

Tuesday, October 21, 2025 – 6:00 p.m.

Regular Board of Directors Meeting Agenda

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

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

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 September 16, 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. Board Retreat – February 20-21, 2026		
		d. Recommendations from Governance Committee (Tab 3)		Motion
		i. Resolution on Revised Bylaws		
		ii. Resolution on Official Custodian		
		iii. Resolution on CEO's Delegated Authority		
		iv. Revised Communications Policy		
		v. Revised Committee Policy		
		vi. Revised Board Roles and Responsibilities Policy		
6.	6:45 p.m.	Unfinished Business		
		a. Rate Structure Alternatives Analysis (Tab 4)	CEO	Motion
7.	7:05 p.m.	New Business		
		a. Update on Regional Biosolids Feasibility Study (Tab 5)	Mr. Carl	Information
		b. Overview of Community Outreach Request for Proposals (Tab 6)		
8.	7:35 p.m.	AlexRenew Monthly Report (Tab 7)	Mr. Carl	Information
9.	7:40 p.m.	Closed Meeting: Consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel pursuant to Virginia Code § 2.2-3711.A.8.		
10.	8:00 p.m.	Adjourn	Chair	

Times shown are approximate start times and serve as guidelines.

Minutes of the 932nd Meeting
AlexRenew Board of Directors
6:00 p.m., Tuesday, September 16, 2025

On Tuesday, September 16, 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

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. Shahram Mohsenin, Chief Wastewater Planning and Monitoring Division

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

Consultants: Mr. Thierry Boveri, Vice President, Raftelis
Ms. Diana Ling, Senior Consultant, Raftelis

Guest Speaker: Mr. Jonathan Rak, Chief Policy Advisor
VA Dept. of Environmental Quality (DEQ)

1. Call to Order

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

2. Staff and Guest Introductions

Mr. Carl introduced the following staff and guests:

- Mr. Jonathan Rak, Chief Policy Advisor, DEQ;
- Mr. Thierry Boveri Vice President, Raftelis;
- Ms. Diana Ling, Senior Consultant, Raftelis;
- Mr. Rick Vincent, Schnabel Engineering; and
- Mr. Antwan Holt, Information Technology Support, AlexRenew.

3. Approval of Agenda

The Chair requested that members review the agenda. There being no changes to the agenda, the Chair requested a motion to approve the agenda. Mr. Beall moved; Ms. Hammer seconded. The Board unanimously approved.

4. Public Comment Period

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

5. Consent Agenda

The Chair requested that members review the Consent Agenda that contained the minutes from the July 15, 2025 meeting. There being no changes, the Chair requested a motion to approve the minutes. Mr. Beall moved, and Dr. Wone seconded. The Board unanimously approved.

6. Board Administrative Items

a. Board Calendar – Mr. Carl

Mr. Carl reviewed upcoming AlexRenew events:

AlexRenew Open House - Saturday, September 20, 2025

Pendleton Street Dedication Event – Saturday, October 18, 2025

There is additional tour space available. Staff is working to fill those vacancies.

The Chair reported that Mr. Mohsenin is retiring from Fairfax County and today is his last Board meeting. The Chair congratulated Mr. Mohsenin and thanked him for being a valued and thoughtful partner to the AlexRenew Board since December 2002.

Mr. Mohsenin thanked the Chair and reported that he has enjoyed working with the Authority and has appreciated the collaborative relationship over the years.

b. Finance and Audit Committee – November 12, 2025 – Mr. Jinks, Chair

Mr. Jinks reported that the AlexRenew audit is underway and on schedule. Mr. Carl reported that the auditors will be contacting Mr. Hill and Mr. Jinks as part of the audit process. Staff will schedule a prep meeting in advance of the Finance and Audit Committee meeting.

c. Governance Committee – October 7, 2025 – Mr. Beall, Chair

Mr. Beall reported on the upcoming prep meeting on Monday, September 22, 2025, and the regular full Committee meeting on October 7, at 5:30 p.m.

d. Board Retreat – February 20-21, 2026 – Mr. Carl

Day 1 - the half day planned at Building Momentum for governance games and CliftonStrengths exercises.

Day 2 - Saturday will include a lunch and tour of the RiverRenew system.

7. Board Continuing Education

a. Presentation on DEQ – Mr. Jonathan Rak

Mr. Rak reviewed the role of the DEQ as AlexRenew's primary regulator for its permit, biosolids, and operating programs. DEQ has also been a major funder of AlexRenew capital projects through grant and loan programs, noting that AlexRenew had received funding of approximately \$336 million over the past few years.

Members discussed DEQ initiatives on the nutrient credits and nitrogen reduction programs.

There being no additional questions, the Chair thanked Mr. Rak for his presentation.

8. Unfinished Business

a. Follow-up Presentation on Rate Structure Alternatives Analysis.

Mr. Carl introduced the next presentation, noting that it builds off previous analysis investigating rate structure alternatives and that this presentation focuses on a risk assessment of a volumetric only rate structure. Mr. Carl provided an overview of AlexRenew's risk assessment process.

Ms. Feehan and Ms. Ling gave a presentation on the impacts associated with the elimination of AlexRenew's base charge and adopting a volumetric only rate structure. Potential risks were also presented with strategies for mitigation including changes to current financial policies and institution of a rate stability fund.

Board members discussed the approaches presented, residual risk after mitigation and establishment of a rate stability fund. Members commended staff for their work and requested analysis on the pros of adopting a volumetric only rate structure. The Chair requested members be ready to vote on an alternative rate structure by the October or November meeting.

b. Review and Approval of Updates to Payment Assistance Program Policy

Mr. Carl reported that at the last Board meeting, Ms. Waters noted that edits clarifying certain definitions for system revenue and discretionary revenue in Section IV of the Payment Assistance Program Policy should be addressed prior to Board adoption. Members discussed the changes in the revised Policy and were ready to adopt

There being no further discussion, the Chair requested a motion to approve the updates to the Payment Assistance Program Policy. Ms. Hammer moved and Mr. Jinks seconded. The Board unanimously approved.

9. New Business

a. Review and approval of GMP Amendment No. 3 to Contract 24-001 for Biosolids Diversification Project

Mr. Pilon reviewed Amendment No. 3 to the CMAR Contract No. 24-001 with PC Construction for the Biosolids Diversification project, reporting on current progress. He reported that the price of Amendment No. 3 was higher than the engineer's original estimate. The difference is due to higher bids of digester cleaning related to the current market and the purchase of temporary electrical transformers to support the schedule. Members asked questions about AlexRenew and contractor's risk regarding tariffs and equipment pricing. Mr. Carl reported that staff uses contingencies, and certain costs are the responsibility of the contractor.

There being no further discussion, the Chair requested a motion to approve Amendment No. 3 for Biosolids Diversification project. Mr. Jinks moved and Mr. Beall seconded. The Board unanimously approved.

Be It Resolved That: The Board has authorized the CEO to execute Amendment No. 3 to Contract 24-001 for the Biosolids Diversification Project in the amount of \$55,921,094 which includes the CEO's delegated change order authority.

10. Monthly Outcomes Update

Mr. Carl thanked the Board for their feedback on the Memorandum of Understanding (MOU) between AlexRenew and the City for legal services to pursue collection activities on former inactive customers with outstanding balances.

The 2026 General Assembly Legislative Session begins on January 14, 2026.

Delinquencies and LEAP Dashboard

Mr. Robertson reviewed fluctuations in the number of delinquent customers and a slight increase in arrearages attributed to the opening and closing of accounts coinciding with the beginning of the school year. He noted that all the customers owed \$100 or less.

Mr. Robertson reviewed delinquent customers by category. The categories include customers owing under \$100 or less, customers enrolled in payment plans, and customers over 60 days past due, and owing over \$100 not on a payment plan.

Mr. Robertson reported that AlexRenew has collected over \$1 million from payment plans.

The Chair asked about the percentage of active payment plans would be recovered. Mr. Robertson reported of an 82% completion rate with payment plans.

PhaseForward Dashboard.

Mr. Carl reported on ongoing progress.

RiverRenew Dashboard

Mr. Carl reported on ongoing progress.

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

Time: 8:38 p.m.

Approved:

Becky Hammer, Secretary-Treasurer



Board Calendar of Events

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

Legend

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



Board Calendar of Events

April 2026							May 2026							June 2026							April						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	21: Regular Meeting						
			1	2	3	4						1	2		1	2	3	4	5	6	TBD: Governance Committee						
5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13	May						
12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20	19: Regular Meeting						
19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27	25: Memorial Day						
26	27	28	29	30	31		24	25	26	27	28	29	30	28	29	30					TBD: Public Hearing						
							31														June						
																					16: Regular Meeting						
																					19: Juneteenth						
			1	2	3	4							1			1	2	3	4	5	July						
5	6	7	8	9	10	11	2	3	4	5	6	7	8	6	7	8	9	10	11	12	3: July 4 (Observed)						
12	13	14	15	16	17	18	9	10	11	12	13	14	15	13	14	15	16	17	18	19	21: Regular Meeting						
19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26	August						
26	27	28	29	30	31		23	24	25	26	27	28	29	27	28	29	30				No meetings						
							30	31													September						
																					7: Labor Day						
																					15: Regular Meeting						

Legend

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

MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: October 21, 2025

SUBJECT: Recommendations from the Governance Committee to review and approve revised Bylaws and Board policies

Issue

On October 7, 2025, the AlexRenew Governance Committee voted to recommend revisions to the Bylaws and several updated policies to full Board of Directors (Board) for approval.

Recommendation

The Governance Committee recommends that the Board:

1. Adopt the revised Bylaws by resolution
2. Adopt the following by resolution:
 - a. Designation of the Chief Executive Officer (CEO) as Official Custodian of the Authority's funds consistent with Article III of the Bylaws
 - b. Delegation of signatory authority to the CEO, subject to Board-approved limits and procurement law
3. Approve the following updated Board policies:
 - a. Board Roles & Responsibilities Policy
 - b. Board Committees Policy
 - c. Board Communications Policy

Collectively, these recommendations align governance with Virginia law and public-sector best practices, increase transparency, and improve operational efficiency.

Budget and Funding

No direct fiscal impact.

Discussion

The Governance Committee held its annual fall meeting on October 7, 2025 with an agenda focused on updates to the Bylaws, several Board policies affected by updates to the Bylaws, and revisions to the Board Communications Policy. The recommended revisions include:

- **Bylaws.** Revisions anchor Board governance in a clear, concise, and durable framework; improve clarity on the three Board officer positions (Chair, Vice Chair, Secretary-Treasurer); memorialize the four-year term for members with ability to serve consecutive terms; establish clear CEO structure with Board-controlled delegations; modernize meeting rules (regular/special/electronic); set forth quorum requirements and a tie-vote procedure; provide advisory committee architecture; add a compensation article; and provide a contemporary indemnification article with defined standards, approvals, and limits.
- **Resolution on the Designation of the Chief Executive Officer as the Official Custodian of the Authority's Funds.** Aligns the official custodian of funds with updates to the Bylaws.
- **Resolution on the Authority of the Chief Executive Officer.** Converts an existing Board policy to a resolution to align with revisions to the Bylaws and updates appropriate Bylaws references.
- **Board Roles and Responsibilities Policy.** Updates an existing policy to clarify duties of Board Members and Officers to align with revisions to the Bylaws.
- **Board Committees Policy.** Updates an existing policy to clarify Board committee responsibilities to align with revisions to the Bylaws.
- **Board Communications Policy.** Updates an existing policy to capture Board recommendations on their role and responsibility in internal and external communications. Establishes new communications principles of transparency, trust, clarity, inclusiveness, and shared voice.

This action supports our strategic goal of Operational Excellence.

ACTION TAKEN

Approved:

Disapproved:

Approved with Modification:

Modification(s):

**BYLAWS OF
CITY OF ALEXANDRIA, VIRGINIA, SANITATION AUTHORITY**

ARTICLE I

Offices and Records of the Authority

1. **Principal Office.** The Principal Office of the Authority shall be in the City of Alexandria, Virginia, at 1800 Limerick Street, Alexandria, or at such other place as shall be fixed by Board resolution.
2. **Records.** The Authority shall keep complete records and minutes of the proceedings of the Board as required by law. Access, retention, and management of records shall be governed by applicable law and Authority policy.

ARTICLE II

Board Appointment and Officers

1. **Board of Directors.** The Authority shall have a Board of Directors made up of five (5) citizen members (“Board Members”) that are appointed by the City Council for the City of Alexandria, pursuant to City Code § 2-4-7.
2. **Officers.** The officers of the Authority Board are the Chair, Vice Chair, and Secretary-Treasurer (collectively, the “Board Officers”), who are elected by Board Members from among themselves. The offices of Secretary and Treasurer are combined and held by one individual.
 - a. Chair. The Chair performs customary duties commonly incident to the office and any additional duties the Board designates or established by Authority policy. Unless otherwise authorized by Board resolution, the Chair signs contracts and other instruments executed on behalf of the Authority.
 - b. Vice Chair. The Vice Chair performs the duties and has the powers of the Chair during the absence or incapacity of the Chair and any additional duties as established by Authority policy.
 - c. Secretary-Treasurer. The Secretary-Treasurer is responsible for oversight of Board records and unless otherwise authorized by Board resolution, the Secretary-Treasurer shall be the official custodian of the Authority’s finances. The Secretary-Treasurer shall perform any additional duties as established by Authority policy.
2. **Term.** No Board Member shall be appointed for a term longer than four (4) years. Board Members may serve consecutive terms. Board Members serve until their successors are appointed.
3. **Vacancies.** Vacancies are filled by the Alexandria City Council for the unexpired term.

ARTICLE III

Chief Executive Officer

1. **Appointment; Status.** The Authority shall have a Chief Executive Officer (the “CEO”) appointed by the Board from outside its membership. The CEO serves at the pleasure of the Board.

2. **Duties.** The CEO is the chief executive for the Authority, responsible for all personnel, operations, and business. The CEO or their designee shall be present at all meetings of the Board, including Committee meetings. The CEO performs the customary duties of the position and carries out any additional duties and powers the Board designates.
3. **Delegation/Designation**
 - a. Signatory Authority. The Board may by resolution delegate to the CEO authority to sign contracts and other instruments on behalf of the Authority.
 - b. Official Custodian of Funds. The Board may by resolution designate the CEO as official custodian of the funds of the Authority.
 - c. CEO Delegation. The CEO may appoint deputies, assistants, and other positions as necessary and may delegate duties and powers to them. The CEO shall designate in writing to the Board the individual(s) who will exercise the CEO's duties during any absence or incapacity and shall provide written notice of any change.

ARTICLE IV

Meetings of the Board

1. **Regular Meetings.** The Board meets on the third Tuesday of each month at 6:00 p.m. at the Authority's Principal Office, unless the Board sets a different time or place in advance at any preceding meeting. Any change to the date, time, or place of a regular meeting must be approved by motion at a prior Board meeting and noticed accordingly. No regular board meeting is held in August.
2. **Special Meetings.** The Chair, or any two Board members acting jointly, may call a special meeting. Special meetings may be held at the time and place stated in the notice. The call for special meeting shall be delivered to the CEO in writing and state the date, time, place, and purpose. Only the business stated in the call may be transacted. Notice and public access for special meetings shall comply with the Virginia Freedom of Information Act (VFOIA) and Authority policy.
3. **Electronic Meetings.** The Board may conduct electronic participation or all-virtual public meetings consistent with the VFOIA.
4. **Public Access.** All meetings of the Board are open to the public except for closed meetings authorized under the VFOIA.
5. **Quorum.** A majority of Board Members shall constitute a quorum. Action requires the affirmative vote of a majority of all Board Members. A vacancy does not prevent a quorum from exercising the Board's powers.
6. **Deadlock/Tie-Vote Procedure.** If the Board is deadlocked on a motion after two successive votes at the same meeting, the matter shall be deferred to the next regular meeting unless two-thirds of all Board Members vote to consider an alternative motion.
7. **Agenda Approval.** At each meeting, the Board adopts an agenda as the first order of business, including approval of the prior meeting's minutes.
8. **Annual Elections.** The election of Officers is held at the July Board meeting each year.

ARTICLE V

Board Committees

1. **Committee Formation.** Committees serve in an advisory role and do not take official action on behalf of the Board. The Board may establish standing or special committees only where there is an ongoing role or function. Committee members are appointed by the Board Chair, who also designates the Committee Chair.
2. **Committee Meetings and Reports.** Committees meet at least annually and may be called by the Committee Chair or the Board Chair. Before the first meeting of a newly formed committee, the Board Chair, CEO, and Committee Chair will meet to review Board-set goals and expectations. The Board Chair may sit on any committee ex officio. The Board Chair and CEO are copied on all committee correspondence. The Committee Chair reports progress and activities to the Board at its meetings.
3. **Committee Quorum.** A quorum of two is required for any recommendation to the Board.
4. **Standing Committees.** The Standing Committees are the Finance and Audit Committee and the Governance Committee. Committee recommendations are submitted to the Board for consideration.
 - 4.1. Finance and Audit Committee. Responsible for the Board's financial oversight. Further detail of the committee's responsibilities is provided in Authority policies.
 - 4.2. Governance Committee. Responsible for advising the Board on effective strategic oversight of the Authority. Further detail of the committee's responsibilities is provided in Authority policies.

ARTICLE VI

Board Compensation

Pursuant to Va. Code § 15.2-5113, Board Members may be compensated and reimbursed for expenses as fixed by resolution of the governing body. As stated in Alexandria City Council Resolution No. 1968 (June 13, 2000), Board Members are compensated at a rate of \$100.00 per meeting attended, plus expenses actually incurred.

ARTICLE VII

Indemnification of Officers and Members

1. **Covered Persons.** "Covered Person" means any current or former Board Member of the Authority, and any person serving at the Authority's request in a similar capacity for another entity.
2. **Defense.** To the extent permitted by Virginia law, the Authority will provide for the defense of any Covered Person for claims arising from acts or omissions in the course and scope of Authority duties. Counsel may be employed and paid by the Authority.
3. **Indemnification.** The Authority may indemnify a Covered Person against liabilities (including judgments and settlements) and reasonable expenses, if the person (i) acted in good faith, (ii) believed the conduct was in, or not opposed to, the Authority's best interests, and (iii) in any

criminal matter, had no reasonable cause to believe the conduct was unlawful. Paying any settlement or judgment is within the Board's discretion.

4. **Mandatory Indemnification for Successful Defense.** If a covered person is successful, on the merits or otherwise, in the defense of any claim, issue, or proceeding, the person is entitled to indemnification for reasonable expenses incurred in that defense.
5. **Approval Process for Indemnification.** Indemnification (unless ordered by a court) must be approved based on a determination that the person meets the standards in paragraph 3 of this Article. This decision will be made:
 - a. By a majority vote of Board members not involved in the case; or
 - b. If such a quorum is unavailable or chooses not to decide, by independent legal counsel in a written opinion.
6. **Advancement.** The Authority may advance expenses before final disposition upon receipt of the Covered Person's written undertaking to repay if indemnification is ultimately unavailable.
7. **Limits; no waiver.** No indemnification for (i) willful misconduct, (ii) a knowing violation of criminal law, (iii) improper personal benefit, or (iv) fines/penalties where prohibited by law. Nothing here waives any governmental or sovereign immunity.
8. **Non-exclusivity; survival.** Rights here are non-exclusive of any other rights, apply after service ends, and inure to heirs and legal representatives.

