

Tuesday, May 20, 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](#)

If you wish to provide public comment or a written statement, 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 of the meeting. If you need an interpreter, translator, materials in alternate format or other accommodation, 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) following its conclusion.

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	Chair	Motion
		a. Minutes from April 15, 2025 meeting (Tab 1)		
5.	6:15 p.m.	Board Administrative Items	Chair	Information
		a. Finance & Audit Committee		
		b. Governance Committee		
		c. Board Calendar (Tab 2)		
6.	6:25 p.m.	Unfinished Business	Chair	Information
		a. Presentation on Alternative Rate Structure Customer Analysis (Tab 3)		
		b. Overview of AlexRenew Late Fees (Tab 4)		
7.	6:45 p.m.	New Business	Mr. Carl	Information
		a. Presentation on AlexRenew's Safety Program (Tab 5)		
		b. Presentation on Environmental Sustainability Initiatives (Tab 6)		
8.	7:30 p.m.	AlexRenew Monthly Report (Tab 7)	Mr. Carl	Information
9.	7:40 p.m.	Adjourn	Chair	

Times shown are approximate start times and serve as guidelines.

Minutes of the 928<sup>th</sup> Meeting  
AlexRenew Board of Directors  
6:00 p.m., Tuesday, April 15, 2025

On Tuesday, April 15, 2025, 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  
Mr. Mark Jinks, Member  
Dr. Moussa Wone, Member

Absent: Ms. Becky Hammer, Secretary-Treasurer

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 Pilog, Engineering Manager  
Ms. Faith Oviawe, Engineer  
Ms. Lorna Huff, Executive Assistant to the Board & CEO

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

City Representative: Mr. Lu Zhang, Project Manager,  
T&ES/Sanitary Infrastructure Division

1. Call to Order

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

2. Approval of Agenda

The Chair reported that Item 7D on the Agenda has been moved to Item 7A. All subsequent Agenda Items will move down accordingly. He requested a motion to approve the agenda as amended. There being no objections, Mr. Beall moved and Mr. Jinks seconded. The Board unanimously approved.

3. Public Comment Period

There being no members of the public in attendance; the Chair closed the public comment period.

4. Consent Agenda

Members reviewed the Consent Agenda that contained the minutes from the March 18, 2025 meeting. There being no questions or comments, the Chair requested a motion to approve the Consent Agenda. Mr. Beall moved and Dr. Wone seconded. The Board unanimously approved.

5. Board Administrative Items

a. Finance and Audit Committee - Mr. Jinks

The Finance and Audit Committee met twice and reviewed the Fiscal Year (FY) 2026 Operating

and Capital Budget, which includes the 10-year Capital Improvement Program (CIP), and the FY2026 and FY2027 Rate Recommendation, which the CEO presented for Board approval to set the public hearing.

b. Governance Committee – Monday, April 7, 2025 - Mr. Beall

Mr. Beall reported that the Governance Committee discussed continuing education opportunities and the 2026 Board Retreat. He also reported that the Committee reviewed the revised Community Benefit and Rate Setting Policies, which the Committee recommended for approval by the full Board.

Mr. Beall made a motion to approve the revised Community Benefit Policy. Mr. Jinks seconded. The Board unanimously approved.

Mr. Beall made a motion to approve the revised Rate Setting Policy. Dr. Wone seconded. The Board unanimously approved.

c. Board Calendar

Saturday, April 27, 2025, is Del Ray Garden Fest where Dr. Wone will announce the winner of the Ellen Pickering Environmental Excellence Award.

Saturday, June 7, 2025, is the Hooffs Run Dedication Ceremony. Save the Dates have been posted. Invitations and reminders will be sent closer to the event.

6. Unfinished Business

a. Consideration of Draft FY 2026 Operating and Capital Budget; Consideration of a Resolution of Intent to Adopt and Change Rates, Fees and Charges and Set Public Hearing for Saturday, May 17, 2025

The Chair noted that the Board has reviewed the budget and incorporated member feedback into the final document. The Chair asked for comments from the Board. Ms. Feehan reported that based on Board feedback, the Financial Policy now reflects that there are two metrics for number of days of cash on hand based on ratings agencies criteria and on operating and working capital. The Chair noted that the Board was authorizing the CEO to post notice of the public hearing on the budget and rate recommendations.

There were no additional questions or comments, the Chair requested a motion to set the public hearing. Mr. Jinks moved and Dr. Wone seconded. The Board unanimously approved.

Staff Introductions

Ms. Faith Oviawe, an engineer with AlexRenew, introduced herself, noting she is working on various engineering projects with Mr. Piong and the climate change study with Ms. Deines.

7. New Business

a. Presentation on Climate Study Update

Mr. Carl introduced the climate study and noted that the last comprehensive study was performed in 2009. A narrower climate change study was performed to support RiverRenew to ensure the resiliency of AlexRenew plant facilities, pump stations, and interceptors.

Ms. Deines reported on AlexRenew's climate study and background, the purpose and goals, noting greenhouse gas emissions, extreme precipitation events, and thermal stress as the

drivers for climate change. The study will assess vulnerabilities and risk to AlexRenew assets. Members discussed the methodology behind the study, risk assessments, outcomes for Alexandria, and partnering with other jurisdictions. Members commended Ms. Deines on her presentation and look forward to future updates.

b. Approval of Contract 25-012 for the Regional Biosolids Feasibility Study

Mr. Carl provided an overview of the Regional Biosolids Feasibility Study. AlexRenew, Fauquier County Water and Sanitation Authority, Loudoun Water, Prince William Water, and Upper Occoquan Service Authority (Authorities) determined the need to explore viable alternatives to land application of biosolids. In November 2024, the Authorities jointly signed a Memorandum of Understanding (MOU) that outlined the Feasibility Study scope of work, core team, contract management, maximum contract value, and cost share between the Authorities based on annual biosolids tonnage. The MOU determined that AlexRenew would execute a contract on behalf of the Authorities to conduct the Study. Though not signatories to the MOU, Arlington and Fairfax counties will also participate in the Study, providing data and input throughout the process.

There being no additional discussion, 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 Brown and Caldwell to provide professional engineering services for an amount not to exceed \$1.375 million, which includes the CEO's delegated change order authority.

c. Approval of Amendment No. 02 to Contract 24-001 for the Biosolids Diversification Project

The Chair recognized Mr. Pilon who reported that the Biosolids Diversification Project was procured as a Construction Management At-Risk. This action item is for the procurement of large equipment including centrifuges, thickener mechanisms, and grinders and some minor installation work. The amount for Board approval is \$14,641,700 which includes the CEO delegated change order authority.

There being no additional questions, the Chair requested a motion to approve. Mr. Beall moved and Dr. Wone seconded. The Board unanimously approved.

**Be It Resolved That:** The Board authorizes the CEO to execute Amendment No. 02 to Contract 24-001 with PC Construction in an amount not to exceed \$14,641,700 for the Biosolids Diversification Project, which includes the CEO's delegated change order authority.

d. Presentation on Rate Structure Alternatives Analysis Customer Sample Size

The Chair recognized Ms. Feehan who provided an overview of the proposed customer sample to use in analyzing potential rate structure alternatives. The analysis is a follow-up to the rate structure discussion at the February 2025 Board retreat. The customer sample will be refined and an update will be provided at the May Board meeting with a presentation on bill impacts from potential rate structures at the July Board meeting.

## 8. Monthly Outcomes Update

Mr. Carl reviewed highlights of the Monthly Report for March, including an active procurement for new job order contracts to support ongoing construction and maintenance needs.



Ms. Waters provided highlights from the 2025 Legislative Session, including updates on bills being tracked by staff. She reported that the Governor vetoed SB 962/HB2482 (required registered apprentices account for a minimum of eight (8) percent of total labor hours on all capital projects) and SB 1319 (required industrial wastewater sources to self-report the use of PFAS). Staff expects both bills to be re-introduced in a future session.

Mr. Carl reported that wastewater treatment charges revenues are projected to be higher than budgeted due to higher than projected late fees from large customer delinquencies. Staff will consider these in the Fiscal Year 2026 budget.

#### LEAP Dashboard

Mr. Robertson reported that there are 932 delinquencies as of March 31. The amount owed month over month increased by \$21,000. AlexRenew has 417 accounts on payment plans representing 52% of total debt.

There were 8 disconnections and 6 LEAP enrollments for March. Ms. Waters explained the legal requirements and process for placing liens on properties of severely delinquent customers.

#### PhaseForward Dashboard

A Request for Qualifications (RFQ) was issued for the Nutrient Reduction project which is one of the PhaseForward projects.

#### RiverRenew Dashboard

Mr. Carl gave a progress report on the various sites and superstructure at the WRRF. Mr. Carl reported that the schedule has not included the 2026 extension. This will be reflected in next month's report.

The Chair and members congratulated Mr. Beall on his recent retirement from Fairfax County.

#### Closed Session

The Chair, pursuant to Section 2.2-3711(A)(8) of the Code of Virginia, moved the Board to enter into a closed meeting for the sole purpose of consultation with legal counsel on a service agreement. Beall seconded. The Board unanimously approved.

At 8:55 p.m. the Board returned to open meeting, and the following certification was unanimously adopted by the members: "Pursuant to 2.2-3712(D) of the Code of Virginia, it is hereby certified that to the best of each Member's knowledge, (1) only public business matters lawfully exempted from the open meeting requirements of the Virginia Freedom of Information Act, and (2) only public business matters identified in the motion by which this closed meeting was convened were heard, discussed, or considered by the AlexRenew Board."

All Members present voted via roll call:

Mr. Hill	Aye
Mr. Beall	Aye
Mr. Jinks	Aye
Dr. Wone	Aye

Absent: Ms. Rebecca Hammer

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

APPROVED:

  
Secretary-Treasurer



## Board Calendar of Events

May 2025							June 2025							July 2025							May
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	10: City of Alexandria's Eco-City Festival
				1	2	3	1	2	3	4	5	6	7			1	2	3	4	5	16: COG CBPC Meeting
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12	17: FY2026 Budget Public Hearing
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19	20: Regular Board of Directors Meeting
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26	26: Memorial Day Observed
25	26	27	28	29	30	31	29	30						27	28	29	30	31			<b>June</b>
																					7: Hooffs Run Dedication Event
																					17: Regular Board of Directors Meeting
																					19: Juneteenth
																					<b>July</b>
																					1: Beginning of FY2026 Fiscal Year
																					4: Independence Day Observed
																					15: Regular Meeting
																					18: COG CBPC Meeting
																					<b>August</b>
																					No Board Meeting
																					<b>September</b>
																					1: Labor Day
																					16: Regular Meeting
																					19: COG CBPC Meeting
																					20: AlexRenew Open House
																					<b>October</b>
																					7: Governance Committee Meeting
																					9: Waterway Clean-up at AlexRenew
																					18: Pendleton Dedication Event
																					21: Regular Meeting

### Legend

	Board of Directors Meeting
	AlexRenew Observed Holidays
	Finance and Audit Committee
	Governance Committee
	Staff Activities
	Conference



## Board Calendar of Events

November 2025							December 2025							January 2026							November						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	11: Veterans Day						
						1		1	2	3	4	5	6					1	2	3	18: Regular Meeting						
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	21: COG CBPC Meeting						
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	27/28: Thanksgiving						
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	TBD: Finance and Audit Committee						
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	31	December						
30																					16: Regular Meeting						
																					24/25: Christmas Holiday						
February 2026							March 2026							April 2026							January						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	19: Martin Luther King Jr. Day						
1	2	3	4	5	6	7	1	2	3	4	5	6	7				1	2	3	4	20: Regular Meeting						
8	9	10	11	12	13	14	8	9	10	11	12	13	14	5	6	7	8	9	10	11	TBD: COG CBPC Meeting						
15	16	17	18	19	20	21	15	16	17	18	19	20	21	12	13	14	15	16	17	18	February						
22	23	24	25	26	27	28	22	23	24	25	26	27	28	19	20	21	22	23	24	25	17: Regular Meeting						
29	30						29	30	31					26	27	28	29	30	31		March						
																					17: Regular Meeting						
																					24-27: Utility Management Conference						
																					TBD: Finance and Audit Committee						
																					TBD: COG CBPC Meeting						
																					April						
																					21: Regular Meeting						
																					TBD: Governance Committee						

### Legend

	Board of Directors Meeting
	AlexRenew Observed Holidays
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# RATE STRUCTURE ALTERNATIVES ANALYSIS CUSTOMER SAMPLE SIZE

BOARD OF DIRECTORS MEETING | MAY 20, 2025



# Board of Directors Retreat

## Action Items



The Board of Directors held a retreat on February 7-8, 2025 to review AlexRenew's rate-setting process and discuss alternative rate structures. Action items include:

### Alternative rate structures to be evaluated

- Equivalent residential units
  - Variations on fixed vs variable charges
  - Tiered rates (single-family residential only, all customer classes)
- Volumetric-only rate

### Data Refinement

- ➡ Assess bill impacts across a larger customer sample within commercial and other public agency customer class for each alternative rate structure
- ✓ Determine level of precision for Virginia American Water meter data

### Phasing

- Develop phasing plan for each alternative rate structure
- Update the Board's Resolution on Rate Adjustment Principles

