

Tuesday, December 17, 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](mailto: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](http://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 November 19, 2024 meeting (Tab 1)	Chair	Motion
5.	6:15 p.m.	Board Administrative Items a. Finance & Audit Committee b. Governance Committee c. Board Retreat – February 7-8, 2025 d. Draft PhaseForward Dashboard (Tab 2)	Chair	Information
6.	6:20 p.m.	New Business a. Approval of Contract No. 25-001 for Engineering Basic Ordering Agreements (Tab 3) b. Approval of Contract No. 25-015 for the Buildings L and G Elevator Replacement Project (Tab 4) c. Presentation on Environmental Justice Implementation Updates (Tab 5)	Mr. Carl	Motion
7.	7:15 p.m.	AlexRenew Monthly Outcomes Update (Tab 6)	Mr. Carl	Information
8.	7:30 p.m.	Adjourn	Chair	

Times shown are approximate start times and serve as guidelines.

Minutes of the 923<sup>rd</sup> Meeting  
AlexRenew Board of Directors  
6:00 p.m., Tuesday, November 19, 2024

On Tuesday, November 19, 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. Becky Hammer, Secretary-Treasurer  
Mr. Mark Jinks, Member  
Dr. Moussa Wone, Member

Staff: Mr. Justin Carl, General Manager/CEO  
Ms. Amanda Waters, General Counsel/Deputy GM  
Ms. Caitlin Feehan, Chief Administrative Officer via Microsoft Teams  
Ms. Felicia Glapion, Chief Engineering Officer  
Mr. Lake Akinkugbe, Director of Finance  
Mr. Matt Robertson, Director of Communications  
Mr. Kevin Pilog, Engineering Manager  
Ms. Lorna Huff, Executive Assistant to the Board

Fairfax County  
Representative: Mr. Shahram Mohsenin, Chief Wastewater Division

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

Consultants: Mr. John McGettigan, Brown and Caldwell

1. Call to Order

The Chair called the meeting to order at 6:02 p.m.

2. Approval of Agenda

The Chair requested that members review the agenda. There being no changes, Mr. Jinks moved approval and Mr. Beall 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 that contained the Minutes of the October 15, 2024 Board of Directors meeting. There being no questions or comments, the Chair requested a motion to approve the Consent Agenda. Ms. Hammer moved and Mr. Beall seconded. The Board unanimously approved.

## 5. Board Administrative Items

### a. Finance and Audit Committee

#### i. Update from November 12 Meeting

Mr. Jinks reported on the November 12 meeting, which included a discussion of the FY2024 Audit and a preview of the FY2026 Operating and Capital Budget.

### b. Governance Committee

#### i. Action Items from October 28 Meeting

Mr. Beall reported on the October 28 meeting, which included a review of the Board Self-Assessment and the Composition Matrix and a discussion of community engagement. Staff will provide recommendations which will be shared at the next Governance meeting.

The Chair requested that staff include the various AlexRenew stakeholders in the AlexRenew community outreach plan.

Mr. Carl reported that Mr. Robertson and communications staff will present on AlexRenew's outreach program to the Board at the January meeting.

#### ii. Utility Management Conference

At the Governance Committee meeting, Board members requested additional educational and team building opportunities outside of the Board Retreat. The 2025 WEF Utility Management Conference is focused on executives and board members. It is scheduled for February 11-14, 2025 in Arlington, Texas. The Chair recommended that Mr. Beall and Mr. Jinks attend if feasible.

### c. Board Activities/Retreat

The Retreat will take place on Friday, February 7, 2025 from 12:00 p.m. to 5:00 p.m. with a reception/dinner at Whiskey and Oyster to follow. The Retreat will continue on Saturday, February 8, 2025, from 8:00 a.m. to 3:00 p.m.

The Solids Upgrade tour is scheduled for Saturday, November 23, 2024 from 8:00 a.m. to 12:00 p.m.

Mr. Carl shared a draft 2024 Annual Report. He requested that members provide feedback by early December.

## 6. New Business

### a. Review and Accept FY2024 Annual Comprehensive Financial Report (ACFR)

Mr. Akinkugbe reported on the results of AlexRenew's FY2024 ACFR.

There being no additional questions or comments, the Chair requested a motion from the Finance and Audit Chair to accept the FY2024 ACFR. Mr. Jinks moved approval and Ms. Hammer seconded. The Board unanimously approved.

### b. Presentation on Basic Ordering Agreements (BOA)

Mr. Pilong provided an overview of AlexRenew's Basic Ordering Agreements, including

anticipated scope of work and procurement timeline.

c. Approval of Amendment No. 1 to Contract No. 24-001 with PC Construction

Mr. Carl provided an overview of the proposed Amendment No. 1 to Contract 24-001 for the Solids Upgrade Program. Amendment No. 1 authorizes lime system demolition and procurement of electrical equipment, digester heat exchanges, pilot mixer equipment, and office trailers.

There being no additional comment, the Chair requested a motion from Mr. Jinks for approval. Mr. Jinks moved approval and Mr. Beall seconded. The Board unanimously approved.

**Be It Resolved That:** The Board authorizes the CEO to execute Amendment No. 1 to Contract 24-001 with PC Construction for an amount not-to-exceed \$5,877,486.

d. Approval of Contract No 25-002 with Brown and Caldwell

Mr. Carl presented Contract 25-002 with Brown and Caldwell to provide Construction Management Services for the Solids Upgrade Program; the Preliminary and Primary Systems Upgrade, Tertiary Systems Upgrade, and Centrate Pretreatment Projects; and the job order contract task orders.

There being no additional questions or comments, Mr. Beall moved to approve Contract 25-002 with Brown and Caldwell for construction management services. Mr. Wone seconded. The Board unanimously approved.

**Be It Resolved That:** The Board authorizes the CEO to execute a contract in the amount of \$2,496,000 with Brown and Caldwell for construction management services.

7. AlexRenew Monthly Outcomes Update

a. Discussion

Mr. Carl reviewed the highlights of the October Monthly Report. Ms. Waters provided an update on the Virginia General Assembly.

LEAP Dashboard

Mr. Carl recognized Mr. Robertson who reviewed the LEAP dashboard for October. The Board and staff had a discussion on the status of delinquencies and disconnections and feedback for improvements on the dashboard.

RiverRenew Dashboard

Mr. Carl reviewed the RiverRenew Dashboard noting schedule progress.

There being no additional business or discussion, the Chair requested a motion to adjourn. Mr. Beall moved, and Mr. Jinks seconded. The Board unanimously approved.

The meeting adjourned at 7:27 p.m.

APPROVED:

\_\_\_\_\_  
Secretary-Treasurer



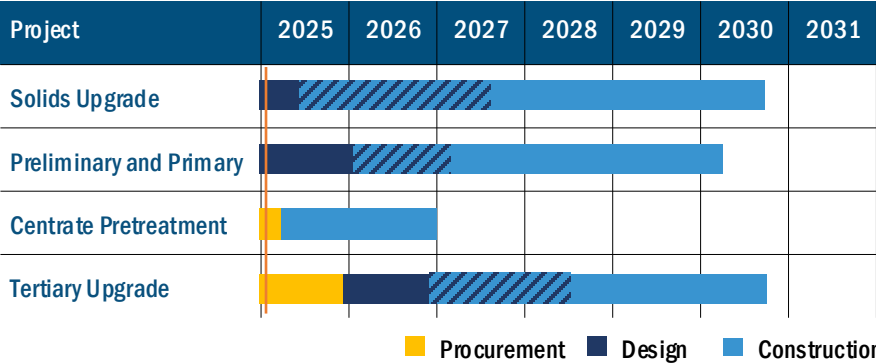
# PhaseForward

DASHBOARD | DECEMBER 2024

AlexRenew’s PhaseForward project will transform AlexRenew’s wastewater treatment plant through a series of significant upgrades that will allow us to meet new regulatory requirements, the evolving demands of our community, and a changing climate.

- / Solids Upgrade Program
- / Preliminary and Primary Systems Upgrade
- / Centrate Pretreatment Upgrade Project
- / Tertiary Systems Upgrade Project

## PhaseForward schedule



## PhaseForward spending (to date)

Project	Design	Construction	Total	% Local
Solids Upgrade	\$4.4M	\$0	\$4.4M	97%
Preliminary and Primary	\$3.2M	\$0	\$3.2M	100%
Centrate Pretreatment	\$0.3M	\$0	\$0.3M	100%
Tertiary Upgrade	\$0.8M	\$0	\$0.8M	100%
Total	\$8.7	\$0	\$8.7M	98%

Note: % Local spending from Alexandria, Northern Virginia, Maryland, and Washington, DC



Upgrading systems that beneficially use sewage sludge



Upgrading initial screening and pumping facilities



Upgrading capacity for nutrient removal



Upgrading the final stage of the settling and filtration process



# FEATURED CONTENT

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.



## HEADLINE

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.



## HEADLINE

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.



## HEADLINE

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

## MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: December 17, 2024

SUBJECT: *New Business, Joint Use*  
Review and approve contracts to provide on-call professional services to support AlexRenew's Capital Improvement Program (Basic Ordering Agreements)

---

### Issue

AlexRenew requires on-call professional services to support the planning, design, and implementation of projects as part of the Capital Improvement Program and Improvement, Renewal, and Replacement Program. AlexRenew's existing on-call professional services agreements terminate on January 31, 2025.

### Recommendation

Staff respectfully requests the Board of Directors authorize the Chief Executive Officer to execute individual professional services contracts with Brown and Caldwell, Carollo Engineers Inc., GHD Inc., Hazen and Sawyer, and Jacobs Engineering Inc. to provide engineering services on an on-call/task order basis at a not-to-exceed value of \$10 million per year per contract for a total duration of up to four (4) years, renewed annually (per Virginia Code § 2.2-4303.1). Justification for this recommendation is provided in the "Discussion" section of this memorandum.

### Budget and Funding

Funding for the on-call professional services contracts is included in the approved Fiscal Year 2025 budget. Contracts for these services are in alignment with Virginia Code § 2.2-4303.1, which sets limits on the duration and value of work performed under each contract. Most importantly, this includes:

- A one (1) year contract term, renewed annually for up to four (4) years total;
- A not-to-exceed value of \$10 million per year per individual contract; and
- A \$2.5 million annual limit for any single project (included in the \$10 million annual total).

Budget reporting for the on-call professional services contracts will be included in the Monthly Report, tracked in a similar manner to spending associated with the Job Order Contracts, which have a similar contractual structure.



## Discussion

Virginia Code § 2.2-4303.1 establishes procedures for “architectural and professional engineering term contracting” to provide public bodies with an option to award multiple professional services contracts to support an organization with a wide array of professional services including, but not limited to procurement, engineering studies, design, assessments, and capital planning. In the water and wastewater industry, this type of procurement is commonly referred to as term contracting, on-call services, task order agreements, or basic ordering agreements, the latter of which terminology is used at AlexRenew.

Basic Ordering Agreements or BOAs are professional services contracts with one (1) or more architectural/engineering firms to provide on-call services through the issuance of task orders — these are similar to Job Order Contracts (JOCs), which allow construction work to be completed through the issuance of task orders. BOAs are beneficial to AlexRenew since they streamline the procurement process and provide the organization with dedicated resources and expertise in a wide range of areas. Historically, AlexRenew has issued multiple BOAs to leverage the experience and staff across several firms. Most recently, AlexRenew procured four (4) BOAs in December 2019 with Brown and Caldwell, GHD, HDR, and Jacobs. These contracts will terminate on January 31, 2025, due to previous term limits set by Virginia Code § 2.2-4303.1.

While work under the previous BOAs will continue until each task order is finalized, staff developed the following major scope items for the new BOAs. These key scope areas were defined in the BOA Request for Proposals (RFP) and used to evaluate respondents that submitted proposals in response to the RFP. The proposed scope also aligns with AlexRenew’s Strategic Plan and 10-year Capital Improvement Program. Major scope items to be performed under the new BOAs are summarized as follows and explained in detail in the following sections of this memorandum:

- Owner’s Advisor for Tertiary System Upgrade Project;
- Design work to support Job Order Contract construction;
- WRRF future capacity assessment;
- Plant-wide electrical and HVAC upgrade studies;
- Environmental sustainability implementation support;
- Capital improvement programming, planning, and reporting support; and
- Other professional services to support AlexRenew, such as environmental justice implementation.

### Owner’s Advisor Scope for Tertiary Systems Upgrade Project

The Tertiary Systems Upgrade Project will be procured via a progressive design-build contract (as approved by the Board in September 2024) to upgrade plate settlers, settling tanks, mixed-media filters, valving, pumps and complex control networks. The progressive design-build delivery model contracts directly with a design-build entity to provide both design and construction services. Under this collaborative delivery model, an Owner’s Advisor (OA) provides expertise in planning, procuring, and managing a project. The OA provides guidance, suggestions, and advice to the owner’s organization and supplements the owner’s technical or staff resources.

The Tertiary Systems Upgrade Project OA duties are anticipated to include:

- **Procurement assistance:** Develop the project’s technical and performance requirements to be included in the Request for Qualifications and Request for Proposals, develop the form of the

contract and key terms and conditions, develop the strategy for contingency management, manage the procurement process, develop and manage requests for information, participate in proprietary meetings, serve as a technical advisor to AlexRenew, and assist with the evaluation of proposals.

- **Preconstruction assistance:** Provide technical expertise and review of design packages, review schedule submittals, assess the cost model regularly, participate and contribute to the risk management process, participate in meetings with the progressive design-builder; implement joint permitting plan, review value engineering submittals, jointly develop a commissioning and training plan, evaluate the basis of design, and review the price proposal(s).
- **Construction assistance:** Monitor progress and reporting, review change orders from a design and performance perspective, review applicable shop drawings and submittals, provide cost estimating support for specific change orders, participate in key meetings, and coordinate with the Construction Manager.

#### Design Work to Support Job Order Contract Construction

AlexRenew currently utilizes three (3) Job Order Contracts (JOC) to support construction and maintenance needs under the improvement, renewal, and replacement program. As work is identified, task orders are issued to an individual JOC. Some of the JOC task orders require engineering, permitting, cost estimating, administration, or design review to facilitate construction activities. The scope of the BOA services related to the JOC task orders includes, but is not limited to, the following:

- Defining a detailed scope of work;
- Preparing designs, specifications, and cost estimates;
- Reviewing and evaluating price proposals submitted by the JOC; and
- Reviewing construction submittals and responding to requests for information.