ARTICLE IX

Fiscal Year of the Authority

The fiscal year of the Authority shall be from July 1 until June 30 of the following year.

ARTICLE X

Implementation and Amendments

1. **Implementation.** The Board may adopt, amend, or repeal policies to implement these Bylaws. Policies shall be consistent with these Bylaws; in the event of a conflict, the Bylaws control.
2. **Amendments.** Except as otherwise provided by law, these Bylaws may be amended or repealed in whole or in part by the Board at any meeting of the Board provided notice of the proposed amendment or repeal is given in the notice of such meeting.

ARTICLE VIII

Official Seal of the Authority

The Authority may adopt and use an official seal as established by resolution of the Board.

AlexRenew Board of Directors Bylaws

Attachment 1 – Alexandria City Council Resolution No. 1968 (June 13, 2000)

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Kerry J. Donley
Mayor

William D. Euille
Vice Mayor

Members of Council
William C. Cleveland
Redella S. Pepper
Lonnie C. Rich
David G. Speck
Lois L. Walker

City of Alexandria, Virginia

*301 King Street, Suite 2300
Alexandria, Virginia 22314*



Beverly I. Jett, CMC
City Clerk and
Clerk of Council

June 14, 2000

(703) 838-4550
Fax: (703) 838-6433

The Honorable Edward Semonian
Chair, Alexandria Sanitation Authority
409 Green Street
Alexandria, Virginia 22314

Dear Ed:

At the Regular Meeting of City Council held on June 13, 2000, City Council adopted Resolution No. 1968 increasing the rate for each member's service to \$100 per meeting attended. I was requested to forward a certified copy of this resolution to the Authority.

Sincerely,

Beverly I. Jett
CMC, City Clerk & Clerk of Council

Enclosure

CERTIFICATION

I, Beverly I. Jett, CMC, City Clerk and Clerk of Council, do hereby certify that the attached is a true copy of Resolution No. 1968 which was adopted by the Alexandria City Council at its Regular Meeting held on June 13, 2000.

Dated this 14th day of June 2000.


Beverly I. Jett, CMC City Clerk
City of Alexandria, Virginia

RESOLUTION NO. 1968

WHEREAS, the Alexandria Sanitation Authority was established by Ordinance adopted by the Alexandria City Council December 20, 1952, pursuant to the Virginia Water and Waste Authorities Act, now codified as § 15.2-5100, et. seq. of the Code of Virginia, 1950, as amended, (the "Authorities Act"); and

WHEREAS, pursuant to § 15.2-5113(C) of the Authorities Act, the Alexandria City Council is authorized and empowered to set the compensation of the members of the Alexandria Sanitation Authority Board; and

WHEREAS, by Resolution adopted March 23, 1954, the City Council recognized that members of the Authority's Board, who are appointed by Council, "must devote an appreciable amount of time and effort to the business of the Authority in order to faithfully discharge the responsibilities and duties incumbent upon them," and set the compensation of such members at \$25.00 per meeting attended, not to exceed \$600.00 in any calendar year, plus expenses actually incurred, all to be paid from Authority funds; and

WHEREAS, the Authority's Board has requested that the compensation of Board members be increased to \$100.00 per meeting attended, in recognition of the increasing complexity of the management, environmental and other issues facing the Authority, and in keeping with present day compensation for board members of water and sewer authorities in surrounding jurisdictions; and

WHEREAS, city council has now determined that it is necessary and desirable to increase the compensation of members of the Authority's Board to \$100.00 per meeting attended, plus expenses actually incurred;

**NOW, THEREFORE, BE IT RESOLVED BY THE
CITY COUNCIL OF ALEXANDRIA, VIRGINIA:**

1. That each of the members of the Alexandria Sanitation Authority Board be compensated for the member's service at the rate of \$100.00 per meeting attended.
2. That reimbursement be made to each member of the Authority Board in the amount of the member's actual expenses necessarily incurred in the performance of the member's duties.
3. That such compensation and reimbursement be made from any available funds now or hereafter in possession of the Authority.
4. That a certified copy of this Resolution be transmitted by the City Clerk to the Authority.
5. That this resolution shall be effective July 1, 2000.

ADOPTED: June 13, 2000


KERRY J. DONLEY MAYOR

ATTEST:


Beverly I. Jett, CMC City Clerk

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Resolution on the Amendment of the Authority's Bylaws

NOW, THEREFORE BE IT RESOLVED that the Bylaws of the Authority are hereby amended.

The form of the Bylaws, as amended, are attached to this Resolution and shall be included with the minutes of this meeting and shall be placed among the official records of the Authority.

This Resolution shall take effect immediately.

Adopted on this 21st day of October 2025.

Rebecca Hammer

Secretary-Treasurer, AlexRenew Board of Directors

John Hill

Chair, AlexRenew Board of Directors

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**BYLAWS OF
CITY OF ALEXANDRIA, VIRGINIA, SANITATION AUTHORITY**

ARTICLE I

Offices and Records of the Authority

1. **Principal Office.** The Principal Office of the Authority shall be in the City of Alexandria, Virginia, at 1800 Limerick Street, Alexandria, or at such other place as shall be fixed by Board resolution.
2. **Records.** The Authority shall keep complete records and minutes of the proceedings of the Board as required by law. Access, retention, and management of records shall be governed by applicable law and Authority policy.

ARTICLE II

Board Appointment and Officers

1. **Board of Directors.** The Authority shall have a Board of Directors made up of five (5) citizen members (“Board Members”) that are appointed by the City Council for the City of Alexandria, pursuant to City Code § 2-4-7.
2. **Officers.** The officers of the Authority Board are the Chair, Vice Chair, and Secretary-Treasurer (collectively, the “Board Officers”), who are elected by Board Members from among themselves. The offices of Secretary and Treasurer are combined and held by one individual.
 - a. Chair. The Chair performs customary duties commonly incident to the office and any additional duties the Board designates or established by Authority policy. Unless otherwise authorized by Board resolution, the Chair signs contracts and other instruments executed on behalf of the Authority.
 - b. Vice Chair. The Vice Chair performs the duties and has the powers of the Chair during the absence or incapacity of the Chair and any additional duties as established by Authority policy.
 - c. Secretary-Treasurer. The Secretary-Treasurer is responsible for oversight of Board records and unless otherwise authorized by Board resolution, the Secretary-Treasurer shall be the official custodian of the Authority’s finances. The Secretary-Treasurer shall perform any additional duties as established by Authority policy.
2. **Term.** No Board Member shall be appointed for a term longer than four (4) years. Board Members may serve consecutive terms. Board Members servehold-office until their successors are appointed. ~~Board Members hold office until their successors are appointed.~~
3. **Vacancies.** Vacancies are filled by the Alexandria City Council for the unexpired term.

ARTICLE III

Chief Executive Officer

1. **Appointment; Status.** The Authority shall have a Chief Executive Officer (the “CEO”) appointed by the Board from outside its membership. The CEO serves at the pleasure of the Board.

2. **Duties.** The CEO is the chief executive for the Authority, responsible for all personnel, operations, and business. The CEO or their designee shall be present at all meetings of the Board, including Committee meetings. The CEO performs the customary duties of the position and carries out any additional duties and powers the Board designates.
3. **Delegation/Designation**
 - a. Signatory Authority. The Board may by resolution delegate to the CEO authority to sign contracts and other instruments on behalf of the Authority.
 - b. Official Custodian of Funds. The Board may by resolution designate the CEO as official custodian of the funds of the Authority.
 - c. CEO Delegation. The CEO may appoint deputies, assistants, and other positions as necessary and may delegate duties and powers to them. The CEO shall designate in writing to the Board the individual(s) who will exercise the CEO's duties during any absence or incapacity and shall provide written notice of any change.

ARTICLE IV

Meetings of the Board

1. **Regular Meetings.** The Board meets on the third Tuesday of each month at 6:00 p.m. at the Authority's Principal Office, unless the Board sets a different time or place in advance at any preceding meeting. Any change to the date, time, or place of a regular meeting must be approved by motion at a prior Board meeting and noticed accordingly. No regular board meeting is held in August.
2. **Special Meetings.** The Chair, or any two Board members acting jointly, may call a special meeting. Special meetings may be held at the time and place stated in the notice. The call for special meeting shall be delivered to the CEO in writing and state the date, time, place, and purpose. Only the business stated in the call may be transacted. Notice and public access for special meetings shall comply with the Virginia Freedom of Information Act (VFOIA) and Authority policy.
3. **Electronic Meetings.** The Board may conduct electronic participation or all-virtual public meetings consistent with the VFOIA.
4. **Public Access.** All meetings of the Board are open to the public except for closed meetings authorized under the VFOIA.
5. **Quorum.** A majority of Board Members shall constitute a quorum. Action requires the affirmative vote of a majority of all Board Members. A vacancy does not prevent a quorum from exercising the Board's powers.
6. **Deadlock/Tie-Vote Procedure.** If the Board is deadlocked on a motion after two successive votes at the same meeting, the matter shall be deferred to the next regular meeting unless two-thirds of all Board Members vote to consider an alternative motion.
7. **Agenda Approval.** At each meeting, the Board adopts an agenda as the first order of business, including approval of the prior meeting's minutes.
8. **Annual Elections.** The election of Officers is held at the July Board meeting each year.

ARTICLE V

Board Committees

1. **Committee Formation.** Committees serve in an advisory role and do not take official action on behalf of the Board. The Board may establish standing or special committees only where there is an ongoing role or function. Committee members are appointed by the Board Chair, who also designates the Committee Chair.
2. **Committee Meetings and Reports.** Committees meet at least annually and may be called by the Committee Chair or the Board Chair. Before the first meeting of a newly formed committee, the Board Chair, CEO, and Committee Chair will meet to review Board-set goals and expectations. The Board Chair may sit on any committee ex officio. The Board Chair and CEO are copied on all committee correspondence. The Committee Chair reports progress and activities to the Board at its meetings.
3. **Committee Quorum.** A quorum of two is required for any recommendation to the Board.
4. **Standing Committees.** The Standing Committees are the Finance and Audit Committee and the Governance Committee. Committee recommendations are submitted to the Board for consideration.
 - 4.1. Finance and Audit Committee. Responsible for the Board's financial oversight. Further detail of the committee's responsibilities is provided in Authority policies.
 - 4.2. Governance Committee. Responsible for advising the Board on effective strategic oversight of the Authority. Further detail of the committee's responsibilities is provided in Authority policies.

ARTICLE VI

Board Compensation

Pursuant to Va. Code § 15.2-5113, Board Members may be compensated and reimbursed for expenses as fixed by resolution of the governing body. As stated in Alexandria City Council Resolution No. 1968 (June 13, 2000), Board Members are compensated at a rate of \$100.00 per meeting attended, plus expenses actually incurred.

ARTICLE VII

Indemnification of Officers and Members

1. **Covered Persons.** "Covered Person" means any current or former Board Member ~~or officer~~ of the Authority, and any person serving at the Authority's request in a similar capacity for another entity.
2. **Defense.** To the extent permitted by Virginia law, the Authority will provide for the defense of any Covered Person for claims arising from acts or omissions in the course and scope of Authority duties. Counsel may be employed and paid by the Authority.
3. **Indemnification.** The Authority may indemnify a Covered Person against liabilities (including judgments and settlements) and reasonable expenses, if the person (i) acted in good faith, (ii) believed the conduct was in, or not opposed to, the Authority's best interests, and (iii) in any

criminal matter, had no reasonable cause to believe the conduct was unlawful. Paying any settlement or judgment is within the Board's discretion.

4. **Mandatory Indemnification for Successful Defense.** If a covered person is successful, on the merits or otherwise, in the defense of any claim, issue, or proceeding, the person is entitled to indemnification for reasonable expenses incurred in that defense.
5. **Approval Process for Indemnification.** Indemnification (unless ordered by a court) must be approved based on a determination that the person meets the standards in paragraph 3 of this Article. This decision will be made:
 - a. By a majority vote of Board members not involved in the case; or
 - b. If such a quorum is unavailable or chooses not to decide, by independent legal counsel in a written opinion.
6. **Advancement.** The Authority may advance expenses before final disposition upon receipt of the Covered Person's written undertaking to repay if indemnification is ultimately unavailable.
7. **Limits; no waiver.** No indemnification for (i) willful misconduct, (ii) a knowing violation of criminal law, (iii) improper personal benefit, or (iv) fines/penalties where prohibited by law. Nothing here waives any governmental or sovereign immunity.
8. **Non-exclusivity; survival.** Rights here are non-exclusive of any other rights, apply after service ends, and inure to heirs and legal representatives.

ARTICLE IX

Fiscal Year of the Authority

The fiscal year of the Authority shall be from July 1 until June 30 of the following year.

ARTICLE X

Implementation and Amendments

1. **Implementation.** The Board may adopt, amend, or repeal policies to implement these Bylaws. Policies shall be consistent with these Bylaws; in the event of a conflict, the Bylaws control.
2. **Amendments.** Except as otherwise provided by law, these Bylaws may be amended or repealed in whole or in part by the Board at any meeting of the Board provided notice of the proposed amendment or repeal is given in the notice of such meeting.

ARTICLE VIII

Official Seal of the Authority

The Authority may adopt and use an official seal as established by resolution of the Board.

AlexRenew Board of Directors Bylaws

Attachment 1 – Alexandria City Council Resolution No. 1968 (June 13, 2000)

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City of Alexandria, Virginia

*301 King Street, Suite 2300
Alexandria, Virginia 22314*



Kerry J. Donley
Mayor

Beverly I. Jett, CMC
City Clerk and
Clerk of Council

William D. Euille
Vice Mayor

June 14, 2000

(703) 838-4550
Fax: (703) 838-6433

Members of Council
William C. Cleveland
Redella S. Pepper
Lonnie C. Rich
David G. Speck
Lois L. Walker

The Honorable Edward Semonian
Chair, Alexandria Sanitation Authority
409 Green Street
Alexandria, Virginia 22314

Dear Ed:

At the Regular Meeting of City Council held on June 13, 2000, City Council adopted Resolution No. 1968 increasing the rate for each member's service to \$100 per meeting attended. I was requested to forward a certified copy of this resolution to the Authority.

Sincerely,

Beverly I. Jett
CMC, City Clerk & Clerk of Council

Enclosure

CERTIFICATION

I, Beverly I. Jett, CMC, City Clerk and Clerk of Council, do hereby certify that the attached is a true copy of Resolution No. 1968 which was adopted by the Alexandria City Council at its Regular Meeting held on June 13, 2000.

Dated this 14th day of June 2000.



Beverly I. Jett, CMC City Clerk
City of Alexandria, Virginia

RESOLUTION NO. 1968

WHEREAS, the Alexandria Sanitation Authority was established by Ordinance adopted by the Alexandria City Council December 20, 1952, pursuant to the Virginia Water and Waste Authorities Act, now codified as § 15.2-5100, et. seq. of the Code of Virginia, 1950, as amended, (the "Authorities Act"); and

WHEREAS, pursuant to § 15.2-5113(C) of the Authorities Act, the Alexandria City Council is authorized and empowered to set the compensation of the members of the Alexandria Sanitation Authority Board; and

WHEREAS, by Resolution adopted March 23, 1954, the City Council recognized that members of the Authority's Board, who are appointed by Council, "must devote an appreciable amount of time and effort to the business of the Authority in order to faithfully discharge the responsibilities and duties incumbent upon them," and set the compensation of such members at \$25.00 per meeting attended, not to exceed \$600.00 in any calendar year, plus expenses actually incurred, all to be paid from Authority funds; and

WHEREAS, the Authority's Board has requested that the compensation of Board members be increased to \$100.00 per meeting attended, in recognition of the increasing complexity of the management, environmental and other issues facing the Authority, and in keeping with present day compensation for board members of water and sewer authorities in surrounding jurisdictions; and

WHEREAS, city council has now determined that it is necessary and desirable to increase the compensation of members of the Authority's Board to \$100.00 per meeting attended, plus expenses actually incurred;

**NOW, THEREFORE, BE IT RESOLVED BY THE
CITY COUNCIL OF ALEXANDRIA, VIRGINIA:**

1. That each of the members of the Alexandria Sanitation Authority Board be compensated for the member's service at the rate of \$100.00 per meeting attended.
2. That reimbursement be made to each member of the Authority Board in the amount of the member's actual expenses necessarily incurred in the performance of the member's duties.
3. That such compensation and reimbursement be made from any available funds now or hereafter in possession of the Authority.
4. That a certified copy of this Resolution be transmitted by the City Clerk to the Authority.
5. That this resolution shall be effective July 1, 2000.

ADOPTED: June 13, 2000


KERRY J. DONLEY MAYOR

ATTEST:


Beverly I. Jett, CMC City Clerk

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Resolution on the Amendment of the Authority's Bylaws

NOW, THEREFORE BE IT RESOLVED that the Bylaws of the Authority are hereby amended.

The form of the Bylaws, as amended, are attached to this Resolution and shall be included with the minutes of this meeting and shall be placed among the official records of the Authority.

This Resolution shall take effect immediately.

Adopted on this 21st day of October 2025.

Rebecca Hammer

Secretary-Treasurer, AlexRenew Board of Directors

John Hill

Chair, AlexRenew Board of Directors

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Resolution on the Designation of the Chief Executive Officer as the Official Custodian of the Authority's Funds

WHEREAS, the AlexRenew Board of Directors (Board) has a fiduciary responsibility to safeguard and properly manage funds and financial assets of the Authority; and

WHEREAS, it is necessary to designate an official custodian of the Authority's funds to ensure appropriate oversight, accountability, and management of financial resources; and

WHEREAS, pursuant to Article III of the Authority's Bylaws, the Board may by resolution designate the Chief Executive Officer as the Official Custodian of the funds of the Authority; and

WHEREAS, the Board previously approved a resolution in October 2010 that designated the Engineer-Director as Official Custodian of the funds of the Authority; and

WHEREAS, in December 2011, the Authority's Bylaws were amended to rename the role of Engineer-Director as the Chief Executive Officer; and

WHEREAS, approval of new resolution is required to designate the Chief Executive Officer as Official Custodian of the funds of the Authority.

NOW, THEREFORE, BE IT RESOLVED that the AlexRenew Board of Directors designates the Chief Executive Officer as the Official Custodian of the funds of the Authority.

Adopted on this 21st day of October 2025.

Rebecca Hammer

Secretary-Treasurer, AlexRenew Board of Directors

John B. Hill

Chair, AlexRenew Board of Directors



Resolution on the Authority of the Chief Executive Officer

WHEREAS, pursuant to Section 15.2-5114 of Virginia Code (Code), the City of Alexandria, Virginia Sanitation Authority d/b/a AlexRenew (Authority) is authorized to contract for goods, services, insurance, and construction; acquire, manage, and dispose of property; borrow money; issue obligations and revenue bonds; and

WHEREAS, pursuant to Section 2.2-4302 of the Code, the Authority is authorized to adopt procurement resolutions and regulations consistent with the Virginia Public Procurement Act; and

WHEREAS, pursuant to Section 15.2-5113 of the Code, the Authority's Chief Executive Officer (CEO) shall perform such duties as may be delegated by the Board of Directors (Board); and

WHEREAS, pursuant to Article III of the Authority's Bylaws, the Board may specifically authorize the CEO to sign contracts and other instruments on behalf of the Authority.