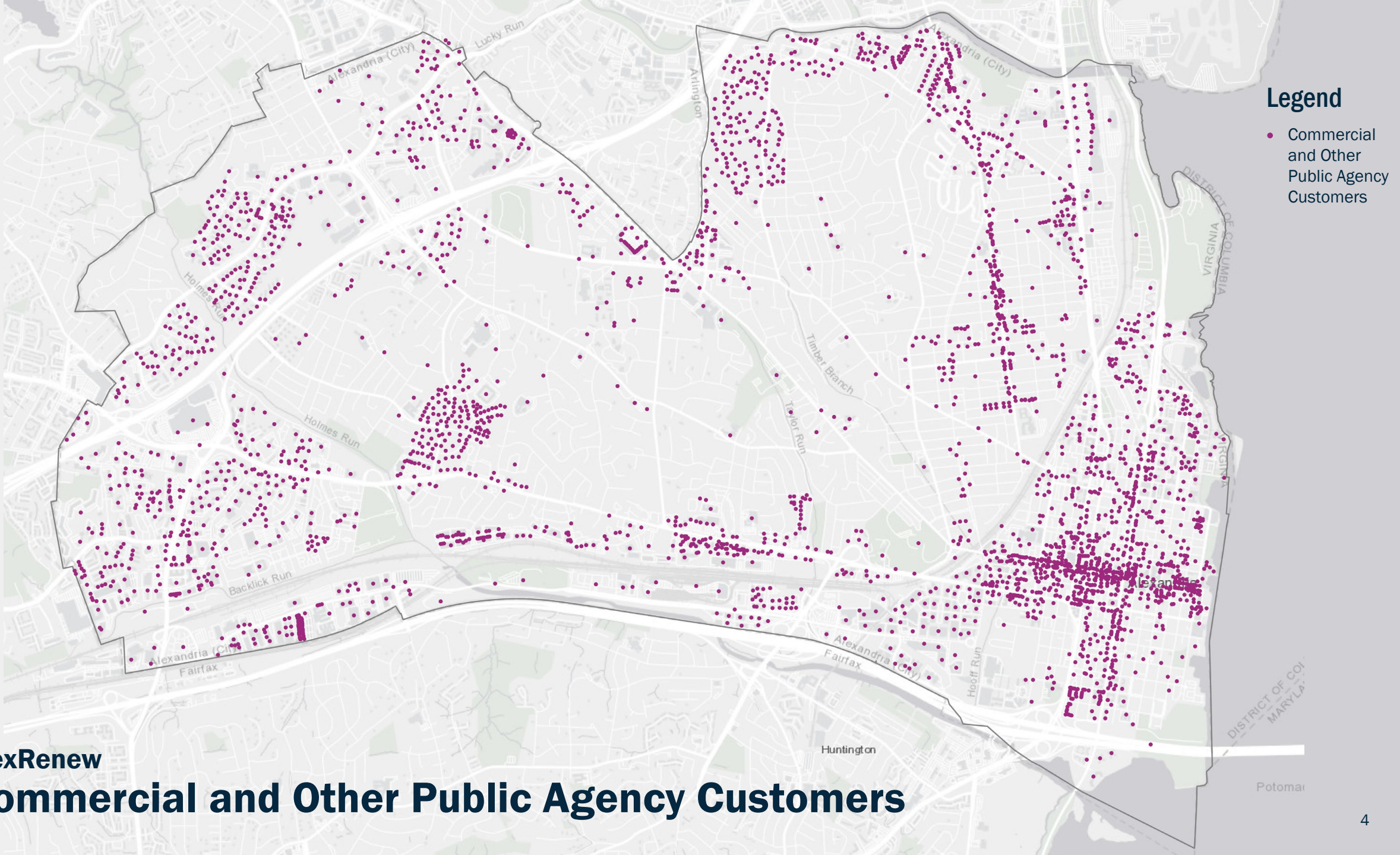
Alternative Rate Structure

Equivalent Residential Units

As presented at the Board  
of Directors Retreat on  
February 8, 2025

	Single Family	Retail	Restaurant	Apt 1	Apt 2
Base Charge					
Current Base Charge	\$14.57	\$349.41	\$109.19	\$4,367.60	\$1,091.90
Proposed Base Charge	\$10.89	\$13.69	\$556.95	\$1,599.27	\$3,201.66
Change in Base Charge	(\$3.68)	(\$335.72)	\$447.76	(\$2,768.33)	\$2,109.76
Volumetric Charge					
Current Volumetric Charge	\$35.91	\$45.14	\$1,836.54	\$5,273.64	\$10,557.54
Proposed Volumetric Charge	\$35.91	\$45.14	\$1,836.54	\$5,273.64	\$10,557.54
Change in Volumetric Charge	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Bill					
Current Bill	\$50.48	\$394.55	\$1,945.73	\$9,641.24	\$11,649.44
Proposed Bill	\$46.80	\$58.83	\$2,393.49	\$6,872.91	\$13,759.20
Delta	(\$3.68)	(\$335.72)	\$447.76	(\$2,768.33)	\$2,109.76
Cost per thousand gallons	\$13.37	\$13.37	\$13.37	\$13.37	\$13.37

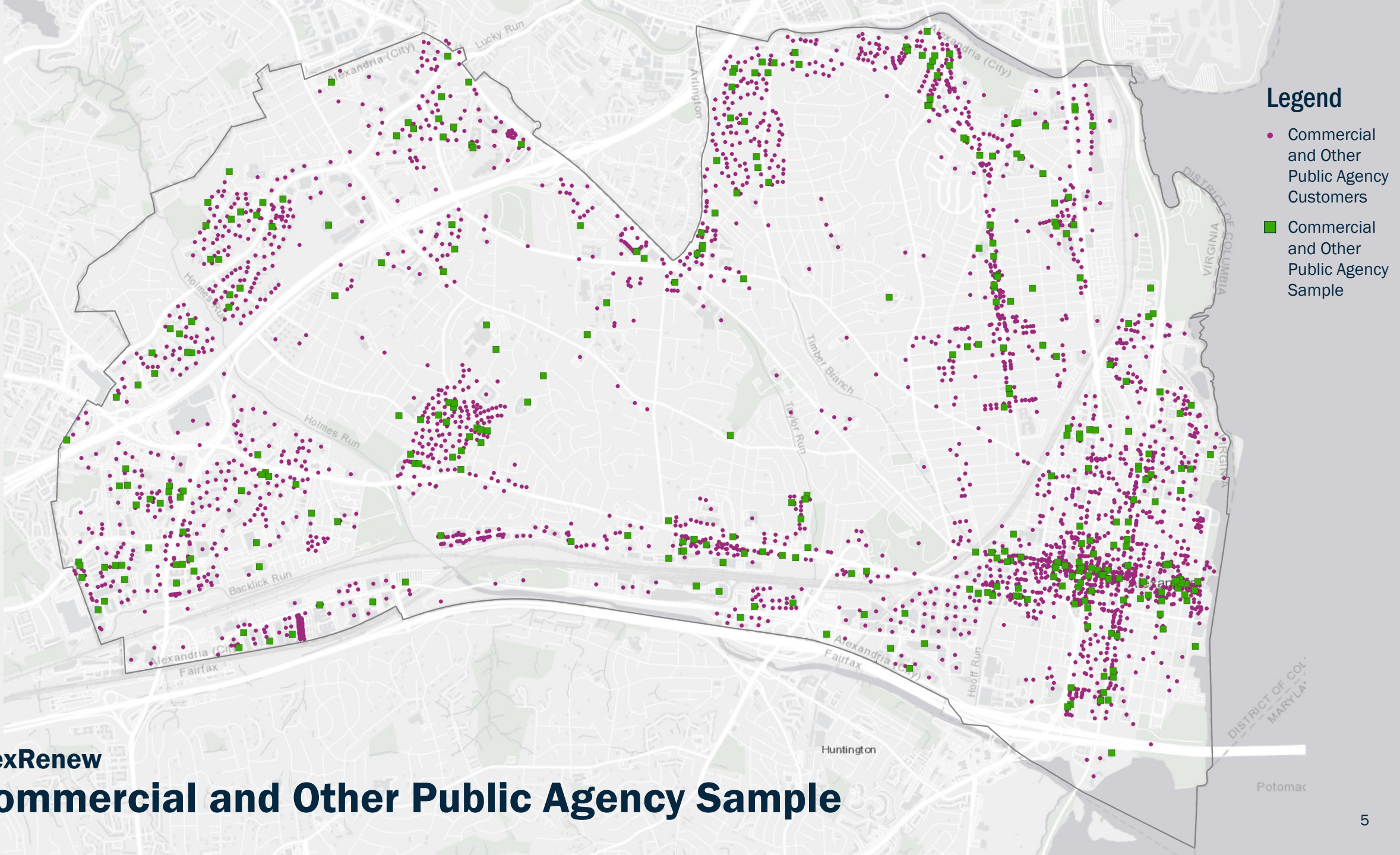




**AlexRenew**

**Commercial and Other Public Agency Customers**



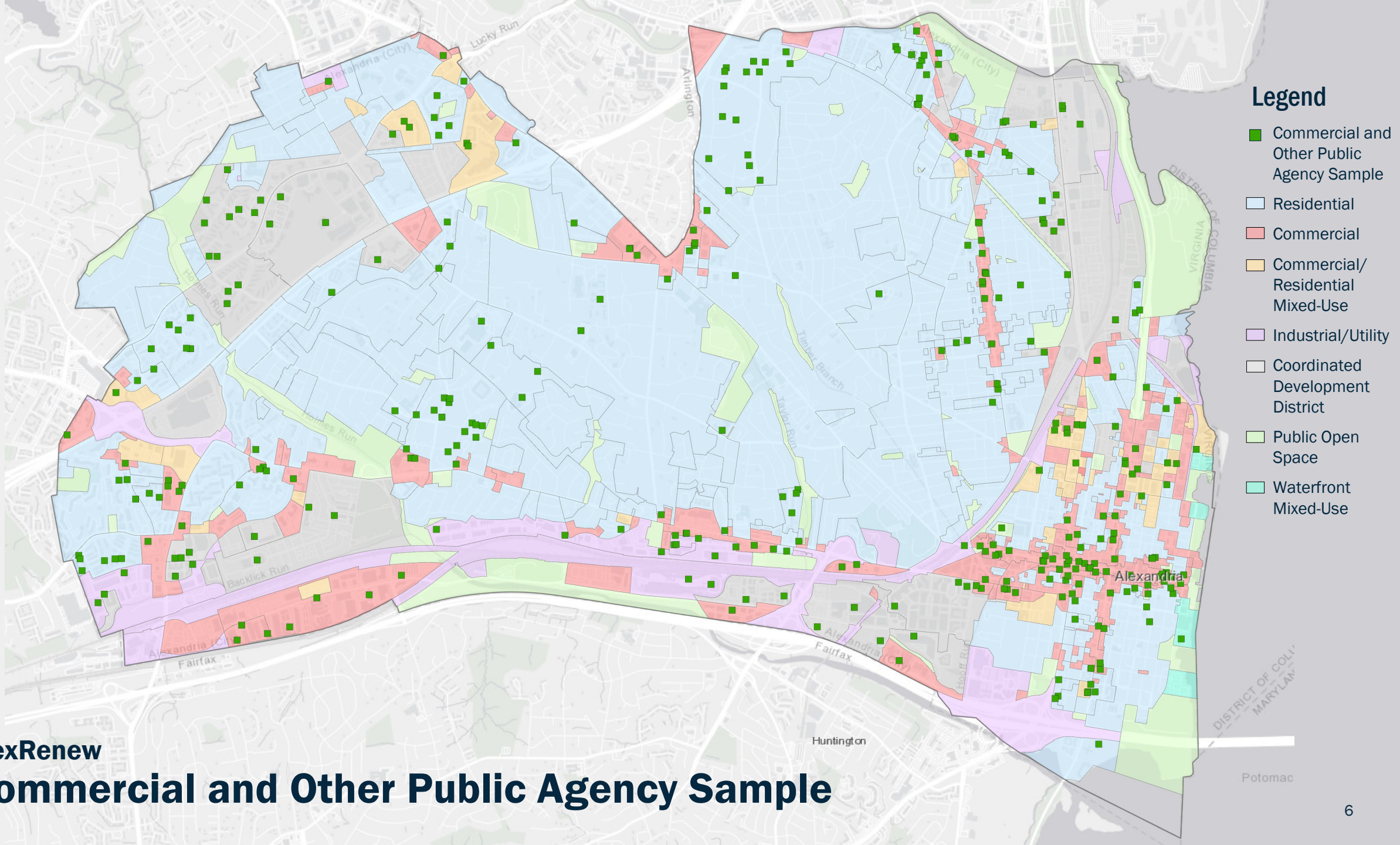


**AlexRenew**  
**Commercial and Other Public Agency Sample**



AlexRenew

# Commercial and Other Public Agency Sample



Commercial and Other Public Agency

# Meter Size Distribution

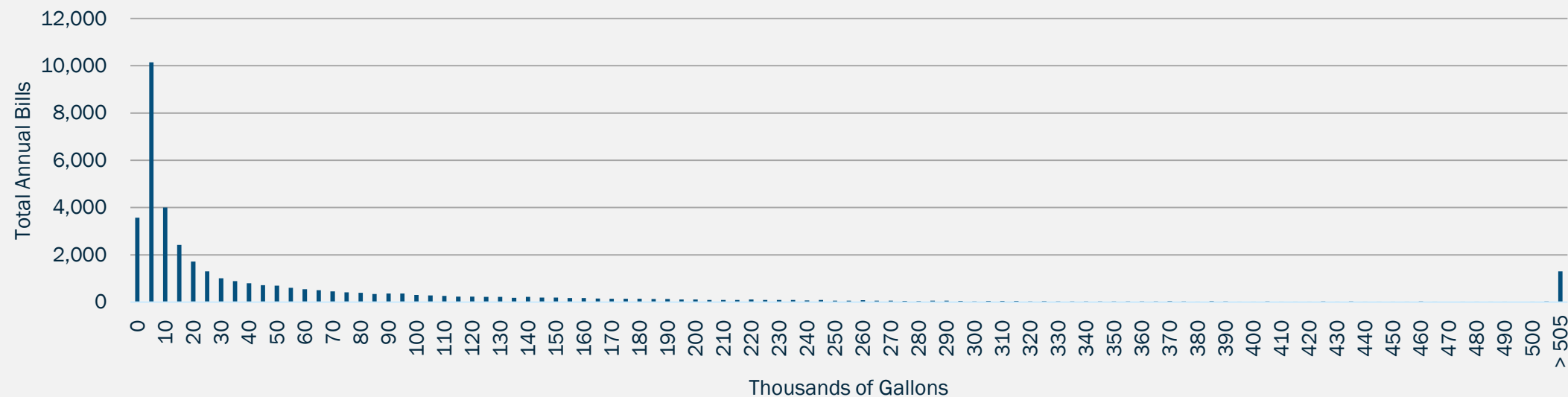
Meter Size	Total Population	Sample Population
5/8 inch	1,225	100
3/4 inch	22	1
1 inch	663	62
1-1/2 inch	440	46
2 inch	1,153	115
3 inch	-	-
4 inch	68	6
6 inch	-	-
8 inch	-	-
Total	3,571	330

- The number of samples is approximately 10% of the total population.
- The sample population is distributed across the meter size, representing between 5-11% of the total population’s meter distribution.

# Total Population

## Bill Frequency

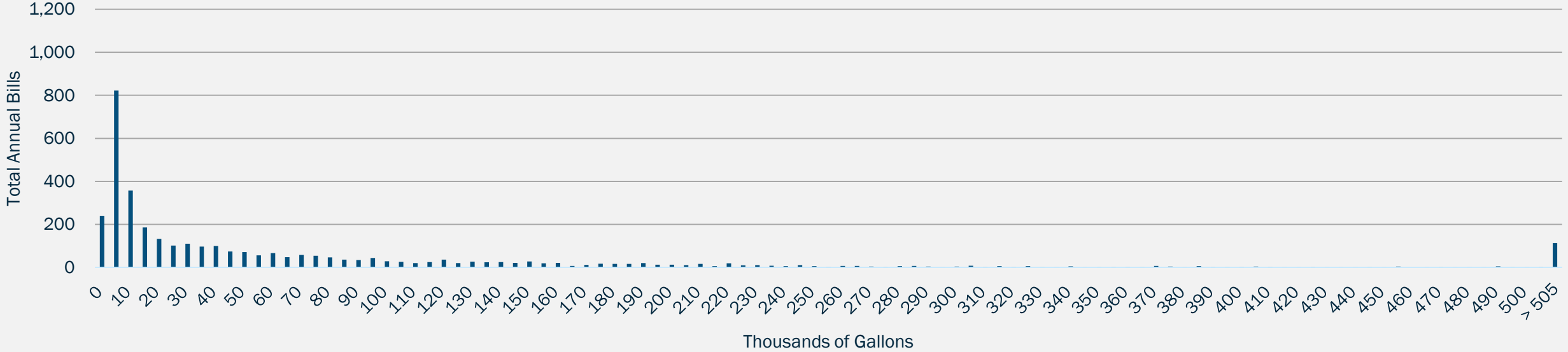
Approximately 50% of the commercial and OPA customers' bills are within the range of zero (0) to fifteen (15) kgals



