

Tuesday, October 15, 2024 – 6:00 p.m.

Regular Board of Directors Meeting Agenda

In-person: AlexRenew Environmental Center (1800 Limerick St)
Ed Semonian Boardroom, Room 600

Virtual: [Microsoft Virtual Events Powered by Teams](#)

Public comments will be received at the meeting. If you wish to speak during public comment, please contact Lorna Huff, Board Executive Assistant, at (703) 721-3500 ext. 2260 or lorna.huff@alexrenew.com in advance. Submission of written statements is encouraged and may be emailed to the Board Executive Assistant. If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity or program, contact the Board Executive Assistant at least three business days prior to the meeting.

A recording of the meeting will be posted on alexrenew.com after the meeting.

No.	Time	Item	Presenter	Action
1.	6:00 p.m.	Call to Order	Chair	
2.	6:02 p.m.	Approval of Agenda	Chair	Motion
3.	6:05 p.m.	Public Comment Period	Chair	
4.	6:10 p.m.	Consent Agenda a. Minutes from September 17, 2024 meeting (Tab 1)	Chair	Motion
5.	6:15 p.m.	Board Administrative Items a. Board Election for Secretary-Treasurer b. Community Meetings (Tab 2) c. Finance & Audit Committee – November 12 meeting d. Governance Committee – October 28 meeting e. RiverRenew SAG (Tab 3)	Chair	Motion
6.	6:20 p.m.	Unfinished Business a. Updated Payment Assistance Program Policy (Tab 4)	Mr. Carl	Motion
7.	6:35 p.m.	New Business a. Presentation on Construction Management Services (Tab 5) b. Presentation on Solids Upgrade Program Amendments (Tab 6) c. Approval of Amendment to Contract No. 21-005 to support design for the Solids Upgrade Program (Tab 7) d. Approval of Contract No. 25-003: 5th Floor Project (Tab 8)	Mr. Carl	Motion
8.	7:25 p.m.	AlexRenew Monthly Outcomes Update (Tab 9)	Mr. Carl	Information
9.	7:35 p.m.	Closed Session: Consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel	Chair	Motion
10.	7:50 p.m.	Adjourn	Chair	

Times shown are approximate start times and serve as guidelines.

Minutes of the 921st Meeting
AlexRenew Board of Directors
6:00 p.m., Tuesday, September 17, 2024

On Tuesday, September 17, 2024, the AlexRenew Board of Directors held its regular meeting in the Edward Semonian Board Room at 1800 Limerick Street, and broadcast via Microsoft Teams, with the following present:

Members: Mr. John Hill, Chair
Mr. James Beall, Vice Chair
Ms. Adriana Caldarelli, Secretary-Treasurer
Mr. Mark Jinks, Member
Ms. Becky Hammer, Member

Staff: Mr. Justin Carl, General Manager/Chief Executive Officer
Ms. Amanda Waters, General Counsel/Deputy General Manager
Ms. Wendy Callahan, Chief Human Resources Officer
Ms. Allison Deines, Chief Water Quality Officer
Ms. Caitlin Feehan, Chief Administrative Officer
Mr. Lake Akinkugbe, Director of Finance
Mr. Matt Robertson, Director of Communications
Ms. Lorna Huff, Executive Assistant to the Board

Fairfax County Representative: Mr. William Barrack, Branch Chief
Engineering, Planning and Analysis Branch

City Representative: Ms. Erin Bevis-Carver, Division Chief
Sanitary Sewer Infrastructure Division

1. Call to Order

The Chair called the meeting to order at 6:00 p.m..

2. Approval of Agenda

The Chair requested that members review the agenda. There being no changes, Mr. Jinks moved approval and Ms. Hammer seconded. The Board unanimously approved.

3. Public Comment Period

There were no members of the public in attendance and wishing to speak; the Chair closed the public comment period.

4. Consent Agenda

Members reviewed the Consent Agenda which contained the Minutes of the July 16, 2024 Board of Directors meeting. There being no questions or comments, the Chair requested a motion to approve the Consent Agenda. Mr. Beall moved and Ms. Hammer seconded. The Board unanimously approved.

5. Member and Committee Updates

a. Community Meetings

Nothing to report.

b. Finance and Audit Committee

Ms. Feehan provided the schedule for AlexRenew's FY2024 annual audit. AlexRenew deliverables were due on September 6. Board and CEO calls with the auditor will take place between September 16-20. Audit control and testing will be completed and the Annual Comprehensive Financial Report (ACFR) and Auditor's report will be produced in October in advance of the November 12 Finance and Audit Committee Meeting.

For FY2024, staff will produce a Popular Annual Financial Report (PAFR). Similar to the ACFR, this provides a format of charts, and an executive summary for an easier to read financial report. Mr. Jinks described the background and history of the PAFR.

Mr. Akinkugbe received the 2024 GFOA Recognition for Outstanding Public Service.

c. Governance Committee

Mr. Carl reported that staff has been working with the Governance Committee on the draft agenda, Board self-assessment and the Board composition survey. A link to the survey was emailed to members for completion.

6. Unfinished Business

a. Delegation of Authority

Mr. Carl provided an overview of the revised Delegation of Authority. The Chair was pleased with the new layout, which he noted provides greater clarity and vision. Members agreed with the Chair's comments. There being no additional discussion, the Chair recognized Mr. Beall who moved approval of the new Delegation of Authority. Ms. Caldarelli seconded. The Board unanimously approved.

There were no additional questions or comments. The Chair moved to New Business.

7. New Business

a. Revised Financial Policy

Mr. Carl reported that at the last meeting, staff reviewed the process for write-offs and identified active and inactive accounts. The Chair reported that Section A of the revised Policy is very clear. Mr. Jinks requested that staff correct the reference to Bans in Section 3b to "BANS". There being no additional questions or comments, the Chair requested a motion from Mr. Jinks to approve the revised Financial Policy as amended. Mr. Jinks moved approval and Ms. Caldarelli seconded. The Board unanimously approved.

b. Payment Assistance Program Policy

The Payment Assistance Program Policy formalizes AlexRenew's current payment assistance options for past due customers. It includes a framework, funding strategies, and guidelines for structuring payment plans. Members asked about policy changes that would not require Board approval, missed payments, and clarification on the \$350 credit. The Chair requested that the Policy be tabled for members to provide additional feedback to the CEO. Ms. Hammer requested a word version of the document to add comments.

c. Per-and Poly-Fluoroalkyl Substances (PFAS) Presentation

Ms. Deines, introduced herself and provided an overview of PFAS uses and how the compounds

cycle through the environment. She presented on PFAS regulations; their impact on AlexRenew and biosolids management; biological transformation of PFAS through wastewater treatment; AlexRenew's recent sampling results for PFAS; and how AlexRenew is managing PFAS risk during a period of regulatory uncertainty.

Ms. Hammer and Mr. Jinks asked about industrial sources and sources from Fairfax County. AlexRenew is 98% residential with three Significant Industrial Users (SIUs) that are permitted through the pretreatment program, none of which have been identified by US EPA as significant sources of PFAS. Mr. Beall requested a comparison of AlexRenew's sampling results to local drinking water PFAS concentrations.

Members discussed biosolids usage and classification, monitoring, and state and federal responses to PFAS. Ms. Deines reported that the Commonwealth of Virginia is taking a science-based regulatory approach.

The Chair and members commended Ms. Deines on her presentation. There was no additional discussion, and the Chair moved to the Wellness Program.

d. Overview of AlexRenew's Wellness Program

Mr. Carl introduced Ms. Callahan who provided an overview of AlexRenew's Wellness Program which focuses on all aspects of employee well-being, including social, mental, financial and physical health. AlexRenew's wellness program encompasses an entire year with monthly initiatives like incentives, wellness month in October, an employee assistance program (EAP), webinars, and stress-free days. Mr. Jinks asked if the incentives were monetized. Ms. Callahan reported on AlexRenew's program where staff receiving 200 wellness points through accomplishing wellness-focused activities receive \$750 into their health savings accounts.

AlexRenew's Wellness Month in October includes a fair on October 24, where staff can receive flu shots, and talk with 20 wellness-focused vendors. Board members are invited to participate. Ms. Callahan reported on the benefits of a wellness program including lower healthcare costs, improvement of employee health, and improved workplace culture, engagement, and morale. Additionally, AlexRenew's healthcare provider gives a \$5,000 credit to the organization for its Wellness Program. The Chair asked what metrics AlexRenew uses to measure staff wellness. Ms. Callahan reported that AlexRenew's biometric screening, and upcoming net promoter survey gather information on employee engagement and morale. There being no additional discussion, the Chair moved to Item e.

e. Resolution to Approve the Use of Progressive Design-Build for the Tertiary Systems Upgrade Project

The Virginia Code requires a local public body to adopt a resolution for the use of construction management or design-build on a per project basis in advance of issuing a Request for Qualifications. Mr. Carl reviewed the Resolution for the Use of Progressive Design-Build for AlexRenew's Tertiary Upgrade Systems Project. He then reviewed the procurement process by the issuance of the Request for Qualifications (RFQ). The Resolution discusses the advantages of using Progressive Design-Build to mitigate risks associated with the Tertiary Systems Upgrade project.

The Chair requested a motion to approve the Resolution Approving the Use of Design-Build for the Tertiary Systems Upgrade. Ms. Hammer moved and Ms. Caldarelli seconded. The Board unanimously approved.

Resolution Approving the Use of Design-Build for the Tertiary Systems Upgrade Project

WHEREAS, Virginia Code Ann. § 2.2-4382 (2024) requires a local public body to adopt a resolution for the use of construction management or design-build on a per project basis in advance of issuing a Request for Qualifications; and

WHEREAS, AlexRenew operates a state-of-the-art wastewater treatment plant with strict permit limits for nitrogen, phosphorus, total suspended solids, and other pollutants to meet reductions set by the Chesapeake Bay Total Maximum Daily Load;

WHEREAS, AlexRenew leverages a third, highly-automated advanced treatment stage, consisting of a series of plate settlers, settling tanks, 22 mixed-media filters, valving, pumps, and complex control networks (the “Tertiary System”) to meet its strict permit limits;

WHEREAS, Tertiary System upgrades are required to ensure the reliability, functionality, and level of service of the wastewater plant;

WHEREAS, Tertiary System upgrades must be completed while the wastewater plant remains active and access to the system is constrained, requiring complex siting arrangements for cranes, construction equipment, and plant traffic;

WHEREAS, construction activities and shutdowns associated with Tertiary System upgrades present risk to plant operations, level of service, safety, and permit compliance;

WHEREAS, project delivery through the traditional design-bid-build method presents the following risks to the Tertiary System upgrades:

- The competitive sealed bidding process (low bid) results in the selection of a contractor lacking technical competence to complete the work; causing delays, increased cost, and permit violations;
- The lack of contractor engagement during the design process results in differing expectations in contract requirements leading to increased change orders and cost;
- The linear competitive sealed bidding process presents the longest project schedule, delaying the necessary upgrades and risk of permit compliance;
- Bidding separate design and construction contracts increases cost and burden associated with staff administration;

WHEREAS, design-build project delivery reduces risk to the Tertiary System upgrades by:

- Considering non-price factors in selection, allowing AlexRenew to evaluate the experience and approach of contractors, ensuring a highly qualified contractor performs the work;
- Supporting early contractor engagement during the design process to provide feedback on contract requirements, mitigating the potential for costly change orders;
- Developing a collaborative environment between the owner, designer, and contractor to ensure the work is constructible, safe, and maintains plant level of service and permit compliance;
- Promoting trust and transparency in pricing through open book cost estimating;
- Providing greater price certainty at an early design phase leading to more accurate cash flows and budgets, necessary for reliable and predictable funding;
- Accelerating project schedule through a single procurement process and advancing design and construction activities concurrently;

WHEREAS, for the reasons stated above design-build is more advantageous than design-bid-build for the Tertiary Systems upgrades;

WHEREAS, the Request for Qualifications for the Tertiary Systems Upgrade Project is planned to be issued in February 2025; and

WHEREAS, procurement for the Tertiary Systems upgrades will follow the requirements outlined in Virginia Code Ann. § 2.2-4382 and AlexRenew's 'Procedures for the Procurement of Construction Management At-Risk and Design-Build.'

NOW, THEREFORE, BE IT RESOLVED that the AlexRenew Board of Directors authorizes the use of design-build for the procurement and delivery of the Tertiary Systems upgrades.

Given under my hand on this 17th day of September 2024.

John B. Hill

Chair, AlexRenew Board of Directors

8. AlexRenew Monthly Outcomes Update

a. Discussion.

Mr. Carl reported on payment plan enrollments and reduction in account arrearages. The income requirements for LEAP were removed in July and staff has seen an increase in payment plan participation. The Chair asked about anecdotal information on delinquent accounts and the reasons for non-payment. Mr. Robertson reported that some disconnected customers were unaware of AlexRenew as a utility. Other customers thought there may be federal or state grants available. Staff was encouraged by the number of customers that have enrolled in payment plans. Ms. Hammer asked if any disconnected customers had enrolled in LEAP for assistance.

Mr. Robertson reported that the current dashboard is through August 31, 2024. Since that date, six additional customers have requested assistance.

Mr. Robertson referenced page 3 of the LEAP Dashboard noting the LEAP contribution and the total of customer arrearage for the nine customers that have received LEAP funding. Tracking may become more difficult as the program expands. Ms. Hammer asked about payment plans for past due accounts. Payment plans last for 12 months. This will be changed to 24 months. The average past due arrearage was 6 months.

RiverRenew Dashboard

Mr. Carl reported that the last Community Listening Session will be tomorrow evening at Outfall 002 and that pile driving at Outfall 001 will be completed in the next two weeks.

The Chair referenced page 2 of the Dashboard and the graphic reference construction progress at AlexRenew at 32%. Mr. Carl reported that to achieve substantial completion, work at Pendleton, Hoofs Run and Royal has to be at or near 100% completion

There being no further discussion, the Chair moved to Board Administrative Items.

9. Board Administrative Items

Discussion

This meeting is the last meeting for Ms. Caldarelli who has resigned from the Board. The Chair presented Ms. Caldarelli with a Resolution recognizing her service to the AlexRenew Board of Directors and AlexRenew, a metal tooth from the RiverRenew tunnel boring machine, and a copy of the Song of the Sewer.

The Chair requested a motion to approve the Resolution. Mr. Beall moved and Ms. Hammer seconded. The Board unanimously approved.

AlexRenew
Board of Directors Resolution
Recognizing Contributions of Ms. Adriana Caldarelli

WHEREAS, The City of Alexandria, Virginia Sanitation Authority, known as AlexRenew is governed by an Alexandria City Council appointed five-member citizen board to which Ms. Adriana Caldarelli was appointed in 2020.

WHEREAS, Ms. Caldarelli has served as Secretary-Treasurer since July 2023.

