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OUR MISSION
Provide wastewater services and integrated planning to ensure sustainable water quality and water supply for the seven-county Twin Cities metropolitan region.

OUR VISION
Be a valued leader and partner in water sustainability.

OUR VALUES
EXCELLENCE: encourage innovation and continuous improvement, and strive for outstanding performance.

INCLUSIVENESS: recognize that everyone has something to contribute toward the organization’s success.

INTEGRITY: meet high ethical standards, building trust, and be transparent to stakeholders.

RESPECT: listen and encourage understanding and honesty in how we treat each other.

COMMITMENT: further the mission, meet customer needs, and be an engaged and accountable workforce.
ABOUT US

Metropolitan Council Environmental Services (MCES) is a division of the Metropolitan Council, the regional policy-making body, planning agency, and provider of essential services for the Twin Cities metropolitan region. It fosters efficient and economic growth for a prosperous region.

Our work is guided by the Council’s long-range plan, *Thrive MSP 2040*, and by the 2040 Water Resources Policy Plan—an integrated approach for wastewater, water supply and surface water management.

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**96.8 billion gallons of wastewater treated in 2019**

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**WASTEWATER COLLECTION AND TREATMENT SYSTEM**

We own, operate, and maintain the Twin Cities metro regional wastewater collection and treatment system which includes:

- 634 miles of regional sanitary sewers
- 224 metering stations
- 61 lift stations
- 9 treatment facilities

The system collects and treats an average of 250 million gallons per day (MGD); almost 70% of this is processed at the Metropolitan Plant. The total amount of wastewater treated in 2019 was 96.8 billion gallons.

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**OUR PURPOSE**

In 1938 the Metropolitan “Metro” Plant in Saint Paul began operating. It was the first treatment plant on the Mississippi River and remains one of the largest in the country to this day (pictured in 1937).

Wastewater treatment has come a long way in 80 years. Our 2015-2020 Strategic Vision is a blueprint to help us incorporate and follow an integrated approach of planning for and treating water resources.

After eight decades, our commitment to protecting human health and the environment, and to supporting economic growth, remains steadfast.

This report is a snapshot within our long history, of our achievements in 2019.
Our long-range planning includes construction of a new regional treatment plant to serve the growing western Hennepin County area. In 2018, the City of Rogers formally requested we acquire their 60-year-old plant, citing the need for both expanded capacity and capital investment to meet regulatory requirements. In 2019, we acquired and assumed operation of the Rogers Plant.

The new Crow River Plant, planned for 2030, will:

- continue to run the Rogers Plant over the next 10 years
- decommission it once the new Crow River plant begins operating

We and our partners work to conserve and use our region’s groundwater and surface water in ways that:

- protect public health
- support economic growth and development
- maintain habitat and ecosystem health
- provide recreational opportunities that are essential to the region’s quality of life

### ENERGY REDUCTION, RECOVERY AND CONSERVATION

Our industry relies heavily on technology, and energy use is a major expense, at almost $15 million per year.

Through energy conservation and renewable energy use, we’ve reduced air emissions and lowered operating costs—savings that are passed onto our customers.

### WATER RESOURCES MANAGEMENT

Our work last year included:

- Completed a study with the Minnesota Board of Water and Soil Resources to allocate watershed-based funding.
- Led training sessions for metro-area water monitoring and assessment professionals about regional water quality and quantity, and water management.
- Monitored 166 lakes, 20 tributary streams, 17 sites on the Minnesota, Mississippi, and St. Croix Rivers.

### EFFICIENCY AND CONSERVATION GRANTS

We awarded $787,100 in grants to 40 local governments for projects that will increase water efficiency and decrease demand on aquifers. We also awarded $489,787 in grants for 7 stormwater redevelopment projects that use best practices such as reuse.
Funding for rehabilitation projects comes from our capital improvement program (CIP). The CIP is prepared, reviewed, and approved every year to allow for new programs and/or plan adjustments. Some capital projects are needed to meet increasingly stringent water and air quality regulations, and to expand the system capacity for regional growth needs. Capital projects typically span five years or more.
WHO WE WORK WITH

CUSTOMERS are the 110 communities which are home to 2.7 million residents; 900 industrial permit holders; and the 33 watershed management districts and organizations we serve.