#### WRRF Future Capacity Assessment

AlexRenew's service agreements with Fairfax County and the City of Alexandria establish each entity's share of dry weather flow capacity of the Water Resource Recovery Facility (WRRF), with 32.4 and 21.6 million gallons per day, respectively. Based on studies and capacity assessments, the service agreements were updated in 2018 to provide the City with an additional capacity of up to four (4) million gallons per day to support growth and development. This would increase the WRRF's permitted dry weather capacity from 54 to 58 million gallons per day. To accommodate the increase in flow, while still meeting AlexRenew's load allocations defined in its permit, process modifications to remove additional nitrogen and phosphorus at the WRRF are necessary.

To assess the impact of the additional dry weather capacity on AlexRenew's permit and operations, the following scope is proposed under the BOA:

- Update the previous analysis to study current flow and nutrient loading trends;
- Review impacts of additional loading on existing WRRF processes;
- Evaluate technical alternatives for process modifications to meet projected loadings; and
- Develop a conceptual design, schedule, and capital cost estimate for the selected technical solutions to accommodate additional capacity.

#### Plant-wide Electrical and HVAC Studies

AlexRenew relies on plant-wide electrical and heating, ventilation, and air-conditioning (HVAC) systems to ensure the continuous operations of treatment equipment, processes, and buildings. Portions of these systems require assessments to determine if upgrades are necessary to improve reliability and performance. To progress the plant-wide electrical and HVAC study, the following scope is needed:

- Perform a comprehensive assessment of the electrical and HVAC systems to identify issues and recommendations for upgrades;
- Establish design and equipment standards for the HVAC systems to use in any future upgrade work; and
- Determine the necessary project scope and prioritization to upgrade the electrical and HVAC systems in a phased approach.

#### Environmental Sustainability Implementation Support

To support AlexRenew's sustainability initiatives, scope is anticipated through the BOAs to:

- Update AlexRenew's organizational-wide sustainability plan;
- Standardize specifications and policies for sustainable design and construction requirements;
- Update the sustainable purchasing policy;
- Conduct a study to determine the power consumption of equipment, drives, motors, etc. to make informed decisions on reducing energy use;
- Investigate opportunities for onsite renewable energy generation;
- Maximize reclaimed water usage; and
- Optimize the use of biogas.

#### Capital Improvement Programming, Planning, and Reporting Support

To improve AlexRenew's capital improvement planning process, AlexRenew anticipates issuing a task order(s) through the BOAs for the provision of related services, such as project scoping, cost estimating/projecting, template development, and reporting. Additionally, the BOAs may assist in the identification and development of process improvements related to the annual planning, budgeting, and tracking of the capital improvement program.

#### Procurement Process

AlexRenew issued Request for Proposals (RFP) 25-001 for the BOAs as a competitive negotiation in accordance with the Virginia Public Procurement Act § 2.2–4302.2 on August 13, 2024. AlexRenew received 10 proposals in October 2024, which were evaluated based on the criteria outlined in the RFP and summarized in Table 1.

**Table 1.** Request for Proposals 25-001 evaluation factors and weighting

<b>Evaluation Criteria</b>	<b>Description</b>	<b>Weighting (percentage)</b>
Team Organization and Key Personnel	Illustrates their team's structure for managing all aspects of the contract and describes the individuals responsible for delivering contract services.	60
Approach and Related Experience	Demonstrates their understanding of the services of this contract, how they will implement those services, and examples of past experience in performing those services.	35
Experience with Environmental Justice Implementation	Description of their experience in assisting other utilities and organizations in implementing strategies, policies, etc.	5

Following evaluation of the proposals using the criteria outlined above, the GHD, Carollo, Hazen, Jacobs, and Brown and Caldwell (in descending order) were the highest-ranked and selected for negotiations. These proposers had total scores between 60 and 70 points indicating responses that exceeded the evaluation criteria and a spread of one (1) to three (3) points between each proposal. The team with the sixth (6th) place score was separated by over five (5) points from the fifth (5th) place team and therefore the remaining proposers were not selected to provide services under this contract. It should be noted that the total scores for the unselected teams ranged from 45 to 55 points indicating satisfactory to less than satisfactory responses to the evaluation criteria.

The highest-ranked respondents demonstrated their ability to support AlexRenew across the various services described above. The highlights of the selected respondents and value brought to the organization include:

- Strong personnel with demonstrated project management experience in delivering services to AlexRenew;
- Experienced Owner's Advisor with demonstrated experience in supporting owners in progressive design-build delivery and local experience;
- Experienced environmental sustainability professionals with demonstrated experience in assisting owners in the development and implementation of sustainability programs;
- Personnel with significant experience in improving capital improvement planning and tracking; and
- Strong experience in wastewater treatment plant design services, including HVAC and electrical upgrades.

Following selection, staff negotiated satisfactory contracts with Brown and Caldwell, Carollo, GHD, Hazen, and Jacobs. Therefore, it is recommended to award individual contracts with these firms to provide on-call professional services on a task order basis.

**This action supports our strategic goal of Operational Excellence and Environmental Sustainability.**

**ACTION TAKEN**

Approved:

---

Disapproved:

---

Approved with Modification:

---

Modification(s):

---

---



## MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: December 17, 2024

SUBJECT: *New Business, Joint Use*  
Review and approve Contract 25-015 with Nichols Contracting Incorporated for construction services to replace elevators within Buildings G and L

---

### Issue

The freight elevator in Building G and personnel elevator in Building L are experiencing reliability issues due to age and require full replacement to support day-to-day operations of AlexRenew's Water Resource Recovery Facility. The contract value exceeds the threshold allowed for job order contracting; therefore, a new construction contract is required to replace the outdated elevators.

### Recommendation

Staff respectfully requests the Board of Directors authorize the Chief Executive Officer (CEO) to execute Contract 25-015 with Nichols Contracting Incorporated to construct improvements to the Building G and Building L elevators in an amount not-to-exceed \$3,562,500, which includes the CEO's delegated change order authority for construction contracts under \$25 million. Justification for this recommendation is provided in the "Discussion" section of this memorandum.

### Budget and Funding

The construction value of \$2,850,000 associated with Contract 25-015 is included in the approved Fiscal Year (FY) 2025 Budget. Construction is proposed to commence in January 2025 and last through February 2026.

### Discussion

Two (2) elevators located at AlexRenew's Water Resource Recovery Facility are in need of replacement. One (1) elevator is located in Building L and one (1) is located in Building G as illustrated in Figure 1.



**Figure 1.** Locations and photos of Building G and L elevators to be replaced

Building L is AlexRenew's multi-story solids processing and handling facility and was constructed in 2001. Operations and maintenance staff regularly use the single personnel elevator to traverse Building L's eight (8) floors to conduct system checks, maintenance, repairs, and sampling activities. In the case of sampling, staff must manually collect samples from the solids thickening centrifuges, located on the sixth (6<sup>th</sup>) floor, every three (3) hours and deliver them to the ground floor laboratory for processing. Since early 2023, the elevator has been periodically out of service for extended periods of time due to malfunctioning and obsolete equipment. When the elevator is out of service, staff must use the stairs to perform their daily activities which often include carrying samples, tools, and equipment up and down several flights of stairs, multiple times a day.

AlexRenew's Building G freight elevator serves three (3) floors and was installed in 1977. The elevator is beyond its useful life and utilizes obsolete technology to function. Staff regularly use the elevator to transport equipment and materials from AlexRenew's warehouse, located in the basement of Building G, to the ground floor. If the elevator goes out, the ability to transport heavy equipment from the basement to other areas of the building via the stairs is not practicable.

Under the Buildings L and G Elevator Replacement Project, the two aging elevators will be replaced with modern, non-proprietary equipment. Replacement parts for the current elevators are often difficult, or impossible to find, often causing delays for repairs. Upgrading these elevators will improve reliability and help ensure maintenance and repair parts are more readily available.

Since the engineer's estimate of \$2,000,000 exceeded the allowable job order contracting threshold of \$1,000,000 set by Virginia Code § 2.2-4303.2, AlexRenew was required to conduct a new 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 October 2024 and six (6) contractors provided Prequalification

Applications in response to the IPQ. In October 2024, AlexRenew prequalified four (4) out of six (6) contractors.

In October 2024, AlexRenew issued the ITB to the prequalified contractors. Two (2) of the four (4) prequalified contractors submitted bids in November 2024. All bids received were above the engineer's estimate of \$2,000,000 as summarized in Table 1.

**Table 1.** Summary of ITB 25-015 Bids

Bidder	Total Bid Price
Engineer's Estimate	\$2,000,000
Nichols Contracting Incorporated	\$2,850,000
Bidder A	\$3,388,000

Nichols Contracting Incorporated is the lowest responsive and responsible bidder with a bid of \$2,850,000. Therefore, a contract is recommended to be awarded to Nichols Contracting Incorporated to perform the Buildings L and G Elevator Replacement Project.

**This action supports our strategic goal of Operational Excellence.**

#### **ACTION TAKEN**

Approved: \_\_\_\_\_

Disapproved: \_\_\_\_\_

Approved with Modification: \_\_\_\_\_

Modification(s): \_\_\_\_\_  
\_\_\_\_\_





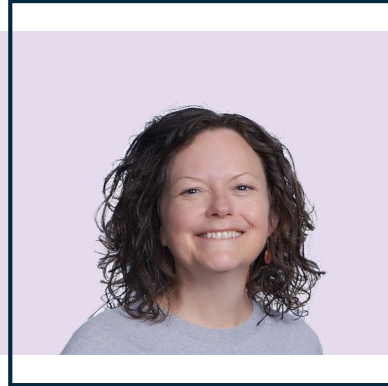
# ENVIRONMENTAL JUSTICE ASSESSMENT UPDATE

BOARD OF DIRECTORS MEETING | DECEMBER 17, 2024

# TODAY'S PRESENTERS



*Project Manager*  
**Priyanka Saha**



*Utility Expert*  
**Karri Ving**



*National Specialty Leader*  
**Rosey Jencks**



# OUTLINE



## 01 BACKGROUND

Review Environmental Justice Policy, and AlexRenew's values and commitments

## 02 APPROACH

Overview of reviewed documents, listening sessions, and environmental justice analyses

## 03 OPPORTUNITIES

Presentation of environmental justice opportunities and guiding principles

## 04 RECOMMENDATIONS

Next steps to enhance AlexRenew's environmental justice efforts

# ALEXRENEW'S ENVIRONMENTAL JUSTICE POLICY

Environmental justice is the equitable treatment and meaningful engagement of our residents—inclusive of all races, cultures, lifestyles, neighborhoods, and incomes—so we may advance our mission in managing the community's wastewater without placing disproportionate environmental burdens on those we serve. Our work for environmental justice should be intentional and impactful.

## AlexRenew's Commitment to Environmental Justice

- / Assess AlexRenew's existing infrastructure and programs—develop strategies to address any disparities
- / Develop guidance and conduct training
- / Meaningfully engage stakeholders and practice active listening
- / Develop diverse communication strategies and engaging educational programs
- / Make decisions with an understanding of the community's history
- / Develop strategies to support equitable rates
- / Coordinate with the City to provide community benefit and maintain key partnerships
- / Continuously improve

AlexRenew

# STRATEGIC GOALS

## Operational Excellence

Taking proactive steps to meet current and future challenges

## Thriving Workforce

Investing in our staff and fostering a culture of belonging

## Environmental Sustainability

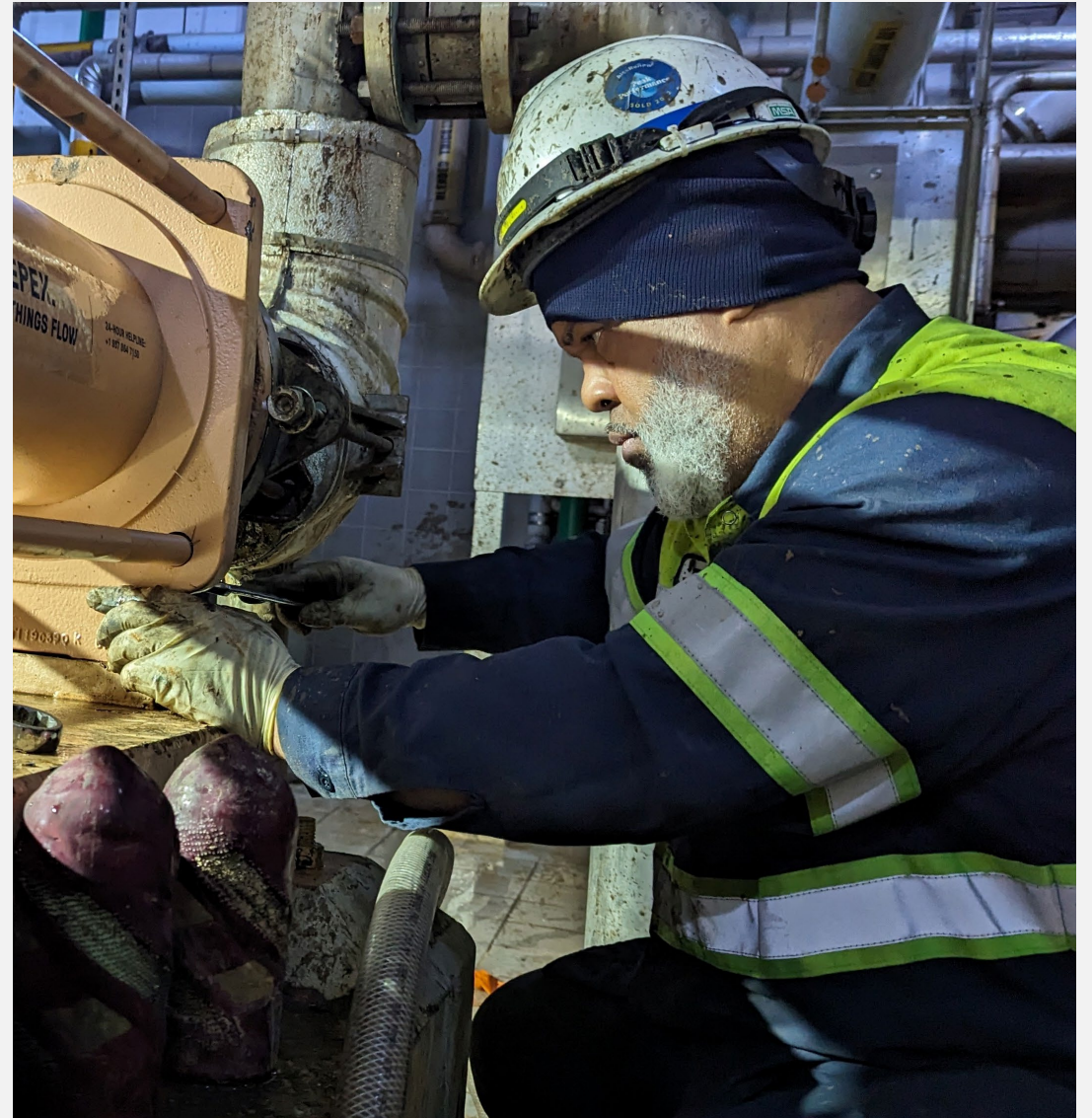
Being good stewards of our resources to minimize our impact on the environment