WHEREAS, Ms. Caldarelli's 25 years of experience as an environmental professional in the water sector greatly enhanced AlexRenew's ability to serve its local community with agility, empathy, and understanding of customer needs.

WHEREAS, Ms. Caldarelli served during the \$615 million RiverRenew program, the largest capital investment in the history of AlexRenew.

WHEREAS, Ms. Caldarelli was influential in establishing AlexRenew's Lifeline Emergency Assistance Program to assist customers having trouble paying their sewer bills.

WHEREAS, Ms. Caldarelli supported AlexRenew in the search and selection of the CEO, oversaw the organization's rebranding, and helped develop AlexRenew's refreshed vision, mission, and 2024-2029 Strategic Plan.

WHEREAS, as a member of the Finance and Audit Committee, Ms. Caldarelli oversaw AlexRenew's first public bond sale and first green bond sale by an authority in the Commonwealth of Virginia.

WHEREAS, Ms. Caldarelli served as judge of the annual Ellen Pickering Environmental Excellence Award, an award given to a deserving Alexandrian jointly with the City of Alexandria in memory of Ellen Pickering, long-serving AlexRenew board member.

WHEREAS, Ms. Caldarelli's thoughtful questions and level-headed approach proved valuable as AlexRenew reviewed initiatives, policies, and projects.

WHEREAS, Ms. Caldarelli was a strong supporter of AlexRenew and its mission of protecting public health and the waterways that connect us.

NOW, THEREFORE, BE IT RESOLVED that the AlexRenew Board of Directors hereby wishes to acknowledge and thank Ms. Adriana Caldarelli for her many years of dedicated service on behalf of AlexRenew.

Given under my hand on this 17th day of September 2024.

John B. Hill
Chair, AlexRenew Board of Directors

Ms. Caldarelli thanked the Board and staff and noted that it has been an honor and rewarding experience to work on the AlexRenew Board.

The Chair requested a motion to adjourn. Mr. Beall moved and Mr. Jinks seconded. The Board unanimously approved.

The meeting adjourned at 7:57 p.m.

APPROVED:

Secretary-Treasurer

AlexRenew Board of Directors
Alexandria Homeowners and Civic Associations Matrix
 Updated October 8, 2024

HOA	Contact	Meeting Info	Board Contact
Alexandria Federation of Civic Associations	Carter Flemming, Chair carterflemming@gmail.com	<ul style="list-style-type: none"> • Last Wednesday of the month • 7:00 PM • Hybrid 	John Hill
Del Ray Citizens Association	Katie Waynick, President president@delraycitizen.net	<ul style="list-style-type: none"> • Second Wednesday of the month • 7:00 PM • Meeting locations vary 	Jim Beall
North Old Town Independent Citizens Civic Association	Mace Carpenter, President notice.communications@gmail.com	<ul style="list-style-type: none"> • Meet three times a year 	Vacant
Old Town Civic Association	Steve Milone, President stevemilone@yahoo.com or president@theoldtowncivicassociation.org	<ul style="list-style-type: none"> • Second Wednesday of the month • 7:00 PM • The Lyceum 	Mark Jinks
Rosemont Citizens Association (including PELT)	Jol Silversmith, President info@rosemontcitizensassoc.org or jol@thirdamendment.com	<ul style="list-style-type: none"> • None scheduled 	Rebecca Hammer

ALEXRENEW BOARD OF DIRECTORS RESOLUTION

RiverRenew Construction Stakeholder Advisory Group Reconstitution

WHEREAS, the City of Alexandria, Virginia Sanitation Authority, d/b/a as AlexRenew, is governed by an appointed five-member citizen board;

WHEREAS, Alexandria City Council established the RiverRenew Construction Stakeholder Advisory Group to monitor the implementation of RiverRenew;

WHEREAS, the RiverRenew Construction Stakeholder Advisory Group held its first meeting on February 18, 2021;

WHEREAS, the RiverRenew Construction Stakeholder Advisory Group will cease to exist on February 18, 2024 per Alexandria City Code Section 2-4-8; and

WHEREAS, the project is still ongoing and staff and the RiverRenew Construction Stakeholder Advisory Group wish to ensure a consistent and continued forum for community input during implementation of RiverRenew.

NOW, THEREFORE, BE IT RESOLVED BY THE ALEXRENEW BOARD OF DIRECTORS THAT:

1. The RiverRenew Construction Stakeholder Advisory Group will hereby be reconstituted under the AlexRenew Board of Directors for a period of 365 days starting on February 18, 2024.
2. All current members will continue to serve on the RiverRenew Stakeholder Advisory Group and any future vacancies within the group will be left unfilled.
3. The RiverRenew Construction Stakeholder Advisory Group shall meet quarterly, at a minimum.
4. The functions of the RiverRenew Construction Stakeholder Advisory Group shall be to:
 - a. Review and monitor the progress of RiverRenew through construction;
 - b. Communicate the progress of RiverRenew to the community by leveraging existing networks and serve as spokespeople for RiverRenew;
 - c. Serve as a central body for receipt and dissemination of information for RiverRenew; and
 - d. Review and provide recommendations to minimize community impacts.
5. Staff will support the RiverRenew Stakeholder Advisory Group.
6. The Group will operate its meetings in accordance with Chapter 4 of City Code.
7. The RiverRenew Construction SAG shall cease to exist upon (i) the completion of its enumerated functions or (ii) substantial completion of RiverRenew construction within the community, whichever occurs first.

Adopted: October 17, 2023



John B. Hill, Chair

On behalf of the AlexRenew Board and staff

MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: October 15, 2024

SUBJECT: *Unfinished Business, Alex Only*
Adopt new Payment Assistance Program Policy (Revised)

Issue

The Board of Directors' (Board) and staff have established several elements of AlexRenew's Payment Assistance Program that require formalization within a new Board adopted policy.

Recommendation

Staff respectfully requests the Board adopt the new Payment Assistance Program Policy (Policy).

Budget and Funding

Not applicable.

Discussion

AlexRenew is committed to ensuring that our sewer rates are equitable and affordable. This philosophy is enforced by our Strategic Plan, which includes the goal of "strengthening connections with the public and providing affordable service." AlexRenew achieves this goal through our Board-adopted policies, budget process, and investment strategies.

For customers having trouble paying their sewer bill, AlexRenew offers payment plans and has the discretion to waive late fees. Additionally, over the last year, the Board and staff developed and launched the Lifeline Emergency Assistance Program (LEAP) to provide emergency bill assistance for AlexRenew residential customers.

The proposed Policy formalizes AlexRenew's current payment assistance options for past due customers, which includes LEAP framework and funding strategies and guidelines for structuring payment plans. The proposed Policy was initially presented at the September Board meeting. Board comments have been incorporated into the version presented for Board approval.

This action supports our strategic goal of Commitment to the Community.

ACTION TAKEN

Approved:

Disapproved:

Approved with Modification:

Modification(s):

City of Alexandria, Virginia Sanitation Authority Board Adopted Policy



Title: Payment Assistance Program Policy

Date of Adoption: October 15, 2024

Date of Revision:

Page 1 of 2

A. Policy Statement

AlexRenew is committed to ensuring that our sewer rates are equitable and affordable. This philosophy is enforced by our Strategic Plan, which includes the goal of “strengthening connections with the public and providing affordable service.” AlexRenew achieves this goal through our Board-adopted policies, budget process, and investment strategies.

B. Policy Purpose

The purpose of this policy is to formalize AlexRenew’s Payment Assistance Program (Program), which is intended to assist customers in maintaining service while managing their financial obligations.

C. Payment Assistance Program

The Program offers two options to assist customers with past-due balances: payment plans and the Lifeline Emergency Assistance Program.

1. Payment Plans

- a. Payment plans are designed to spread the customer’s outstanding balance over a longer period without reducing the total balance.
- b. The duration of payment plans depends on the customer’s outstanding balance, up to a maximum of 24 months.
- c. To be eligible, a customer’s account must be past due by 30 days at a minimum.
- d. Customers may enroll by visiting <http://alexrenew.promise-pay.com/> or calling 703-844-0505.
- e. Failure to make a scheduled payment will result in cancellation of a customer’s payment plan and reinstatement of the full balance due.
- f. Customers are no longer eligible following three (3) failed payment plans.

2. Lifeline Emergency Assistance Program

- a. The Lifeline Emergency Assistance Program (LEAP) is designed to provide emergency financial assistance to customers having trouble paying their sewer bills by providing a credit to reduce the customer’s balance.
- b. LEAP is administered through a partnership with Dollar Energy Fund, a 501(c)(3) nonprofit organization.
- c. LEAP is funded by non-rate revenue sources, which include, but are not limited to, the following:
 - i. Donations, generally;
 - ii. Donations associated with external use of the 6th Floor in AlexRenew’s Environmental

Center;

- iii. Opt-in contributions from customer billing;
 - iv. Reimbursements for participation in energy demand reduction programs;
 - v. Contributions for the use of the 5th Floor in AlexRenew's Environmental Center; and
 - vi. Payments resulting from the Billing Services Agreement with the City of Alexandria.
- d. To be eligible, a customer's account must be past due by 60 days at a minimum and have a balance of at least \$100, or \$50 if the customer is 62 or older.
 - e. Customers can enroll by calling (703) 721-3500, emailing billing@alexrenew.com, or by visiting one of our LEAP local community-based partner agencies to apply.
 - f. Eligible customers may receive assistance once per 12-month period, with a credit applied directly to their account to cover past-due balances. The maximum value of the credit is the lesser of the customer's past-due balance or \$350. As additional data is collected on LEAP, this limit may be modified by a Board action without an update to this Policy.
 - g. Assistance is provided on a first-come, first-served basis with no means-testing requirement.

City of Alexandria, Virginia Sanitation Authority Board Adopted Policy



Title: Payment Assistance Program Policy

Date of Adoption: ~~September 17~~October 15, 2024

Date of Revision:

Page 1 of 2

A. Policy Statement

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C. Payment Assistance Program

The Program offers two options to assist customers with past-due balances: ~~including~~ payment plans and the Lifeline Emergency Assistance Program.

1. Payment Plans

- a. Payment plans are designed to spread the customer’s outstanding balance over a longer period without reducing the total balance~~more manageable period~~.
- b. The duration of payment plans depends on the customer’s outstanding balance, up to a maximum of 24 months~~Payment plans may be extended up to a 24-month duration depending on the customer’s outstanding balance.~~
- c. To be eligible, a customer’s account must be past due by 30 days at a minimum.
- d. Customers may enroll by visiting <http://alexrenew.promise-pay.com/> or calling 703-844-0505.
- e. Failure to make a scheduled ~~as scheduled~~ payments will result in cancellation of a customer’s payment plan and reinstatement of the full balance due.
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 - i. Donations, generally;

- ii. Donations associated with external use of the 6th Floor in AlexRenew's Environmental Center;
 - iii. Opt-in contributions from customer billing;
 - iv. Reimbursements for participation in energy demand reduction programs;
 - v. Contributions for the use of the 5th Floor in AlexRenew's Environmental Center; and
 - vi. Payments resulting from the Billing Services Agreement with the City of Alexandria.
- d. To be eligible, a customer's account must be past due by 60 days at a minimum and have a balance of at least \$100, or \$50 if the customer is 62 or older.
- e. Customers can enroll by calling (703) 721-3500, emailing billing@alexrenew.com, or by visiting one of our LEAP local community-based partner agencies to apply.
- f. Eligible customers ~~may will~~ receive [assistance once per 12-month period, with a credit a maximum credit of \\$350](#) applied directly to their account to cover past-due balances. [The maximum value of the credit is the lesser of the customer's past-due balance or \\$350.](#) As additional data is collected on LEAP, this limit may be modified by a Board action without an update to this Policy.
- g. Assistance is provided on a first-come, first-served basis [with non means-testing requirement](#).



CONSTRUCTION MANAGEMENT SERVICES OVERVIEW

BOARD OF DIRECTORS MEETING | OCTOBER 15, 2024

OUTLINE



01 Construction Activities at AlexRenew

Overview of current and upcoming construction activities at AlexRenew's Water Resource Recovery Facility

02 Construction Management Framework

Structure of construction management services contract

03 Construction Management Scope

Roles and responsibilities for services provided under the construction management contract

04 Next Steps

Procurement timeline for construction management services



ALEXRENEW

CURRENT AND UPCOMING CONSTRUCTION

Tertiary
Systems
Upgrade

Centrate
Pretreatment
Upgrade

RiverRenew

Preliminary and Primary
System Upgrade Project

Solids
Upgrade
Program

Job Order
Contracts

CONSTRUCTION MANAGEMENT FRAMEWORK



CONSTRUCTION MANAGER

SOLIDS UPGRADE PROGRAM

Type: CMAR
Contractor: PC Construction
Engineer: Stantec
Inspections: Stantec

PRELIMINARY AND PRIMARY SYSTEMS UPGRADE PROJECT

Type: CMAR
Contractor: Ulliman Schutte
Engineer: GHD
Inspections: GHD

TERTIARY SYSTEMS UPGRADE PROJECT

Type: Progressive Design-Build
Design-Builder: TBD
Inspections: Construction Mgr

CENTRATE PRETREATMENT UPGRADE PROJECT

Type: Design-Bid-Build
Contractor: TBD
Engineer: Jacobs
Inspections: Construction Mgr

JOB ORDER CONTRACTORS

Type: Task Order
Contractor: ACE, PC, FHP
Engineer: Varies
Inspections: Construction Mgr