STAKEHOLDERS have an interest in our work such as government agencies and regulators.

PARTNERS advise, guide and help develop environmental policies, review budgets, address water-related concerns, and increase public education.

WORKGROUPS are communities, industries and other community associations that collectively address potential and ongoing water issues.

COLLABORATIONS include studies, projects and programs that identify key water issues and solutions. We also co-facilitate public education events such as the annual Children’s Water Festival.

CUSTOMER SERVICE
To strengthen customer relationships and to deliver valued services, we are proactive, accessible, responsive, respectful, and transparent.

We strive to meet five measures: be a good neighbor, meet capacity needs, communicate information, engage customers, and collaborate with others.

BE A GOOD NEIGHBOR
Mitigate community impacts related to odors, traffic, noise, and visual aesthetics.

MEET CAPACITY NEEDS
Provide conveyance and treatment capacity consistent with regional and local plans.

COMMUNICATE INFORMATION
Communicate with customers about financial info and capital projects and programs that impact them.

ENGAGE CUSTOMERS
Engage customers in a meaningful public process. Provide notice for changes in policies, rules, fees, projects, environmental performance, and resolving competing Council policies/interests.

COLLABORATE WITH OTHERS
Optimize intergovernmental coordination in all MCES work that intersects with community work.
PROTECTING WATER QUALITY IN MINNESOTA
The Minnesota Pollution Control Agency (MPCA) is an environmental regulator that monitors environmental quality and enforces environmental regulations, develops statewide policy, and supports environmental education.

The MPCA’s annual Wastewater Treatment Facility Award recognizes utilities for outstanding performance protecting water quality in Minnesota. In 2019 eight of our plants and staff were among the 334 award recipients including some of the Blue Lake Plant staff at the ceremony (pictured with MPCA Deputy Commissioner Peter Tester).

PERFECT DISCHARGE PERMIT COMPLIANCE
The National Association of Clean Water Agencies (NACWA) is a national leader in legislative, regulatory and legal advocacy on clean water issues. NACWA partners with hundreds of wastewater treatment facilities of all sizes throughout the U.S.

The annual NACWA Peak Performance Award recognizes wastewater treatment facilities with consecutive years of perfect discharge permit compliance.

Our compliance record spans almost three decades and is one of the top three highest in the nation. Six of our plants earned a Platinum Award for five or more consecutive years (through 2018 and awarded in 2019).

PERFORMANCE AWARDS
Our treatment plants have outstanding performance while complying with clean water discharge permits.

NACWA PLATINUM AWARDS

- Hastings Plant 28 years
- St. Croix Valley Plant 27 years
- Blue Lake Plant 13 years
- Eagles Point Plant 13 years
- Empire Plant 11 years
- Metro Plant 7 years
INNOVATIVE PARTNERSHIPS

Strong partnerships ensure our purpose of protecting human health and the environment while supporting economic growth. Some partnerships are below.

INDUSTRIAL PRETREATMENT INCENTIVE PROGRAM (IPIP)
Our 900 permitted industrial customers discharge wastewater that requires extra treatment steps. This costs more and is taxing on the system. Through IPIP, companies install pretreatment equipment at their facilities to reduce this waste from entering the system. Two companies finished the installation phase last year.

LANDSPREADING
We process nutrient-rich solids removed from wastewater at the Empire Plant. In the spring and fall, we apply the dried biosolids to farmland, mostly in Dakota County, to fertilize the fields. More than 20,000 tons are applied annually at no cost to the property owners.

COMMUNITY SOLAR GARDEN
We participate in Xcel Energy’s Community Solar program. We subscribe to more than 30 megawatts of solar capacity across the region – which annually generates enough electricity to power more than 4,000 households a year. We save about $300,000 a year on our power bills through this collaboration.

RENEWABLE ENERGY
We have a memorandum of understanding with Xcel Energy to work toward purchasing 100% of our electricity from renewable sources by 2040. Xcel is working on options to get us to the 60% level within the next two years.

TEACHER EXTERNSHIP
We work with local schools and educators to increase students’ interest in science, technology, engineering and math (STEM), and to introduce students to STEM career options in the wastewater industry.