## Commitment to Community

Strengthening connections with the public and providing affordable service

## Strategic Partnerships

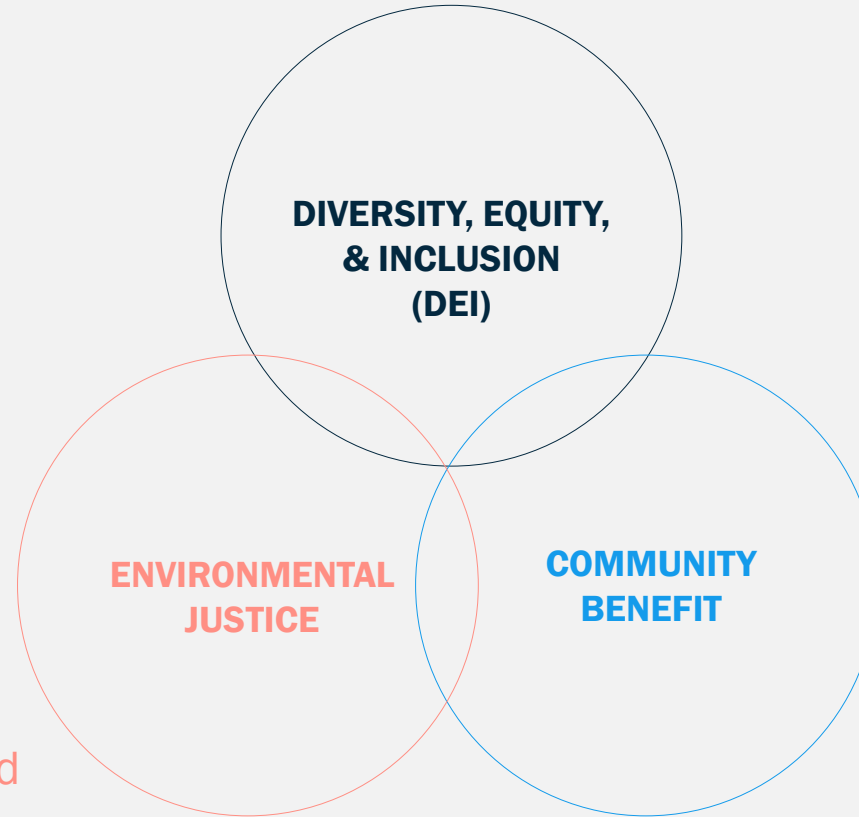
Promoting watershed-level thinking through collaboration and advocacy





# DEFINING VALUES AND COMMITMENTS

Advance DEI in the workforce



Address past harms and  
mitigate future harm

Develop community benefit  
program to ensure public  
benefits are shared across  
the community

# APPROACH TO ENVIRONMENTAL JUSTICE

**1**

## **DATA COLLECTION/LISTENING SESSIONS**

Interviewed staff as a pulse check on the organization regarding environmental justice.

**3**

## **CAPITAL IMPROVEMENT PLAN REVIEW**

Reviewed Budget and Capital Improvement Plan to understand how projects are prioritized, scheduled, and planned.

**2**

## **POLICY REVIEW**

Reviewed Board policies (Compensation Philosophy, Financial Policy, Payment Assistance Program, Community Benefit), Human Resource Policies (Recruitment and Selection, Equity in the Workplace), and Strategic Plan.

**4**

## **CENSUS MAP OVERLAYS**

Developed maps with data collected from the 2020 Census to identify trends associated with AlexRenew programs, policies, and infrastructure.

# LISTENING SESSIONS QUESTIONS

How are the organizational guiding policies and strategic plans developed and implemented? Are there any specific ties to equity/EJ?

What are some project and construction procedures and practices that have EJ considerations?

Within your procurement process, do you have any requirements for supporting minority/disadvantaged businesses?

What customer data do you track to help you understand the community you serve and the challenges they face?

Tell us about the annual rate modeling and setting process and financial policy – how are considerations around affordability embedded in the decision-making process?

How might AlexRenew's operations, policies, and/or programs impact EJ?

Please tell us about your annual CIP process and describe how projects are prioritized?

How do you reach vulnerable, hard-to-reach, and diverse communities?

# ALEXRENEW POLICY REVIEW

## Compensation Philosophy

Board of Directors | 2024

### Summary

The document provides a broad framework for the Board, AlexRenew employees and the public served. It promises fair and equitable treatment of all employees, regardless of race, gender, disability, or any other protected classes. It describes the compensation method as well as other comparators (such as the Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups). The factors affecting general salary adjustments, pay scales, and incentives were enumerated. It was also specified that nothing in the compensation philosophy should be construed as an expected benefit, and like all budget decisions, merit increases, market rate adjustments and funds for other employee benefits are subject to annual appropriation.

### Key Outcomes

- Compensation will be delivered fairly and equitably to all employees regardless of race, gender, disability, or any other protected classes.
- Promulgation of pay scales, annual increases and financial incentives will be provided based on a meeting established performance standard.

## Recruitment & Selection

AlexRenew HR | December 2020

### Summary

The document elaborates on equal employment opportunity, detailing equal opportunities to all employees and applying for employment and prohibiting discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state, or local laws. It would be a blanket policy for all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leave absence, compensation, and training. It also touches upon job postings being for both internal and external applicants. Screening and interviewing procedures were outlined, including caveats such as well members would be included, as well as keeping applications or resumes active for 90 calendar days and a period of 3 years after the position has been filled. Rehires would entail year service bridged if they return to work within 12 months of leaving. Individual development plans will be created and reviewed annually. Employees in addition to 90 day probation period in case of promotion or transfers. The primary goal is to find

## Equity in Workplace

AlexRenew HR | June 2020

### Summary

The difference between Diversity and Employment Opportunity (EEO) is highlighted in the document, characterizing both components of AlexRenew's Equity in Workplace. This initiative entails a diverse and productive workforce, a more equitable work environment, an inclusive environment where all employees are valued, and a level playing field for employees. While diversity would refer to a company's organizational and managerial practices, EEO is a term used by the federal government to employment practices that ensure nondiscrimination.

The diversity policy, applicable to all employees and policies, encourages and enforces respectful communication and collaboration between all. It also includes team building, employee participation with proper representation, alternative work schedules to accommodate varying needs, as well as employer and employee contributions to serve communities to promote mutual understanding and respect for diversity. Employees are required to attend complete biannual diversity awareness training to enhance their knowledge and responsibility. Additionally, employees found to have exhibited any inappropriate conduct or behavior against others are subject to disciplinary action. Diversity

## Strategic Plan 2024 - 2029

Board of Directors | 2024

### Summary

The Strategic Plan starts with stating the vision and mission of the organization. The vision is "all water contributes to a flourishing community and healthy environment for everyone" and the mission is "treat wastewater to protect public health and the waterways that connect us". It also outlines the strategic goals of the plan, which are operational excellence, thriving workforce, strategic partnerships, environmental sustainability, and commitment to the community. The goal of operational excellence is explained by aiming to be a leader in the sector, adapting to new contaminants of concern and flow trends, and proactively managing effects of climate change. It also includes maximizing equipment availability while reducing the need to replace assets, leveraging technology to improve efficiency and modernizing operations, and protecting against current and emerging site and cybersecurity risks. A thriving workforce is accomplished by objectives such as a safe and inclusive work environment, upskilling staff, and fostering a culture of continuous improvement. The objectives of strategic partnerships include updating intergovernmental agreements, partnering with local stakeholders to advance resiliency and engage with advocacy associations and peer utilities to advocate for reasonable effective policies and regulations supporting local needs. Environmental sustainability is achieved by integrating sustainability

## Payment Assistance Program

Board of Directors | 2024

### Summary

The Payment Assistance Program is an initiative by AlexRenew designed to help ratepayers that are having trouble paying sewer bills. It provides one-time emergency assistance to those who are AlexRenew account holders, have a household income less than or equal to 150% of Federal Poverty Income Guidelines, and 60+ day past-due balance of \$100 (\$50 if you're over 62). Those eligible could receive up to 350% a year, and the applications started in 2024. One can support this initiative as well by making donations, and even enroll in monthly contributions through their MyAlexRenew payment portal account.

### Key Outcomes

- Positive step in the direction of equity for ratepayers and providing access to urban systems irrespective of affordability.
- Build a positive relationship between the organization and the community upholding the strategic goal of commitment to the public.
- Creates a policy where members of the community can provide aid to each other through a convenient and well-defined system.




### Impacts on AlexRenew EJ Assessment


- Important measure towards environmental justice to ensure access to water systems to all members of the community.
- Collecting valuable data related to the demographics of the area through received applications.

### Important Metrics

- Number of applications for program.
- Number of people donating to the program.
- Renumeration of assistance provided to the community.

# CAPITAL IMPROVEMENT PROGRAM REVIEW

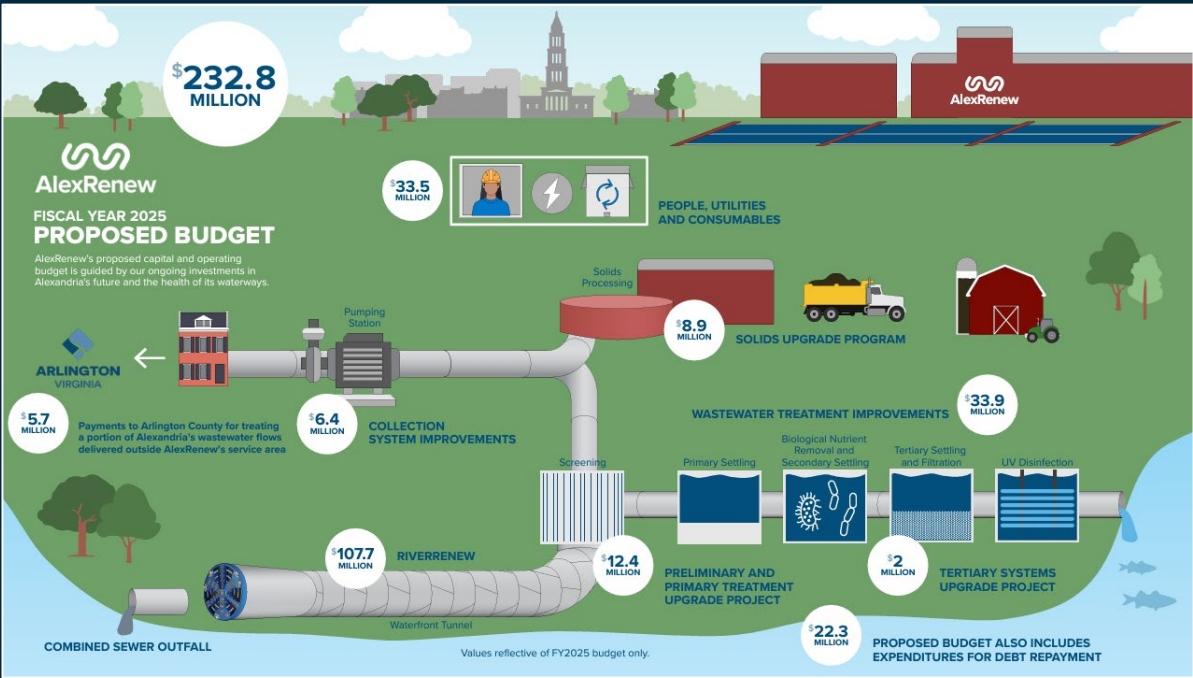


  
**AlexRenew**

**FISCAL YEAR 2025**  
**Operating and Capital Budget**

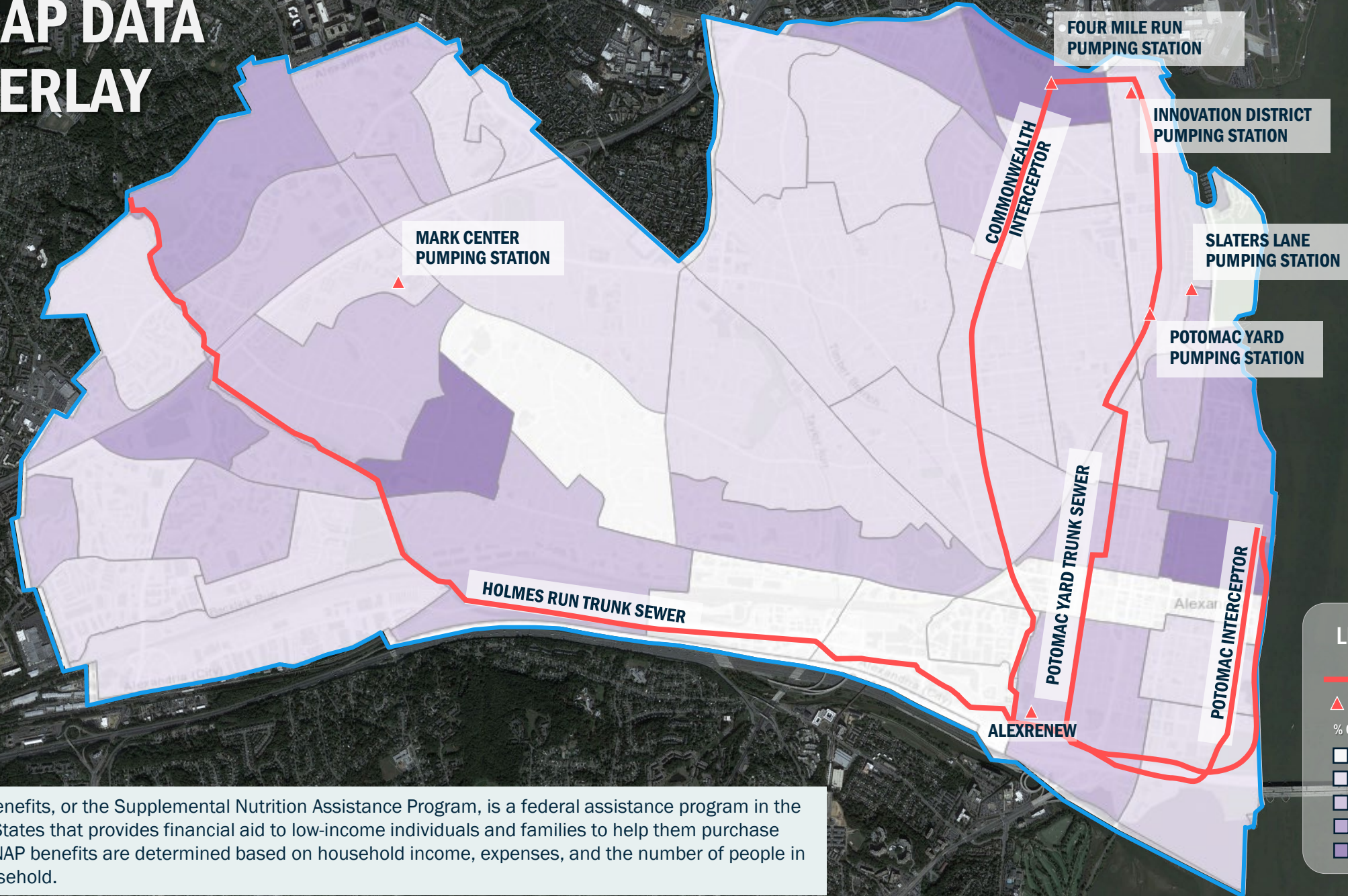
July 1, 2024 – June 30, 2025  
Alexandria, Virginia