# Sample Population

## Bill Frequency

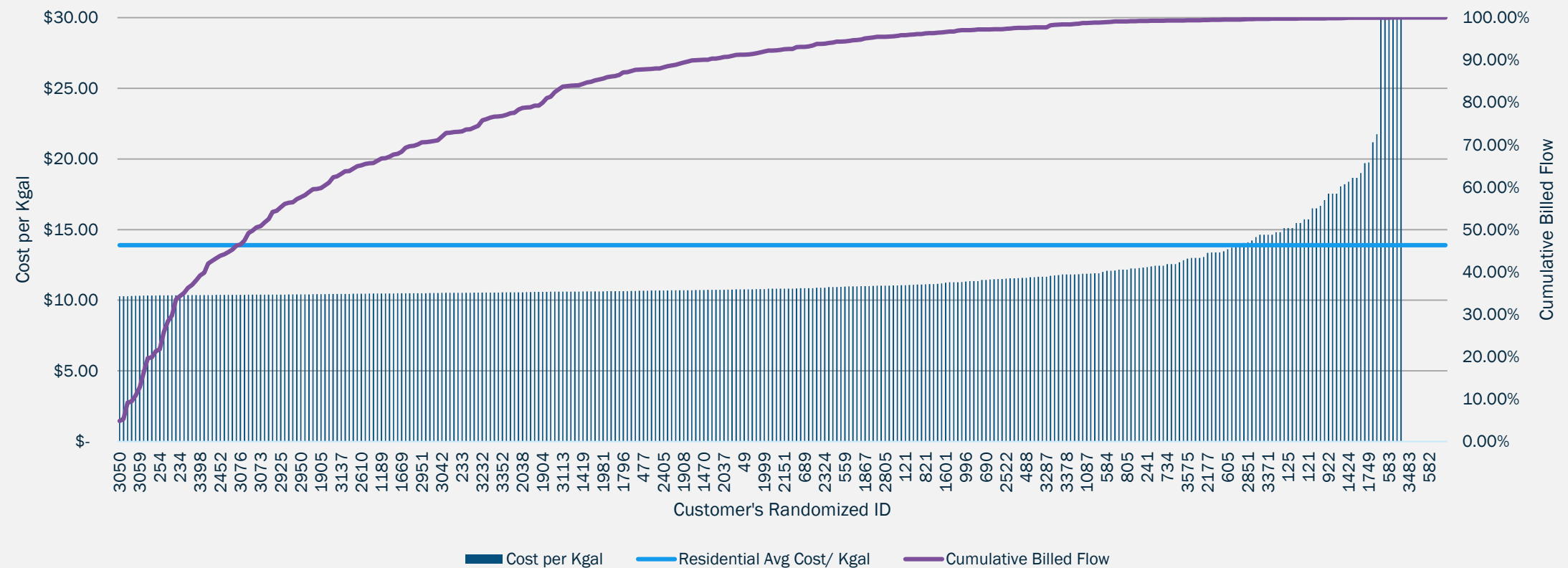
*The sample population is representative of a similar trend with approximately 50% of the commercial and OPA customers' bills are within the range of zero (0) to fifteen (15) kgals – indicating the sample is representative of the total population.*



# Sample Population

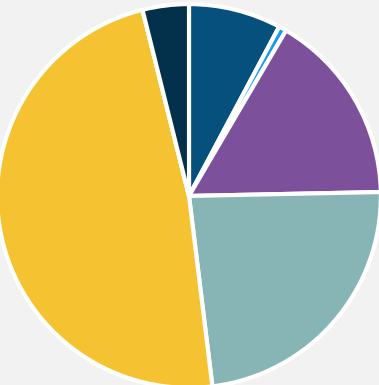
## Cost per Thousand Gallons

The graph illustrates that 50% of sample customers pay an average cost per kgal of less than \$10.43, less than the average residential customer pays \$13.90.

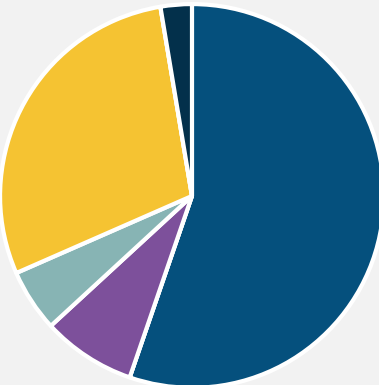


Sample Population

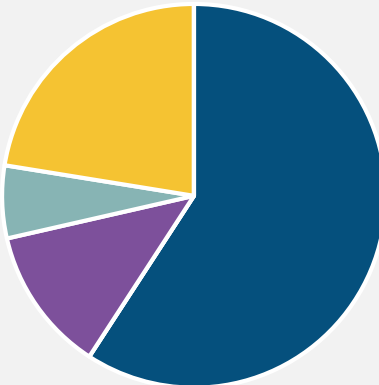
# Meter Size by Category



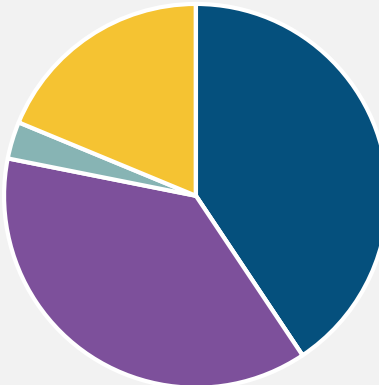
Multi-family



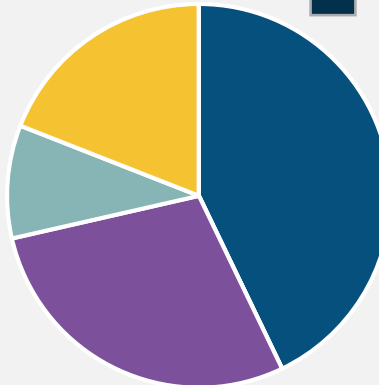
Office



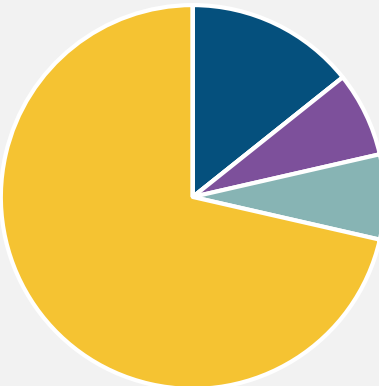
Retail



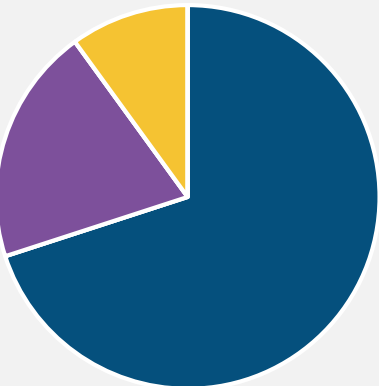
Mixed Use



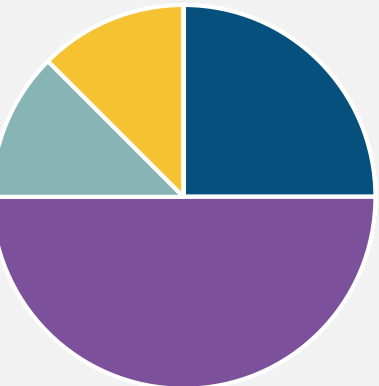
Restaurant



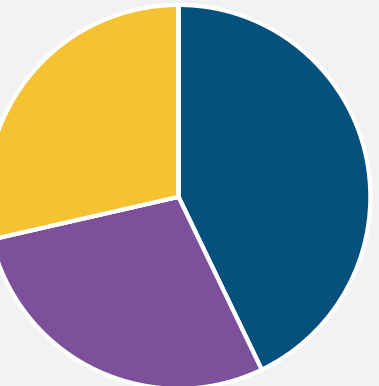
School



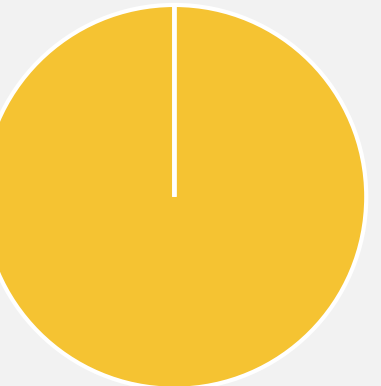
Warehouse



Religious Institution



Medical

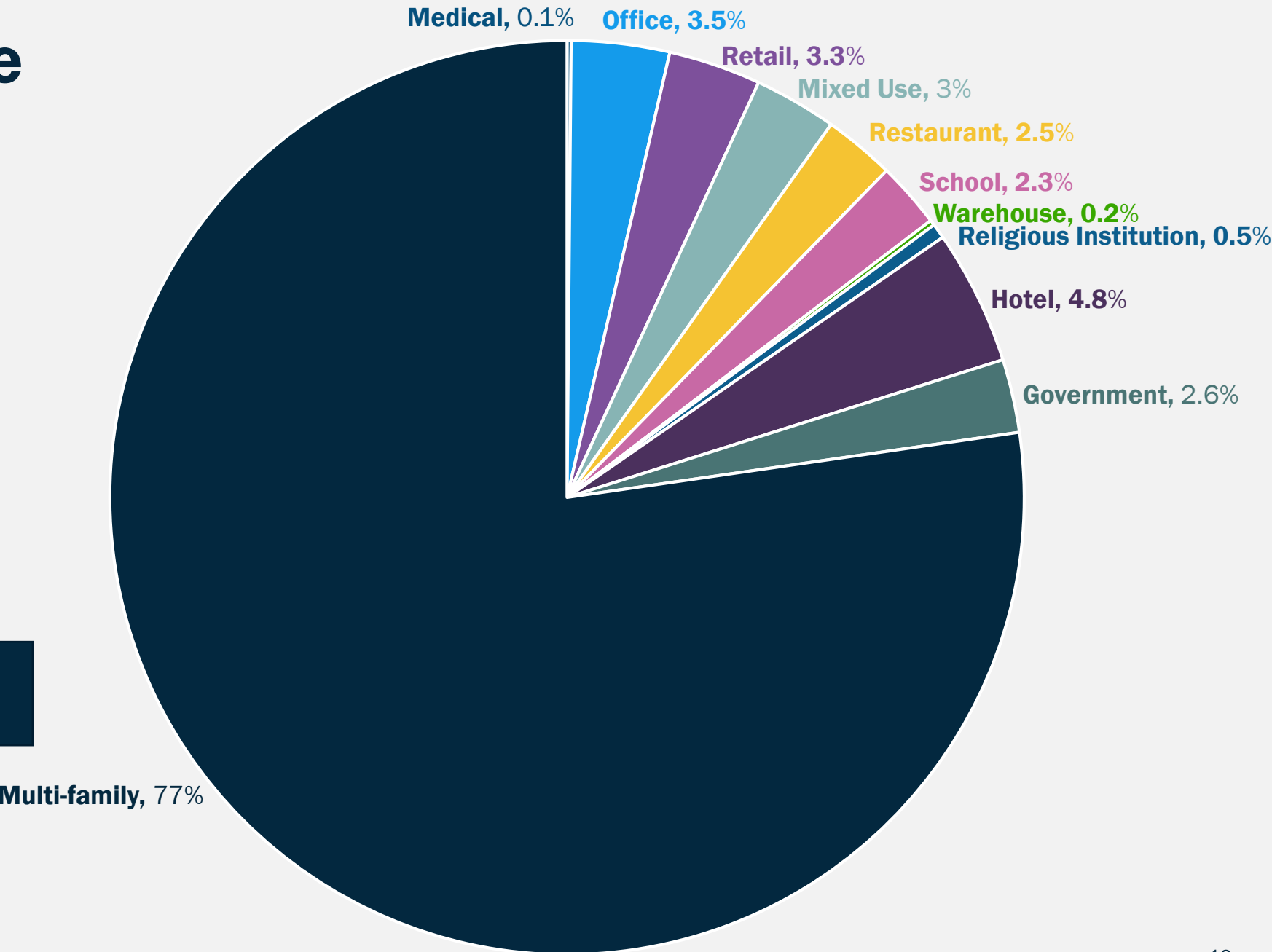


Hotel



Government

Sample Population  
Flow Percentage  
by Category



The graph illustrates that 77% of sample population's flows are attributed to the multi-family category.



# Next Steps

Spring/Summer 2025

Complete customer impacts analysis for rate structure options

July 2025

Present analysis to the Board









# ALEXRENEW LATE FEES OVERVIEW

BOARD OF DIRECTORS | MAY 20, 2025



# OVERVIEW OF LATE FEES

## Rates, Rules, and Regulations

- / “A late payment charge of ten percent of the unpaid balance on accounts not paid within 21 days of their billing date may be charged and collected by AlexRenew.”

## Primary Purpose

- / To encourage the payment of bills on time and avoid disconnection for nonpayment

## Customer Service Best Practices

- / Provide a grace period (6 days)
- / Waive late fees for customers upon request (once per year)
- / Late fees apply to the most recent month's past-due balance only
- / Late fees are not applied to payment plan balances or past-due balances beyond the previous month
- / 10% late fee applies to current monthly charges
- / A typical residential late fee is about \$3.50



# Example Bill with Late Fees

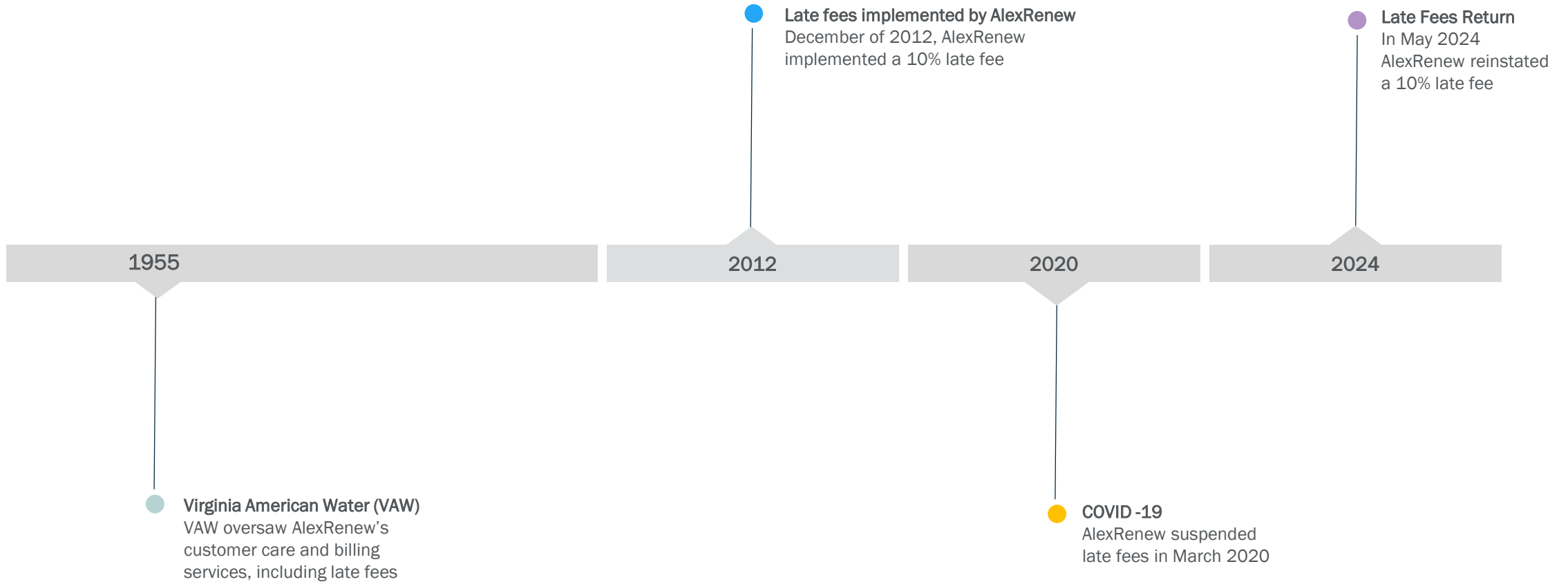
Month 1		
Current Charges		Bill Date: 03/25/25
Wastewater Treatment Charge	\$20.52	
Base Charge	\$14.57	
Wastewater Treatment and Base Charges cover equipment, buildings and their major repair and replacement, and the water professionals, energy and other resources to treat wastewater		
City Sanitary Sewer System Capital Investment and Maintenance Fee	\$4.56	
Current Charges	\$39.65	
Find bill details on the back side of your statement		
Account Summary		
Customer Name	LOBLAW, BOB	
Account Number	1234567891	
Service Address	1800 LIMERICK ST	
Previous Bill Amount	\$40.00	
Payments Received	\$0.00	
Late Fee	\$4.00	
Total Current Charges	\$39.65	
Amount Due	\$83.65	
Your current charges are due on 04/15/25		