CITIZEN-ASSISTED MONITORING PROGRAM
Volunteers monitor designated lake sites by collecting surface water samples, measuring water temperature and clarity, and reporting weather and lake conditions (with help from their sponsors).
SUSTAINABLE SERVICES

We will ensure a high-performing organization, including an engaged and innovative workforce that is competent, motivated, and diverse with opportunities to continuously improve.

OUR EMPLOYEES

Our 633 employees work at many locations across the seven-county metro area. They perform a variety of duties to support the wastewater collection and treatment system that operates 24 hours a day, 7 days a week, 365 days a year.

Types of jobs include administrative specialist, construction manager, electrician, engineer, environmental scientist, GIS specialist, interceptor service worker, lab tech, machinist/mechanic, pipefitter, plant operator, and technology support specialist.

BARGAINING UNITS

633 employees are represented by:

- 272 American Federation of State, County and Municipal Employees (AFSCME)
- 158 International Union of Operating Engineers
- 74 Metropolitan Council Management Association
- 52 International Association of Machinists and Aerospace Workers
- 32 International Brotherhood of Electrical Workers
- 21 Non-represented
- 7 International Union of Painters and Allied Trades
- 2 United Association of Pipefitters
WASTEWATER TREATMENT FACILITIES

**BLUE LAKE**
LOCATION: Shakopee
MGD CAPACITY: 32
COMMUNITIES SERVED: 31
INTERCEPTOR MILES: 129
PROCESS: advanced secondary with chlorination/dechlorination
DISCHARGES TO: Minnesota River

**EAGLES POINT**
LOCATION: Cottage Grove
MGD CAPACITY: 10
COMMUNITIES SERVED: 3
INTERCEPTOR MILES: 10
PROCESS: advanced secondary with UV disinfection
DISCHARGES TO: Mississippi River

**EAST BETHEL**
LOCATION: East Bethel
MGD CAPACITY: 0.41
COMMUNITIES SERVED: 1
INTERCEPTOR MILES: 6
PROCESS: advanced secondary with membrane filtration and dual disinfection
DISCHARGES TO: land application basins
EMPIRE
LOCATION: Empire Township
MGD CAPACITY: 24
COMMUNITIES SERVED: 6
INTERCEPTOR MILES: 40
PROCESS: advanced secondary with UV disinfection
DISCHARGES TO: Mississippi River

HASTINGS
LOCATION: Hastings
MGD CAPACITY: 2.34
COMMUNITIES SERVED: 1
PROCESS: advanced secondary with chlorination/dechlorination
DISCHARGES TO: Mississippi River

METROPOLITAN
LOCATION: Saint Paul
MGD CAPACITY: 251
COMMUNITIES SERVED: 67
INTERCEPTOR MILES: 389
PROCESS: advanced secondary with chlorination/dechlorination
DISCHARGES TO: Mississippi River

ROGERS
LOCATION: Rogers
MGD CAPACITY: 1.6
COMMUNITIES SERVED: 1
PROCESS: oxidation ditch with UV disinfection
DISCHARGES TO: Crow River

ST. CROIX VALLEY
LOCATION: Oak Park Heights
MGD CAPACITY: 4.5
COMMUNITIES SERVED: 3
INTERCEPTOR MILES: 2
PROCESS: advanced secondary with UV disinfection
DISCHARGES TO: St. Croix River

SENECA
LOCATION: Eagan
MGD CAPACITY: 34
COMMUNITIES SERVED: 8
INTERCEPTOR MILES: 46
PROCESS: advanced secondary with chlorination/dechlorination
DISCHARGES TO: Minnesota River
WORKING AT MCES

An engaged, innovative and diverse workforce is vital to our organization’s success, which we ensure through outreach, recruitment and retention.

**WORKFORCE PLAN**
More than 20% of our employees are eligible for retirement now or within the next five years.

Our 2016-2020 Workforce Plan addresses the challenges of succession planning, diverse candidate recruitment, and employee retention.

**LEADERSHIP DEVELOPMENT**
We team with other EPA Region 5 wastewater utilities on a six-month leadership development program.

Participants review industry-specific scenarios and visit each other’s locations. Six employees completed the program in 2019.

**HIRING PROCESS**
We led an equity effort to reduce hiring bias, which is often subconscious and difficult to recognize.

A team worked with hiring managers to review job postings, minimum job requirements, and candidate screening methods.