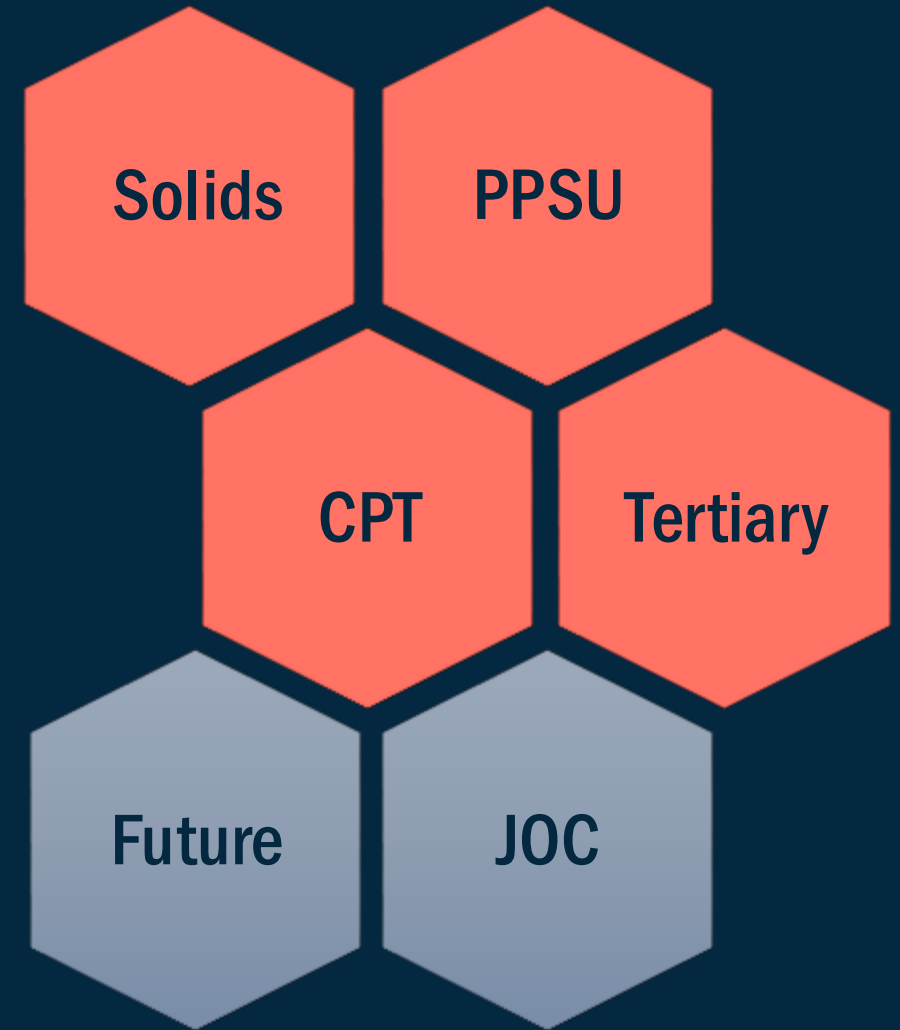


CONSTRUCTION MANAGEMENT SCOPE

- / Construction Management Oversight Services
- / Procurement Phase Services
- / Preconstruction and Design Phase Services
- / Resident Engineering and Inspection Services
- / Job Order Contract Services

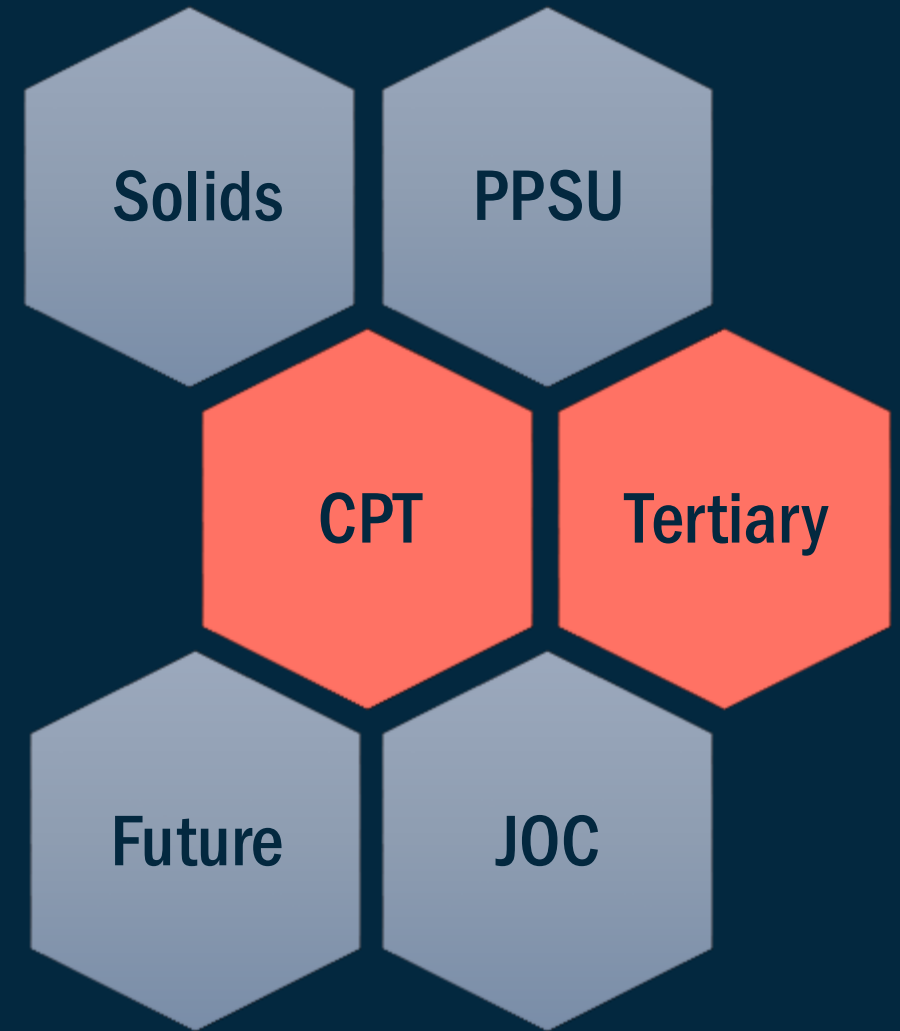
CONSTRUCTION MANAGEMENT OVERSIGHT SERVICES

- / Oversee construction activities
- / Coordination across all projects (plant impacts, traffic, safety, space, etc.)
- / Implement, establish, and maintain a Construction Management Information System
- / Establish procedures and manage change orders
- / Monthly reporting on schedule and cost
- / Oversight of resident engineering and inspection teams for Solids and PPSU projects
- / Payment application reviews
- / Project close-out



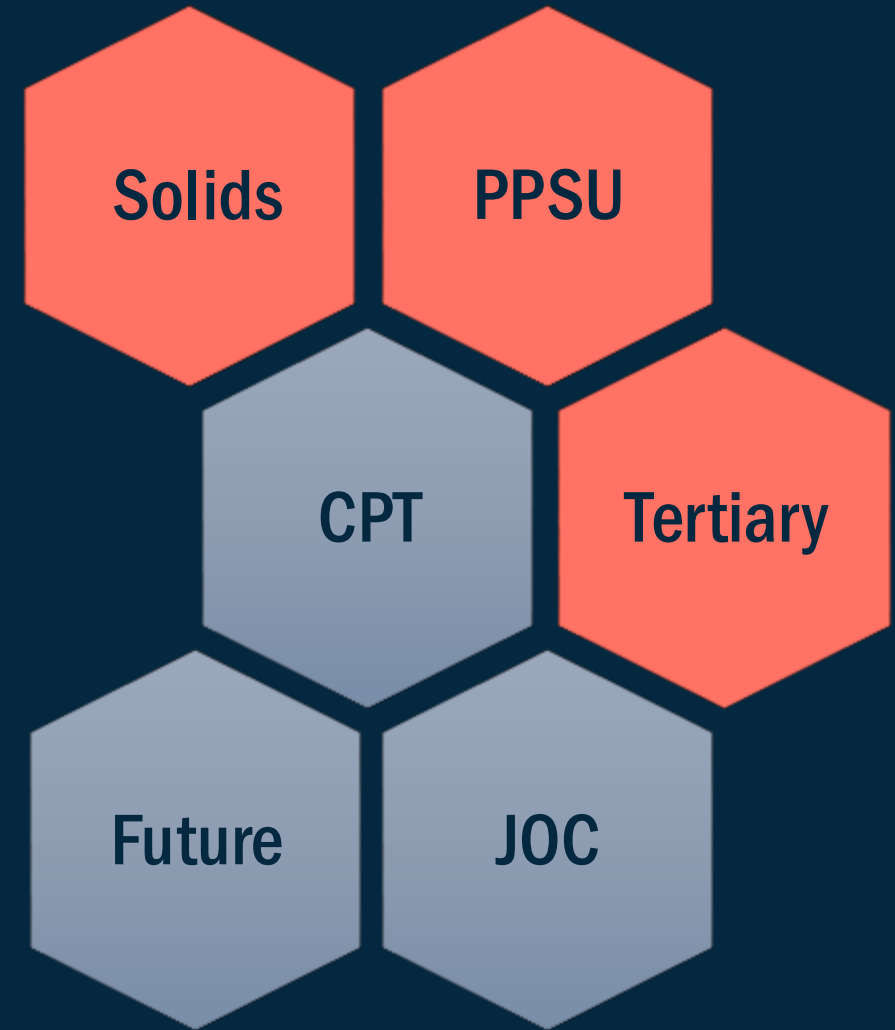
PROCUREMENT PHASE SERVICES

- / Constructability reviews
- / Procurement support for tertiary project – technical advisor and confidential meeting support



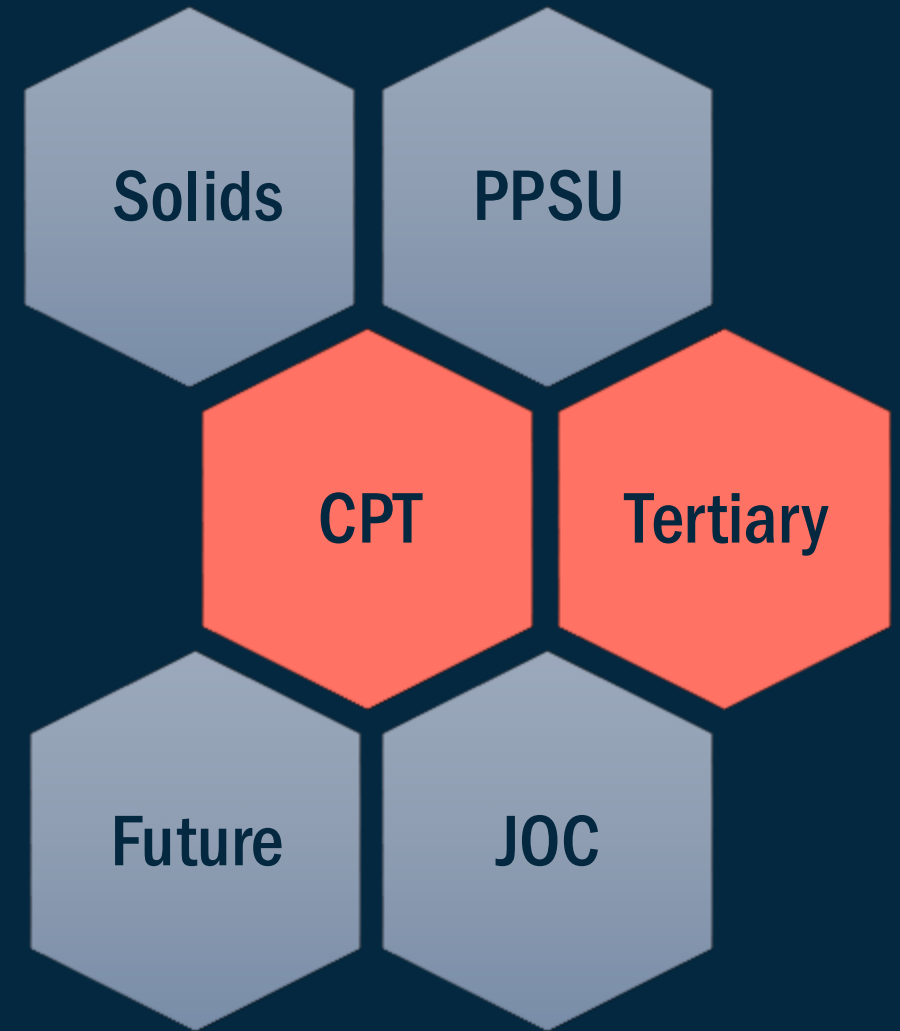
PRECONSTRUCTION AND DESIGN PHASE SERVICES

- / Constructability reviews
- / Cost estimate reviews
- / Schedule reviews



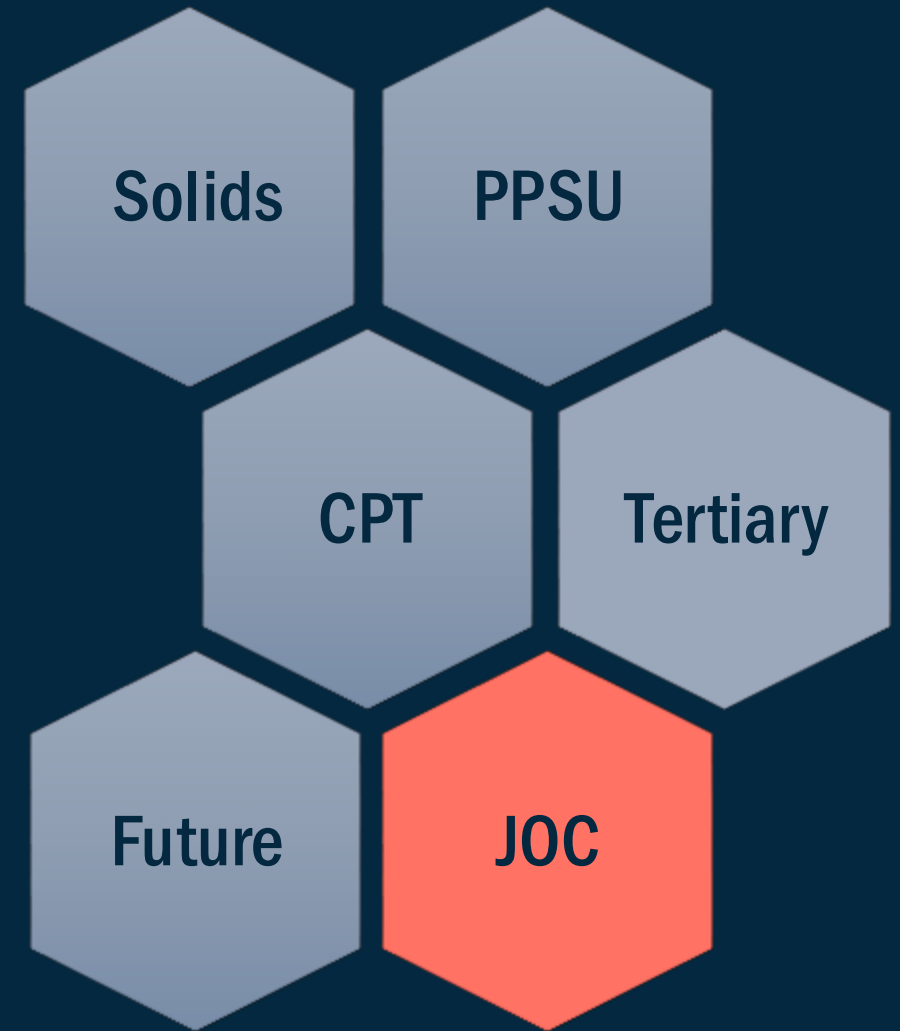
RESIDENT ENGINEERING AND INSPECTION SERVICES

- / Work inspections and documentation
- / Cost estimating and management
- / Safety compliance and monitoring
- / Quality management
- / Permit compliance and monitoring
- / Submittal reviews
- / Start-up, commissioning, and close-out



JOB ORDER CONTRACT SERVICES

- / Task order management
- / Price proposal review and negotiation
- / Prepare independent cost estimates
- / Inspection services
- / Change management
- / Facilitate progress meetings
- / Start-up, commissioning, and close-out