10% on previous monthly usage charges only

Month 2		
Current Charges		Bill Date: 04/25/25
Wastewater Treatment Charge	\$30.78	
Base Charge	\$14.57	
Wastewater Treatment and Base Charges cover equipment, buildings and their major repair and replacement, and the water professionals, energy and other resources to treat wastewater		
City Sanitary Sewer System Capital Investment and Maintenance Fee	\$6.84	
Current Charges	\$52.19	
Find bill details on the back side of your statement		
Account Summary		
Customer Name	LOBLAW, BOB	
Account Number	1234567891	
Service Address	1800 LIMERICK ST	
Previous Bill Amount	\$83.65	
Payments Received	\$0.00	
Late Fee	\$3.97	
Total Current Charges	\$52.19	
Amount Due	\$139.77	
Your current charges are due on 04/15/25		

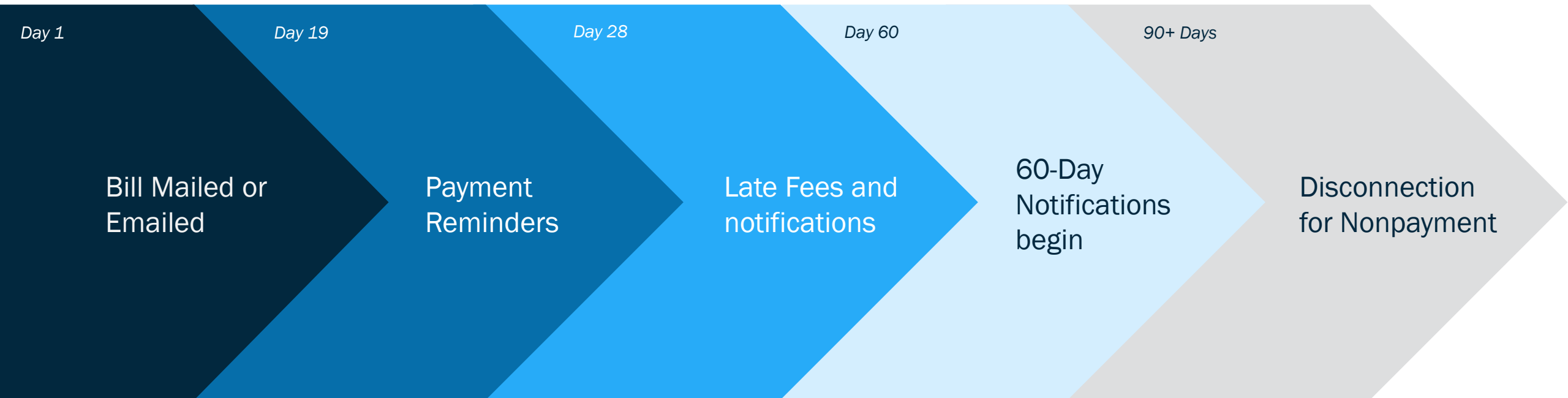
10% on previous monthly usage charges only (\$39.65)

# HISTORY OF ALEXRENEW'S LATE FEES



# ENCOURAGING PAYMENT

Late fees are an important tool for encouraging timely bill payment and avoiding disconnection for nonpayment.



# COMPARING LATE FEE CHARGES

Utility	Late Fee Charges	Applies to
 Prince William Water	10% after 30 days	Previous month's outstanding usage charges
 Fairfax Water	10% after 30 days	Previous month's outstanding usage charges
 Virginia American Water	1.5% after 30 days	Total Balance
 DC Water	10% after 30 days	Previous month's outstanding usage charges (An additional 1% is charged per month after 60 days, compounded monthly)
 WSSC	5% after 30 days	Previous month's outstanding usage charges
 AlexRenew	10% after 21 days (+6-day grace period)	Previous month's outstanding usage charges







# SAFETY PROGRAM OVERVIEW

BOARD OF DIRECTORS | MAY 20, 2025



# Ensure everyone goes home safe every day.

1. Communicate expectations about personal safety
2. Provide resources so that teams can perform their duties in the safest possible manner
3. Celebrate safety successes
4. Understand, communicate, and discipline safety
5. Make proactive changes to ensure that every employee goes home safe every day





## ALEXRENEW SAFETY MANUAL

Version: 1.0  
Issued: January 10, 2025

1800 Limerick Street | Alexandria, Virginia 22314 | 703-721-3500 | AlexRenew.com

# AlexRenew Safety Manual

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AlexRenew's Safety Manual serves as a tool to support our employees and communicate policies and procedures. Included in the manual:

- Trainings and meetings
- First aid and medical facilities locations
- Safety requirements
- Hazard identification and analysis procedures
- Safety incident reporting procedures
- Safety inspections and audit procedures



# AlexRenew Safety Specialist Program

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AlexRenew's 11 Safety Specialists are a key part of the organization's safety program, interacting across all departments to:

- Perform inspections to identify hazards and recommend corrective actions
- Serve as representatives and mentors within their teams
- Participate in incident investigations, as needed





# Safety Month

Each June, AlexRenew celebrates National Safety Month with activities and trainings dedicated to promoting a culture of safety, awareness, and proactive behavior in the workplace and at home.



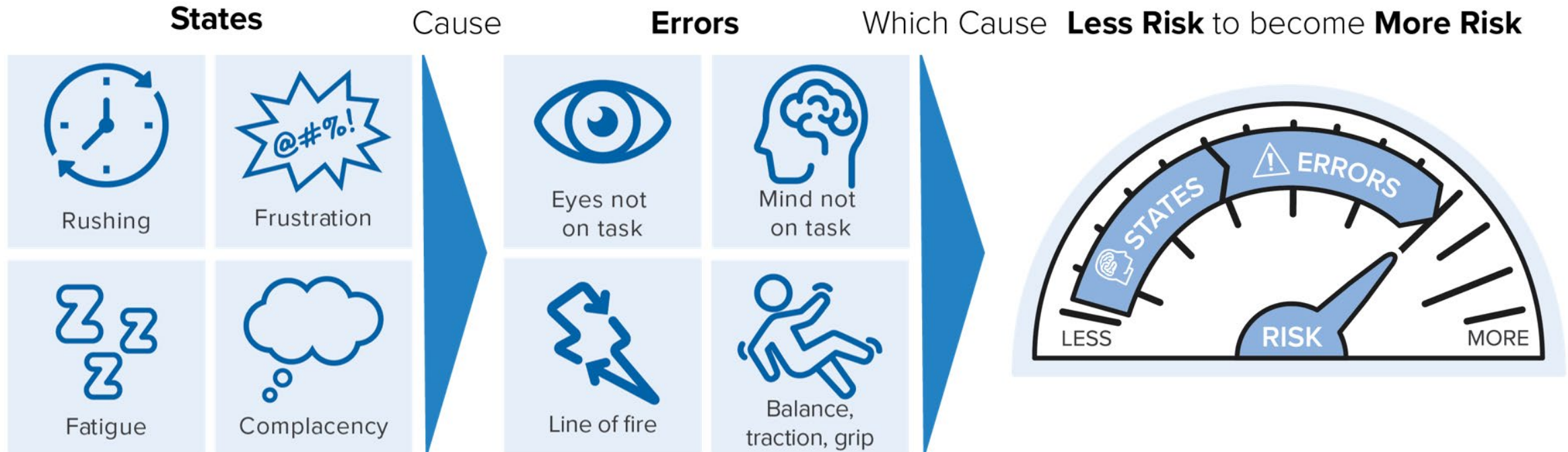
## 2025 Safety Month Highlights:

- Team building competition to collaboratively problem solve with a focus on AlexRenew's safety practices
- First Aid/CPR and heat stress prevention trainings
- Distracted driving challenge
- Emergency preparedness challenge
- Healthy home challenge



# SafeStart Training

To advance AlexRenew's safety culture, AlexRenew began using SafeStart training modules in 2023. The safety awareness program is designed to reduce workplace injuries by focusing on the human factors that contribute to incidents.



# SafeStart Story Example

SafeStart focuses on storytelling as a tool to support staff in recognizing and preventing errors.





# Analyzing a SafeStart Story

SafeStart creates a consistent format for how to tell and analyze a story.

## Steps to analyzing a SafeStart story:

- Were all necessary elements included?
- What states were involved?
- Which errors happened as a result of the states?



### STORY CARD

Storyteller:

*Alex Rigby*

Summary (What happened?):

*Jumped car off freeway  
ramp*

Elements:

- ☒ What activity? What happened?
- ☒ What state or states?
- ☒ What critical errors?
- ☒ How could it have been worse?

2

### Story Card

What were the states and errors?

#### STATES

- ☒ Rushing
- ☐ Frustration
- ☐ Fatigue
- ☒ Complacency



#### ERRORS

- ☒ Eyes not on task
- ☒ Mind not on task
- ☒ Line of fire
- ☒ Balance, traction, grip

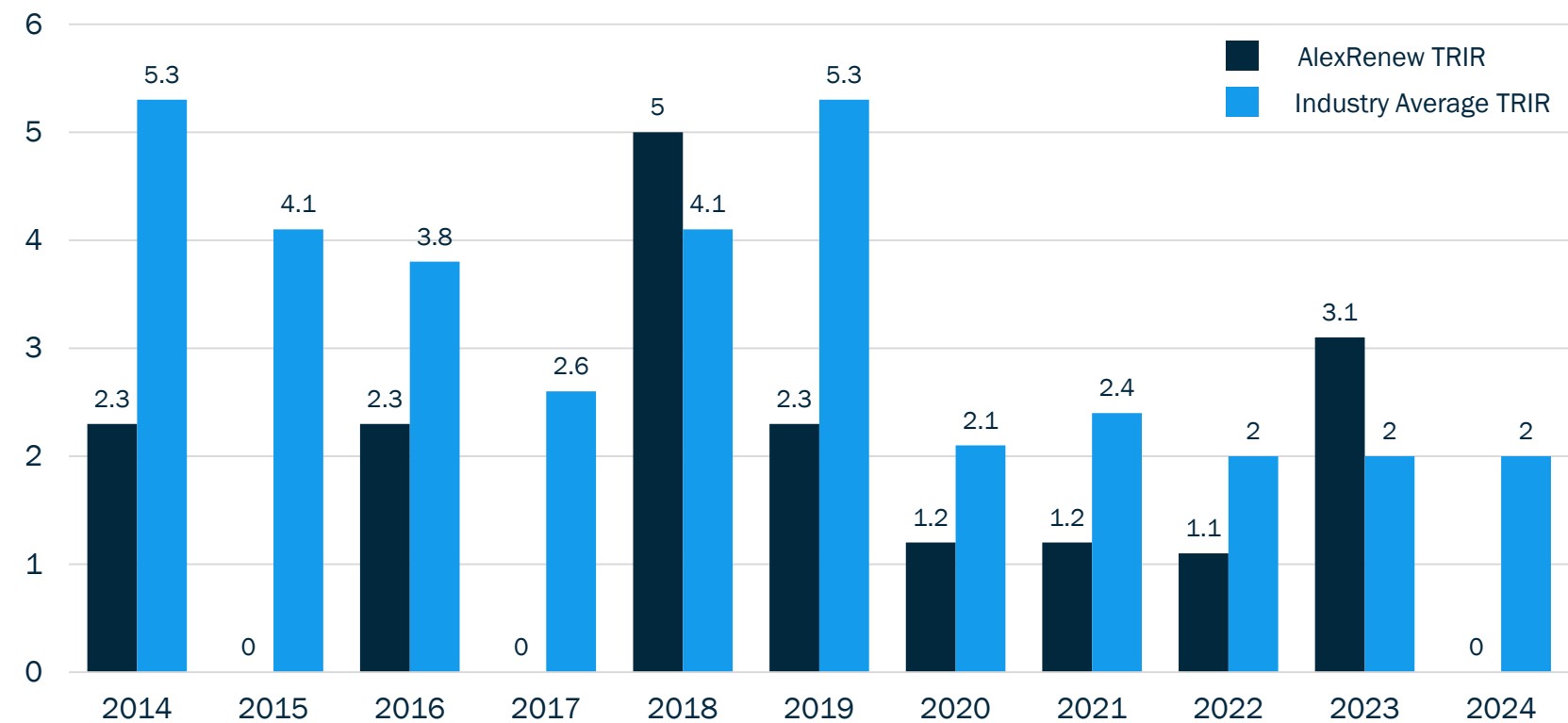


The four **states** can cause or contribute to four **critical errors**, which increase the risk of injury.

# AlexRenew Safety Statistics

AlexRenew monitors safety statistics to track progress, improve training and tools, and celebrate success.

**Total Recordable Incident Rate (TRIR)** is a metric used to measure the frequency of workplace injuries and illnesses that require medical treatment beyond first aid.



# Board Homework

Fill out one SafeStart story card to share at the June Board Meeting as part of celebrating Safety Month.

5	6	1	2	3	4
<b>Safety-Related Habits, Continued</b>	<b>SAFESTART NOW</b> <b>Story Ideas</b>	<b>SAFESTART NOW</b> <b>STORY CARD</b>	<b>Story Card</b>	<b>Story Card</b>	<b>Safety-Related Habits</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> Look for things that could cause you to lose your balance, traction or grip</li><li><input type="checkbox"/> Glance up before standing up or raising your hands (bang head or hands, etc.)</li><li><input type="checkbox"/> Keep your hands out of pinch points</li><li><input type="checkbox"/> Use three-point contact when ascending or descending (ladders, mobile equipment, etc.)</li><li><input type="checkbox"/> Hold the handrail on stairways</li><li><input type="checkbox"/> Other: _____</li></ul>	<p>The following self-related incidents have happened to most people (over 80%).</p> <ol style="list-style-type: none"><li>1 Banging shin, head, toe</li><li>2 Cutting yourself with a knife, scissors or razor</li><li>3 Burning your hand, arm, wrist</li><li>4 Straining your back, neck, shoulder etc.</li><li>5 Hitting your hand with a hammer.</li><li>6 Spraining your ankle, knee, wrist</li><li>7 Falling down the stairs or onto something hard</li><li>8 Falling asleep at the wheel (or almost)</li><li>9 Not seeing a stop sign or red light</li></ol>	<p>Storyteller: _____</p> <p>Summary (What happened?): _____</p> <p>Elements:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> What activity? What happened?</li><li><input type="checkbox"/> What state or states?</li><li><input type="checkbox"/> What critical errors?</li><li><input type="checkbox"/> How could it have been worse?</li></ul>	<p>What were the states and errors?</p> <p><b>STATES</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Rushing</li><li><input type="checkbox"/> Frustration</li><li><input type="checkbox"/> Fatigue</li><li><input type="checkbox"/> Complacency</li></ul> <p><b>ERRORS</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Eyes not on task</li><li><input type="checkbox"/> Mind not on task</li><li><input type="checkbox"/> Line of fire</li><li><input type="checkbox"/> Balance, traction, grip</li></ul> <p>The four states can cause or contribute to four critical errors, which increase the risk of injury.</p>	<p>What <b>critical error reduction techniques</b> might have prevented the incident?</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Look at others for the patterns that increase the risk of injury</li><li><input type="checkbox"/> Analyze close calls and small errors</li><li><input type="checkbox"/> Practice building habits</li><li><input type="checkbox"/> Self-trigger on your state (or the amount of hazardous energy)</li></ul> <p>What was the injury or close call?</p> <p>How could it have been worse?</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Test your footing or grip before you commit your weight (getting out of car, etc.)</li><li><input type="checkbox"/> Look carefully at anything you are going to stick your hand into or rest your hand on</li><li><input type="checkbox"/> Move your eyes first before you move your hands, feet, body or car</li><li><input type="checkbox"/> Get your eyes back on the road quickly if you've been distracted</li><li><input type="checkbox"/> Look for line of fire potential before moving (blind corners, aiseways, etc.)</li></ul> <p> <b>More safety-related habits</b> ➔</p>







# ORGANIZATIONAL SUSTAINABILITY PLAN BACKGROUND AND APPROACH

BOARD OF DIRECTORS | MAY 20, 2025



# TONIGHT'S PRESENTERS



**Mallory Orme**  
AlexRenew  
Sustainability & Resilience Manager



**Kelly Landry, PhD, PE, ENV SP**  
Hazen and Sawyer

# PRESENTATION OVERVIEW



## **01 Sustainability Background**

Sustainability within our global and local communities, and trends in water infrastructure

## **02 Sustainability at AlexRenew**

AlexRenew's sustainability strategic objectives and current initiatives

## **03 Organizational Sustainability Plan**

Approach to developing the AlexRenew Organizational Sustainability Plan

## **04 Next Steps**

Where we go from here in the sustainability planning process



## BACKGROUND

# SUSTAINABILITY IN OUR GLOBAL AND LOCAL COMMUNITIES

### Value of sustainability to our broader global community

- The United Nations developed the 17 Sustainable Development Goals to unite all countries in a global sustainability partnership. The SDGs serve as our blueprint towards prosperity for people and the planet.
- AlexRenew is committed to contributing to the discourse around sustainability best practices and serving as a leader in the WWT industry.

