

Tuesday, January 21, 2025 – 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 December 17, 2024 meeting (Tab 1)	Chair	Motion
5.	6:15 p.m.	Board Administrative Items a. Finance & Audit Committee – March 11, 2025 b. Governance Committee – April 7, 2025 c. Board Retreat – February 7-8, 2025 d. Utility Management Conference – February 11-14, 2025	Chair Mr. Jinks Mr. Beall	Information
6.	6:20 p.m.	New Business a. Presentation on AlexRenew's Community Outreach Program (Tab 2)	Mr. Carl	Information
7.	7:20 p.m.	AlexRenew Monthly Outcomes Update (Tab 3)	Mr. Carl	Information
8.	7:30 p.m.	Closed Meeting: Discussion of a personnel matter pursuant to § 2.2-3711.A.1. of the Code of Virginia	Chair	
9.	7:50 p.m.	Adjourn	Chair	

Times shown are approximate start times and serve as guidelines.

Minutes of the 924th Meeting
AlexRenew Board of Directors
6:00 p.m., Tuesday, December 17, 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
 Mr. Lake Akinkugbe, Director of Finance
 Mr. Matt Robertson, Director of Communications
 Mr. Kevin Pilon, Engineering Manager
 Mr. Anthony Cummings, Cybersecurity Manager
 Mr. Myles Cooper, Legislative Analyst
 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
 Sanitary Sewer Infrastructure Division

Consultants: Ms. Priyanka Saha, Project Manager, Brown and Caldwell
 Ms. Karri Ving, Utility Expert, Brown and Caldwell
 Ms. Rosey Jencks, National Specialty Leader, Brown and Caldwell
 via Microsoft Teams
 Mr. John McGettigan, Brown and Caldwell

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 wishing to speak; the Chair closed the public comment period.

4. Consent Agenda

Members reviewed the Consent Agenda that contained the Minutes of the November 19, 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. The final version of the FY2024 Annual Comprehensive Financial Report was distributed to the Board.

b. Governance Committee

- i. Nothing to Report.

c. Board Activities/Retreat

Mr. Carl reported that pre-work for the February Board Retreat would be distributed after the December holidays and the FY2024 Annual Report would be posted to the AlexRenew website and on the customer portal by December 18.

UMC Conference

Mr. Carl shared that staff is available to make travel arrangements for members attending the Utility Management Conference in February. Ms. Deines, AlexRenew's Chief Water Quality Officer, will be attending.

Staff Introductions

Mr. Carl asked staff and consultants in attendance to introduce themselves.

PhaseForward Dashboard

Mr. Carl introduced a draft of the PhaseForward Dashboard to track the projects' progress, schedules, and spend to-date. He requested that members review and provide feedback.

6. New Business

a. Approval of Contract No. 25-001 for Engineering Basic Ordering Agreements

AlexRenew's Basic Ordering Agreements (BOA) for Engineering expire January 2025. To maintain progress, staff issued an RFP to support ongoing work. Mr. Carl provided an overview of the recommendation to issue BOAs to five engineering firms for one-year terms and renewable for up to three years.

Members discussed the competition for tasks, the ability of the firms to perform all the requested tasks, work planning, cost share allocation, capacity and contractor weightings. There being no additional discussion, the Chair requested a motion to approve. Ms. Hammer moved and Mr. Beall seconded. The Board unanimously approved.

Be It Resolved That: The Board authorizes the CEO to execute the five BOAs to provide on-call professional services to support AlexRenew's Capital Improvement Program.

b. Approval of Contract No. 25-015 for the Buildings L and G Elevator Replacement Project

The freight elevator in Building G and the personnel elevator in Building L are experiencing

reliability issues due to age and require full replacement to support day-to-day WRRF operations.

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

Be It Resolved That: The Board authorizes the CEO to execute a contract with Nichols Contracting Incorporated in an amount not-to-exceed \$3,652,500 to construct improvements to the Building L and Building G elevators.

c. Environmental Justice Presentation

Ms. Waters, Ms. Jencks, Ms. Saha and Ms. Ving reported on AlexRenew's Environmental Justice assessment. The Board requested additional detail regarding impacts of AlexRenew's existing infrastructure. Staff indicated that additional detail on the assessment of impacts would be provided at a future Board meeting.

Staff reviewed AlexRenew's Strategic Goals and noted opportunities and recommendations for engagement. Members provided their feedback on the program and requested updates.

There being no additional questions or comments, the Chair moved to AlexRenew's Monthly Outcomes Report.

7. AlexRenew Monthly Outcomes Update

a. Discussion

Mr. Carl reviewed the highlights of the November Monthly Report. He reported that staff would be requesting additional funding of \$50 million for RiverRenew. Ms. Waters provided an update on the Virginia General Assembly, noting that staff will keep the Board abreast of any legislation with potential impacts on AlexRenew

Customer Service Delinquencies/Disconnections/LEAP Dashboard

Mr. Carl recognized Mr. Robertson who reviewed delinquency. Staff requested that the maximum LEAP disbursement be increased from \$350 to \$1,000 to provide relief to customers with delinquencies that accumulated during COVID-19 and/or the post-pandemic economic recovery period. Hammer requested that LEAP contributions be included on the Dashboard.

Members discussed and agreed with staff's recommendation. The Chair moved to increase the maximum LEAP disbursement from \$350 to \$1,000 to address long-term residential customer delinquencies. Mr. Beall seconded. The Board unanimously approved.

Be It Resolved That: The Board authorizes the CEO to increase the maximum LEAP disbursement from \$350 to \$1,000 to assist residential customers with larger-than-typical delinquencies.

RiverRenew Dashboard

Mr. Carl reviewed the RiverRenew Dashboard, noting that the Hooffs Run Interceptor is now operational and the final SAG meeting will be held Thursday, December 19.

Ms. Hammer reported on a new affordability study issued by the EPA for water and sewer bills. She encouraged staff and members to review. Mr. Carl reported that he would distribute the study.

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

The meeting adjourned at 7:50 p.m.

APPROVED:

Secretary-Treasurer



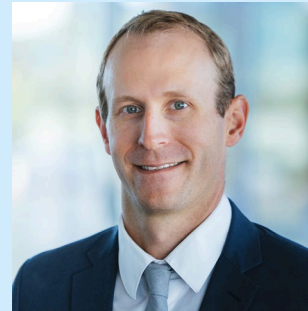
STRATEGIC COMMUNICATIONS AND LISTENING

BOARD OF DIRECTORS MEETING | JANUARY 21, 2025

TODAY'S PRESENTERS



Communications Manager
Bethany Latham



Director of Communications
Matt Robertson



OUTLINE

01 Introduction

Communication governance, demographic information, goals, and strategies

02 Affinity Groups

Overview of AlexRenew's affinity groups, communications methods, and goals

03 Tactics and Metrics

Overview the tactics used to listen and communicate with each affinity group

04 2025 Event Planning

A look ahead at the 2025 event schedule

05 Board Roles

Board member roles in outreach and listening

AlexRenew

STRATEGIC PLAN

MISSION

Treat wastewater to protect public health and the waterways that connect us.

VISION

Every drop of water contributes to a thriving community and healthy environment for all.

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



AlexRenew

OUTREACH GUIDING DOCUMENTS

Staff Guidance



Strategic Plan

- / Meaningfully engage in the community and grow personal connections to water
- / Inspire younger audiences to develop the next generation of water professionals
- / Advance a sustainable customer assistance program

Board Roles



Board Communications Policy

- / Establish policies and provide high-level input
- / Communicate externally as a unified body to promote clear message
- / Communicate accurately, consistently, and transparently with stakeholders
- / Notify the CEO with media inquiries



Board Community Benefit Policy

- / Promote educational programs
- / Provide in-kind contributions and promote volunteerism
- / Improve community health through AlexRenew activities and services
- / Provide support for arts and culture related to the AlexRenew's mission, goals, and activities



Board Responsibilities Policy

- / Advocate in the community for succession planning
- / Enhance the organization's public standing
- / Advocate for AlexRenew in the community



A photograph of a row of colorful townhouses in Alexandria, Virginia. The houses are painted in various colors including yellow, blue, and red, with white trim and shutters. An American flag is flying from a pole in front of one of the houses. The scene is set on a street with trees and a sidewalk. A semi-transparent blue overlay is applied to the entire image.

ALEXANDRIA, VIRGINIA OVERVIEW VIDEO

Alexandria, Virginia

DEMOGRAPHICS



TOTAL POPULATION
157,594

AVERAGE AGE



38



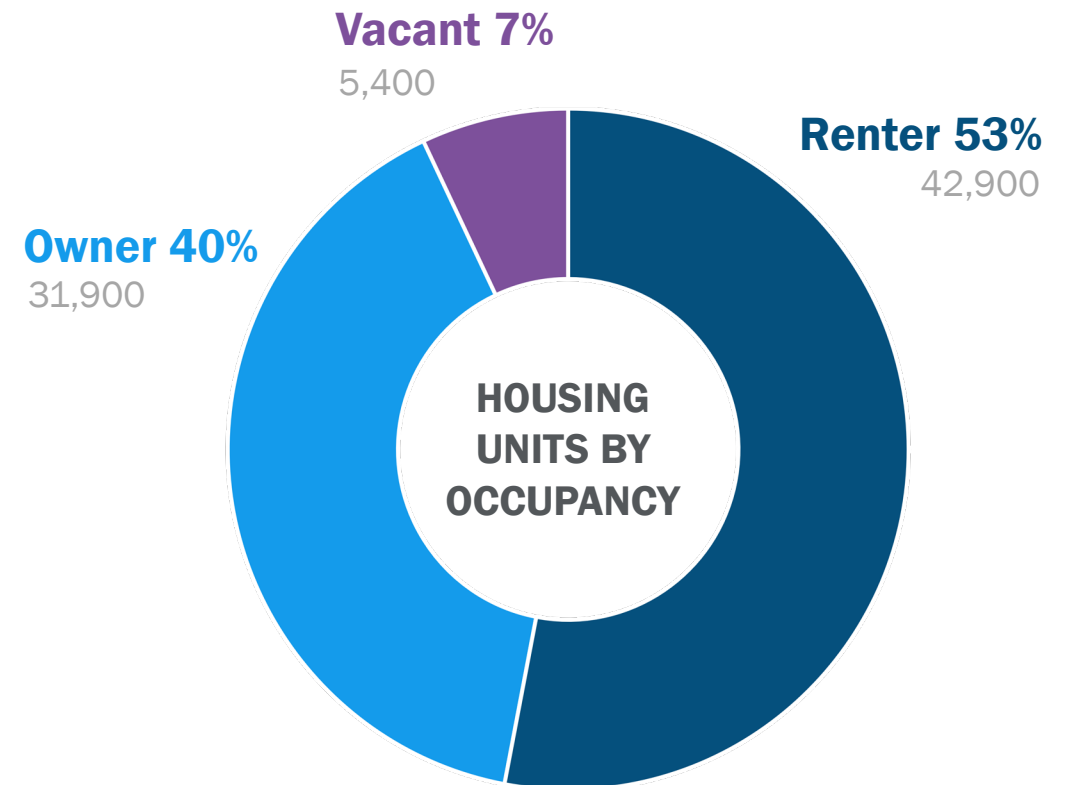
LANGUAGES SPOKEN AT HOME

ENGLISH-ONLY 70% OTHER INDO-EUROPEAN 5%
SPANISH 13% ASIAN & PACIFIC ISLANDER 3%
OTHER 9%



TOTAL HOUSEHOLDS
74,818

AVERAGE **2.1**
HOUSEHOLD SIZE



Alexandria, Virginia

UNIQUE ASPECTS



Alexandria is a highly transient area with



27,000

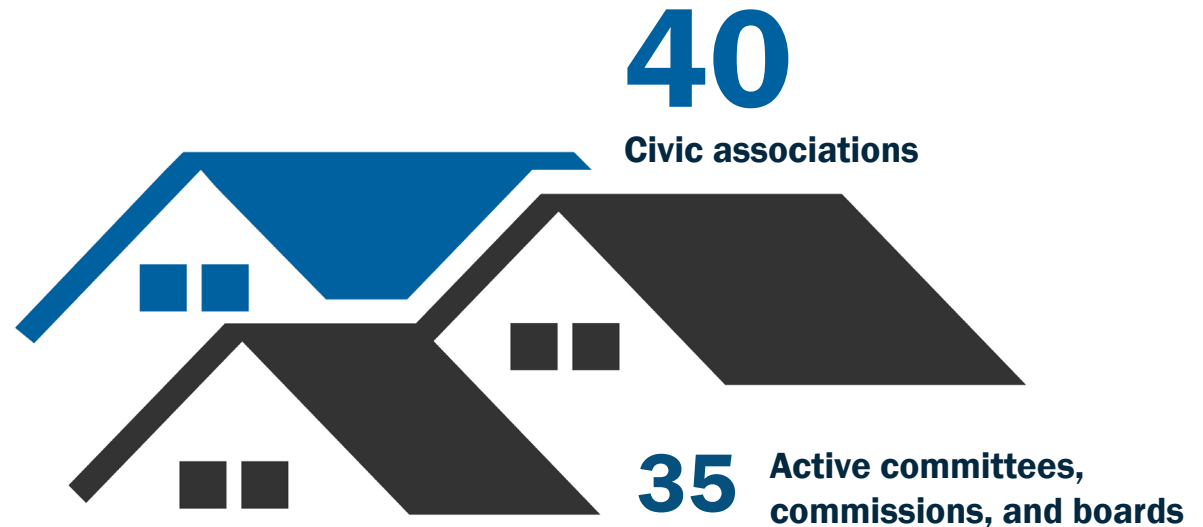
AlexRenew account holders



Three separate entities manage
Alexandria's water system.

