AlexRenew
1800 Limerick Street
Alexandria, VA 22314
alexrenew.com

Tuesday, July 21, 2026 – 6:00 p.m.

Regular Board of Directors Meeting Agenda

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

Virtual: Join virtually on Microsoft 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. This meeting will be recorded. The recording, which may include the images and voices of attendees and speakers, will be retained and posted publicly as part of AlexRenew's public records and communications. Meeting recordings are available to view at alexrenew.com.

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 June 16, 2026 meeting (Tab 1)		
5.	6:15 p.m.	Board Administrative Items	Chair	Information
		a. Election of Officers		
		b. Board Calendar (Tab 2)		
		c. Finance and Audit Committee		
		d. Governance Committee		
6.	6:25 p.m.	New Business	CEO	
		a. Review and approval of Fiscal Year 2026 Write-offs of Customer Accounts (Tab 3)		Motion
		b. Review and approval of changes to AlexRenew's Payment Assistance Program (Tab 4)		Motion
		c. Update on Tunnel System Operations (Tab 5)		Information
		d. Biosolids Management Approach (Tab 6)		
		e. Presentation on Proposed Change Orders to Contract 25-004 for the Nutrient Reduction Project (Tab 7)		
7.	7:50 p.m.	AlexRenew Monthly Report (Tab 8)	CEO	Information
8.	8:00 p.m.	Adjourn	Chair	Motion

Times shown are approximate start times and serve as guidelines.

Minutes of the 941st Meeting
AlexRenew Board of Directors
6:00 p.m., Tuesday, June 16, 2026

On Tuesday, June 16, 2026, the AlexRenew Board of Directors held its regular meeting in the Ed Semonian Board Room at 1800 Limerick Street, and broadcast via Microsoft Teams, with the following present:

Members:	Mr. John Hill, Chair Mr. James Beall, Vice Chair Ms. Becky Hammer, Secretary-Treasurer Mr. Mark Jinks, Member Dr. Moussa Wone, Member via Microsoft Teams
Staff:	Mr. Justin Carl, General Manager/CEO Ms. Amanda Waters, General Counsel/Deputy General Manager Ms. Caitlin Feehan, Chief Administrative Officer Mr. Lake Akinkugbe, Director of Finance Mr. Matt Robertson, Director of Communications Ms. Mallory Orme, Sustainability and Resilience Manager Mr. Ryan Payne, RiverRenew Program Manager Mr. Kevin Pilong, Engineering Manager Mr. Kyle Chan, Engineer III Mr. Ross Dennis, IT Support Ms. Lorna Huff, Executive Assistant to the Board and CEO
Fairfax County Representative:	Mr. Bill Barrack, Director, Wastewater Planning and Monitoring Division
City Representative:	Mr. Lu Zhang, T&ES/Sanitary Infrastructure Division
Consultants:	Mr. Dan Lynch, Client Account Manager, Jacobs, Engineering Ms. Paula Sanjines, Senior Technologist, Jacobs Engineering Ms. Jennifer Hatchett, Water Market Resilience Leader, Jacobs Engineering Mr. Dan Knise, Principal, Epic Brokers

1. Call to Order

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

2. Approval of Agenda

   Motion by Mr. Beall. Second by Mr. Jinks. Passed unanimously.

3. Public Comment Period

   No public speakers. Comment period is closed.

4. Consent Agenda

   Minutes: May 16, 2026, Public Hearing
   Minutes: May 19, 2026, Regular Meeting

Motion by Ms. Hammer. Second by Mr. Jinks. Passed unanimously.

5. Board Administrative Items

   a. Board Calendar
      The Chair has contacted former Board members Mr. Ed Semonian, Mr. Bill Dickinson, Ms. Adriana Caldarelli, and Ms. Patti Turner to invite them to the July 1 ribbon cutting celebrating the operational completion of RiverRenew. Ms. Turner is unable to attend.

   b. Finance and Audit Committee – *Nothing to report.*

   c. Governance Committee – *Nothing to report*

   d. Board Safety Month Activities
      Members of the Board shared their at-home safety stories and lessons learned.