**OUTREACH**
To reach underrepresented people in our customer communities, we host career-focused facility tours, career panels, and info sessions and interviews.

Career panels are held onsite and students can ask employees about job requirements and responsibilities, what they most like about their job, career advice and more. We won a Governor’s Better Government Award for one of our school partnerships.

**DIVERSITY**
It’s essential that our workforce represents the diverse communities we serve, as outlined in *Thrive* and in our 2015-2020 Strategic Vision.

We increased our workforce diversity to 13.4% from 9.9% in 2015.

**RECOGNITION**
To increase job satisfaction and employee retention, we redesigned our employee recognition program. The feedback has been positive.

In 2019, employees earned 47 Keystone Awards (high achievement) and 250 WATER (peer to peer) Awards. We received a Governor’s Better Government Award for the program’s innovation and creativity.
SAFETY

Safety of the people we serve and our employees and is our highest priority for our capital, operation, and maintenance programs. Our commitment to safety is focused on three measures: minimize impacts, comply with permits, and lead by example.

Safety measures in 2019 resulted in decreased:
- Recordable Incidents are down to 16 from 19 in 2018
- Lost-time Incidents are down to 6 from 7 in 2018
- Days Away (from work) are down to 284 from 413 in 2018
SUSTAINABLE INFRASTRUCTURE

We ensure reliable, affordable wastewater infrastructure that provides the best long-term regional value.

We invest almost $130 million a year to preserve the wastewater infrastructure: pipes, lift stations, metering stations and treatment plant equipment. About $100 million is used for interceptor pipe rehabilitation and lift station renovation.

The entire collection and treatment system has an estimated $7 billion replacement value.

ASSET MANAGEMENT
Asset Management helps our departments and business units work together to focus limited resources through good planning and risk-based decision-making. We continually improve best practices to maintain our high level of service and to reduce costs.

In 2019, we:

- Continued rollout of the asset management system, developed the plan process, and created plans for critical facility process systems at several treatment plants
- Implemented mobile computing for GIS
- Integrated asset information between GIS and enterprise asset management system
- Developed and implemented the Risk Management Assessment and Mitigation Planning process
- Developed and implemented an Asset Information and Data Integrity process
- Drafted the Reliability Engineering program to meet facility needs
CAPITAL IMPROVEMENT PROGRAM

To meet the region’s current and future needs, we make investments through the capital improvement program (CIP). The CIP is prepared, reviewed, and approved annually, and adjusted as needed. Capital expenditures were about $110 million in 2019.

PROGRAM OBJECTIVES

76%  Preserve and rehabilitate existing wastewater infrastructure

16%  Improve quality of service by responding to more stringent regulations, reusing wastewater, increasing system reliability, and conserving and generating energy

8%  Expand system capacity through plant expansions and interceptor extensions

Find more capital program information on our website under “Wastewater & Water,” and “Projects.”
2019 CAPITAL PROJECTS

Funding for rehabilitation projects comes from our capital improvement program (CIP). The CIP is prepared, reviewed, and approved every year to allow for new programs and/or plan adjustments.

Some capital projects are needed to meet increasingly stringent water and air quality regulations, and to expand the system capacity for regional growth needs. Capital projects typically span five years or more.

SEWER CONSTRUCTION
Brooklyn Park  Mound
Burnsville    Mounds View
Champlin      Richfield
Chanhassen    Roseville
Chaska        Saint Paul
Fridley       Shakopee
Golden Valley Shoreview
Maplewood     St. Bonifacius
Minneapolis   Vadnais Heights
Minnetonka    Waconia
Minnetrista   White Bear Lake

TREATMENT PLANTS
Blue Lake
Eagles Point
Metro
Rogers
Seneca
St. Croix Valley

LIFT STATIONS
Bloomington
Brooklyn Park
Coon Rapids
Corcoran
Hopkins
Shorewood
Shorewood
Woodbury
Our long-range planning includes construction of a new regional treatment plant to serve the growing western Hennepin County area.

In 2018, the City of Rogers formally requested we acquire their 60-year-old plant, citing the need for both expanded capacity and capital investment to meet regulatory requirements. In 2019, we acquired and assumed operation of the Rogers Plant.

