Health District, improving the usability, interpretation, and application of wastewater surveillance data. Relationships were also strengthened with the Nevada State Office of Epidemiology, enhancing coordination around data trends, interpretation, and potential response actions.
c. To further the science of wastewater surveillance, the District collaborated with national and regional research partners, including Verily, Biobot, and local researchers, analyzing wastewater for concentrations of pathogens, viruses, and illicit substances. These collaborations expanded the District's analytical capability and contributed to broader scientific understanding of population-level health indicators.
d. The District actively participated in multiple national research and surveillance initiatives, including:
    i. A National Institute on Drug Abuse study evaluating illicit substances in wastewater;
    ii. The National Wastewater Surveillance System, monitoring a broad range of pathogens in wastewater; and
    iii. The wastewaterSCAN program, evaluating pathogens in wastewater solids.
e. These efforts improved data quality, comparability, and the ability to detect trends related to public health, substance use, and emerging contaminants.
f. The District also engaged extensively in outreach and education related to wastewater surveillance. Interviews and technical discussions were conducted with Verily, the Water Environment Federation, the National Wastewater Surveillance System, and multiple news organizations. These engagements resulted in published stories, interviews, and videos that highlighted the District's leadership role and helped communicate the value of wastewater surveillance to a broader audience.
g. At the local level, the District further strengthened the Wastewater Surveillance and Monitoring Program, improving coordination with partner agencies and reinforcing the program's credibility and relevance for Southern Nevada.
h. A major milestone was achieved with the development of a Research Laboratory component within the existing District laboratory. This new capability allows CCWRD to analyze its own wastewater samples for pathogens, viruses, illicit drugs, and PFAS-related compounds. This investment significantly advances internal scientific capacity, reduces reliance on external laboratories, accelerates data availability, and firmly establishes wastewater as a science-based discipline within the organization.
i. Through national partnerships, applied research, interagency collaboration, and internal laboratory investment, the District has emerged as a recognized leader in wastewater monitoring and surveillance. These efforts enhance public-health intelligence, support informed decision-making, and reinforce the critical role of wastewater utilities in protecting community health and safety.

I. Leadership Participation

My direct participation included:

a. Setting clear service expectations and reinforcing a customer-driven culture
b. Championing technology adoption and process modernization
c. Supporting performance measurement and transparency
d. Removing organizational barriers to execution
e. Strengthening Board, stakeholder, and inter-agency communication
f. Ensuring service delivery remained aligned with regulatory, financial, and operational priorities

STAFF DEVELOPMENT - What efforts have been made in the development of your staff? How did you participate?

Staff development remained a top organizational priority, focused on building leadership capacity, strengthening safety and security culture, expanding technical and managerial competencies, and aligning the workforce with the demands of a complex, regulated, industrial wastewater operation. My direct participation centered on setting expectations, mentoring leaders, advancing training curricula, and ensuring staff development aligned with operational, financial, and regulatory priorities.

A. Leadership and Organizational Development

a. A highly cohesive Senior Management Team has been formed and strengthened, operating through strong communication, shared accountability, and disciplined execution. This team collaboratively manages and directs the organization and is aligned on strategic, financial, operational, safety, and cybersecurity priorities.
b. Senior Management Team meetings are held daily at 8:00 a.m**.**, ensuring all Senior Managemenet remain fully informed on critical operational issues, emerging risks, organizational priorities, and corporate financial status. This cadence has significantly improved situational awareness, coordination, and decision-making.

B. Safety, Security, and Risk Awareness

a. A strong Safety and Security Culture has been intentionally developed and reinforced across all levels of the organization. As an industrial operation subject to heightened OSHA and federal security scrutiny, the District continuously monitors lost-time incidents and injury trends and addresses risks proactively.
b. Cybersecurity awareness has been advanced through monthly phishing tests and training, reinforcing employee vigilance and organizational resilience. Environmental Health, Safety, and Security technical curricula were expanded to ensure staff remain current on evolving risks and compliance requirements.

C. Training, Curriculum, and Employee Development

Employee development continues through a structured training and communication framework. A standardized core leadership curriculum is required for Managers and Supervisors and includes:

a. Trust in the Organization
b. Understanding Self and Others
c. Leadership models for managing change
d. Communication and collaboration for leaders
e. Customer service excellence
f. Strategic planning fundamentals

g. Continuous process improvement

Additional leadership and staff development courses include:
a. *The 7 Habits of Highly Effective People*
b. Myers-Briggs Type Indicator (MBTI) for self and team awareness

Specialized technical training was expanded, including:
a. Reliability Centered Maintenance (RCM) for Operations, Maintenance, and Engineering staff
b. Advanced Manager-level and Supervisor-level training curricula
c. Inspection SOP training aligned with new Program Management and Project Controls software

An internal trainer is actively utilized to support Senior Management, management teams, supervisors, and staff, providing consistent messaging and reinforcing organizational expectations.