CONSTRUCTION MANAGEMENT NEXT STEPS

July 2024

Issued Request for
Proposal Documents



September 2024

Proposals Submitted

Late October 2024

Negotiations with
Selected Respondent



November 2024

Board Approval

November 2024

Notice to Proceed







SOLIDS UPGRADE PROGRAM AMENDMENTS OVERVIEW

BOARD OF DIRECTORS MEETING | OCTOBER 15, 2024

OUTLINE



01

Solids Upgrade Program Overview

Description of project and CMAR delivery method

02

Guaranteed Maximum Price

Description of a Guaranteed Maximum Price (GMP), proposed amendments, and program capital costs

03

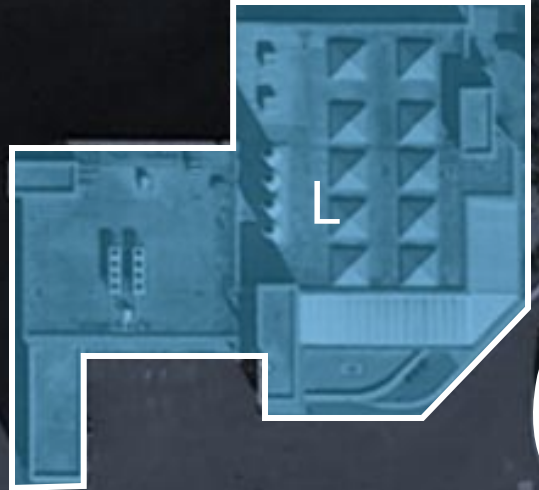
Next Steps

Overview of next steps

SOLIDS UPGRADE PROGRAM OVERVIEW



Payne St



Short-Term:

- New thickening and dewatering equipment
- Replacement of sludge mixers



Short-Term:

- Digester heat exchanger replacement
- Digester mixing replacement

Medium-Term:

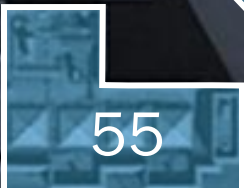
- Solids conveyance systems to Building C

Short-Term:

- Gravity thickener system overhaul

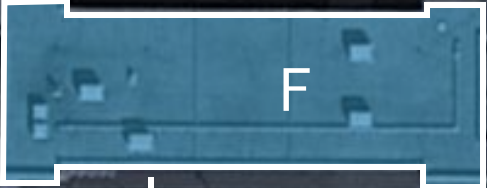
Medium-Term:

- Installation of solids dryer and building



Short-Term:

- Pasteurization decommissioning

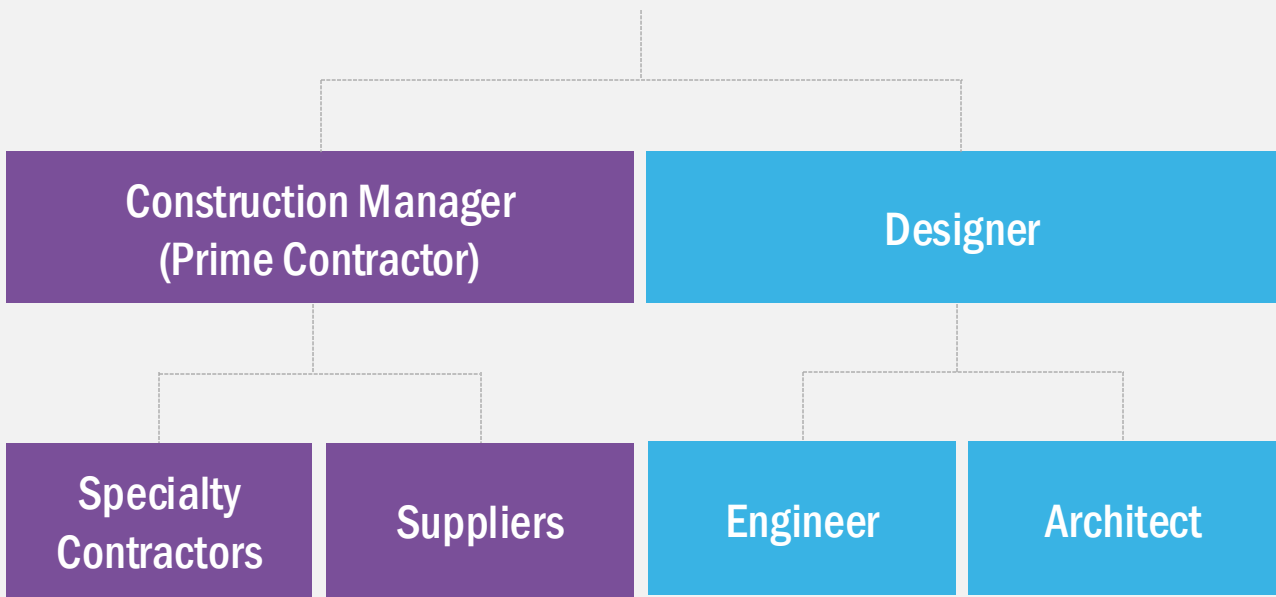


Medium-Term:

- New electrical equipment

SOLIDS UPGRADE PROGRAM WAS PROCURED AS CONSTRUCTION MANAGEMENT AT-RISK (CMAR)

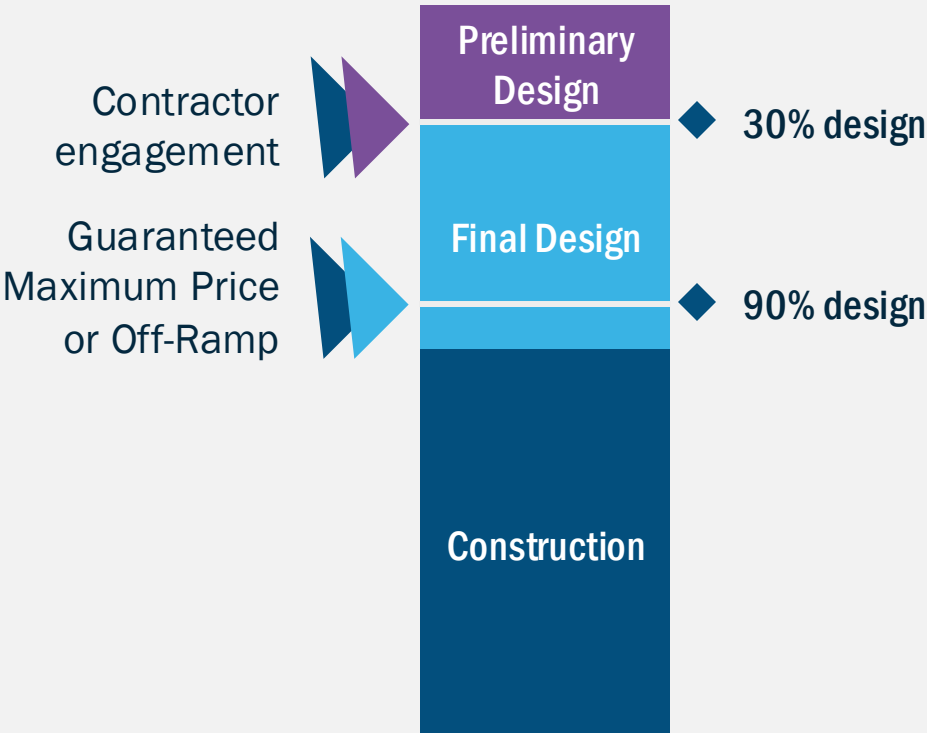
Construction Management At-Risk Structure



Key points

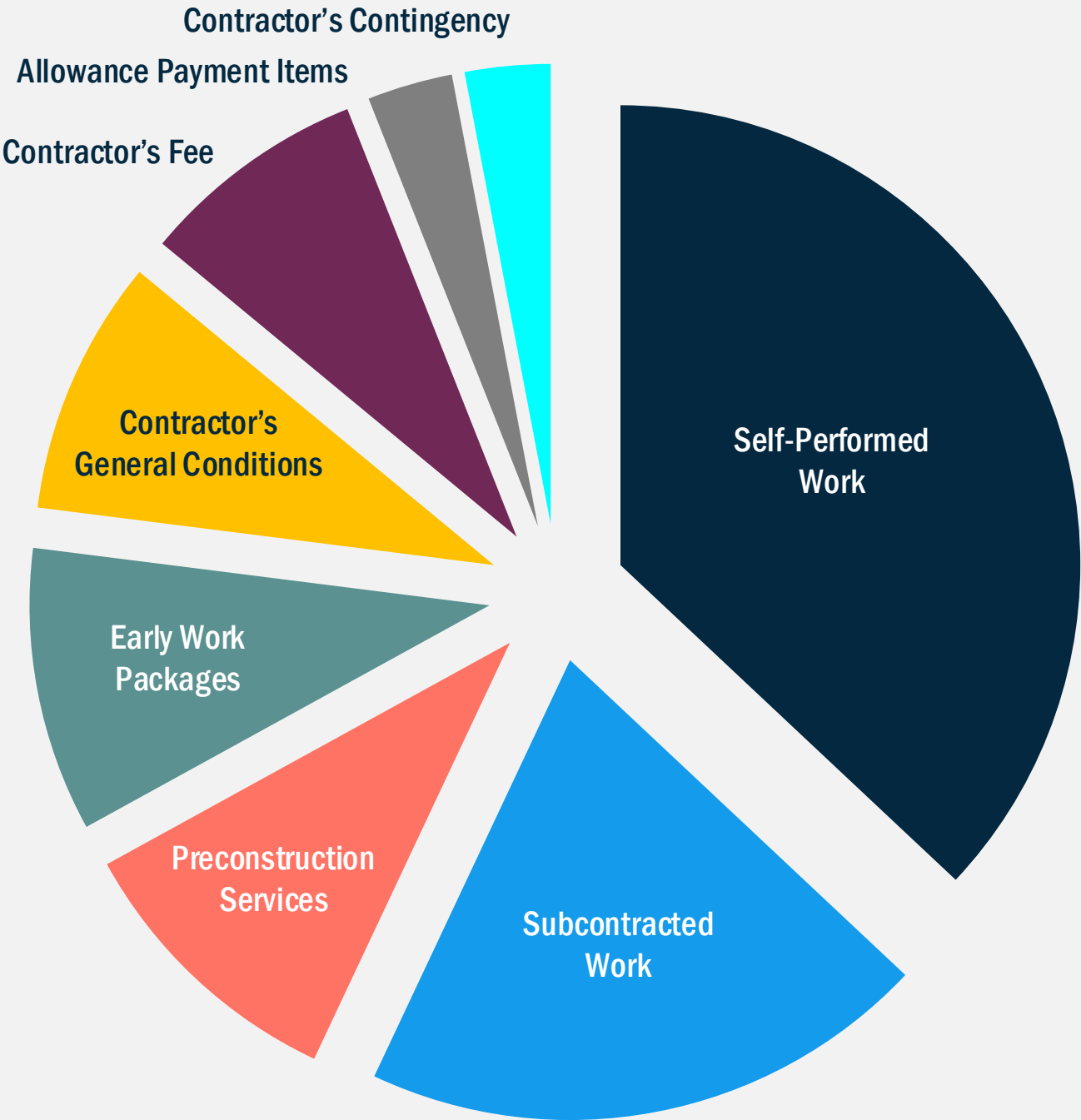
- College roommate/forced marriage
- Design completed in parallel with construction planning and estimating
- Open book pricing
- Construction after mutual price agreement
- Off-ramp