### Value of sustainability to our local community

- The City of Alexandria adopted the Environmental Action Plan (EAP) 2040 in 2019, committing to building a thriving and sustainable community.
- AlexRenew's commitment to sustainability recognizes our important role in supporting the EAP, and championing issues that matter to our community.



## BACKGROUND

# KEY SUSTAINABILITY TRENDS IN WATER INFRASTRUCTURE



Energy  
Management  
and Reduction

Carbon Emission  
Inventory and  
Reduction

Water Reuse

Integrated Water  
Resource  
Management

Sustainability  
Frameworks  
(e.g., Envision,  
LEED)

# STRATEGIC PLAN AND OBJECTIVES

## ENVIRONMENTAL SUSTAINABILITY IN OUR 2024-2029 STRATEGIC PLAN:

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



### SUSTAINABILITY OBJECTIVES



*Integrate sustainability into  
infrastructure investments  
and operations*



*Strive toward net carbon  
zero operations*

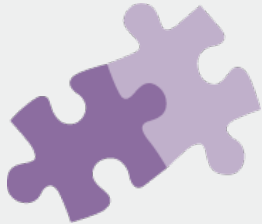




*Recover and beneficially  
reuse resources from  
wastewater*



SUSTAINABILITY AT ALEXRENEW

# 2025 ANNUAL GOALS

Board Objective	Initiative
	Develop organizational-wide sustainability plan
	Develop specifications for capital projects to audit and reduce resource consumption where practicable
	Update sustainable purchasing policy
	Enhance recycling and e-waste disposal practices
	Improve accuracy of greenhouse gas inventory tool
	Conduct power monitoring pilot study
	Investigate opportunities for onsite renewable energy generation
	Implement reclaimed water system repairs and maximize usage on-site
	Evaluate potential opportunities for use of reclaimed water offsite
	Optimize use of biogas onsite

← **Focus of this presentation**

## SUSTAINABILITY AT ALEXRENEW

# PHASEFORWARD

The PhaseForward Program offers a unique opportunity to approach major plant investments through a sustainability-focused lens. The timing of the Organizational Sustainability Plan and Standards will be aligned with these projects to maximize opportunities for sustainable elements.



**Biosolids  
Diversification**



**Headworks  
Renewal**



**Process  
Optimization**



**Nutrient  
Reduction**

# STRONG SUSTAINABILITY FOUNDATION



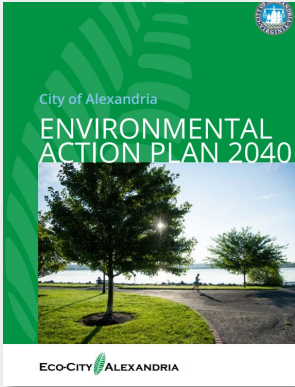
Better Plants Program



Community Benefit Policy



Environmental Justice  
Action Plan



City of Alexandria  
Environmental Action  
Plan 2040



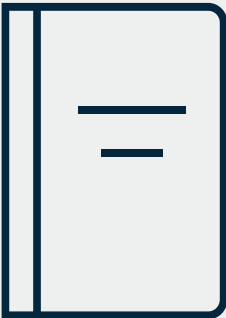
Greenhouse Gas Accounting  
Tool



Sustainable Purchasing  
Policy



Recycling Program



Standard Sustainability  
Specifications

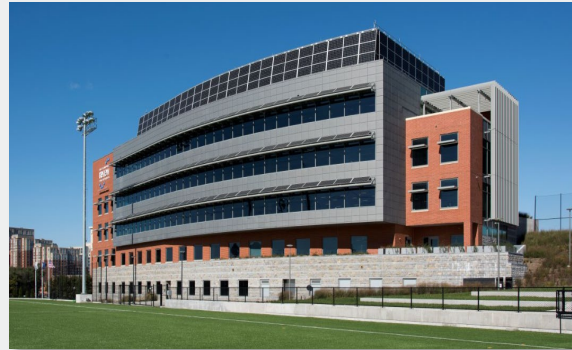


# CURRENT SUSTAINABLE PROJECTS



**Nutrient Management Facility**

ENVISION Platinum Certified  
in 2016



**Environmental Center**

LEED Platinum Awarded  
in 2016



**Innovation District Pumping Station**

ENVISION Verified in 2024



**Pumping Station Superstructure**

Targeting LEED Gold  
Certification 2026



**Tunnel System**

Targeting ENVISION Gold  
Certification 2026



# ORGANIZATIONAL SUSTAINABILITY PLAN

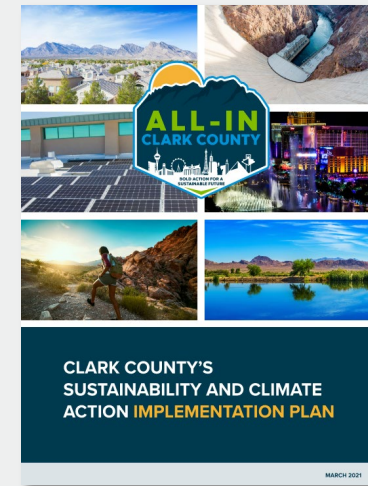
## OVERVIEW



# WHY IS THIS IMPORTANT?

### Why develop an Organizational Sustainability Plan?

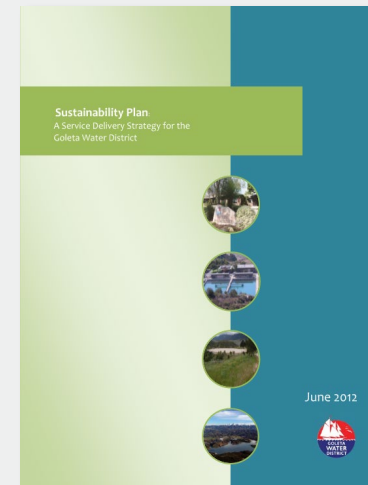
- Provides an actionable strategy
- Aligns with long-term goals and objectives
- Improves decision-making
- Enhances accountability
- Drives operational efficiency
- Builds stakeholder confidence
- Enables performance tracking
- Encourages continuous improvement



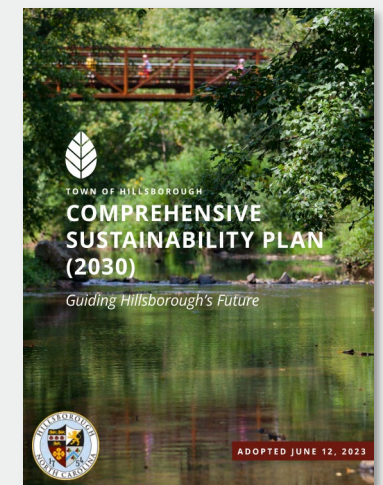
Clark County  
Sustainability and  
Climate Action  
Implementation Plan



Denver Water  
Sustainability Guide  
2021-2025

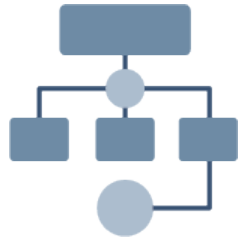


Goleta Sanitation District  
Sustainability Plan



Town of Hillsborough  
Comprehensive  
Sustainability Plan  
(2030)

# STRUCTURE



## Organizational

Informs  
administrative  
processes and  
decision-  
making



## Standards

Supports  
capital projects  
and operation  
of wastewater  
assets



## Community

Directly  
benefits the  
community



# GUIDING PRINCIPLES AND KEY OUTCOMES

## Environmental

- Reduces negative environmental impact
- Improves resource security/enhances resource recovery
- Reduces greenhouse gas emissions
- Aligns with City's environmental initiatives

## Social

- Advances AlexRenew's environmental justice initiatives
- Aligns with Board Community Benefit Policy
- Adds value for customers
- Adds benefit for staff

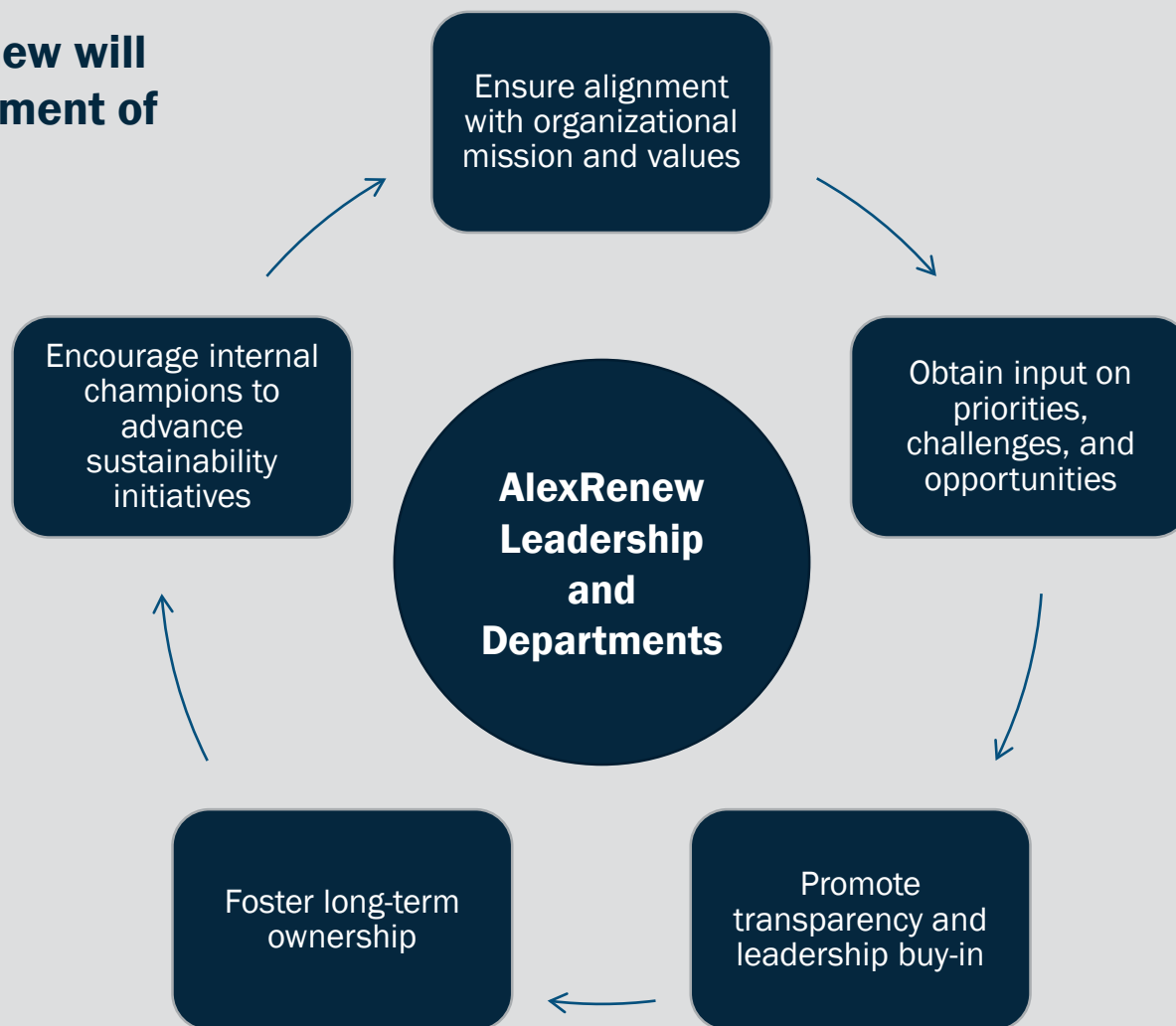
## Key Outcomes

- Builds institutional resilience
- Reduces operational costs
- Promotes staff culture of stewardship



# STAKEHOLDER ENGAGEMENT PROCESS

Key groups within AlexRenew will be engaged in the development of the Plan to...





# ORGANIZATIONAL SUSTAINABILITY PLAN OUTLINE

1. Introduction
  - Plan Overview and Organization
2. Background
  - Sustainability Milestones
  - Alignment with Strategic Plan and City's Environmental Action Plan
  - Sustainability Trends in Water Sector
3. Sustainability Plan Methodology
  - Guiding Principles
  - Stakeholder Engagement Process
  - Type of Initiatives
  - Implementation Plan Structure
4. Sustainability Implementation
  - Project Sheet Development
  - Timeline
5. Tracking and Reassessment
6. Appendices
  - Design and Construction Standards
  - Sustainability Standard Operating Procedures
  - Sustainability Project Sheet Template

# STANDARDS AND SPECIFICATIONS

Item	Description	Audience
Sustainability Design Standards	Design standards outlining how to integrate sustainability into project design	Engineering, Design Consultants
Sustainability Construction Specifications	Contract requirements for the integration of sustainable design elements and third party verification	Engineering, Design Consultants, Contractors
Third Party Verification SOPs	Standard operating procedures for how to incorporate LEED and ENVISION Certification into projects	Engineering, Design Consultants
Internal Sustainability SOPs	Standard operating procedures for how to incorporate sustainability into operations	All Departments
Project Sheet Template	Sustainable initiatives tracking across operations and construction	Engineering, Administration/Finance



ORGANIZATIONAL SUSTAINABILITY PLAN

EXAMPLE PROJECT SHEET



Initiative Title

Initiative Description: ...

Alignment with EJ Action Plan

...

Alignment with Community Benefit Policy

...

Guiding Principles:

Resource Recovery



Initiative Type:

Project Specific



Priority Level: High

Est. Cost: <\$100K

Lead Champion:

Sustainability Manager

Start Year: 20XX

End Year: 20YY

Level of Effort: Medium

Key Partners:

Operations

Engineering

Challenges to Implementation:...

Outcome:...

Output / Indicator:...

Training Requirements :...

# REASSESSMENT OF PLAN AND INITIATIVES



TRACK INITIATIVE  
PROGRESS



IDENTIFY AREAS OF  
IMPROVEMENT



INCORPORATE NEW  
INITIATIVES

# THE END RESULT

## The Organizational Sustainability Plan will...

- Serve as a living document
- Provide actionable steps
- Be adaptable to changing conditions
- Integrate into operations
- Allow for continuous improvement





# Next Steps

Key aspects of the Organizational Sustainability Plan will be finalized in advance of major design milestones associated with the PhaseForward program. This will ensure that sustainable elements are incorporated into and aligned across the entire program.