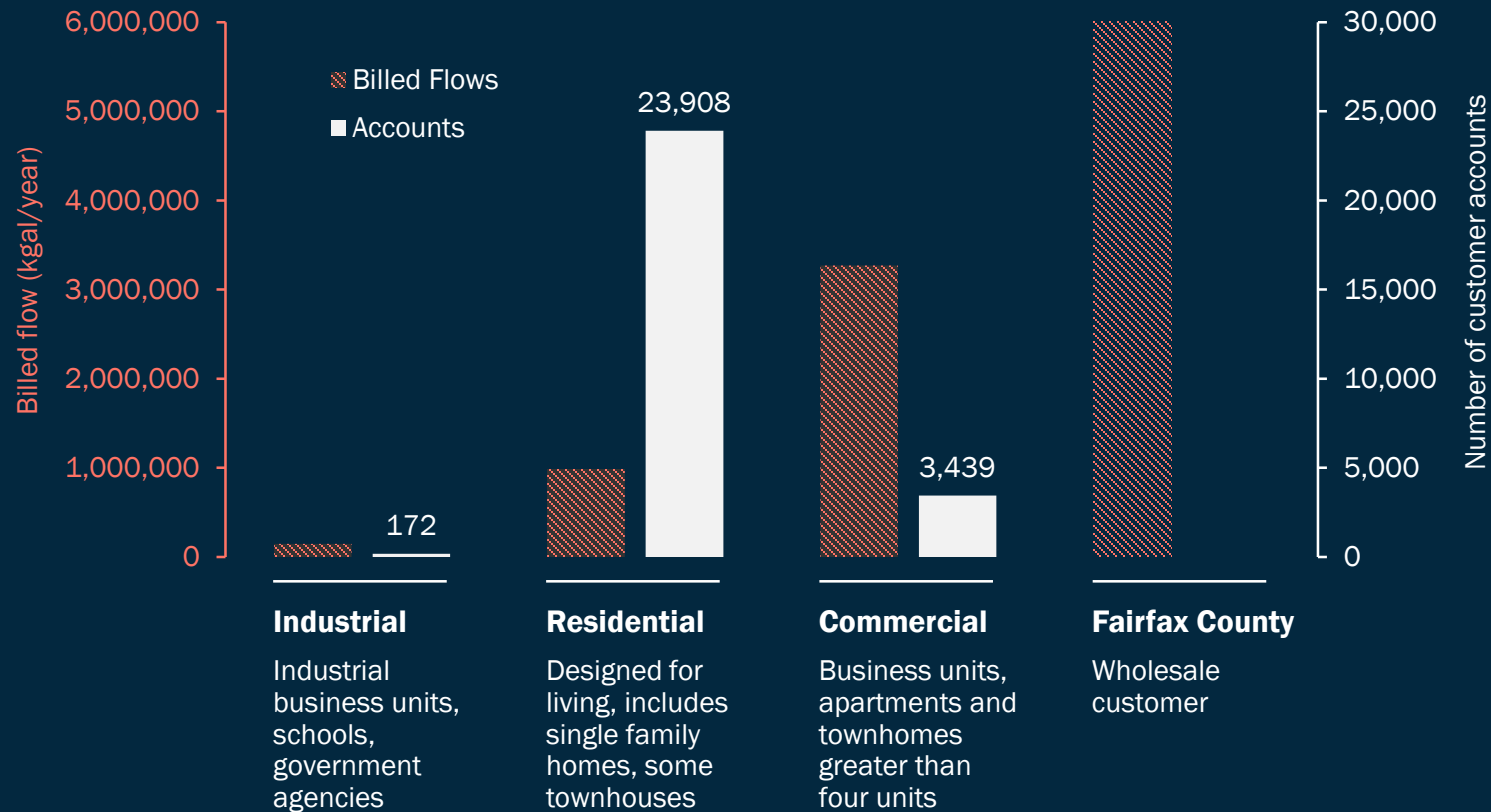


State-mandated CSO project directly
impacts rates and community



70% Bachelor's Degree+

CUSTOMER CLASSES AND UNITS OF SERVICE



- / Residential single-family is the largest retail customer class by number of accounts only
- / Approximately 25% of commercial accounts are multi-family units
- / The majority of Alexandria-only billed wastewater flows are generated by commercial accounts (74%)

STRATEGIC COMMUNICATIONS DEFINITIONS

Goals: overarching desired outcomes

Strategies: approaches you can take to achieve a goal

Objectives: specific and measurable steps within a strategy

Tactics: individual actions taken to execute the objectives and reach a goal

STRATEGIC COMMUNICATIONS AND LISTENING

Purpose:

Foster trust, shape public perception, and cultivate relationships to help AlexRenew achieve organizational goals and maximize community benefit

Primary Goals:

- / Increase stakeholder engagement
- / Improve customer satisfaction
- / Safeguard reputation
- / Convey an understanding of the value of wastewater
- / Develop key partnerships

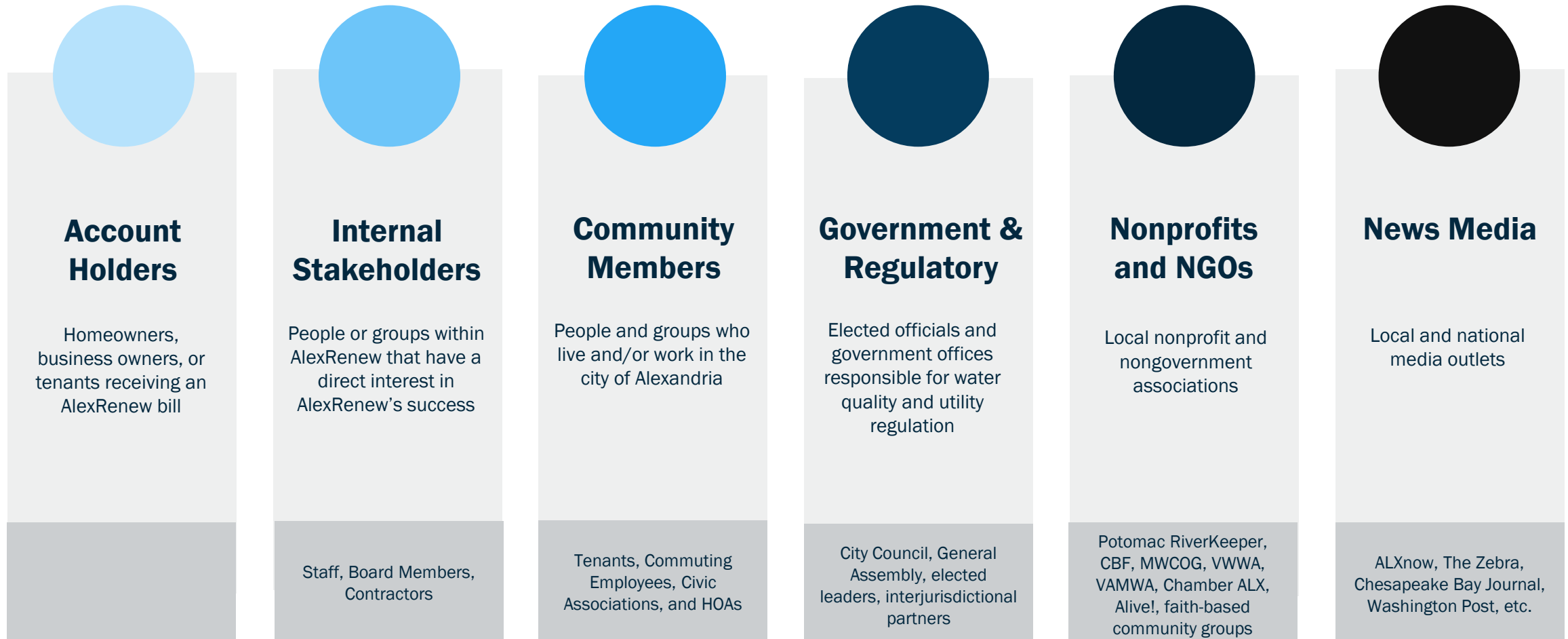
Primary Strategies:

- / **Omni-channel approach:** Engage with stakeholders seamlessly across digital and traditional communications channels
- / **Mission-focused content:** Provide content that highlights AlexRenew's mission, purpose, and benefit to customers, the community, and our waterways
- / **Leverage meetings, events, professional networks, and facilities** to develop partnerships and foster trust and transparency
- / **Actively listening** to gain understanding and adjust goals, objectives, and tactics



AFFINITY GROUPS

Affinity groups: stakeholders with common interests and communication preferences



OUTREACH CHANNELS

Methods for reaching stakeholders

Events

- / AlexRenew outreach events
- / Partner events
- / Construction events
- / Presentations

Facilities

- / Educational lobby
- / Industry tours
- / Meeting space (5th floor)
- / Limerick Field

Print

- / Flyers
- / Signage/posters/wraps
- / Doorhangers
- / Promotional items
- / Media pickups

Mail

- / Bill inserts
- / Letter campaigns

Digital

- / AlexRenew.com/RiverRenew.com/Portal
- / Emails for customers, community, and media
- / Digital signage for employees and customers
- / Social media
- / Text message









TWO-WAY OUTREACH CHANNELS









ONE-WAY OUTREACH CHANNELS



LISTENING MATRIX

	Affinity Group Type	Goals	Two-Way Channels	Primary Concerns and Impacts	Action
	Account Holders	Engagement, satisfaction	Digital: email, social media; facilities, phone, survey	Service, rates, environment	Track and respond to email replies, social media messages, incoming calls, and in-person comments
	Internal Stakeholders	Engagement, satisfaction	Digital: email, social media, glassdoor, surveys; facilities, phone	Employment, personal fulfillment, pay	Respond to feedback from CEO Roundtable meetings, surveys, and open-door discussions with leadership
	Community Members	Reach, reputation, engagement, awareness	Digital: email, social media; phone	Community health, environment	Review and respond to correspondence from social media, web, and events
	Government officials and Regulatory Agencies	Reputation, partnership	Phone, email	Regulations, Community health, affordability, reputation	Monitor key water issues and solicit feedback
	Nonprofits and Nongovernment Organizations	Reputation, partnership	Phone, email	Regulations, environment, community health, affordability, reputation	Maintain open lines of communications
	News and Media	Engagement, reputation	Digital: email, social media; phone	Community, environment	Respond as quickly as possible to media inquiries

COMMUNICATIONS MATRIX

Affinity Group Type	Goals	Outreach Channels	Objectives	Tactics
 Account Holders	Engagement, satisfaction	Digital: social media, email, web; print, mail, events, facilities	Increase engagement for customer programs, digitally and at events	Leverage photos, videos, paid social ads, and engaging displays to promote customer benefits
 Internal Stakeholders	Engagement, satisfaction	Digital, print, events	Increase participation at roundtable events, increase satisfaction survey scores (NPS, Glassdoor) and newsletter open rate	Produce emails, digital signage, material, and events that drive participation and satisfaction
 Community Members	Reach, reputation, engagement, awareness	Digital, print, events, Facilities	Increase reach and engagement digitally and at events	Create targeted ads and attend a wide-range of events throughout the city
 Government officials and Regulatory Agencies	Reputation, partnership	Digital, print, events, facilities	Provide talking points for initiatives	Share reports and talking points, host one-on-one Meetings
 Nonprofits and Nongovernment Organizations	Reputation, partnership	Digital, print, events, facilities	Provide support (6 th floor) and build partnerships through events	Provide presentations, learning workshops, 6 th floor support, tours
 News and Media	Engagement, reputation	Digital, print, events	Increase media pickups	Frequently share

