

Tuesday, September 16, 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 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 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 July 15, 2025 meeting (Tab 1)		
5.	6:15 p.m.	Board Administrative Items	Chair	Information
		a. Board Calendar (Tab 2)		
		b. Finance & Audit Committee – November 12		
		c. Governance Committee – October 7		
		d. Board Retreat – February 20-21, 2026		
6.	6:20 p.m.	Board Continuing Education	Mr. Rak	Information
		a. Presentation by Mr. Jonathan Rak, Virginia Department of Environment Quality's Chief Policy Advisor		
7.	7:25 p.m.	Unfinished Business	Mr. Carl	
		a. Follow-up Presentation on Rate Structure Alternatives Analysis (Tab 3)		Information
		b. Review and approval of updates to the Payment Assistance Program Policy (Tab 4)		Motion
8.	8:05 p.m.	New Business	Mr. Carl	
		a. Review and approval of GMP Amendment No. 3 to Contract 24-001 for Biosolids Diversification Project (Tab 5)		Motion
9.	8:10 p.m.	AlexRenew Monthly Report (Tab 6)	Mr. Carl	Information
10.	8:20 p.m.	Adjourn	Chair	

Times shown are approximate start times and serve as guidelines.

Minutes of the 931st Meeting
AlexRenew Board of Directors
6:00 p.m., Tuesday, July 15, 2025

On Tuesday, July 15, 2025, the AlexRenew Board of Directors held its regular meeting in the Ed 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, via Microsoft Teams

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. Lorna Huff, Executive Assistant to the Board and CEO

Fairfax County Representative: Mr. Steve Winesett, Jr.
Wastewater Planning and Monitoring Division

City Representatives: Ms. Erin Bevis-Carver, Chief
T&ES/Sanitary Infrastructure Division

Consultants: Ms. Diana Ling, Raftelis
Mr. Thierry Boveri, Raftelis, via Microsoft Teams

1. Call to Order

The Chair called the meeting to order at 6:01 p.m.

2. Approval of Agenda

Motion to approve: Mr. Beall | Second by Ms. Hammer | Unanimously approved.

3. Public Comment Period

No members of the public in attendance. Comment period closed.

Mr. Carl referenced items from the green folder for Board member review and discussion:

- 2026 Key Legislative Priorities
- Payment Assistance Policy as requested by Mr. Jinks
- Virginia Water and Wastewater Authorities Act Cheat Sheet with references, index and live links

4. Consent Agenda

Minutes from the June 17, 2025 – Regular Meeting

Motion to approve: Ms. Hammer | Second: Mr. Beall | Unanimously approved.

5. Board Administrative Items

a. Election of Officers

Chair Hill cited sustainability and continuity as Board priorities. All members should be able to perform all leadership functions. Board Committees are performing well in their roles and responsibilities. He recommended maintaining the current slate to continue Board progress: Mr. Hill as Chair; Mr. Beall as Vice Chair; Ms. Hammer as Secretary-Treasurer. The Vice Chair concurred.

Motion to approve: Mr. Beall | Second: Mr. Jinks | Unanimously approved.

b. Board Calendar – Mr. Carl

August: No Meeting

Next Meeting: Tuesday, September 16, 2025

AlexRenew Open House: Saturday, September 20, 2025

Pendleton Street Dedication Event: Saturday, October 18, 2025

c. Finance and Audit Committee – Mr. Jinks, Chair

Next Meeting: Wednesday, November 12, 2025

Beginning of FY 2025 audit discussion. Completion of CIP and budget.

d. Governance Committee – Mr. Beall, Chair

Next Meeting: Tuesday, October 7, 2025

Pre-meetings in advance of Finance and Governance Committee meetings. Staff will reach out for available dates.

The Board Retreat is scheduled for February 20-21, 2026.

6. Unfinished Business

a. Presentation on Rate Structure Alternatives

Ms. Feehan and Ms. Ling gave a presentation on AlexRenew's analysis of alternative rate structures. AlexRenew is currently evaluating an equivalent residential unit and volumetric only rate structure. The presentation provided an overview of a bill impact analysis looking at the two rate structures.

Members discussed potential increases across ARHA properties. Mr. Jinks suggested assessing other subsidized housing in addition to ARHA properties. Board members requested additional information on AlexRenew's base charge – including an analysis of impacts to revenue sufficiency in comparison to a volumetric only rate structure.

There being no additional discussion, the Chair moved to new business.

7. New Business

a. Review and Approve Amendment No. 1 to Headworks Renewal Project Contract.

Mr. Carl reviewed the Headworks Approval Project. AlexRenew has a Construction Management At-Risk (CMAR) with Ulliman Schutte. This amendment is for the purchase of equipment with long lead times to support the project schedule. The amendment cost came in lower than the original engineer's estimate. There being no additional discussion, the Chair requested a motion to approve.

Motion to approve: Mr. Jinks | Second: Mr. Beall | Approval: Unanimous

Be It Resolved That: The Board authorizes the CEO to execute Amendment No. 1 to Headworks Renewal Project Contract No. 24-024 in the amount of \$9.896 million including the CEO's Approval of Authority.

b. Review and Approve FY2025 Write-off of Customer Accounts

Each year, staff brings Board approval to write-off inactive customer accounts that exceed the CEO's approval authority of \$1,500 per account. Due to the billing transition from GCWW to ECS, several accounts were excluded from the write-off process in FY2024, which delayed the write-off of 112 accounts for FY2025. An additional 244 accounts were identified from 2015.

A Member inquired about using a collection agency or selling debt to an agency. Staff explained that selling delinquent accounts would likely yield only a fraction of the debt's face value and would transfer control of certain customer communications to a third party. This could limit AlexRenew's ability to manage customer relationships, apply hardship programs, or maintain its preferred approach to collections. Mr. Jinks suggested coordinating collection methods with the City's finance director.

Staff has requested that the Board endorse the FY 2025 write-offs with the exclusion of two accounts from Bonchon for \$24,000 and Envoy Alexandria for \$8,000, until all collection efforts are exhausted. Staff will keep the Board apprised of the results. The Chair requested a motion to approve the FY2025 write-off amount of \$118,938.22 subject to the CEO determining amounts owed are not collectible.

Motion to approve: Mr. Jinks | Second: Mr. Beall | Approval: Unanimous

c. Review and Approve Revisions to Payment Assistance Program Policy

The CEO recognized Ms. Waters to discuss proposed revisions to the Payment Assistance Policy to clarify eligible funding sources for AlexRenew's Lifeline Emergency Assistance Program (LEAP). The proposed revisions will define "rate revenue" and "non-rate revenue" and clarify that only "non-rate revenue will be used to fund LEAP".

The Policy will be amended and then brought to the Board for final approval in September.

d. Presentation on Biosolids Diversification Project Amendment

The CEO recognized Mr. Pilon who presented on upcoming amendments to AlexRenew's Biosolids Diversification Project. He provided a project overview which included the project description and major upgrades, and a review of the Guaranteed Maximum Price procurement delivery. Amendments from procurement through project completion in 2031 were also highlighted.

The Chair asked about the changes to the WRRF that would occur through the project. Mr. Pilon reviewed slide 3, noting Buildings L and 20 will remain the same. Building C will house the dryer facility for biosolids.

8. Monthly Outcomes Update

Mr. Carl referenced page 1 noting that staff had executed the four job order contracts from the prior meeting. AlexRenew won the George W. Burke award for facility safety through the Virginia Water Environment Association.

Page 4, Section 5.1 includes an audit preview. Mr. Akinkugbe provided a preliminary year-end report for FY2025. AlexRenew's overall financial condition, as well as operating and capital plans to meet water quality requirements remained strong and stable during FY2025. AlexRenew met or performed better than the standards established by its financial policies, maintaining a debt service coverage ratio of 1.8 and unrestricted cash of 772 days of operating expenses.

Mr. Akinkugbe reported that the FY2025 audit is underway.

Delinquencies and LEAP Dashboard

Mr. Robertson. reported a net decrease of 65 delinquent accounts (\$55,000 reduction). About \$584,000 (64% of arrears) is under active payment plans. Disconnections dropped from 45 to 20; outcomes included 10 paid in full, 5 on payment plans, 4 closed accounts, and 1 LEAP application. LEAP disbursements total \$80,000 to date, with \$32,000 provided to 41 customers in the past three months. The Board will discuss low LEAP participation at a future meeting; staff are developing a web portal to simplify applications.

Community Engagement

AlexRenew was featured in Construction Magazine for RiverRenew. 933 visitors to the 6th floor and lobby spaces, including 497 voters in the June primary on June 17 and 35 children from a local church.

PhaseForward Dashboard

Mr. Carl gave an update on PhaseForward, including that demolition continues on the Biosolids Diversification Project and the Request for Proposals for the Nutrient Reduction Project was issued.

RiverRenew Dashboard

Mr. Carl provided an update on RiverRenew, highlighting the delivery of the tunnel dewatering and wet weather pumps. He referenced that photos on the last page of the dashboard are of six pumps being installed. He noted that two additional pumps which had been damaged in transit, have been replaced, tested, and are scheduled to be shipped from Sweden.

There being no additional business, the Chair requested a motion to adjourn.

Motion to Adjourn: Mr. Jinks | Second: Mr. Beall | Approval: Unanimous

Time: 8:48 p.m.

Approved:

Becky Hammer, Secretary-Treasurer



Board Calendar of Events

September 2025							October 2025							November 2025							September						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	September						
	1	2	3	4	5	6				1	2	3	4							1	1: Labor Day						
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	16: Regular Meeting						
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	19: COG CBPC Meeting						
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	20: AlexRenew Open House						
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	22: Governance Committee Prep Meeting						
31														30							October						
December 2025							January 2026							February 2026							7: Governance Committee Meeting						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	9: Waterway Clean-up at AlexRenew						
	1	2	3	4	5	6					1	2	3	1	2	3	4	5	6	7	18: Pendleton Dedication Event						
7	8	9	10	11	12	13	4	5	6	7	8	9	10	8	9	10	11	12	13	14	21: Regular Meeting						
14	15	16	17	18	19	20	11	12	13	14	15	16	17	15	16	17	18	19	20	21	November						
21	22	23	24	25	26	27	18	19	20	21	22	23	24	22	23	24	25	26	27	28	11: Veterans Day						
28	29	30	31				25	26	27	28	29	30	31	29	30						12: Finance and Audit Committee						
																					18: Regular Meeting						
																					21: COG CBPC Meeting						
																					27/28: Thanksgiving						
																					December						
																					16: Regular Meeting						
																					24/25: Christmas Holiday						
																					January						
																					19: Martin Luther King Jr. Day						
																					20: Regular Meeting						
																					TBD: COG CBPC Meeting						
																					February						
																					17: Regular Meeting						

Legend

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



Board Calendar of Events

March 2026							April 2026							May 2026							March						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	17: Regular Meeting						
1	2	3	4	5	6	7				1	2	3	4						1	2	24-27: Utility Management Conference						
8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9	TBD: Finance and Audit Committee						
15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16	TBD: COG CBPC Meeting						
22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23	April						
29	30	31					26	27	28	29	30	31		24	25	26	27	28	29	30	21: Regular Meeting						
														31							TBD: Governance Committee						
June 2026							July 2026							August 2026							May						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	19: Regular Meeting						
	1	2	3	4	5	6				1	2	3	4							1	TBD: Public Hearing						
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	June						
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	16: Regular Meeting						
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	July						
28	29	30	31				26	27	28	29	30	31		23	24	25	26	27	28	29	19: Regular Meeting						
														30							August						
																					No meetings						

Legend

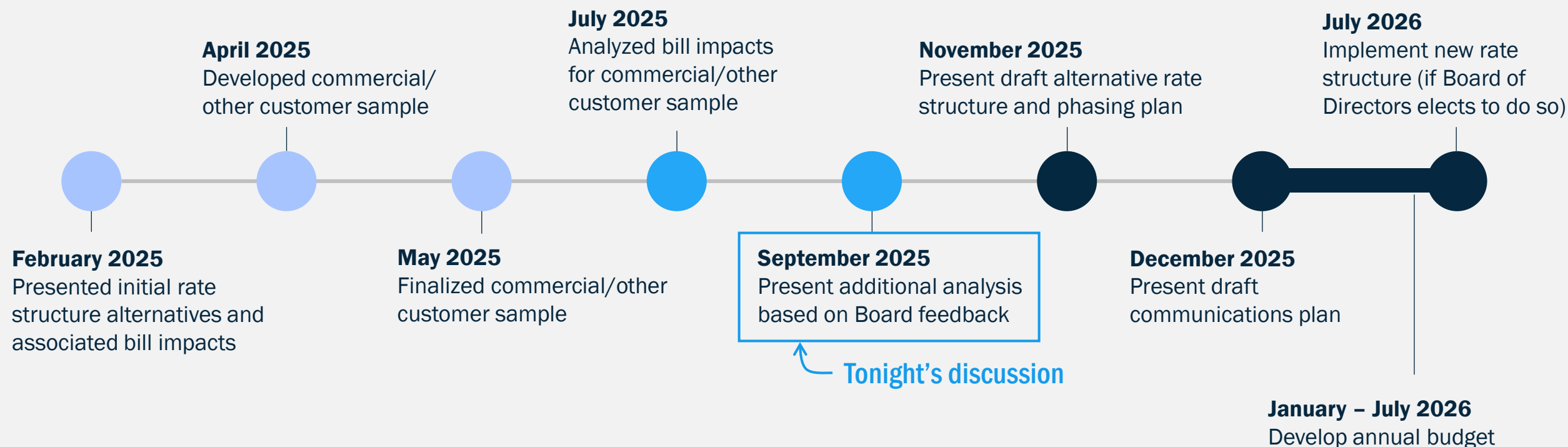
	Board of Directors Meeting
	AlexRenew Observed Holidays
	Finance and Audit Committee
	Governance Committee
	Staff Activities
	Conference



RATE STRUCTURE ALTERNATIVES EVALUATION **FIXED CHARGE ANALYSIS**

BOARD OF DIRECTORS MEETING | SEPTEMBER 16, 2025

Rate Structure Alternatives Evaluation Timeline



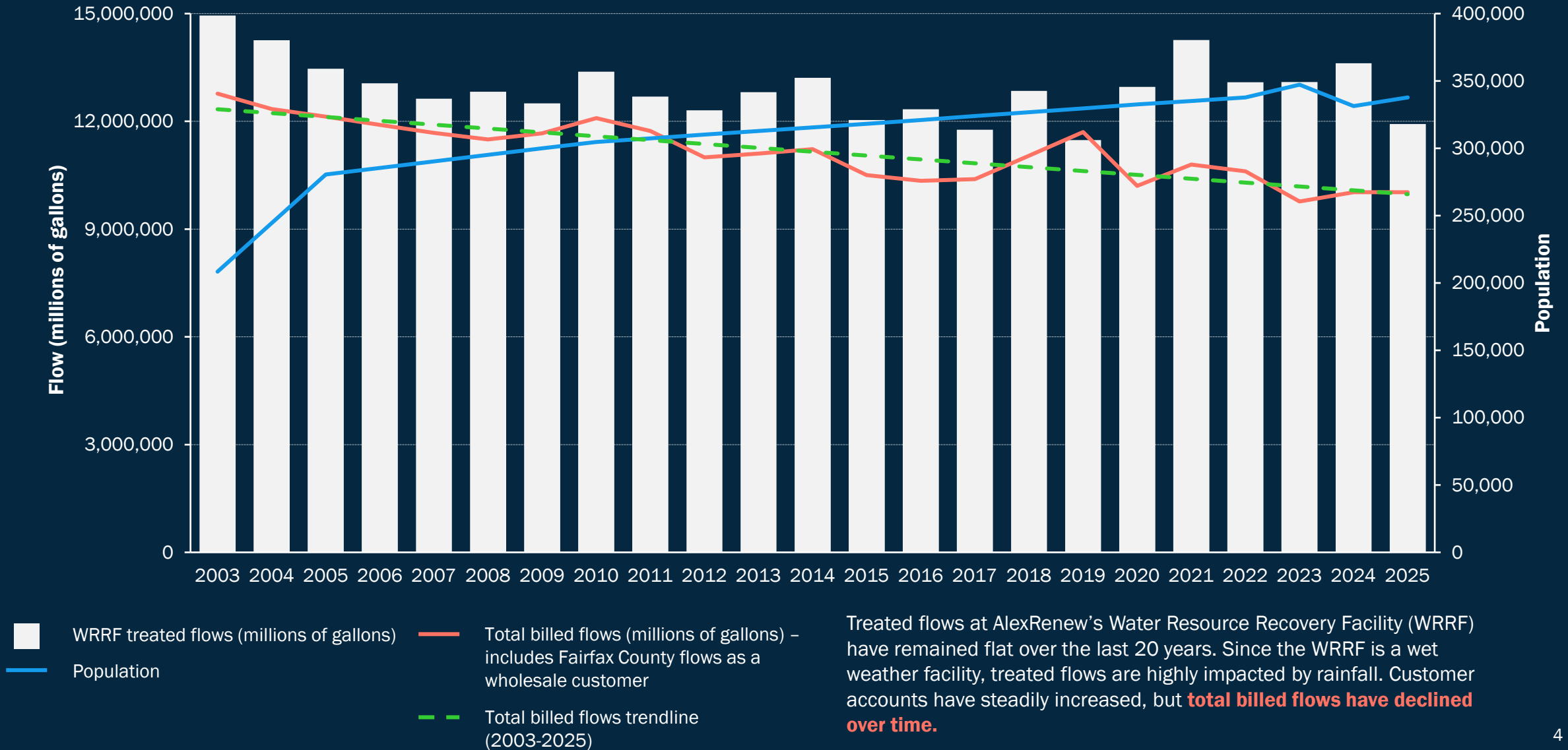
AlexRenew Pricing Objectives

The pricing objectives reflect the values and goals of AlexRenew, ensuring that the rate-setting process reflects the organization's priorities.