6. Unfinished Business

7. Review and Approve FY2027 Operating and Capital Budget & FY2027 Rate Structure Change.
   Mr. Akinkugbe reviewed the FY2027 Operating and Capital Budget of $227.2 million. The Capital budget accounts for 71% or approximately $162 million to be used to complete the RiverRenew project and advance the PhaseForward program and improvements on other capital infrastructure. The Operating Budget for day-to-day operations and personnel costs accounts for 19% of the total budget or $44.1 million with debt service accounting for 10% of the total budget or approximately $21 million.

   The new methodology for calculating AlexRenew's base charge more accurately reflects the amount of wastewater the customer contributes to the sewer system. The public hearing was held on Saturday, May 16, 2026. No written comments were received prior to the hearing; however, comments were received and addressed at the public hearing.

   There being no discussion, the Chair requested that Mr. Jinks make a motion to approve the FY2027 Operating and Capital Budget.

   Motion by Mr. Jinks. Second by Dr. Wone. Passed unanimously.

   The Chair requested that Mr. Jinks make a motion to approve the following resolution authorizing a change in how AlexRenew calculates the base charge and that this be reflected in the Rates, Rules, and Regulations.

   Motion by Mr. Jinks. Second by Dr. Wone. Passed unanimously. The resolution is included as an attachment to these minutes.

8. New Business

   a. Update on RiverRenew Commissioning
      Mr. Payne provided an update on RiverRenew commissioning. He reported that bulkheads at Outfall 019, located at Pendleton Street, were scheduled for removal by June 26, allowing live flow into the RiverRenew system. He also noted that operational demonstrations for the tunnel and wet-weather pumps had been completed in advance of the July 1, 2026, statutory deadline.

Pavers, exterior masonry, the green roof and landscaping work are in progress at the superstructure. Members asked questions about the operations of the tunnel system, which were answered by staff.

b. <u>Review and Approve Revisions to AlexRenew's Compensation Policy</u>
Ms. Waters reviewed the revisions recommended by staff to the Compensation Policy. Since compensation markets can shift significantly from year to year for specialized and competitive positions as evidenced by the 2026 study results, staff is proposing adding an abbreviated compensation study in the off year between full compensation studies.

There being no questions or comments, the Chair requested a motion to approve.
Motion by Mr. Beall. Second by Ms. Hammer. Passed unanimously.

c. <u>Presentation on AlexRenew's Flood Insurance Program</u>
Mr. Carl recognized Ms. Orme who introduced the presentation. Ms. Sanjines reviewed the flooding scenario used for insurance purposes and its potential impacts to plant assets. In response to Mr. Hill's question about how AlexRenew would protect infrastructure during flood conditions, staff noted that sandbags would be used to protect galleries and entrances, until alternative measures are implemented. Dr. Wone asked why the 100-year flood scenario was used. Mr. Carl reported that staff used Jacobs' 100-year riverine flood analysis rather than FEMA flood maps as an interim planning and insurance measure. Mr. Barrack asked whether asset values were based on depreciated or replacement value. Mr. Carl said the values reflect installed costs reported to the Virginia Risk Sharing Association (VRSA).

Mr. Knise reviewed AlexRenew's VRSA coverage and flood-risk financing options and noted that AlexRenew's proposed flood coverage would be shared among several insurers. Mr. Jinks asked whether a larger deductible would reduce premiums. Mr. Knise reported it would not. Dr. Wone asked about the future process with VRSA in conjunction with the new coverage. Mr. Knise said AlexRenew would first file with VRSA and then seek remaining coverage through its additional flood insurance, subject to policy terms and available VRSA funds.