SUMMARY MATRIX

Listening and communications channels by affinity group

	Digital			Mail	Print		Facilities		Events
Affinity Group Type	Email	Social Media	Website	Inserts	Handouts	Signage	Tours	Sixth Floor	
Account Holders	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal Stakeholders	✓	✓	✓		✓	✓	✓		✓
Community Members		✓	✓		✓	✓	✓	✓	✓
Government officials and Regulatory Agencies	✓	✓	✓		✓	✓	✓	✓	✓
Nonprofits and Nongovernment Organizations	✓	✓	✓		✓	✓	✓	✓	
News and Media	✓	✓	✓				✓		✓

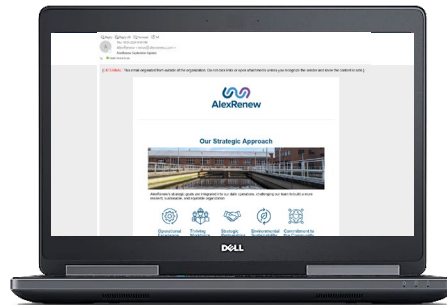
ACCOUNT HOLDER

Primary channels

Digital

Email

Key topics: Customer news and programs, rate information, LEAP, payment plans, events, payment options



Social Media

Key topics: AlexRenew's mission and impact, customer programs, STEM Learning opportunities, RiverRenew updates, employee and community celebrations



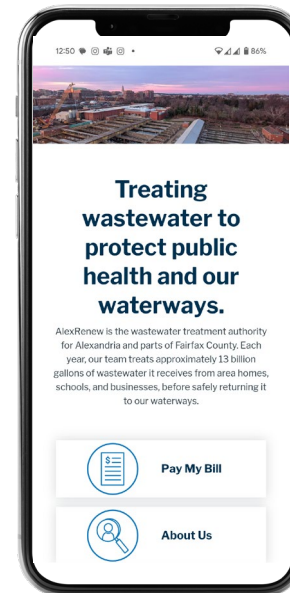
Mail

Key topics: Winter Quarter Average, LEAP, payment plans, rates, annual report, customer programs



Websites

Key topics: Important customer and community announcements, annual reports, rate information, awards, and general news



Text Message

Key topics: Payment Plans and Disconnections for nonpayment

ACCOUNT HOLDER

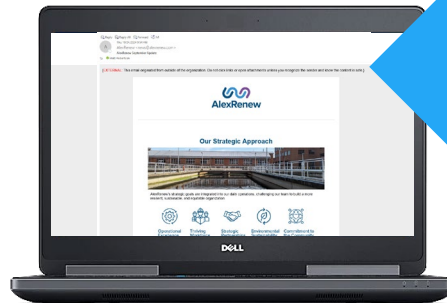
Key metrics (2024)

Digital

Email

19,000 customer emails sent per month

~50 email replies per month



60%
Open Rate

Social Media

11,000 Social media followers

Engagements

38,341 ↑ **51%**

Incoming messages **674**



Mail

16,000 inserts mailed per month

Payment plan enrollments

945 (\$726,509 collected since November 2022)

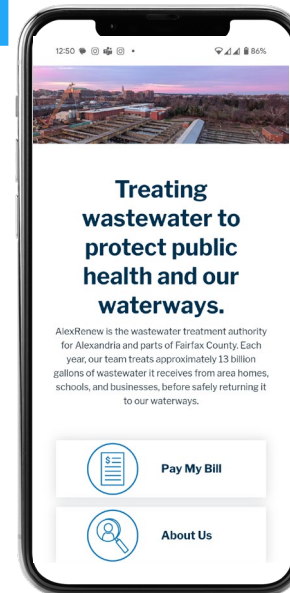
Websites

Visitors per month

25,700 → **5,000** AlexRenew.com
20,000 MyAlexRenew.com
700 RiverRenew.com

Text Message

1,500 text messages sent per month



INTERNAL STAKEHOLDERS

Primary channels



Print

Key topics: Employee events and celebrations, HR news, safety information, important announcements

Events

Key topics: Important announcements, teambuilding activities, featured speakers, employee recognition, training

- / **All Team Meetings**
- / **CEO Round Tables**
- / **Health and Safety Events**
- / **Lunch and Learns**

Digital

Email

Key topics: Employee news, safety information, shout outs, and HR updates

SharePoint

Key topics: Employee news, announcements, and HR updates (long-form)

Social Media

Key topics: Promotions, new hires, awards, and organizational achievements



Digital Signage

Key topics: SafeStart, apprentice program, shout outs, organizational news, employee recognition

INTERNAL STAKEHOLDERS

Key metrics (2024)

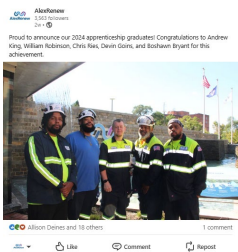


“Engaged employees perform better, experience less burnout, and stay in organizations longer.”

-Harvard Business Reveiw



Digital



Social Media

4,000 Engagements for employee-featured social media content.

glassdoor

2022 ★★☆☆☆
19% recommend to a friend

2024 ★★★★★
68% recommend to a friend

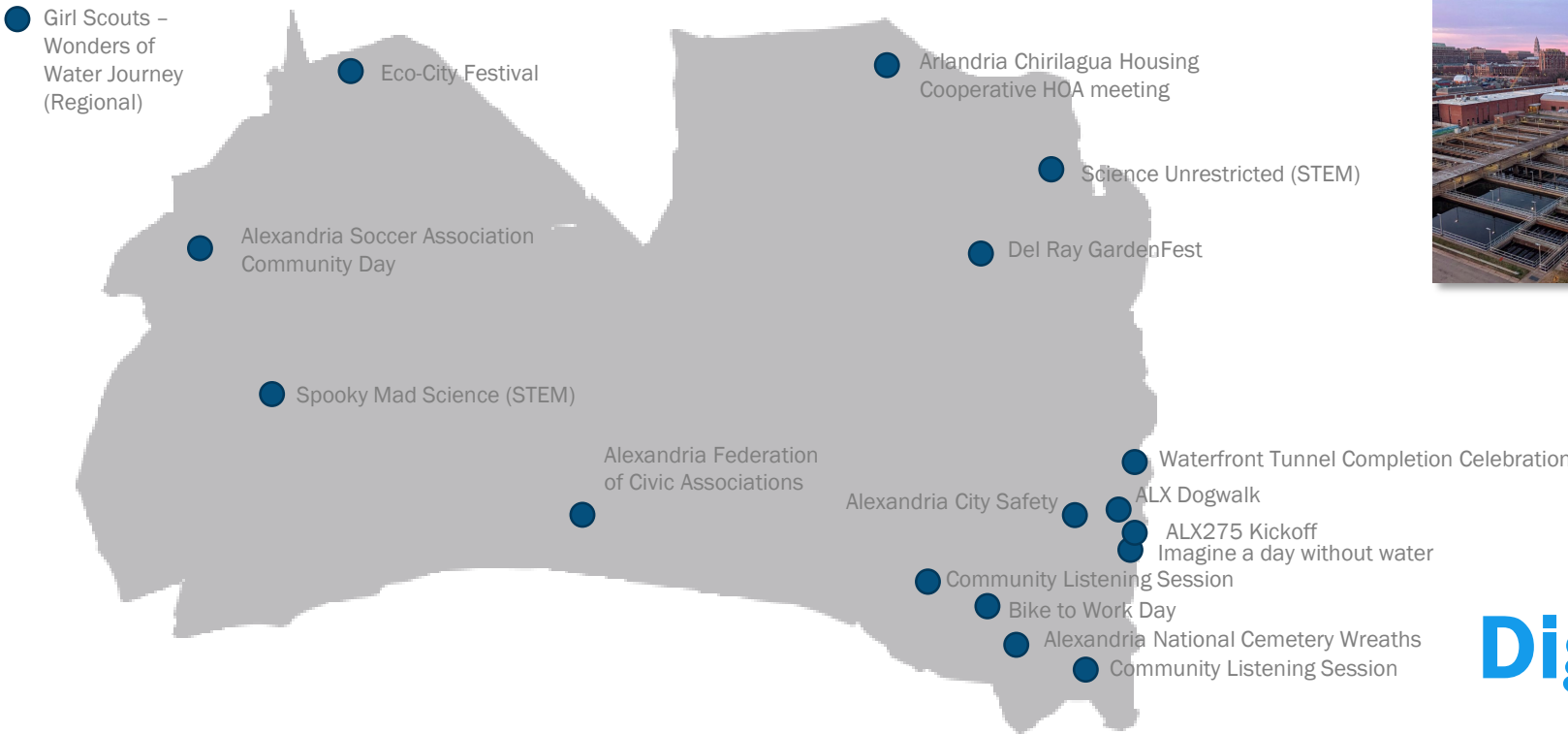


Email

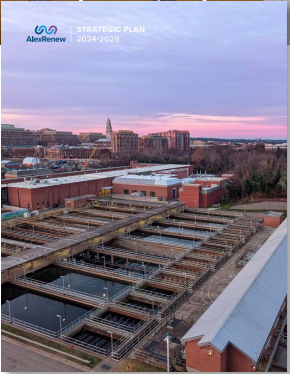
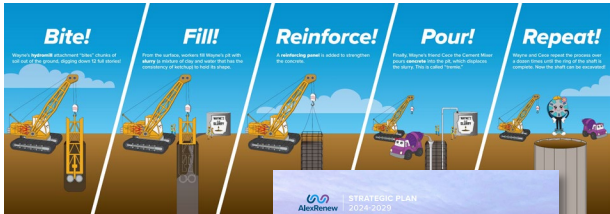
65%
Email Open Rate

COMMUNITY MEMBERS

Primary channels and metrics



Visiting the community

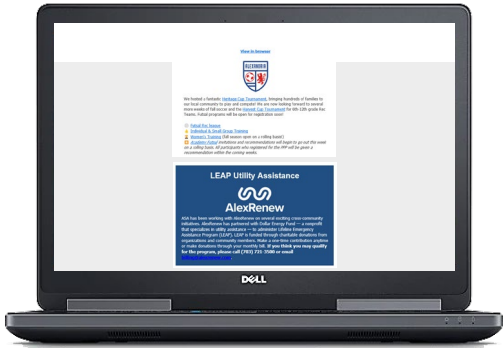


Print

- / Annual Report
- / Annual Comprehensive Financial Report
- / Strategic Plan
- / Handouts

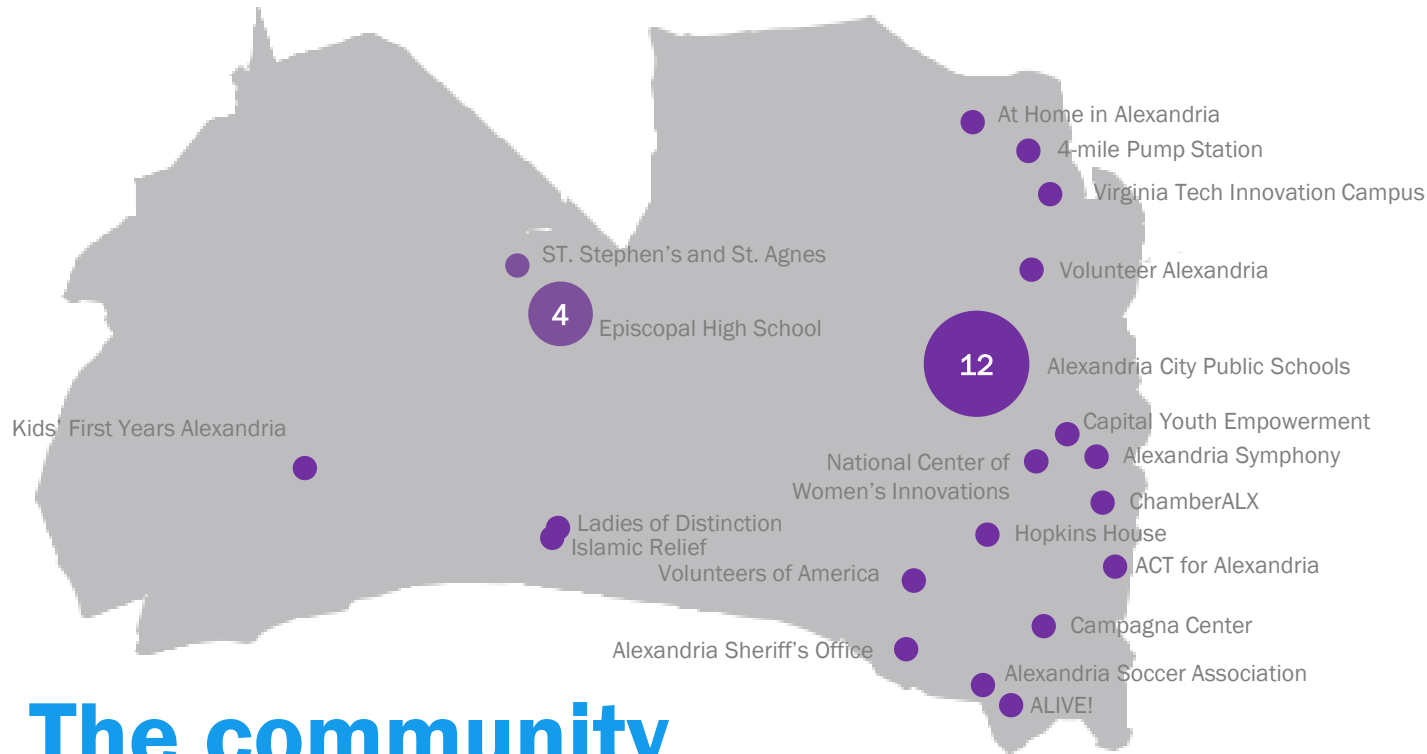
Digital

- / Social media
- / Alexandria Soccer Association monthly email



COMMUNITY MEMBERS

Primary channels and metrics



The community visiting AlexRenew

Educational lobby, pumping station displays, plant tours, tunnel tours, and signage