AlexRenew Billed and Treated Flow

2003-2025

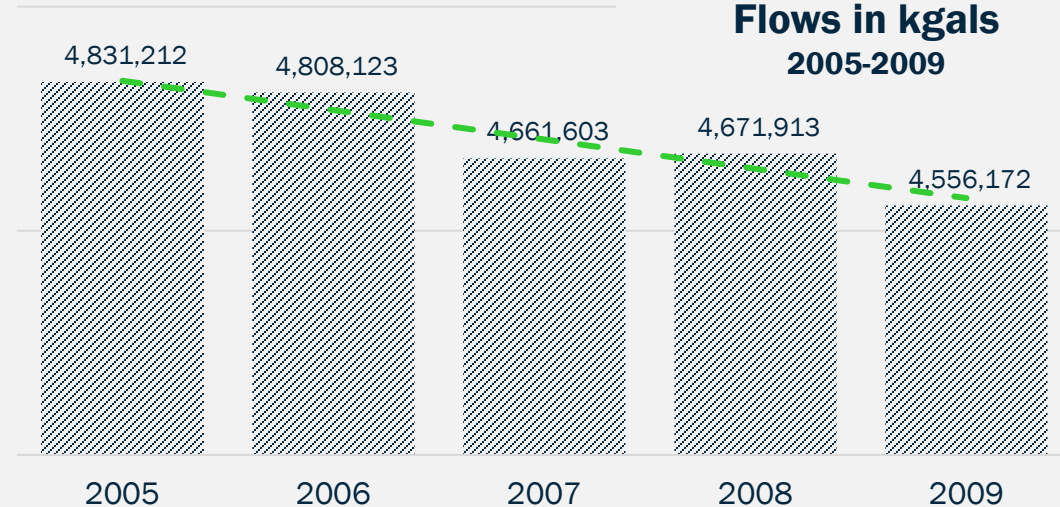


History of AlexRenew's Fixed Charge

In 2010, AlexRenew recognized that retail billed flows were on a declining trend and was in the process of upgrading the Water Resource Recovery Facility to meet strict nutrient permit limits associated with the Chesapeake Bay Total Maximum Daily Load. In response, AlexRenew implemented a fixed charge to:

- Reliably recover a portion of its expenses, which were primarily fixed and capital intensive and
- Improve revenue stability to address declining billed flows

**AlexRenew Retail Billed
Flows in kgals
2005-2009**



Breakdown of AlexRenew's Initial Fixed Charge (2010)

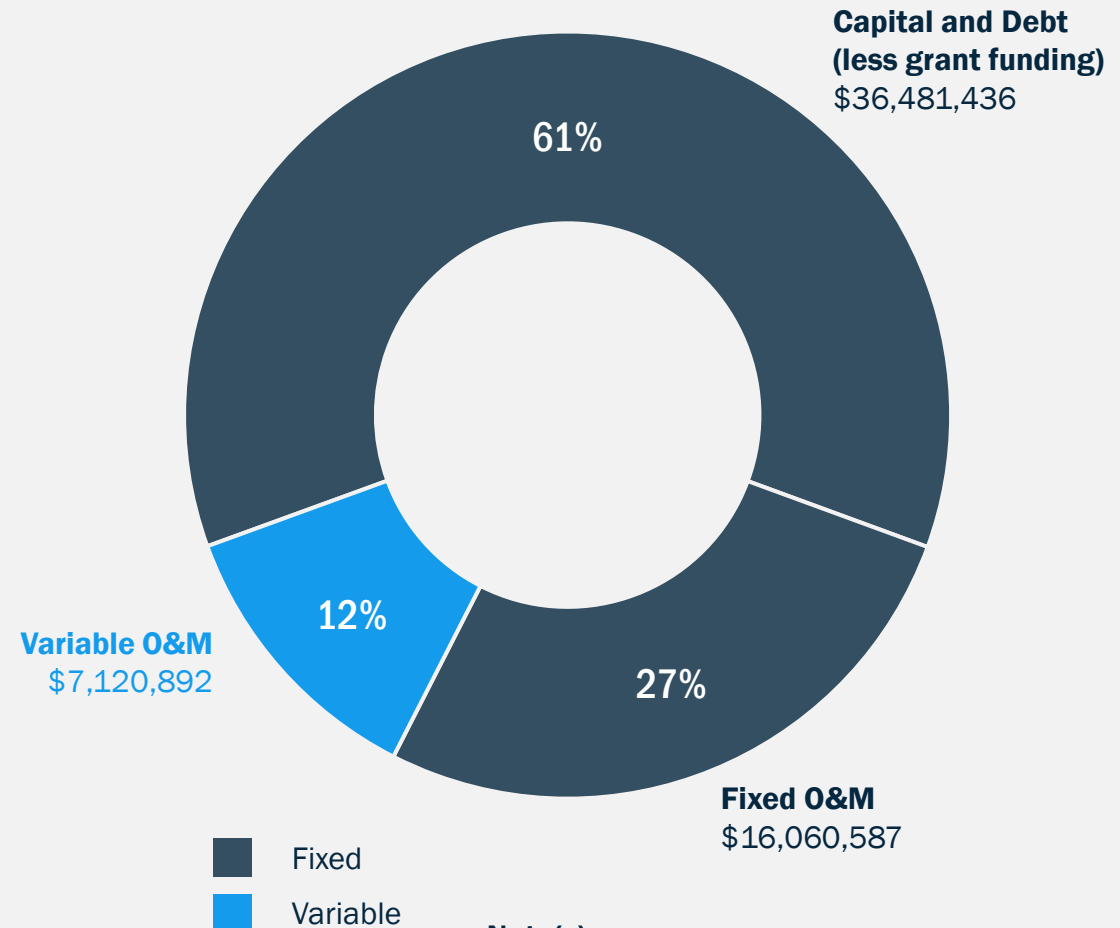
Charge	Intent	Cost Recovery
Account Charge	Recovers costs associated with customer billing	2%
Chesapeake Bay Protection Charge	Recovers fixed costs associated with increase regulatory requirements for enhanced nutrient removal	23%
Volumetric Charge	Recovers remaining fixed charges and variable costs	75%

AlexRenew Expenses

Like most water and wastewater systems, AlexRenew's expenses are capital-intensive and infrastructure-heavy. Most of the costs are fixed, meaning they don't change whether a customer uses 1 gallon or 10,000 gallons. These costs include:

- Maintaining wastewater plant infrastructure, interceptors, and pumping stations
- Staffing 24/7 operations and emergency services
- Managing capacity for peak use
- Water quality compliance
- Billing and customer services

90% of AlexRenew expenses are fixed



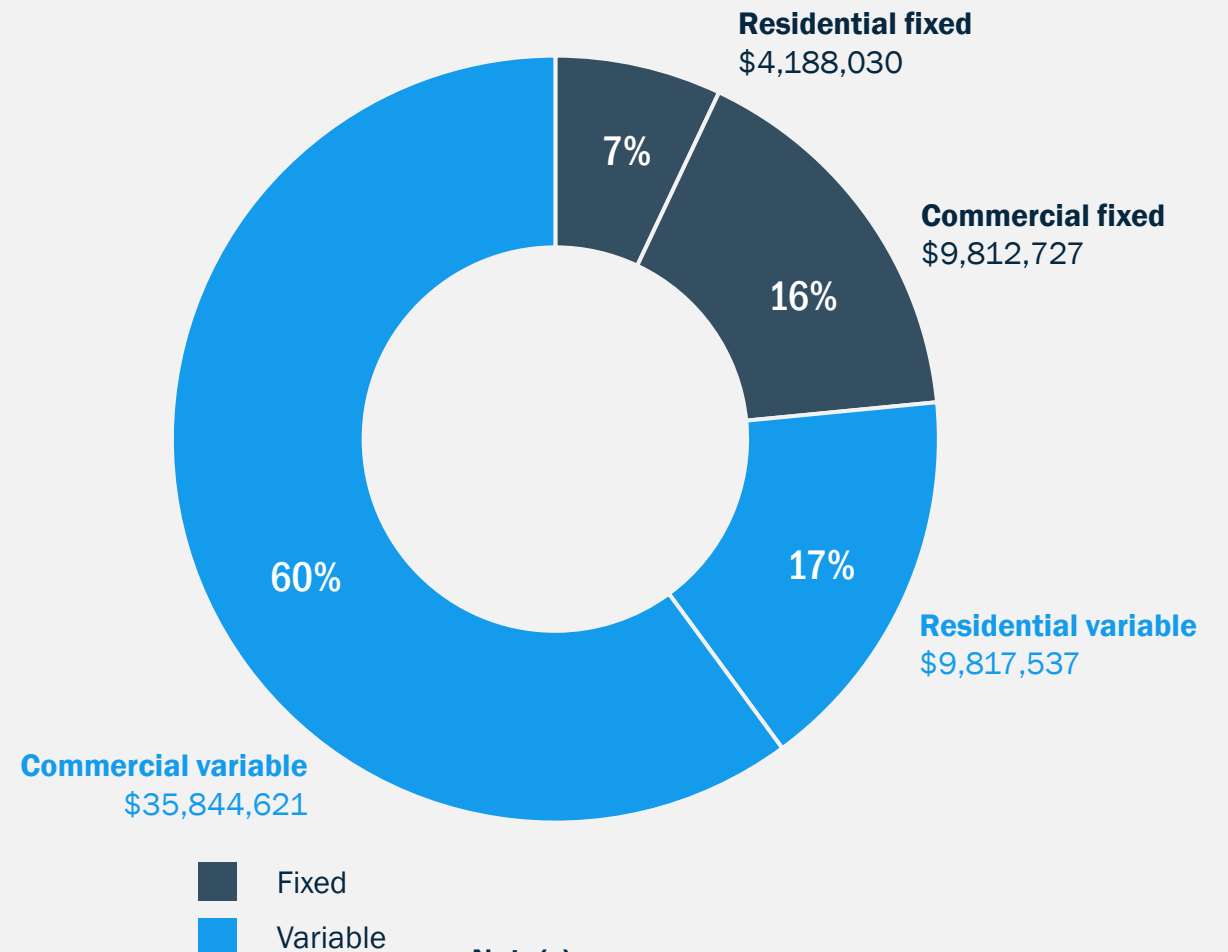
Note(s):

1. Values represent expenses from Fiscal Year 2025

AlexRenew Revenues

While 90% of AlexRenew's costs are fixed, approximately 25% of total retail revenues are derived from fixed charges.

75% of AlexRenew retail revenues are variable

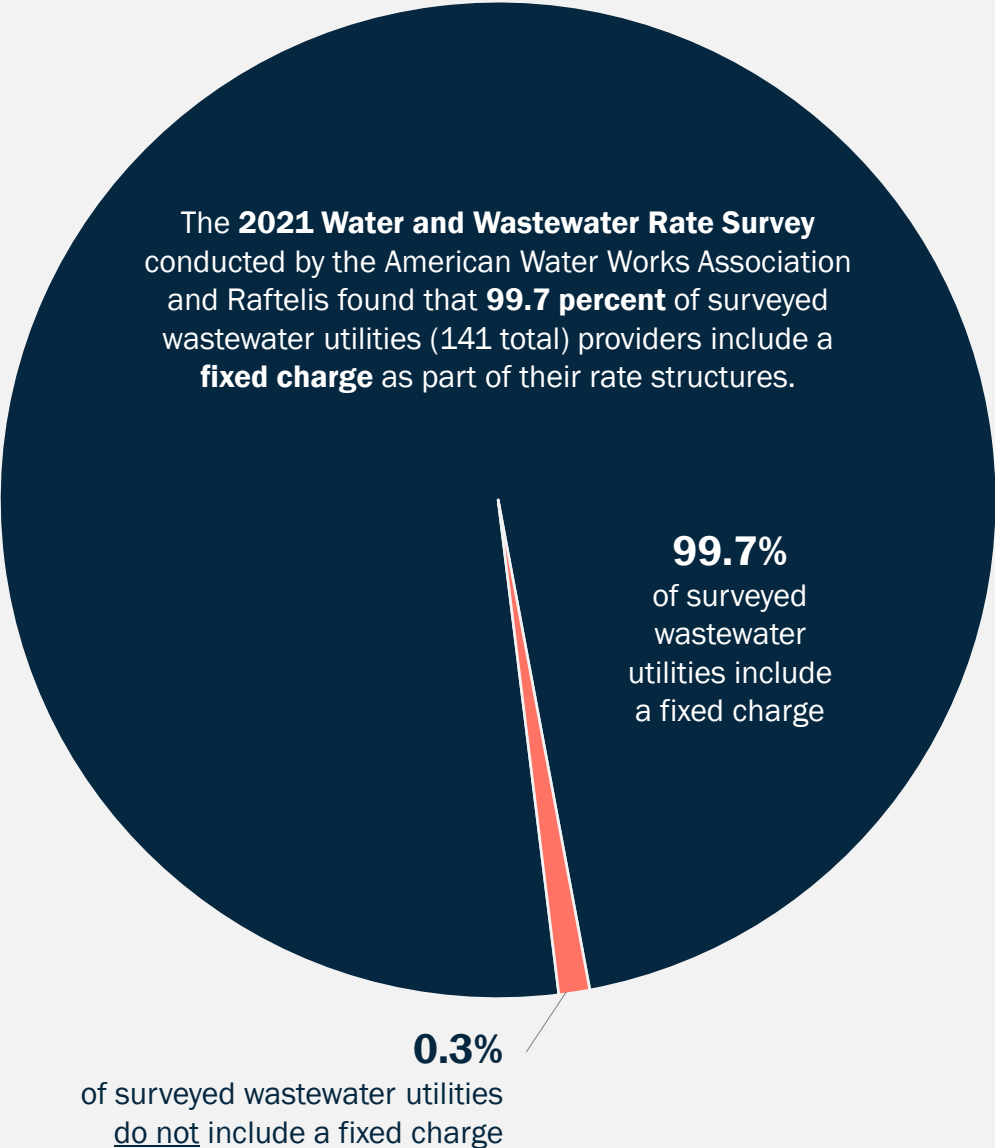


Note(s):

1. Values represent revenues from Fiscal Year 2025

AlexRenew Fixed Charges Compared to Peers

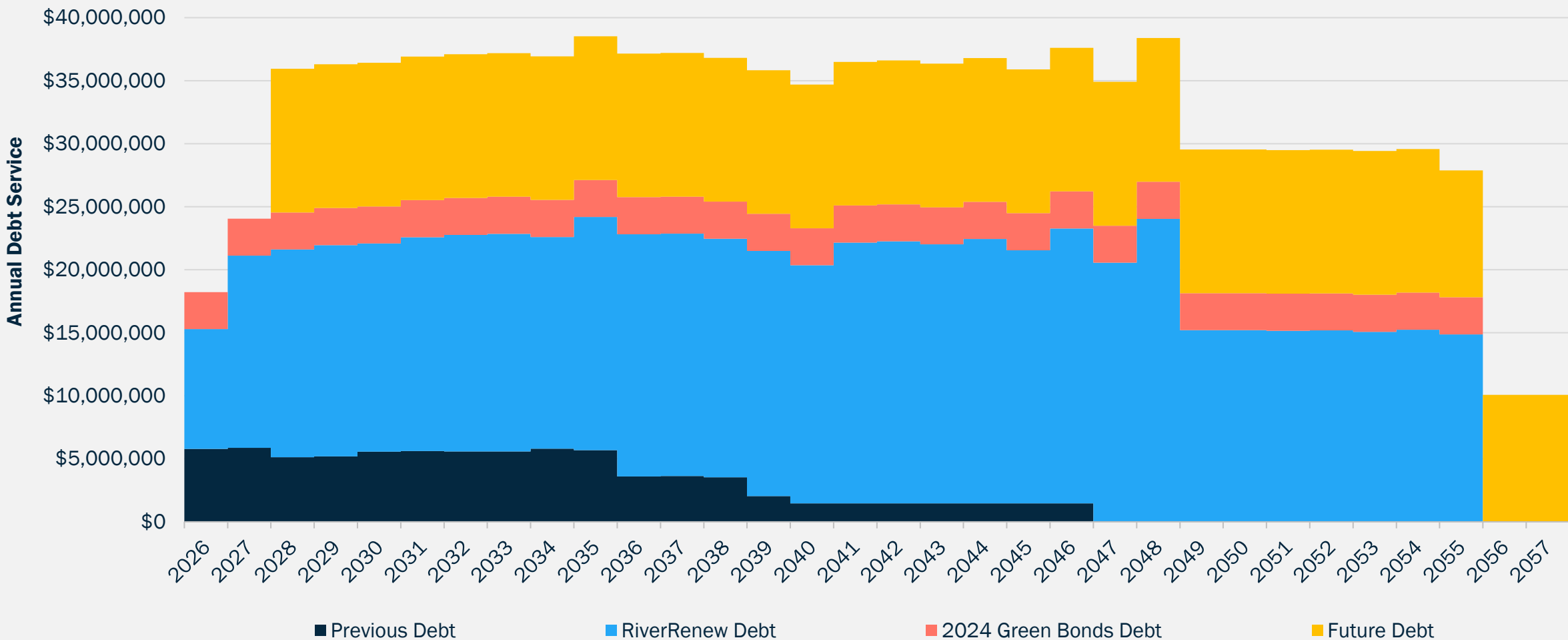
AlexRenew’s fixed charges align with general industry practice of recovering between 20% to 50% of revenues from fixed charges and are comparable to fixed charge recovery ratios of other wastewater providers in the region.



