METRO WATER RECOVERY

UPDATED 2023

STRATEGIC PLAN







WE GET **YOUR WATER**

Metro Water Recovery is a partnership of over 60 local cities and sanitation districts that provides wastewater treatment and resource recovery services for more than 2.2 million people in the Denver metropolitan area. We are driven by a passion to create a sustainable future for our communities. As a leader in protecting public health and our environment, we recognize the importance of taking action and being part of solving complex challenges we face, including climate change, population growth, and aging infrastructure.

We are committed to developing One Environment solutions that balance environmental, social, and economic factors.

One Environment is not just a philosophy, but a movement towards a better world, where we are all connected, interdependent, and solutions to problems are integrated. It is with this sense of purpose we are proud to present our updated strategic plan.

This plan builds upon the success of the 2016 Strategic Plan, which focused on operational excellence, enhancing our culture of innovation, and building internal systems. We are proud of what we achieved through that plan, but recognize that there is more work to do.

We would like to thank the Strategic Planning Committee, our Board of Directors, and more than 200 employees who participated in the creation of this updated plan. Their thoughtful input has been critical to ensuring our plan aligns with our vision, to be a leader, an innovative clean water partner, and a great place to work. We are truly grateful for all the dedication and hard work that went into developing this plan. We are committed to executing it with the same dedication, enthusiasm, and passion we have always demonstrated.

This plan establishes three pillars that reflect the belief that Our People, Our Work, and Our Communities are interconnected and essential to achieving our vision.

We are committed to investing in our people by providing opportunities for growth and development and creating an inclusive and supportive work environment that fosters innovation and creativity. Our employees are the heart of Metro, and we will empower them to be agents of change, driving forward our vision for a sustainable future.

We continue to focus on responsible environmental stewardship by continuously improving our practices and adopting cutting-edge technologies to reduce our environmental impact. Our commitment to sustainability is not just a goal but a mindset which permeates all aspects of our business.

Our communities, including our partners and the people who pay for our essential services, are the driving force behind our mission, and we are committed to serving them and partnering to achieve our mutual environmental goals. We will listen to their voices, respect their opinions, and work collaboratively to develop community-based solutions.

As we move forward, our One Environment Solutions will not only address the complex challenges that we face today, but will also create a sustainable future that is resilient and equitable for all.



Mickey Conway
Chief Executive Officer



Andrew Johnston
Chair of the Board

BUILDING **MOMENTUM**

Metro's most recent strategic plan identified more than 60 tactics for the organization to pursue, in support of our vision – to be a responsible leader, a clean water partner, and a great place to work.

Since that time, 47 of the tactics have been completed and 13 more are in progress. These tactics included everything from rate stabilization to increased employee satisfaction, expanded platforms for outreach and communication to better business case analysis processes for major initiatives – all of which helped us to move forward on several major fronts.

KEY PROJECTS AND ACCOMPLISHMENTS ARE HIGHLIGHTED BELOW.

An Employer of Choice

For us to continue to be a successful organization, it is essential that we attract and retain an effective, motivated, and high quality workforce.

A recent initiative in this area was the launch of Metro's Supervisory Academy, which included training on supervisory best practices as well as Metro Water Recovery-specific policies, practices, and context.

Expanding our Service

Our focus on operational excellence and regional collaboration is exemplified in the Second Creek Pipeline project.

A 17-mile gravity pipeline that, when completed, will enable portions of Adams County, Aurora, Brighton, Commerce City, Denver, and Denver International Airport to be served by the Northern Treatment Plant. In addition to providing better connections to the 2.2 million Coloradans we serve, the Second Creek Pipeline will allow us to reduce energy use, our carbon footprint, and our long-term maintenance costs.

Innovation and Continuous Improvement

Innovation and continuous improvement are part of Metro's cultural core, and numerous projects over the last five years have solidified those concepts for us.

One example is the phosphorous initiative, which aims to address the increased levels of phosphorous that have been added to the environment. Our phosphorous recovery reactor allows us to generate phosphorous-rich struvite from our treatment process, which is then used in composting products, thereby reducing phosphorous levels in the water returned to the South Platte River.