Adopted - June 18, 2024





# SNAP DATA OVERLAY



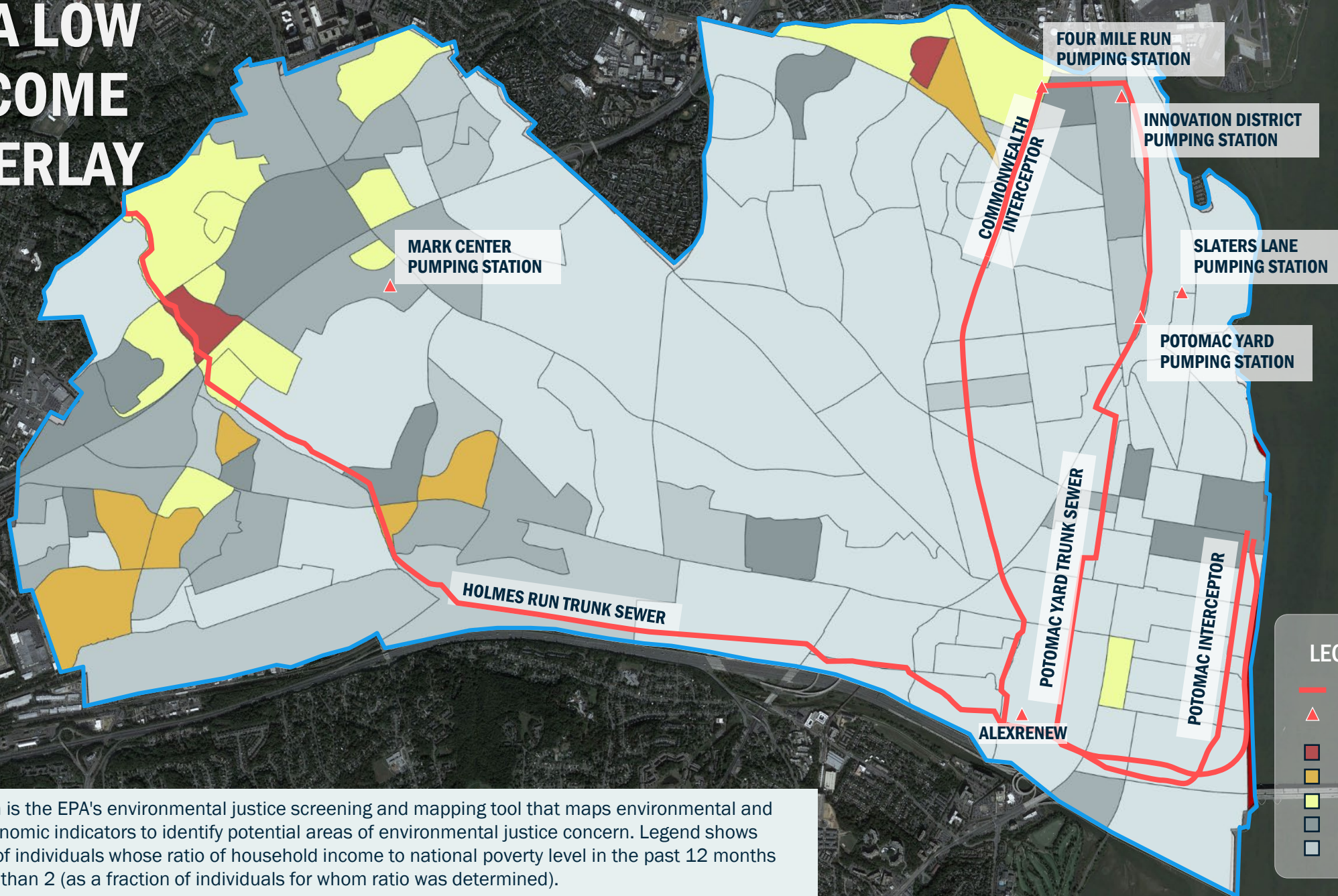
SNAP benefits, or the Supplemental Nutrition Assistance Program, is a federal assistance program in the United States that provides financial aid to low-income individuals and families to help them purchase food. SNAP benefits are determined based on household income, expenses, and the number of people in the household.

## LEGEND

- ALEXRENEW INTERCEPTOR
  - ▲ ALEXRENEW WRRF & PUMPING STATIONS
  - % OF PEOPLE RECEIVING SNAP BENEFITS:
  - 0%
  - 0-2.0%
  - 2.0-4.0%
  - 4.0-6.0%
  - 6.0-8.0%
- Averages:  
 -U.S. (12%)  
 -Virginia (3%)  
 -Alexandria (2.2%)



# EPA LOW INCOME OVERLAY



EJScreen is the EPA's environmental justice screening and mapping tool that maps environmental and socioeconomic indicators to identify potential areas of environmental justice concern. Legend shows percent of individuals whose ratio of household income to national poverty level in the past 12 months was less than 2 (as a fraction of individuals for whom ratio was determined).

LEGEND

ALEXRENEW INTERCEPTOR

ALEXRENEW WRRF AND PUMPING STATIONS

HIGHEST VULNERABILITY (95-100 PERCENTILE)

HIGH VULNERABILITY (90-95 PERCENTILE)

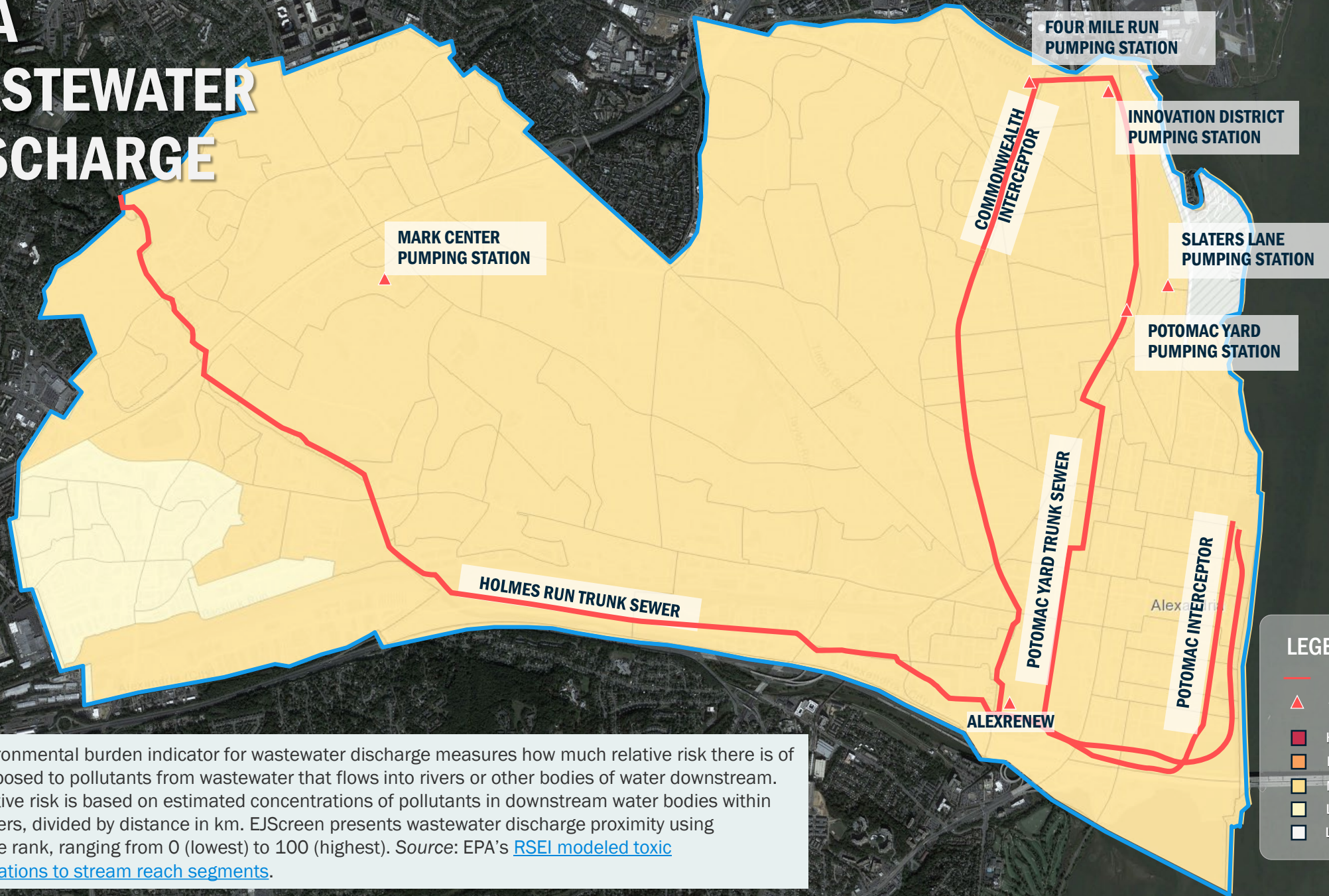
MODERATE VULNERABILITY (80-90 PERCENTILE)

LOW VULNERABILITY (50-80 PERCENTILE)

LOWEST VULNERABILITY (<50 PERCENTILE)



# EPA WASTEWATER DISCHARGE



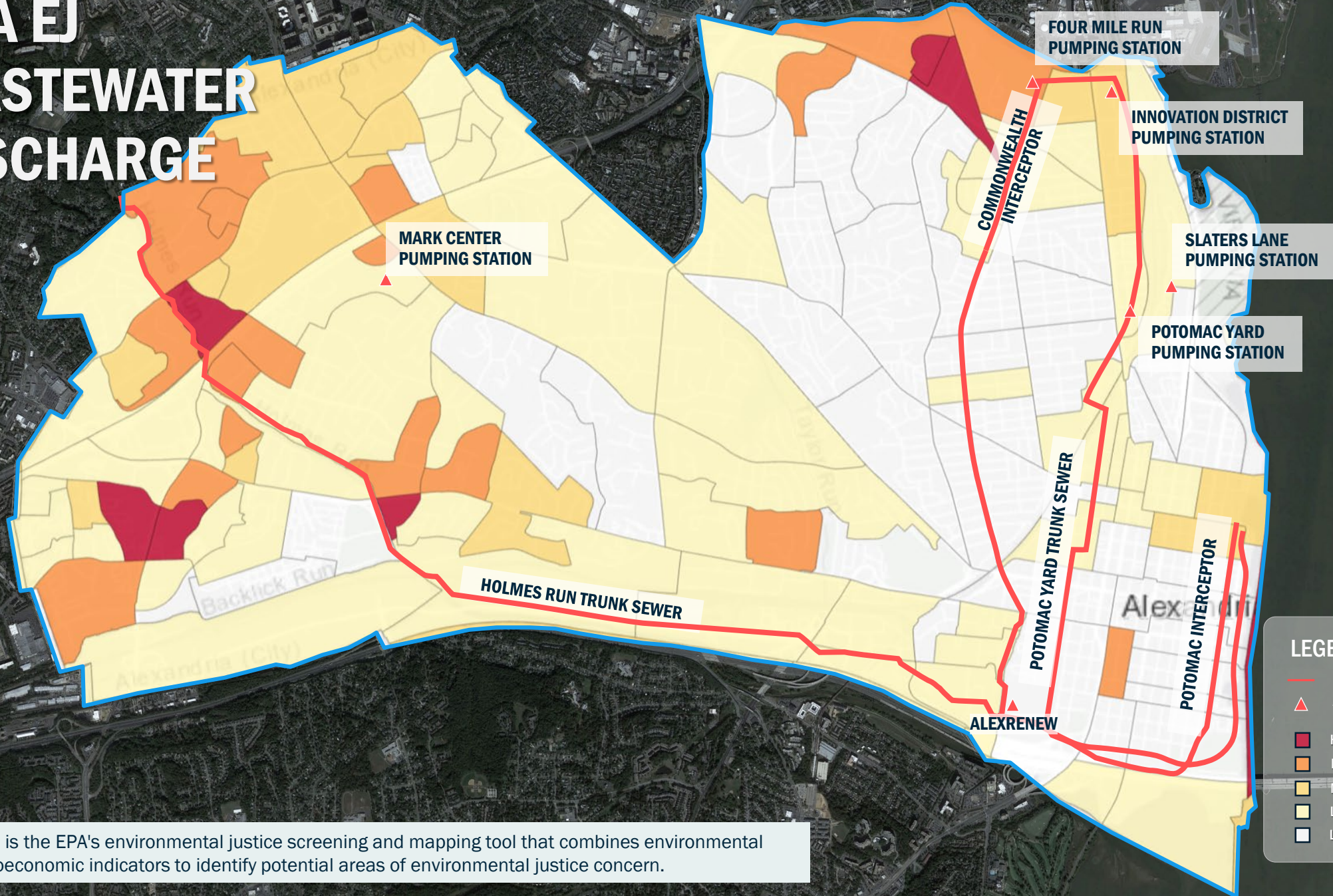
The environmental burden indicator for wastewater discharge measures how much relative risk there is of being exposed to pollutants from wastewater that flows into rivers or other bodies of water downstream. This relative risk is based on estimated concentrations of pollutants in downstream water bodies within 500 meters, divided by distance in km. EJScreen presents wastewater discharge proximity using percentile rank, ranging from 0 (lowest) to 100 (highest). Source: EPA's [RSEI modeled toxic concentrations to stream reach segments](#).