Entity	Fixed Charge(s)	Total Bill @ 4,000 gallons	Fixed Charge % of Total Bill
AlexRenew	\$14.57	\$64.73	22%
Arlington County	\$4.66	\$46.58	10%
WSSC Water	\$14.27	\$53.71	26%
DC Water	\$25.11	\$89.67	28%
Prince William Water	\$14.25	\$45.45	31%
Fairfax County	\$14.94	\$48.78	31%
Loudoun Water	\$14.31	\$38.95	37%

- Note(s):**
1. Range is based on survey responses in the 2021 Water and Wastewater Rate Survey conducted by American Water Works Association and Raftelis

AlexRenew Current and Projected Debt Service



Note(s):

- 1. Future Debt is projected and subject to change based on the actual cost of ongoing capital projects and future regulatory drivers

Rating Agency Guidance on Fixed Charges

AlexRenew currently maintains a 'AAA' rating from S&P Global

S&P Global Ratings

Rate structure should play a significant role in strategic planning to address customer affordability, revenue stability, and demand management. In general, prudent rate design centers on the ability to set rates and service charges to cover asset rehabilitation and repair costs, as well as any unexpected costs. **Best practice also incorporates fixed charges or drought surcharges to mitigate the effect of weather or conservation measures on overall revenues. We have observed that utilities with the highest potential for credit deterioration are those with wide or unpredictable swings in operating margins.**

MOODY'S RATINGS

Ideally, rates increase marginally and steadily, rather than choppily. It is common for utilities to split their rates into a “base” charge (flat rate charged to all users) plus a “volumetric” charge (per unit costs based on flow/usage). **Utilities funded to a greater extent by the volumetric charge face greater risks,** since volume can be economically sensitive or decline because of a shift in consumption patterns.

Management's track record at setting rates appropriately and increasing them when necessary drives this score. We tend to give higher scores to utilities that set rate structures under which increases are automatic, and do not require annual approval for implementation.

Impact of Credit Rating Reduction

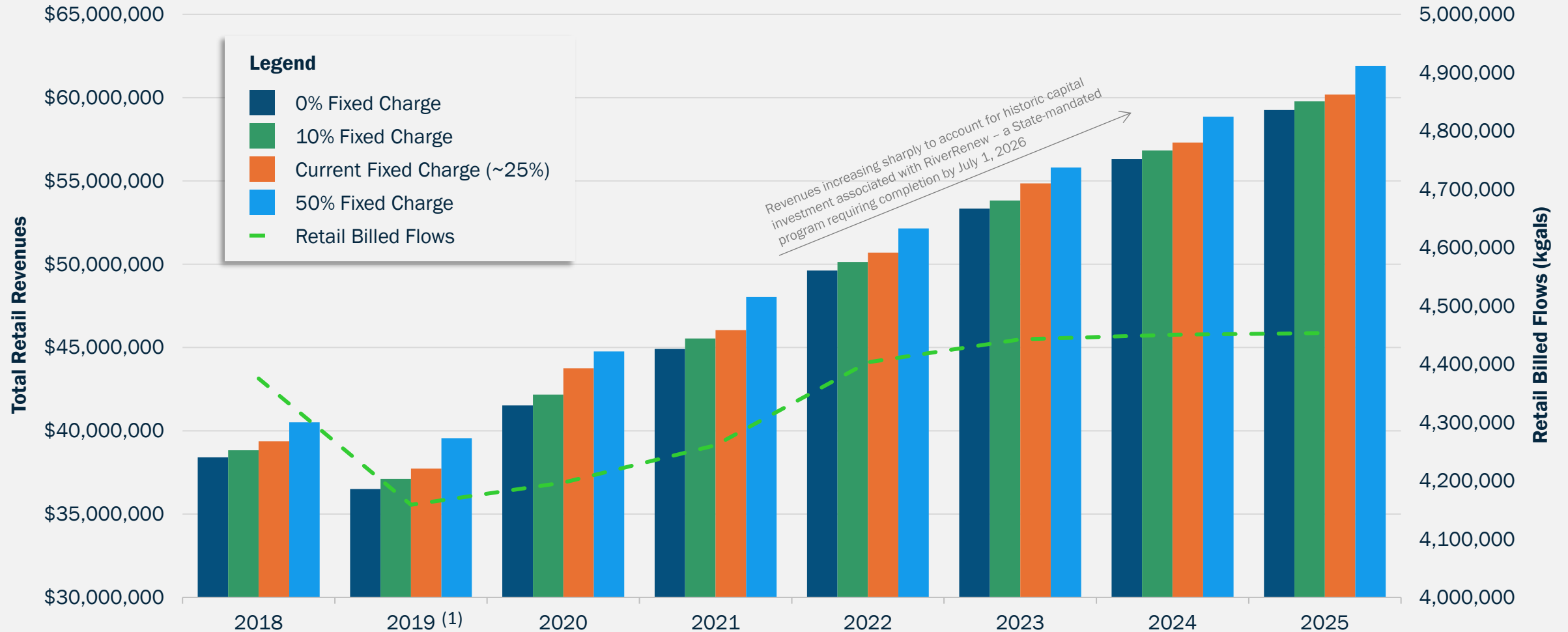
AlexRenew currently holds a AAA credit rating from S&P Global. Based on an average of historic market conditions from 2000-2025, a downgrade in AlexRenew’s credit rating would result in an approximately an \$11-62 million increase debt service through Fiscal Year 2035. Note: downgrades shown for quantitative purposes only – impacts are further discussed in the risk assessment on Slide 20.

PhaseForward Funding Needed (\$ millions)	AlexRenew Credit Rating	Estimated Interest Rate	Resulting Debt Service (\$ millions)	Debt Service Difference from Current AAA Rating (\$ millions)
\$225	AAA (current rating)	4.6%	\$422	N/A
	AA+	4.7 – 4.8%	\$425 – 433	\$3 – 11
	AA	4.7 – 4.9%	\$428 – 435	\$6 – 13
	A	5.0 – 5.9%	\$439 – 484	\$17 – 62

Note(s):

- 1. Estimated rate for AAA is based on market conditions as of July 31, 2025
- 2. Estimated rate for AA+, AA, and A is calculated using the average and maximum-observed spread compared to AAA over the last 25 years

Fixed Charge Impact on Cost Recovery

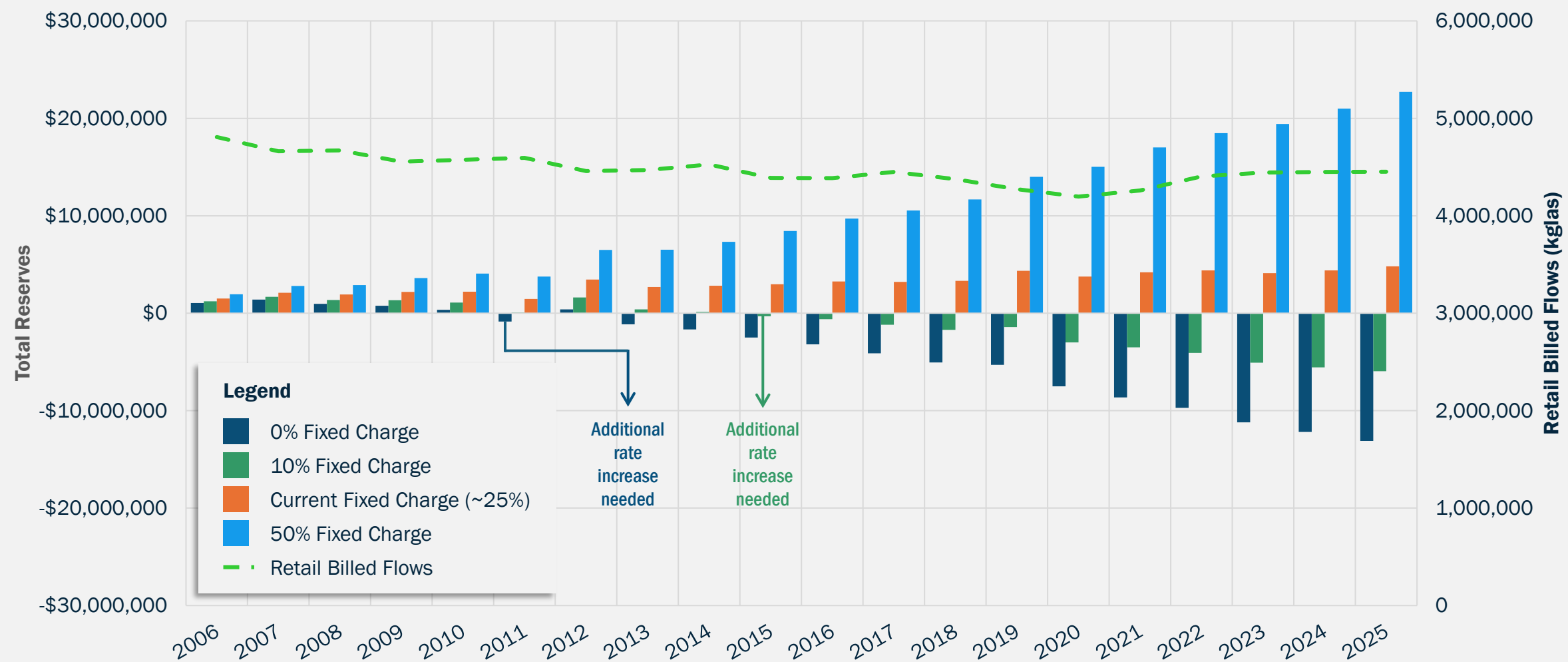


Note(s):

1. Fiscal Year 2019 presented as 12 months of revenues recognizing that 2019 reflected a change in the fiscal year reporting period representing only 9 months of actuals

Fixed Charge Impact on Reserves

This graph shows a comparison of varying rate recovery from the base charge using AlexRenew's actual expenses, billed flows, and rate increases from 2006-2025. The analysis indicates additional rate increases would have been needed with lower rate recovery from the base charge.



kgal = 1,000 gallons

Customer “Zero Bills” Analysis

In a volumetric-only rate structure, revenues would only be collected from customers that use water. Over the course of a year, approximately 20% of AlexRenew customer accounts do not use water in any given month. About 3% of customer accounts have no water use for 6 months of the year. To recover lost revenue from these accounts, costs recovery would need to be shifted to customers with water use under a volumetric-only rate structure.

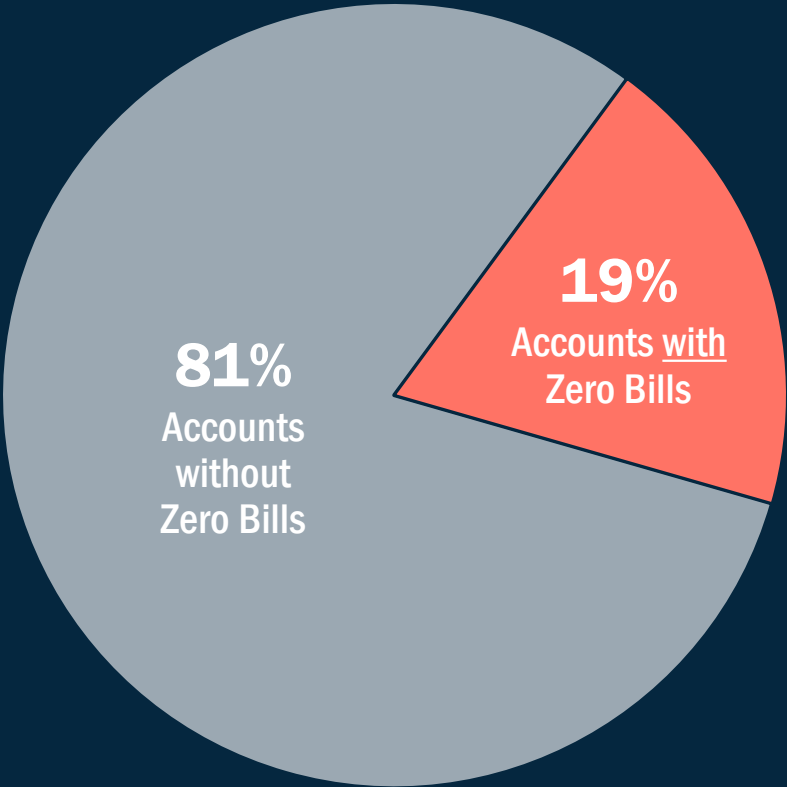
Zero Bills	Residential			Commercial, OPA, Industrial			Combined
	Accounts	% of Accounts	Estimated Revenue Loss	Accounts	% of Accounts	Estimated Revenue Loss	% of Accounts
No Zero Bills	21,265	80.8%	\$0	2,949	79.8%	\$0	81%
1 Zero Bill	2,510	9.5%	\$38,000	226	6.1%	\$33,000	9%
2 Zero Bills	907	3.4%	\$28,000	126	3.4%	\$32,000	3%
3 Zero Bills	487	1.8%	\$22,000	71	1.9%	\$26,000	2%
4 Zero Bills	298	1.1%	\$18,000	42	1.1%	\$16,000	1%
5 Zero Bills	203	0.8%	\$16,000	45	1.2%	\$26,000	1%
> 6 Zero Bills	657	2.5%	\$87,000	235	6.4%	\$259,000	3%
Total (Zero Bills)	5,062		\$209,000	745		\$392,000	19%