Contractor engagement and cost certainty

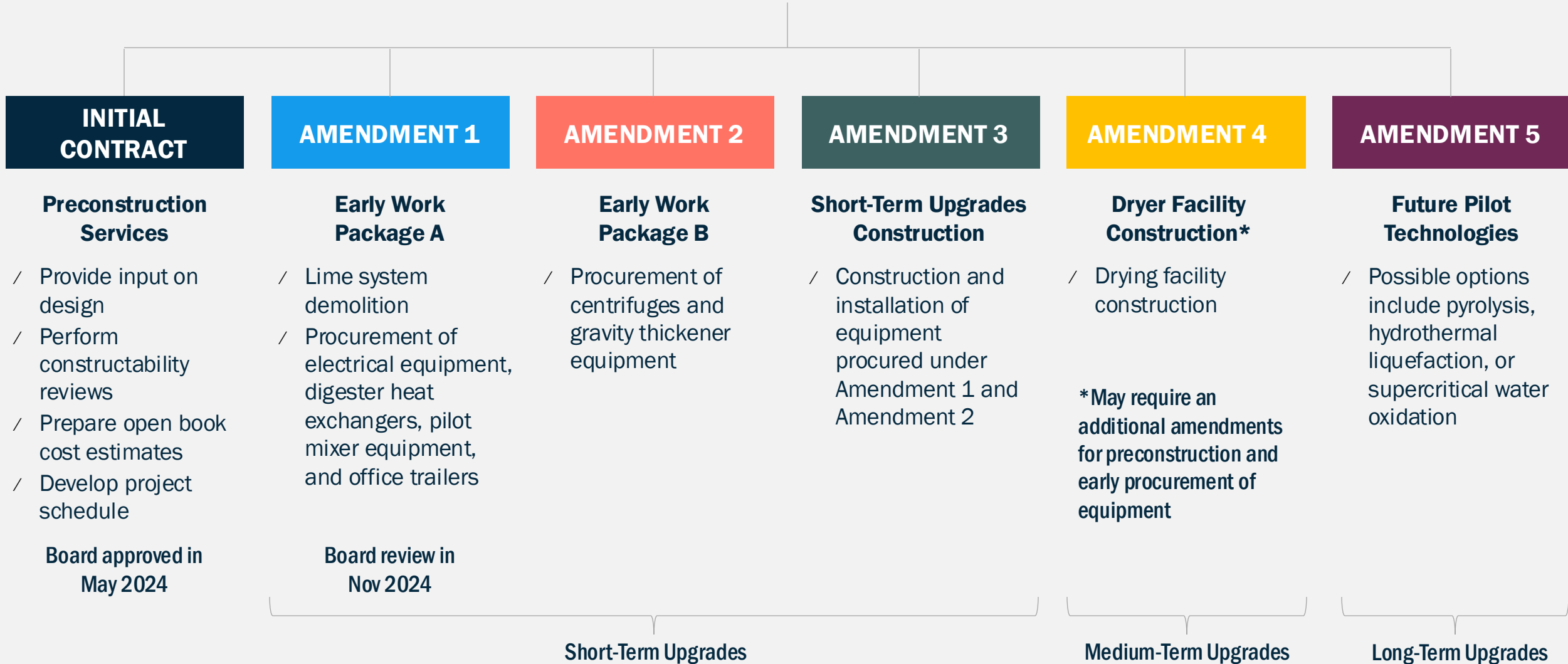


GUARANTEED MAXIMUM PRICE

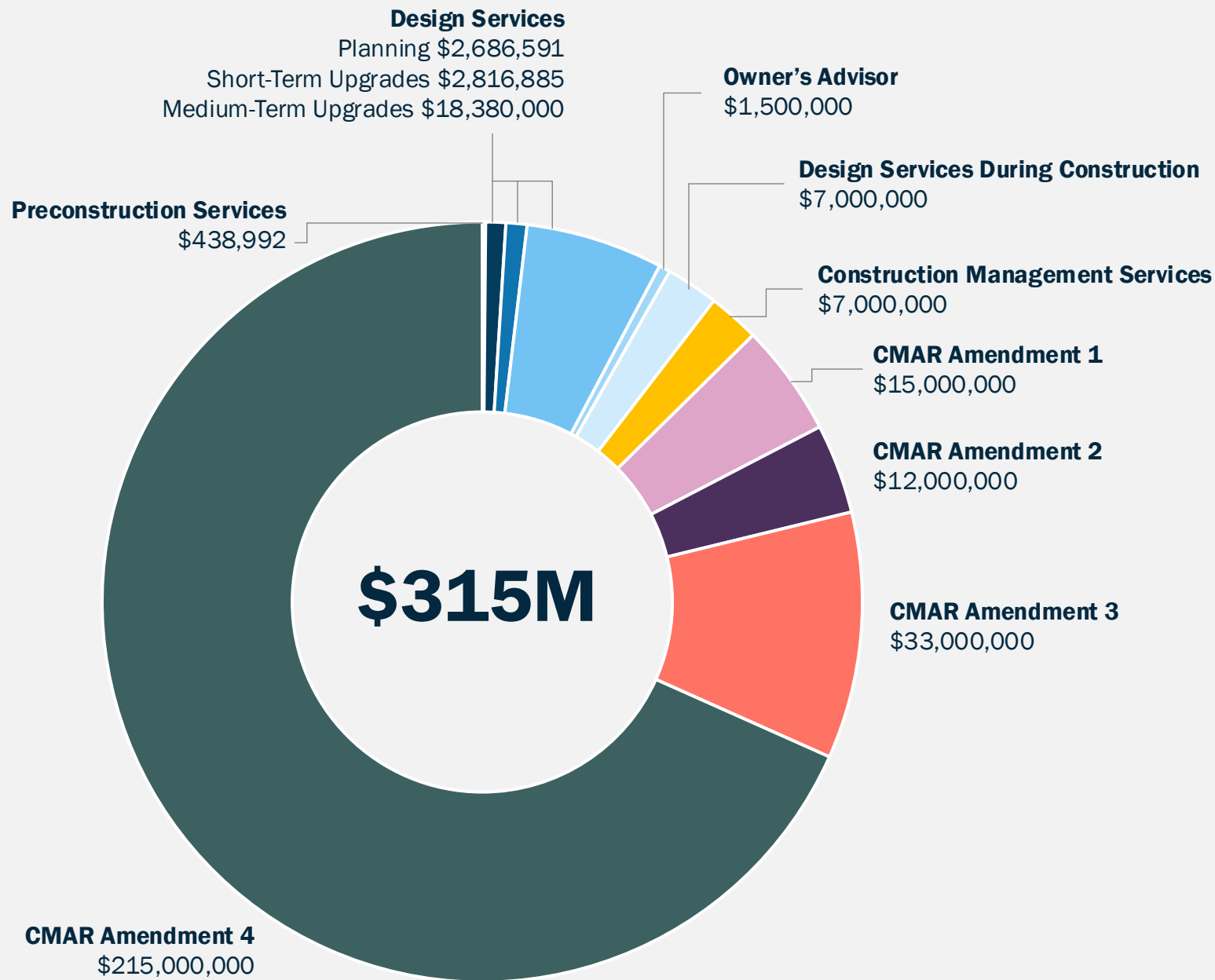
A guaranteed maximum price (GMP) sets a not-to-exceed cost for how much an owner will pay a contractor for completing the work outlined in the contract. Typically, a GMP reimburses a contractor for the items shown in the pie chart at the right.



SOLIDS UPGRADE PROGRAM GMP



All amendments require Board review and approval



2022-2030 (CALENDAR YEAR)

SOLIDS UPGRADE PROGRAM CAPITAL COST

Estimated capital cost as of October 1, 2024, based on the following costs and assumptions:

- Preconstruction Services: Actual cost
- Design Services Planning: Actual cost
- Design Services Short-Term Upgrades: Actual cost
- Design Services Medium-Term Upgrades: Proposed costs
- Owner's Advisor: Proposed costs
- Design Services During Construction: Rough Order of Magnitude
- Construction Management Services: Rough Order of Magnitude
- Amendments 1-3: Contractor's Class 5 estimate
- Amendment 4: Contractor's Rough Order of Magnitude

NEXT STEPS

- November 19: Presentation of Amendment 1 for Board approval
- Winter 2025: Presentation of Amendment 2 for Board approval
- Spring 2025: Lime system demolition begins
- Summer 2025: Presentation of Amendment 3 for Board approval
- Summer 2025: Construction begins
- Spring 2029: Short-term upgrades completed





MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: October 15, 2024

SUBJECT: *New Business, Joint Use*
Review and Approve Amendment to Contract 21-015 with Stantec Consulting Services, Inc. (Stantec) for professional engineering services to support design efforts associated with the Solids Upgrade Program

Issue

An amendment is required to Contract 21-015 to support design efforts associated with the Solids Upgrade Program.

Recommendation

Staff respectfully requests the Board of Directors (Board) authorize the Chief Executive Officer to execute an amendment to Contract 21-015 to support design efforts for the Solids Upgrade Program.

Budget and Funding

Funding for the amendment to Contract 21-015 is included in the approved Fiscal Year (FY) 2025 budget for the Solids Upgrade Program. The budget for the contract amendment, anticipated to cover the period of June 2024 through August 2027, is not-to-exceed \$19,880,000.

Discussion

In July 2022, AlexRenew entered into an agreement with Stantec to support a long-term plan (Plan) to upgrade and build resilience into our solids processing infrastructure. The Plan was developed to look at the reliability and functionality of our equipment and adaptations necessary to meet future regulatory requirements.

The Plan identified several short-term upgrades to improve the reliability of aging equipment and maintain permit compliance; medium-term solutions to reduce the quantity of biosolids, diversify their end use, and minimize regulatory risk; and long-term concepts for adapting to future solids management scenarios. This roadmap for upgrading solids infrastructure ensures a sustainable, resilient future for solids management at AlexRenew. The implementation of the Plan is referred to as the Solids Upgrade Program and referred to herein in the following sections.

Contract 21-015 with Stantec is a professional services agreement that structures work into a series of task orders. Task orders executed to date with Stantec are summarized in Table 1.

Table 1. Task orders with Stantec through September 2024 in support of the Solids Upgrade Program

Task Order	Description	Cost	Date Executed
1	Baseline condition assessment, determination of organizational readiness, and development of initial solids alternatives	\$1,095,865	Jul 2022
2	Design services to support Job Order Contracts related to solids processes	\$75,000	Aug 2023
3	Detailed analysis of solids alternatives and development of solids roadmap	\$1,515,726	Oct 2023
4	Design services to support short-term solids upgrades	\$2,816,885	Nov 2023

Design services are needed for the medium-term solutions associated with the Solids Upgrade Program, which includes design of a thermal drying facility to reduce solids quantities and minimize future regulatory risk. A thermal drying facility uses heat to remove moisture from our biosolids effectively reducing volume and in-turn hauling costs. A reduction in hauling reduces the risk of high landfill costs for biosolids should land application of biosolids regulations change. The dryer technology is also compatible with future solids management technologies under consideration as part of the long-term concepts identified in the Plan. A thermal drying facility sets up AlexRenew for success for a resilient future for solids management. Therefore, AlexRenew proposes to issue a task order amendment to Stantec to perform design services to ensure continuity with planning and design development. Table 2 summarizes the proposed amendment to Contract 20-015 (Task Order 5).

Table 2. Summary of Stantec's costs for proposed amendment to Contract 20-015 (Task Order 5)

Item	Cost	Schedule
Planning and Preliminary Engineering	\$4,770,000	Jun 2024 – Sept 2025
Final Design	\$13,610,000	May 2025 – Jul 2027
Owner's Advisor	\$1,500,000	Jun 2024 – Jul 2027
Total	\$19,880,000	

In April 2024, AlexRenew procured a contractor through a construction management at-risk (CMAR) contract to construct the short-term upgrades, medium-term upgrades, and pilot long-term solutions associated with the Solids Upgrade Program. The Board approved this contract in May 2024 with PC Construction to provide preconstruction services in the amount of \$440,000.

For tracking purposes, Table 3 summarizes all capital costs approved to-date.

Table 3. Summary of Solids Upgrade Program capital costs through October 2024

Item	Entity	Cost
Planning and Design Services	Stantec	\$5,503,476
Construction Services	PC Construction	\$440,000

This action enables our strategy of Operational Excellence.

ACTION TAKEN

Approved:

Disapproved:

Approved with Modification:

Modification(s):

MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: October 15, 2024

SUBJECT: *New Business, Alex-Only*
Review and Approve Contract 25-003 with Keller Brothers, Inc. (Keller) for the Environmental Center 5th Floor Project

Issue

A contractor is needed to construct improvements to the 5th Floor of AlexRenew's Environmental Center (5th Floor Project).

Recommendation

Staff respectfully requests the Board of Directors (Board) authorize the Chief Executive Officer to execute Contract 25-003 with Keller to construct the 5th Floor Project.

Budget and Funding

Contract 25-003 includes construction services associated with the 5th Floor Project but does not include costs for furniture and other appurtenances procured via separate contracts. The construction value of \$2,003,552 associated Contract 25-003 is included in the Fiscal Year (FY) 2025 Capital Budget. Construction is anticipated to last from October 2024 through April 2025 and be fully spent within FY2025.

Discussion

Construction of AlexRenew's Environmental Center was completed in 2016. The building includes six (6) floors to support our mission and Strategic Plan. All floors, except for the 5th Floor, were finished when the building was occupied. At the time, AlexRenew's staffing levels did not warrant the need for office space on the 5th Floor and the floor was reserved to meet future needs. Over the last 5 years the space has been primarily used as temporary office space for AlexRenew's construction and inspection teams.

AlexRenew has been planning to build out the 5th Floor over the last few years, initially to provide a mix of staff office space and records retention/storage area. However, to support the City's renovation of City Hall, AlexRenew and the City began discussions to lease a portion of the 5th Floor space to accommodate the City's Transportation and Environmental Services (T&ES) Infrastructure and

Environmental Quality Branch (IEQ). This branch of T&ES includes the Sanitary Infrastructure, Stormwater Management, and Environmental Quality Divisions.

Recognizing that AlexRenew and T&ES IEQ share similar missions and objectives, staff negotiated a Lease with the City that would allow the parties to co-locate on the 5th Floor. The arrangement will provide additional opportunities for enhanced collaboration and resource efficiency in the future.

The City will fund 60 percent of the construction costs and costs for furniture, fixtures, and equipment. AlexRenew will cover the remaining 40 percent of construction costs as well as the design fee via Alexandria Only funds.

AlexRenew conducted a procurement process in accordance with the Virginia Public Procurement Act § 2.2-4317 and 2.2-4302 and AlexRenew's adopted *Prequalification Process for Construction Projects*. The two-step procurement process included an Invitation to Apply for Prequalification (IPQ) and an Invitation to bid (ITB). The IPQ was released in July 2024 and six (6) contractors provided Prequalification Applications in response to the IPQ. In August 2024, AlexRenew prequalified all six (6) contractors.

In August 2024, AlexRenew issued the ITB to the prequalified contractors. Four (4) of the six (6) prequalified contractors submitted bids in September 2024. All bids received were well under the engineer's estimate of \$3,565,563. Table 1 summarizes the bid results.

Table 1. Summary of ITB 25-003 Bids

Bidder	Total Bid Price
Engineer's Estimate	\$3,565,563
Keller Brothers, Inc.	\$2,003,552
Bidder A	\$2,050,000
Bidder B	\$2,267,354
Bidder C	\$2,500,000

Keller Brothers, Inc. is the lowest responsive and responsible bidder with a bid of \$2,003,552.

The total construction, furniture, fixtures, and equipment cost associated with the 5th Floor Project is currently projected to be \$2,522,871, with AlexRenew's contribution being \$1,009,149. A breakdown of the total cost associated with the Project is illustrated in Table 2 and includes furniture and raised access flooring, which were procured under separate contracts.

Table 2. Total construction, furniture, fixtures, and equipment cost associated with the 5th Floor Project

Item	Cost	City Contribution (60%)	AlexRenew Contribution (40%)
Construction (Keller)	\$2,003,552	\$1,202,131	\$801,421
Furniture (separate contract)	\$403,719	\$242,231	\$161,488
Raised Access Flooring (pre-purchased)	\$115,600	\$69,360	\$46,240
Total	\$2,522,871	\$1,513,722	\$1,009,149

This action supports our strategic goal of Strategic Partnerships.

ACTION TAKEN

Approved:

Disapproved:

Approved with Modification:

Modification(s):

Monthly Report

Reporting Period: September 1-30, 2024

This report represents a summary of AlexRenew's progress toward its strategic goals – Operational Excellence, Thriving Workforce, Strategic Partnerships, Environmental Sustainability, and Commitment to the Community for September 2024.

1 Operational Excellence

Performance of AlexRenew's operations is reviewed and evaluated monthly to oversee operational excellence and the proactive steps to meet current and future challenges.

1.1 Water Resource Recovery Facility (WRRF) Performance

Precipitation for September was 2.31 inches of rain which is below the historical average precipitation of 3.65 inches for the month.

AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for September 2024 as outlined in Table 1.1.

Table 1.1. Summary of VPDES Permit VA0025160 Effluent Parameters

	Average Flow	Carbonaceous Biochemical Oxygen Demand	Total Suspended Solids	Ammonia (as N)	Total Phosphorus	Dissolved Oxygen	Total Nitrogen	Total Nitrogen Load	Total Phosphorus Load
	MGD	Monthly Average (mg/L)	Monthly Average (mg/L)	Monthly Average (mg/L)	Monthly Average (mg/L)	Minimum (mg/L)	Annual Average (mg/L)	Year-to-Date (lb)	Year-to-Date (lb)
Permit	54.0	5.0	6.0	Seasonal (1)	0.18	6.0	3.0	493,381	29,603
Reported	29.8	<2	4.4	0.02	0.09	7.4	1.7	198,173	6,664

Notes: (1) Ammonia has seasonal limits April – October: 1.0 mg/L

1.2 Capital Improvement Program

Specific projects within AlexRenew's Capital Improvement Program (CIP) are highlighted monthly to support operational excellence.

In July 2023, the Board approved three (3) Job Order Contracts (JOC) to support AlexRenew's ongoing construction and maintenance needs. To date, a total of \$2.3 million of work has been completed under the JOC contracts. Table 1.2 summarizes the status of JOC task orders.