The new Crow River Plant, planned for 2030, will:
- be built on property owned by MCES
- serve the City of Rogers, and portions of the Cities of Corcoran and Dayton
- have an initial treatment capacity of 3 MGD, with the expansion capacity of 6 MGD

We will continue to run the Rogers Plant over the next 10 years, then decommission it once the new Crow River plant begins operating.
FINANCES

We keep our rates low. Wastewater fees are about $24 a month per household—40% less than other large U.S. wastewater utilities, according to NACWA.

Our three largest sources of revenue are:

MUNICIPAL WASTEWATER CHARGE (MWC)
We charge our customer communities for sewer service; they pay based on volume of wastewater treated.

SEWER AVAILABILITY CHARGE (SAC)
We charge our customer communities when properties first connect to the system, and when properties expand or change causing more demand on the system.

INDUSTRIAL WASTE CHARGES (IWC)
900 industries have permits to discharge wastewater that needs additional treatment steps. Additional fees depend on types of service(s) provided.

EXCEPTIONAL CREDIT RATING
We received the highest credit rating (AAA bonding) from S&P Global Ratings and Moody’s Corporation.

2019 SOURCES: $310.7 MILLION

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<tr>
<th>Source</th>
<th>Amount</th>
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<tr>
<td>Municipal Wastewater Charges (MWC)</td>
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<td>Transfer from (SAC)</td>
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<td>Industrial Waste Charges (IWC)</td>
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<td>State Appropriations (SA)</td>
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<td>Other Misc. Revenue</td>
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<td>Use of Reserves</td>
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2019 USES: $310.7 MILLION

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<td>Other Operating Costs</td>
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<td>OperatingSalary &amp; Fringe</td>
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<td>Interdivisional Charges</td>
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<td>PAYGO (used for capital expenditures)</td>
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COUNCIL LEADERSHIP

METROPOLITAN COUNCIL MEMBERS

<table>
<thead>
<tr>
<th>Chair</th>
<th>Charlie Zelle</th>
</tr>
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<tbody>
<tr>
<td>District 1</td>
<td>Judy Johnson</td>
</tr>
<tr>
<td>District 2</td>
<td>Reva Chamblis</td>
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<tr>
<td>District 3</td>
<td>Christopher Ferguson</td>
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<tr>
<td>District 4</td>
<td>Deb Barber</td>
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<td>District 5</td>
<td>Molly Cummings</td>
</tr>
<tr>
<td>District 6</td>
<td>Lynnea Atlas-Ingebretson</td>
</tr>
<tr>
<td>District 7</td>
<td>Robert Lilligren</td>
</tr>
<tr>
<td>District 8</td>
<td>Abdirahman Muse</td>
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<tr>
<td>District 9</td>
<td>Raymond Zeran</td>
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<td>District 10</td>
<td>Peter Lindstrom</td>
</tr>
<tr>
<td>District 11</td>
<td>Susan Vento</td>
</tr>
<tr>
<td>District 12</td>
<td>Francisco J. Gonzalez</td>
</tr>
<tr>
<td>District 13</td>
<td>Chai Lee</td>
</tr>
<tr>
<td>District 14</td>
<td>Kris Fredson</td>
</tr>
<tr>
<td>District 15</td>
<td>Phillip Sterner</td>
</tr>
<tr>
<td>District 16</td>
<td>Wendy Wulff</td>
</tr>
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</table>

ENVIRONMENTAL SERVICES EXECUTIVE TEAM

<table>
<thead>
<tr>
<th>Leisa Thompson</th>
<th>General Manager</th>
</tr>
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<tbody>
<tr>
<td>Jeannine Clancy</td>
<td>Assistant General Manager, Technical Services</td>
</tr>
<tr>
<td>Craig Edlund</td>
<td>Manager, Asset Management</td>
</tr>
<tr>
<td>Karen Neis</td>
<td>Director, MCES Administration</td>
</tr>
<tr>
<td>Sam Paske</td>
<td>Assistant General Manager, Environmental Quality Assurance</td>
</tr>
<tr>
<td>Larry Rogacki</td>
<td>Assistant General Manager, Support Services</td>
</tr>
<tr>
<td>Ned Smith</td>
<td>Director, MCES Finance &amp; Revenue</td>
</tr>
<tr>
<td>Dan White</td>
<td>Director, Maintenance &amp; Security</td>
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