## Monthly Report

Reporting Period: April 1-30, 2025

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 April 2025.

### 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 April was 3.03 inches of rain which is slightly less than the monthly average precipitation of 3.21 inches for the month.

AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for April 2025 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>	36.5	<QL	3.8	<QL	0.13	8.6	2.2	74,963	4,009

Notes: (1) Ammonia seasonal limit for April – October: 1.0 mg/L

#### 1.2 Capital Improvement Program

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

In July 2023, the Board approved three (3) Job Order Contracts (JOC) to support AlexRenew's ongoing construction and maintenance needs. To date, a total of \$5.2 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
Potomac Yard Pumping Station Repairs	\$225,000	Work ongoing
Valve Train Chamber Emergency Repairs (3)	\$590,000	Completed
High-Capacity Drain Pump Repair	\$115,000	Work ongoing
Building L Sodium Hypochlorite Tank Repair (3)	\$135,000	Completed
Methanol System Improvements	\$510,000	Work ongoing
NMF Valves Wiring Repairs (3)	\$45,000	Completed
Campus-wide Site Improvements	\$75,000	Work ongoing
Pre-Pasteurization Spare Parts	\$575,000	Work ongoing
Solids Instrumentation Upgrades (1) (2) (3)	\$125,000	Work ongoing
IDPS Maintenance Improvements (1) (2) (3)	\$95,000	Work ongoing
Secondary Settling Tank Flushing Improvements (1) (2) (3)	\$135,000	Work going

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 March 2025, AlexRenew issued a Request for Proposals (RFP) for Job Order Contracts (JOC) to support AlexRenew's ongoing construction and maintenance needs. The new JOCs will take the place of the current JOCs that were awarded in July 2023 and will align with updated term limits as established in the Virginia Public Procurement Act. Four (4) proposals were received on April 29 and are currently being evaluated. Board review is anticipated for June 2025.

In April 2025, AlexRenew issued a Request for Qualifications (RFQ) for the Nutrient Reduction Project, which is the first step in the procurement of a design-builder. The Statements of Qualifications (SOQ) in response to the RFQ are anticipated to be submitted to AlexRenew on May 20. The evaluation of the SOQs will result in a shortlist of respondents that will receive the RFP, which serves as the second

step in the procurement of a design-builder. The RFP is currently anticipated to be issued in July 2025. Board review is anticipated for January 2026.

In April 2025, AlexRenew issued an RFP for community outreach and communications services. The successful respondent will provide outreach and communications support across a variety of AlexRenew's needs, including communications and outreach strategy planning; material production such as flyers, exhibits, and annual reports; website and social media content planning and creation; event planning and support; and website redesign and maintenance. The proposals in response to the RFP are anticipated for June 2025. Board review is anticipated for September 2025.

## 1.6 Basic Ordering Agreement Task Orders

In December 2024, the Board approved five (5) basic ordering agreements (BOA) to support AlexRenew's planning, design, and implementation of projects as part of AlexRenew's Capital Improvement (CIP) program. Table 1.3 summarizes the status of BOA task orders issued as part of this procurement.

**Table 1.3.** Summary of BOA Task Orders

Task Order	Estimate	Status
Tertiary Systems Upgrade Project Owner's Advisor Services	\$750,000	Work ongoing
General Engineering Services	\$50,000	Work ongoing
PFAS Sampling Support	\$80,000	Work ongoing
Elevator Project – Engineering Services During Construction	\$200,000	Work ongoing
Building F Roof Design	\$100,000	Work ongoing
WRRF Influent Sampling (1) (2) (3)	\$95,000	Work ongoing
HVAC Design Standards (1) (2) (3)	\$115,000	Work ongoing

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

## 1.7 Sole Source and Emergency Contracts

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

# 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.

Heather Kerr, AlexRenew's Technical Trainer, was named Utility Employee of the Year by the Alexandria Chamber of Commerce. The 2025 [Community Champions Honors](#) will be held on May 22 at Belle Haven Country Club. Additionally, Matt Robertson, AlexRenew's Director of Communications, was named as a 40 Under 40 honoree, also by the Alexandria Chamber of Commerce.

Throughout April, AlexRenew trained staff on updates to the Safety Manual. This month's training focused on the types of safety incidents (good catch, close call, etc.) and how they are reported through the new Safety Incident Reporting System.

On May 3, AlexRenew staff participated in Congressman Don Beyer's Job Fair for Federal Workers and

Contractors to share information about AlexRenew's current job opportunities. The event, which was in partnership with the City of Alexandria, City of Falls Church, Arlington County, and Fairfax County, was an opportunity for federal workers and other interested individuals to network with companies that are currently hiring. Additionally, on May 3, AlexRenew staff participated in the Chamber ALX's 2025 CAREERCON at Virginia Tech's Innovation Campus, sharing career advice with college students.

Since August 3, 2023, AlexRenew has logged 372,979 hours without a lost time accident.

### 3 Strategic Partnerships

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

AlexRenew and the City of Alexandria's Environmental Policy Commission recognized longtime environmental advocate Bill Hendrickson with the 2025 Ellen Pickering Environmental Excellence Award on April 27 at Del Ray's Gardenfest. AlexRenew Board Member Dr. Moussa Wone presented the award along with Vice Mayor Sarah Bagley.



**Figure 3.1.** AlexRenew Board Member, Dr. Moussa Wone, congratulates the 2025 Ellen Pickering Award recipient, Bill Hendrickson, at the Del Ray GardenFest on April 27

On May 2, AlexRenew staff supported the City of Alexandria's Building Safety Month kick-off event. On May 6, AlexRenew staff participated in the Metropolitan Council of Governments/Chesapeake Bay Foundation (MWCOG/CBF) boat trip, which focused on combined sewer overflows, living shorelines, water quality issues, climate change, and biodiversity in the Chesapeake Bay and its tributaries. Additionally, on May 6, AlexRenew staff and Board Chair John Hill attended the City Council Breakfast which focused on economic stability, workforce development, growth, and affordable housing.

### 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 1,909 wet tons of biosolids that were beneficially reused on farms in the Virginia counties of Caroline, Fauquier, Hanover, King George, and King William. AlexRenew recycled 127 million gallons of water to support its operations. Plant processes used approximately 4,200,000



standard cubic feet of biogas that was 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 (\$51.3 million) are trending higher than budget due to higher customer usage and higher than projected late fees;
- Operating and maintenance expenses (\$29.8 million) are trending at budget; and
- Total expenses (\$146.1 million) are currently trending lower than the budgeted expenses primarily due to the timing of spending associated with RiverRenew. This timing also impacts debt proceeds revenues (\$66.6 million), which are lower than budgeted since the majority of capital expenses are funded through debt.

**Table 5.1.** Revenues and Expenses through April 2025

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	51,318,931	85	83	61,900,000
Fairfax Operating Expense Charge	12,838,293	10,698,578	83	83	12,800,000
Fairfax IRR* and Capital Contributions	40,753,072	17,542,708	43	83	22,000,000
Debt Proceeds and Other Sources	118,784,403	66,551,586	56	83	89,300,000
<b>Total Revenues</b>	<b>232,796,090</b>	<b>146,111,803</b>	<b>63</b>	<b>83</b>	<b>186,000,000</b>
<b>Expenses</b>					
Operating and Maintenance	35,295,594	29,816,323	84	83	35,300,000
Parity Debt Service	22,290,196	21,603,411	97	83	21,800,000
IRR*	11,755,900	11,062,107	94	83	12,900,000
Capital	163,454,400	83,629,963	51	83	116,000,000
<b>Total Expenses</b>	<b>232,796,090</b>	<b>146,111,803</b>	<b>63</b>	<b>83</b>	<b>186,000,000</b>

\*IRR: Improvement, Renewal, and Replacement

In March 2025, the Board adopted a revised Financial Policy that includes two metrics to ensure sufficient days cash on hand – Operating & Capital Days Cash on Hand and Total Days Cash on Hand. Days cash on hand or “days cash” is calculated by dividing the amount of unrestricted cash by the annual operating expenses, times 365 (total days in any given fiscal year). Operating & Capital Days

Cash includes only a portion of AlexRenew's unrestricted operating cash, while Total Days Cash includes all AlexRenew unrestricted cash and represents the days cash benchmark typically reviewed by rating agencies.

Minimums required by the revised Financial Policy for Operating & Capital and Total Days Cash are 120 and 270 days, respectively. The revised Financial Policy also modified the minimum debt service coverage from 1.5 to 1.6 times. Debt service coverage is calculated by dividing net revenue by annual debt service. AlexRenew currently exceeds its Financial Policy cash reserves and debt service coverage requirements as indicated in Tables 5.2a and 5.2b.

**Table 5.2a.** Cash Reserves

Days Cash on Hand	Minimum	FY2025 Annualized	Percentage of Goal
Operating and Capital Days Cash on Hand	120	149	124%
Total Days Cash on Hand	270	697	258%

**Table 5.2b.** Debt Service Coverage

Item	FY2025 Budget	FY2025 Annualized
Total Revenues	\$74,158,614	\$76,225,825
Less Operating Expenses	(\$35,295,594)	(\$35,200,000)
<b>Net Revenue</b>	<b>\$38,863,020</b>	<b>\$41,025,825</b>
<b>Annual Debt Service</b>	<b>\$22,290,196</b>	<b>\$21,800,000</b>
<b>Calculated Coverage</b>	<b>1.75 times</b>	<b>1.88 times</b>

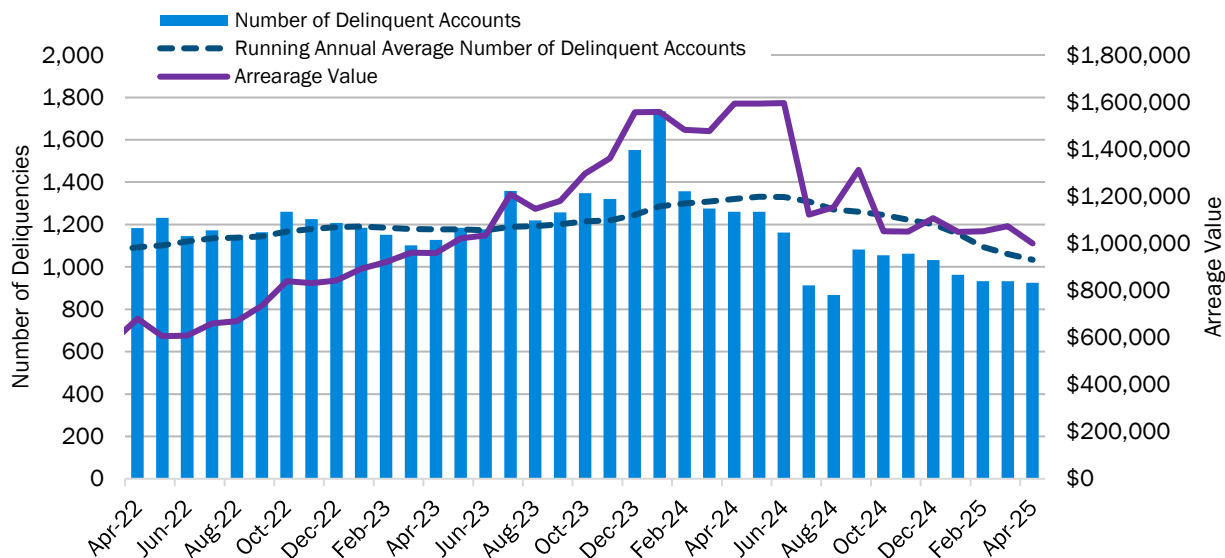
## 5.2 Status of Customer Delinquencies

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 925, a decrease of 7 accounts month-over-month;
- The total dollar amount owed to AlexRenew from these accounts totaled \$999,600, a decrease of \$72,920 month-over-month; and
- Approximately 59 percent of the delinquency value is from residential accounts.

AlexRenew has continued its communications campaign around the Lifeline Emergency Assistance Program (LEAP) and payment plans. As of April 30, 421 accounts were enrolled in payment plans, representing \$580,754 in scheduled payments. This value represents approximately 58 percent of the current (April) arrearage.

On behalf of AlexRenew, Virginia American Water disconnected six (6) customers for nonpayment of their sewer bill in April. Of the customers who were disconnected, two (2) paid their balance in full, two (2) enrolled in a payment plan, one (1) account was closed, and one (1) applied for a LEAP disbursement. Since July 2024, there have been 177 disconnections, of these, 15 accounts received a total of \$12,968 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.

On April 2, AlexRenew and RiverRenew staff hosted a community listening session near the Royal Street construction site to share updates with the community on the progress of the project. On April 18, as part of Alexandria's spring break program, AlexRenew staff visited Mt. Vernon Recreation Center to meet with second and third grade students to lead a STEM activity focused on AlexRenew's work in treating wastewater. On April 29, AlexRenew staff visited Jefferson-Houston PreK-8 IB School to read AlexRenew's *Moxie's Magical Tunnel Tour* book to students.

AlexRenew welcomed an estimated total of 285 visitors from the following organizations that hosted meetings on the 6th floor of the Environmental Center in April: Alexandria A Capella Collective (100), Alexandria City Public Schools (110), Alexandria Chamber of Commerce (35), Alexandria Soccer Association (20), and ACT for Alexandria (20).

AlexRenew customer service received a total of 743 calls. The average wait time before calls were answered was 17 seconds. Call center staff answered 305 emails.

### 5.4 Lifeline Emergency Assistance Program (LEAP)

Additional updates on LEAP are outlined in the LEAP Dashboard.



# phaseforward

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

## DASHBOARD | APRIL 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:

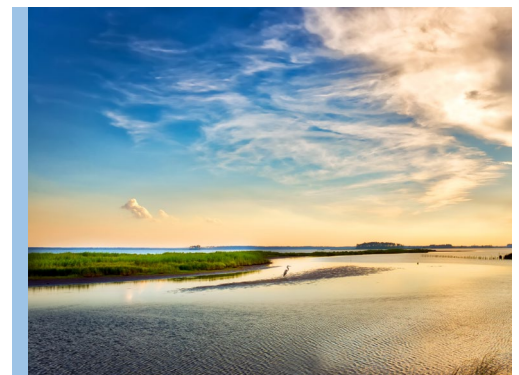
- Biosolids Diversification:** Upgrades to meet emerging regulations, increase bioenergy production, and realize alternative beneficial end uses for biosolids
- Headworks Renewal:** Improvements to aging equipment that provides initial screening of debris larger than a pea and settling for solids as small as a grain of sand. 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



BIOSOLIDS



HEADWORKS

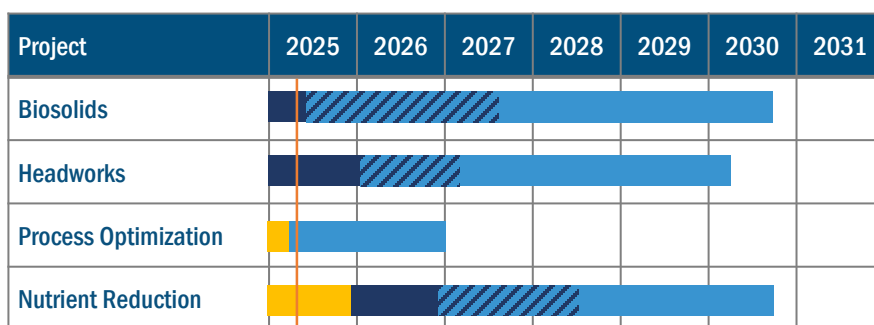


PROCESS OPTIMIZATION



NUTRIENT REDUCTION

### PhaseForward schedule



■ Procurement ■ Design ■ Design and Construction ■ Construction

### PhaseForward spending (to date)

Project	Estimate (1)	Design	Construction	Total	% Local (2)
Biosolids	\$315M	\$6.4M	\$510,542	\$6.9M	91%
Headworks	\$120M	\$4.9M	\$0	\$4.9M	96%
Process Optimization	\$9.4M	\$1.1M	\$0	\$1.1M	100%
Nutrient Reduction	\$120M	\$0.9M	\$0	\$0.9M	100%
Total	\$568M	\$13.3M	\$510,542	\$13.8M	94%

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





# NUTRIENT REDUCTION

On April 8, 2025, AlexRenew issued the Request for Qualifications (RFQ) to solicit proposals from entities interested in contracting to serve as the Design-Builder for the Nutrient Reduction project. In support of the RFQ, AlexRenew conducted an information session and site tour on April 15, 2025.