Table 1.2. Summary of JOC Task Orders

Task Order	Estimate	Status
Four Mile Run Pumping Station Valve Modifications	\$480,000	Work ongoing
Tertiary Settling Tank Valve Replacement	\$425,000	Work ongoing
WRRF General Housekeeping	\$350,000	Work ongoing
Building A Flare System Repairs (2)	\$765,000	Work ongoing
Environmental Center Improvements	\$200,000	Work ongoing
Primary Sludge Pump Upgrades	TBD	Scoping
Plant Air Compressor Upgrades	\$645,000	Work ongoing
Primary Sludge Loop Cleaning and Valve Replacements	\$300,000	Work ongoing
Building L W1 Booster Pump Skid Replacement	\$265,000	Work ongoing
WRRF Tank Access Improvements	\$450,000	Work ongoing
Sodium Hypochlorite System Repairs (2) (3)	\$950,000	Work ongoing
Building M Fire Suppression System Upgrades	TBD	Scoping
Grit Channel Repairs	TBD	Scoping
Potomac Yard Pumping Station Repairs	\$225,000	Work ongoing
Ferric Chloride Pump Replacement	\$100,000	Work ongoing
Sludge Sample Line Improvements	\$50,000	Work ongoing
Building K Pista Grit Improvements (1) (2) (3)	\$175,000	Completed
Valve Train Chamber Emergency Repairs (1)	TBD	Scoping
Post Aeration Tanks Solids Removal (1)	TBD	Scoping

Notes: (1) New task order; (2) Estimate updated; (3) Status updated

1.3 RiverRenew

Updates on RiverRenew are outlined in the RiverRenew Dashboard.

1.4 Additional Capital Projects

In July 2024 AlexRenew issued a request for proposals (RFP) for construction management services to support construction oversight of AlexRenew's capital projects. On September 10, AlexRenew received two (2) proposals in response to the RFP. Staff is providing an overview of this item as Tab 5 in this month's Board package and a contract is anticipated for Board review in November.

On September 24, AlexRenew received bids in response to an invitation to bid (ITB) for the Environmental Center 5th Floor Project. This item is presented for Board approval in as Tab 8 in this month's Board package.

1.4 Sole Source and Emergency Contracts

There were no sole source or emergency contracts executed in September.

1.5 Other Items

In September, the U.S. Environmental Protection Agency issued the *Final Recommended Aquatic Life Criteria and Benchmarks for Select PFAS*. Results from AlexRenew's most recent sampling effort are significantly below the criteria in the recommendation.

2 Thriving Workforce

Efforts toward the thriving workforce strategic goal are highlighted monthly to report progress in investing in our staff and fostering a culture of belonging.

In September, AlexRenew staff received training on the new computerized maintenance management system (CMMS) in support of AlexRenew's asset management program.

Since August 3, 2023, AlexRenew has logged 246,449 hours without a lost time accident.

3 Strategic Partnerships

AlexRenew continues to foster strategic partnerships that promote watershed-level thinking through collaboration and advocacy.

During the week of September 9, staff represented AlexRenew at this year's joint annual meeting of the Virginia Water Environment Association and the Virginia Section of the American Waterworks Association. Staff presented on AlexRenew's community engagement efforts, RiverRenew, biogas, and nutrient management operations.

In support of our shared value around community benefit, AlexRenew and the Alexandria Soccer Association (ASA) entered into an agreement for ASA's use of AlexRenew's visitor parking lot on evenings and weekends. In exchange, ASA will support promotion and fundraising of AlexRenew's Lifeline Emergency Assistance Program to support customers struggling to pay their sewer bills.

AlexRenew is supporting the City of Alexandria's Adopt-a-Waterway program by adopting portions of Hooffs Run and Hunting Creek. By participating, AlexRenew commits to conduct cleanup activities at least once a year to remove trash along the waterbodies' banks, contributing to the City's efforts to enhance and improve its waterways.

4 Environmental Sustainability

Each month, progress is reported on AlexRenew's work toward environmental sustainability, with the goal of being good stewards of our resources and minimizing our impact on the environment.

AlexRenew produced 2,065 wet tons of biosolids that were beneficially reused on farms in the Virginia counties of Essex and King George.

AlexRenew recycled 80.1 million gallons of water to support its operations. Plant processes used 2.12 million standard cubic feet of biogas produced onsite in the anaerobic digesters.

5 Commitment to the Community

Each month, progress is reported on AlexRenew's work toward strengthening connections with the public and providing affordable service.

5.1 FY2025 Operating and Capital Budget – Revenues and Expenses

Performance of AlexRenew's annual approved budget is reviewed and evaluated monthly to ensure overall organizational financial stability.

Table 5.1 summarizes AlexRenew revenues and expenditures for this period, including the following major takeaways:

- Wastewater Treatment Charge revenues (\$16.8 million) are trending slightly higher than projections;
- Operating and maintenance expenses are trending slightly below projections; and
- Total expenses (\$42.2 million) are currently trending lower than the budgeted expenses primarily due to the timing of capital expenditures. This timing also impacts debt proceed revenues (\$16.8 million), which are lower than budgeted as most current capital expenditures are funded through debt.

Table 5.1. Revenues and Expenses for through August 2024

Revenues and Expenditures	Total FY2025 Budget	FY2025 To-Date	% of Budget To-Date	% of FY2025 Completed	Total FY2025 Projected
Revenues					
Wastewater Treatment Charge	60,420,321	16,784,052	28	25	60,500,000
Fairfax Operating Expense Charge	12,838,293	3,209,573	25	25	12,700,000
Fairfax IRR* and Capital Contributions	40,753,072	5,418,090	13	25	30,000,000
Debt Proceeds and Other Sources	118,784,403	16,767,578	14	25	103,600,000
Total Revenues	232,796,090	42,179,293	18	25	206,800,000
Expenditures					
Operating and Maintenance	35,295,594	8,125,848	23	25	34,500,000
Parity Debt Service	22,290,196	5,075,045	23	25	20,300,000
IRR*	11,755,900	2,802,905	24	25	11,800,000
Capital	163,454,400	26,175,495	16	25	140,200,000
Total Expenditures	232,796,090	42,179,293	18	25	206,800,000

*IRR: Improvement, Renewal, and Replacement

The Master Indenture of Trust (Indenture) and Board Financial Policy require AlexRenew to maintain at least 120 days cash on hand. Additionally, the Indenture requires AlexRenew to maintain minimum debt service coverage of 1.1 times the parity debt service due in any fiscal year. The Board Financial Policy requires AlexRenew to maintain a higher minimum debt service coverage of at least 1.5 times. In both cases, AlexRenew currently exceeds its compliance standards as indicated in Tables 5.2a and 5.2b.

Table 5.2a. Cash Reserves

Item	FY2025 Budget	FY2025 Annualized	Percentage of Goal
Total Operating Cash	\$5,802,015	\$7,375,237	127%
Total General Reserve Sub-Fund Cash	\$5,802,015	\$5,802,015	100%
Total	\$11,604,030	\$16,262,426	114% (136 days)

Table 5.2b. Debt Service Coverage

Item	FY2025 Budget	FY2025 Annualized
Total Revenues	\$74,158,614	\$75,709,981
Less Operating Expenses	(\$35,295,594)	(\$34,500,000)
Net Revenue	\$38,863,020	\$41,209,981
Annual Debt Service	\$22,290,196	\$20,300,000
Calculated Coverage	1.75 times	2.03 times

5.2 Status of Customer Delinquencies

Figure 5.1 illustrates active AlexRenew accounts 60 or more days delinquent and total delinquent dollar amount owed over the last three (3) years. Major takeaways for this period include:

- The number of accounts delinquent by more than 60 days was 1,082, an increase of 215 accounts month-over-month;
- The total dollar amount owed to AlexRenew from these accounts totaled \$1,311,841, an increase of \$158,651 month-over-month; and
- Approximately 55 percent of the delinquency value is from residential accounts.

Throughout September, AlexRenew continued its communications campaign around payment plans. As of September 30, AlexRenew had 556 accounts enrolled in payment plans, representing \$859,423 in scheduled payments. This value represents approximately 66% of the current (September) arrearage.

On behalf of AlexRenew, Virginia American Water disconnected 46 customers for nonpayment of their sewer bill in September. These accounts were delinquent by \$47,244.78.

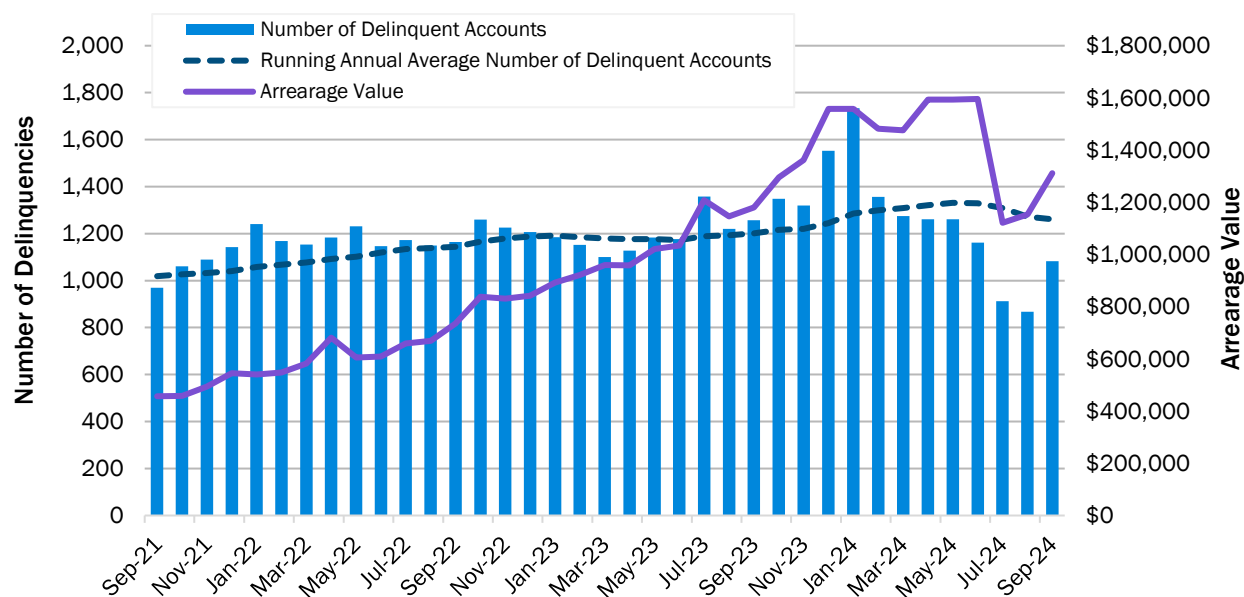


Figure 5.1. Active Accounts 60 or more days Delinquent

5.3 Customer Service and Community Engagement

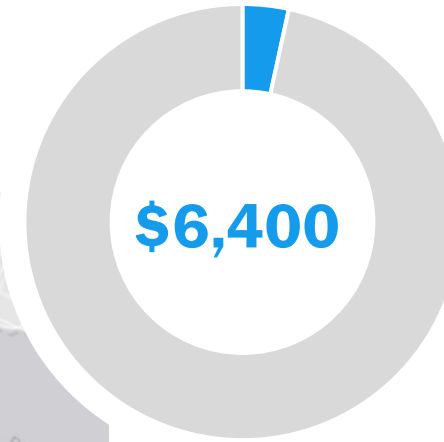
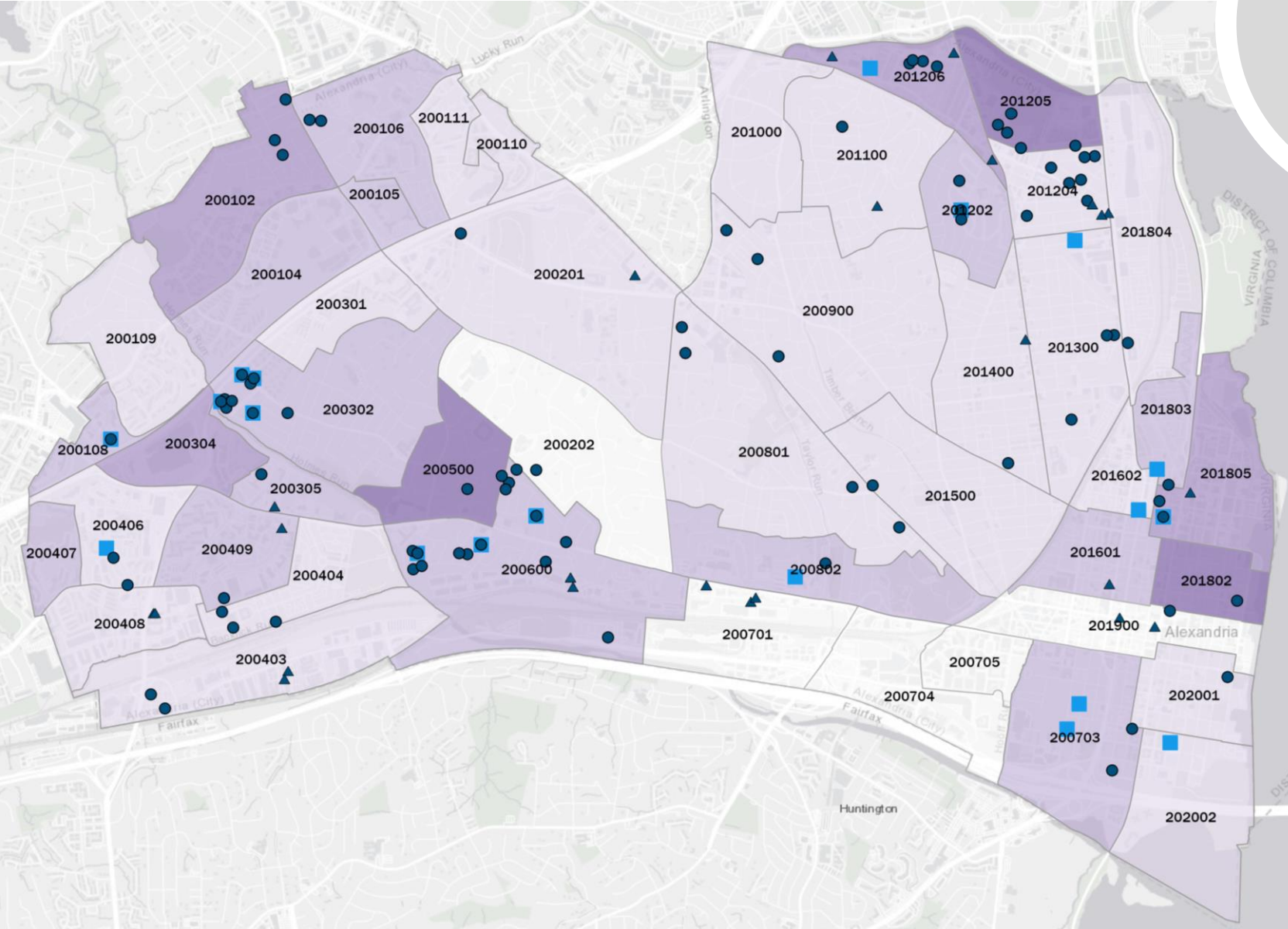
AlexRenew shares a monthly summary of its community engagement and customer service statistics to highlight its contributions toward its commitment to engagement and trust.