NOW, THEREFORE BE IT RESOLVED that the Board does hereby authorize the CEO to sign on behalf of the Authority the following categories of contracts and other instruments that are in accordance with the general policies and directives of the Authority:

1. Professional Services

- a. New contracts with a value less than \$250,000.
- b. Renewals for contracts previously approved by the Board and in accordance with the contract's original term limitations.
- c. Task Orders and Annual Budgets for contracts previously approved by the Board where the total value is authorized in the adopted Operating and Capital Budget.
- d. Change Orders to a fixed-price contract where the total value is less than 25 percent of the amount of the contract or \$50,000, whichever is greater.

2. Construction

- a. New contracts with a value less than \$250,000.
- b. Renewals for contracts previously approved by the Board and in accordance with the contract's original term limitations.
- c. Task Orders for contracts previously approved by the Board where the total value is authorized in the adopted Operating and Capital Budget.
- d. Change Orders to a fixed-price contract where the total value is less than the percentage of the contract outlined in in the table below or \$50,000, whichever is greater.

CEO Change Order Authority for Fixed-Price Construction Contracts

Total Contract Amount (\$ millions)	Change Order Authority (% of Total Contract Amount)
Under 25	25%
25-50	17%
50-100	10%
100-150	9%
150-200	8%
200-250	7.5%
Over 250	Develop specific delegation of authority language for the project

3. Goods and Services

- a. Any contract, purchase order, or amendment where the total value is authorized in the adopted Operating and Capital Budget.

4. Sole Source Determination in accordance with § 2.2-4303 (E) of Code of up to \$2 million and where the total value is authorized in the adopted Operating and Capital Budget.

5. Emergency Contracts in accordance with § 2.2-4303 (F) of Code and where the total value can be accommodated in the adopted Operating and Capital Budget. AlexRenew defines an emergency as a situation which has an immediate impact on the safety of staff and the general public, the protection of AlexRenew property, and the ability of AlexRenew to carry out its daily mission.

6. Non-monetary Interjurisdictional Agreements, Memoranda of Understanding/Agreement with other public entities.

7. Real Property

- a. Deeds of Easements (temporary and permanent) and vacation of existing easements
- b. Right of Entry Agreements
- c. Licenses

8. Financial Documents/Instruments necessary or beneficial for managing the Authority's funds.

9. Other documents or instruments expressly approved by the Board.

10. The CEO will report monthly to the Board on the use of this authority.

Adopted on this 21st day of October 2025.

Rebecca Hammer

Secretary-Treasurer, AlexRenew Board of Directors

John B. Hill

Chair, AlexRenew Board of Directors

Communications Policy

Date of Adoption: June 21, 2016

Date of Revision: April 18, 2022; June
20, 2023; October 21, 2025

Page 1 of 4

I. Policy Statement

AlexRenew's Board of Directors plays a critical role in advancing the organization's mission and enhancing its reputation through consistent and accurate messaging.

II. Policy Purpose

The purpose of this Policy is to encourage and facilitate open, consistent, and effective communications among the Board of Directors (Board), between the Board and staff, and between the Board and external parties.

III. Communications Principles

The Board are public officials who guide AlexRenew and set rates paid by our customers. The seriousness of this responsibility requires that communication by the Board adhere to the following principles:

- A. **Transparency.** Share appropriate information to provide context and build understanding around decisions, actions, and outcomes.
- B. **Trust.** Build meaningful connections through open and constructive dialogue and respectful interactions.
- C. **Clarity.** Communicate information clearly and concisely, tailoring communications to the specific needs and knowledge of the audience.
- D. **Inclusiveness.** Create an environment where all members are comfortable contributing and participating, ensuring that every voice is valued.
- E. **Shared vision.** While the Board may promote a diversity of views in its internal discussions, it shall strive to communicate externally as a unified body.

IV. Internal Communications

Board decisions are not made by individual members, but by majority vote. Board members should communicate with one another consistently and respectfully, working to build rapport, encourage collaboration, and make informed, unified decisions that support AlexRenew's mission.

A. Board Member Communications

The Board should carry out its activities in the spirit of open governance, in compliance with the requirements set forth by the Virginia Freedom of Information Act and the Code of Virginia § 2.2-3701, which includes, but is not limited to:

1. Properly noticing and posting Board meetings and agendas;
2. Properly describing all items to be considered in a closed session in the agenda for the meeting;
3. Allowing proper public comment on agenda items before or during consideration by the Board;
4. Ensuring Board and Committee meeting agenda materials are properly made available to members of the public; and
5. Not conducting or participating in a series of communications in a group that in total constitutes a quorum of the Board or Committee either directly or through electronic devices, for the purpose of public business. “Public business” is defined as business that is on a public body’s agenda or is likely to come before the public body in the foreseeable future.
 - a. When communicating via email, Board members should refrain from back-and-forth communication with three (3) or more Board members over short intervals (short enough to be considered simultaneous) regarding public business.
 - b. When sending an email to the Board, Board members should copy the Board Chair, and blind copy the remaining Board members. When appropriate, copy the CEO and Board Executive Assistant.

B. AlexRenew Staff Communications

To support transparency and coordination of activities and resources, material communications between Board members and staff are expected to occur through the CEO.

1. Board members should direct questions and requests for information to the CEO and the Board Executive Assistant.
2. The CEO may authorize direct communication with other staff with subject matter expertise.

V. External Communications

The Board’s primary role in external communications is to help strengthen AlexRenew’s reputation and public trust by setting the organization’s strategic goals, approving policies, and providing high-level input related to communications efforts. Board members also serve as powerful advocates in educating the public about AlexRenew’s mission — they act as key stakeholders within the community, sharing important information with the public and listening to community concerns, feedback, and suggestions.

A. AlexRenew Spokesperson

1. AlexRenew’s General Manager and Chief Executive Officer (CEO) or their designee and the Board Chair are AlexRenew’s authorized spokespersons.
2. Other individual board members may be authorized by the Board Chair and CEO to serve as a spokesperson for AlexRenew on a case-by-case basis.

B. General External Communications Guidelines

Board Members often interact with customers and the public through several communication channels. Recommended best practices when speaking in an official capacity as a representative of AlexRenew or during casual conversations regarding AlexRenew official business are outlined in

Table V-1.

Table V-1. General external communications guidelines for the AlexRenew Board

Best Practice	Avoid
Use CEO-approved talking points and materials to the extent applicable	Making unilateral commitments on behalf of AlexRenew
Share AlexRenew's mission, vision, and strategic goals with the public	Making public comments that do not align with AlexRenew's strategic plan
Capture questions from the public and direct them to the CEO in a timely manner	Attempting to solve customer issues and complaints on your own
Keep confidential information confidential	Sharing confidential information
Be knowledgeable of AlexRenew issues affecting the general public – refer members of the public to AlexRenew staff for technical questions	Speculating, oversharing, and misstatements
Use "We," not "I," speak from the perspective of the Board or organization	Sharing personal opinions when representing AlexRenew in public forums
Be respectful, actively listen, and invite feedback from community members	Arguing with or talking at/over members of the public
Celebrate wins, support transparency, and build trust	Avoid oversharing or making premature statements

C. Media Communications

The media can serve as an advocate in sharing AlexRenew's mission with a wider audience. By establishing guidelines and a dedicated spokesperson, AlexRenew can ensure consistent and effective messaging. The following serve as guidelines for the Board's communication with the media:

1. Media inquiries are managed by the CEO;
2. The CEO will approve press releases, talking points, and other materials prior to communication with the media;
3. Board members are encouraged to (1) notify the CEO and Board Chair of any media inquiries and (2) coordinate with the CEO and Board Chair prior to making statements or providing information to the media; and
4. Board members may write op-eds or other articles that pertain to official AlexRenew business. To help ensure the accuracy of such articles and that AlexRenew is not inadvertently put at risk, all articles shall be reviewed by the CEO and Board Chair prior to submission for publication or presentation.

D. Social Media Communications

AlexRenew actively leverages social media to communicate and engage with its customers and

the public. The following serve as guidelines for the Board's use of social media as it relates to AlexRenew official business:

1. Board members are encouraged to promote public posts from AlexRenew's social media platforms;
2. Board members should be aware that they are public officials and that their online presence can affect AlexRenew's reputation. Therefore, Board members are encouraged to use personal social media platforms responsibly and respectfully; and
3. Board members should avoid using personal social media platforms to discuss official AlexRenew business.

E. External Communications Matrix

The External Communications Matrix, provided as Attachment 1, serves as a strategic tool to define the Board's external communications responsibilities, ensuring clear, consistent, and effective information sharing. The matrix includes the following elements:

1. AlexRenew's primary channels for external board-related communications;
2. The recipient/audience (stakeholders) within each communication channel;
3. Topics for Board member listening and types of information to be shared within each communication channel; and
4. Board responsibilities and frequency of engagement for each communication channel.

Based on the strategic direction of the organization, the matrix may be modified by a Board action without an update to this Policy.

Attachment 1 – External Communications Matrix

Updated: October 21, 2025

External Communications Channel	Stakeholders						Listening Topics					Communications Topics					Board Responsibility
	Customers	Community Members	Government Officials	Regulatory Agencies	Nonprofits	Staff	Environment	Rates	Affordability/Housing	Politics/Legislative	Reputation	Major Initiatives	Budget and Rates	Programs and Policies	AlexRenew Events	Board-related Items	
City Council Meetings			x				x	x	x	x	x						- Attend based on Board preference and agenda topics
Homeowners, Civic Association, and Commission Meetings	x	x					x	x	x		x	x	x	x	x	x	- Attend meetings based on Board preference or those related to AlexRenew official business - Attend Alexandria Federation of Civic Associations Meeting monthly (Board Chair only)
Community Events	x	x	x		x		x	x	x		x	x			x	x	- Volunteer to support Ellen Pickering award annually - Participate in STEM events managed by AlexRenew staff
Business Community Events	x	x	x		x		x	x	x	x	x						- Attend City Manager Breakfast annually - Attend one (1) Chamber event based on Board preference annually
AlexRenew Events	x	x	x		x	x	x	x			x	x	x	x		x	- Attend and participate, when possible - Emcee (Board Chair only)
Media							x	x	x	x	x						- Share news articles
Social Media	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	- Follow AlexRenew social media, like and share posts

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Communications Policy

Date of Adoption: June 21, 2016

Date of Revision: April 18, 2022; June
20, 2023; October 21, 2025

Page 1 of 5

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2. The CEO will approve press releases, talking points, and other materials prior to communication with the media;
3. Board members are encouraged to (1) notify the CEO and Board Chair of any media inquiries and (2) coordinate with the CEO and Board Chair prior to making statements or providing information to the media; and
4. Board members may write op-eds or other articles that pertain to official AlexRenew business. To help ensure the accuracy of such articles and that AlexRenew is not inadvertently put at risk, all articles shall be reviewed by the CEO and Board Chair prior to submission for publication or presentation.

D. Social Media Communications

AlexRenew actively leverages social media to communicate and engage with its customers and the public. The following serve as guidelines for the Board's use of social media as it relates to

AlexRenew official business:

1. Board members are encouraged to promote public posts from AlexRenew's social media platforms;
2. Board members should be aware that they are public officials and that their online presence can affect AlexRenew's reputation. Therefore, Board members are encouraged to use personal social media platforms responsibly and respectfully; and
3. Board members should avoid using personal social media platforms to discuss official AlexRenew business.

E. External Communications Matrix

The External Communications Matrix, provided as Attachment 1, serves as a strategic tool to define the Board's external communications responsibilities, ensuring clear, consistent, and effective information sharing. The matrix includes the following elements:

1. AlexRenew's primary channels for external board-related communications;
2. The recipient/audience (stakeholders) within each communication channel;
3. Topics for Board member listening and types of information to be shared within each communication channel; and
4. Board responsibilities and frequency of engagement for each communication channel.

Based on the strategic direction of the organization, the matrix may be modified by a Board action without an update to this Policy.

Attachment 1 – External Communications Matrix

Updated: October 21, 2025

External Communications Channel	Stakeholders						Listening Topics					Communications Topics					Board Responsibility
	Customers	Community Members	Government Officials	Regulatory Agencies	Nonprofits	Staff	Environment	Rates	Affordability/Housing	Politics/Legislative	Reputation	Major Initiatives	Budget and Rates	Programs and Policies	AlexRenew Events	Board-related Items	
City Council Meetings			x				x	x	x	x	x						- Attend based on Board preference and agenda topics
Homeowners, Civic Association, and Commission Meetings	x	x					x	x	x		x	x	x	x	x	x	- Attend meetings based on Board preference or those related to AlexRenew official business - Attend Alexandria Federation of Civic Associations Meeting monthly (Board Chair only)
Community Events	x	x	x		x		x	x	x		x	x			x	x	- Volunteer to support Ellen Pickering award annually - Participate in STEM events managed by AlexRenew staff
Business Community Events	x	x	x		x		x	x	x	x	x						- Attend City Manager Breakfast annually - Attend one (1) Chamber event based on Board preference annually
AlexRenew Events	x	x	x		x	x	x	x			x	x	x	x		x	- Attend and participate, when possible - Emcee (Board Chair only)
Media							x	x	x	x	x						- Share news articles
Social Media	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	- Follow AlexRenew social media, like and share posts

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Board Committees Policy

Date of Adoption: October 2010

Date of Revision: April 19, 2022; March
19, 2024; October 21, 2025

Page 1 of 2

I. Policy Statement

Committees serve as a practical way to structure and manage the Board's workload so that the full Board can use meetings to focus on the big picture and critical decisions. Committees are more effective when their roles and responsibilities are clearly defined by the Board.

II. Policy Purpose

The purpose of this policy is to establish the roles and responsibilities of the Board's two standing committees – the Governance Committee and the Finance and Audit Committee.

III. Committee Framework

Refer to Article V of the Bylaws for the committee framework (advisory status, formation/standing committees, Chair appointments).

IV. Governance Committee

A. The Governance Committee's roles and responsibilities include:

1. Reviewing and recommending updates to Board policies;
2. Developing new Board policies;
3. Meeting annually with each Board member to assess their continuing interest in Board membership;
4. Proposing changes in Board or committee structure;
5. Assisting with management and oversight of Board orientation;
6. Leading periodic assessments of the Board's performance; and
7. Assisting the Board Chair with disciplinary action against a member, as necessary.

B. The standing agendas for the Governance Committee meetings include the following topics at a minimum:

1. Spring Meeting
 - a. Annual governance training
 - b. Board continuing education opportunities
 - c. Board composition assessment and expertise matrix
2. Fall Meeting

- a. Review need for new or updates to existing Board policies
- b. Review and self-assessment of the Board's performance
- c. Review, discuss, and establish annual retreat topics

V. Finance and Audit Committee

A. The Finance and Audit Committee's roles and responsibilities include:

- 1. Reviewing, updating, and recommending updates to Board financial policies;
- 2. Overseeing the annual operating and capital budget process including the development of recommendations related to rates, fees, and charges;
- 3. Recommending an annual operating and capital budget, as well as rates, fees and charges to the Board for its consideration and approval;
- 4. Monitoring implementation of the Board-approved operating and capital budget, rates, fees, and charges; and
- 5. Annual Audit:
 - a. Ensuring that the organization has an annual and timely independent audit of its financial statements;
 - b. Receiving and reviewing the draft Annual Comprehensive Financial Report (ACFR);
 - c. Meeting with the Independent Auditor to receive and review the Independent Auditor's annual report including any qualifications to the Independent Auditor's opinion and any reported internal control deficiencies;
 - d. Reporting any such qualifications and internal control deficiencies, and AlexRenew's staff response to the Board;
 - e. Recommending the receipt and acceptance of the draft ACFR, as well as the Independent Auditor's reports, by the Board; and
 - f. Monitoring the correction of identified internal control deficiencies.

B. The standing agendas for the Finance and Audit Committee meetings include the following topics at a minimum:

- 1. Spring Meeting
 - a. Preliminary draft operating and capital budget review and recommendation
 - b. Rate adjustment review, if during a rate-setting year
- 2. Fall Meeting
 - a. Review of draft audit and annual comprehensive financial report for the immediate prior fiscal year
 - b. Preview for upcoming fiscal year budget

Board Committees Policy

Date of Adoption: October 2010

Date of Revision: April 19, 2022; March
19, 2024; October 21, 2025

Page 1 of 2

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Refer to Article V of the Bylaws for [the committee framework \(advisory status, formation/standing committees, Chair appointments\). protocols related to Board committees, including but not limited to the number of committee members, ex officio, and meeting frequency.](#)

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 - a. Review of [draft](#) audit and annual comprehensive financial report for [the immediate](#) prior fiscal year
 - b. Preview for upcoming fiscal year budget

Board Roles and Responsibilities Policy

Date of Adoption: 2010

Date of Revision: May 16, 2016; April 19, 2022; September 18, 2022; September 19, 2023; October 21, 2025

Page 1 of 4

I. Policy Statement

The AlexRenew Board of Directors (Board) serves as the governing body of AlexRenew and is responsible for providing strategic direction, ensuring effective oversight, and safeguarding the organization's mission and vision. Each member is expected to act in the best interests of the organization, exercise sound judgment, and fulfill their fiduciary, legal, and ethical duties.

II. Policy Purpose

The purpose of this policy is to define the roles and responsibilities of the Board to ensure consistent governance practices, strengthen organizational effectiveness, and support achievement of AlexRenew's mission.

III. Board Responsibilities

The Board is responsible for the success of AlexRenew in achieving its mission of effective and compliant wastewater treatment. The Board exercises this responsibility in the following key areas:

- A. Establish and periodically update the organization's strategic plan, which includes its mission and vision.
- B. Select the Chief Executive Officer (CEO) through a merit-based process; empower the CEO with clear goals, authority, and resources to execute the Board's strategy; and conduct a fair, goals-based performance review at least annually.
- C. Ensure the organization's financial and operational health through the review and approval of the annual operating and capital budget, associated rates, and the 10-year capital improvement program.
- D. Appoint external financial auditor, receive and accept the annual audit, and oversee corrective actions, if any.
- E. Conduct member orientation, periodic Board self-evaluation, and succession planning to cultivate a bench of future Board candidates.
- F. Ensure compliance with applicable law, including the Virginia Freedom of Information Act and the State and Local Government Conflict of Interests Act, and model high ethical standards.
- G. Enhance the organization's public standing by effectively communicating the organization's mission, goals, and accomplishments to the community. Fulfill legal responsibility, including duty of care, the duty of loyalty, and the duty of obedience.
 1. Duty of Care. Exercise reasonable care, due diligence, and skill in making decisions on behalf

of the organization.

2. Duty of Loyalty. Act in the best interest of the organization at all times.
3. Duty of Obedience. Be faithful to the organization's legally prescribed mission.

IV. Board Member and Officer Job Descriptions

Refer to Article II of the Bylaws for an overview of the Board, including but not limited to the number of members, its officers, and Board Member terms. Duties of Board Members and officers are detailed below.

A. The Board Member job description includes the following duties:

1. Actively participate in the organization's strategic planning process.
2. Partner with the CEO in achieving the organization's mission.
3. Prepare for, attend, and participate in Board meetings, organizational events, and related meetings.
4. Stay informed about committee matters and participate actively in committee work.
5. Volunteer, accept, and complete assignments thoroughly and on time.
6. Build and maintain a respectful working relationship with other Board Members and the CEO.
7. Be conversant on key issues facing the organization.
8. Advocate for the organization in the community.

B. The Board Chair job description includes:

1. Provide Board leadership.
2. Preside over all Board meetings.
3. Ensure the Board's role in strategic planning.
4. Guide and mediate Board actions.
5. Provide feedback on the effectiveness of Board Members.
6. Appoint committee chairs.
7. Co-sign Board resolutions along with the Board Secretary-Treasurer.
8. Assist the CEO in conducting new Board Member orientation.
9. Oversee the search and hiring of the CEO.
10. Coordinate the CEO's annual performance evaluation in collaboration with other Board Members.
11. Act as an alternate spokesperson for the organization.