## Headworks Renewal

The contractor solicited proposals for the procurement of screens, grit removal systems, sludge pumps, and electrical equipment.



## Biosolids Diversification

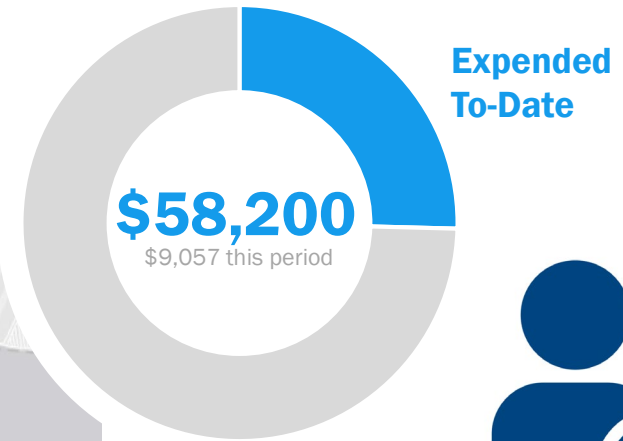
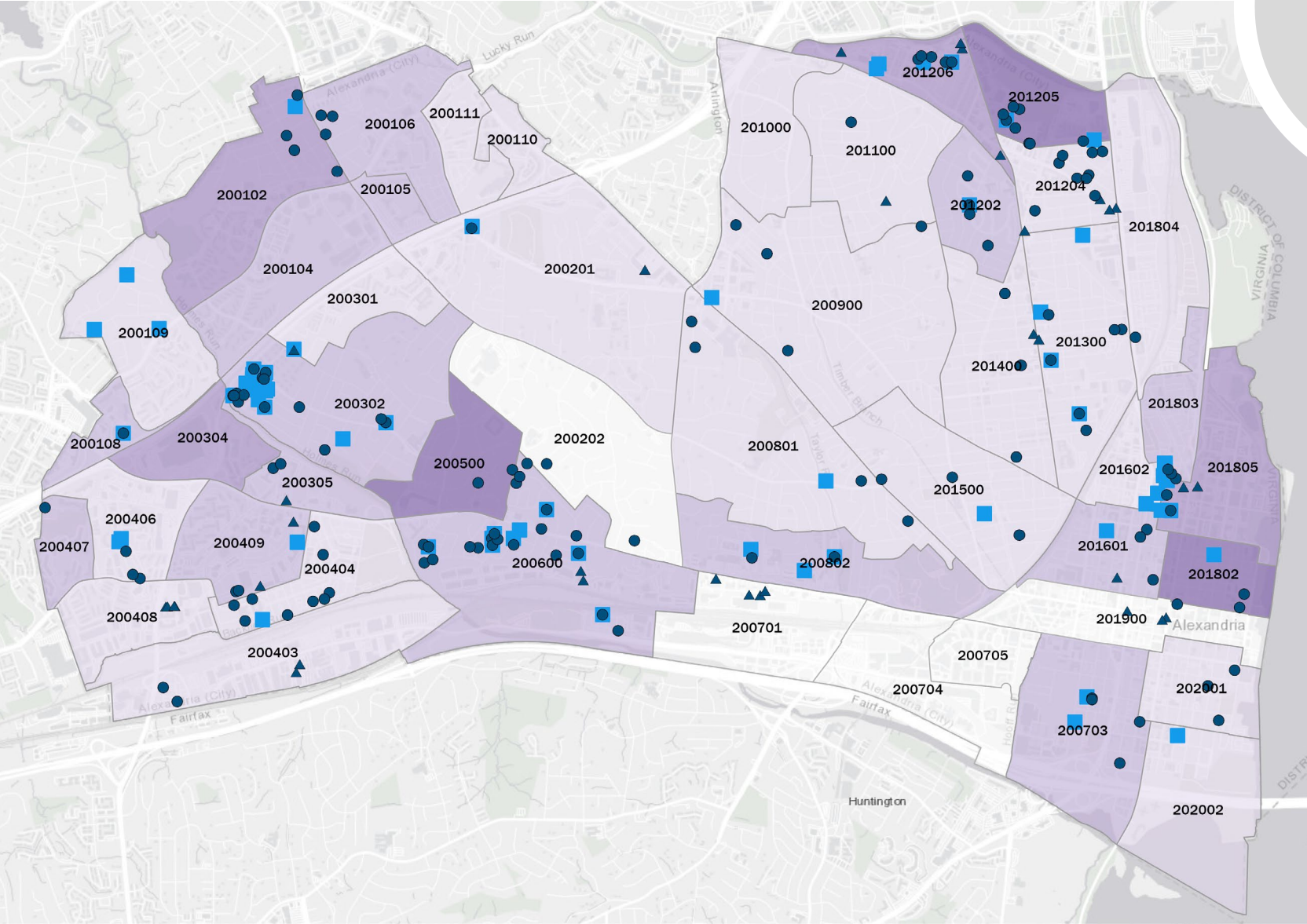
Amendment No. 2 was executed with the contractor for the procurement of thickening equipment and dewatering centrifuges.



## Process Optimization

AlexRenew issued Notice to Proceed on April 7 to the Process Optimization contractor to commence work on the project.





**\$170,832**  
**Remaining**  
\$15,607 this period



**Customers Assisted**  
11 customers assisted this period



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

### Legend

#### Percentage of Households Receiving SNAP

- 0
- 0 - 2.0%
- 2.0 - 4.0%
- 4.0 - 6.0%
- 6.0 - 8.0%

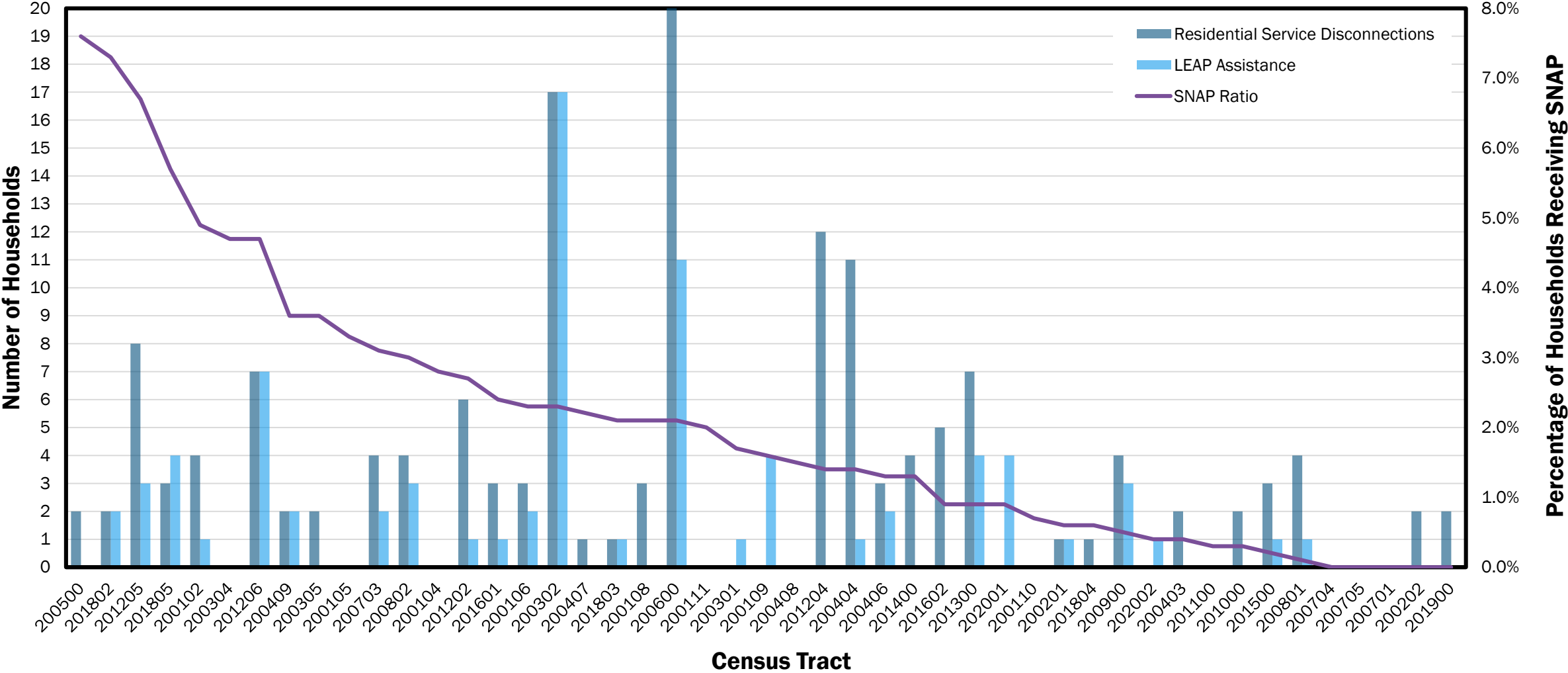
Averages: U.S. (12.5%); Virginia (3.0%); Alexandria (2.2%)

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



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

April 30, 2025

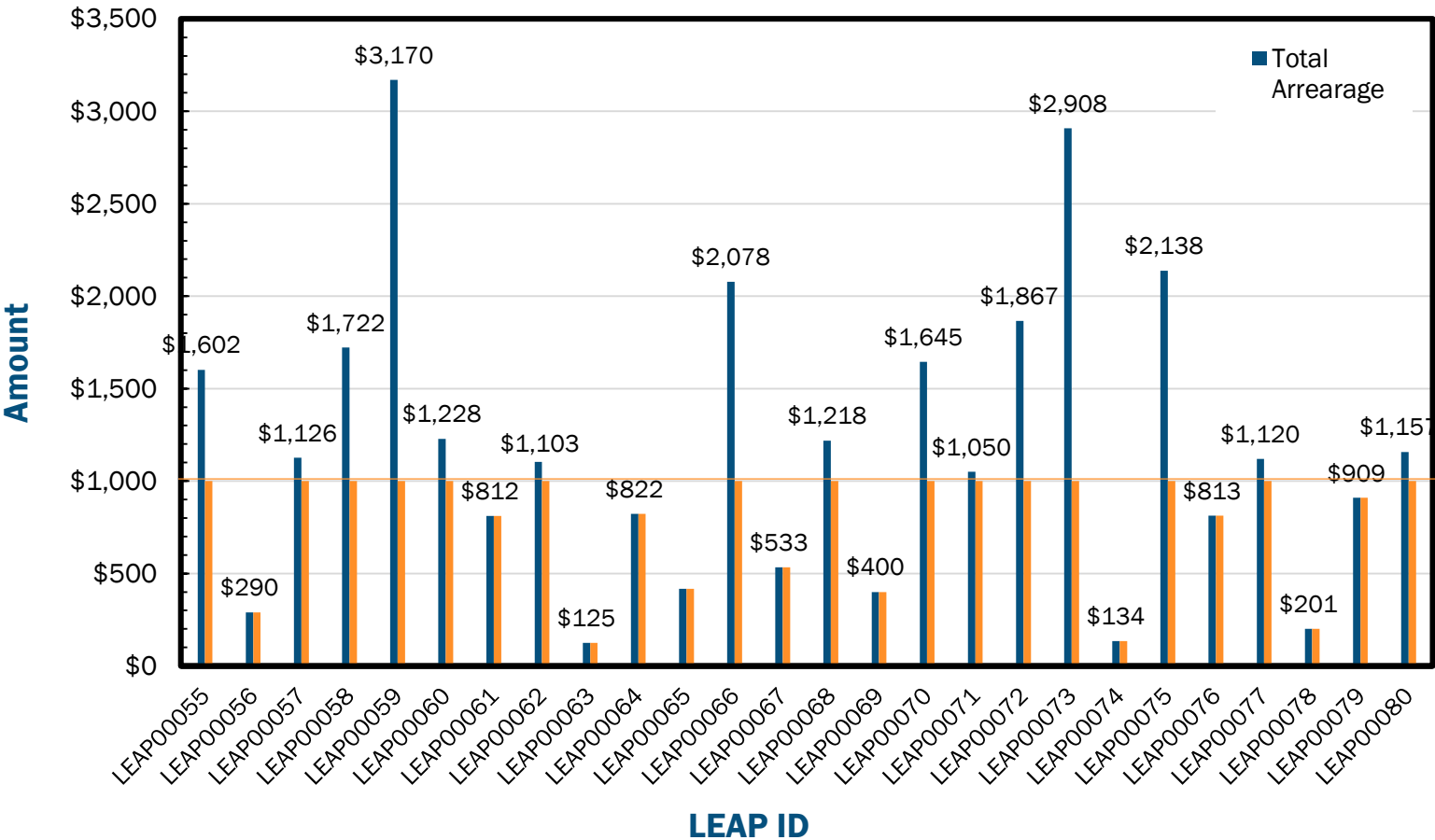


# LEAP Disbursements and Remaining Arrearage by Account

April 30, 2025

(March 2025 – April 2025)

Disbursements (March 2025 – April 2025)



Disbursed	Arrearage	% of Arrearage	
1000	3170	31.55%	
\$1,000.00	2908	34.39%	
\$1,000.00	2138	46.77%	
1000	2078	48.12%	
\$1,000.00	1867	53.56%	
1000	1722	58.07%	
\$1,000.00	1645	60.79%	
1000	1602	62.42%	
1000	1228	81.43%	
1000	1218	82.10%	
\$1,000.00	1157	86.43%	
1000	1126	88.81%	
\$1,000.00	1120	89.29%	
1000	1103	90.66%	
\$1,000.00	1050	95.24%	
\$909.00	909	100.00%	
822	822	100.00%	
\$813.00	813	100.00%	
812	812	100.00%	
533	533	100.00%	
417	417	100.00%	
400	400	100.00%	
290	290	100.00%	
\$201.00	201	100.00%	
\$134.00	134	100.00%	
125	125	100.00%	
Average:	\$787	\$1,176	81.14%
Median:	\$1,000	\$1,112	89.97%