Print

- / Children's books
- / STEM activities
- / Signage
- / Bookmarks
- / Stickers



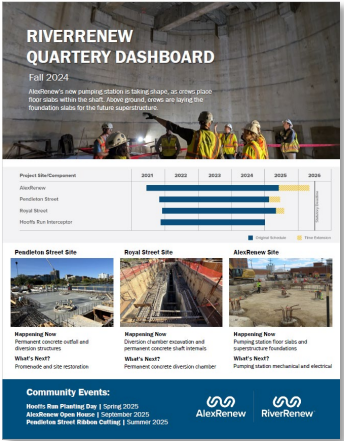
GOVERNMENT AND REGULATORY

Primary channels



Events

- / City Council meetings
- / Key issue meetings with the General Assembly
- / State Water Commission
- / Federal Lobbying
- / City Council and General Assembly Breakfasts
- / Legislative agenda events



Print

- / City Council Dashboard
- / General Assembly reports and one-pagers

Digital

- / VDEQ reporting
- / RiverRenew General Assembly Report
- / Additional correspondence

NONPROFITS AND NGOS

Primary channels and metrics (2023-2024)



Chief Administration Officer Caitlin Feehan accepts her 40 under 40 award from the Alexandria City Chamber of Commerce

Facilities

- 12 Nonprofits hosted on the 6th floor
- 5 Tours for nonprofits

Events

- LeadershipALX program participation
- 40 under 40 recognition
- Employee-supported volunteer efforts
- Chesapeake Stewards VoiCes Presentations
- Association and NGO meetings, such as VWWA, VAMWA, MWCOG

Digital

- Local community assistance network
- Dollar Energy
- ALIVE!

MEDIA COVERAGE

Key Media Topics for 2024:
Waterfront Tunnel completion,
LEAP launch, green bond sale, and
Bond Buyer of the Year Award



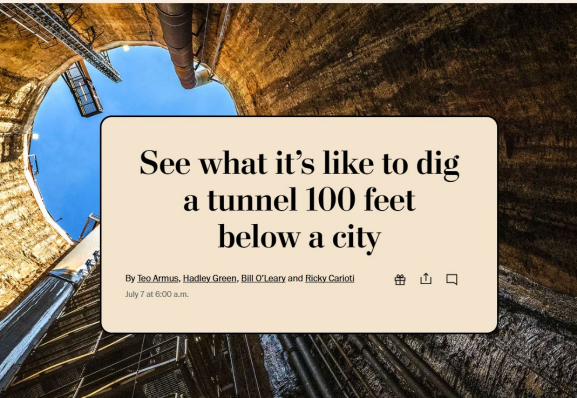
industry news

May 29, 2024

News Release: New partnership uses AI to
for water treatment

May 28, 2024 — Muleshoe, Texas, may not seem a likely setting for a
ly, allegedly perpetrate
ried about.

The Washington Post
Gateway Cities Postcard



See what it's like to dig
a tunnel 100 feet
below a city

By Ted Armus, Hadley Green, Bill O'Leary and Ricky Carloti
July 7 at 6:00 a.m.

BAY JOURNAL

About Contact Us e-Edit

Virginia wastewater treatment plant sells 'green' bonds to fund infrastructure work

Lauren Hines-Acosta Jul 2, 2024 0

News by Topic

f x e p d b



Wastewater Engineer Faith Oviawe gives a tour of Alexandria Renew Enterprises wastewater treatment plant in 2023. (Courtesy of Alexandria Renew Enterprises)

Alexandria Renew Enterprises, or AlexRenew, announced on June 6 the sale of \$45.7 million in green bonds. It's the first wastewater treatment plant in Virginia to offer them.

Green bonds are a way for companies and other entities to raise money for projects that help protect the environment.

More than 35 investment firms and individuals purchased bonds from the plant, which will use the money to upgrade its biosolid treatment, filtration process, wastewater screening and pumping facilities. In return, investors will get their original investment back plus 4.17% interest by 2024.

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Help spread environmental news
Your support makes our work possible



Hazel: RiverRenew Tunnel complete

RiverRenew will have been Alexandria's largest development to-date.



Payne (from left to right) with a portion
the long tunnel along the Alexandria water
ings Alexandria one step closer to clear
house on Saturday, curious members
the site of the 100-foot drop shaft
ney and was lifted back to the
tion vests used diagrams and models
soon become part of a system



HOME 2-TV EVENTS SPORTS DINING THEATRE CONTACT SUBSCRIBE ADVERTISE MORE OBITUARIES ARCHIVE

Home / Environmental / Recognizing Excellence in Alexandria: Friends of the Mount Vernon Trail Win 2023 Pickering Award

Community News Environmental

Recognizing Excellence in Alexandria: Friends of the Mount Vernon Trail Win 2023 Pickering Award

Kevin Daunay April 24, 2023

1 minute read

Facebook Twitter LinkedIn YouTube Instagram



The Friends of the Mount Vernon Trail won the 2023 Pickering Award. Volunteers are pictured with the Award. Standing with them are Mayor Wilson, Vice Mayor Jackson, and Councilmember Sarah Bagley. (Photo courtesy AlexRenew)

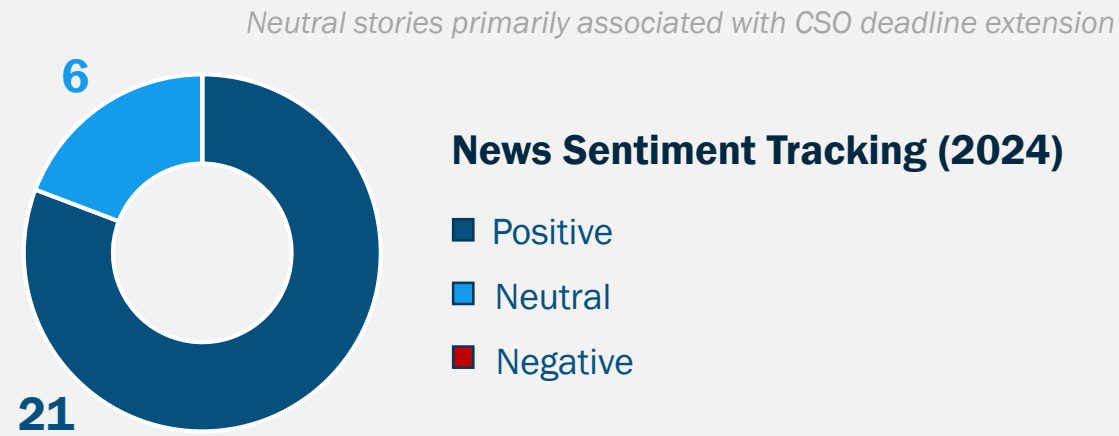
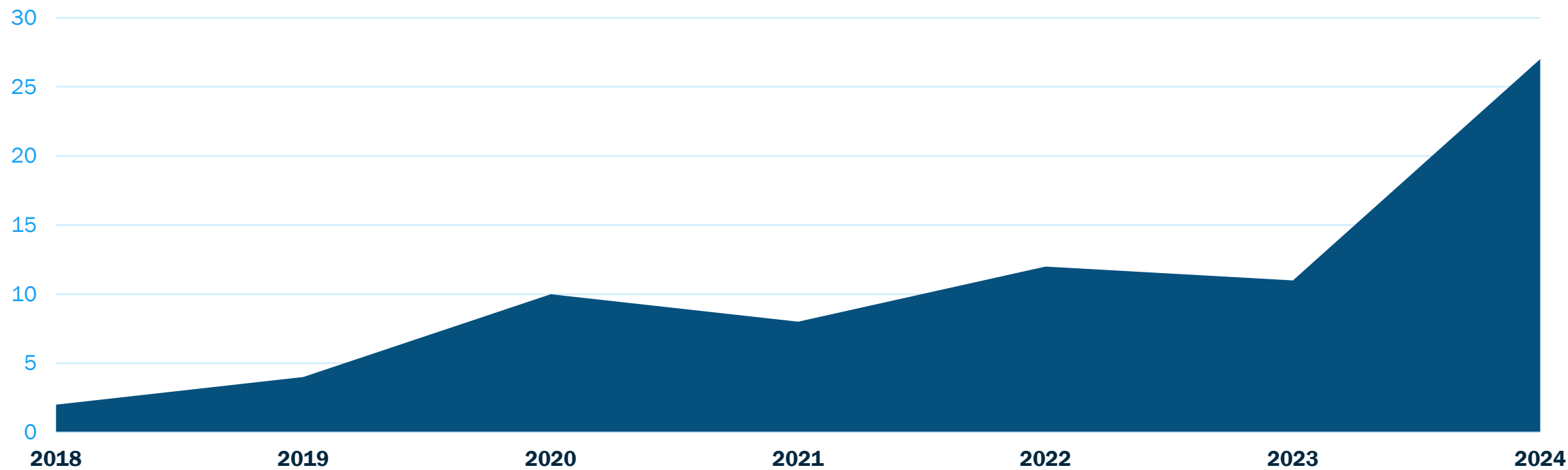
ALEXANDRIA, VA — Yesterday afternoon (April 23) Alexandria's Environmental Policy Commission and Alexandria Renew Enterprises (AlexRenew) presented the 2023 Ellen Pickering Environmental Excellence Award to The Friends of the Mount Vernon Trail (Friends). The group is dedicated to the ongoing maintenance and improvement of the Mount Vernon Trail.

Secretary and treasurer for AlexRenew's Board of Directors Bill Dickinson presented the award during DelRay's GardenFest. In

MEDIA COVERAGE

Key metrics (2024)

Media Pickups by Year (2018-2024)



SOCIAL MEDIA DEFINITIONS

Engagements: likes, clicks, and shares

Impressions: number of total views

Reach: number of total unique viewers

Followers: audience subscribed to account

COMMUNICATIONS TRENDS

Email



Open rates
5% increase

39% of customers are enrolled in paperless billing

Calls



Incoming calls
~800

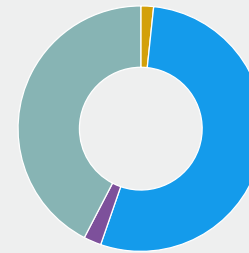
Customer service review scores now average 5/5

Websites



- / RiverRenew.com traffic decreasing slightly after Waterfront Tunnel completion
- / MyAlexRenew portal traffic slowed after initial launch
- / AlexRenew.com traffic remained the same in 2024

Social Media



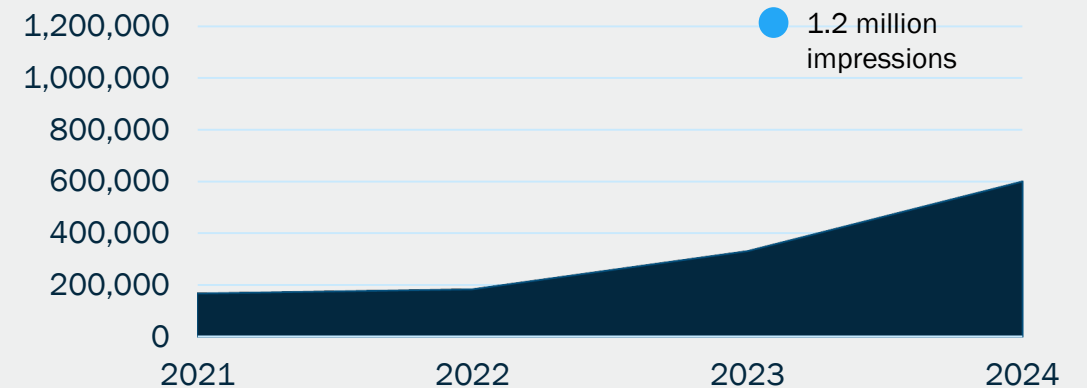
Engagements

Facebook (54%)
LinkedIn (42%)
Instagram (2%)
Twitter (2%)