C. The Board Vice Chair job description includes:

1. Participate as a vital part of Board leadership.
2. Understand and perform the Board Chair responsibilities in the Board Chair's absence (see

Board Chair duties).

3. Chair the Governance Committee.
 4. Execute special assignments requested by the Board Chair.
- D. The Board Secretary-Treasurer job description includes:
1. Ensure effective management, safety, and accuracy of Board records.
 2. Co-sign Board resolutions along with the Board Chair.
 3. Review and sign Board meeting minutes and ensure timely distribution to Board Members.
 4. Understand the Board's legal framework and financial accounting for the organization.
 5. Assume responsibilities of Board Chair in the absence of Board Chair and Board Vice Chair.

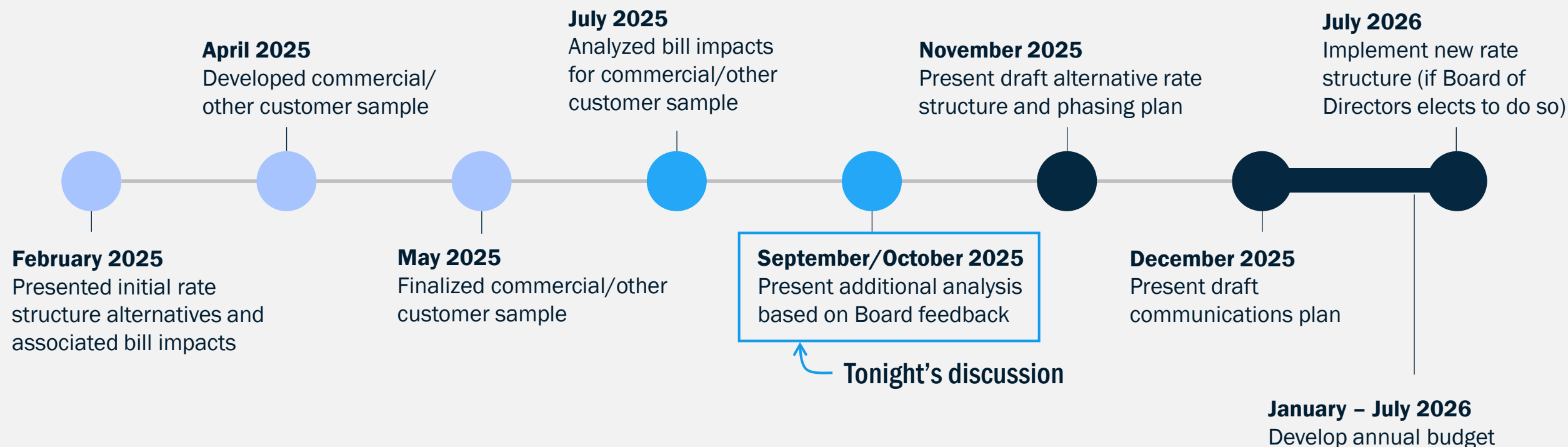
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RATE STRUCTURE ALTERNATIVES EVALUATION **BENEFITS AND CONCERNS**

BOARD OF DIRECTORS MEETING | OCTOBER 21, 2025

Rate Structure Alternatives Evaluation Timeline



AlexRenew Rate-Setting Objectives

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



Words of Wisdom from Mr. Ori

At the February 2025 AlexRenew Board Retreat, Mr. Robert Ori of Raftelis shared case studies of various utilities' rate structures to show the diversity of rate structures used across the country. He summarized final thoughts for the Board's consideration of alternative rate structures.

- **No one rate structure design perfectly meets every utility objective or need**
- **No one rate structure will remain perfect for a utility over the years**
- **On a periodic basis, a utility should define its rate-setting philosophy and objectives, design its rate structure accordingly, and adjust both as needed over time**

Words of Wisdom from Mr. Teodoro

At the February 2025 AlexRenew Board Retreat, Mr. Manny Teodoro, professor at the University of Wisconsin-Madison's La Follette School of Public Affairs identified several options to improve equity through rate design in his presentation titled "New Ideas in Rate Setting and Affordability."



1. More classes
2. ERU-based rates ←
3. AlexRenew-specific ERUs & classes
4. Tailored rates
5. Progressive pricing
6. Volume allowance in fixed charge
7. Manage revenue risk with financial policy ←



Rate Structure Alternatives Analyzed

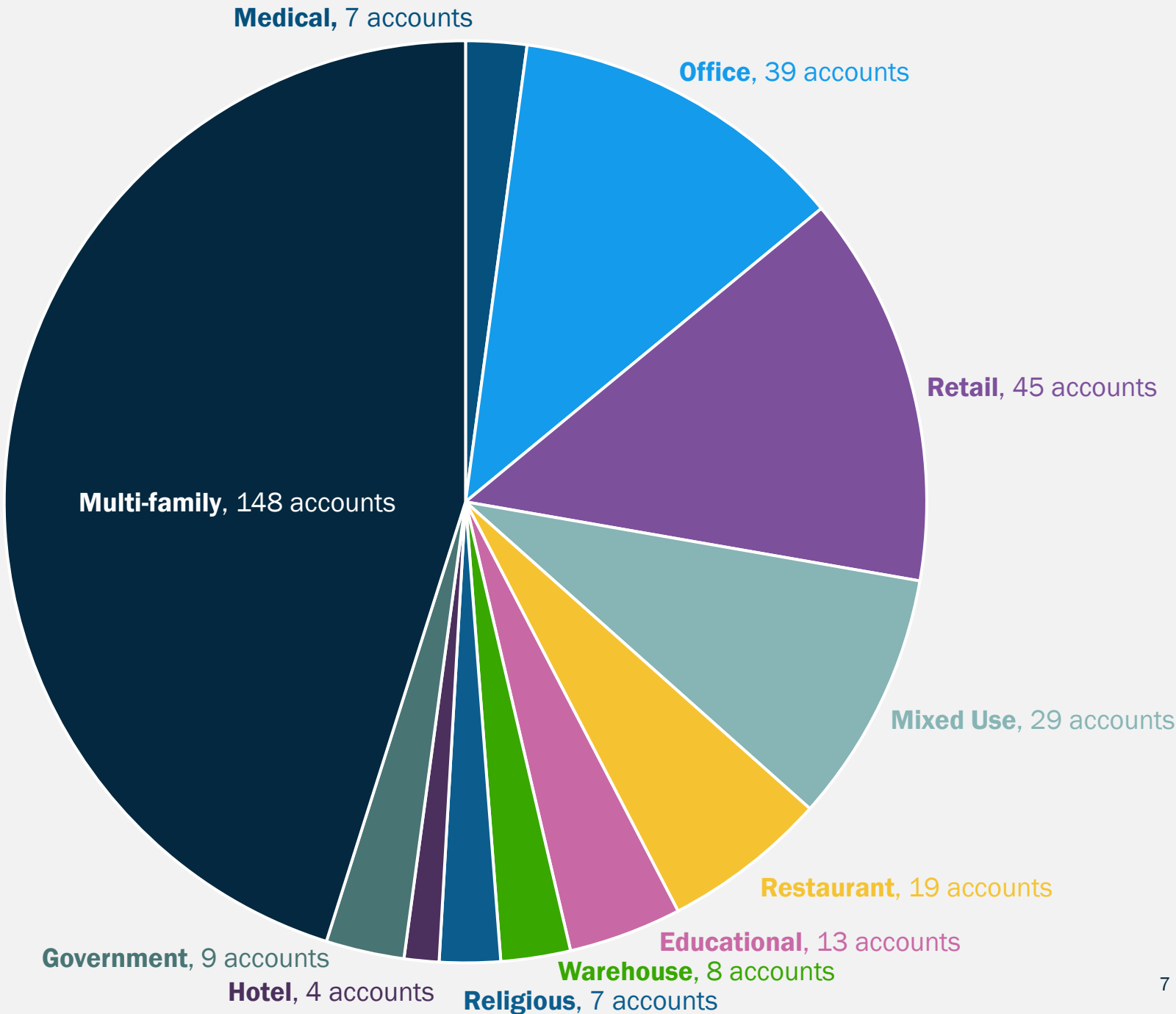
AlexRenew staff evaluated two potential alternative rate structures: equivalent residential units and volumetric-only.

Alternative 1	Alternative 2	Alternative 3
Current Rate Structure	Equivalent Residential Units (ERUs)	Volumetric-only
- Divided into a base charge and a volumetric charge - Base charge was developed based on meter equivalency factors established by the American Water Works Association	- Updates the customer’s base charge based on the number of ERUs associated with the customer account - ERU is determined based on billed flows compared to the average monthly flow of a single residential unit - Only affects the customer’s base charge - Volumetric charge (billed flows) is not affected	- Eliminates customer’s base charge completely - Customer is billed solely using the volumetric charge (billed flows)

Commercial and Other Public Agency Sample

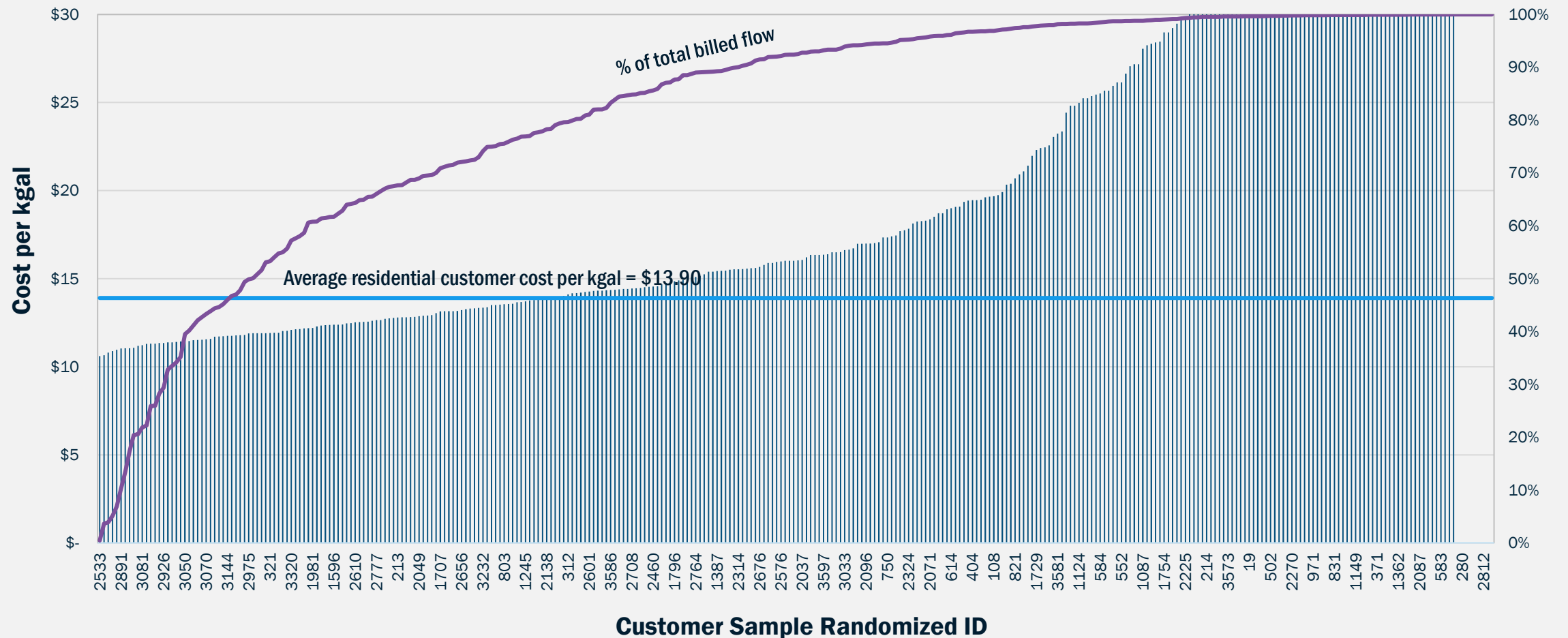
AlexRenew developed a statistically representative sample of the Commercial and Other Public Agency classes to conduct a more detailed bill impact analysis for the proposed alternative rate structures.

The sample size represents **328 customers**, which is approximately 10% of the total customers within the Commercial and Other Public Agency classes.



AlexRenew Customer Cost per kgal

AlexRenew customers within the Commercial and Other Public Agency sample pay a cost per kgal of approximately \$10 to \$30, compared to a residential customer's average cost per kgal of \$13.90.



Bill Impacts of Alternative AlexRenew Rate Structures

AlexRenew staff evaluated the potential bill impacts for two alternative rate structures: equivalent residential unit and volumetric-only. The impacts illustrated below represent the average bill change across the 328 Commercial and Other Public Agency sample.

Subcategory	Accounts	Existing Bill	Equivalent Residential Unit				Volumetric-only			
			New Bill	\$ Change	% Change	Cost/kgal	New Bill	\$ Change	% Change	Cost/kgal
Medical	7	\$203.86	\$70.52	(\$133.34)	-65%	\$13.41	\$70.72	(\$133.14)	-65%	\$13.37
Warehouse	8	\$155.79	\$85.64	(\$70.16)	-45%	\$13.41	\$85.88	(\$69.91)	-45%	\$13.37
Religious	7	\$338.94	\$258.76	(\$80.18)	-24%	\$13.41	\$259.51	(\$79.43)	-23%	\$13.37
Retail	45	\$321.25	\$246.64	(\$74.61)	-23%	\$13.41	\$247.36	(\$73.90)	-23%	\$13.37
Office	39	\$602.22	\$470.31	(\$131.90)	-22%	\$13.41	\$471.67	(\$130.55)	-22%	\$13.37
Educational	13	\$779.90	\$633.29	(\$146.61)	-19%	\$13.41	\$635.12	(\$144.79)	-19%	\$13.37
Mixed Use	29	\$459.20	\$396.29	(\$62.91)	-14%	\$13.41	\$397.43	(\$61.77)	-13%	\$13.37
Government	9	\$1,088.51	\$972.73	(\$115.79)	-11%	\$13.41	\$975.53	(\$112.98)	-10%	\$13.37
Restaurant	19	\$479.93	\$459.20	(\$20.73)	-4%	\$13.41	\$460.53	(\$19.40)	-4%	\$13.37
Hotel	4	\$3,692.46	\$4,015.33	\$322.87	9%	\$13.41	\$4,026.91	\$334.45	9%	\$13.37
Multi-family	148	\$2,039.93	\$2,224.14	\$184.21	9%	\$13.41	\$2,230.56	\$190.63	9%	\$13.37
Residential	13,700	\$47.92	\$43.46	(\$4.46)	-9%	\$13.41	\$43.58	(\$4.33)	-9%	\$13.37

Values presented are representative of Fiscal Year 2025 rates and Fiscal Year 2024 flows and representative of the Commercial and Other Public Agency customer sample

Why do some customers see a bill decrease, while others see an increase?

AlexRenew's current rate structure uses a meter equivalency to establish a base rate for its customers. Water meter size is primarily determined by the water utility based on the estimated water demand for a specific property. This involves assessing the size and type of building, the number of water fixtures, and anticipated peak flow rates ([see Virginia American Water recommendations here](#)). Under the ERU and volumetric rate structures evaluated, customers with a large meter and low water use will see an overall bill decrease, while those with a small meter and high water use will see a bill increase. This is because both rate structures rely on volumetric use to set all charges.

Item	Customer 1	Customer 2	Customer 3	Customer 4	Customer 5
Meter size	 Large	 Large	 Medium	 Small	 Small
Water usage	 High	 Low	 Medium	 High	 Low
Cost per kgal under current rate structure	Close to residential	Highest	Close to residential	Lowest	Close to residential
Anticipated bill impact (ERU or volumetric rate structure)	Minimal impact	Bill decrease 	Minimal impact	Bill increase 	Minimal impact

Bill Simplicity of Alternative Rate Structures

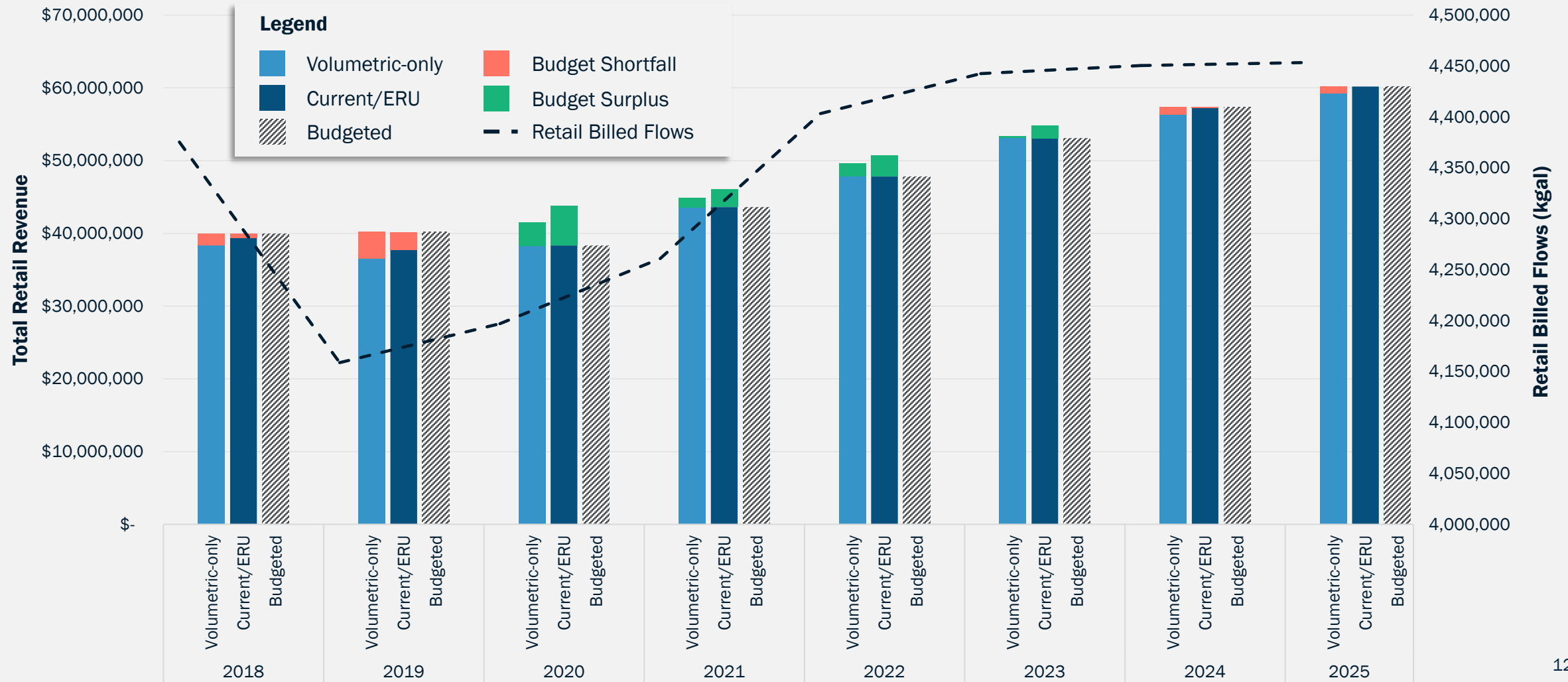
AlexRenew staff developed example bills for the two alternative rate structures: equivalent residential unit and volumetric-only to illustrate the anticipated simplicity of communicating the rate structure compared to the current rate structure.