D. Financial, Operational, and Governance Awareness

All Senior Management and management are expected to understand:
a. Safety and security expectations
b. Cybersecurity risks and protections
c. Corporate finances and financial constraints
d. Human Resources Policies and Procedures
e. Technology solutions to facilitate efficiencies and workflow effectiveness
f. Emergency Management, Continuity of Operations and Response Planning
g. Continuous Process Improvement procedures

I was actively involved in the Financial Work Group addressing monthly and annual financial planning and budgeting. These efforts contributed to achieving the District's seventh consecutive clean audit, reinforcing financial discipline and accountability.

E. Technical Excellence and Industry Engagement

Staff were supported and encouraged to attend local, regional, and national training programs to expand technical expertise, remain current on industry standards, and build professional networks. Staff also attended local, State and national conferences as speaker presenters on wastewater matters. Training and certifications included:
a. National Association of Clean Water Agencies (NACWA)
b. American Concrete Institute (ACI)
c. American Construction Inspector Association (ACIA)
d. American Traffic Safety Services Association (ATSSA)
e. Association for Materials Protection and Performance (AMPP)
f. American Water Works Association (AWWA)
g. National Association of Sewer Service Companies (NASSCO) PACP/MACP/LACP
h. Tri-State Seminar
i. Water Environment Federation (WEF)
j. Utility Management Conference

Performance metrics aligned with sector-wide wastewater benchmarks were further developed to reinforce accountability and continuous improvement.

F. Mentorship, Exposure, and Succession Development

a. I remained personally involved in advocating for People, Data, Processes to advance continuous improvement throughout the organization and ensuring the staff knows leadership cares and appreciates them. I stay engaged in all aspects of the organization and its Service Centers and managed work groups. I attempt to maintain staff engagement as opportunities to mentor staff, reinforce expectations, and develop leadership capacity.
b. We continue to develop a legal expertise in wastewater law, including the Clean Water Act.
c. Leadership exposure was broadened by engaging the management team in meetings at the Clark County Government Center, improving understanding of County operations, governance, and Board processes. Key leaders regularly involved include:
    i. General Counsel
    ii. Operations and Laboratory leadership
    iii. Engineering, Planning, Development, Design, and Construction leadership
    iv. Collection Systems and Water Quality leadership
d. Plant tours were hosted for County Commissioners, their staff, and State Legislators, improving understanding of wastewater operations and reinforcing the importance of the District's mission.
e. Regular briefings and monthly progress reports were provided on the Septic System Conversion Pilot Program, strengthening transparency and leadership development.

G. Adaptive Work Practices

Lessons learned from the COVID years were intentionally retained. Virtual meetings continue to be used where effective and efficient, while in-person meetings are leveraged to maintain relationships, trust, and collaboration. This balanced approach has improved communication and productivity.

H. Organizational Capacity Building

a. Organizational capacity building remains focused on identifying and implementing structural and operational changes that strengthen long-term stability, resilience, and performance. The objective is to ensure the District is appropriately organized to manage increasing regulatory complexity, workforce challenges, and the scale of its operational and capital programs.
b. A prior-year example of successful organizational change was the creation of the Asset Management and Reliability Service Center**,** which will continue to help elevate the focus on maintenance excellence, lifecycle management, and infrastructure stewardship. This structural change was intended to strengthen technical depth, improve reliability-centered decision-making, enhance succession planning, and provide clearer accountability for asset performance across the organization.
c. In 2025 and 2026, a key organizational capacity-building initiative has been the consolidation of regulatory and environmental compliance responsibilities**.** This effort is intended to better align regulatory functions, reduce fragmentation, improve consistency in regulatory interpretation and response, and strengthen the District's ability to anticipate and manage emerging compliance requirements. By centralizing these responsibilities, the organization improves institutional knowledge, continuity, and risk management while reducing dependency on individual positions.
d. These organizational changes support:
    i. Improved regulatory coordination and responsiveness
    ii. Enhanced cross-functional collaboration
    iii. Stronger succession planning and workforce resilience
    iv. Clearer lines of responsibility and accountability
    v. Improved long-term operational stability
e. The District continues to proactively assess organizational structure and capacity to ensure it remains aligned with strategic priorities, regulatory demands, and the long-term sustainability of wastewater operations in Southern Nevada.