## LEGEND

- ALEXRENEW INTERCEPTOR
- ALEXRENEW WRRF AND PUMPING STATIONS
- HIGHEST VULNERABILITY (95-100 PERCENTILE)
- HIGH VULNERABILITY (90-95 PERCENTILE)
- MODERATE VULNERABILITY (80-90 PERCENTILE)
- LOW VULNERABILITY (50-80 PERCENTILE)
- LOWEST VULNERABILITY (< 50 PERCENTILE)



# EPA EJ WASTEWATER DISCHARGE



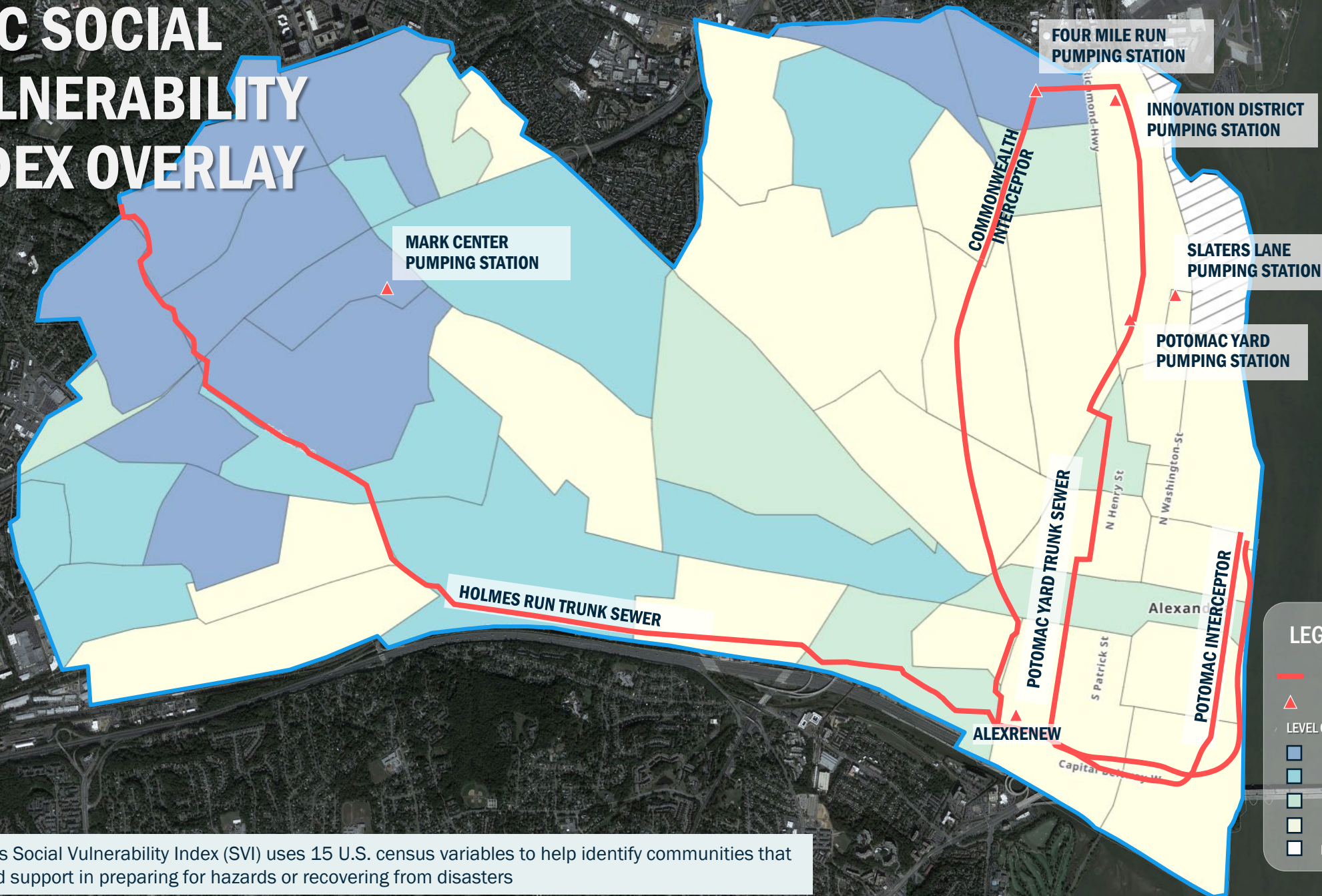
## LEGEND

- ALEXRENEW INTERCEPTOR
- ALEXRENEW WRRF AND PUMPING STATIONS
- HIGHEST VULNERABILITY (95-100 PERCENTILE)
- HIGH VULNERABILITY (90-95 PERCENTILE)
- MODERATE VULNERABILITY (80-90 PERCENTILE)
- LOW VULNERABILITY (50-80 PERCENTILE)
- LOWEST VULNERABILITY (< 50 PERCENTILE)

EJScreen is the EPA's environmental justice screening and mapping tool that combines environmental and socioeconomic indicators to identify potential areas of environmental justice concern.



# CDC SOCIAL VULNERABILITY INDEX OVERLAY



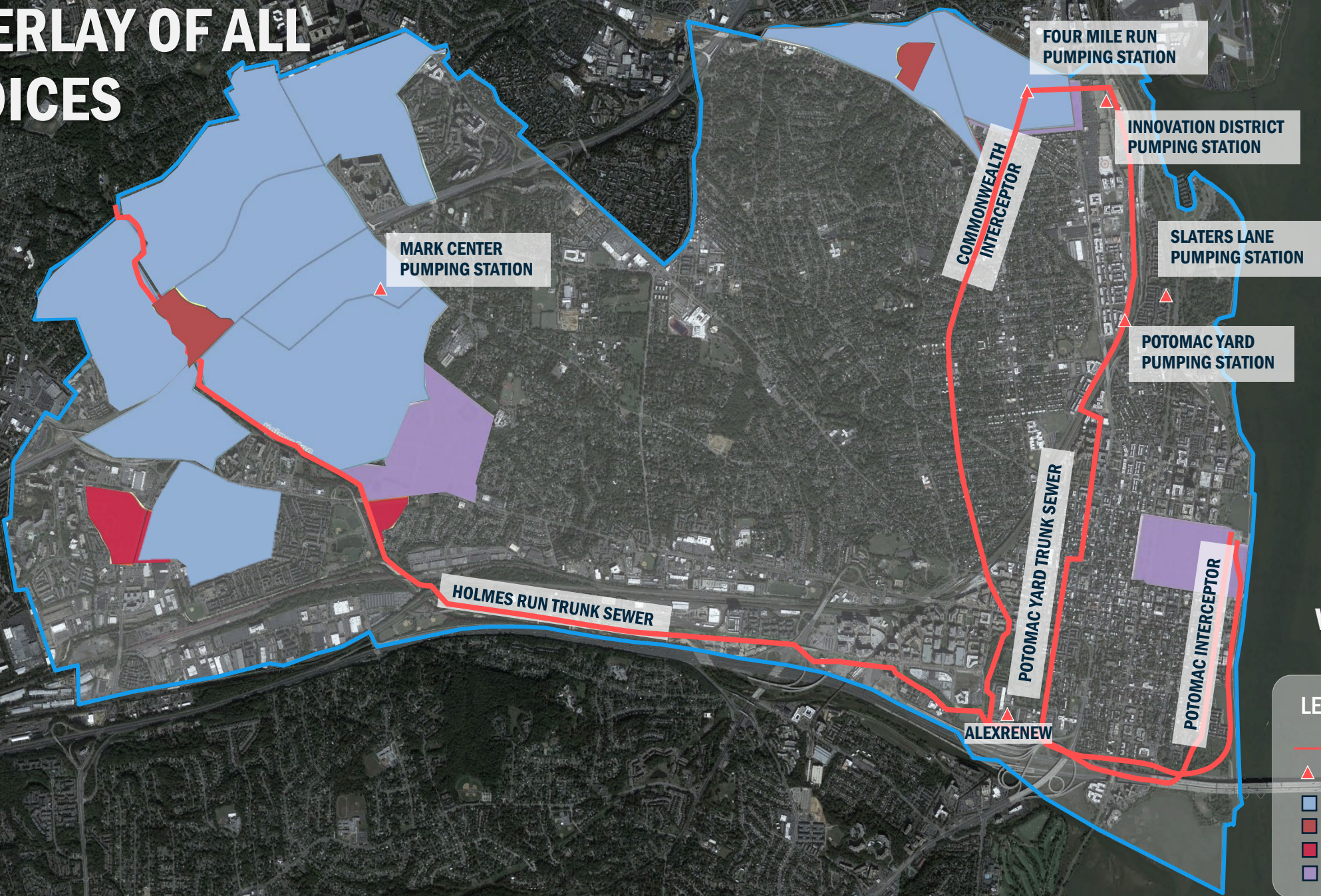
## LEGEND

- ALEXRENEW INTERCEPTOR
- ALEXRENEW WRRF & PUMPING STATIONS
- LEVEL OF SOCIAL VULNERABILITY:
  - HIGH VULNERABILITY
  - MEDIUM-HIGH VULNERABILITY
  - LOW-MEDIUM VULNERABILITY
  - LOW VULNERABILITY
  - NO DATA

The CDC's Social Vulnerability Index (SVI) uses 15 U.S. census variables to help identify communities that may need support in preparing for hazards or recovering from disasters



# OVERLAY OF ALL INDICES



FOUR MILE RUN  
PUMPING STATION

INNOVATION DISTRICT  
PUMPING STATION

SLATERS LANE  
PUMPING STATION

POTOMAC YARD  
PUMPING STATION

MARK CENTER  
PUMPING STATION

COMMONWEALTH  
INTERCEPTOR

POTOMAC YARD TRUNK SEWER

POTOMAC INTERCEPTOR

HOLMES RUN TRUNK SEWER

ALEXRENEW

**SNAP**  
EPA Low Income  
EPA Wastewater  
Discharge  
CDC Social  
Vulnerability Index

LEGEND

ALEXRENEW INTERCEPTOR

ALEXRENEW WRRF & PUMPING STATIONS

CDC SOCIAL VULNERABILITY INDEX

EPA WASTEWATER DISCHARGE

EPA LOW INCOME

SNAP DATA

16



# DEFINING VALUES AND COMMITMENTS

## OPERATIONAL EXCELLENCE



- / Infrastructure
- / Projects
- / Procurement

## THRIVING WORKFORCE

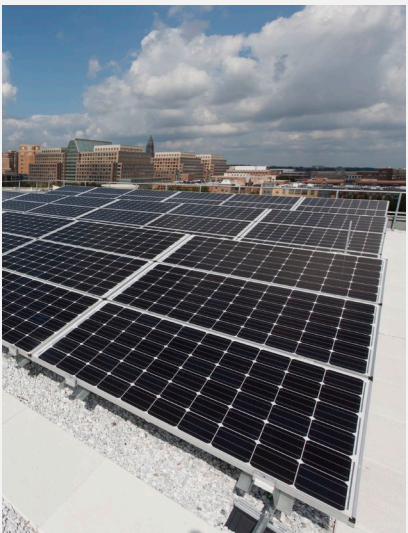


- / Recruitment
- / Workforce Development

## STRATEGIC PARTNERHIPS



## ENVIRONMENTAL SUSTAINABILITY



## COMMITMENT TO THE COMMUNITY



- / Transparency
- / Engagement
- / Customer Service

# OPERATIONAL EXCELLENCE

## STRENGTHS

## OPPORTUNITIES

Infrastructure  
Operations

- Utilizes compliance tracking for open and fair government
- Adheres to regulatory requirements to maintain longstanding permit compliance
- Executes key, Board-adopted policies
- Maintains odor mitigation at facilities

Projects

- Aligns all work with strategic plan
  - Incorporates data and benchmarking to guide decision-making
  - Took ownership of, and implements RiverRenew
  - Restores and revitalizes areas as a community benefit through RiverRenew
- Develop template to evaluate impacts of future projects
  - Establish criteria to apply EJ principles as part of capital planning
  - Develop EJ project evaluation checklist to be used at set stages during projects

Procurement

- Leverages a wide-range of procurement methods
  - Issues projects in a variety of sizes
  - Ensures policies comply with code
  - Conducts industry outreach sessions
  - Engages local and small business
  - Incorporated EJ criteria in recent procurement
- Develop additional guidelines encouraging the use of small, local, and minority businesses

# THRIVING WORKFORCE

	STRENGTHS	OPPORTUNITIES
Recruitment	<ul style="list-style-type: none"> <li>– Runs successful Apprenticeship Program that attracts and grows talent from diverse backgrounds</li> <li>– Works with recruitment agencies that understand the importance of a diverse workforce</li> <li>– Promotes career opportunities to local audiences</li> <li>– Maintains internship opportunities for high school and college students</li> <li>– Has prominent health and safety roles</li> </ul>	<ul style="list-style-type: none"> <li>– Raise awareness of careers at AlexRenew through the promotion of the Apprenticeship Program and mentorship initiatives in disadvantaged schools and communities</li> <li>– Develop regional partnerships to support recruitment</li> </ul>
Workforce Development	<ul style="list-style-type: none"> <li>– Cultivates an inclusive and equitable environment through all-staff meetings, digital signs, lunch and learns, and formal training platforms</li> <li>– Has an engaged workforce that celebrates diversity in the workplace</li> <li>– Maintains DEI Committee that provides feedback</li> <li>– Conducts extensive trainings that incorporate different learning styles</li> <li>– Sustains career ladders that foster technical career growth</li> <li>– Supports leadership development</li> <li>– Conducts annual disparate impact analysis</li> <li>– Performs biennial compensation study</li> </ul>	<ul style="list-style-type: none"> <li>– Expand Apprenticeship Program</li> <li>– Work with local partners to support regional apprentice curriculum</li> <li>– Develop manager training program</li> </ul>

# STRATEGIC PARTNERSHIPS

## STRENGTHS

- Maintains positive relationship with Potomac Riverkeeper
- Supports Chesapeake Bay Foundation initiatives
- Upholds partnerships with Dollar Energy and ALIVE!
- Seeks efficiencies through regional authority partnerships
- Partners with regional colleges and universities for research
- Serves on key federal and local association board and committees
- Conducts outreach to Homeowners Associations
- Partnered with the City of Alexandria for co-location in the Environmental Center
- Sustains partnership with Alexandria Soccer Association
- Participates annual food and toy drive

## OPPORTUNITIES

- Further expand strategic partnerships
- Continue to foster new partnerships to reach additional community stakeholders
- Increase efforts to influence future federal and state legislation to positively impact customers and community members