Current Rate	Equivalent Residential Units	Volumetric-only																																												
<table><tr><td>Current Charges</td><td>10/21/25</td></tr><tr><td>Wastewater Treatment Charge</td><td>\$410.40</td></tr><tr><td>Base Charge</td><td>\$128.83</td></tr><tr><td colspan="2">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.</td></tr><tr><td>City Sanitary Sewer System Capital Investment and Maintenance Fee</td><td>\$91.20</td></tr><tr><td>Current Charges</td><td>\$630.43</td></tr><tr><td colspan="2">Find bill details on the back side of your statement</td></tr></table>	Current Charges	10/21/25	Wastewater Treatment Charge	\$410.40	Base Charge	\$128.83	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	\$91.20	Current Charges	\$630.43	Find bill details on the back side of your statement		<table><tr><td>Current Charges</td><td>10/21/25</td></tr><tr><td>Wastewater Treatment Charge</td><td>\$410.40</td></tr><tr><td>Base Charge</td><td>\$128.83</td></tr><tr><td>Equivalent Residential Unit (ERU)</td><td>11.83</td></tr><tr><td colspan="2">One (1) ERU equals 3.5 kgals which is the average daily water use of a single-family residential customer. ERUs are calculated by dividing the 12-month average monthly water in kgals by 3.5.</td></tr><tr><td>Base Charge per ERU</td><td>\$10.89</td></tr><tr><td colspan="2">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.</td></tr><tr><td>City Sanitary Sewer System Capital Investment and Maintenance Fee</td><td>\$91.20</td></tr><tr><td>Current Charges</td><td>\$630.43</td></tr><tr><td colspan="2">Find bill details on the back side of your statement</td></tr></table>	Current Charges	10/21/25	Wastewater Treatment Charge	\$410.40	Base Charge	\$128.83	Equivalent Residential Unit (ERU)	11.83	One (1) ERU equals 3.5 kgals which is the average daily water use of a single-family residential customer. ERUs are calculated by dividing the 12-month average monthly water in kgals by 3.5.		Base Charge per ERU	\$10.89	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	\$91.20	Current Charges	\$630.43	Find bill details on the back side of your statement		<table><tr><td>Current Charges</td><td>10/21/25</td></tr><tr><td>Wastewater Treatment Charge</td><td>\$539.23</td></tr><tr><td>City Sanitary Sewer System Capital Investment and Maintenance Fee</td><td>\$91.20</td></tr><tr><td>Current Charges</td><td>\$630.43</td></tr><tr><td colspan="2">Find bill details on the back side of your statement</td></tr></table>	Current Charges	10/21/25	Wastewater Treatment Charge	\$539.23	City Sanitary Sewer System Capital Investment and Maintenance Fee	\$91.20	Current Charges	\$630.43	Find bill details on the back side of your statement	
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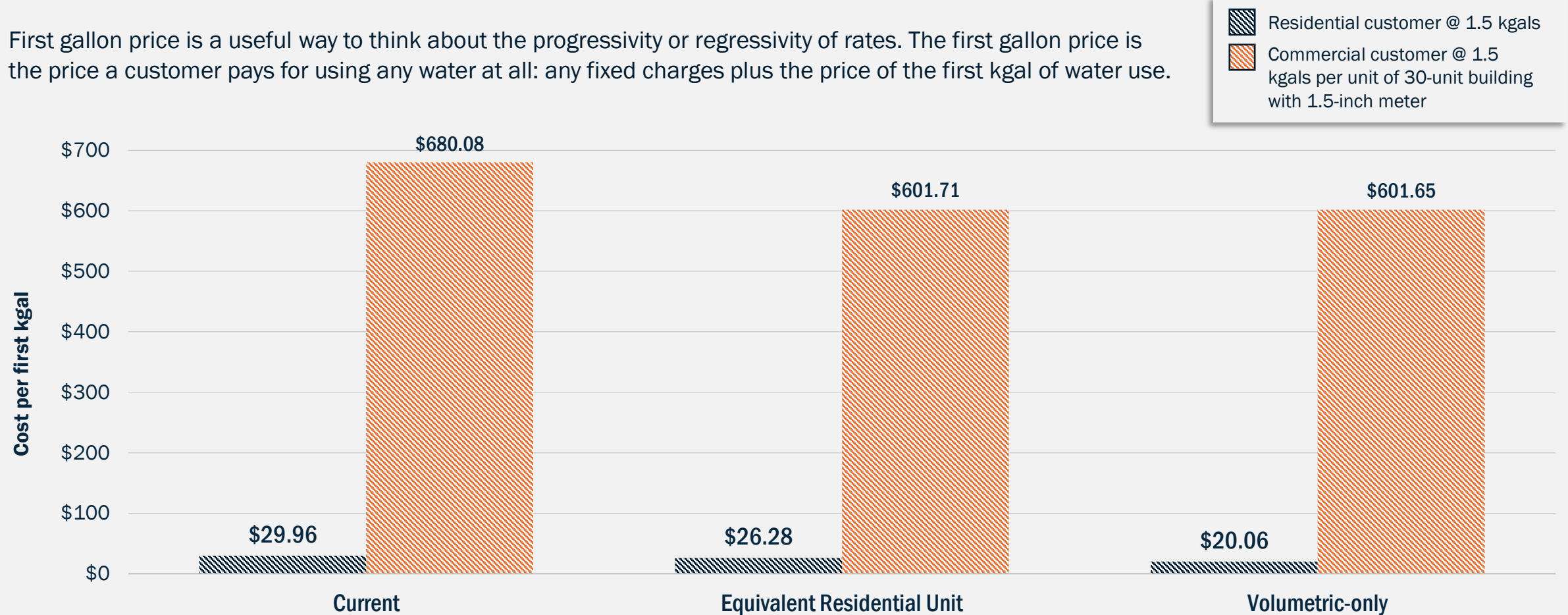
Cost Recovery Compared to Budget

Estimated cost recovery for current, ERU, and volumetric-only rate structures compared to budget. Note: current and ERU cost recovery is assumed to be the same since they both recover the same cost through a fixed charge.



First Gallon Price Analysis

First gallon price is a useful way to think about the progressivity or regressivity of rates. The first gallon price is the price a customer pays for using any water at all: any fixed charges plus the price of the first kgal of water use.



Based on the first gallon price analysis, both ERU and volumetric-only rate structure alternatives show a shift in the cost burden from low-volume to high-volume customers. The ERU and volumetric-only rate structures are more progressive than the current rate structure for both customer classes, with volumetric-only being the most progressive structure for residential single-family customers.

Incentivizing Conservation

ERU and volumetric-only rate structures directly link customer charges to the volume of water used, improving the incentive for customers to reduce consumption to lower their bills, compared to the current rate structure. Volumetric-only improves conservation since a single charge is tied to water use.



Volumetric-only Unmitigated Risk Register

September 2025 risk register for a volumetric-only rate structure, without implementing risk mitigation(s)

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 a need for increase reserves and any customer use trends 3. Change Master Indenture of Trust and financial policies to incorporate a rate stabilization fund (reserves that allow for debt service coverage compliance) 4. 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	A volumetric-only rate structure leads to unmitigated volatility in revenue that impacts AlexRenew’s key financial metrics and leads to a downgrade in AlexRenew’s AAA rating to AA+	1	3	3	3	1. Same as Risk ID 100
103	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. Same as Risk ID 100
104	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. <i>Cannot be mitigated without addition of a fixed charge</i>
105	Customers with seasonal use see greater variability in their bills resulting in complaints	3	1	1	3	1. Conduct robust customer education and outreach 2. Develop and implement phasing plan
106	Conversion to a volumetric-only rate structure is confusing to customers resulting in customer complaints	3	1	2	6	1. Same as Risk ID 105

Volumetric-only Residual Risk Register

September 2025 risk register for a volumetric-only rate structure, illustrating the residual (remaining) risk, assuming that all identified mitigation(s) listed on the previous slide (Slide 13) are implemented.

Risk ID	Risk Description	Unmitigated Risk Rating				Residual Risk Rating			
		Likelihood	Impact		Risk Rating	Likelihood	Impact		Risk Rating
			Cost	Reputation			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	2	3	3
101	A volumetric-only rate structure leads to increased revenue volatility and reduced revenues during upset events	3	2	3	9	2	1	1	2
102	A volumetric-only rate structure leads to unmitigated volatility in revenue that impacts AlexRenew's key financial metrics and leads to a downgrade in AlexRenew's AAA rating to AA+	1	3	3	3	1	1	3	3
103	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	2	1	--	2
104	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	5	2	2	10
105	Customers with seasonal use see greater variability in their bills resulting in complaints	3	1	1	3	1	1	1	1
106	Conversion to a volumetric-only rate structure is confusing to customers resulting in customer complaints	3	1	2	6	2	1	1	2

Benefits and Concerns of Rate Structure Alternatives

Summary of the benefits and concerns of equivalent residential unit and volumetric-only rate structures based on AlexRenew's Rate-setting Objectives.

Equivalent Residential Units

- ✓ Fixed charge revenues minimize the magnitude of revenue loss during upset events
- ✓ Fixed charge helps moderate revenue volatility
- ✓ Greater revenue stability = more predictable and stable rates
- ✓ Reduced first gallon price, may improve affordability for some low-volume customers
- ✓ Potential bill decreases for majority of customers
- ✓ Significantly improves equity in cost per kgal across all customer classes and customer type
- ✓ Improves conservation incentive – fixed charge is tied to usage
- ✓ Easier to understand than meter equivalents
- ✓ Minor modification to current rate structure
- Base charge is tied to 12-months of usage causing a lag effect on revenues
- Customers who use more than their meter size capacity allocation will see a rate increase
- The calculation of the ERU factor may be difficult to explain and understand

Volumetric-only

- ✓ Lowest first gallon price, may improve affordability for some low-volume customers
- ✓ Potential bill decreases for majority of customers
- ✓ Improves equity in cost per kgal across all customer classes and customer types
- ✓ Improves conservation incentive – single charge tied to actual water use
- ✓ Simple and transparent billing
- Potential for revenue volatility during upset events
- Less stable due to flow changes – potential for more frequent (and higher) rate adjustments
- Revenues follow billed flow patterns which are more challenging to predict in long-term planning
- Customers with usage month-over-month subsidize zero bill accounts
- Customers with zero use (19% of accounts) do not contribute, creating some inequity in the rate structure
- Customers who use more than their meter size capacity allocation will see a rate increase
- Major change from current rate structure

Evaluation of Pricing Objectives

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 reduce need for dramatic year-to-year adjustments 	Same as current/approved 	Revenue volatility from upset event, may require higher rate adjustment 	
5	Affordability	Highest first gallon price 	Reduced first gallon price; most customers have a rate decrease compared to current, while some customers see a rate increase (water use vs meter size) 	Lowest first gallon price; same rate increase/decrease impacts as ERU 	
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 	Improves conservation incentive, fixed charge is based on usage 	Improves conservation incentive, single charge is tied to water use 	
9	Simplicity	Explanation of fixed charge (based on meter size) is challenging 	All charges based on actual water use; simpler than current, but still complicated 	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 	





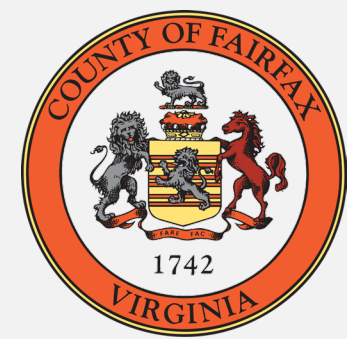
AlexRenew

NOVA REGIONAL BIOSOLIDS STUDY UPDATE

BOARD OF DIRECTORS | OCTOBER 21, 2025

NOVA Regional Biosolids Study **Partners**

In anticipation of more stringent biosolids management regulations, AlexRenew, Arlington County, Fairfax County, Fauquier County Water and Sewer Authority, Loudoun Water, Prince William Water, and Upper Occoquan Service Authority are exploring viable alternatives to land application through a joint regional study.



Authorities

Municipalities

NOVA Regional Biosolids Study **Goals**

In May 2025, the Partners launched a study to explore the feasibility of establishing a regional biosolids processing facility in Northern Virginia. The study has five overarching goals:

1

Feasibility Study

Jointly develop a feasibility study to identify and evaluate alternatives for the regional management of biosolids

2

Economies of Scale

Create economies of scale to support potential savings to ratepayers

3

Governance Framework

Develop a framework to support governance alternatives for a new regional entity

4

Partnership

Further develop partnerships between Northern VA authorities and municipalities

5

Next Steps

Identify future steps for further development and implementation of a regional facility

NOVA Regional Biosolids Study Scope

Tonight's discussion



Project Management

Establish a project charter

Set up meeting and review cadence to meet completion date



Alternatives Evaluation

Conduct alternatives evaluation for identified technologies

Develop implementation schedule

Study incorporation of diverse feedstocks

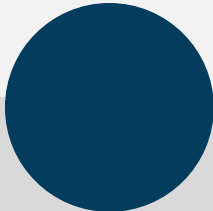
Provide case studies for operability and constructability

Complete a siting study for locating a regional facility



Regional Case Studies

Analyze other regional biosolids facilities and determine applicability to Northern Virginia



Business Case Evaluation

Conduct a business case evaluation, including capital cost investment, life-cycle cost analysis, and alternative end use markets



Regulatory Review

Analyze current and pending regulations and identify concerns, such as PFAS



Governance Analysis

Review governance alternatives for a new regional entity

Identify potential funding sources for construction

Identify potential uses of energy (and utilized by a joint venture)

Conduct risk analysis and identify potential obstacles to success of a joint venture

NOVA Regional Biosolids Study Charter

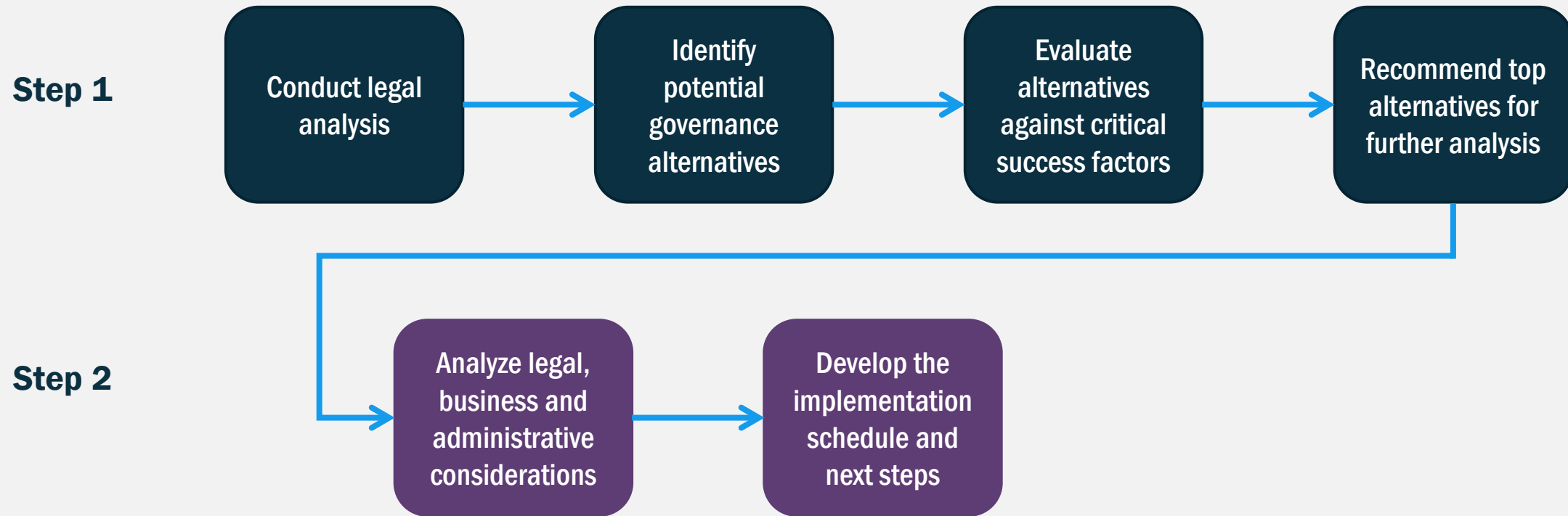


Chartering allows partners to gain alignment on the vision, purpose, and critical success factors for the study. During chartering the Regional Partners established six (6) critical success factors that build on the study goals:

- 1 Maintain current and future compliance
- 2 Establish governance and management structure
- 3 Maintain affordable rates
- 4 Provide flexibility for future management options
- 5 Foster community support
- 6 Maximize environmental benefits

NOVA Regional Biosolids Study Governance Analysis

The governance task is divided into two steps. The first will evaluate all possible alternatives and the second will develop a detailed analysis and implementation plan with the top-rated alternatives.



NOVA Regional Biosolids Study

Legal Considerations

The initial legal review assessed whether the Partners had the legal authority to fulfill four critical functions needed to establish and operate a new regional entity.

	Build and Operate Regional Facility	Contract for Services	Ability to Assess Rates	Governance
Description	The regional entity requires legal authority to acquire, construct, operate, and maintain a wastewater facility, which would include a regional biosolids facility.	The regional entity requires legal authority to broadly contract for goods and services.	The regional entity requires legal authority to assess fees and charges to recover costs associated with the operations and maintenance of a regional biosolids facility.	The regional entity requires a governance structure for oversight.
Authorities				
Counties				

 Legal clarification required on an authority's ability to establish a new authority.

NOVA Regional Biosolids Study **Governance Alternatives**

Five potential governance alternatives were identified that could construct, own, operate, and maintain a new regional facility. The alternatives span the options from public to privately-owned.

Option	Alternative	Description
1	One Utility Owns the Facility	One lead agency owns a regional facility – utilities contract with the facility owner to reserve capacity, allocate capital, and fund operating expenses.
2	Joint Venture	Two or more lead agencies own a regional facility – utilities contract with leads to reserve capacity, allocate capital, and fund operating expenses.
3	New Regional Biosolids Authority	A new regional authority owns a regional facility – utilities contract with new Authority to reserve capacity, allocate capital, and fund operating expenses.
4	Public-Private Partnership	Participating utilities contract with a private partner to build and operate a regional facility.
5	Private Entity	A private entity owns a regional facility – utilities contract with private entity to gain access to the regional facility.

Governance Alternatives **Evaluation Criteria**

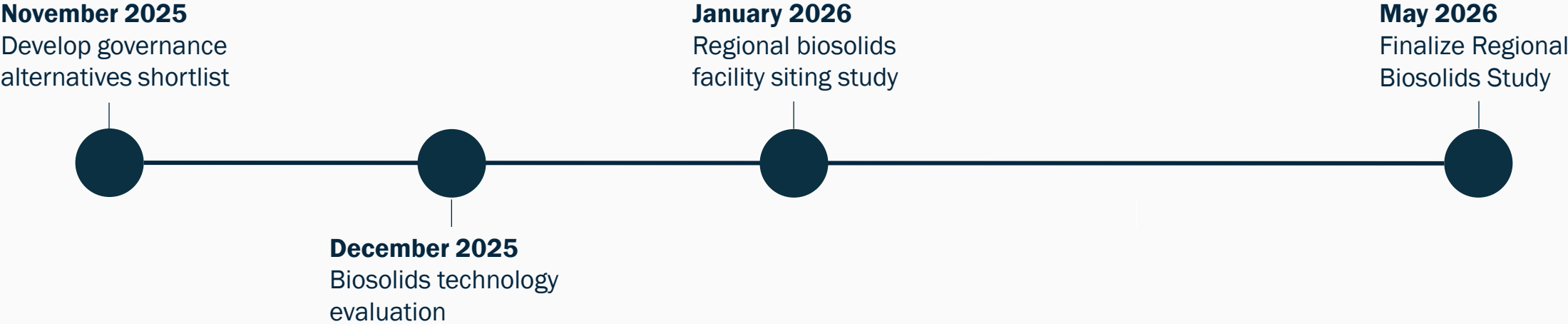
The governance alternatives evaluated using the following criteria to better understand the benefits and concerns of each model.