I. Leadership Participation Summary

My participation included:

a. Setting clear expectations for leadership, safety, security and accountability
b. Mentoring managers and supervisors through setting expectations, messaging, meeting topics, and direct involvement
c. Advancing structured training curricula and internal instruction
d. Ensuring leaders understand financial, HR, safety, cybersecurity and technology realities
e. Supporting professional growth through industry engagement and exposure
f. Reinforcing a culture of continuous improvement and service excellence
g. Engage/interact with staff
h. Support an "Open door" policy
i. Express care and appreciation for staff
j. Maintain levels of trust throughout the organization
k. Hold regularly scheduled meetings
l. Foster the Clean Water Team in all we do
m. Lead by Example

EMPLOYEE ENGAGEMENT - How do you communicate with your employees, what type of information is communicated and how often? This doesn't need to be a formal communication process; it could include just walking the floor, checking in with people. Include anything specific you do for new hires.

Employee engagement is grounded in consistent communication, visibility, accessibility, and genuine personal interaction. My approach is intentionally multi-layered—formal and informal—recognizing that engagement occurs as much through daily presence and conversations as it does through structured meetings and written communication.

A. Core Communication Themes

The most frequently communicated topics include:

a. Safety and Security (a daily and ongoing emphasis)
b. Operational priorities and emerging issues
c. Organizational performance and challenges
d. Regulatory, financial, and County-related matters
e. Recognition of employee contributions
f. Health, wellness, and work-life considerations
g. The importance of wastewater as **critical infrastructure** supporting public health, homeland security, and environmental protection
h. Safety and security messaging, in particular, has become a daily leadership responsibility and is consistently reinforced across meetings, emails, and informal conversations.

B. Formal Communication Channels

a. Frequent GM emails to staff providing updates, guidance, encouragement, and safety messaging
b. Daily Senior Management Team Meetings (via Microsoft Teams) to ensure consistent messaging, alignment, and situational awareness
c. Monthly Leadership Team Meetings (Managers and AGMs) conducted virtually or in person
d. Quarterly Management Team Meetings (Supervisors, Managers, Senior Manaement)
e. I have been encouraged to host the Bi-annual GM Briefing Meetings with all staff (multiple sessions to ensure broad participation)
f. Open question-and-answer time included in all meetings
g. Email blasts for timely dissemination of important or urgent information

h. Meeting notes**,** priority lists, and County-related updates shared for transparency and alignment
i. All formal meetings begin with employee recognition, followed by a safety and security discussion, reinforcing organizational values and expectations.

C. Direct and Informal Engagement

A significant portion of engagement occurs through informal, personal interaction:

a. Maintaining an open-door policy and accessibility via Microsoft Teams
b. Walking the halls, campus, and parking areas to engage staff in conversation
c. Calling employees directly and sending individual emails
d. Attending meetings unannounced, including project meetings, safety committee meetings, service center "all-hands" meetings, and issue-specific meetings
e. Knowing employees by name and greeting them personally
f. Responding promptly to emails and calls

These interactions allow for candid dialogue, immediate feedback, and a stronger connection to employee concerns and ideas.

D. Leadership Accessibility and One-on-One Engagement

a. Daily one-on-one meetings with Senior Management Team
b. Inclusion of staff in project meetings to broaden exposure and understanding
c. Continued engagement with managers and supervisors, recognizing adjustments required during and following COVID-19 protocols

E. New Hire Engagement

Special attention is given to welcoming and integrating new employees:

a. GM Breakfasts with New Hires held on a bi-annual basis
b. Personal outreach and engagement to ensure early connection to leadership
c. Reinforcement of organizational mission, safety culture, and service expectations

F. Recognition, Culture, and Community

a. Supporting the Safety Committee and Special Events Committee
b. Hosting informal engagement events, such as the Hot Dog Lunch to kick off summer
c. Holiday and year-end events to engage Staff, Supervisors, Managers and Senior Management
d. TechFest, showcasing staff-driven technology solutions that enhance service delivery
e. Employee Appreciation events.

These efforts reinforce appreciation, morale, and a sense of belonging.