# ENVIRONMENTAL SUSTAINABILITY

## STRENGTHS

- Sustains audited Environmental Management System that addresses and prevents environmental incidents
- Implements and emphasizes Sustainable Purchasing Policy
- Tracks greenhouse gas emissions, energy, and water use
- Implements projects to reduce greenhouse gas emissions
- Operates robust recycling program including e-waste and compact fluorescent bulbs
- Limits use of hazardous substances and reduces hazardous waste generation
- Maintains native and pollinator gardens

## OPPORTUNITIES

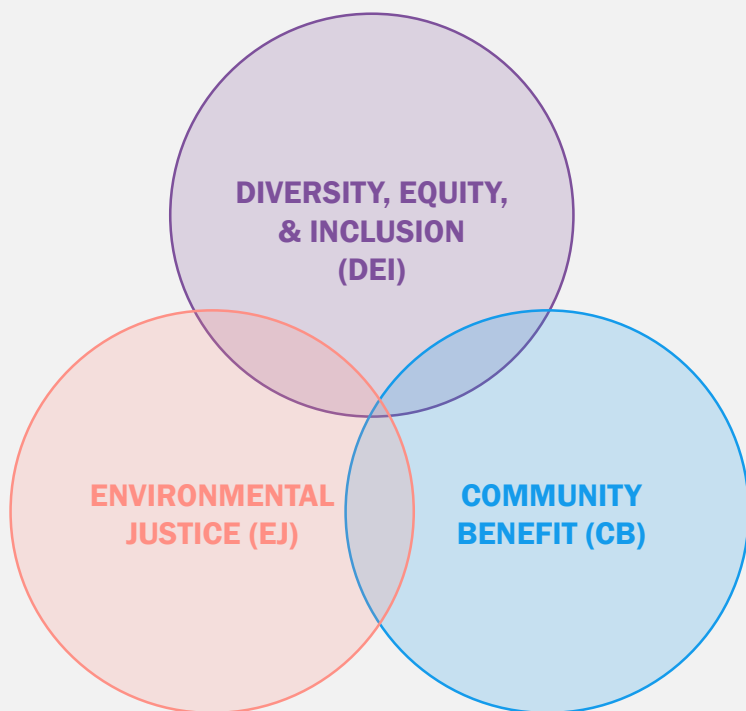
- Increase sustainability of biosolids program through future upgrades
- Reduce waste generation
- Encourage use of low greenhouse gas emission transportation



# COMMITMENT TO THE COMMUNITY

	STRENGTHS	OPPORTUNITIES
Transparency/ Visibility	<ul style="list-style-type: none"> <li>– Maintains proactive citizen board</li> <li>– Creates transparent, understandable, and accessible Board meetings</li> <li>– Prioritizes community meetings outside of regular working hours to encourage greater community participation</li> <li>– Sustains clean financial audit</li> <li>– Enacted community benefit policy</li> <li>– Creates visibility via community spaces</li> </ul>	
Engagement	<ul style="list-style-type: none"> <li>– Engages extensively with local community and schools</li> <li>– Produces educational materials to support wide range of audiences</li> <li>– Translates key engagement tools into different languages</li> <li>– Conducts strong community engagement program that fosters meaningful dialogue</li> <li>– Emphasizes and maintains strong communications team</li> </ul>	<ul style="list-style-type: none"> <li>– Continue assessing community engagement and representation</li> <li>– Develop a historical resource kit to gain insights from the past to guide future projects</li> <li>– Build on strong network of community partnerships - consider implementing general stakeholder advisory group</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>– Takes pride in good neighbor ethos (operations staff)</li> <li>– Sustains a Payment Assistance Program Policy and provides low-income assistance</li> <li>– Maintains a responsive/effective/efficient customer service team</li> <li>– Communicates with customers frequently</li> </ul>	<ul style="list-style-type: none"> <li>– Develop deeper understanding of customer's social and economic profiles to identify underserved areas</li> <li>– Increase customer utilization of LEAP and other payment assistance programs via targeted engagement and community partnerships</li> </ul>

# GUIDING PRINCIPLES PUT POLICY INTO ACTION



## Practice Active Listening (EJ)

- / Invest in employee diversity and empathy (CB) (EJ)
- / Make decisions with an understanding of the community's history (EJ)
- / Incorporate community feedback into our operations and capital program (CB) (EJ)

## Continuously Improve (EJ)

- / Provide exceptional services (CB)
- / Invest in expanding clean, renewable water and energy resources (CB)
- / Ensure that public benefits are shared across all communities (CB)

## Be a Good Neighbor (CB)

- / Ensure our operations will have a positive effect on our surrounding community (CB)
- / Use our resources in a way that maximizes health, environmental sustainability and innovative ideas (CB)
- / Foster collaborative partnerships to build community wealth and wellbeing (EJ) (CB)

# COMMUNITY BENEFIT

Update community benefit policy to include environmental justice, payment assistance program, and diversity equity and inclusion



**ENVIRONMENTAL  
JUSTICE**

**DIVERSITY, EQUITY, &  
INCLUSION**

**COMMUNITY  
BENEFIT**

**PAYMENT  
ASSISTANCE  
PROGRAM**

# TAKEAWAYS AND NEXT STEPS

- / AlexRenew is a community-centered organization dedicated to being a good neighbor, safeguarding public health, and preserving the vitality of our local waterways
- / The EJ assessment found no identifiable disparate impact from existing infrastructure and operations
- / AlexRenew should consider:
  - Utilizing maps and historic data to delineate areas that have historic disparities when planning and implementing future projects
  - Incorporating EJ templates and checklists into future capital planning and projects
  - Promoting/expanding its Apprenticeship Program
  - Building on its strong network of community partnerships
  - Developing a deeper understanding of customer's social and economic profiles
  - Updating the Community Benefit Policy to be inclusive of EJ, DEI, and payment assistance programs
  - Promoting EJ by aligning opportunities with guiding principles and policies
  - Developing a process for implementation of EJ opportunities



## Monthly Report

Reporting Period: November 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 November 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 November was 0.07 inches of rain which is below the historical average precipitation of 2.91 inches for the month.

AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for November 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)
<b>Permit</b>	54.0	5.0	6.0	Seasonal (1)	0.18	6.0	3.0	493,381	29,603
<b>Reported</b>	28.8	<2	2.1	0.00	0.07	7.9	1.6	221,457	7,676

Notes: (1) Ammonia has seasonal limits November – January: 8.4 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 \$3.7 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 (3)	\$480,000	Completed
Tertiary Settling Tank Valve Replacement	\$425,000	Work ongoing
WRRF General Housekeeping (3)	\$350,000	Completed
Building A Flare System Repairs	\$765,000	Work ongoing
Environmental Center Improvements	\$200,000	Work ongoing
Plant Air Compressor Upgrades	\$645,000	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	\$950,000	Work ongoing
Building M Fire Suppression System Upgrades	TBD	Scoping
Potomac Yard Pumping Station Repairs	\$225,000	Work ongoing
Ferric Chloride Pump Replacement	\$100,000	Work ongoing
Valve Train Chamber Emergency Repairs	TBD	Scoping
Post Aeration Tanks Solids Removal (2) (3)	\$70,000	Completed
High-Capacity Drain Pump Repair	\$115,000	Work ongoing
Tertiary Settling Tank Flocculator Repairs	TBD	Scoping
Building 20 Sump Pump Replacement	TBD	Scoping
Building F W3 Strainer Replacements	TBD	Scoping
Building L Sodium Hypochlorite Tank Repair	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 PhaseForward

A draft PhaseForward Dashboard is attached, highlighting projects, spending, and costs. Updates will be presented through this dashboard as the program moves forward.

### 1.5 Additional Capital Projects

In August 2024, AlexRenew issued a request for proposals (RFP) for engineering basic ordering agreements (BOA). The contracts resulting from this procurement will provide professional engineering services in support of AlexRenew's capital improvement program (CIP) and improvement, renewal, and replacement (IRR) program. This item is presented for Board approval as Tab 3 in this month's Board package.

In October 2024, AlexRenew issued an invitation to apply for prequalification (IPQ) for contractors to



replace and modernize the elevators in two buildings on AlexRenew's WRRF campus. This item is presented for Board approval as Tab 4 in this month's Board package.

In November 2024, AlexRenew issued an invitation to apply for prequalification (IPQ) for contractors to upgrade AlexRenew's centrate pretreatment. Prequalification applications in response to the IPQ are anticipated for December 17 and a contract is anticipated for Board review in March 2025.

#### **1.4 Sole Source and Emergency Contracts**

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

## **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 November, AlexRenew held its quarterly all-staff meeting, which included its annual chili cook-off.

Since August 3, 2023, AlexRenew has logged 280,681 hours without a lost time accident.

## **3 Strategic Partnerships**

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

The Virginia General Assembly's 2025 session is scheduled to commence on Wednesday, January 8, 2025. This session will span 46 days, concluding on Saturday, February 22, 2025.

Key dates for the 2025 session include:

- December 18, 2024: The Governor presents the Budget Bill, outlining the state's financial plan for 2025-2026
- January 8, 2025: The General Assembly convenes
- February 4, 2025: Crossover Day, the final day for each house to act on its own legislation, except budget bills
- February 22, 2025: Adjournment sine die, marking the end of the session

These dates are tentative and subject to approval of the 2025 Session procedural resolution. Staff have started the tracking process for relevant legislation and are coordinating with partners through the Virginia Water and Waste Authorities Association, Virginia Association of Municipal Wastewater Agencies, and the City of Alexandria.

## **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 1,822 wet tons of biosolids that were beneficially reused on farms in the Virginia counties of King George, Hanover, and Caroline.

AlexRenew recycled 77 million gallons of water to support its operations. Plant processes used approximately 158,700 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 (\$26.6 million) are trending higher than budgeted;
- Operating and maintenance expenses (\$13.9 million) are trending below budget; and
- Total expenses (\$65.1 million) are currently trending lower than the budgeted expenses primarily due to the timing of capital expenses. This timing also impacts debt proceed revenues (\$24.8 million), which are lower than budgeted as most current capital expenses are funded through debt.

**Table 5.1.** Revenues and Expenses for through November 2024

Revenues and Expenses	Total FY2025 Budget	FY2025 To-Date	% of Budget To-Date	% of FY2025 Completed	Total FY2025 Projected
<b>Revenues</b>					
Wastewater Treatment Charge	60,420,321	26,587,082	44	42	60,500,000
Fairfax Operating Expense Charge	12,838,293	5,349,289	42	42	12,700,000
Fairfax IRR* and Capital Contributions	40,753,072	8,402,530	21	42	30,000,000
Debt Proceeds and Other Sources	118,784,403	24,753,093	21	42	104,300,000
<b>Total Revenues</b>	<b>232,796,090</b>	<b>65,091,994</b>	<b>28</b>	<b>42</b>	<b>207,500,000</b>
<b>Expenses</b>					
Operating and Maintenance	35,295,594	13,910,211	39	42	35,200,000
Parity Debt Service	22,290,196	8,999,811	40	42	20,300,000
IRR*	11,755,900	4,126,333	35	42	11,800,000
Capital	163,454,400	38,055,639	23	42	140,200,000
<b>Total Expenses</b>	<b>232,796,090</b>	<b>65,091,994</b>	<b>28</b>	<b>42</b>	<b>207,500,000</b>

\*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	\$10,651,469	184%
Total General Reserve Sub-Fund Cash	\$5,802,015	\$5,802,015	100%
<b>Total</b>	<b>\$11,604,030</b>	<b>\$16,262,426</b>	<b>142% (170 days)</b>

**Table 5.2b. Debt Service Coverage**

Item	FY2025 Budget	FY2025 Annualized
Total Revenues	\$74,158,614	\$74,831,432
Less Operating Expenses	(\$35,295,594)	(\$36,000,000)
<b>Net Revenue</b>	<b>\$38,863,020</b>	<b>\$38,831,432</b>
<b>Annual Debt Service</b>	<b>\$22,290,196</b>	<b>\$20,300,000</b>
<b>Calculated Coverage</b>	<b>1.75 times</b>	<b>1.91 times</b>

## 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 1,062, an increase of seven (7) accounts month-over-month;
- The total dollar amount owed to AlexRenew from these accounts totaled \$1,050,055, a decrease of \$775 month-over-month; and
- Approximately 63 percent of the delinquency value is from residential accounts.

Throughout November, AlexRenew continued its communications campaign around payment plans. As of November 30, AlexRenew had 475 accounts enrolled in payment plans, representing \$627,361 in scheduled payments. This value represents approximately 60% of the current (November) arrearage.

On behalf of AlexRenew, Virginia American Water disconnected 14 customers for nonpayment of their sewer bill in November. Of the customers who were disconnected, nine (9) paid their balance in full (including one (1) who received LEAP funds), three (3) enrolled in payment plans, and two (2) accounts were closed. Since July 2024, there have been 144 disconnections, of these, 13 accounts received a total of \$4,285 in LEAP disbursements.