\$601,000 total revenue impact

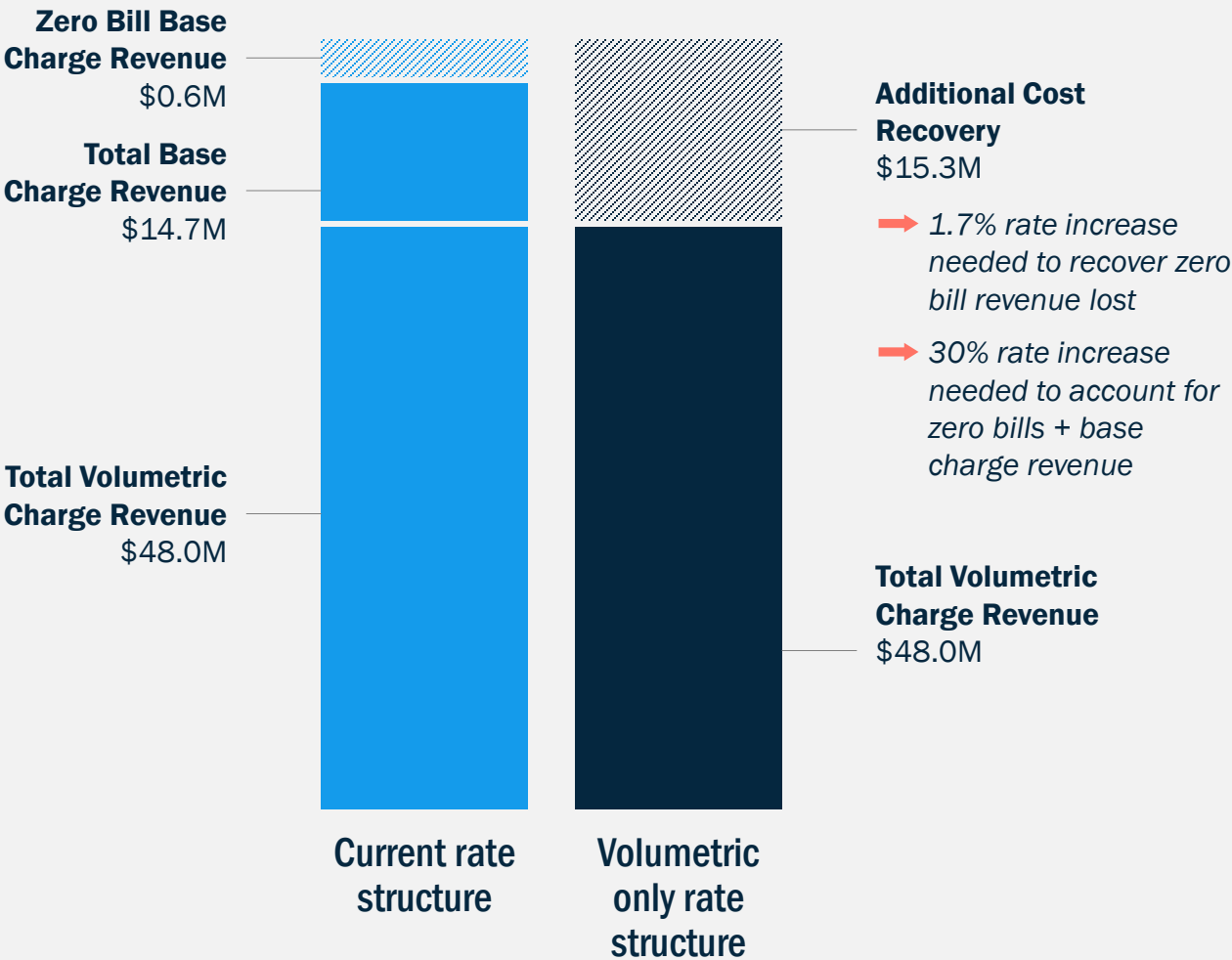
Note(s):
1. Analysis based on Fiscal Year 2024 data

“Zero Bills” Impact on Cost Recovery

Based on Fiscal Year 2024 billing data, 19% of customer accounts have at least one zero bill.

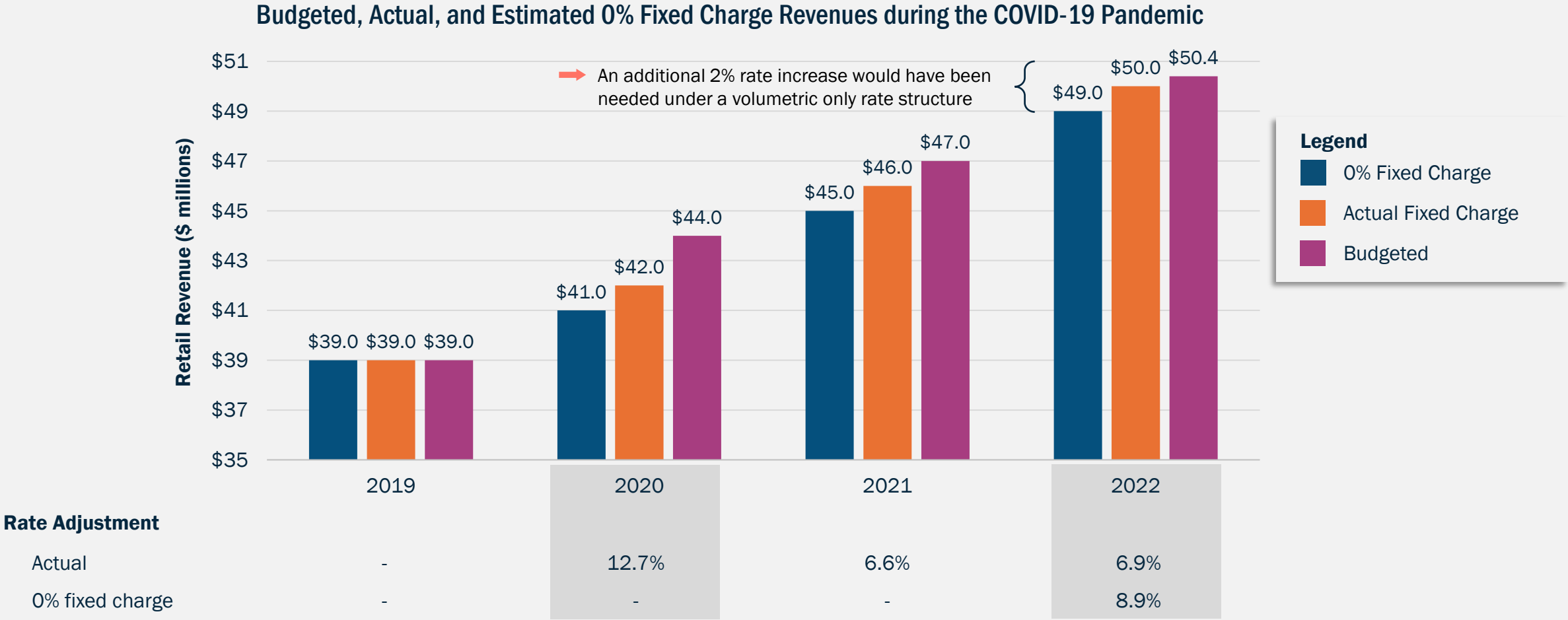


Cost Recovery Impacts



To recover revenue associated with zero bills, a 1.7% rate increase would be needed, while a 30% rate increase would be needed to adjust for the loss of base charge revenue.

“Upset Event” Impact on Revenues and Rates

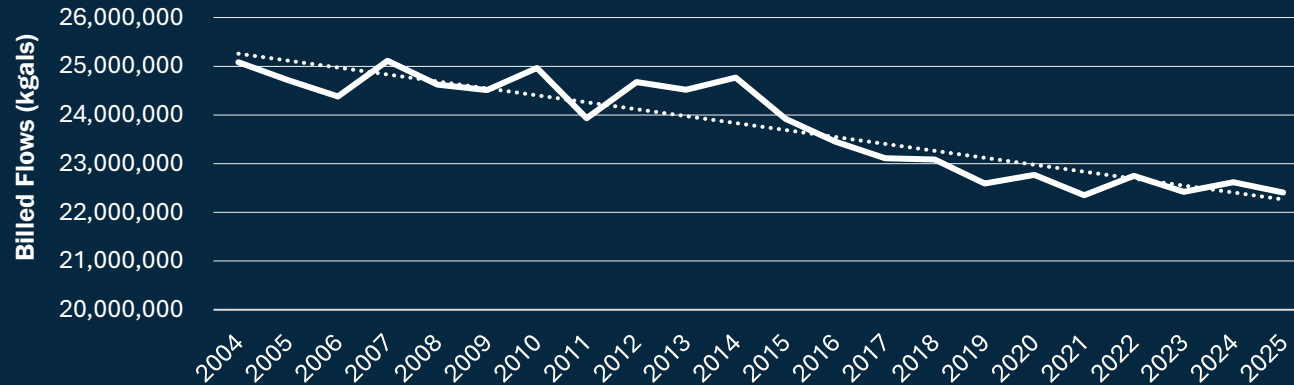


Note(s):

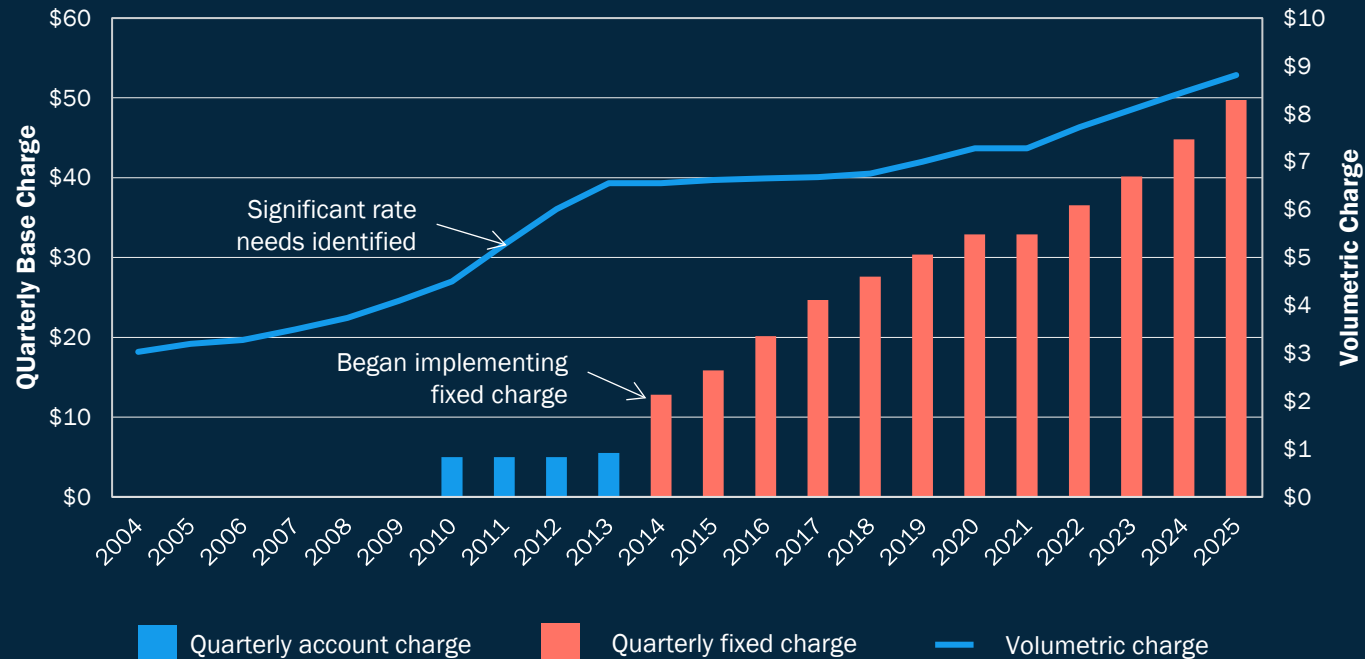
1. Fiscal Year 2019 presented as 12 months of revenues recognizing that 2019 reflected a change in the fiscal year reporting period representing only 9 months of actuals

kgal = 1,000 gallons

Fairfax County Billed Flows
2004-2025



Fairfax County Volumetric and Fixed Charges
2004-2025



Case Study

Fairfax County Volumetric and Fixed Charges

- Prior to 2010 the County had a 100% volumetric rate structure and implemented 6% annual rate increases, on average
- In 2008, the County identified the need to start raising rates by approximately 12% annually, resulting in a 75% rate increase by 2013
- The County's declining billed flows resulted in insufficient revenue compared to planned rate increases
- In 2010, the County implemented an account charge to recover customer service and billing costs
- In 2014, the County began a multi-year phase-in plan for the current fixed charge (25% of total wastewater bill) which enhanced revenue and rate stability

Risk Assessment Matrix

A risk assessment is a systematic process to identify threats, analyze their likelihood and potential impact, and develop mitigation approaches to prevent harm or disruption. This matrix is used to define the threat level of a specific risk based on its likelihood and potential cost and reputational impacts to AlexRenew.

Likelihood	Threat					
	5	M 5	M 10	H 15	H 20	H 25
	4	M 4	M 8	H 12	H 16	H 20
	3	L 3	M 6	M 9	H 12	H 15
	2	L 2	M 4	M 6	M 8	M 10
	1	L 1	L 2	L 3	M 4	M 5
		1	2	3	4	5
Risk Rating = Likelihood × Highest Impact		Insignificant	Minor	Moderate	Major	Exceptional
		Additional Cost < \$250,000	Additional Cost \$250,000 - \$1,000,000	Additional Cost \$1,000,000 - \$5,000,000	Additional Cost \$5,000,000 - \$10,000,000	Additional Cost > \$10,000,000
		Reputational impact that involves a few complaints from the community (email)	Reputational impact that involves several complaints from the community (Google)	Reputational impact that involves local-electeds, community members, and media	Reputational impact that involves State-electeds, regulatory agencies, and media	Reputational impact that reaches a national audience/media coverage
		Impact				

Legend

Low–Acceptable

Medium–Accept with Mitigating Measure(s)

High–Unacceptable

Note: Color coding aligns with AlexRenew programmatic risk assessments (e.g. RiverRenew, PhaseForward), which is consistent with risk management best practices

Volumetric Only Rate Structure Risk Assessment

This table illustrates a risk assessment evaluating a volumetric only rate structure at AlexRenew. The risk assessment includes a risk description, a ranking of the likelihood and potential impact for each risk (based on cost and reputation), and potential mitigation approaches. **Risk Rating = Likelihood × Highest Impact**

Risk ID	Risk Description	Likelihood	Impact		Risk Rating	Mitigation(s)
			Cost	Reputation		
100	A volumetric only rate structure results in less stable and predictable revenue due to flow fluctuations, leading to more frequent rate adjustments to cover cost of service and meet financial policies	2	2	3	6	1. Adjust financial policies to increase reserves 2. Adjust rates to account for ongoing declining trend in billed flows 3. Adjust frequency of rate model review and updates
101	A volumetric only rate structure leads to increased revenue volatility and reduced revenues during upset events	3	2	3	9	1. Same as Risk ID 100
102	AlexRenew's AAA rating is downgraded to AA+ due to the lack of a rate structure that includes fixed charges as a best practice	2	3	4	8	1. Maintain a rate structure that includes some cost recovery through fixed charges 2. Shore up other metrics evaluated by rating agencies
103	Downgraded to AA	1	4	4	4	
104	Downgraded to A	1	5	4	5	
105	Under a volumetric only rate structure, customers with zero flow do not contribute to AlexRenew's fixed cost recovery, resulting in a rate increase	5	2	2	10	1. Maintain a rate structure that includes some cost recovery through fixed charges
106	Under a volumetric only rate structure, customers change water use habits to reduce their wastewater bill that causes AlexRenew to receive less than budgeted revenues annually	2	2		4	1. Adjust financial policies to increase reserves 2. Adjust frequency of rate adjustments
107	Customers with seasonal use see greater variability in their bills resulting in complaints	3	1	1	3	1. Conduct robust customer education and outreach
108	Conversion to a volumetric only rate structure is confusing to customers resulting in customer complaints	3	1	2	6	1. Conduct robust customer education and outreach 2. Develop and implement phasing plan

Evaluation of Pricing Objectives

Impact Rating































Negative

Slightly Negative

Neutral

Slightly Positive

Positive

Board Rank	Pricing Objective	Rate Structure Alternative			
		Current/Approved	Equivalent Residential Unit	Volumetric Only (No Fixed Charge)	
1	Legality	Meets regulations 	Meets regulations 	Meets regulations 	
2	Revenue Sufficiency	Fixed charge generates stable revenues 	Same as current/approved 	Potential for revenue volatility during upset events 	
3	Revenue Stability	Fixed charge helps moderate revenue volatility 	Same as current/approved 	Less stable due to flow changes – potential for more frequent rate adjustments 	
4	Rate Stability	Fixed charge helps stabilize bills and make them more predictable 	Same as current/approved 	Volumetric only charge bills are inherently less stable 	
5	Affordability	Easier for customers to budget when bills are more predictable 	Same as current/approved 	Harder for customers to budget when bills are less predictable 	
6	Equitable	Inequities in cost per kgal due to charges based on meter size 	Equal cost per kgal across all customer types 	Equal cost per kgal across all customer types; zero bill customers do not contribute 	
7	Customer Impacts	N/A – objective only applicable in a change to rate structure 	Commercial customers with a meter size that doesn't match water use will see the most significant impacts 	Commercial customers with a meter size that doesn't match water use will see the most significant impacts 	
8	Conservation	Supports conservation, majority of charges are volumetric only 	Supports conservation, majority of charges are volumetric only 	Promotes conservation, single charge is tied to water use 	
9	Simplicity	Explanation of fixed charge (based on meter size) is challenging 	All charges are based on actual water usage; simpler than current structure 	Customer is billed only on actual water use – extremely simple 	
10	Implementation	N/A – objective only applicable in a change to rate structure 	Minor modification of current rate structure 	Major change from current structure and impact to volumetric rate 	



Payment Assistance Program Policy

Date of Adoption: October 15, 2024

Date of Revision: September 16, 2025

Page 1 of 4

I. Policy Statement

AlexRenew is committed to ensuring that our sewer rates are equitable and affordable. This commitment is reflected in our Strategic Plan, which includes the goal of “strengthening connections with the public and providing affordable service.” AlexRenew advances this objective through Board-adopted policies, responsible budgeting, and targeted investment strategies. This Payment Assistance Program Policy (Policy) governs a key mechanism to fulfill AlexRenew’s commitment.