Followers

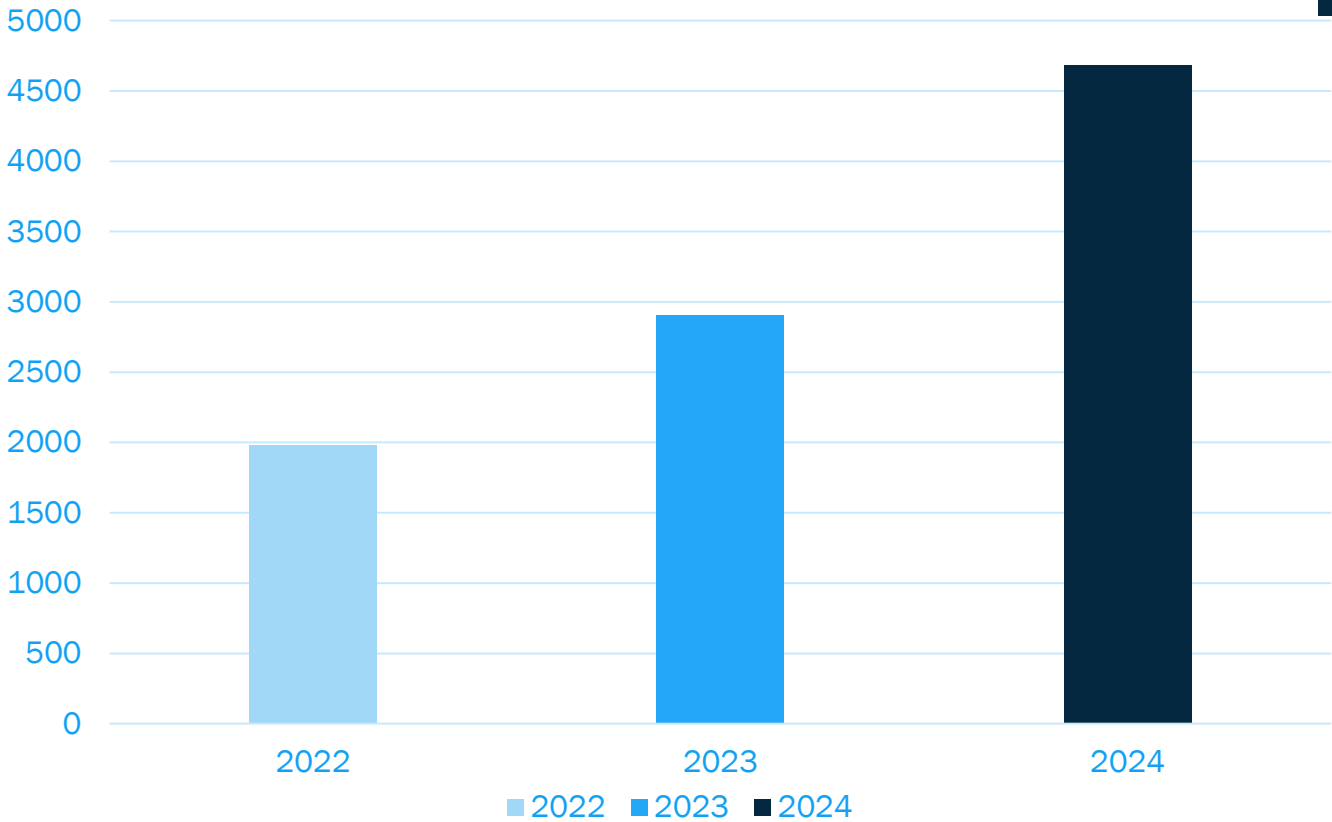
212%
since 2021

Impressions across all platforms (2021-2024)



ALEXRENEW VISITOR TRENDS

Total Visitors by Year (2022-2024)



2024 Total Visitors

4,684 ↗ 92.37%

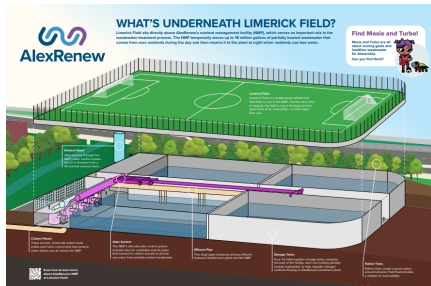
Tour Attendees

574 ↗ 1298.33%

6th Floor Visitors

3,130 ↗ 63.02%

MAJOR OUTREACH INITIATIVES 2025



Print

- / Alexandria Soccer Association
- / NMF signage and displays

Digital/Email/Mail

- / Rate adjustment information
- / New ways to pay (ESC)
- / Paperless billing
- / Expand Moxie's Education Corner
- / LEAP and payment plans
- / PFAS information
- / Environmental benefits of solids project
- / 5th floor completion



Events/Facilities

Hooffs Run Dedication

June 14, 2025 – 10:00 am – 1:00 pm

Public dedication ceremony followed by family-friendly activities including native plant workshop, activities, scavenger hunt, and raptor demonstration

Pendleton Promenade Ribbon Cutting

Summer 2025

Ribbon cutting marking the grand opening of the Pendleton St. Promenade

AlexRenew Open House

September 20, 2025 – 10:00 am – 2:00 pm

A family-friendly day featuring tours of the plant, demonstrations, STEM activities, and Moxie storytime

Expand Lobby Tours and STEM Efforts

ACPS STEM programs, Chrysalis Development Group (Spooky Mad Science), library reading events, Eco-City Alexandria

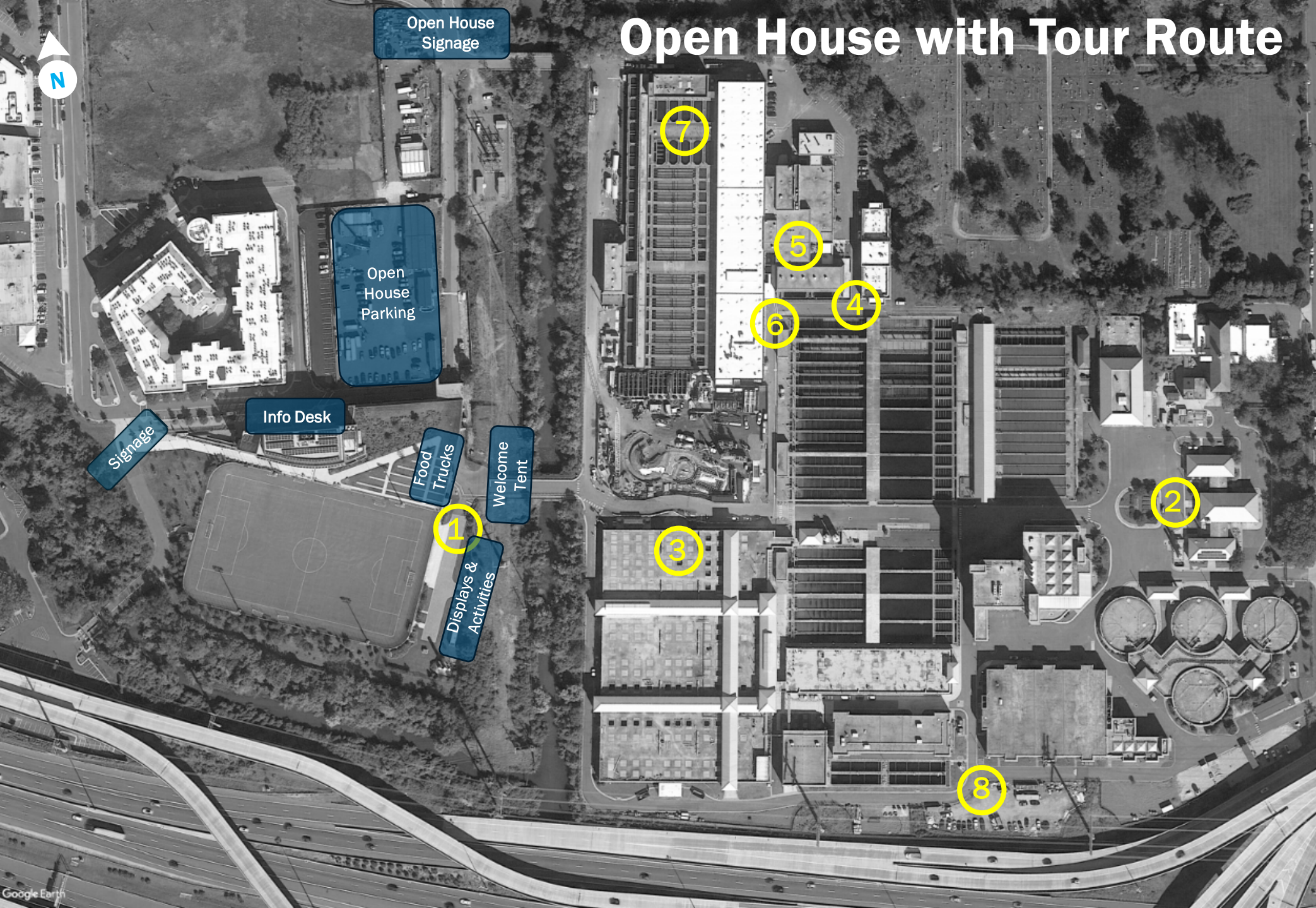
Waterway Cleanups

March 27 and October 9

Hooffs Run and Hunting Creek

Hazel Display

Cutterhead unveiling at Limerick field



Open House with Tour Route

- 1** Nutrient Management Facility
Safety briefing and enter facility
- 2** Building A
First place flow enters the plant
- 3** Top of BRBs
Explain flow path, talk about biological nutrient removal
- 4** Secondary Settling
Show chain and flights, talk about CPT process
- 5** Control Room
Show "brains" that monitor our plant
- 6** Laboratory
Microscope activity with microbes
- 7** Tertiary Tanks/Filters
Advanced treatment to meet Bay goals for our community
- 8** UV
Show UV disinfection channels and sampling point

BOARD OF DIRECTORS

Primary Communications Goals

Value of Wastewater Treatment

Share AlexRenew's mission, programs, and practices with community members

Reputation

Build trust through volunteer efforts and networking

Customer Satisfaction

Serve as the eyes and ears for the organization, listen, and share feedback

Partnerships

Build relationships with community members, elected officials, nonprofits, and nongovernment associations

Succession Plan

Develop community interest in serving on the Board

BOARD OF DIRECTORS

Primary Communication Channels

Events

AlexRenew Events

Listening Sessions, Open House, Public Hearings, Ellen Pickering Award, Stream Clean-ups

Partner Events

City Council Meetings, City Council Retreat, City Manager Breakfast, Council/Legislative Breakfasts, Environmental Policy Commission Meetings, Alexandria Federation of Civic Association Meetings, ALXChamber Events, Faith-based Organizations, Nonprofits (Alive!)



Print

Media

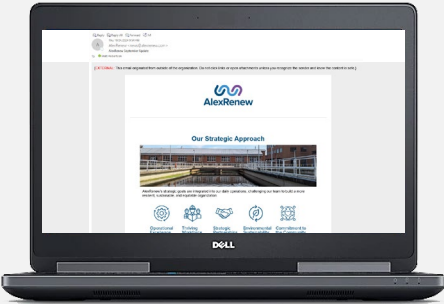
Provide quotes, refer inquiries to Board Chair and CEO



Digital

Social Media

Promote and share posts on various channels, share posts with staff regarding the water sector



Web

Share news or stories impacting the water sector



Monthly Report

Reporting Period: December 1-31, 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 December 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 December was 0.10 inches of rain which is below the historical average precipitation of 3.71 inches for the month.

AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for December 2024 as outlined in Table 1.1. This marked the 5th year in a row with zero permit effluent violations.

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	2.3	0.08	0.09	8.5	1.7	234,674	8,346

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
Tertiary Settling Tank Valve Replacement	\$425,000	Work ongoing
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
High-Capacity Drain Pump Repair	\$115,000	Work ongoing
Tertiary Settling Tank Flocculator Repairs	TBD	Scoping
Building 20 Sump Pump Replacement	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

Updates on PhaseForward are outlined in the PhaseForward Dashboard.