Dr. Wone asked about grant opportunities for flood mitigation. Ms. Hatchett said grant funding has become limited, but staff is reviewing other programs and expecting initial results within four to six months.

d. <u>Biosolids Thermal Dryer Procurement</u>
Mr. Chan provided an overview of the procurement process for AlexRenew's biosolids dryer that will be installed as part of the Biosolids Diversification project (Project). He reviewed the goals of the Project which include reducing the volume of AlexRenew's biosolids, diversifying the end use of biosolids, and overall supporting AlexRenew's sustainability goals. Mr. Carl reported that after this year's General Assembly session, other entities expressed an interest in the pellets as a more sustainable way to create fuel for their facilities. Due to the size of the thermal dryer, staff propose to retrofit Building C to accommodate the dryer. Procuring the dryer this early allows the manufacturer to work with the design team to ensure details are included in the new building design.

Next steps include seeking Board approval for the award. Dr. Wone asked if the CMAR and designer were part of this procurement. Mr. Carl confirmed that both entities reviewed the RFP, but that AlexRenew will hold the contract with the manufacturer.

e. RiverRenew CSO Reporting
Mr. Robertson discussed the features of the CSO Reporting dashboard. The dashboard will indicate whenever there is an overflow. The dashboard will also indicate monthly rainfall, and millions of gallons captured. The report will be updated monthly. Members of the Board provided feedback on how to make the data more readable to the public.

Monthly Report

General Assembly Update
Ms. Waters reported on the possibility of a government shutdown due to the budget.

Delinquencies and LEAP Dashboard
Mr. Robertson reported 773 accounts delinquent by more than 60 days, an increase of 24 accounts month over month. He noted that 53 of those delinquent accounts are represented by a single group managing multiple meters. Staff contacted the entity and the bill was paid within a few days. 75% of AlexRenew's total delinquent amount is represented by payment plans.

Ms. Hammer asked about the status of the online enrollment form for LEAP. Mr. Robertson reported that it continues to be in development through Dollar Energy – it requires customizing their current form. Ms. Hammer also expressed concerns that LEAP funds are not being used and asked why disconnected customers have not applied for LEAP. She suggested changes to the language emphasizing the ease of applying for LEAP. Mr. Carl requested feedback from Ms. Hammer and will review at the July board meeting,

Community Engagement
Mr. Robertson noted that AlexRenew continues to update social media posts about the RiverRenew pumping station. Mr. Hill noted the 772 visitors to the building, noting that it has been a significant increase. Mr. Robertson noted that we average about 600 to 800 visitors per month.

RiverRenew Dashboard
Nothing to report.

PhaseForward Dashboard
Mr. Chan referenced the installation of three types of sludge mixers as part of the pilot for the Biosolids Diversification project. Staff will observe the mixers and install the one which works best.

Mr. Hill noted that June 30 is Water and Wastewater Professionals Appreciation Day. Given the hard work of this team, and the upcoming ribbon cutting, he would like the Board to commemorate staff.

Adjourn: Motion by Mr. Jinks. Second by Ms. Hammer. Passed unanimously.

The meeting adjourned at 8:09 p.m.

Approved:

____
Becky Hammer
Secretary-Treasurer

Attachment 1

Resolution to Adopt and Change Certain Rates, Fees, and Charges

Adopted June 16, 2026

RESOLUTION TO ADOPT AND CHANGE CERTAIN RATES, FEES, AND CHARGES

BE IT RESOLVED, that the City of Alexandria, Virginia Sanitation Authority d/b/a AlexRenew, adopts the following Rates, Rules, and Regulations schedule:

Table 1. Base charge based on meter size (Commercial, Industrial, and Other Public Agency Classes only)

Meter Size	**Current Monthly Cost** (Effective July 1, 2025)	**Proposed Monthly Cost** (Effective July 1, 2026) (1)
5/8-inch	$45.87	$48.48
3/4-inch	$45.87	$48.48
1-inch	$114.68	$121.20
1-1/2-inch	$229.35	$242.40
2-inch	$366.96	$387.84
3-inch	$688.05	$727.20
4-inch	$1,146.75	$1,212.00
6-inch	$2,293.50	$2,424.00
8-inch	$3,669.60	$3,878.40