AlexRenew hosted tours for the Upper Occoquan Service Authority, Bucknell University, Chesapeake Bay Foundation, and the US Department of Commerce. We welcomed an estimated total of 365 visitors from the following organizations that hosted meetings on the 6th floor of the Environmental Center in September: Alexandria City Public Schools (120), Alexandria A Capella Collective (80), Islamic Relief USA (35), Alexandria Symphony Orchestra (20), Alexandria Soccer Association (15), Girl Scouts Troop (40), Kids First Years (25), and Cyber Green Group (30).

AlexRenew customer service received a total of 824 calls. Average wait time before calls were answered was 24 seconds. Call center staff answered 591 emails.

5.4 Lifeline Emergency Assistance Program (LEAP)

Updates on LEAP are outlined in the LEAP Dashboard.



Expended
To-Date

\$97,395.75
Remaining



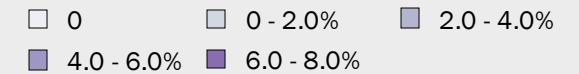
Customers Assisted



Service Disconnections
for Nonpayment

Legend

Percentage of Households Receiving SNAP

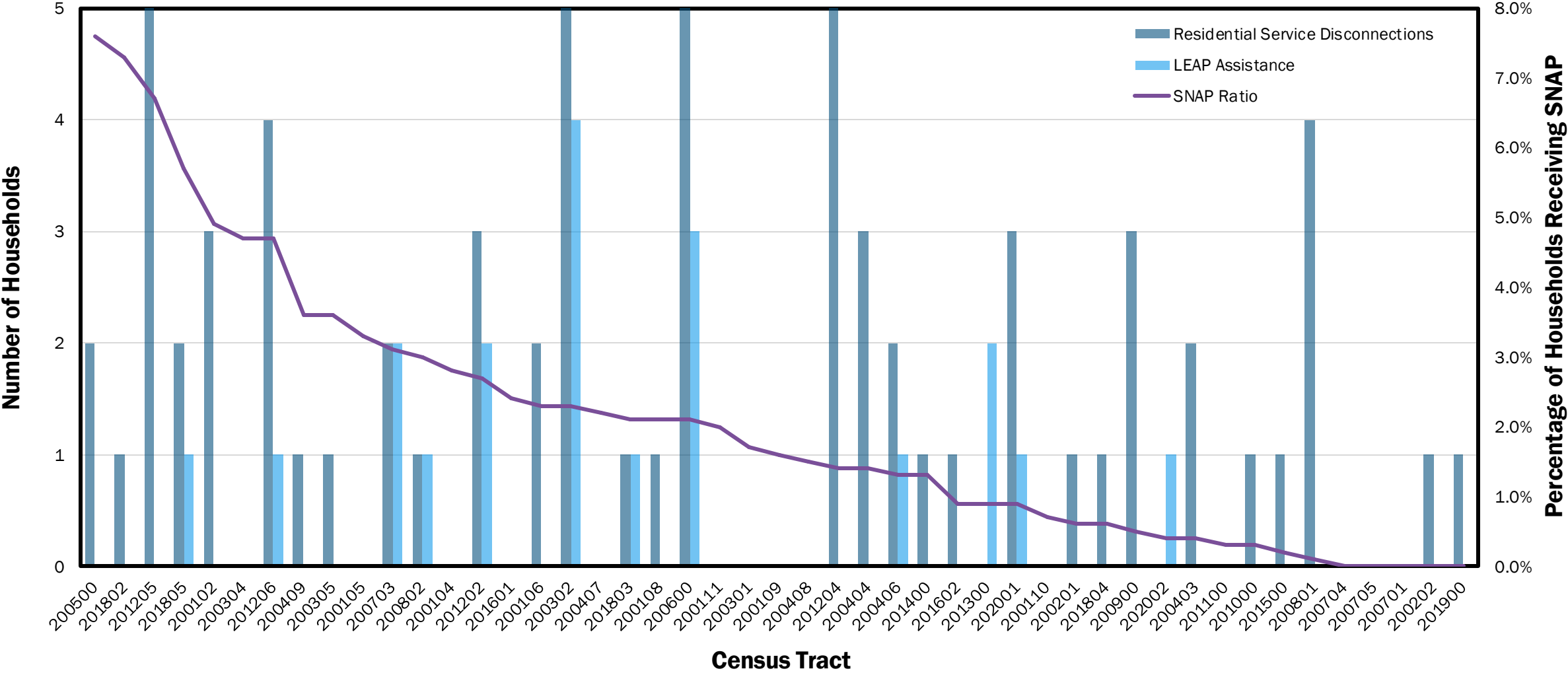


Averages: U.S. (12.5%); Virginia (3.0%); Alexandria (2.2%)

- Residential disconnections
- ▲ Commercial disconnections
- Residential customers receiving LEAP assistance

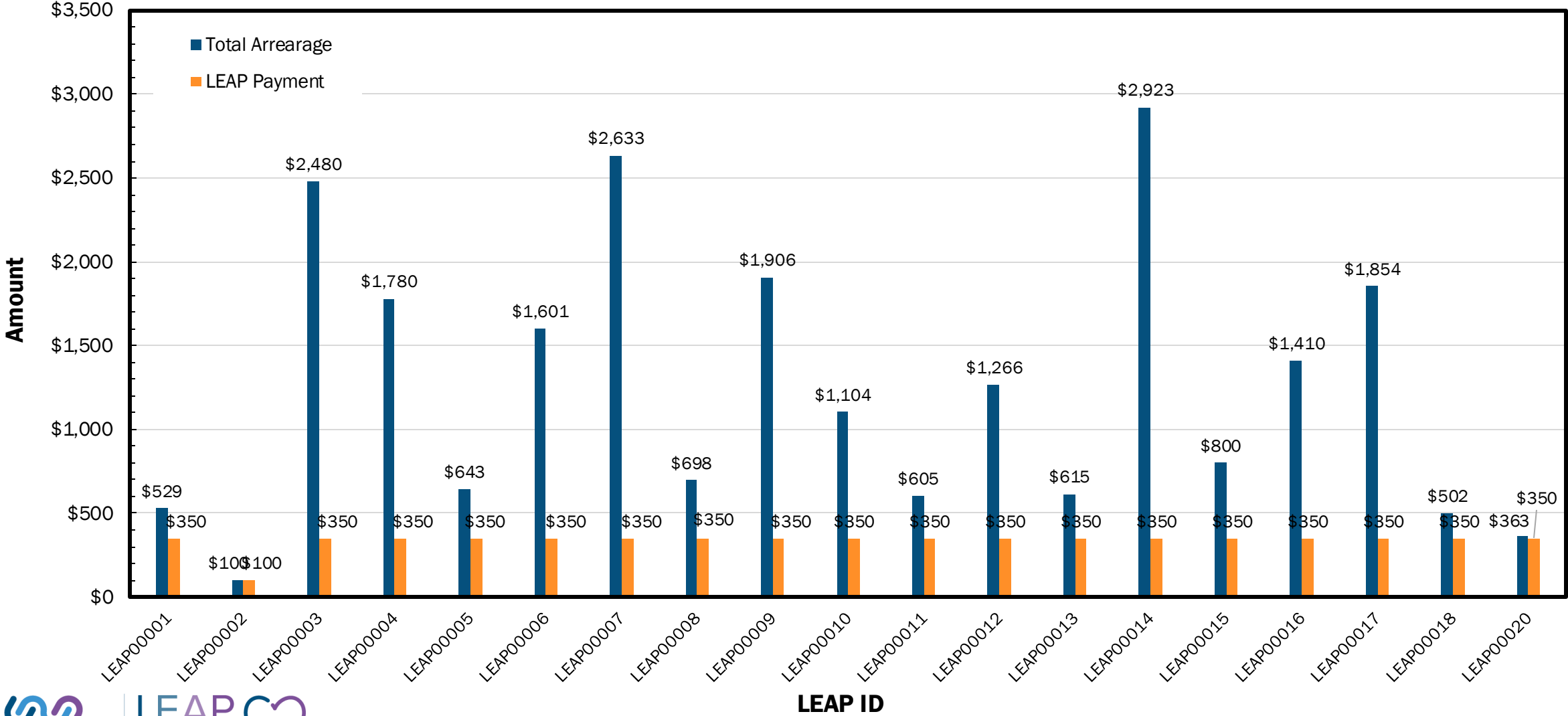
LEAP Assistance, Service Disconnections, and SNAP Ratio by Census Tract

September 30, 2024



LEAP Disbursements and Remaining Arrearage by Account

September 30, 2024



RiverRenew Board of Directors Dashboard



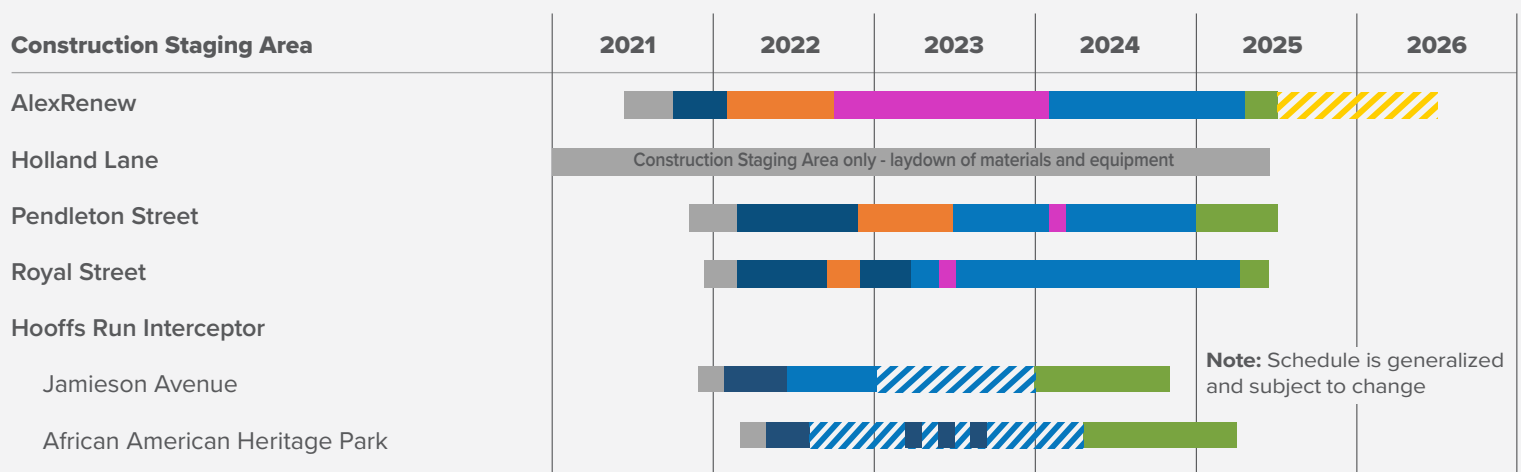
MONTH ENDING: SEPTEMBER 30, 2024

RiverRenew is a program owned and implemented by AlexRenew, Alexandria's wastewater treatment authority.

RiverRenew Overview

To improve the waterways that connect us, AlexRenew is implementing RiverRenew to prevent millions of gallons of combined sewage from polluting Alexandria's local rivers and streams each year. Three of the four RiverRenew projects are complete. The remaining Tunnel Project includes the construction of a new tunnel to connect AlexRenew's wastewater treatment plant to the four existing combined sewer outfalls, as illustrated on Page 4 of this dashboard. The phases of construction for the five primary construction sites are illustrated in the schedule below.

RiverRenew Tunnel Project Schedule



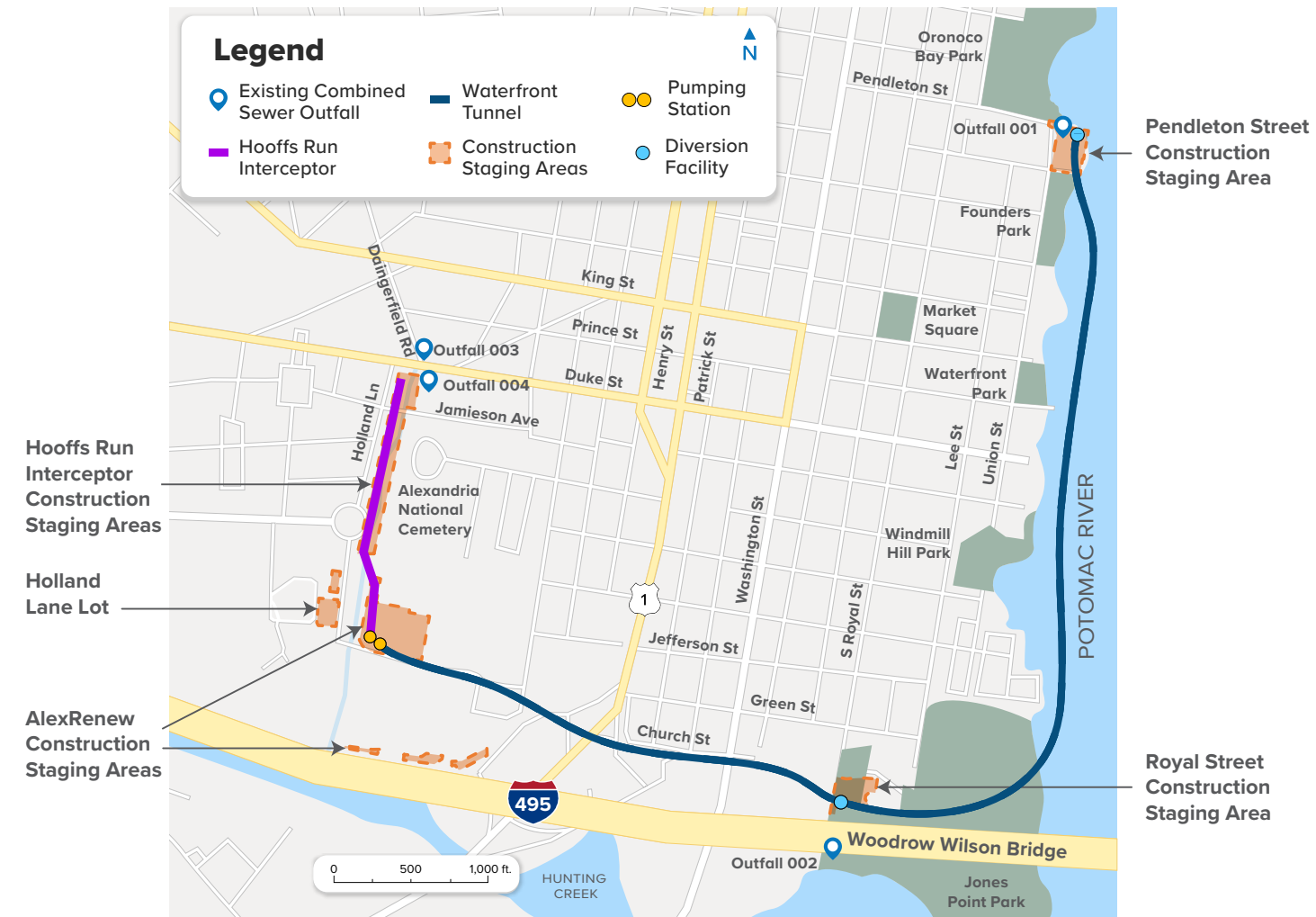
Site Preparation Support of Excavation Excavation Permanent Structures Restoration Tunneling Cut and Cover Project Extension

Summary of Major Tunnel Project Delays

Date:	Activity:
12/2021	Monitoring potential supply chain issues due to ongoing pandemic.
12/2021	COVID outbreak at tunnel segment mold plant in Slovenia. Manufacturing for tunnel segment molds relocated to Turkey. Anticipated one-month delay on tunnel segment molds.
1/2022	Concrete for shaft slurry walls delayed due to weather, COVID impacts, shortage of CDL drivers due to Omicron spike, and lack of concrete materials in the Greater Metro D.C. area. Monitoring schedule impacts to critical path.
2/2022	TBM fabrication and delivery delayed by three weeks. Monitoring schedule impacts to critical path.
4/2023	Due to the events in January and February 2022 (noted above), the Tunnel Project is currently 60 days behind schedule. The delay will primarily impact scheduled work at the AlexRenew site.
9/2023	Due to the delays noted above, the Tunnel Project is currently 90 days behind schedule. The delay will primarily impact scheduled work at the AlexRenew site.
3/2024	Legislation to extend the project's statutory deadline by one year to July 1, 2026 signed into law on 3/8/24 (SB372) and 3/20/2024 (HB71).