II. Policy Purpose

The purpose of this Policy is to:

- A. Formalize AlexRenew’s Payment Assistance Program (Program), which is designed to help customers maintain access to essential wastewater service while managing financial obligations.
- B. Define eligible funding sources for the Program in accordance with applicable legal and contractual requirements, ensuring strict compliance and fiscal accountability.

III. Payment Assistance Program

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

A. Payment Plans

1. AlexRenew offers interest-free payment plans to help customers manage outstanding account balances over time without reducing the total amount owed.
2. Eligibility Criteria
 - a. The customer’s account must be at least 30 days past due.
3. Terms
 - a. Payment plans allow past-due balances to be paid in installments over time, up to a maximum of 24 months, based on the total balance due.
 - b. Failure to make a scheduled payment will result in cancellation of the plan and reinstatement of the full balance due.
 - c. Customers with more than three (3) failed payment plans are no longer eligible to enroll.
4. Enrollment
 - a. Customers may enroll online at <http://alexrenew.promise-pay.com> or by calling 703-844-0505.

B. LEAP

1. AlexRenew offers financial assistance to eligible customers who are behind on their sewer bills by applying a one-time credit to reduce past-due balances.
2. Eligibility Criteria
 - a. The customer's account must be at least 60 days past due; and
 - b. The past-due balance must be at least \$100, or \$50 if the customer is 62 or older.
3. Terms
 - a. Assistance is provided one (1) time per 12-month period.
 - b. The credit applied is the lesser of the customer's past-due balance or a maximum of \$1,000. This amount may be adjusted by Board action as more data becomes available, without requiring an update to this Policy.
 - c. Assistance is provided on a first-come, first-served basis.
 - d. No income verification or means-testing is required.
4. Enrollment
 - a. LEAP is administered in partnership with Dollar Energy Fund, a 501(c)(3) nonprofit organization.
 - b. Customers may apply by calling 703-721-3500, emailing billing@alexrenew.com, or visiting a LEAP community-based partner agency.
5. Funding
 - a. LEAP is funded exclusively with non-rate revenue as defined in the following section to ensure compliance with the Virginia Water and Waste Authorities Act (Va. Code § 15.2-5100 et seq.) (Authorities Act) and the 1999 Master Indenture of Trust (Indenture). The following sources of non-rate revenue are used to fund LEAP:
 - i. Donations, generally;
 - ii. Opt-in contributions from customer billing;
 - iii. Donations associated with external use of public spaces within AlexRenew's Environmental Center;
 - iv. Rebates for participation in energy demand reduction programs;
 - v. Contributions for office space use on the 5th Floor in AlexRenew's Environmental Center; and
 - vi. Payments from the Billing Services Agreement with the City of Alexandria that are contractually restricted from being used to pay debt service.

IV. Rate and Non-rate Revenue

A. For purposes of this Policy and supported by the references in Section D.2, AlexRenew's revenue sources are defined as:

1. System Revenue

- a. System Revenue is derived from the ownership and/or operation of the sewer system that is pledged under the Indenture, regardless of whether it is collected directly from customers. These revenues must be deposited into the Revenue Fund and applied in accordance with the Indenture's flow-of-funds provisions.
- b. System Revenue includes all Rate Revenue, which is revenue received directly from charges imposed on customers for sewer service, including but not limited to rates, fees, and other charges. These funds are subject to the cost-of-service requirements set forth in the Authorities Act and pledged under the Indenture, which governs their use and application.
- c. System Revenue also encompasses other pledged income streams not billed directly to customers, such as investment earnings on pledged accounts and certain intergovernmental payments.

2. Discretionary Revenue

- a. Discretionary Revenue is derived neither from sewer customer charges nor from the ownership or operation of the sewer system as defined and pledged under the Master Indenture. This category also includes funds restricted by the payor, grantor, or donor for specific authorized purposes other than debt service. Discretionary Revenues are not pledged under the Indenture, not commingled with System and Rate Revenues, and are tracked and reported separately in AlexRenew's financial system and annual audit to ensure transparency and compliance.

B. Basis for Definitions

1. The Authorities Act defines a cost-of-service model where customer charges are used to cover costs associated with operating and maintaining the wastewater system – not discretionary programs. Specifically, § 15.2-5136 restricts the use of customer rates, fees, and other charges to paying the cost of maintaining, repairing, and operating the system; paying the principal of and the interest on the revenue bonds; or providing a margin of safety for making such payments.
2. The Indenture reinforces the cost-of-service model by defining "Revenues" as all income derived from the ownership or operation of the sewer system. These pledged revenues must be deposited into the Revenue Fund and applied in a fixed order: operating expenses, debt service, and capital expenses (§§ 1.1, 7.2). Once all Indenture-required allocations are satisfied, any remaining Revenues flow into the General Fund, which may be used for any lawful purpose within AlexRenew's statutory powers as defined by the Authorities Act.
3. The Indenture also specifically excludes "any gift, grant, payment or contribution to the extent restricted by the donor" from pledged Revenues, permitting the use of these funds for discretionary purposes like LEAP. For example, payments to AlexRenew from the City of Alexandria for the 5th floor lease and third-party billing services are excluded from the

Indenture definition of Revenues by virtue of the City's restrictive language in the respective agreements.

C. Revenue Classification Flowchart

1. The flowchart outlined as Table 1 is provided to assist AlexRenew in classifying revenue per this Policy.

Table 1. Revenue Classification Flowchart

Step	Criteria	Classification
1	Is the source of funds derived from ownership or operation of the sewer system?	YES — System Revenue NO — Go to Step 2
2	Is the source of funds tied to customer charges for wastewater service?	YES — System Revenue (Rate Revenue) NO — Go to Step 3
3	Is the source of funds explicitly restricted from use for debt service?	YES — Discretionary Revenue NO — Go to Step 4
4	Is the source a donation or third-party rebate?	YES — Discretionary Revenue NO — Further legal review required

D. Approved LEAP Funding Sources

1. Table 2 summarizes LEAP funding sources and their associated revenue classification per the definitions provided herein and the Revenue Classification Flowchart provided as Table 1.

Table 2. Approved non-rate, non-system revenue funding sources for LEAP

LEAP Funding Source	Description	Classification
Donations, generally	Donations made directly to Dollar Energy in support of LEAP	Discretionary Revenue (Step 4)
Environmental Center donations	Donor-specified contributions made directly to Dollar Energy associated with external use of available public spaces within the Environmental Center (e.g. 6th floor)	
Customer opt-in donations	Voluntary donations made directly to Dollar Energy added to billing statements	
Energy reduction demand rebates	Reimbursements for energy demand reduction during peak use of the electrical grid	
5th floor contributions	Contractually restricted payments from the City of Alexandria for shared facility use	Discretionary Revenue (Step 3)
Billing services payments	Contractually restricted payments from the City of Alexandria under Billing Services Agreement	

Payment Assistance Program Policy

Date of Adoption: October 15, 2024

Date of Revision: ~~July 15,~~
~~2025~~September 16, 2025

Page 1 of 5

I. Policy Statement

AlexRenew is committed to ensuring that our sewer rates are equitable and affordable. This commitment is reflected in our Strategic Plan, which includes the goal of “strengthening connections with the public and providing affordable service.” AlexRenew advances this objective through Board-adopted policies, responsible budgeting, and targeted investment strategies. This Payment Assistance Program Policy (Policy) governs a key mechanism to fulfill AlexRenew’s commitment.

II. Policy Purpose

The purpose of this Policy is to:

- A. Formalize AlexRenew’s Payment Assistance Program (Program), which is designed to help customers maintain access to essential wastewater service while managing financial obligations.
- B. Define eligible funding sources for the Program in accordance with applicable legal and contractual requirements, ensuring strict compliance and fiscal accountability.

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

A. Payment Plans

1. AlexRenew offers interest-free payment plans to help customers manage outstanding account balances over time without reducing the total amount owed.

2. Eligibility Criteria

- a. The customer’s account must be at least 30 days past due.

3. Terms

- a. Payment plans allow past-due balances to be paid in installments over time, up to a maximum of 24 months, based on the total balance due.
- b. Failure to make a scheduled payment will result in cancellation of the plan and reinstatement of the full balance due.
- c. Customers with more than three (3) failed payment plans are no longer eligible to enroll.

4. Enrollment

- d. Customers may enroll online at <http://alexrenew.promise-pay.com> or by calling 703-844-0505.

B. LEAP

B.1. AlexRenew offers financial assistance to eligible customers who are behind on their sewer bills by applying a one-time credit to reduce past-due balances.

1.2. Eligibility Criteria

- a. The customer's account must be at least 60 days past due; and
- b. The past-due balance must be at least \$100, or \$50 if the customer is 62 or older.

2.3. Terms

- a. Assistance is provided one (1) time per 12-month period.
- A. The credit applied is the lesser of the customer's past-due balance or a maximum of \$1,000. ~~This amount may be adjusted by Board action as more data becomes available, without requiring an update to this Policy.~~
- b. Assistance is provided on a first-come, first-served basis.

B. No income verification or means-testing is required.

3.4. Enrollment

- a. LEAP is administered in partnership with Dollar Energy Fund, a 501(c)(3) nonprofit organization.
- b. Customers may apply by calling 703-721-3500, emailing billing@alexrenew.com, or visiting a LEAP community-based partner agency.

4.5. Funding

- a. LEAP is funded exclusively with non-rate revenue as defined in the following section to ensure compliance with the Virginia Water and Waste Authorities Act (Va. Code § 15.2-5100 et seq.) (Authorities Act) and the 1999 Master Indenture of Trust (Indenture). The following sources of non-rate revenue are used to fund LEAP:
 - i. Donations, generally;
 - ii. Opt-in contributions from customer billing;
 - iii. Donations associated with external use of public spaces within AlexRenew's Environmental Center;
 - iv. Rebates for participation in energy demand reduction programs;
 - v. Contributions for office space use on the 5th Floor in AlexRenew's Environmental Center; and
 - vi. Payments from the Billing Services Agreement with the City of Alexandria that are contractually restricted from being used to pay debt service.

vi. _____

IV. Rate and Non-rate Revenue

- A. ~~Definitions.~~ For purposes of this Policy and supported by the references in Section D.2, AlexRenew's revenue sources ~~rate revenue and non-rate revenue~~ are defined as:

1. System Revenue

- a. ~~System RRevenue is derived from the ownership and/or operation of the sewer system that is pledged under the Indenture, regardless of whether it is collected directly from customers. These revenues must be deposited into the Revenue Fund and applied in accordance with the Indenture's flow-of-funds provisions. ate Revenue. All funds directly derived from charges imposed on customers for sewer service, including but not limited to rates, fees (including availability and late fees), and other charges. These funds are restricted in the Authorities Act and pledged under the Indenture, which govern their use and application.~~
- b. ~~System Revenue includes all Rate Revenue, which is revenue received directly from charges imposed on customers for sewer service, including but not limited to rates, fees, and other charges. These funds are subject to the cost-of-service requirements set forth in the Authorities Act and pledged under the Indenture, which governs their use and application.~~
- c. ~~System Revenue also encompasses other pledged income streams not billed directly to customers, such as investment earnings on pledged accounts and certain intergovernmental payments.~~

1.2. Discretionary Revenue

- 2.a. ~~Discretionary Non-rate Revenue. Revenue is derived neither s that are not derived from sewer customer charges nor from the ownership or operation of the sewer system as defined and pledged under the Master Indenture. This category also includes funds restricted by the payor, grantor, or donor for specific authorized purposes other than debt service. Discretionary Revenue are not pledged under the Indenture, not commingled with System and Rate Revenues, and are tracked and the provision of sewer service, including voluntary donations, incentive rebates, or contributions contractually restricted by the payor/grantor from being used to pay debt service. These funds are not commingled with revenue and are tracked, segregated, and reported separately in AlexRenew's financial records and annual audit to ensure transparency and compliance.~~

B. Basis for Definitions

1. The Authorities Act ~~does not explicitly define "rate revenue" but~~ defines a cost-of-service model where customer charges are used to cover costs associated with operating and maintaining the wastewater system — not discretionary programs. Specifically, § 15.2-5136 restricts the use of customer rates, fees, and other charges to paying the cost of maintaining, repairing, and operating the system; paying the principal of and the interest on the revenue bonds; or providing a margin of safety for making such payments.
2. The Indenture reinforces the cost-of-service model by defining "Revenues" as all income derived from the ownership or operation of the sewer system. These pledged revenues must

be deposited into the Revenue Fund and applied in a fixed order: operating expenses, debt service, and capital expenses (§§ 1.1, 7.2). Once all Indenture-required allocations are satisfied, any remaining Revenues flow into the General Fund, which may be used for any lawful purpose within AlexRenew's statutory powers as defined by the Authorities Act.

2.—The Indenture also specifically excludes “any gift, grant, payment or contribution to the extent restricted by the donor” from pledged Revenues, permitting the use of these funds for discretionary purposes like LEAP. [For example,](#)

~~a.3. Payments~~ [payments](#) to AlexRenew from the City of Alexandria for the 5th floor use and third-party billing services are excluded from the definition of Revenues by virtue of the [City's restrictive language in the respective agreements](#). ~~payor's (i.e., the City's) restrictive language in the respective agreements. For example, the 5th floor Deed of Lease states “amounts paid by the Tenant under this Agreement may be used by the Landlord for any lawful purpose other than to pay or offset debt service obligations.”~~

C. Revenue Classification Flowchart

~~C.1.~~ [C.1.](#)—The flowchart outlined as Table 1 is provided to assist AlexRenew in [classifying revenue per determining whether revenue is classified as “rate revenue” or “non-rate revenue”](#) ~~per~~ this Policy.

Table 1. Revenue Classification Flowchart

Step	Criteria	Classification
1	Is the source of funds derived from ownership or operation of the sewer system tied to customer charges for wastewater service?	YES --- System R Rate revenue NO --- Go to Step 2
2	Is the source of funds tied to customer charges for wastewater services derived from ownership or operation of the sewer system?	YES — System R Rate revenue (Rate Revenue) NO --- Go to Step 3
3	Is the source of funds explicitly restricted from use for debt service?	YES — Non-rate revenue Discretionary Revenue NO --- Go to Step 4
4	Is the source a donation or third-party rebate?	YES — Non-rate Discretionary R revenue NO --- Further legal review required

D. Approved LEAP Funding Sources

~~D.1.~~ [D.1.](#)—Table 2 summarizes LEAP funding sources and their associated revenue classification per the definitions provided herein and the Revenue Classification Flowchart provided as Table 1.

Table 2. Approved non-rate revenue funding sources for LEAP

LEAP Funding Source	Description	Classification
Donations, generally	Donations made directly to Dollar Energy in support of LEAP	Discretionary R Non-rate revenue (Step 4)

LEAP Funding Source	Description	Classification
Environmental Center donations	Donor-specified contributions made directly to Dollar Energy associated with external use of available public spaces within the Environmental Center (e.g. 6th floor)	Non-rate revenue (Step 4) Non-rate revenue (Step 4)
Customer opt-in donations	Voluntary donations made directly to Dollar Energy added to billing statements	Non-rate revenue (Step 4)
Energy reduction demand rebates	Reimbursements for energy demand reduction during peak use of the electrical grid	
5th floor contributions	Contractually restricted payments from the City of Alexandria for shared facility use	Discretionary RNon-rate revenue (Step 3)
Billing services payments	Contractually restricted payments from City of Alexandria under Billing Services Agreement	Non-rate revenue (Step 3)

MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: September 16, 2025

SUBJECT: *New Business, Joint Use*
Review and approve Amendment No. 3 to Contract 24-001 with PC Construction to support the Biosolids Diversification Project

Issue

The Biosolids Diversification Project was procured as a construction management at-risk (CMAR) contract and structured as a series of amendments as part of an overall Guaranteed Maximum Price (GMP) to complete the work. To advance short-term construction improvements associated with Contract 24-001, approval of Amendment No. 3 by the Board of Directors (Board) is required.