Table 2. Charges based on usage

Charge	**Unit**	**Current Monthly Cost** (Effective July 1, 2025)	**Proposed Monthly Cost** (Effective July 1, 2026) (1)
Residential Base	Per unit (2)	$15.29	$14.48
Commercial, Industrial, and Other Public Agency Base	Per unit (3)	-	$14.72
Wastewater Treatment	Per 1,000 gallons	$10.77	$11.38

Notes: (1) For FY2027, commercial, other public agency, and industrial customers' base charge will be calculated using 80% of the existing base charge based on meter size and 20% of the proposed base charge based on use. (2) All residential customers represent one (1) unit. (3) Other customers' units will be determined by dividing a customer's average monthly water use, based on a rolling 12-month average, by a typical residential customer's water use. Minimum of one (1) unit.

This Resolution shall take effect July 1, 2026.

Adopted on this 16th day of June 2026.

Rebecca Hammer
Rebecca Hammer (Jul 13, 2026 14:09:18 EDT)

Rebecca Hammer
Secretary-Treasurer, AlexRenew Board of Directors

John B. Hill

John B. Hill
Chair, AlexRenew Board of Directors

AlexRenew Board of Directors Calendar

July 2026						
S	M	T	W	T	F	S
			1	2	**3**	4
5	6	7	8	9	10	11
12	13	14	15	**16**	**17**	18
19	20	**21**	22	23	24	25
26	**27**	28	29	30	31	

August 2026						
S	M	T	W	T	F	S
						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September 2026						
S	M	T	W	T	F	S
		1	2	3	4	5
6	**7**	8	9	10	11	12
13	**14**	**15**	**16**	**17**	**18**	19
20	21	22	23	24	25	**26**
27	**28**	**29**	**30**			

October 2026						
S	M	T	W	T	F	S
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4	5	6	7	8	9	10
11	12	13	14	15	16	**17**
18	19	**20**	21	22	23	**24**
25	26	27	**28**	29	30	31

November 2026						
S	M	T	W	T	F	S
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8	9	10	**11**	12	13	14
15	16	**17**	18	19	**20**	21
22	23	24	**25**	**26**	**27**	28
29	30					

December 2026						
S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	**15**	16	17	18	19
20	21	22	23	**24**	**25**	26
27	28	29	30	31		

Legend

- Board of Directors Meeting
- AlexRenew Observed Holidays
- Board Committee Meeting
- AlexRenew Events
- Conference
- HOA, Civic Association, and Commission Meetings
- Community/Business Events

July
1: Beginning of Fiscal Year 2027
1: RiverRenew Ribbon Cutting
3: July 4 (Observed)
16: Chamber ALX 40 under 40
17: COG CBPC Meeting
21: Regular Meeting
27: Anniversary of AlexRenew Operations (1956)
TBD: Virginia State Water Board Presentation

August
No meetings

September
7: Labor Day
14-17: Virginia WaterJAM Conference
15: Regular Meeting
18: COG CBPC Meeting
26-30: WEFTEC
30: AFCA Meeting
TBD: ALX Chamber Legislative Reception
TBD: Virginia State Water Board Presentation

October
17: Spooky Mad Science Expo
20: Regular Meeting
24: Eco-City Alexandria
28: AFCA Meeting
TBD: Governance Committee Fall Meeting

November
11: Veterans Day
17: Regular Meeting
20: COG CBPC Meeting
25: AFCA Meeting
26/27: Thanksgiving
TBD: Finance and Audit Committee Fall Meeting

December
15: Regular Meeting
24/25: Christmas
TBD: AFCA Meeting

AlexRenew Board of Directors Calendar

January 2027						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February 2027						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2027						
S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