An Outward-Facing Focus

In 2021, Metro Wastewater Reclamation District launched our updated brand and became Metro Water Recovery. The new name better reflects our impact and the value that we bring to communities, and the brand aligns our public image with national industry changes.

At Metro, "We get your Water." The updated brand and outward focus helps us to be a better resource to our connectors, as we work to enhance our relationships in the region. While Metro has experienced considerable success as a result of our 2016 Strategic Plan and the Metro 6.0 update, our operating context has changed. Employees and members of the Metro Board of Directors worked collaboratively to reflect on where the organization is today, as well as the work that needs to be prioritized for future success.

STRATEGIC **DIRECTION**

Vision

To be a leader, an innovative clean water partner, and a great place to work.

Mission

To protect the region's health and environment by cleaning water and recovering resources.

Values

EXCELLENCE

Continuously improving ourselves and our organization

COLLABORATION

Sharing expertise, building partnerships, and innovating together to achieve our mission

INCLUSION

Fostering an environment where all are welcome, valued, and respected

INTEGRITY

Doing the right thing for the environment, our organization, and our people



Pillars

Foundational elements which guide Metro's direction and decision-making.

PILLAR

OUR **PEOPLE**

Metro Water Recovery is a leader in attracting, developing, and engaging top talent who work together to foster an inclusive, professional, and productive work environment.

Focus Areas

Employee Engagement and Growth

A leader in developing and engaging top talent requires systems to be in place to support employees at all stages of their Metro careers. Accordingly, we are focused on ensuring access to training and career development programs, and targeted recruitment and retention efforts.

Commitment to Inclusion

Metro employees are high performing, with diverse backgrounds, skills, experiences, and ideas. Our goal is to create a workplace where employees are welcome to be their authentic selves and are able to consistently contribute to the organization in meaningful ways, and one that spurs innovation and creative problem-solving, ultimately helping Metro to succeed.



PILLAR

OUR WORK

Metro Water Recovery delivers high-quality services by continuously innovating and investing in our processes while upholding the highest standards of safety, financial stewardship, and environmental sustainability.

Focus Areas

Resource Optimization

Metro is a complex operation that relies on effective use of our human, financial, technological, and other resources. Our innovation and continuous improvement initiatives and tools help us to extend the value of our finite resources, effectively prioritize projects, consistently develop and optimize processes, and establish channels to support information sharing across workgroups.

Sustainability

Fundamentally, we are a sustainable organization – we clean water to support our communities, agriculture, aquatic life, and recreation. Our focus is on enhancing our sustainability practices in all aspects of what we do, including our daily habits surrounding energy and waste. Metro is dedicated to identifying and reducing waste and inefficiency to improve our environmental practices and reduce our impact.



PILLAR

OUR COMMUNITIES

Metro Water Recovery positively impacts the communities we serve by maintaining strong relationships, communicating effectively, and aligning with our communities' environmental priorities.

Focus Areas

Engagement and Outreach

Metro provides services to more than 2.2 million Coloradans through partnership with more than 60 cities and sanitation districts. As a resource recovery agency, understanding the region's overall objectives is essential to our success. Building community relationships with the intention of sharing the positive impact of our work and understanding our communities' environmental priorities will improve our ability to achieve common goals.

Water Partnerships

While Metro has returned cleaner water to the South Platte River for more than six decades, ready for use by downstream communities, water remains a scarce resource in the Western United States. As a leader in the water recovery industry, Metro is in a unique position to evaluate and invest in water quantity and quality initiatives. Metro plays a vital role in many emerging areas of water cycle management such as piloting and deploying new technologies, collaborating on unique projects such as the construction of wastewater thermal energy use, and the potential for direct potable reuse.



WHO IS **METRO**?

400+ employees
and **40** board members

Serves
2.2+ million people
throughout Denver and parts of Adams, Arapahoe, Jefferson, Douglas, and Weld counties

85% of the South Platte is made of water **recovered by Metro**

50,000+
acres of **METROGRO Farm**

500+
dry tons of **Class B biosolids** are **beneficially reused** as fertilizer per week



60+ local governments,
including cities, counties, and water and sanitation districts



METRO WATER RECOVERY

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Scan the QR code above or click the link below to follow the progress on our Strategic Plan:
www.metrowaterrecovery.com/about-us/strategic-plan/

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