1.5 Additional Capital Projects

In November 2024, AlexRenew issued an invitation to apply for prequalification (IPQ) for contractors to upgrade AlexRenew's centrate pretreatment system. Five (5) prequalification applications were received on December 17 in response to the IPQ and four (4) contractors were prequalified. The invitation to bid (ITB) is anticipated to be released on January 21 with bids from the prequalified contractors due on February 25. A contract is anticipated for Board review in March 2025.

In January 2025, AlexRenew issued a request for proposals (RFP) for professional engineering services to conduct a feasibility study for a regional biosolids facility. The RFP is a result of a memorandum of understanding signed in November 2024 between AlexRenew and other water and wastewater authorities in northern Virginia including Fauquier County Water and Sanitation Authority, Loudoun Water, Prince William Water, and Upper Occoquan Service Authority. The successful respondent from the RFP will conduct a feasibility study for long-term regional alternatives to land application of biosolids. A contract is anticipated for Board review in May 2025.

1.4 Basic Ordering Agreement Task Orders

There were no basic ordering agreement (BOA) task orders executed in December.

1.5 Sole Source and Emergency Contracts

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

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.

The year-to-date (July 1, 2024 through December 31, 2024) retention is 91 percent with 11 new hires and five (5) departures.

In December, staff completed their annual benefit enrollment for calendar year 2025. Staff training and team building exercises focused on communication skills and enhancing relationships are scheduled for early 2025.

Since August 3, 2023, AlexRenew has logged 296,625 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 commenced on Wednesday, January 8, 2025, but immediately recessed until Monday, January 13, due to a water crisis in Richmond. Key upcoming dates for the 2025 session include:

- January 10, 2025: Final day for Senate budget amendments
- January 13, 2025: Final day for House budget amendments
- January 17, 2025: Final day to introduce House and Senate bills
- 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 continue to track relevant legislation and coordinate with partners through the Virginia Water and Waste Authorities Association, Virginia Association of Municipal Wastewater Agencies, and the City of Alexandria. Legislation of note includes:

- Senate Bill 1319: Would require every industrial wastewater source that discharges pollutants into a publicly owned treatment works (POTW) to conduct quarterly monitoring for per- and polyfluoroalkyl substances and submit results to the POTW and the Virginia Department of Environmental Quality.
- House Bill 2275: Increases civil penalties that may be imposed for violations of certain provisions of the Virginia Freedom of Information Act (VFOIA) including for violations related to certifying a closed meeting.

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 1,877 wet tons of biosolids that were beneficially reused on farms in the Virginia counties of King George, Hanover, King William, Gloucester, Caroline, and Clarke.

AlexRenew recycled 96 million gallons of water to support its operations. Plant processes used approximately 393,200 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

The 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 (\$31.8 million) are trending higher than budget due to higher customer usage;
- Operating and maintenance expenses (\$16.2 million) are trending slightly below budget; and
- Total expenses (\$76.2 million) are currently trending lower than the budgeted expenses primarily due to the timing of spending associated with RiverRenew. This timing also impacts debt proceed revenues (\$28.0 million), which are lower than budgeted since the majority of capital expenses are funded through debt.

Table 5.1. Revenues and Expenses for through December 2024

Revenues and Expenses	Total FY2025 Budget	FY2025 To-Date	% of Budget To-Date	% of FY2025 Completed	Total FY2025 Projected
Revenues					
Wastewater Treatment Charge	60,420,321	31,819,427	53	50	60,500,000
Fairfax Operating Expense Charge	12,838,293	6,419,147	50	50	12,800,000
Fairfax IRR* and Capital Contributions	40,753,072	9,935,524	24	50	22,000,000
Debt Proceeds and Other Sources	118,784,403	28,033,221	24	50	88,700,000
Total Revenues	232,796,090	76,207,319	33	50	184,000,000
Expenses					
Operating and Maintenance	35,295,594	16,193,029	46	50	35,200,000
Parity Debt Service	22,290,196	9,584,750	43	50	20,300,000
IRR*	11,755,900	5,965,655	51	50	12,500,000
Capital	163,454,400	44,463,884	27	50	116,000,000
Total Expenses	232,796,090	76,207,319	33	50	184,000,000

*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	\$9,330,083	161%
Total General Reserve Sub-Fund Cash	\$5,802,015	\$5,802,015	100%
Total	\$11,604,030	\$15,132,099	130% (156 days)

Table 5.2b. Debt Service Coverage

Item	FY2025 Budget	FY2025 Annualized
Total Revenues	\$74,158,614	\$75,294,932
Less Operating Expenses	(\$35,295,594)	(\$35,200,000)
Net Revenue	\$38,863,020	\$40,094,932
Annual Debt Service	\$22,290,196	\$20,300,000
Calculated Coverage	1.75 times	1.98 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 1,032, a decrease of 30 accounts month-over-month;
- The total dollar amount owed to AlexRenew from these accounts totaled \$1,106,986, a increase of \$56,930 month-over-month; and
- Approximately 57 percent of the delinquency value is from residential accounts.

Throughout December, AlexRenew continued its communications campaign around LEAP and payment plans. As of December 31, AlexRenew had 449 accounts enrolled in payment plans, representing \$583,992 in scheduled payments. This value represents approximately 53 percent of the current (December) arrearage.

On behalf of AlexRenew, Virginia American Water disconnected 13 customers for nonpayment of their sewer bill in December. Of the customers who were disconnected, eight (8) paid their balance in full (zero (0) received LEAP funds), four (4) enrolled in payment plans, and one (1) account was closed. Since July 2024, there have been 157 disconnections, of these, 13 accounts received a total of \$4,285 in LEAP disbursements.

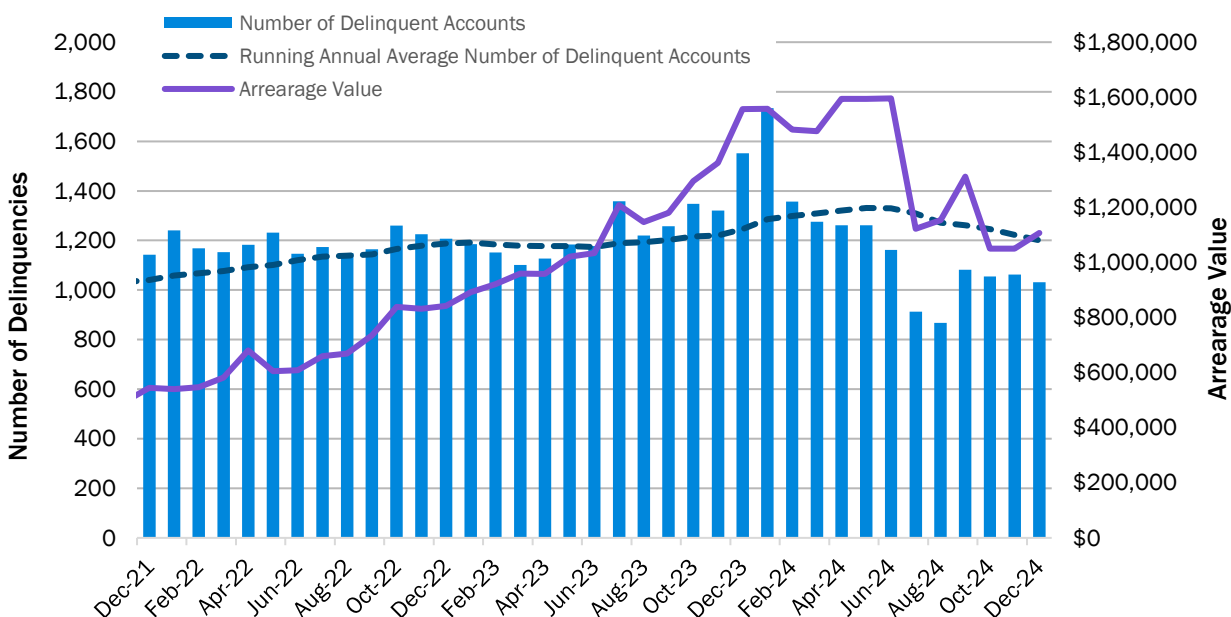


Figure 5.1. Active Accounts 60 or more days Delinquent

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.

We welcomed an estimated total of 435 visitors from the following organizations that hosted meetings on the 6th floor of the Environmental Center in December: Water Environment Federation (65),

Alexandria A Capella Collective (100), Northern Virginia Conservation Trust (25), Alexandria City Public Schools (90), Anna Johenning Baptist Church (75), National Scrabble Players Association (40), and Alexandria Chamber of Commerce (40).

AlexRenew customer service received a total of 792 calls. The average wait time before calls were answered was 48 seconds. Call center staff answered 442 emails.

5.4 Lifeline Emergency Assistance Program (LEAP)

Updates on LEAP are outlined in the LEAP Dashboard.

RiverRenew Board of Directors Dashboard



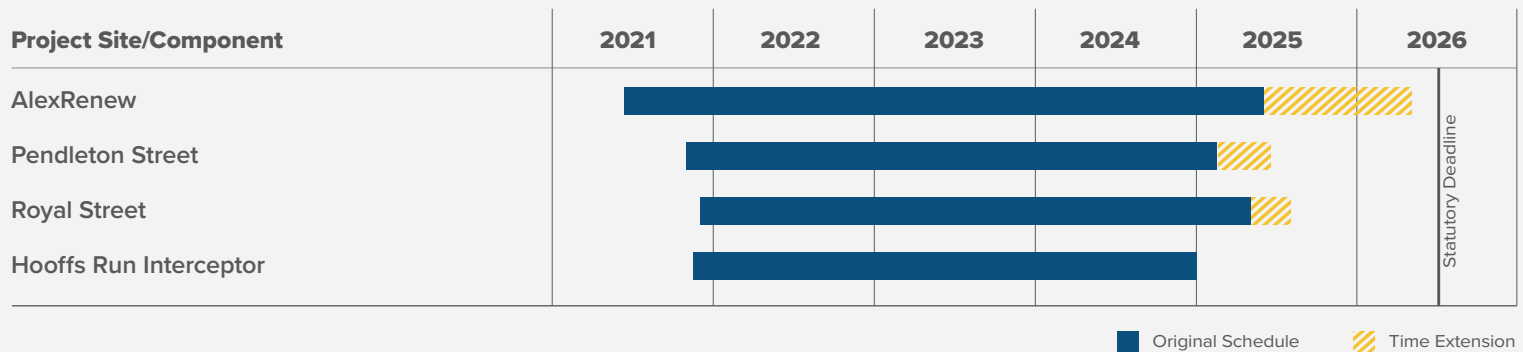
MONTH ENDING: DECEMBER 31, 2024

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 2 of this dashboard. The phases of construction for the four remaining primary construction sites are illustrated in the schedule below.