Legality	Autonomy	Ease of Implementation	Funding	Public Trust and Transparency
- Legal requirements and complexity to establish governance model	- Decision-making authority - Responsibility for operations and maintenance, rate-setting, regulatory compliance - Ownership risk	- Complexity of agreements - Procurement requirements and considerations	- Funding for initial capital investment and life-cycle costs	- Community acceptance of governance model - Added value within communities through local jobs

Governance Alternatives **Benefits and Concerns**

Alternative	Benefits	Concerns
1. One Utility Ownership	✓ Legally viable with no change to code ✓ Long-term contracting provides rate and operational stability ✓ Ease of contracting can use/build on current agreements ✓ Ease of permitting due to regulator familiarity ✓ Supports public transparency and trust ✓ Decisions made through the lens of a public entity	– Burdensome to a single utility – responsible for O&M, funding, rate setting, legal agreements, and administration – Single utility decision making – Requires initial capital investment from all partners
2. Joint Venture	✓ Legally viable for two (+) entities to form joint venture ✓ Allows for some sharing of O&M, funding, rate setting, legal agreements, and administration	– Renegotiation of contract terms is more complex – can the partners agree on terms? – Potential for burden to fall on a small number of utilities – Requires initial capital investment from all partners
3. New Regional Biosolids Authority	✓ Shared responsibility for O&M, funding, rate setting, legal agreements, and administration ✓ Decisions made through the lens of a public entity ✓ Streamlines number of agreements – wholesale model ✓ Long-term organization stability provides benefits for regulators, rate-setting, raising capital	– Unclear legal pathway – requires clarifying code language around creation of a new authority – Incredibly complex to implement – need to establish new organization, staff, financing (credit rating), and governance framework – Inefficiencies and duplication of administration – we already have 5 authorities in Northern Virginia – Requires initial capital investment from all partners
4. Public-Private Partnership	✓ Legally viable ✓ Provides an opportunity for low, upfront capital investment	– Risk of lack of alignment on decision making, level of service, values – Potential for more complex procurement and contracting terms – Risk of private entity failure
5. Private Entity	✓ Known, proven model used successfully for decades ✓ No upfront capital investment required	– Lack of control/ market risk – Risk of private entity failure – Local market may not attract private investment – Sole source – single entity

NOVA Regional Biosolids Study **Next Steps**







COMMUNITY OUTREACH AND COMMUNICATIONS SERVICES

BOARD OF DIRECTORS MEETING | OCTOBER 21, 2025

AlexRenew's Communications Activities

Community Outreach

AlexRenew's communications staff conducts outreach within the community through hosting and participating in events, facility tours, presentations, and public space management

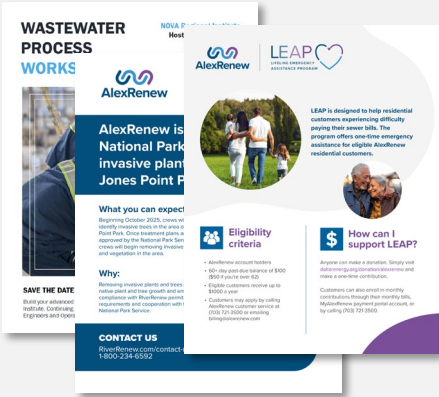


AlexRenew's Communications Activities

Print Materials

AlexRenew's communications staff develops print materials that include flyers, STEM materials, annual and monthly reports, bill inserts, translations, giveaways, and branding.

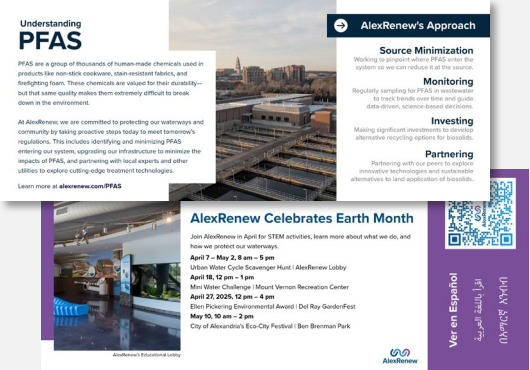
FLYERS/BROCHURES



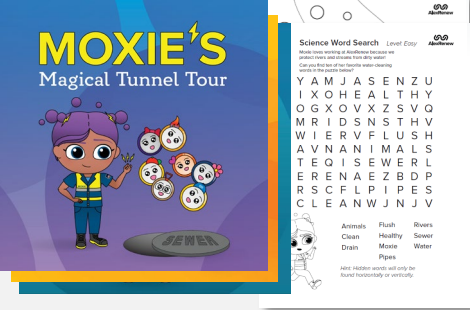
REPORTS AND DASHBOARDS



MONTHLY BILL INSERTS



STEM MATERIALS



BRANDING/GIVEAWAYS



AlexRenew’s Communications Activities

Digital Messaging

AlexRenew’s communications staff manages our digital messaging including websites, emails and text messaging to customers, and social media management and tracking.

Payment plan?

Payment Reminder

Performance Summary			
View your key profile performance metrics accrued during the selected time period.			
Impressions	Engagements	Post Link Clicks	Engagement Rate (per impression)
25,816 ↗8.4%	1,568 ↗19.9%	776 ↗38.1%	6.1% ↗30.9%

Audience Growth

See how your audience grew during the selected time period.



AlexRenew

Understanding PFAS

PFAS are a group of thousands of human-made chemicals used to produce the non-stick cookware, stain resistant fabrics, and firefighting foam. These chemicals are resistant to heat, durability, and have some health risks from extremely difficult to break down in the environment.

At AlexRenew, we are committed to protecting our waterways and community by taking proactive steps today to meet tomorrow's requirements. This includes identifying and removing PFAS within our system, upgrading our infrastructure to increase the capacity of PFAS, and partnering with local agencies and other utilities to explore cutting-edge treatment technologies.

Learn more at alexrenew.com/PFAS

AlexRenew

LEAP

alexrenew launches new Lifeline Emergency Assistance Program (LEAP).

September 23, 2023

From: Matt Robertson, communications@alexrenew.com

HOUSTON, TX – AlexRenew, a wastewater authority, announces the launch of its new Lifeline Emergency Assistance Program (LEAP). Beginning this spring, the program will provide emergency bill assistance for eligible AlexRenew residential customers who are having difficulty paying their bills.

AlexRenew has partnered with Dicker Energy Fund – a nonprofit 501(c)(3) that specializes in utility assistance – to administer the program. Dicker Energy Fund coordinates their efforts with local utility-based agencies for application processing and customer support.

AlexRenew is an important candidate for our customers' "preferred audience's General Manager and CEO, Justin Galt. "The word 'thrive' is often associated with water, representing its vital presence in life. Wastewater utilities are essential to provide a healthy life, and the LEAP program is one way we can help ensure customers have access to this vital resource."

If all utilities are funded through a dedicated revenue made by taxpayers and community members, then it can be made directly to Dicker Energy Fund. Visit alexrenew.org/leap and learn more from the brochure to make a positive contribution to the program.

CUSTOMER TEXT MESSAGING,
EMAILS, WEBSITES, AND
MEDIA MANAGEMENT

AlexRenew

Communications and Outreach Assistant Alexander Noe • 6 days ago

The Lifeline Emergency Assistance Program (LEAP) is designed to help residential customers experiencing difficulty paying their sewer bills. The program offers one-time emergency assistance for eligible AlexRenew residential customers. Learn more at alexrenew.com/LEAP

Having trouble paying your wastewater bill?

Help is available.

AlexRenew

September 3

Our advanced wastewater treatment processes rely on highly trained staff. AlexRenew promotes professional development and a diverse and inclus... See more



AlexRenew

August 29

Congratulations to Safety & Security Manager Alex Rigby for his National Safety Council Rising Stars of Safety Award! 🌟🏆 https://bit.ly/4IKjN3... See more

Rising Stars of Safety

award

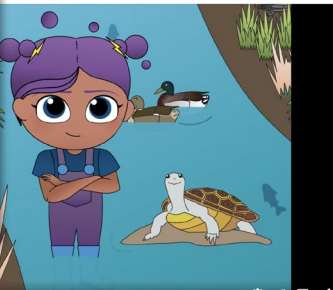


Alex Rigby
Safety and Security Manager

AlexRenew

February 1, 2024

new and improved Moxie! Visit Moxie's Learning Center for kid-friendly activities, games, and information about the importance of responsible... See more



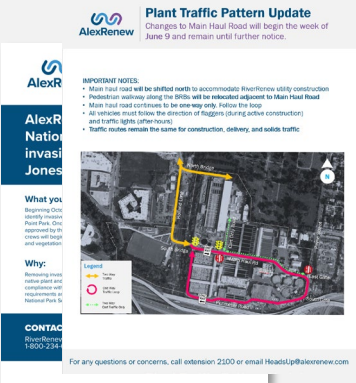
SOCIAL MEDIA MANAGEMENT
AND PAID PROMOTIONS

AlexRenew’s Communications Activities

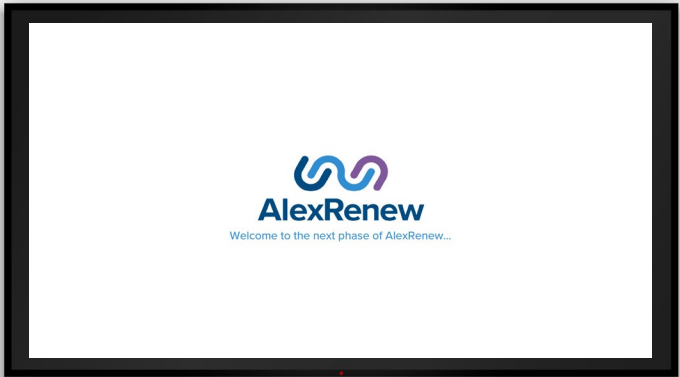
Internal Communications

AlexRenew’s communications staff supports communications internally through employee newsletters and messaging for digital signage, flyers, and internal events and staff meetings.

EMPLOYEE EMAILS AND NEWSLETTERS



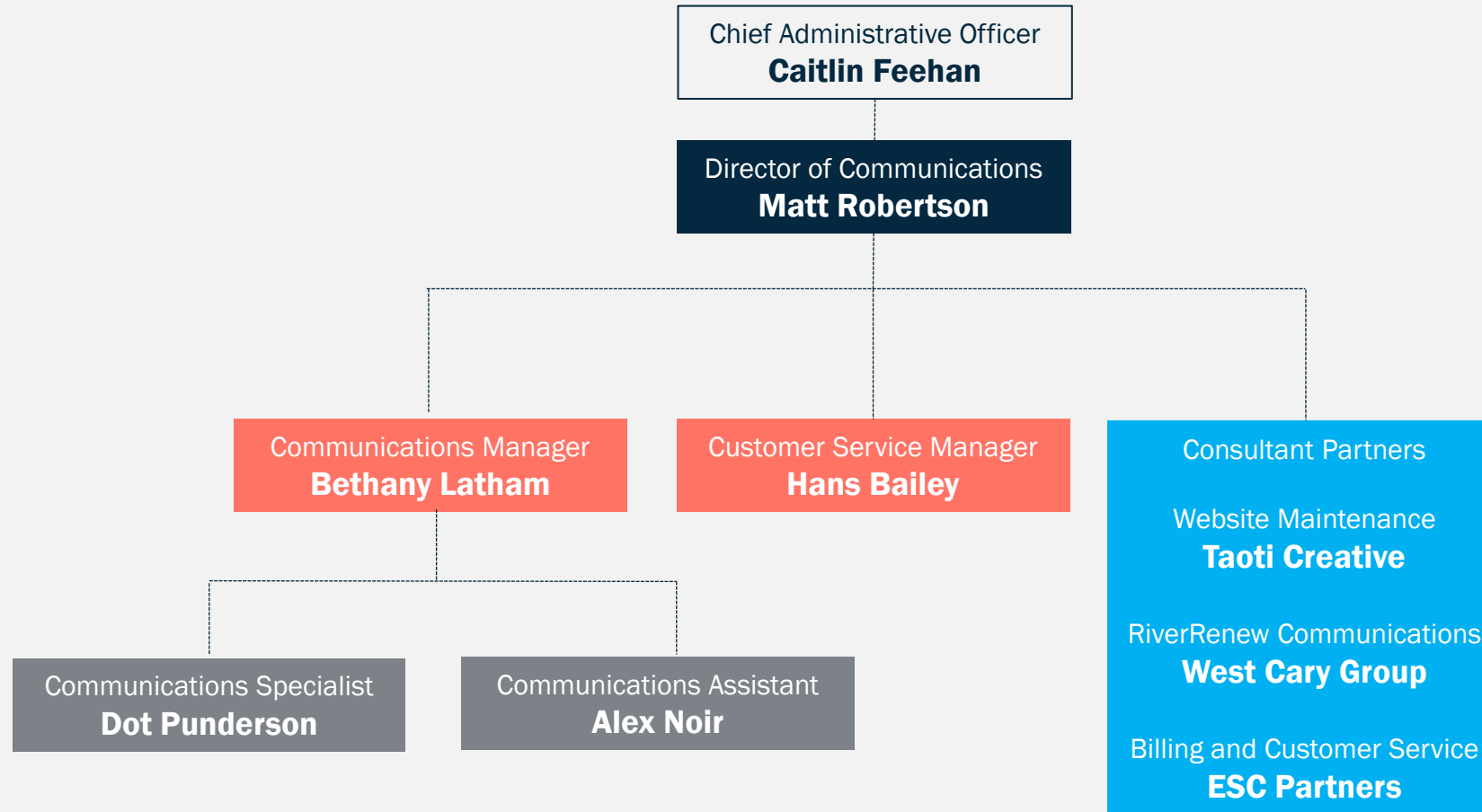
DIGITAL SIGNAGE FOR STAFF



ALL TEAM MEETINGS AND MATERIALS



AlexRenew's Communications Department



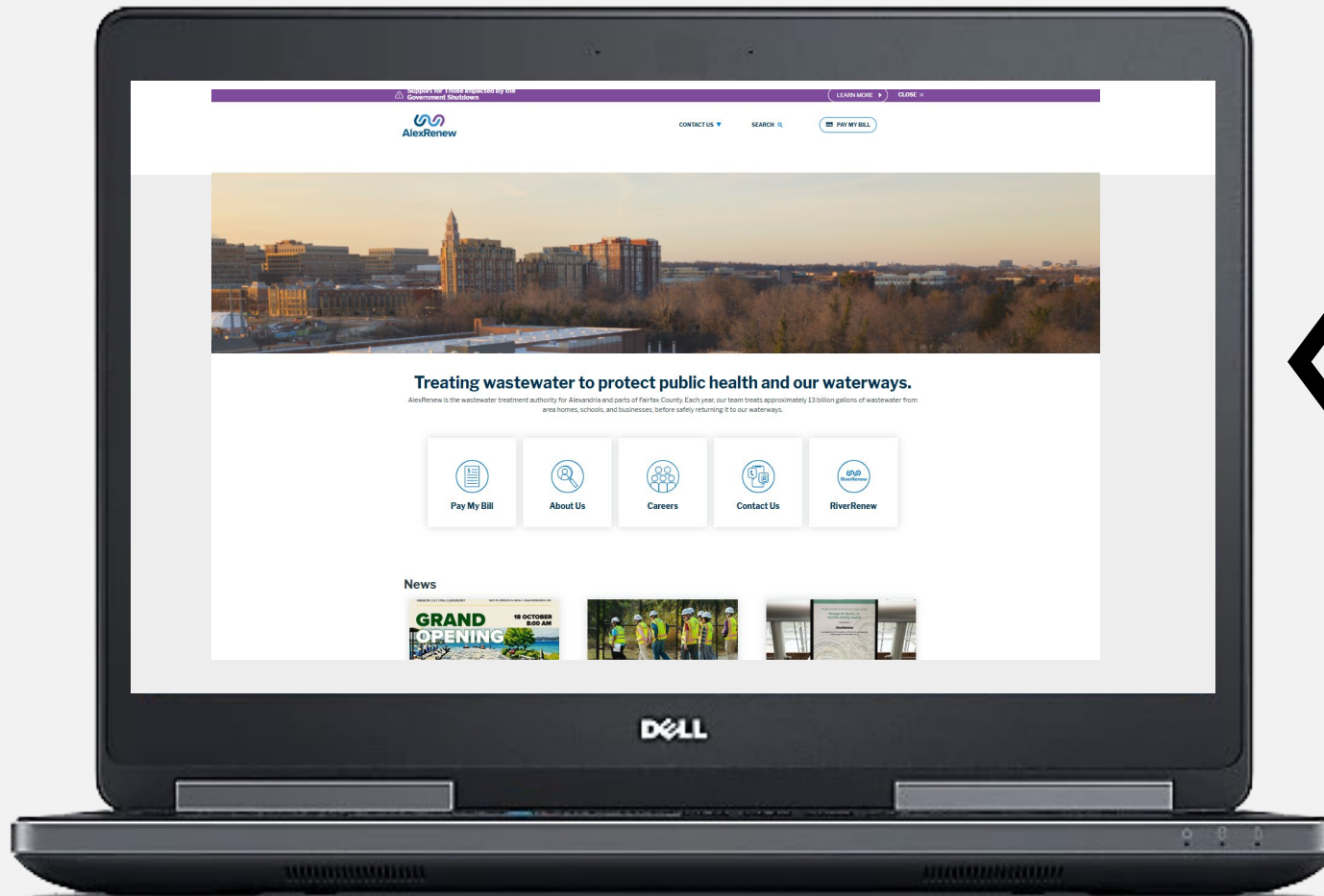


COMMUNITY OUTREACH AND COMMUNICATIONS SERVICES

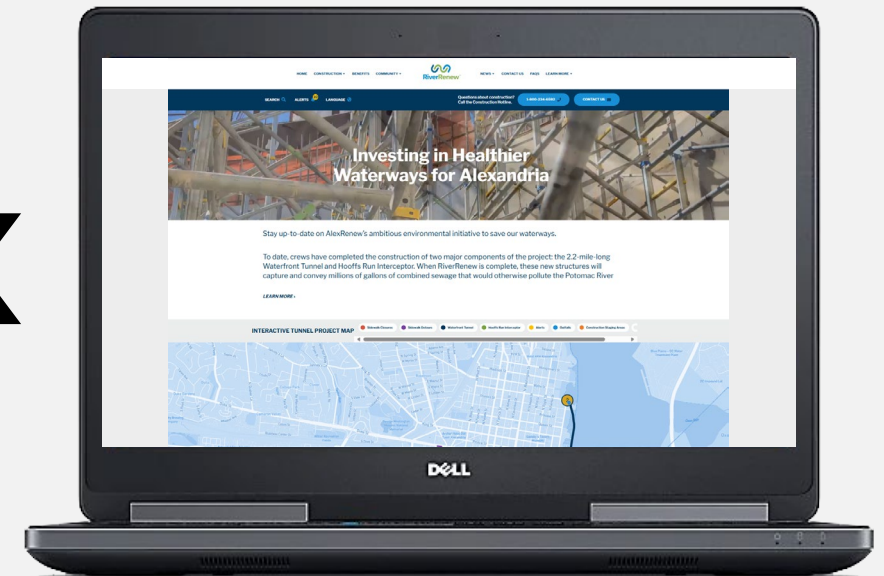
AlexRenew's Communications Department requires support from an external partner to assist with the following services:

- / Website redesign and maintenance, including ADA compliance
- / Material production support for flyers, reports, signage, exhibits, infographics, children's books, and handouts
- / Content creation support for social media animations, advertising, and website graphics
- / Graphic design support, including Illustration and animation.
- / Photography and videography
- / Event assistance and support
- / Translation services for outreach materials
- / Other general communications and outreach activities as needed

Anticipated AlexRenew.com Updates



ALEXRENEW.COM

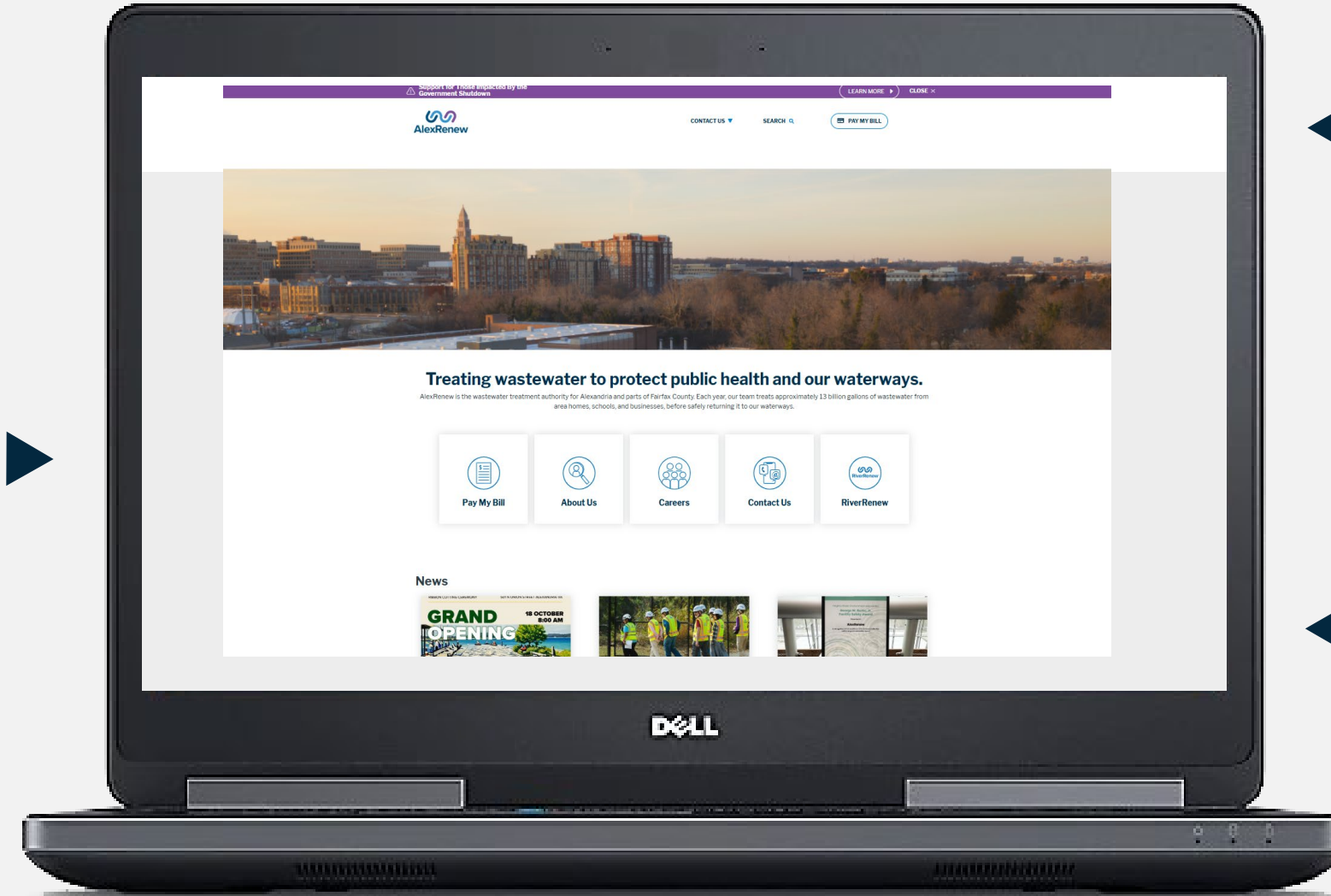


RIVERRENEW.COM

Will be integrated into AlexRenew.com

Anticipated AlexRenew.com Updates

- / Optimized for multiple devices
- / Dynamic content options
- / ADA best practices



- / Navigation and design
- / Search functionality
- / Language selection
- / Customer notifications

Upgrade AlexRenew's content management system to streamline staff activities

ALEXRENEW.COM

Communications Contracts

AlexRenew currently has two contracts that provide communications support that are anticipated to end over the next year. The new contract being procured will redesign AlexRenew.com and provide ongoing communications and outreach support.



RFP-25-024 Procurement Timeline





Monthly Report

September 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 September 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 September 2025 was 3.72 inches of rain which is less than the monthly average precipitation of 3.93 inches for the month.

AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for September 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	31.3	<QL	1.2	<QL	0.08	7.6	2.0	152,277	7,517

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 \$13.3 million of work has been issued under the contracts through individual task orders. Table 1.2 summarizes the status of JOC task orders issued since July 2023.

Table 1.2. Summary of JOC Task Orders

Facility	Number of Task Orders	Value
WRRF Headworks Systems	3	\$340,000
WRRF Biological Treatment Systems	10	\$2,130,000
WRRF Solids Treatment Systems	12	\$2,830,000
WRRF Tertiary Treatment Systems	8	\$3,920,000
WRRF Disinfection Systems	1	\$70,000
WRRF Miscellaneous – HVAC, Electrical, Building, etc.	25	\$2,770,000
Pumping Stations	5	\$820,000
Interceptors	0	\$ -
Environmental Center	2	\$460,000
Total	66	\$13,340,000

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 shortlisted three (3) respondents that received the RFP on July 8. Proposals were received on September 16 and are under review. 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. This procurement is discussed in further detail in this month's Board packet.

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	11	\$2,140,000
Total	26	\$5,340,000

1.7 Sole Source and Emergency Contracts

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

1.8 Recognition

For the fourth consecutive year, AlexRenew was recognized as a Utility of the Future. Presented by the Water Environment Federation, the honor acknowledges utilities that continually work to improve their operations, consistently meet their regulatory requirements, plan and invest effectively for future infrastructure, and engage their employees and communities in meaningful and productive ways.

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.

AlexRenew staff hosted a training session that explored Hispanic Heritage Month, providing historical context, celebrating trailblazers and innovators from these communities, and discussing how to empower the next generation.

Mallory Orme and Kevin Pilonig each presented at the 2025 WaterJam Conference in Virginia Beach, VA this September. AlexRenew's Technical Trainer, Heather Kerr, also facilitated one of the sessions focused on workforce development.

Since September 2025, AlexRenew has logged 8,939 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 hosted a delegation from New Zealand and Water Environment Federation, providing a detailed presentation on our treatment process and RiverRenew program, as well as a guided plant

tour. Staff also coordinated with City partners to present to the International Downtown Association and provide a tour for attendees.



Councilwoman Jacinta Greene talks with AlexRenew's Laboratory Team Lead, Maeve Cummings, on October 9

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 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 1,832 wet tons of biosolids that were beneficially reused on farms in the Virginia counties of Caroline, Frederick, King George, Orange, and Louisa. AlexRenew recycled 87 million gallons of water to support its operations. Plant processes used approximately 69,000 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 (\$16.9 million) are trending in line with budget;
- Operating and maintenance expenses (\$9.1 million) are trending in line with budget; and
- Total expenses (\$54.7 million) are currently trending slightly lower than the budgeted expenses. This timing also impacts debt proceed revenues (\$24.1 million), which are lower than budgeted since most capital expenses are funded through debt.

Table 5.1. Revenues and Expenses through September 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	16,865,011	26	25	65,000,000
Fairfax Operating Charge	14,662,764	3,665,691	25	25	15,700,000
Fairfax Capital Contributions	59,378,095	10,014,735	17	25	45,000,000
Debt Proceeds and Other Sources	119,336,317	24,145,304	20	25	86,800,000
Total Revenues	258,318,513	54,690,741	21	25	212,500,000
Expenses					
Operating and Maintenance	40,925,755	9,090,708	22	25	39,200,000
Parity Debt Service	20,220,975	7,246,766	36	25	20,300,000
IRR (see Note 1)	12,664,560	2,513,605	20	25	13,000,000
Capital	184,507,223	35,839,662	19	25	140,000,000
Total Expenses	258,318,513	54,690,741	21	25	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	125	104%
Total Days Cash on Hand	270	723	373%

Table 5.3. Debt Service Coverage

Item	FY2026 Budget	FY2026 Annualized
Total Revenues	\$81,304,102	82,700,000
Less Operating Expenses	(\$40,925,755)	(\$39,200,000)
Net Revenue	\$40,378,347	\$43,500,000
Annual Debt Service	\$20,220,975	\$20,300,000
Calculated Coverage	2.00 times	2.14 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 762, a decrease of 100 accounts month-over-month;
- The total dollar amount owed to AlexRenew from these accounts was \$862,681, a decrease of \$28,206 month-over-month; and
- Approximately 57 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, 347 accounts were enrolled in payment plans, representing \$554,205 in scheduled payments. This value represents approximately 64 percent of the current (September 2025) arrearage.

On behalf of AlexRenew, Virginia American Water disconnected 29 customers for nonpayment of their sewer bill in August. Of the customers who were disconnected, fourteen (14) paid their balance in full, six (6) enrolled in a payment plan, four (4) accounts were closed, and five (5) applied for a LEAP disbursement. Since July 2024, there have been 319 disconnections, of these, 30 accounts received a total of \$24,687 in LEAP disbursements.

Additional updates on LEAP are outlined in the LEAP Dashboard.

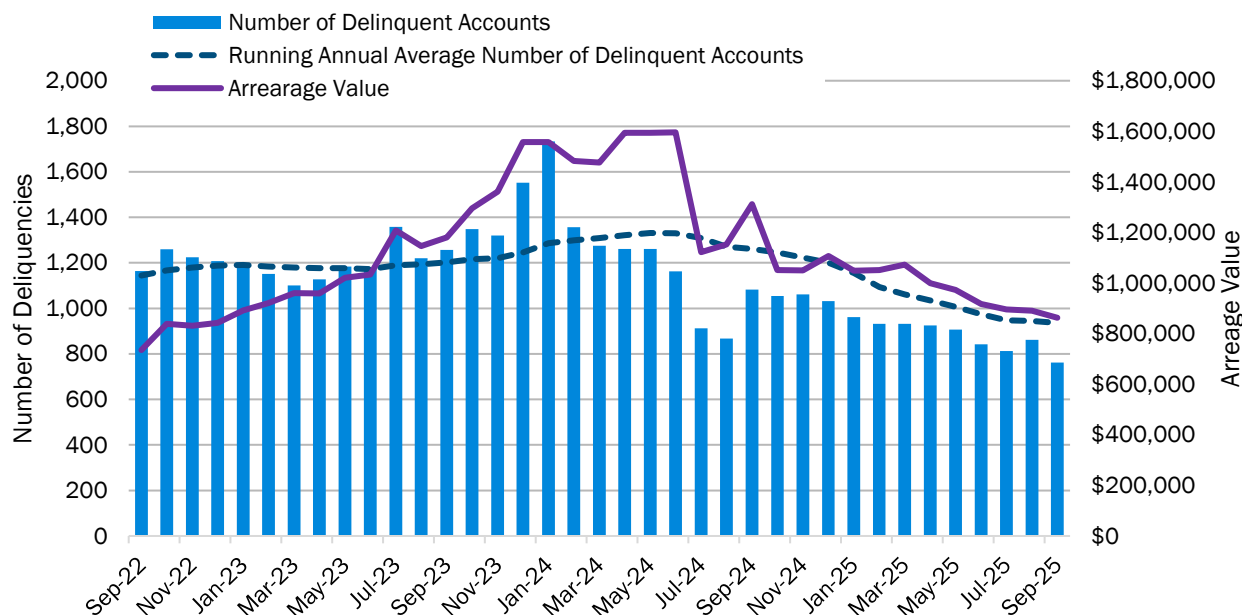


Figure 5.1. Active Accounts 60 or more days Delinquent

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.

AlexRenew staff collected and delivered over 300 pounds to Alive during its September food drive.

AlexRenew greeted community members at its first open house event in over a decade. Staff provided tours to approximately 140 residents, offered STEM lessons to attendees, shared the latest installment in the Moxie series, and answered questions related to wastewater treatment, the RiverRenew program, and customer support.

AlexRenew welcomed an estimated total of 872 visitors from the following organizations that hosted meetings on the 6th floor of the Environmental Center in September: ACT for Alexandria (40), Alexandria A Capella Collective (147), Alexandria City Public Schools (125), Alexandria Singers (100), Alexandria Soccer Association (40), Alexandria Symphony Orchestra (30), City of Alexandria (15), Jack & Jill of America (115), Kids First Years (15), NASPA Scrabble (45), National Science Foundation (100), and Scholarship Fund of Alexandria (100).

AlexRenew customer service received a total of 808 calls. The average wait time before calls were answered was 20 seconds. Call center staff answered 408 emails.

phaseforward

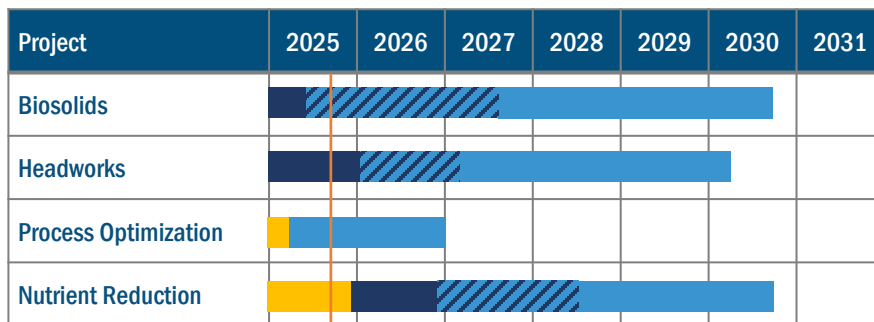
To support our evolving community, AlexRenew is making a significant investments to improve the resiliency of its infrastructure

DASHBOARD | SEPTEMBER 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	\$1.8M	\$11.0M	81%
Headworks	\$120M	\$7.0M	\$-	\$7.0M	94%
Process Optimization	\$9.4M	\$1.5M	\$1.1	\$2.6M	100%
Nutrient Reduction	\$120M	\$1.6M	\$-	\$1.6M	100%
Total	\$564.4M	\$19.2M	\$2.9M	\$22.2M	88%

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

The new digester heat exchangers have arrived! Once these heat exchangers are installed, they will provide critical heating and temperature regulation of AlexRenew's existing digesters. This will allow crews to decommission the existing pasteurization system, paving the way for the new solids thickening and drying systems planned for Building C.

Other PhaseForward Projects

The **Process Optimization** contractor continued the removal of existing equipment including pumps, blower units, and ancillary piping associated with the existing centrate pretreatment system. On the **Headworks Renewal** project, the engineer submitted their 60% design package for construction of the raw sewage pumping station and new coarse screens. On the **Nutrient Reduction** project, the shortlisted design-builders submitted their proposals in September which are currently under review.