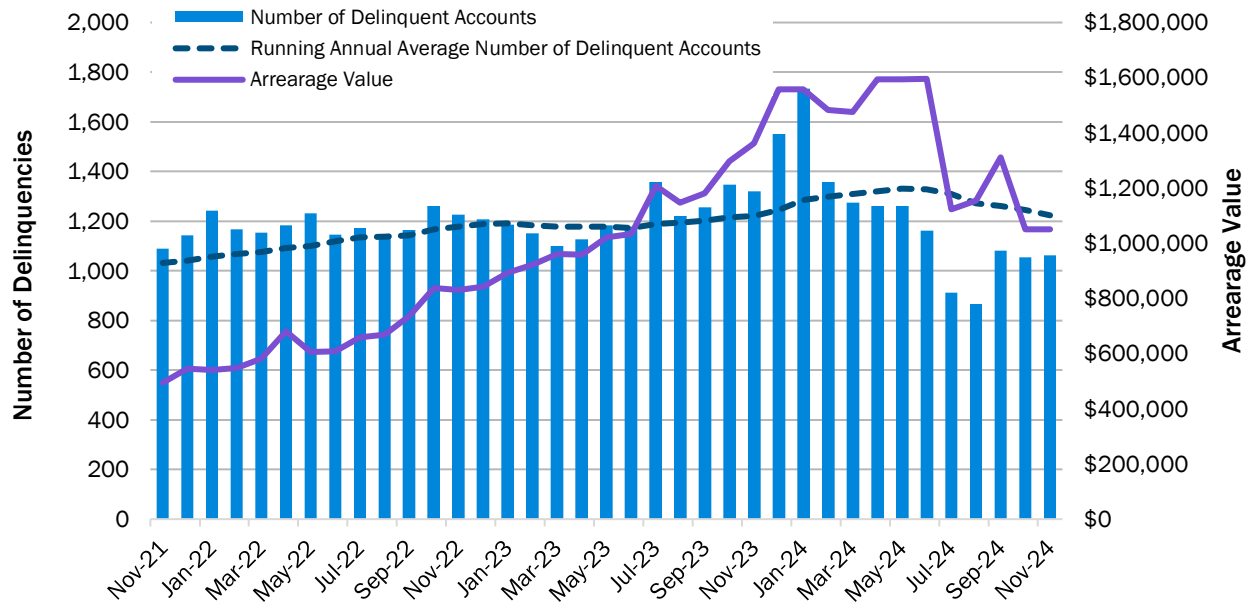


Figure 5.1. Active Accounts 60 or more days Delinquent

### 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.

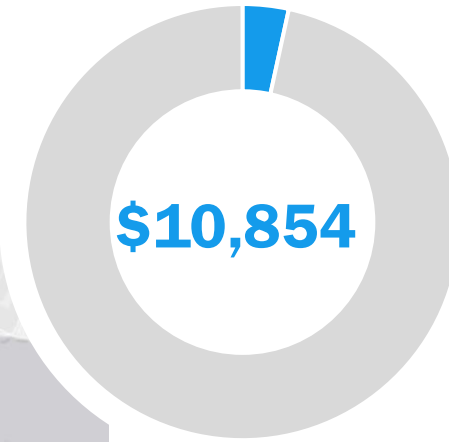
AlexRenew welcomed an estimated total of 562 visitors from the following organizations that hosted meetings on the 6th floor of the Environmental Center in November: Environmental Protection Agency (40), Alexandria Soccer Association (160), Hopkins House (75), Alexandria Chamber of Commerce (35), Chesapeake Bay Foundation (80), Alexandria Symphony Orchestra (12), Alexandria A Capella Collective (80), Alexandria City Public Schools (40), Carlyle Plaza (10), and Volunteers of America (30).

AlexRenew customer service received a total of 801 calls. Average wait time before calls were answered was 15 seconds. Call center staff answered 235 emails.

### 5.4 Lifeline Emergency Assistance Program (LEAP)

Updates on LEAP are outlined in the LEAP Dashboard.



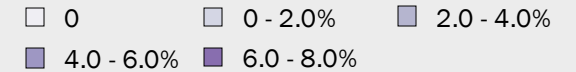


\$97,395.75  
Remaining



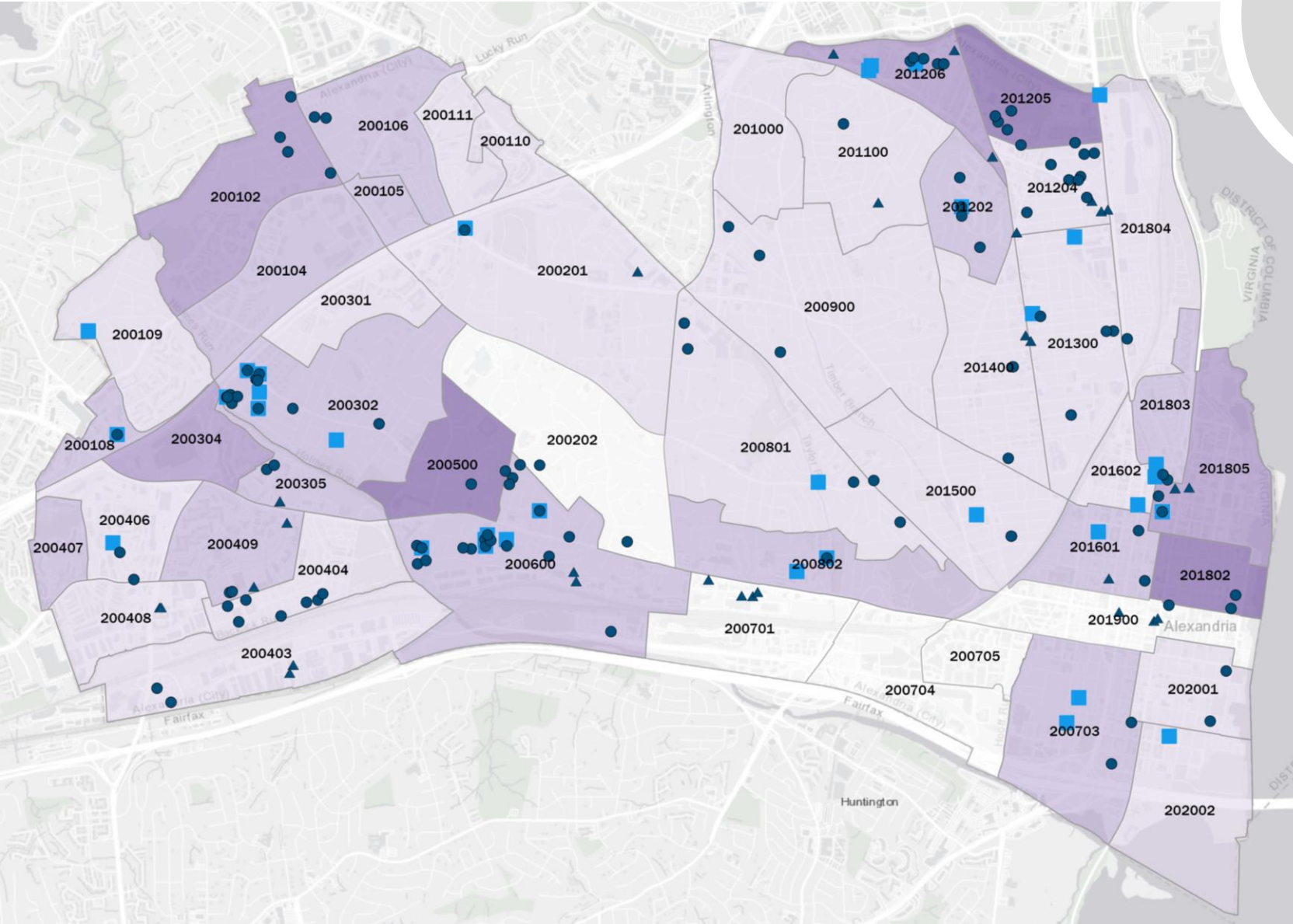
## Legend

### Percentage of Households Receiving SNAP



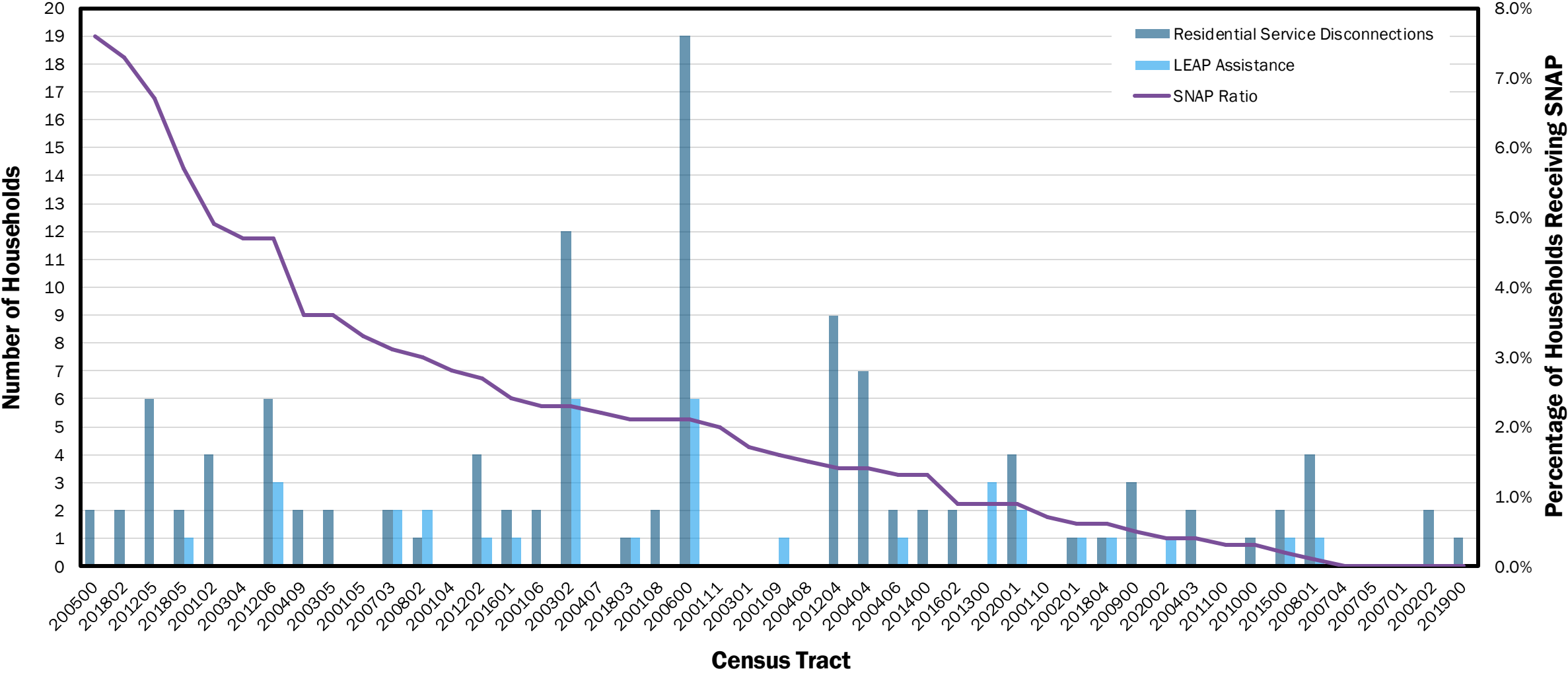
Averages: U.S. (12.5%); Virginia (3.0%); Alexandria (2.2%)

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



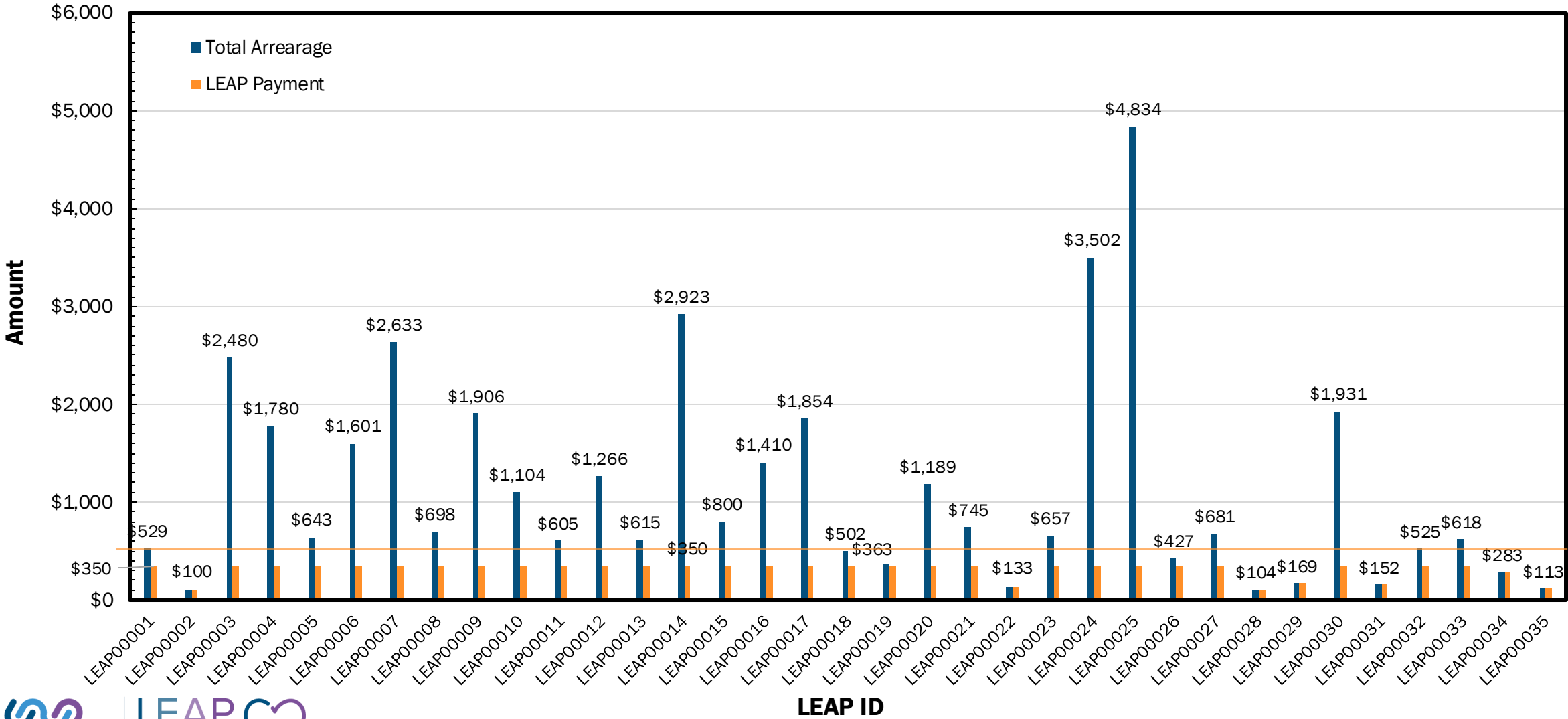
# LEAP Assistance, Service Disconnections, and SNAP Ratio by Census Tract