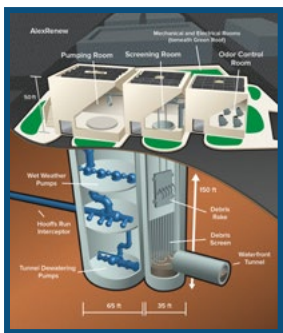
RiverRenew Tunnel Project Snapshot

The Tunnel Project includes the following major components: a two-mile-long, 12-foot-wide, 100-foot-deep tunnel; a six-foot-wide sanitary sewer interceptor; diversion facilities to capture combined sewer discharges; and two pumping stations.



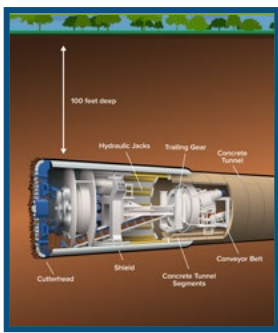
Hoofts Run Interceptor

Click [here](#) to learn more about activity at our Hoofts Run site.



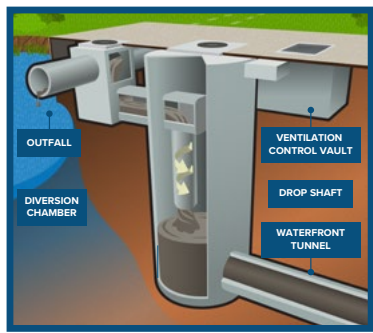
Pumping Station

Click [here](#) to take a 3D tour of RiverRenew's future pumping station.



Waterfront Tunnel

Complete!



Diversion Facility

Click [here](#) for an introduction to diversion facilities from two RiverRenew engineers.

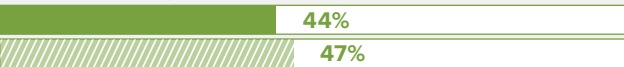
RiverRenew Tunnel Project Design-Build Progress

Overall Project Progress

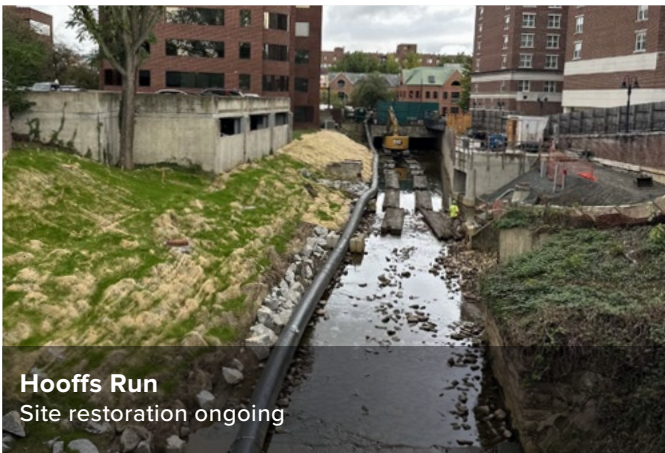
(Design and Construction)



Construction Progress*



Construction Progress*



Construction Progress*



Construction Progress*



LEGEND: ■ Actual Progress ▨ Planned Progress

Actual Progress as of September 30, 2024. *The planned progress for each construction staging area reflects the Design-Builder's schedule as of September 2024.

RiverRenew Tunnel Project

Six-Month Look-Ahead

Work Hours

NORMAL WORK HOURS

Pendleton Street	7 a.m. – 6 p.m.
Royal Street	24/7
Hooffs Run	7 a.m. – 6 p.m.
AlexRenew	24/7

Community Outreach

Event	Date
RiverRenew SAG Meeting No. 4	Dec 19, 2024

Pendleton Street

MAJOR WORK ACTIVITIES

Activity	Date
Permanent concrete structures construction	Ongoing through Winter 2024

Hooffs Run

MAJOR WORK ACTIVITIES

Activity	Date
North of Jamieson Ave	
Site restoration	Ongoing through Fall 2024
African American Heritage Park	
Site restoration	Ongoing through Spring 2025

Royal Street

MAJOR WORK ACTIVITIES

Activity	Date
Excavation for diversion facility	Ongoing through Fall 2024
Permanent concrete structures construction	Ongoing through Spring 2025
Permanent drop shaft concrete construction	Ongoing through Spring 2025

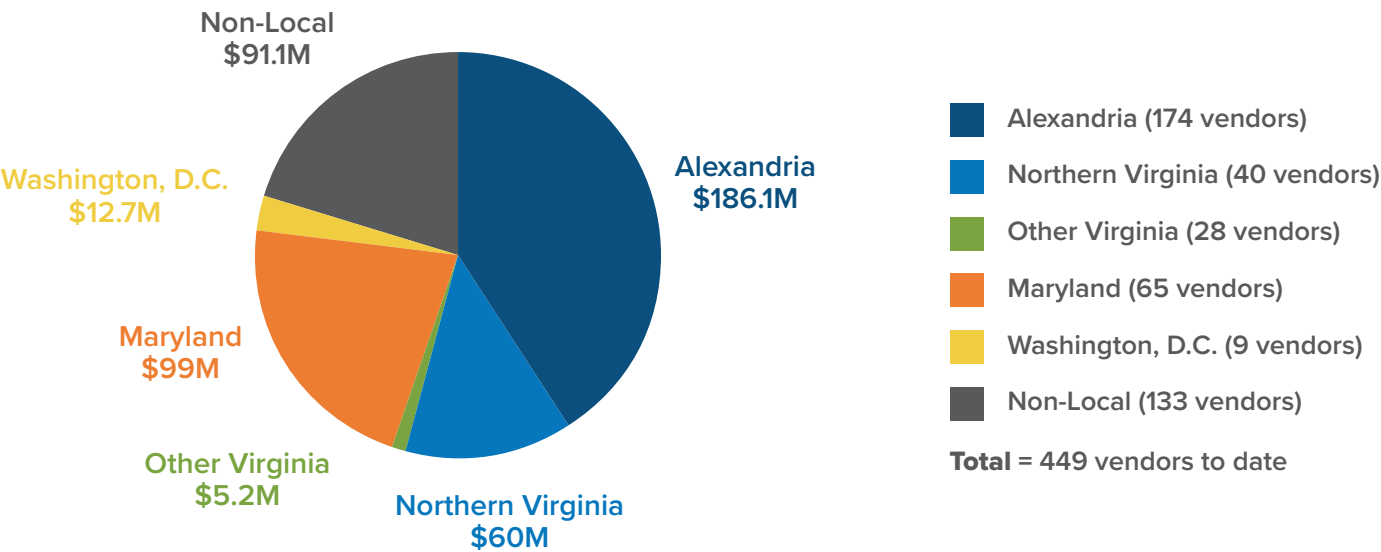
AlexRenew

MAJOR WORK ACTIVITIES

Activity	Date
Superstructure slab on grade	Ongoing through Fall 2024
Permanent concrete structures construction	Ongoing through 2024
Pumping and screening shaft cast-in-place concrete internals	Ongoing through Fall 2024

RiverRenew Program Costs to Date

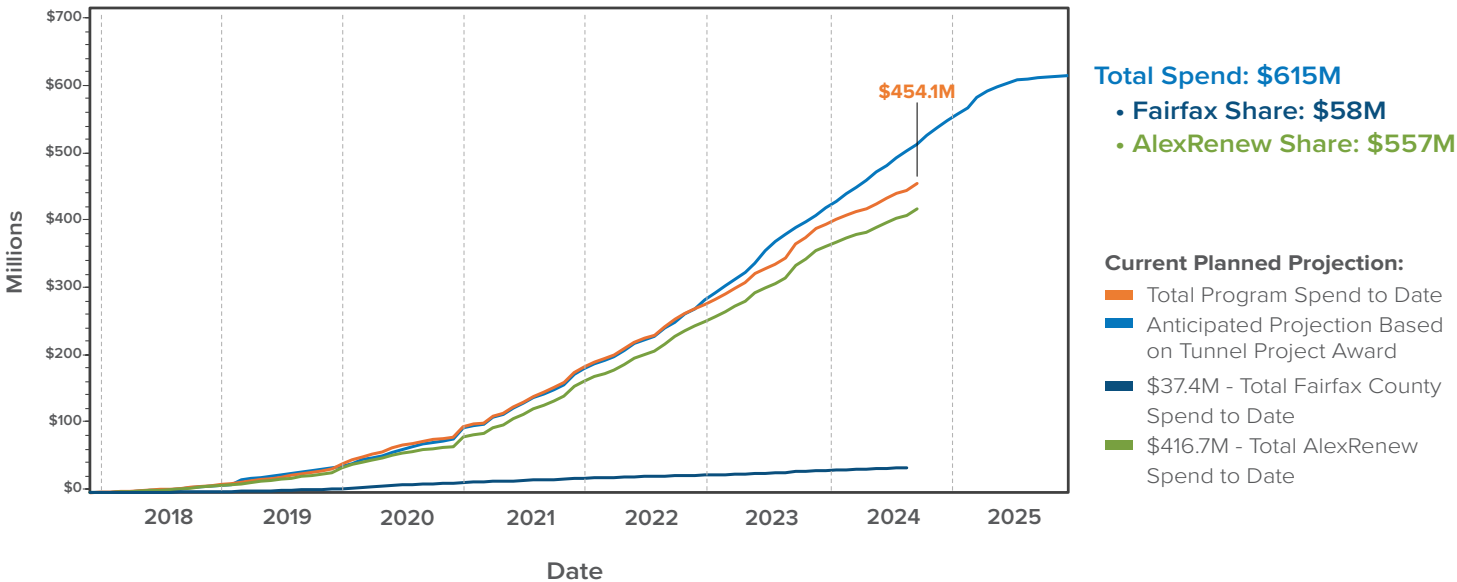
RiverRenew Spend to Date by Locality



RiverRenew Tunnel Project Contracts

Vendor	Role	Contract Type	Contract No.	Contract Date	Spent to Date (\$ millions)
Traylor-Shea Joint Venture	Design-Builder Tunnel System Project	Design-Build	19-079	Dec 2020	\$296.7
Brown and Caldwell	Owner's Advisor	Professional Services	17-022	Nov 2017	\$80.4
EPC	Resident Engineering & Inspection Tunnel System Project	Professional Services	20-013	Apr 2020	\$23.4
Completed RiverRenew Wastewater Projects to Pave the Way for the Tunnel Project					\$53.6

RiverRenew Cash Flow Analysis



Note: As of September 30, 2024.

RiverRenew Community Outreach



Community Meetings

Community meetings are presentations given to various stakeholder groups, including the SAG. These presentations can be delivered in person or virtually.

Looking Ahead:

- RiverRenew SAG meeting No. 4: **December 19, 2024**

Highlights:

2024-2025 RiverRenew SAG Meeting No. 3:
September 19, 2024



Digital Programming

Digital programming keeps the community connected to RiverRenew with regular program updates on RiverRenew.com, content on AlexRenew’s social media pages, and distribution of *The River Renewer*, a quarterly newsletter promoting updates and milestones to more than 600 contacts.

Highlights:

- **Social posts** and dedicated emails encouraging Alexandrians to attend RiverRenew Community Listening Sessions

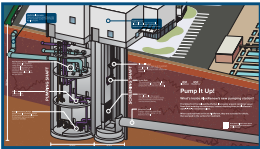


Education

Education initiatives are intended to engage audiences of all ages and help them learn more about RiverRenew and its technical components.

Looking Ahead:

- An animation showing the internal functions of AlexRenew’s pumping station superstructure
- Printed banners at AlexRenew and the Royal Street site explaining diversion facility and pumping station operation



Council-Board Workgroup

The **Council-Board Workgroup** comprises two members from AlexRenew’s Board of Directors and two members from the Alexandria City Council.

Looking Ahead:

- Council-Board Workgroup Meeting No. 23:
November 20, 2024 (final meeting)

Monthly Construction Spotlight



Pendleton Street Promenade Takes Shape

The outline of the promenade at Pendleton Street is beginning to take shape as RiverRenew crews work diligently on our permanent concrete structures. Once complete, the top of our below-grade infrastructure will be transformed into a brand new public gathering space with sweeping views, native plantings, and other features that give the community new ways to engage with the Potomac Waterfront.

In September, the project team made progress on several key details of the future promenade. New historical wayfinding signage has been designed to extend the city's African American Waterfront Heritage Trail, an architectural hand finish to give the appearance of natural stone will soon be applied to the sea-wall exterior, and the design for the permanent display of Hazel's cutterhead as a reminder of our journey to cleaner waterways is complete.

Building for the Future of Alexandria's Waterways

To learn more, visit www.RiverRenew.com



RiverRenew is a program owned and implemented by AlexRenew, Alexandria's wastewater treatment authority.