G. Leadership Philosophy

a. I strongly believe the greatest assets of any organization are its people, data, and processes—in that order. Technology is advanced as a tool to support employees, not replace them. I emphasize empowerment, engagement, and delegation, while providing clear written and verbal direction.
b. I make it a priority to demonstrate that I care about employees and their work groups, consistently reinforcing the critical role wastewater plays in protecting public health, supporting homeland security, and advancing wastewater science through monitoring and surveillance.

H. Leadership by Example

Employee engagement is ultimately driven by example. I strive to model accountability, accessibility, consistency, and respect in every interaction. By being visible, approachable, and responsive, I reinforce trust, alignment, and shared commitment across the organization.

NEXT REVIEW PERIOD GOALS (2026) -
List goals that will be accomplished over the next review period.

1. Lead the Water Reclamation District through the Board of Trustees engagement and direction, and maintain good communications with the Board.
2. Present Agenda Items to support the required business matters and brief Board members appropriately.
3. Direct and manage the Water Reclamation District to ensure operational stability.
4. Maintain working relationships and communication with the Clark County Manager's Office, and the Customers and Stakeholders of the District.
5. Continue to develop the Managers, Supervisors and Staff to ensure a strong organizational succession.
6. Advance our Safety, Security and Cyber Security programs to safeguard water reclamation operations.
7. Advance the Asset Management Program and a Reliability Centered Maintenance Program in accordance with the District's adopted framework.
8. Advance Customer Care initiatives that are supportive of organizational efficiencies and service to our customers.
9. Advance Technology Solutions through data management, mobile solutions and innovation.
10. Advance our Financial Program to ensure good audits, cost effective measures, prudent financial planning, and maintain rate stabilization.
11. Advance our Program Management/Project Control Solutions prioritizing projects within the 5, 10 and 15 years horizons.
12. Continue to serve as the County's "agent" in advancing the water quality management plan to promote the Section 208 Water Quality and Stormwater Management Programs (for Clark County).
13. Advance the District's sustainability program to advocate water reclamation as a stable and reliable water resource for the community.
14. Be responsive to the Board of Trustees requests for information and develop appropriate programming to address Board authorized directions.

Clark County, NV
Management Compensation Plan
Performance Appraisal

Employee Name: **Thomas A. Minwegen** PRNR #:
Title: **General Manager** Schedule: **CCWRD M107**
Department: Clark County Water Reclamation District – General Management and Administration
Review Period: **January 1 through December 31, 2025**

Calendar Year 2025:

Any success reflected in this evaluation is first and foremost the result of the extraordinary men and women of this organization. The staff, supervisors, managers, and senior management teams bring exceptional depth of knowledge, technical expertise, and professionalism to operate one of the most complex and highly regulated wastewater systems in the region. Operating and maintaining every facet of a modern wastewater agency—including collection systems, treatment plants, laboratories, engineering, construction, customer care, finance, rates, regulatory compliance, safety, security, information technology, legal services, water quality, community development, planning, and modeling—demands skill, judgment, and commitment at every level, every day.

Their collective efforts protect public health, safeguard the environment, and ensure the reliable treatment and reclamation of wastewater as a stable, dependable water resource for Southern Nevada. Through their work, wastewater is not simply treated—it is reclaimed and returned to the Colorado River System as Return Flow Credits, sustaining the community during prolonged drought conditions and the emerging "new normal" of water scarcity, while strengthening the long-term resilience of the region's water supply.

I am proud to lead an organization whose workforce consistently demonstrates respect, excellence, accountability, leadership, integrity, teamwork, and pride of service. Any accomplishments attributed to my role are inseparable from the dedication, professionalism, and performance of this team, whose daily work quietly underpins the health, safety, and sustainability of the Southern Nevada community.

Key Organizational Outcomes and Achievements:

1. CCWRD received multiple National Association of Clean Water Agencies (NACWA) PEAK Performance Awards for 2024 (awarded in 2025):
   a. Flamingo Water Resource Center – Platinum Award for 13 consecutive years of 100% NPDES compliance
   b. Laughlin Water Resource Center – Platinum Award for 12 consecutive years of compliance
   c. Moapa Valley Wastewater Treatment Facility – Platinum Award for its first five-year milestone
   d. Indian Springs Wastewater Treatment Facility – Gold Award
2. The FY 2024/25 Annual Comprehensive Financial Report (ACFR) received the GFOA Certificate of Achievement for Excellence in Financial Reporting.
3. The 2025 Adopted Operating and Capital Budget received the GFOA Distinguished Budget Presentation Award.
4. Successfully managed a $1.0 billion Five-Year Capital Improvement Program, including expansion of the Flamingo Water Resource Center to 150 MGD, ensuring infrastructure reliability and supporting thousands of regional jobs.
5. Achieved a Clean Audit for FY 2024/25 with no material weaknesses, no significant deficiencies, and no restatements.
6. CIP construction activity employed an average of 680 to 980 construction workers per month.