November 30, 2024



# LEAP Disbursements and Remaining Arrearage by Account

November 30, 2024





# RiverRenew Board of Directors Dashboard



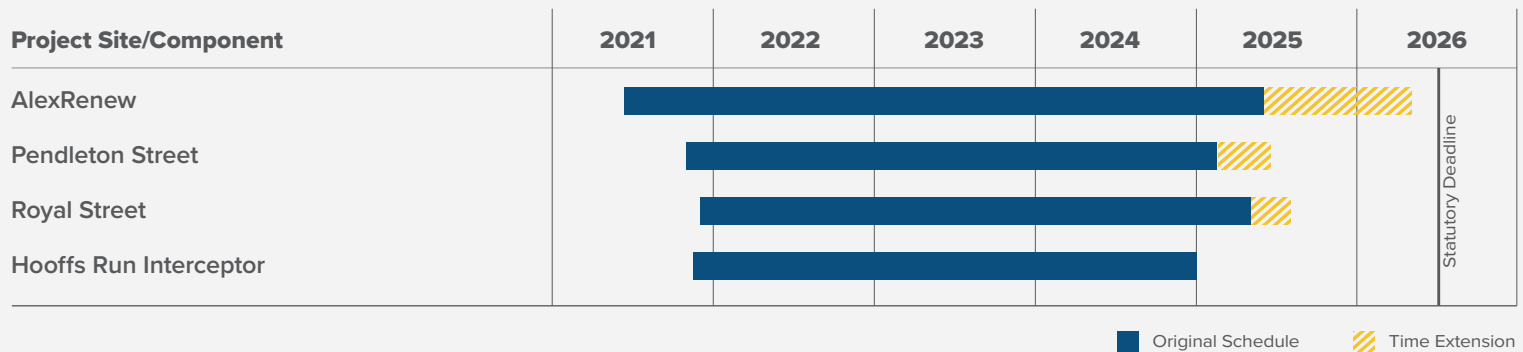
MONTH ENDING: NOVEMBER 30, 2024

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

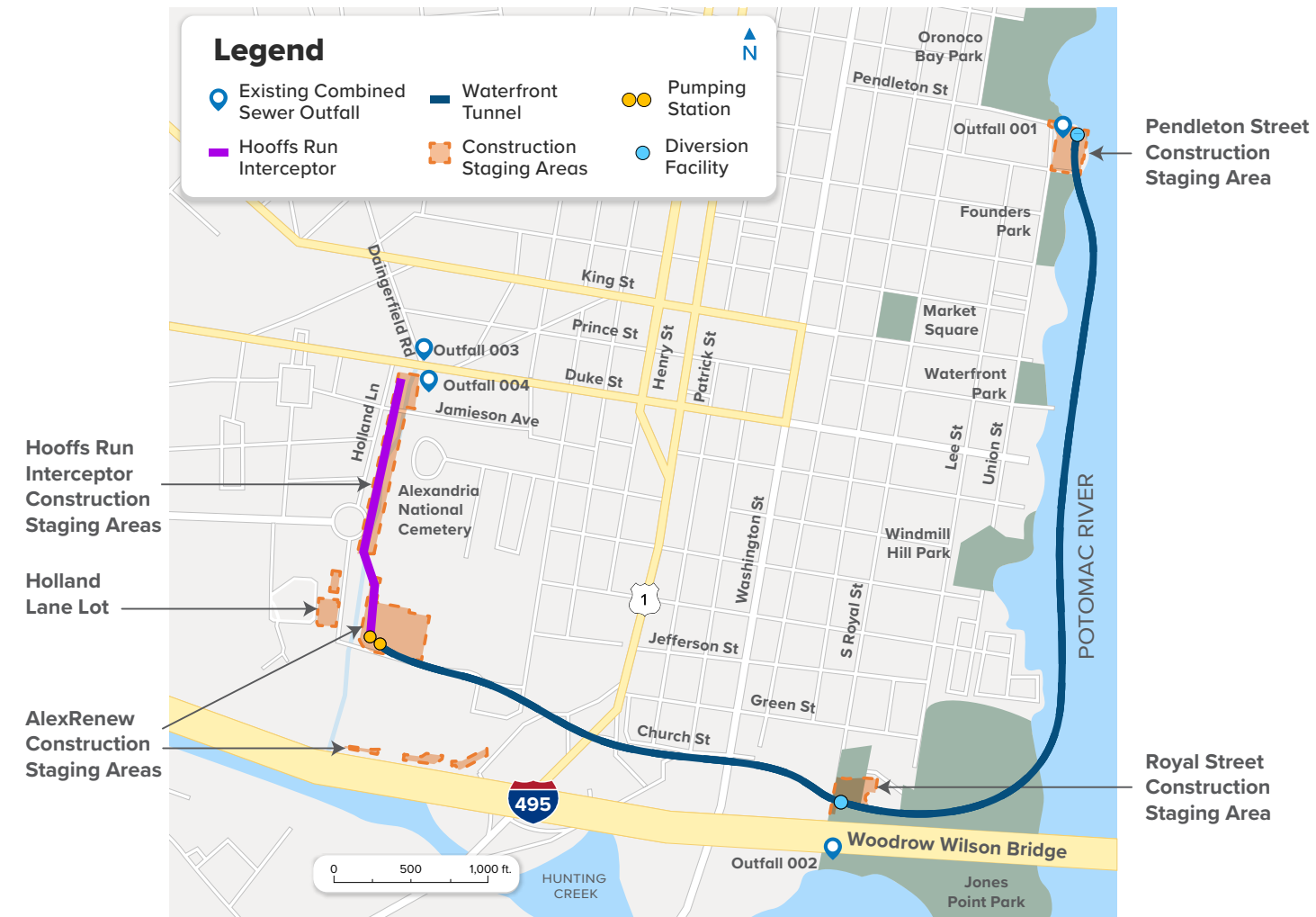


## Summary of Major Tunnel Project Delays

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).

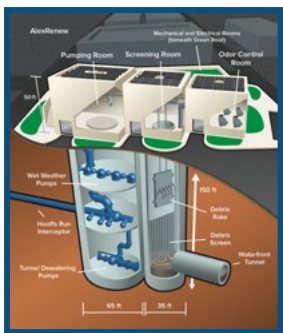
# RiverRenew Tunnel Project Snapshot

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.



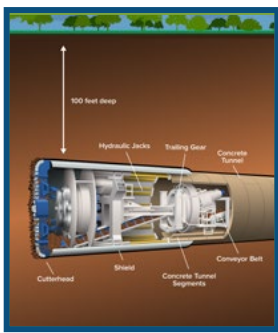
**Hoofts Run Interceptor**

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



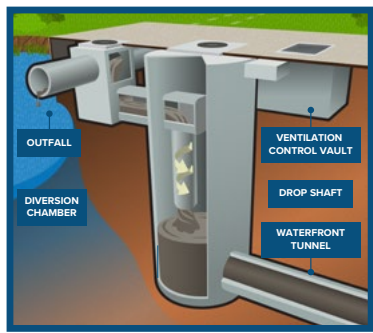
**Pumping Station**

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 Highlights

## Overall Project Progress

(Design and Construction)



### Royal Street Site



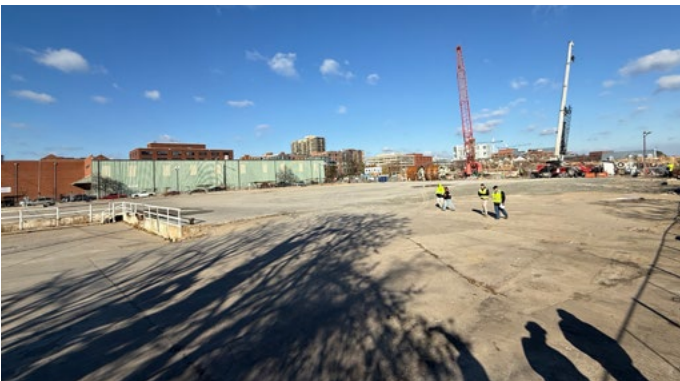
**Ongoing**

- Diversion chamber excavation
- Permanent concrete shaft internals

**Upcoming**

- Permanent concrete diversion chamber

### Pendleton Street Site



**Ongoing**

- Demobilization from majority of site
- Permanent concrete diversion facility

**Upcoming**

- Promenade and site restoration

### Hooffs Run Site



**Ongoing**

- Site restoration

**Upcoming**

- Additional landscaping

### AlexRenew Site



**Ongoing**

- Pump station floor slabs
- Superstructure foundations

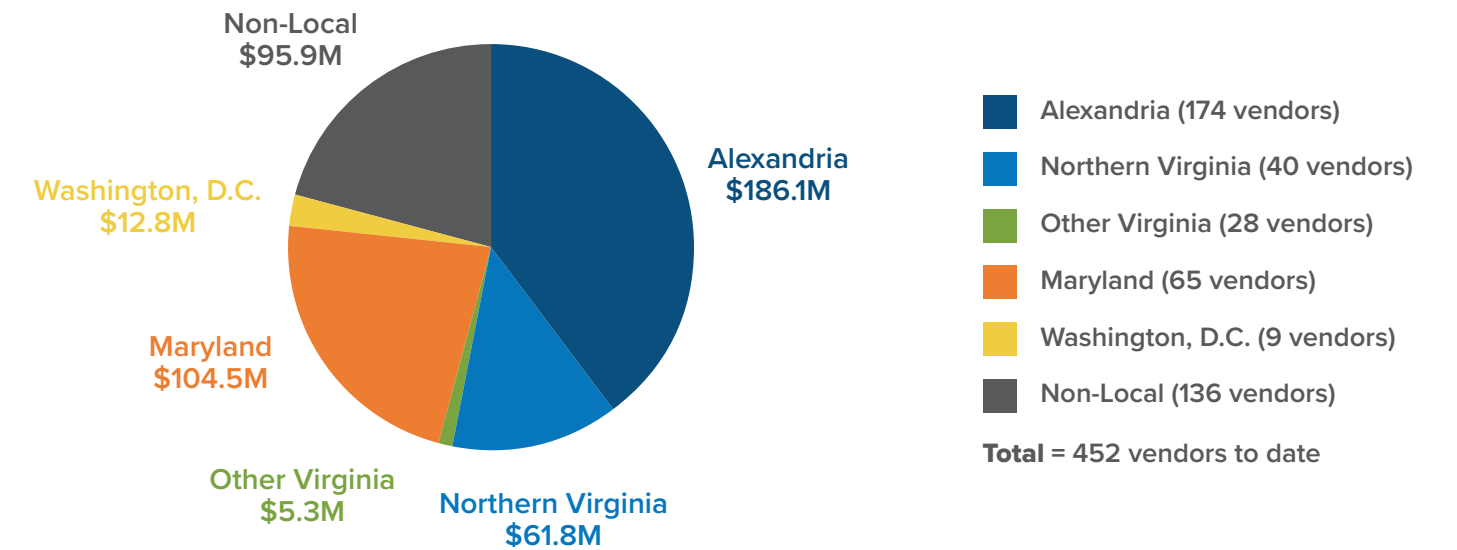
**Upcoming**

- Superstructure build-out
- Pumping station mechanical and electrical work



# RiverRenew Program Costs to Date

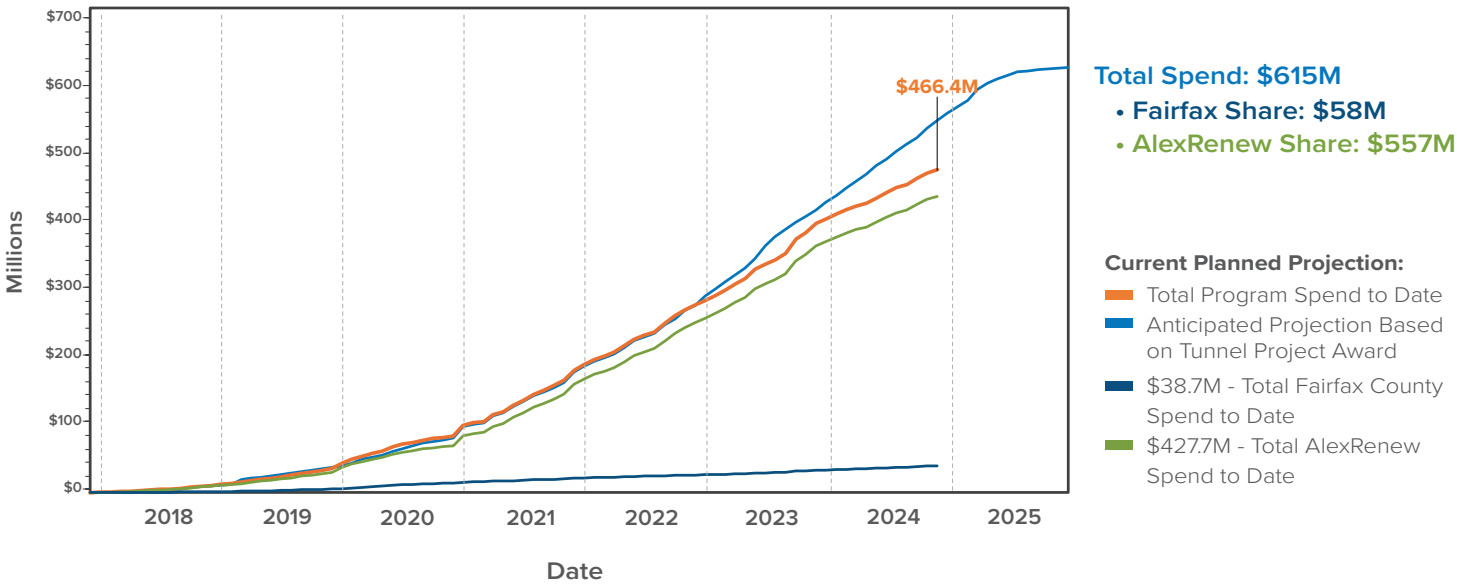
## RiverRenew Spend to Date by Locality



## 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	\$306.7
Brown and Caldwell	Owner's Advisor	Professional Services	17-022	Nov 2017	\$81.6
EPC	Resident Engineering & Inspection Tunnel System Project	Professional Services	20-013	Apr 2020	\$24.6
Completed RiverRenew Wastewater Projects to Pave the Way for the Tunnel Project					\$53.6

## RiverRenew Cash Flow Analysis



*Note: As of November 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:**

- Final RiverRenew SAG Meeting and Celebration: [December 19, 2024](#)





## Education

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

**Looking Ahead:**

- The third installment of the Cloe and Friends storybook series, Moxie's Magical Tunnel Tour





## Community Days

**Community days** feature project-specific events to celebrate construction progress on the Tunnel Project and engage the community along the way.

**Looking Ahead:**

- Hooffs Run Dedication Day: [Spring 2025](#)



## 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:**

- A [sunset photo](#) taken inside AlexRenew's pumping shaft
- A [spotlight shoutout](#) from the US Water Alliance
- Behind-the-scenes [snapshots](#) of permanent structure construction at the Pendleton Street site





## Council-Board Workgroup

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

**Highlights:**

- Final Council-Board Workgroup Meeting: [November 20, 2024](#)

# Monthly Construction Spotlight



## Pumping Station Taking Shape Beneath AlexRenew

In November, work continued steadily on the future underground pumping station at AlexRenew.

Crews have recently stripped away the formwork in the two deepest chambers of the future pumping station, exposing the concrete beams, slabs, and floors that define the underground space and will serve to support the pumps, pipes, and other essential equipment.

Next month, crews will place a final concrete slab at ground level that will function both as a “lid” on top of the underground structure and a foundation for the pumping station superstructure. Starting in 2025, crews will be hard at work both above and below ground as work begins in earnest on the future superstructure building.

## Building for the Future of Alexandria’s Waterways

To learn more, visit [www.RiverRenew.com](http://www.RiverRenew.com)



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