RiverRenew Tunnel Project Schedule

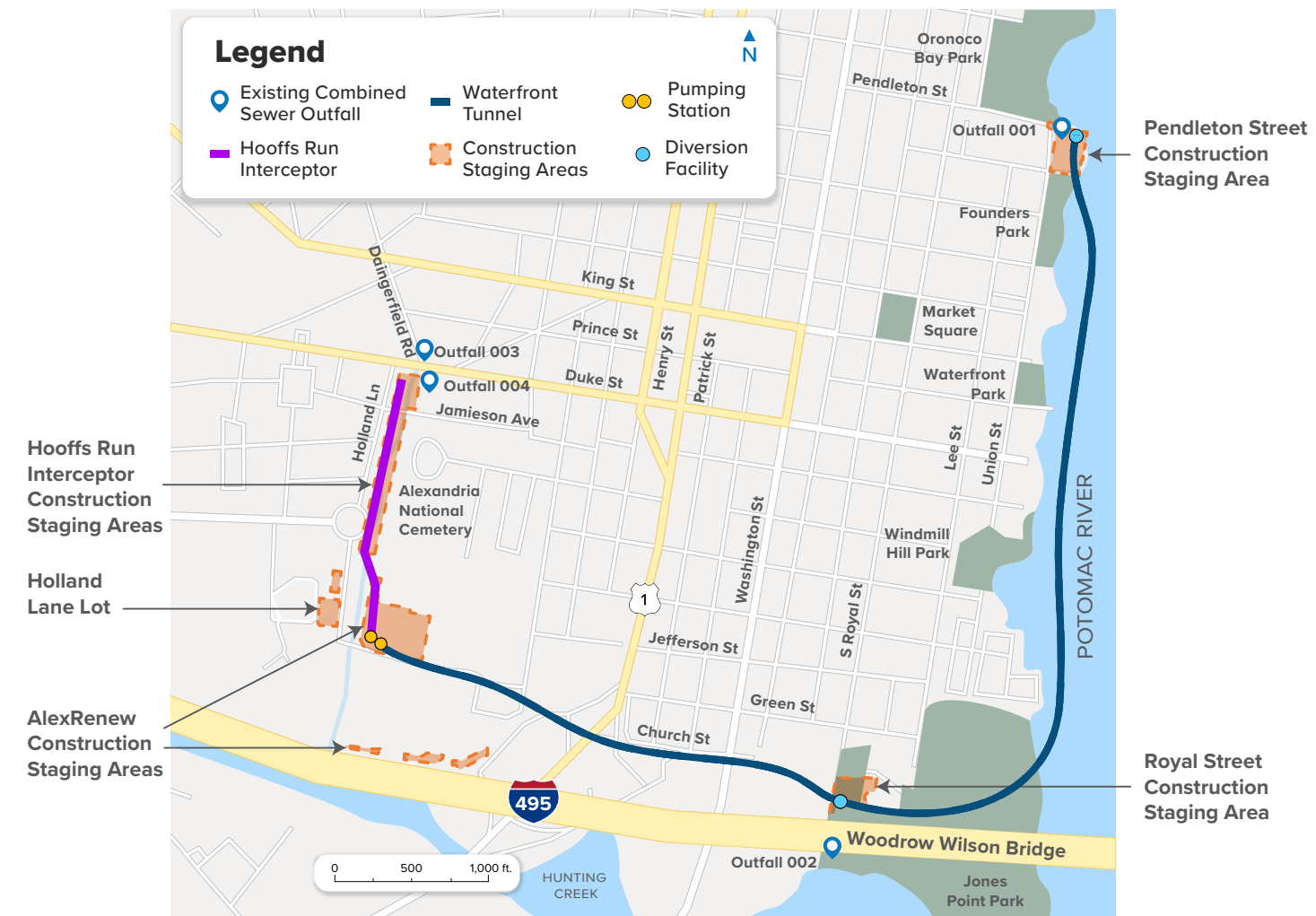


Summary of Major Tunnel Project Delays

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).

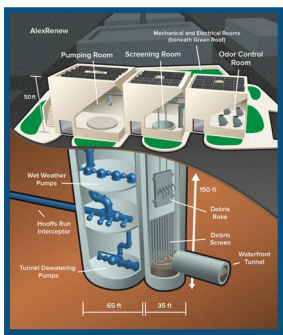
RiverRenew Tunnel Project Snapshot

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.



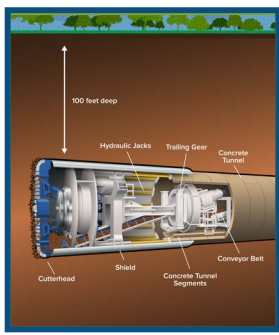
Hooffs Run Interceptor

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



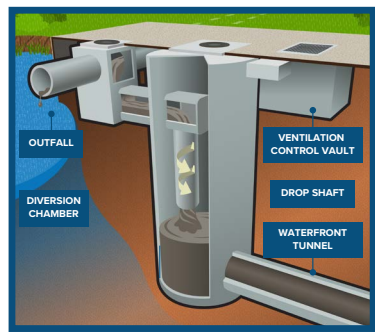
Pumping Station

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



Waterfront Tunnel

Complete!



Diversion Facility

Click [here](#) for an overview about diversion facilities.

RiverRenew Tunnel Project Highlights

Overall Project Progress

(Design and Construction)

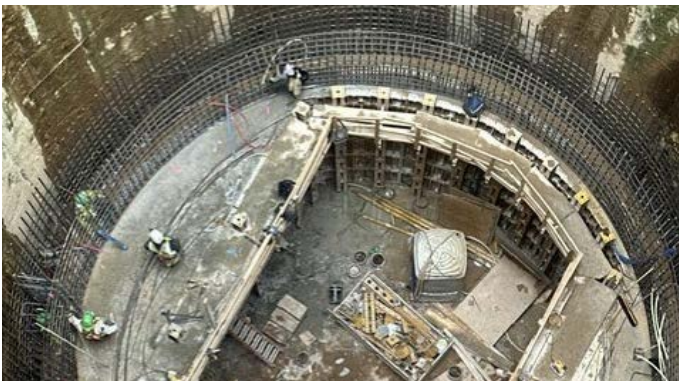
Actual

75%

Planned

87%

Royal Street Site



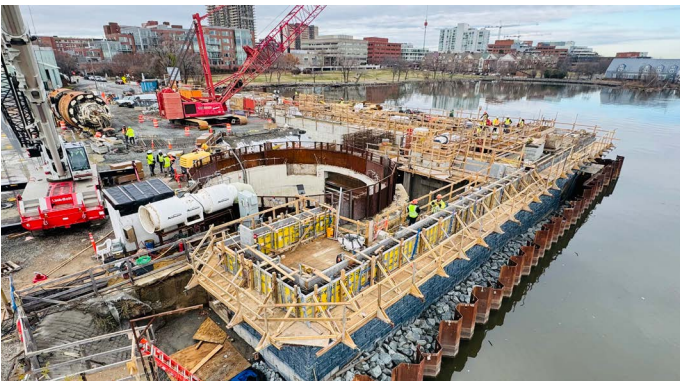
Ongoing

- Diversion chamber excavation
- Permanent concrete shaft internals

Upcoming

- Permanent concrete diversion chamber

Pendleton Street Site



Ongoing

- Permanent concrete and site backfill

Upcoming

- Concrete shaft cover
- Promenade construction and site restoration

Hooffs Run Site



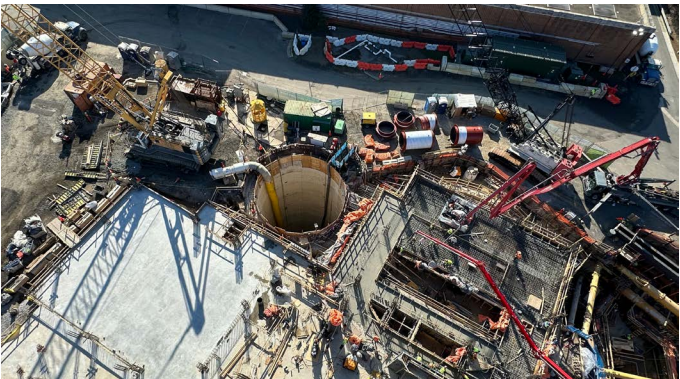
Ongoing

- Site restoration

Upcoming

- Additional site restoration and landscaping

AlexRenew Site



Ongoing

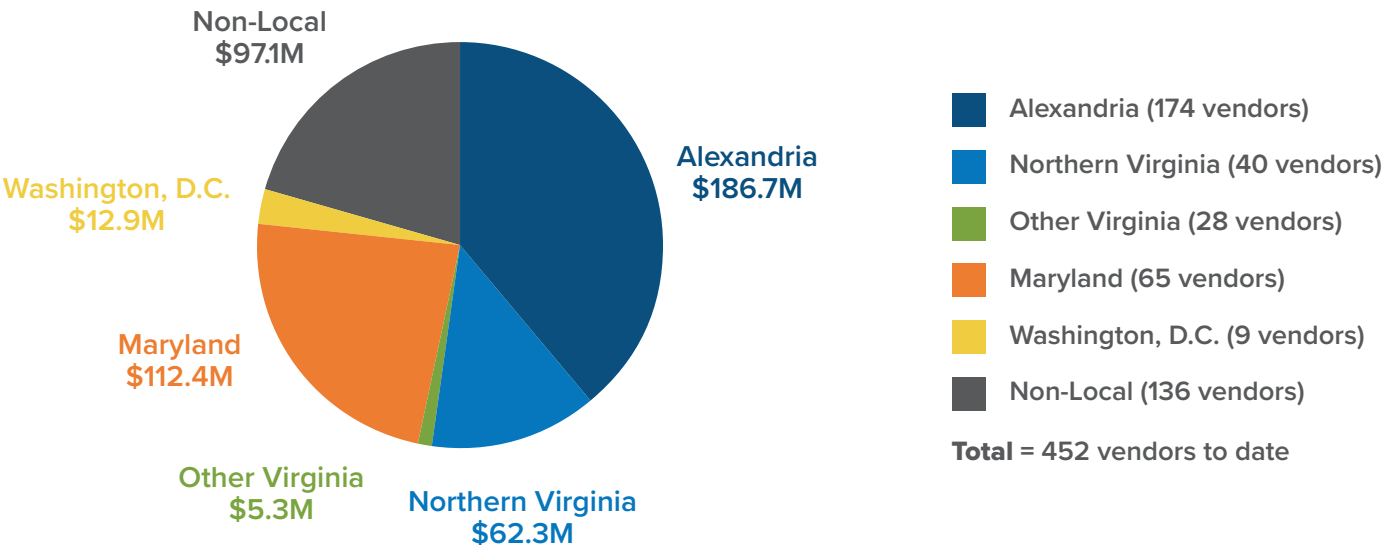
- Pump station floor slabs
- Superstructure foundations

Upcoming

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

RiverRenew Program Costs to Date

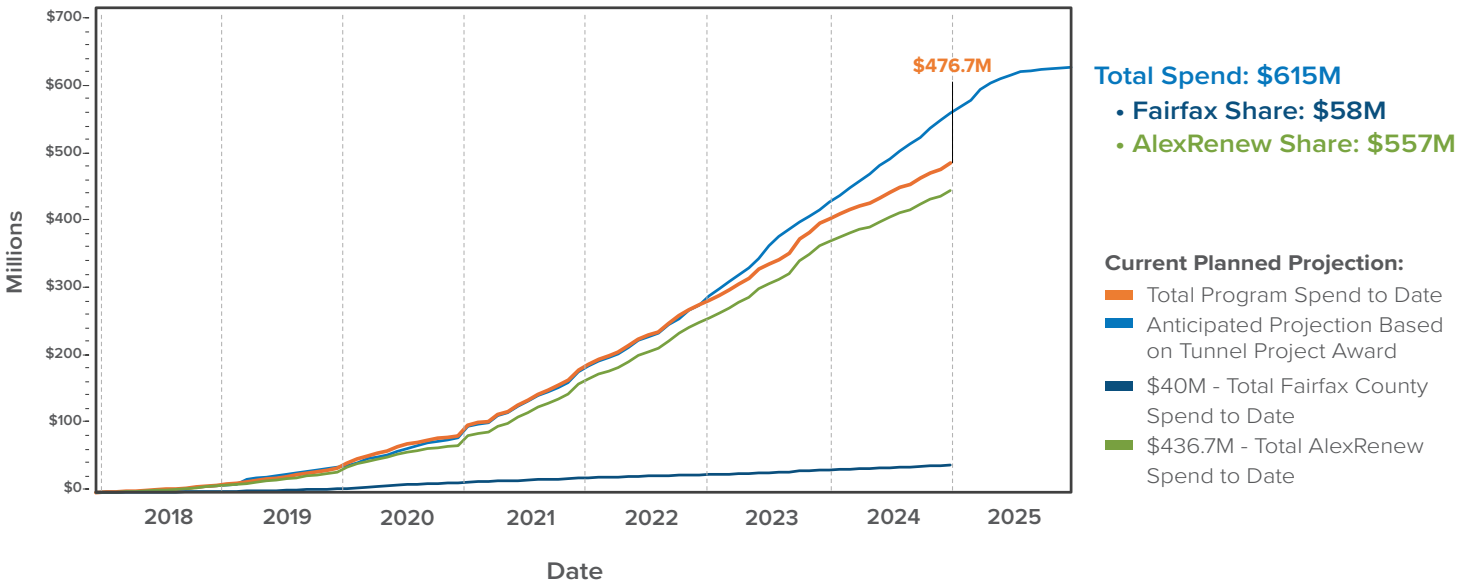
RiverRenew Spend to Date by Locality



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	\$315.7
Brown and Caldwell	Owner's Advisor	Professional Services	17-022	Nov 2017	\$82.2
EPC	Resident Engineering & Inspection Tunnel System Project	Professional Services	20-013	Apr 2020	\$25.2
Completed RiverRenew Wastewater Projects to Pave the Way for the Tunnel Project					\$53.6

RiverRenew Cash Flow Analysis



Note: As of December 31, 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.

Highlights:

- 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.

Highlights:

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

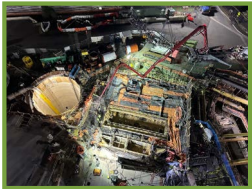


Digital Programming

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 [birds-eye view](#) of ongoing work at the Pendelton Street site
- A [celebration](#) of the team who brought the Hooffs Run Interceptor online this month
- A [behind-the-scenes look](#) at the new superstructure under construction at AlexRenew



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: [June 2025](#)

Monthly Construction Spotlight



Seawall Complete at Pendleton Street

RiverRenew crews have constructed an architectural seawall at Pendleton Street that blends seamlessly into the historic character of Old Town.