April 2027						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

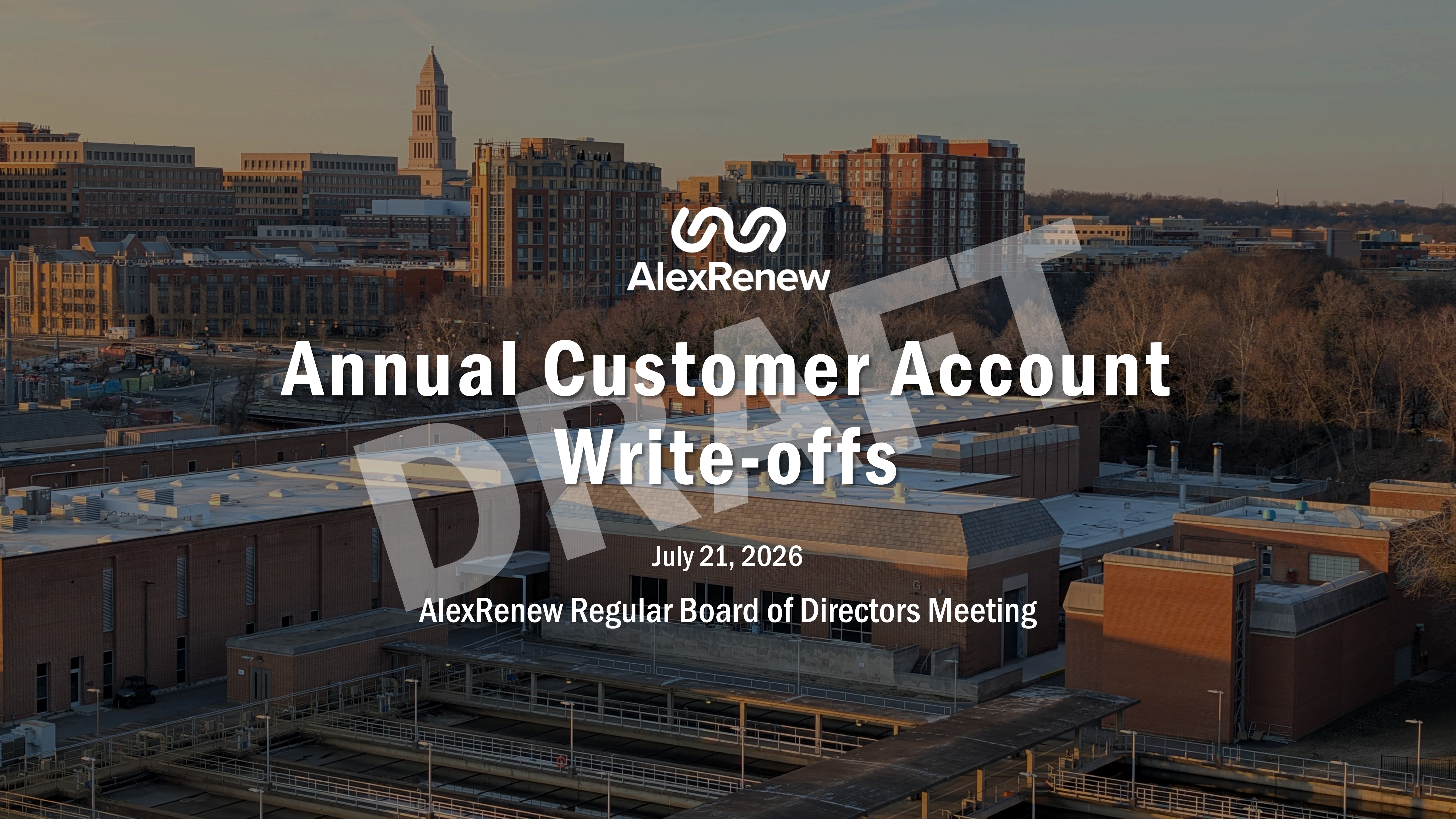
May 2027						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

June 2027						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Legend
- Board of Directors Meeting
- AlexRenew Observed Holidays
- Board Committee Meeting
- AlexRenew Events
- Conference
- HOA, Civic Association, and Commission Meetings
- Community/Business Events

June
15: Regular Meeting
18: Juneteenth (observed)
30: Water/Wastewater Professionals Appreciation Day
TBD: AFCA Meeting
TBD: Alexandria Pride Event