Recommendation

Staff respectfully requests the Board authorize the Chief Executive Officer to execute Amendment No. 3 to Contract 24-001 with PC Construction for ongoing construction associated with the Biosolids Diversification Project in an amount of not-to-exceed \$55,921,094, which includes the CEO's delegated change order authority. Justification for this recommendation is provided in the "Discussion" section of this memorandum.

Budget and Funding

Funding for Amendment No. 3 to Contract 24-001 is included in the approved Fiscal Year 2026 Capital Budgets. The cost for Amendment No. 3 is \$47,795,807 and is anticipated to be expended between September 2025 and April 2029.

Discussion

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

The Plan identified several short-term upgrades to improve the reliability of aging equipment and maintain permit compliance; medium-term solutions to reduce the quantity of biosolids, diversify their end use, and minimize regulatory risk; and long-term concepts for adapting to future solids

management scenarios. This roadmap for upgrading solids infrastructure ensures a sustainable, resilient future for solids management at AlexRenew. The implementation of the Plan is hereinafter referred to as the Biosolids Diversification Project.

In May 2024, AlexRenew entered into an agreement with PC Construction through a CMAR contract to construct elements associated with the Biosolids Diversification Project. The CMAR contract is structured as a GMP to allow a phased approach to implement the short, medium, and long-term solids upgrades. The GMP consists of a series of amendments aligned with the Biosolids Diversification Project's phasing as illustrated in Figure 1.

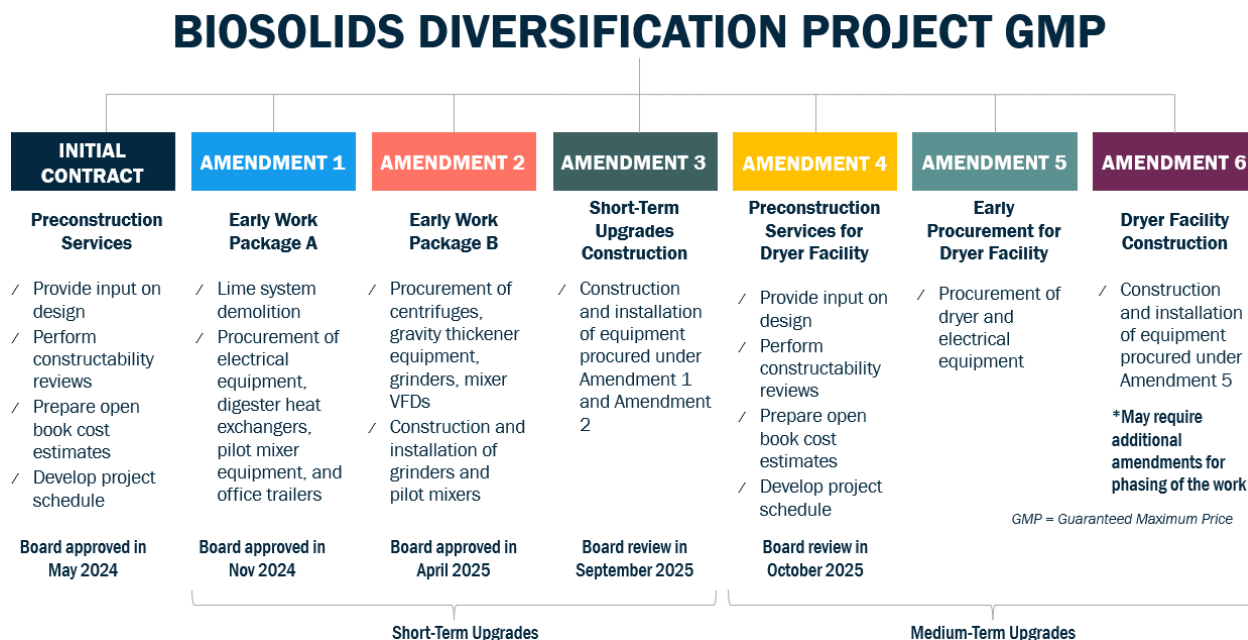


Figure 1. Contractual amendments associated with the Biosolids Diversification Project GMP

The initial contract with PC Construction for preconstruction services to support short-term upgrades was approved by the Board in May 2024 for an amount of \$440,000. The short-term preconstruction services phase includes a collaborative design development process between AlexRenew, the Engineer (Stantec), and CMAR (PC Construction). GMP Amendment No. 1 was approved by the Board in November 2024 for an amount of \$5,877,486 and GMP Amendment No. 2, was approved by the Board in April 2025 for an amount of \$11,713,411. Proposed Amendment No. 3 focuses on the following work elements:

- Replacement of three (3) existing dewatering centrifuges and installation of one (1) new dewatering centrifuge to upgrade equipment that has reached the end of its useful life and provide system redundancy;
- Replacement of four (4) existing thickening centrifuges and installation of one (1) new thickening centrifuge to replace equipment that has reached the end of its useful life and provide system redundancy;
- Full refurbishment of three (3) gravity thickeners with new rake drives, piping, scum collection systems, covers, and controls to improve the reliability and efficiency of the gravity thickening process;

- Installation of two (2) new transformers to upgrade electrical equipment that is undersized for the new digester mixing systems;
- Installation of four (4) digester heat exchangers to replace equipment that has reached the end of its useful life;
- Demolition of the pre-pasteurization system to improve the overall process efficiency and increase available space for future process equipment; and
- Replacement of existing gas mixing systems in four (4) digesters with new hydraulic jet mixing systems to improve the operability and reliability of the digester mixing process.

Pricing for Amendment No. 3 was developed using an open-book model, which is a transparent, collaborative process between AlexRenew, the Engineer, and CMAR. This approach allows full visibility into the CMAR's estimates, vendor quotes, subcontractor pricing, labor rates, and materials costs, giving AlexRenew a detailed understanding of how costs are calculated, allocated, and expended.

PC Construction's current cost proposal for Amendment No. 3 is \$47.8 million, which is approximately 12.5% higher than the Engineer's estimate of \$42.5 million. The primary driver for the cost difference between the Engineer and CMAR is digester cleaning. While the Engineer's estimate assumed \$1 million for this scope, the CMAR obtained hard subcontractor bids in the range of \$3.3 to \$5 million — amounts that reflect the current market rate for this highly specialized, labor-intensive work. The CMAR received competitive proposals from multiple qualified subcontractors, and the limited number of firms with the expertise, equipment, and safety qualifications to perform this work constrains additional competition.

Additionally, based on collaboration with the Engineer and CMAR, AlexRenew adjusted the scope of Amendment No. 3 to address schedule risk associated with the delivery of new electrical transformers. The new electrical transformers have a delivery timeline of 48 months (initial estimates were 36 months), which would delay necessary upgrades to the digesters by one (1) year. Therefore, to mitigate this schedule risk, the team included the procurement of pre-owned temporary transformers, platforms, and additional electrical gear to ensure work associated with the digesters would remain on schedule. This cost of approximately \$1 million was not included in the Engineer's estimate and resulted in additional deviation from the CMAR's cost.

It should be noted that while Amendment No. 3 costs are higher than the Engineer's estimate, Amendments No. 1 and 2 to Contract 24-001 were executed at a total of \$9.5 million less than the Engineer's estimate, demonstrating that the CMAR process has delivered cost efficiencies where market conditions allow. Since the work under 24-001 is managed as a "cost reimbursement" contract, additional savings (where the cost of the work comes in below the GMP value) between AlexRenew and CMAR are anticipated at the final completion of the project.

In summary, the CMAR's proposal represents the going market rate for the scope of work included in Amendment No. 3. Staff therefore considers the CMAR's cost reasonable and recommends proceeding with Amendment No. 3.

Table 1. Breakdown of Amendment No. 3 to Contract 24-001

Item	Cost
Direct Cost of the Work	\$28,448,459

Item	Cost
General Conditions (contractor's indirect costs)	\$6,544,211
Subtotal	\$34,992,670
Contractor's Fee (8 percent)	\$2,799,414
Bonds and Insurance	\$447,402
Contractor Contingency	\$1,787,500
Project Contingency (Owner)	\$2,800,000
Allowance Items (digester cleaning, temporary transformers, transformer platform, contaminated soil disposal, abatement of lead paint and asbestos, and concrete repair)	\$4,968,821
Total	\$47,795,807

For tracking purposes, Table 2 summarizes all Biosolids Diversification Project capital costs approved as of the date of this memorandum, plus this Amendment.

Table 2. Summary of Biosolids Diversification Project capital costs as of the date of this memorandum

Item	Entity	Cost
Planning and Design Services (Jul 2022 – Jul 2027)	Stantec	\$31,691,617
Construction Management Services (Nov 2024 – Jun 2026)	Brown & Caldwell	\$1,074,500
Preconstruction Services	PC Construction	\$440,000
Construction Services		
Amendment No. 1	PC Construction	\$5,877,486
Amendment No. 2	PC Construction	\$11,713,411
Amendment No. 3 (for consideration under this memo)	PC Construction	\$47,795,807
Total		\$98,592,821

This action supports our strategic goal of Operational Excellence.

ACTION TAKEN

Approved: _____

Disapproved: _____

Approved with Modification: _____

Modification(s): _____

Monthly Report

August 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 August 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 August 2025 was 0.20 inches of rain which is significantly less than the monthly average precipitation of 3.25 inches for the month.

AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for August 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)
Permit	54.0	5.0	6.0	Seasonal (1)	0.18	6.0	3.0	493,381	29,603
Reported	31.6	<QL	<QL	<QL	0.06	7.5	2.0	138,089	6,932

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. In June 2025, the JOC was recompeted and four (4) contracts were executed. To date, a total of \$7.2 million of work has been completed under the contracts through individual task orders which are summarized in Table 1.2.

Table 1.2. Summary of work completed under job order contracts

Facility	Number of Task Orders	Value
WRRF Headworks Systems	4	\$455,000
WRRF Biological Treatment Systems	4	\$750,000
WRRF Solids Treatment Systems	13	\$2,265,000
WRRF Tertiary Treatment Systems	3	\$810,000
WRRF Disinfection Systems	1	\$70,000
WRRF Miscellaneous – HVAC, Electrical, Building, etc.	7	\$1,720,000
Pumping Stations	3	\$800,000
Interceptors	0	\$ -
Environmental Center	1	\$280,000
Total	36	\$7,195,000

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 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 were submitted to AlexRenew on May 20. In June, staff evaluated the SOQs and shortlisted three (3) respondents that received the RFP on July 8, which serves as the second step in the procurement of a design-builder. 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 were received on June 3 and are currently under review. Board review is now anticipated for November 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.

Table 1.3. Summary of BOA Task Orders

Type/Facility	Number of Task Orders	Value
WRRF Headworks Systems	0	\$-
WRRF Biological Treatment Systems	0	\$-
WRRF Solids Treatment Systems	0	\$-
WRRF Tertiary Treatment Systems	1	\$750,000
WRRF Disinfection Systems	0	\$-
WRRF Miscellaneous – HVAC, Electrical, Building, etc.	4	\$600,000
Pumping Stations	0	\$-
Interceptors	1	\$100,000
Environmental Center	0	\$-
Plans, Studies, and Training	9	\$1,750,000
Professional Services Support	9	\$1,650,000
Total	24	\$4,850,000

1.7 Sole Source and Emergency Contracts

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

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.

On August 27, the National Safety Council officially announced AlexRenew Safety Manager Alex Rigby as a [rising star of safety](#). Alex is one of 41 safety professionals recognized across the United States.

AlexRenew held its August team meeting and annual end-of-summer celebration on August 21. Employees enjoyed barbecue, team-building activities, and organizational updates.

AlexRenew launched its Team Program Lead program — designed to develop staff and improve leadership skills. A total of 11 Team Leads were selected to support current maintenance teams, operations shifts/teams, and the laboratory team.

In collaboration with the Northern Virginia regional water and wastewater authorities, AlexRenew hosted the first-ever Summer Process Workshop on August 11-14. The goal of these workshops is to build a regional knowledge base to support our collective mission to protect the Potomac River and Chesapeake Bay. The Summer Workshop focused on advanced wastewater process design and was geared towards process engineers, process analysts/specialists, and senior-level operators.

Since May 2025, AlexRenew has logged 26,657 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 finalized a Memorandum of Understanding with the City of Alexandria that will allow us to leverage their legal resources to recover outstanding past-due balances associated with inactive customer accounts. Staff are now coordinating with the City and their legal team to recover inactive customer arrearages.

2.1 2026 Virginia General Assembly Session

The 2026 Virginia General Assembly Legislative Session is scheduled from January 14 through March 15, 2026. Updates regarding AlexRenew initiatives and legislation impacting the water/wastewater sector will be added to this section once the legislative session begins.

4 Environmental Sustainability

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

AlexRenew produced 2,025 wet tons of biosolids that were beneficially reused on farms in Louisa County, Virginia. AlexRenew recycled 151 million gallons of water to support its operations. Plant processes used approximately 1,907,000 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 Financial Update

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 (\$10.7 million) are trending in line with budget;
- Operating and maintenance expenses (\$6.3 million) are trending in line with budget; and
- Total expenses (\$35.1 million) are currently trending slightly lower than the budgeted expenses. This timing also impacts debt proceed revenues (\$16.5 million), which are lower than budgeted since most capital expenses are funded through debt.

Table 5.1. Revenues and Expenses through August 2025

Revenues and Expenses	FY2026 Budget (\$)	FY2026 To-Date (\$)	% of Budget To-Date	% of FY2026 Completed	Total FY2026 Projected (\$)
Revenues					
Wastewater Treatment Charge	64,941,337	10,682,117	16	17	65,000,000
Fairfax Operating Charge	14,662,764	2,443,794	17	17	14,500,000
Fairfax Capital Contributions	59,378,095	5,474,971	9	17	45,000,000
Debt Proceeds and Other Sources	119,336,317	16,538,500	14	17	88,000,000
Total Revenues	258,318,513	35,139,382	14	17	212,500,000
Expenses					
Operating and Maintenance	40,925,755	6,269,229	15	17	39,200,000
Parity Debt Service	20,220,975	3,370,163	17	17	20,300,000
IRR (see Note 1)	12,664,560	2,166,566	17	17	13,000,000
Capital	184,507,223	23,333,424	13	17	140,000,000
Total Expenses	258,318,513	35,139,382	14	17	212,500,000

Notes: (1) Improvement, Renewal, and Replacement is the program for routine investments to maintain and repair equipment. The IRR program funds capital improvements under \$1 million and not part of major upgrade projects.

Cash Reserves and Debt Service Coverage

AlexRenew monitors two metrics to ensure sufficient cash reserves – 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 Financial Policy for Operating & Capital and Total Days Cash are 120 and 270 days, respectively.

AlexRenew’s Financial Policy also requires a debt service coverage of 1.6 times. Debt service coverage is calculated by dividing net revenue by annual debt service. This metric indicates AlexRenew’s ability to pay off its annual debt service payments.

AlexRenew’s current estimate exceeds its Financial Policy cash reserves and debt service coverage requirements as indicated in Tables 5.2 and 5.3.

Table 5.2. Cash Reserves

Days Cash on Hand	Minimum	FY2026 Annualized	Percentage of Goal
Operating and Capital Days Cash on Hand	120	124	104%
Total Days Cash on Hand	270	778	347%

Table 5.3. Debt Service Coverage

Item	FY2026 Budget	FY2026 Annualized
Total Revenues	\$81,304,102	81,215,619
Less Operating Expenses	(\$40,925,755)	(\$39,200,000)
Net Revenue	\$40,378,347	\$42,015,619
Annual Debt Service	\$20,220,975	\$20,300,000
Calculated Coverage	2.00 times	2.07 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 862, an increase of 49 accounts month-over-month;
- The total dollar amount owed to AlexRenew from these accounts was \$890,887, a decrease of \$13,963 month-over-month; and
- Approximately 56 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 this report, 331 accounts were enrolled in payment plans, representing \$549,073 in scheduled payments. This value represents approximately 61 percent of the current (August 2025) arrearage.

On behalf of AlexRenew, Virginia American Water disconnected 37 customers for nonpayment of their sewer bill in August. Of the customers who were disconnected, twenty-one (21) paid their balance in full, seven (7) enrolled in a payment plan, nine (9) accounts were closed, and zero (0) applied for a LEAP disbursement. Since July 2024, there have been 290 disconnections, of these, 25 accounts received a total of \$21,972 in LEAP disbursements.

Additional updates on LEAP are outlined in the LEAP Dashboard.