Crews have nearly completed installation of scour protection against the perimeter of the seawall. These stones will protect the diversion facilities at Pendleton Street against erosion from the river.

This spring, crews will build the remaining structures at Pendleton Street, signaling the end of underground construction. Surface restoration will follow and the public promenade will begin to take shape. We look forward to completing this vibrant future connection to the waterfront!

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.

phaseforward

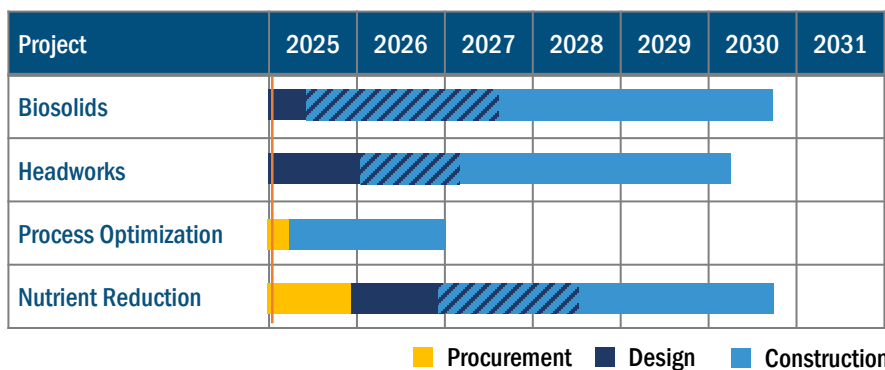
To support our evolving community, AlexRenew is making a significant investments to improve the resiliency of its infrastructure

DASHBOARD | JANUARY 2025

The PhaseForward program includes a series of significant upgrades to critical wastewater processes that will allow us to meet evolving regulatory requirements and continue to improve the resilience of our infrastructure. PhaseForward includes four (4) major projects:

- **Biosolids Diversification:** Upgrades to meet emerging regulations, increase bioenergy production, and realize alternative beneficial end uses for biosolids
- **Headworks Renewal:** Improvements to ageing equipment that provides initial screening and settling of debris. New pumping systems to ensure wastewater flows from the community through our wastewater treatment processes
- **Process Optimization:** Installation of new equipment to enhance our nutrient removal processes and continue to improve water quality in the Chesapeake Bay and its tributaries
- **Nutrient Reduction:** Rehabilitation of processes providing the final settling and filtration of wastewater to further reduce nutrient loads and allow for continued growth in our community

PhaseForward schedule



PhaseForward spending (to date)

Project	Estimate (1)	Design	Construction	Total	% Local (2)
Biosolids	\$315M	\$5.0M	\$0	\$5.0M	97%
Headworks	\$120M	\$3.6M	\$0	\$3.6M	96%
Process Optimization	\$13M	\$0.6M	\$0	\$0.6M	100%
Nutrient Reduction	\$120M	\$0.8M	\$0	\$0.8M	100%
Total	\$568M	\$10.0	\$0	\$10.0M	97%

Note: (1) Current capital cost estimates; (2) % Local spending from Alexandria, Northern Virginia, Maryland, and Washington, DC



BIOSOLIDS



HEADWORKS



PROCESS OPTIMIZATION



NUTRIENT REDUCTION



BIOSOLIDS DIVERSIFICATION

In December, AlexRenew finalized 60 percent design of upgrades needed to improve the reliability and efficiency of its biosolids treatment processes. AlexRenew also began procurement of electrical equipment, heat exchangers, mixing equipment, and contractor office trailers.



Process Optimization

Finalized design documents and prequalified four (4) contractors to provide construction services



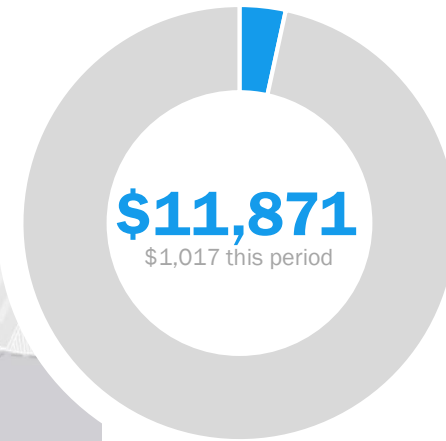
Headworks Renewal

Continued to advance the design documents toward the 60-percent design milestone



Nutrient Reduction

Selected Owners Advisor to support progressive design-build delivery

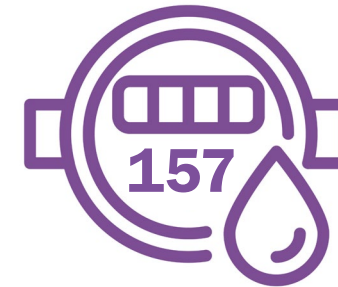


Expended
To-Date



\$153,399
Remaining
\$56,004 this period

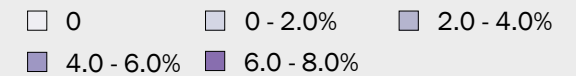
Customers Assisted
4 customers assisted this period



**Service Disconnections
for Nonpayment**
13 customers disconnected this period

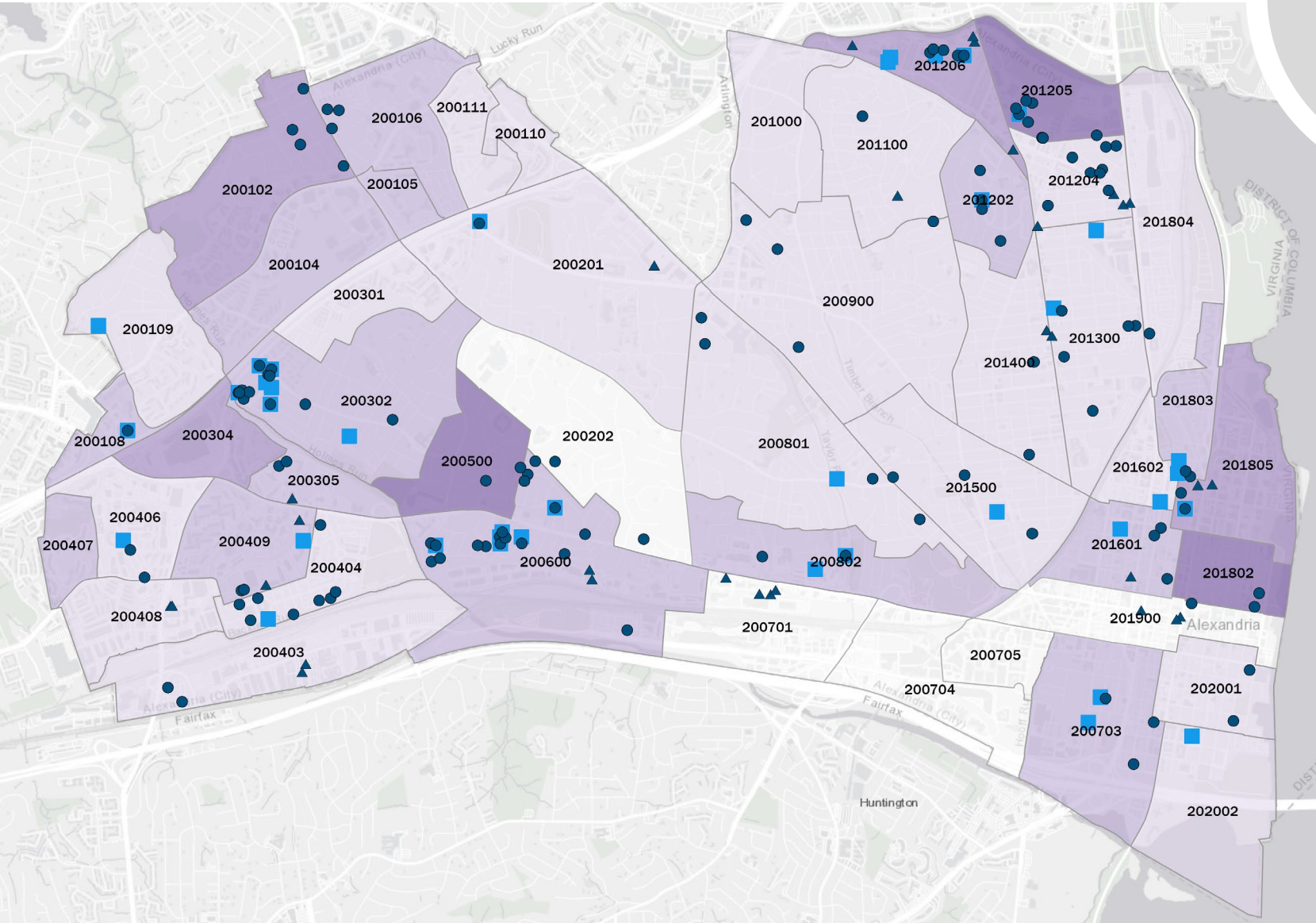
Legend

Percentage of Households Receiving SNAP



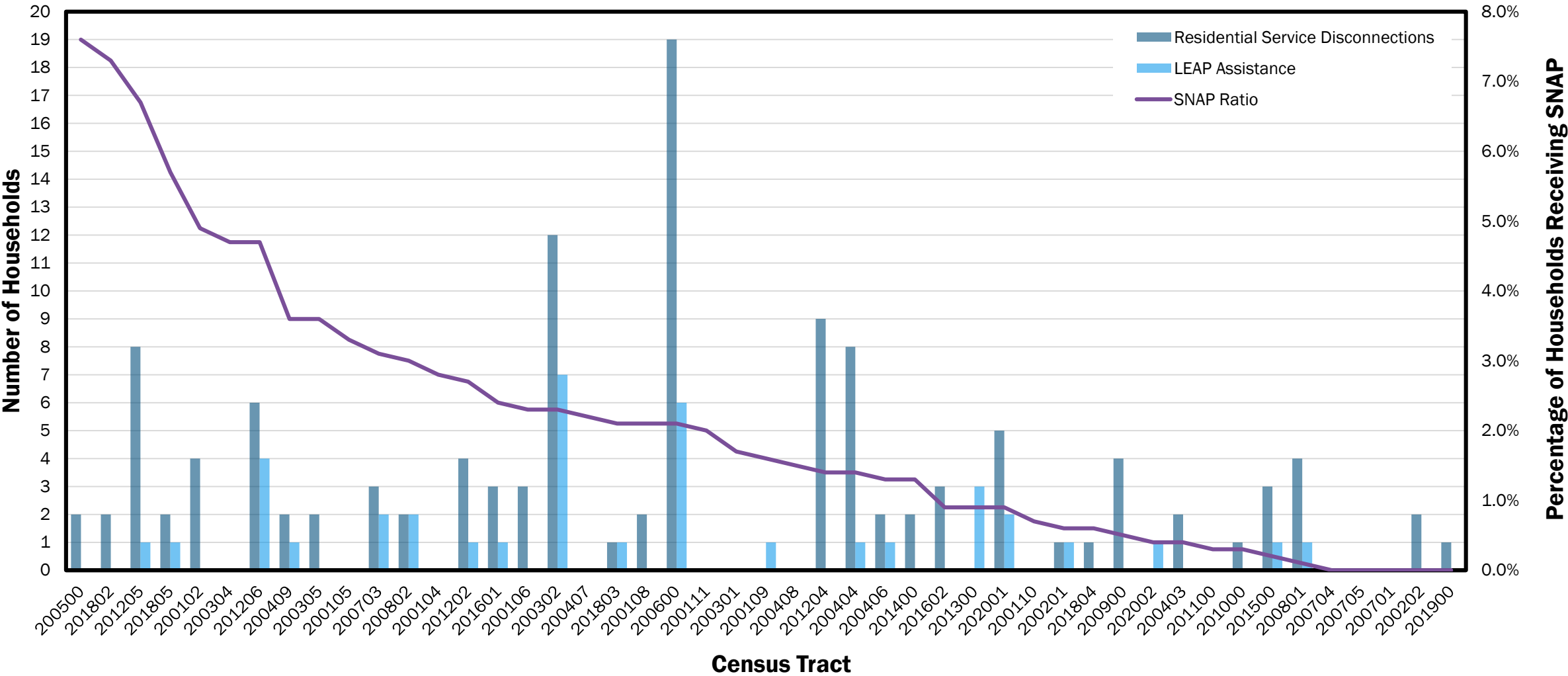
Averages: U.S. (12.5%); Virginia (3.0%); Alexandria (2.2%)

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



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

December 31, 2024



LEAP Disbursements and Remaining Arrearage by Account

December 31, 2024