# RiverRenew Board of Directors Dashboard



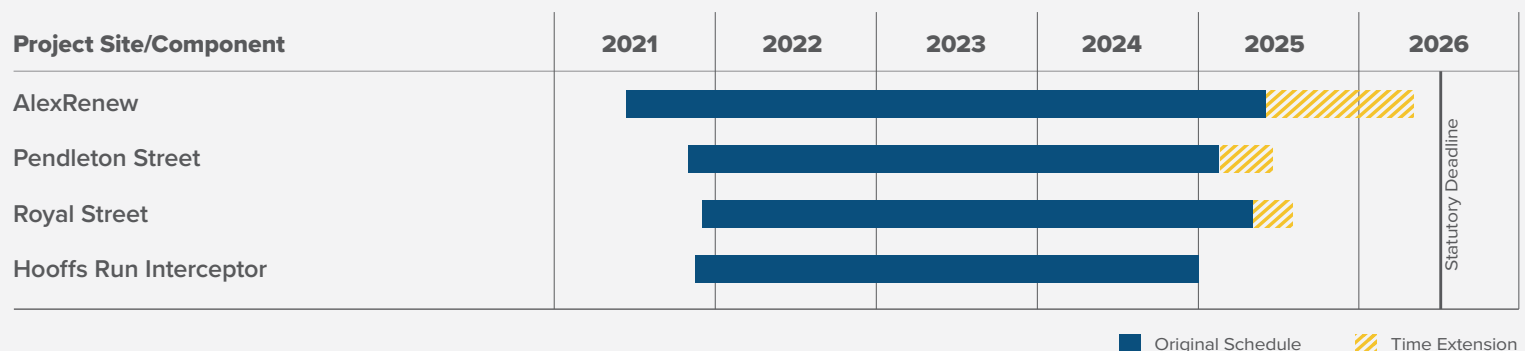
MONTH ENDING: APRIL 30, 2025

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



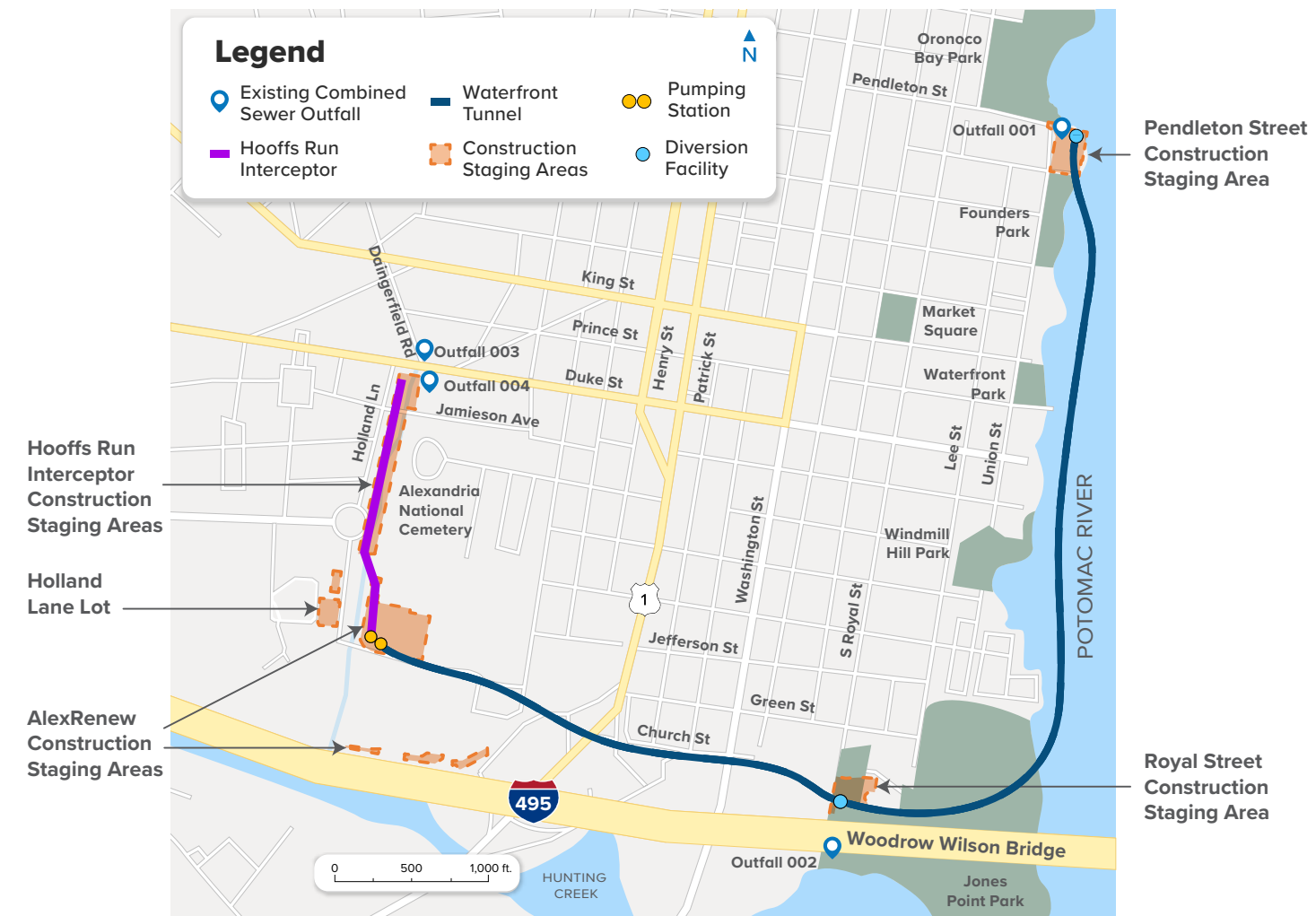
## Summary of Major Tunnel Project Delays

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).



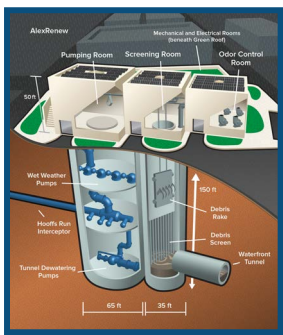
# RiverRenew Tunnel Project Snapshot

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.



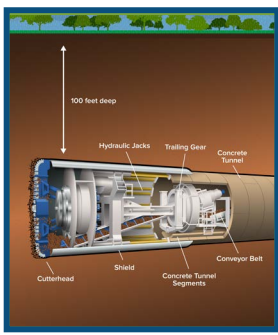
**Hooffs Run Interceptor**

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



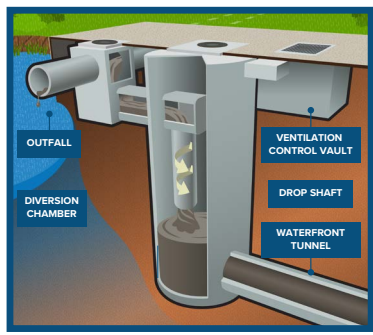
**Pumping Station**

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

82%

Planned

82%

### Royal Street Site



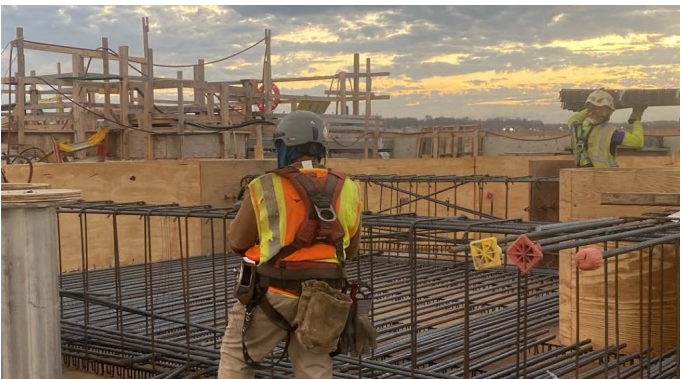
#### Ongoing

- Permanent concrete shaft internals
- Permanent concrete near surface structures
- Concrete vault for mechanical equipment

#### Upcoming

- Concrete shaft cover

### Pendleton Street Site



#### Ongoing

- Permanent concrete
- Site backfill

#### Upcoming

- Promenade construction and site restoration

### Hooffs Run Site



#### Ongoing

- Site restoration
- Boardwalk construction
- Landscaping

#### Upcoming

- Final site restoration and landscaping

### AlexRenew Site



#### Ongoing

- Pumping station piping installation
- Superstructure floors, columns, and high roof
- Pumping station mechanical, electrical, and plumbing work

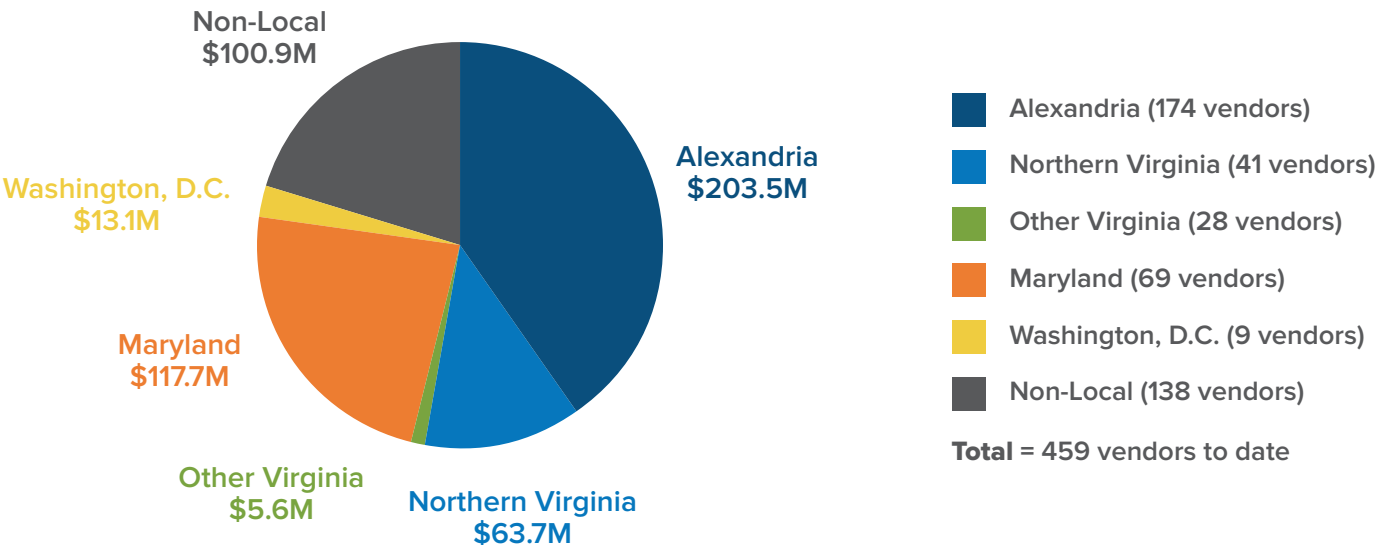
#### Upcoming

- Superstructure build-out

*\*Note: Schedule and cash flow are based on Design-Builder's revised schedule and schedule of values, which have been updated to reflect the one-year extension of the Scheduled Substantial Completion date to July 1, 2026.*

# RiverRenew Program Costs to Date

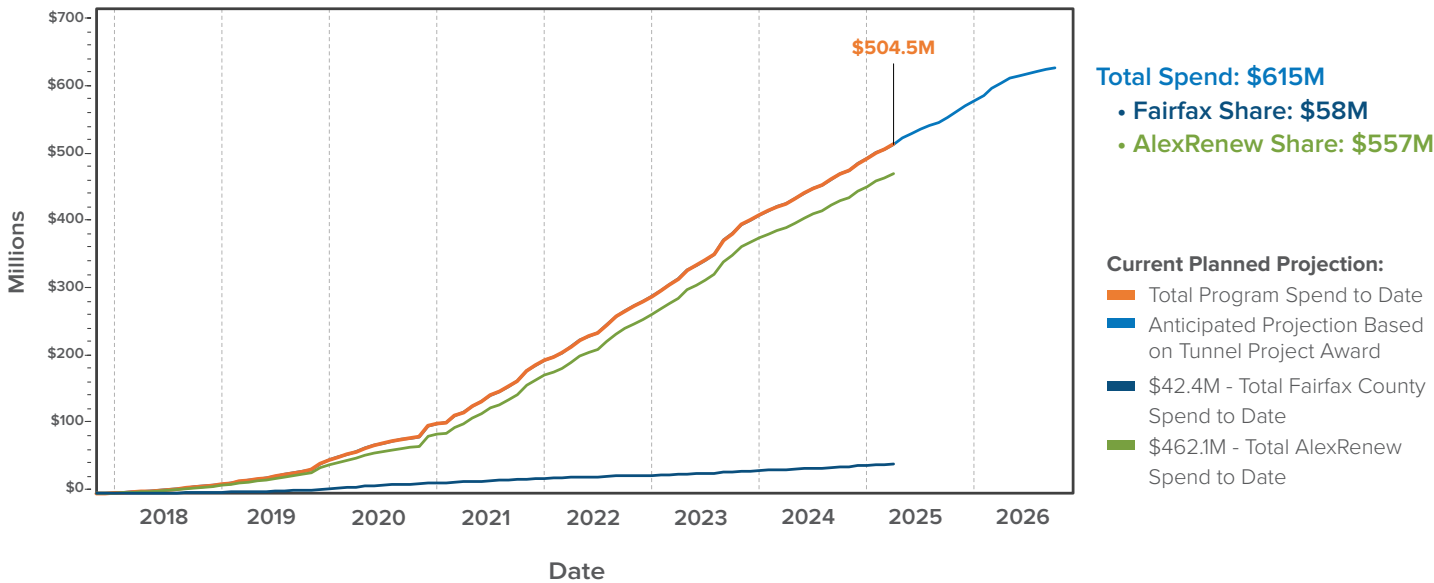
## RiverRenew Spend to Date by Locality



## 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	\$338.7
Brown and Caldwell	Owner's Advisor	Professional Services	17-022	Nov 2017	\$84.6
EPC	Resident Engineering & Inspection Tunnel System Project	Professional Services	20-013	Apr 2020	\$27.6
Completed RiverRenew Wastewater Projects to Pave the Way for the Tunnel Project					\$53.6

## RiverRenew Cash Flow Analysis\*



**Note:** As of April 30, 2025.

**\*Note:** Schedule and cash flow are based on Design-Builder's revised schedule and schedule of values, which have been updated to reflect the one-year extension of the Scheduled Substantial Completion date to July 1, 2026.



# RiverRenew Community Outreach



## Community Days & Events

**Community days** feature project-specific events to celebrate construction progress on the Tunnel Project and engage the community along the way. Participating in or co-sponsoring **community events** strengthens AlexRenew's relationship with its water and community partners.

### Highlights:

- **Royal Street Community Listening Session**  
RiverRenew staff hosted the final Community Listening Session at the Royal Street site this past month. Staff shared construction progress and highlighted remaining construction activities with community members. We look forward to restoration activities for Royal Street beginning this fall!



### Looking Ahead:

- Hooffs Run Day: [June 7, 2025](#)



## Digital Programming

**Digital programming** keeps the community connected to RiverRenew with regular program updates on [RiverRenew.com](#) and through AlexRenew's social media pages.

### Highlights:

- **Celebrating** AlexRenew's wastewater utility workforce during Water Week 2025
- **Restoring** Hooffs Run with native plants, riparian buffers, and a wildlife habitat



## Education

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

**Discover all RiverRenew educational content on Cloe's Corner!** [RiverRenew.com/cloes-corner](#)

### Highlights:

- A **Water Resources Scavenger Hunt** in AlexRenew's Educational Lobby. Visitors can follow clues to learn about water to win prizes.





# Monthly Construction Spotlight



## Hooffs Run Site Restoration

Restoration of the Hooffs Run site is well underway as crews repair the existing boardwalk and build an extension to connect the south side of the park with Eisenhower Avenue. Crews have planted over 200 native trees and 300 shrubs along the waterway.

The park will re-open to the public on June 7, 2025, marking an important milestone for both RiverRenew and Alexandria. We'll unveil wayfinding signage honoring African American history in Alexandria, highlight water quality benefits of a healthier Hooffs Run, and provide learning opportunities around native plantings. We look forward to celebrating this historic milestone with our community and stakeholders - full event details are available at <https://alexrenew.com/hooffs-run-dedication-day>.

## Building for the Future of Alexandria's Waterways

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