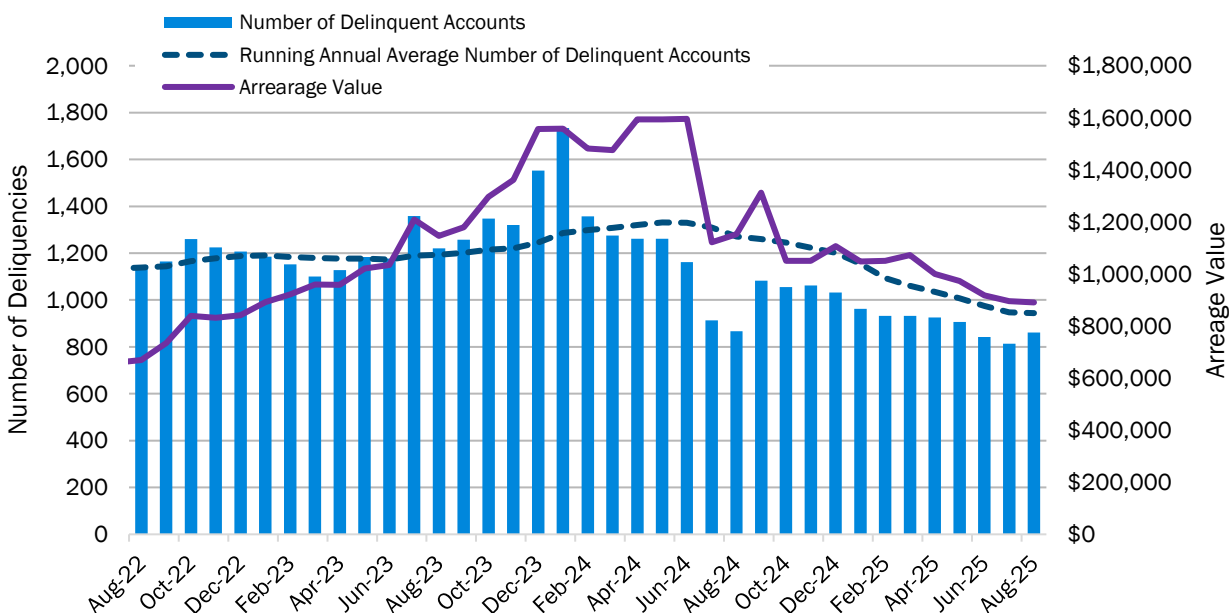


Figure 5.1. Active Accounts 60 or more days Delinquent

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.

Water Finance and Management Magazine featured AlexRenew in [a recent article](#) highlighting our approach to asset management to boost operational efficiency.

AlexRenew welcomed an estimated total of 504 visitors from the following organizations that hosted meetings on the 6th floor of the Environmental Center in August: Alexandria City Public Schools (135), Capital Youth Empowerment Program (30), Alexandria Central Rotary Club (25), Alexandria Soccer Association (120), Arlington Public Schools (12), Alexandria A Capella Collective (112), and the Alexandria City Chapter of Top Ladies of Distinction (70).

AlexRenew will host an open house on September 20 and as the date of this report, all available plant tour times are fully booked. However, in addition to tours of the wastewater treatment plant, the event will feature family-friendly STEM activities, a model of the new tunnel pumping station, food trucks, and opportunities to meet our team and learn about careers in the wastewater industry.

AlexRenew customer service received a total of 807 calls. The average wait time before calls were answered was 29 seconds. Call center staff answered 557 emails.

phaseforward

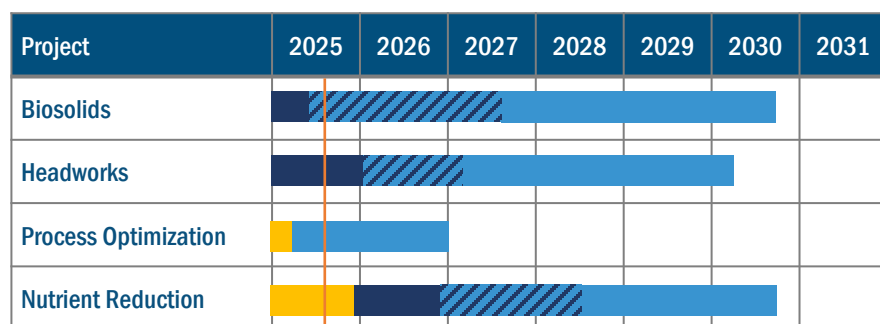
To support our evolving community, AlexRenew is making a significant investments to improve the resiliency of its infrastructure

DASHBOARD | AUGUST 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

PhaseForward schedule



■ Procurement ■ Design ■ Design and Construction ■ Construction

PhaseForward spending (to date)

Project	Estimate (1)	Design	Construction	Total	% Local (2)
Biosolids	\$315M	\$9.1M	\$1.6M	\$10.7M	82%
Headworks	\$120M	\$6.6M	\$-	\$6.6M	94%
Process Optimization	\$9.4M	\$1.5M	\$0.7	\$2.2M	100%
Nutrient Reduction	\$120M	\$1.5M	\$-	\$1.5M	100%
Total	\$564.4M	\$18.7M	\$2.3M	\$21.0M	90%

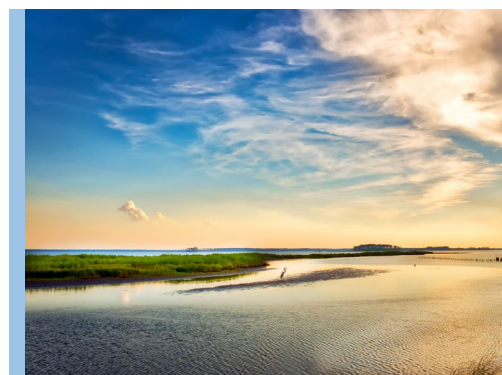
Notes: (1) Current capital cost estimates (2) % Local spending from Alexandria, Northern Virginia, Maryland, and Washington, DC



BIOSOLIDS



HEADWORKS



PROCESS OPTIMIZATION



NUTRIENT REDUCTION



Biosolids Diversification

Crews completed the demolition of the lime system – next steps are to construct floor slabs where the silos penetrated through the existing floors and finish remaining punch list items.

Other PhaseForward Projects

The **Process Optimization** contractor continued the removal of existing equipment including pumps, blower units, and ancillary piping. On the **Headworks Renewal** project, the CMAR solicited bids from subcontractors to perform utility relocations and other site preparation work in advance of constructing the third coarse screen channel. On the **Nutrient Reduction** project, the Request for Proposals process continued, with shortlisted design-builder proposals scheduled to be submitted in September.



\$95,481
Disbursed To-Date
\$4,912 disbursed this period



131 Customers Assisted
8 customers assisted this period



290 Service Disconnections for Nonpayment
37 customers disconnected this period

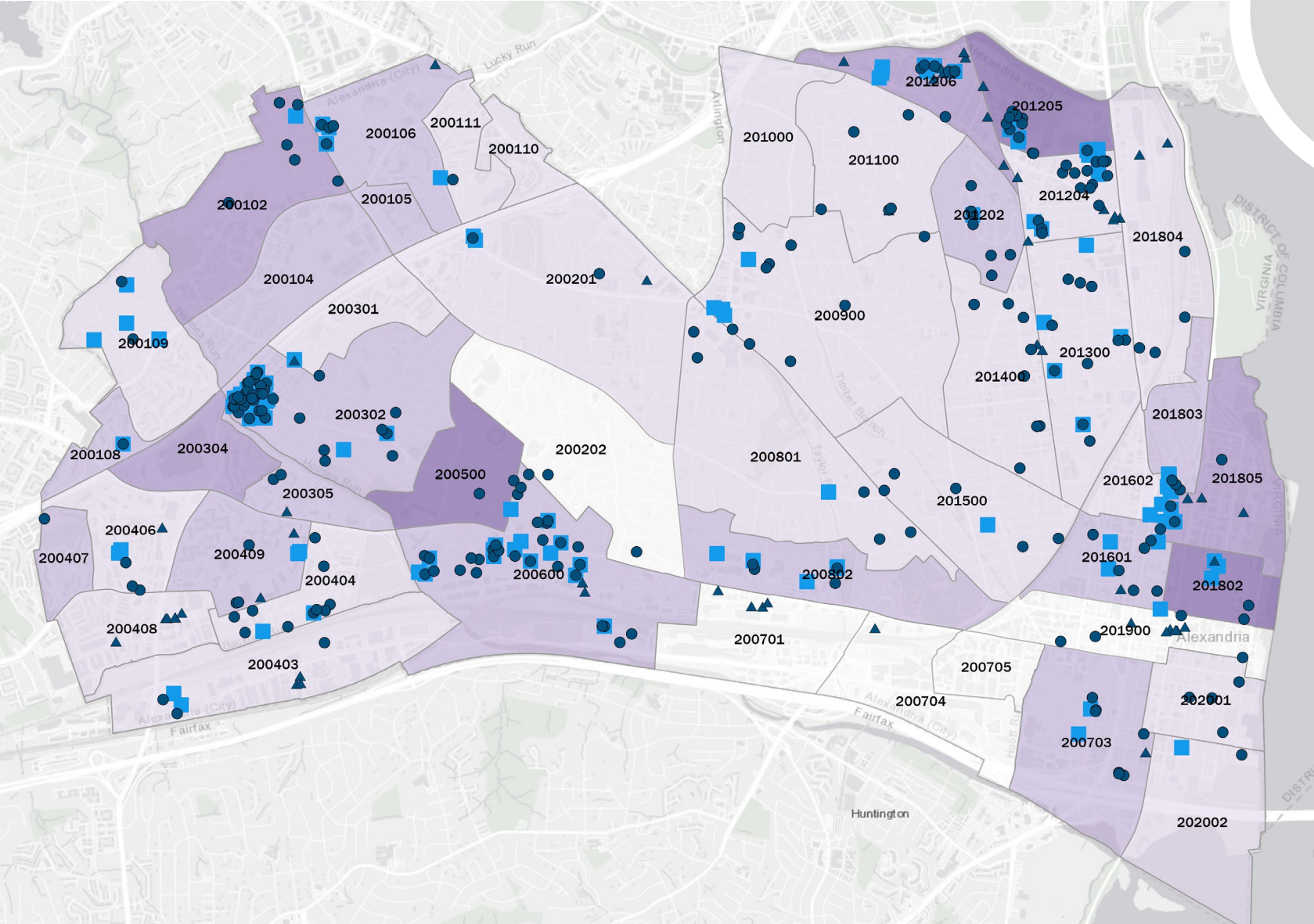
Legend

Percentage of Households Receiving SNAP

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

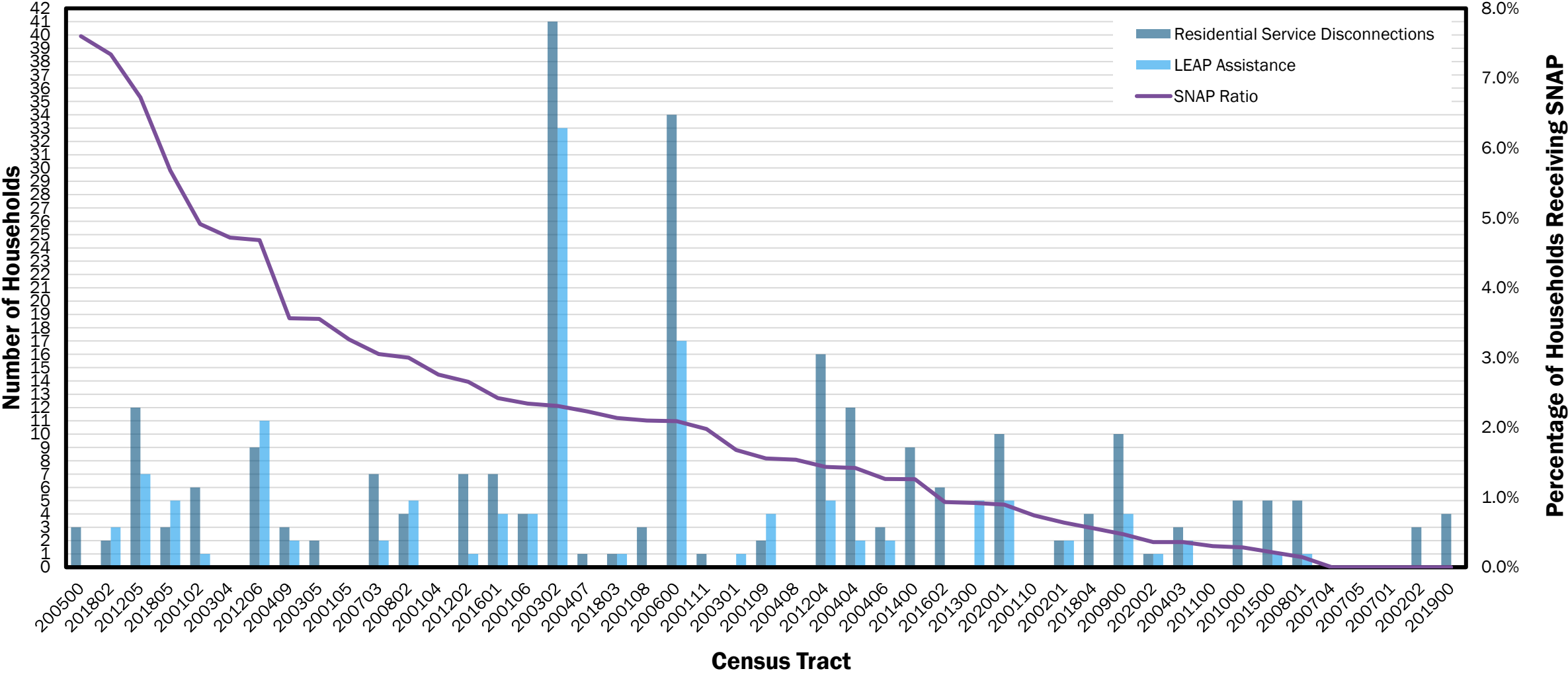
Averages: U.S. (12.5%); Virginia (3.0%); Alexandria (2.2%)

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



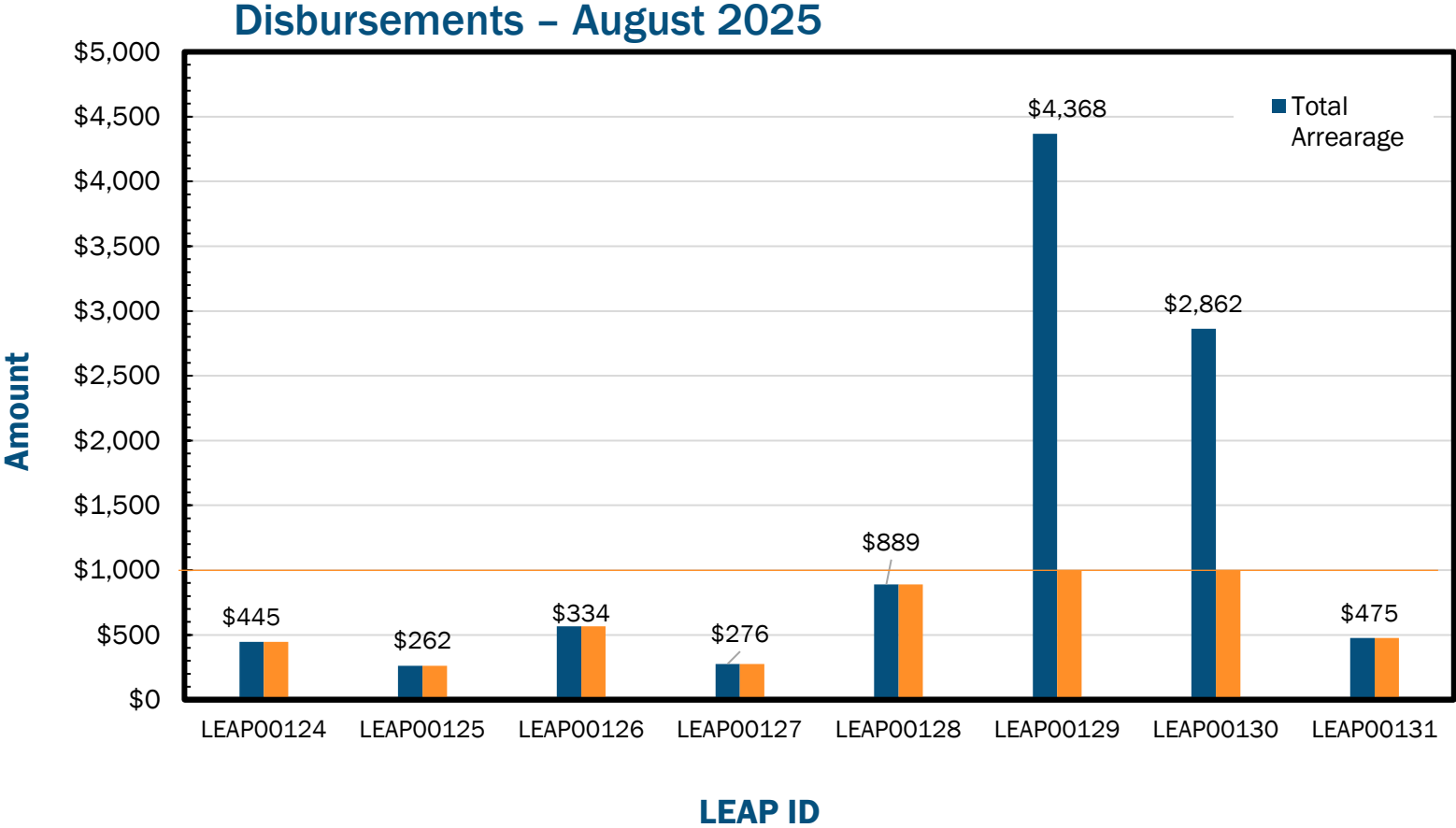
LEAP Assistance, Service Disconnections, and SNAP Ratio by Census Tract