7. Achieved an exceptional Sanitary Sewer Overflow rate of 0.21 per 100 miles, far exceeding the industry standard for high-performing agencies (≤2.0).
8. Conducted over 100,000 laboratory analyses to ensure compliance with Nevada Division of Environmental Protection discharge permits.
9. Advanced the science of wastewater epidemiology, partnering with local researchers and national programs to monitor pathogens and illicit substances in wastewater.
10. Collaborated with Verily Sciences, Biobot Analytics, SNWA, UNLV, and federal surveillance programs (*Sewage as a Sentinel*) to detect pathogens including SARS-CoV-2, Influenza A/B, RSV, Norovirus, Mpox, Candida auris, Hepatitis A, Measles, and West Nile Virus.
11. Successfully collected, treated, and discharged an average of 115 MGD, reclaiming approximately 41.9 billion gallons annually, generating over 128,800 acre-feet of Return Flow Credits to Lake Mead.
12. Met all federal and State environmental compliance permitting regulations.
13. Conducted Service Rule amendments to clarify subject matters in securing wastewater service.
14. Maintained the lowest Annual Sewer Service Charge in Nevada, and among the lowest in EPA Region 9.
15. Converted 196 residential properties through the Septic System Conversion Pilot Program, recovering lost water resources and improving groundwater quality, while identifying important cost-benefit and public-behavior lessons.
16. Maintained 100% electronic plan submittals, including final stamped mylars in compliance with Nevada engineering regulations.
17. Improved customer payment options through expanded online and mobile/text payment systems.
18. Maintained excellent relationships with the construction, development, and engineering communities, receiving consistent positive feedback on digital portals, plan review, and construction management systems.
19. Maintained plant stability during numerous scheduled construction interruptions and zero bidder protests on awarded CIP projects.
20. Continued advancement of technology-driven efficiencies, including modeling, SCADA, ProjectView PIPES, Oracle Program Management/ Project Controls, GIS/GPS, asset management, reliability-centered maintenance, ERP tools, and customer business portals.
21. Managed 20 active grant opportunities across pre-application, pre-award, and awarded stages.

Leadership Reflection:
With more than 47 years of professional engineering experience, including 44 years serving the local wastewater and water sector, I have maintained a consistent focus on developing strong teams, improving organizational performance, and implementing strategic efficiencies through technology and process improvement. Over my past 14 years with CCWRD, the leadership, management, and staff have transformed this organization to a level that is fundamentally different- and far stronger than in prior years.

The Management Team has been exceptional. Their dedication, loyalty, and hands-on leadership have been instrumental in maintaining operational excellence despite staffing challenges. The working-manager model continues to set high expectations for engagement, accountability, and performance. I firmly believe, and practice that the most effective leadership approach is to lead by example.

I am extremely proud of the Water Reclamation District Clean Water Team. Together, we have accomplished an extraordinary amount of work this past year, building on years of sustained improvement. Water reclamation remains the most stable, reliable, and essential water resource available to Southern Nevada, and its importance grows each year as water limitations persist.

It has been a privilege to lead this organization and to serve our community through such a critical mission: "Serving our community by responsibly sustaining the Water Care Cycle."

Framework of our Strategic Plan:

- **The Brand:** **The "*Clean Water Team*"**

  Web Domain>> Cleanwaterteam.com

- **The Vision**: **Keep it REAL!**
  - **Reclaiming our water**
  - **Environmental Stewardship**
  - **Aspire to achieve**
  - **Legacy is "One Water"**

- **The Mission:**

  Serving our community by responsibly sustaining the water care cycle

- **The Values:** **(REALITY)**
  - **Respect**
  - **Excellence**
  - **Accountability**
  - **Leadership**
  - **Integrity**
  - **Teamwork**
  - **You are valued!**

- **The Goals:**
  1. Deliver excellent customer service.
  2. Live our "Values".
  3. Optimize available resources.
  4. Care for employees- our most valuable asset.
  5. Ensure wastewater is efficiently collected, treated, reclaimed and discharged.
  6. Foster Innovation and Continuous Improvement.
  7. Promote a culture of Safety.

Thomas A. Minnegen — February 2, 2026

General Manager — Date

Chair, CCWRD Board of Trustees
Tick Segerblom — Date