\$107,862
Disbursed To-Date
\$12,381 disbursed this period



147 Customers Assisted
16 customers assisted this period



319 Service Disconnections for Nonpayment
29 customers disconnected this period

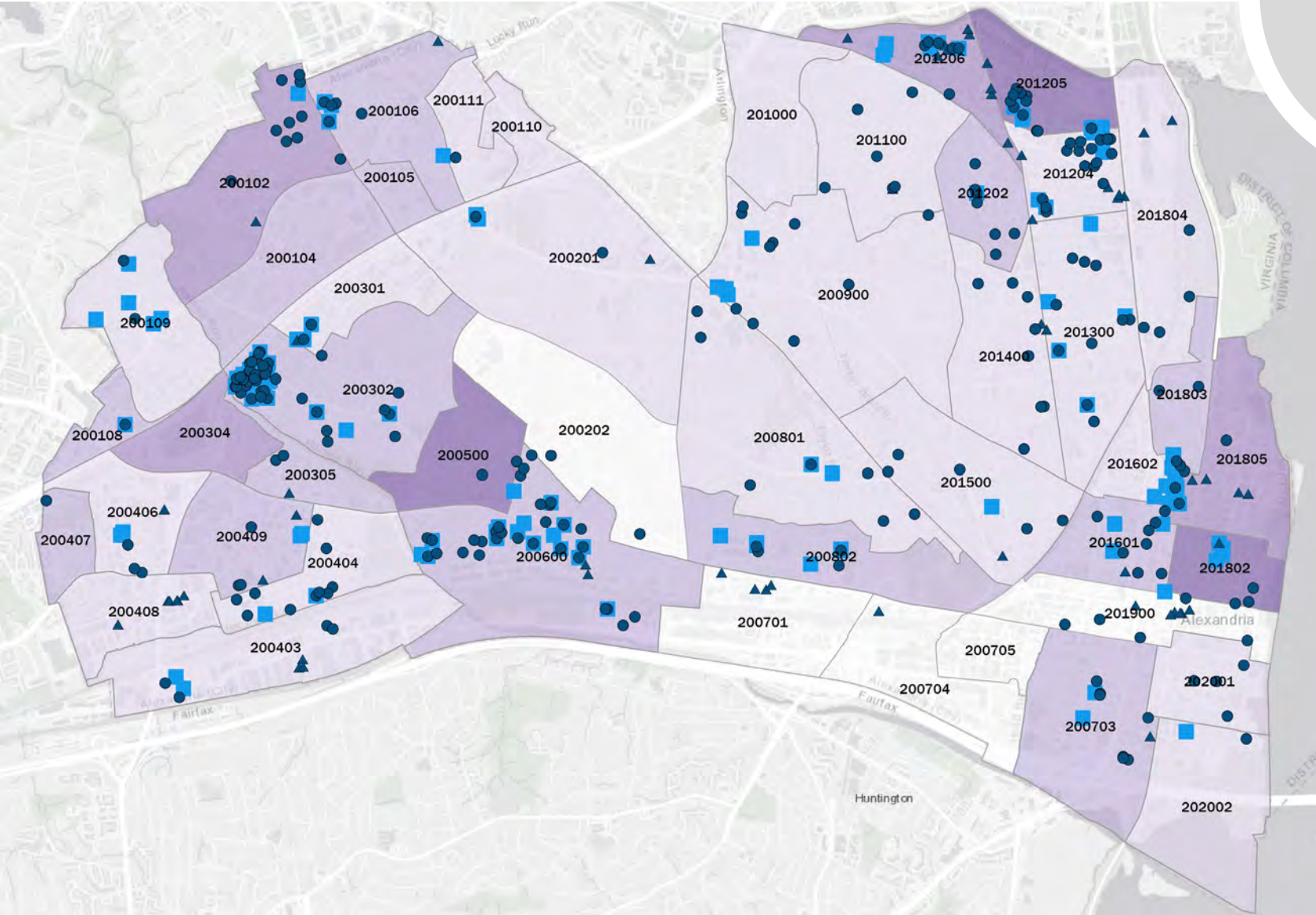
Legend

Percentage of Households Receiving SNAP

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

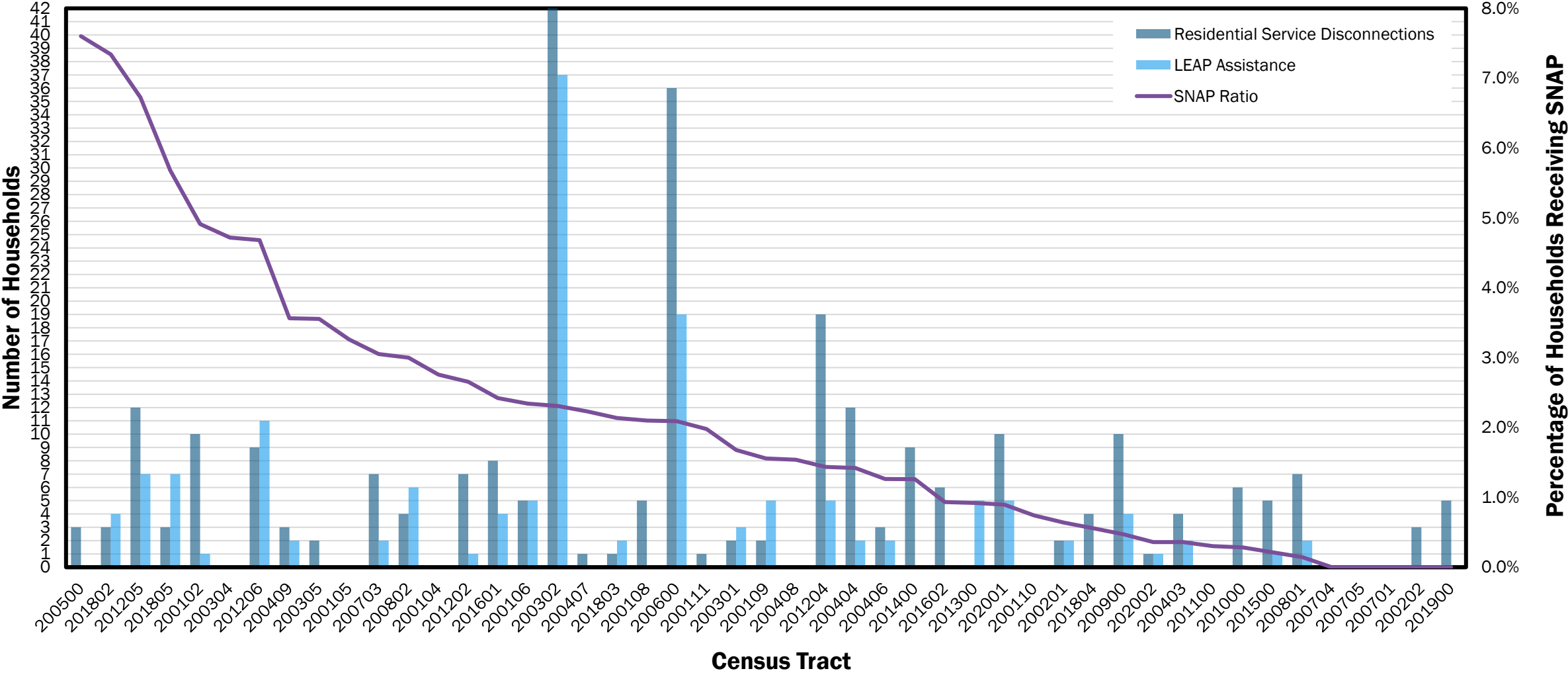
Averages: U.S. (12.5%); Virginia (3.0%); Alexandria (2.2%)

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



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

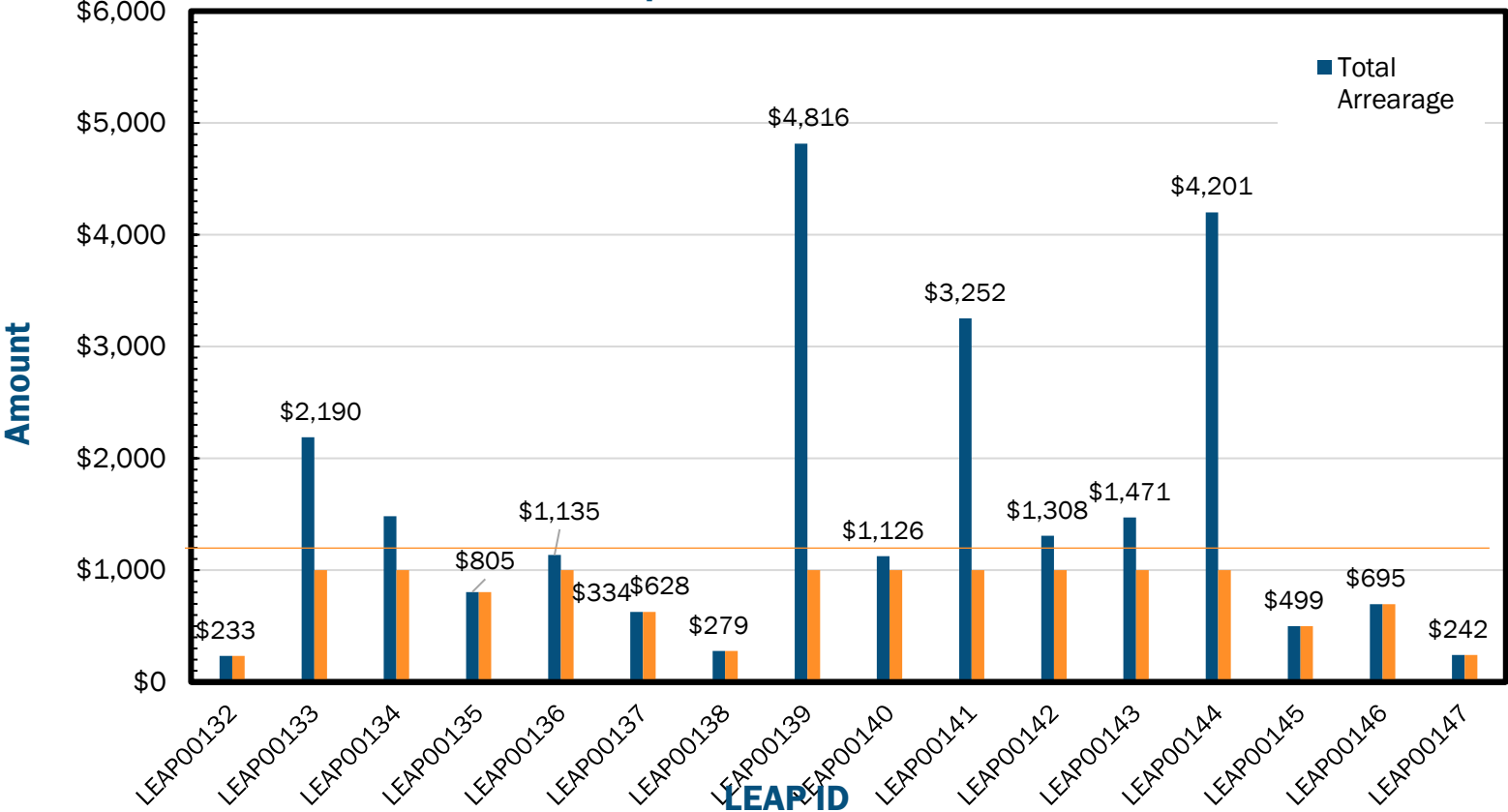
September 30, 2025



LEAP Disbursements and Remaining Arrearage by Account

September 30, 2025

Disbursements – September 2025



(September 2025)

Disbursed	Arrearage	% of Arrearage	
\$1,000.00	\$4,816	21%	
\$1,000.00	\$4,201	24%	
\$1,000.00	\$3,252	31%	
\$1,000.00	\$2,190	46%	
\$1,000.00	\$1,482	67%	
\$1,000.00	\$1,471	68%	
\$1,000.00	\$1,308	76%	
\$1,000.00	\$1,135	88%	
\$1,000.00	\$1,126	89%	
\$805.00	\$805	100%	
\$695.00	\$695	100%	
\$628.00	\$628	100%	
\$499.00	\$499	100%	
\$279.00	\$279	100%	
\$242.00	\$242	100%	
\$233.00	\$233	100%	
Average:	\$773.81	\$1,522.63	76%
Median:	\$1,000.00	\$1,130.50	88%

RiverRenew Board of Directors Dashboard



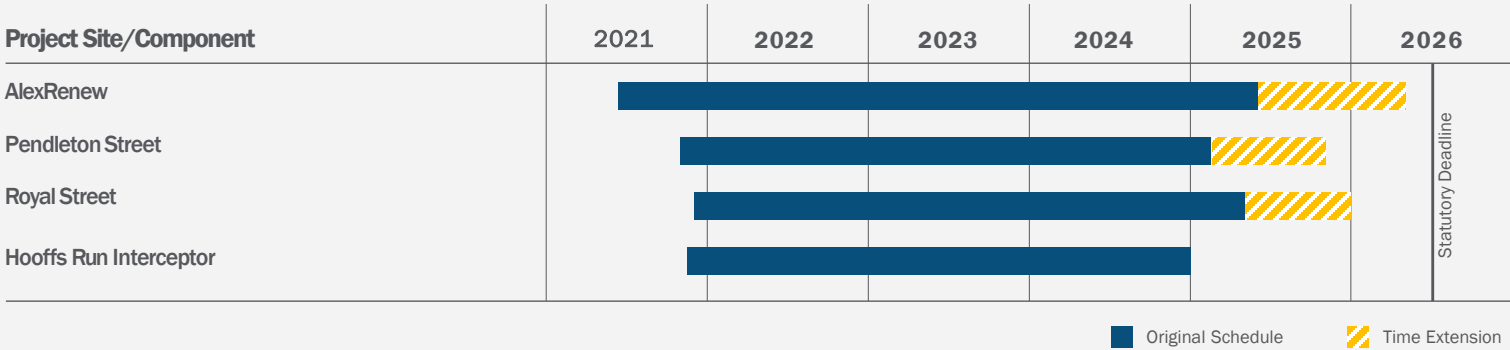
MONTH ENDING: SEPTEMBER 30, 2025

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

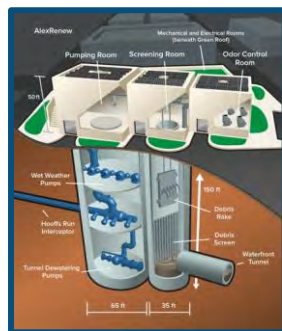
RiverRenew Tunnel Project Snapshot

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.



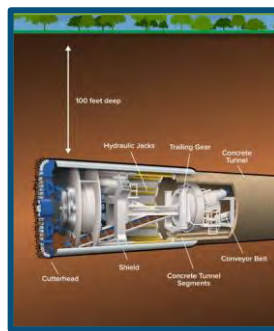
Hoofts Run Interceptor

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



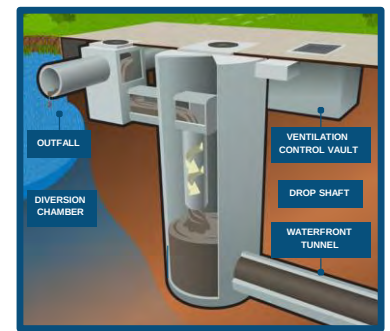
Pumping Station

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



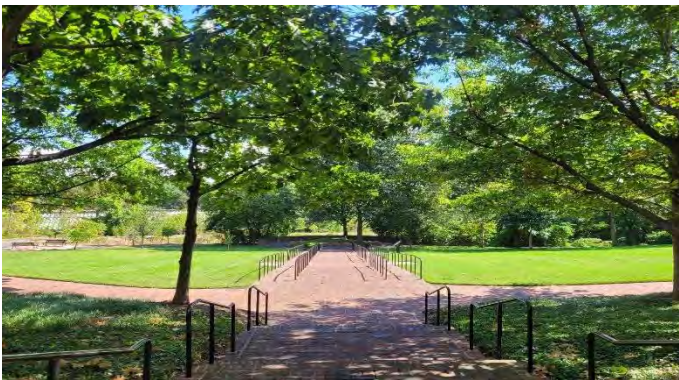
Ongoing

- Ribbon cutting on October 18
- Miscellaneous utilities

Upcoming

- Promenade landscaping finishes
- Permanent lighting

Hooffs Run Site



Upcoming

- Pocket park restoration at Duke Street

AlexRenew Site



Ongoing

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

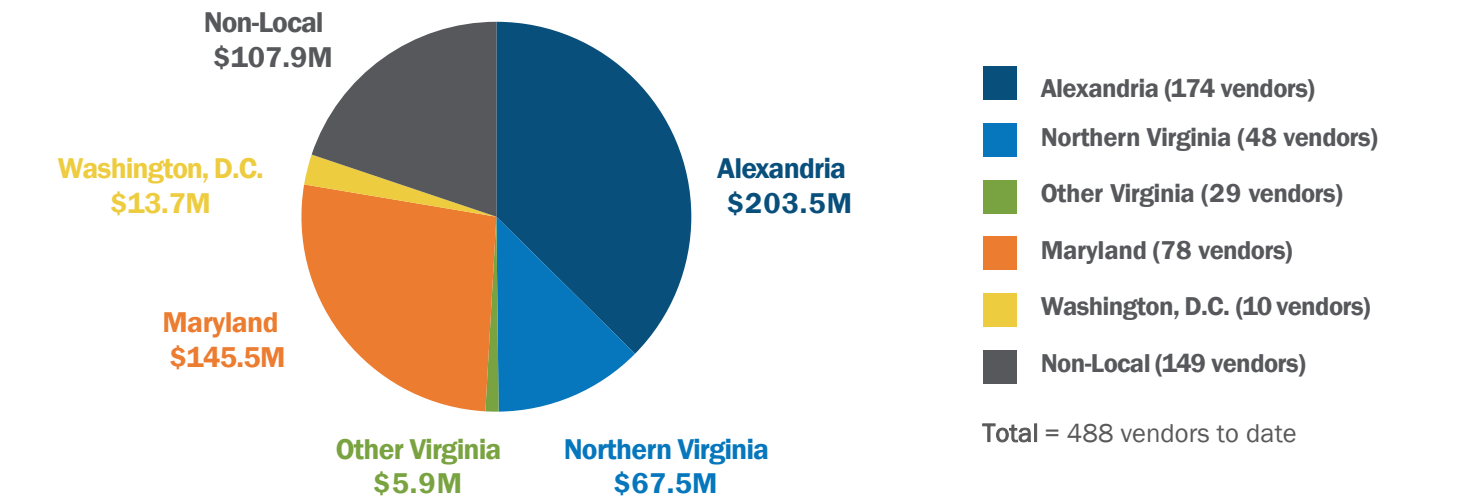
Upcoming

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

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

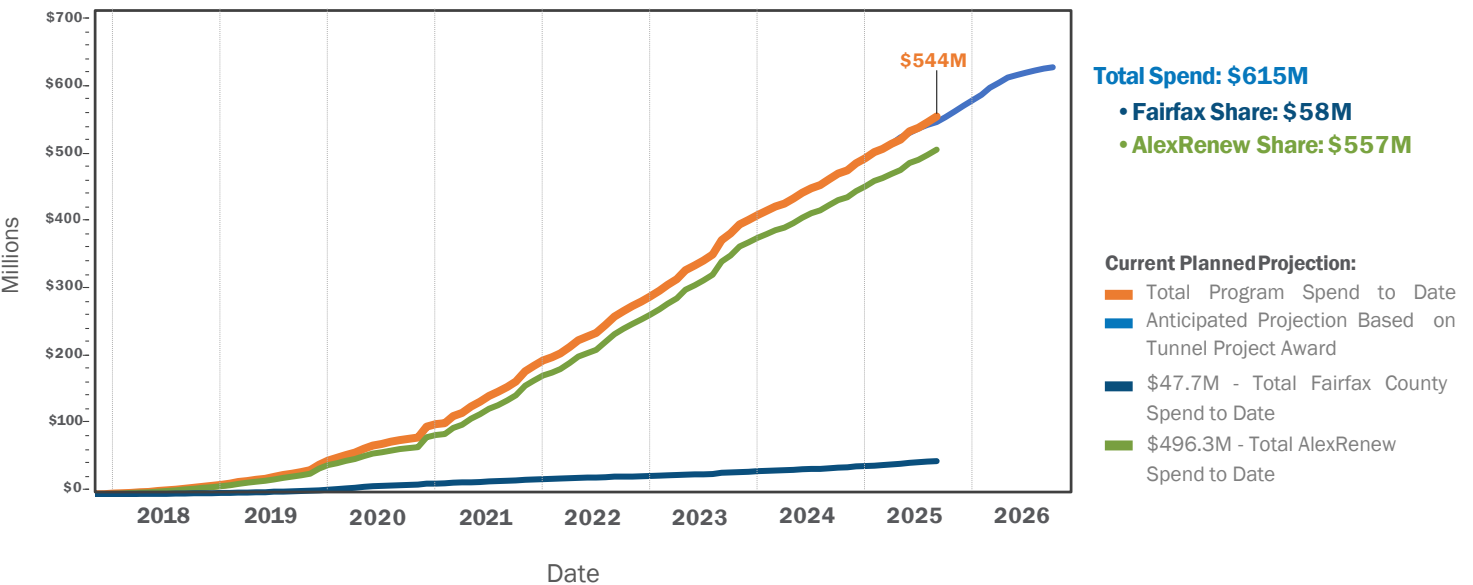
RiverRenew Spend to Date by Locality



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	\$372.7
Brown and Caldwell	Owner's Advisor	Professional Services	17-022	Nov 2017	\$87.2
EPC	Resident Engineering & Inspection Tunnel System Project	Professional Services	20-013	Apr 2020	\$30.5
Completed RiverRenew Wastewater Projects To Pave the Way for the Tunnel Project					\$53.6

RiverRenew Cash Flow Analysis*



Note: As of September 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



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 [photos and video](#) from AlexRenew's Open House! The RiverRenew team arranged a table to educate the public on the benefits of RiverRenew.



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://www.alexrenew.com/cloes-corner)

Highlights:

- A [social post](#) highlighting the beauty of the restored African American Heritage Park along Hooffs Run.



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:

- Pendleton Street Ribbon Cutting: **October 18, 2025**

Monthly Construction Spotlight



Wet Weather Pump Room

Pumping Station Fit Out

As the superstructure of the pumping station continues to rise above ground at AlexRenew, crews have been hard at work outfitting the 12-story-deep underground rooms with critical mechanical, electrical, and plumbing systems. Most recently, the final two large pumps were delivered and staged in the Wet Weather Pump Room. Each of the four pumps can move up to 45 million gallons of combined sewage per day for treatment during intense wet weather events—reducing combined sewage discharges to Hoofts Run by 99 percent. Stay tuned as we move toward energizing the pump station and testing these vital systems in 2026!

Building for the Future of Alexandria's Waterways

To learn more, visit www.RiverRenew.com