August 31, 2025



LEAP Disbursements and Remaining Arrearage by Account

August 31, 2025



(August 2025)

	Disbursed	Arrearage	% of Arrearage
	\$1,000	\$4,368	23%
	\$1,000	\$2,862	35%
	\$889	\$889	100%
	\$565	\$565	100%
	\$475	\$475	100%
	\$445	\$445	100%
	\$276	\$276	100%
	\$262	\$262	100%
Average:	\$614	\$1,268	48%
Median:	\$520	\$520	100%

RiverRenew Board of Directors Dashboard



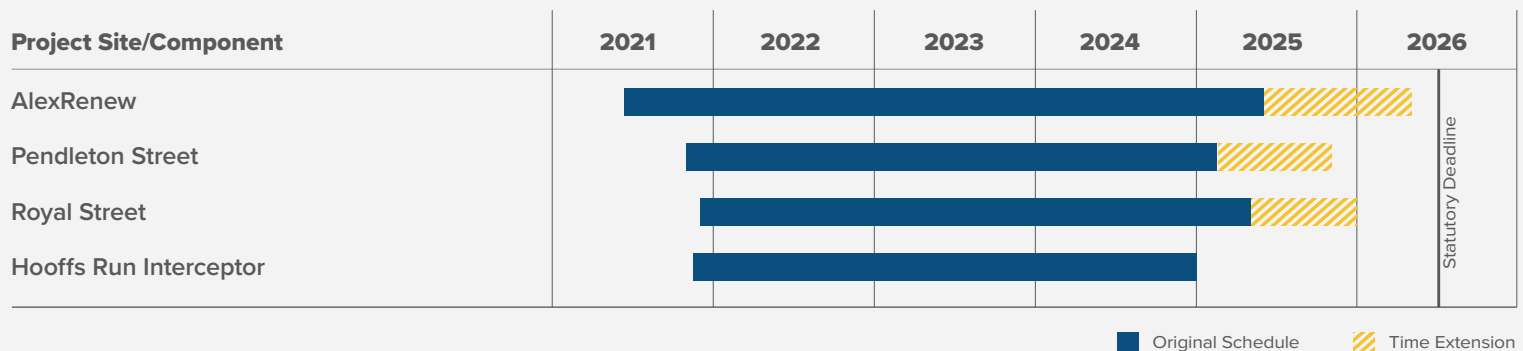
MONTH ENDING: AUGUST 31, 2025

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

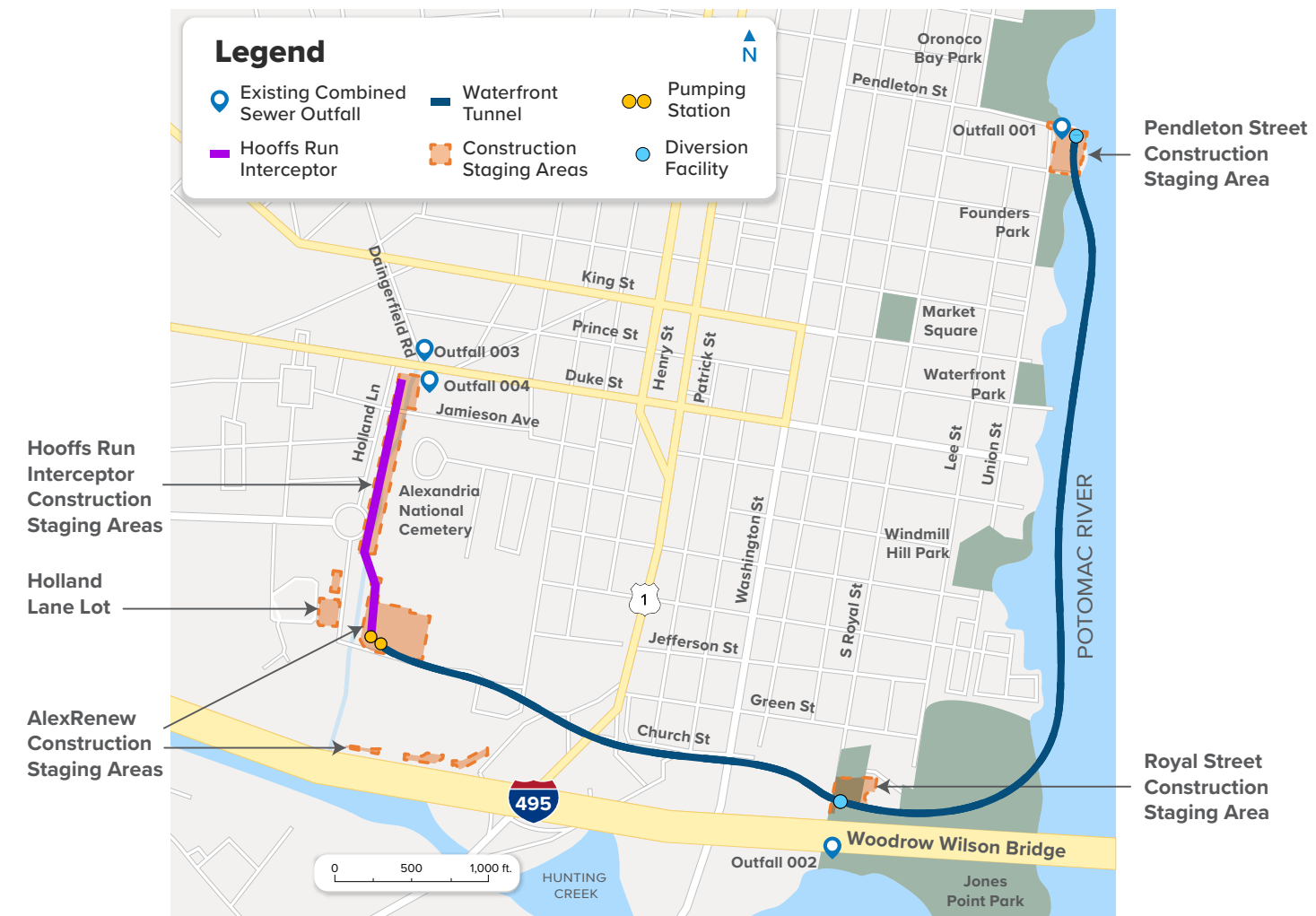


Summary of Major Tunnel Project Delays

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).
12/2024	Extended contractual deadline to July 1, 2026.

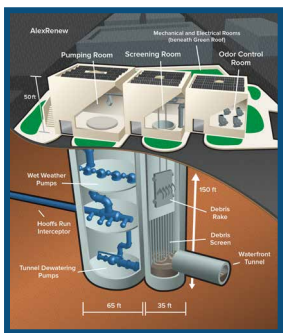
RiverRenew Tunnel Project Snapshot

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.



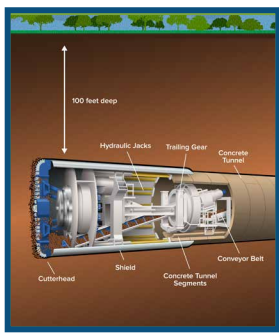
Hooffs Run Interceptor

Complete! Click [here](#) for a timelapse of construction.



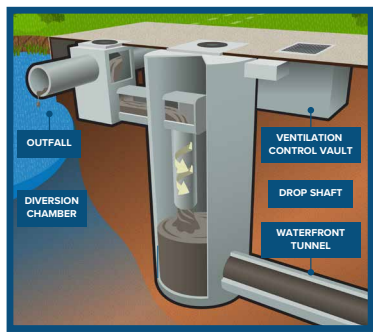
Pumping Station

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



Waterfront Tunnel

Complete! Click [here](#) to watch Hazel's journey.



Diversion Facility

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

RiverRenew Tunnel Project Highlights

Overall Project Progress*

(Design and Construction)

Actual

86%

Planned

86%

Royal Street Site



Ongoing

- Permanent concrete work

Upcoming

- Concrete shaft cover
- Site restoration

Pendleton Street Site



Ongoing

- Final site grading
- Ribbon cutting on October 18
- Miscellaneous utilities

Upcoming

- Promenade landscaping finishes

Hooffs Run Site



Upcoming

- Pocket park restoration at Duke Street

AlexRenew Site



Ongoing

- Superstructure concrete work
- Pumping station mechanical, electrical, and plumbing work

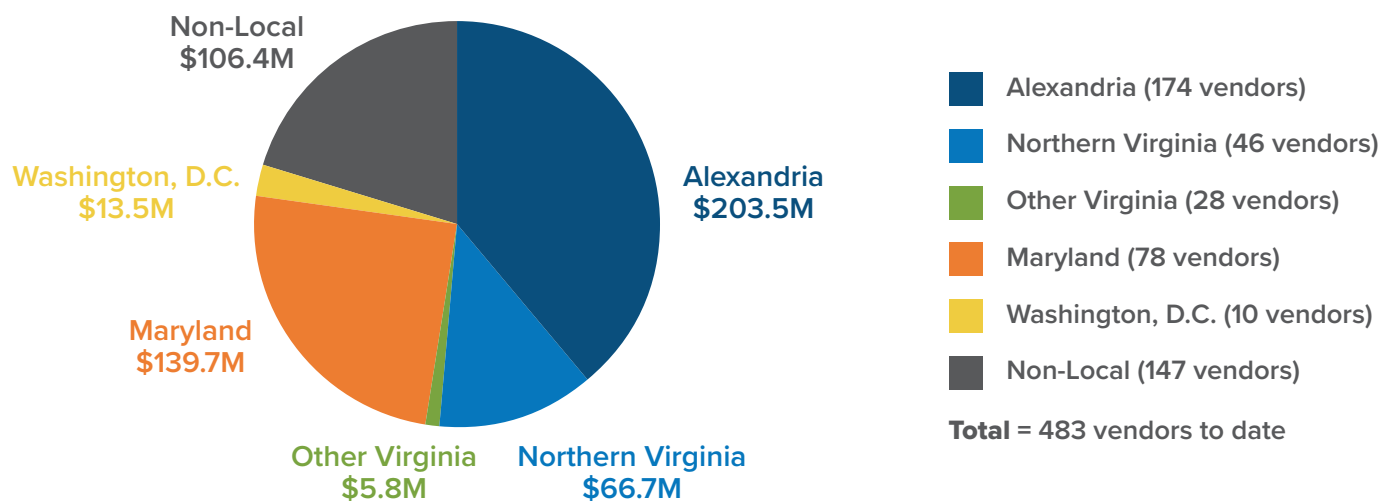
Upcoming

- Superstructure build-out
- Pump plumbing and fit-up
- Operational demonstration and commissioning
- Staff training

***Note:** Schedule and cash flow are based on Design-Builders' 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

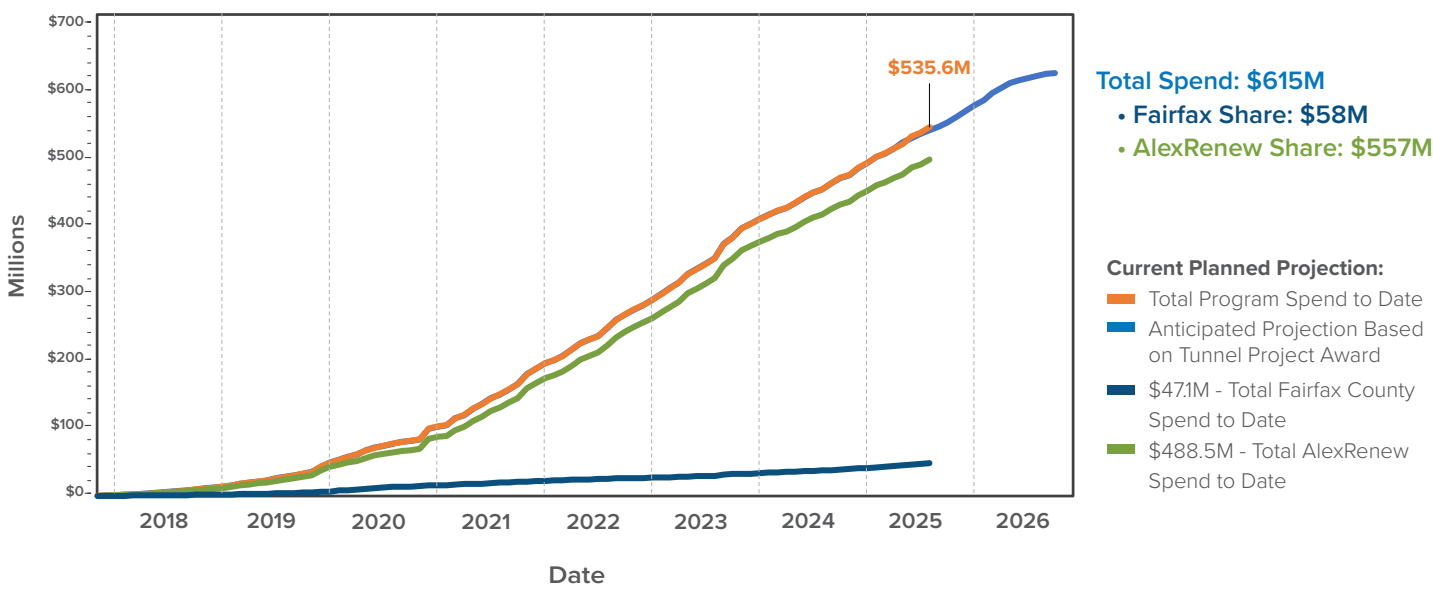
RiverRenew Spend to Date by Locality



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	\$365.5
Brown and Caldwell	Owner's Advisor	Professional Services	17-022	Nov 2017	\$86.7
EPC	Resident Engineering & Inspection Tunnel System Project	Professional Services	20-013	Apr 2020	\$29.9
Completed RiverRenew Wastewater Projects To Pave the Way for the Tunnel Project					\$53.6

RiverRenew Cash Flow Analysis*



Note: As of August 31, 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

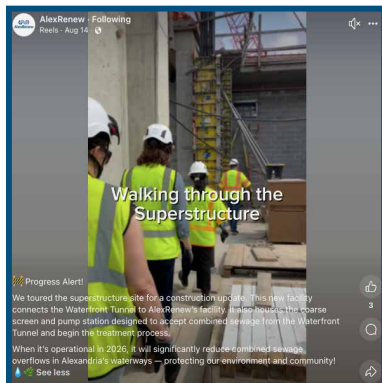


Digital Programming

Digital programming keeps the community connected to RiverRenew with regular program updates on RiverRenew.com and through AlexRenew's social media pages.

Highlights:

- Sharing **video footage** from inside AlexRenew's new superstructure!



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](https://riverrenew.com/cloes-corner)

Highlights:

- A **social post** highlighting the restoration work at Hooffs Run and all of the work we've accomplished over the summer to get ready for back to school.



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.

Looking Ahead:

- AlexRenew will host an Open House on **Saturday, September 20, from 10 a.m. to 2 p.m.** The event will feature family-friendly STEM activities, opportunities to meet the team, and tours of the wastewater treatment plant.
- Pendleton Street Ribbon Cutting: **October 18, 2025**

Monthly Construction Spotlight



Pendleton Street Drop Shaft: Ready for Flows

Throughout August, construction and landscaping work transformed the end of Pendleton Street on the surface while RiverRenew crews quietly achieved a major milestone underground: the completion of the Pendleton Street Drop Shaft.

Next year, this 35-foot-diameter drop shaft will convey sewer flows 10 stories down, similar to a hydraulic elevator to the Waterfront Tunnel, where it will flow by gravity to AlexRenew for treatment. As underground construction work wraps up across multiple sites, RiverRenew is steadily advancing towards our goal of delivering cleaner, healthier waterways to our community.

Building for the Future of Alexandria's Waterways

To learn more, visit www.RiverRenew.com