January
1: New Years Day
18: Martin Luther King Jr. Day
19: Regular Meeting
29/30: Board Retreat
TBD: AFCA Meeting
TBD: COG CBPC Meeting
February
16: Regular Meeting
TBD: AFCA Meeting
March
16: Regular Meeting
TBD: Finance and Audit Committee Meeting
TBD: City Manager’s Breakfast
TBD: Chamber ALX General Assembly Breakfast
TBD: Utility Management Conference
TBD: COG CBPC Meeting
TBD: AFCA Meeting
TBD: ALX Chamber Women’s Leadership Forum
April
17: RiverRenew Gala
20: Regular Meeting
TBD: Governance Committee Meeting
TBD: Del Ray GardenFest
TBD: AFCA Meeting
TBD: Waterway Cleanup
May
15: Public Hearing (anticipated)
18: Regular Meeting
31: Memorial Day
TBD: AFCA Meeting
TBD: COG CBPC Meeting
TBD: Bike to Work Day



AlexRenew

Annual Customer Account Write-offs

July 21, 2026

AlexRenew Regular Board of Directors Meeting

AlexRenew Write-off Criteria

AlexRenew's Financial Policy defines criteria for writing off debt related to unpaid balances from inactive customer accounts.

Inactive Accounts Write-off Criteria

- The account remains unpaid after 60 days and the amount is under $200;
- The account remains unpaid after 180 days and the amount is under $600;
- The account remains unpaid after 365 days and the amount is under $1,200;
- Regardless of balance, the account remains unpaid after the lesser of 730 days or the applicable period for commencement of a recovery action (statute of limitations is three years);
- The debtor has died and there is no known estate or guarantor;
- The debt is discharged through legal action (bankruptcy or court judgment);
- The debtor is a company which is no longer in business;
- The debtor cannot be located, nor any of the debtor's assets, by the external collection agency after 180 days;
- The external collection agency determines after a period of 365 days that the debtor has no assets and there is no expectation that they will have any in the future; and/or;
- The debt has been forgiven by action of the CEO or designated representative.

Write-off Authority

CEO Authority. Up to $1,500 per account

Board Authority. Greater than $1,500 per account

AlexRenew Write-off Process

AlexRenew follows a process to ensure reasonable collection efforts to recover unpaid balances from inactive customer accounts.

AlexRenew Due Diligence → **Collections (City MOU)** → **Regular July Board of Directors Meeting** → **Fiscal Year Write-off**

AlexRenew Due Diligence

Staff due diligence:

- Past due notice on bill
- Phone call notification
- Letter notification
- Second phone call notification
- Certified letter

Collections (City MOU)

In July 2025, AlexRenew and the City of Alexandria executed a Memorandum of Understanding to leverage the City's established collections framework to recover debt:

- AlexRenew refers debt over $1,500 to City within 60 days of fiscal year end
- City follows their framework for debt collection

Regular July Board of Directors Meeting

CEO recommends to the Board for current fiscal year (and previous year(s)) write-off amounts

Fiscal Year Write-off

Write-offs are managed in accordance with CEO and Board approval from the July Board meeting

Summary of Fiscal Year 2025 Write-offs

The table below summarizes Fiscal Year 2025 unpaid balances from inactive customer accounts.

Write-offs	# of Accounts	Value	July 2025 Board Meeting Action	Recovered to-Date	July 2026 Update
CEO-authorized < $1,500	489	$92,010.75	Write-off	N/A	N/A
Board-authorized > $1,500	26	$118,938.22	Approved by the Board to be written-off subject to the CEO determining amounts owed from Bonchon ($24,000) and Envoy Alexandria ($8,000) are not collectible	$0	Write-off since it is beyond the statute of limitations of 3-years

Fiscal Year 2026 Write-offs

The table below summarizes Fiscal Year 2025 unpaid balances from inactive customer accounts.

Financial Policy Criteria	# of Accounts	Total Value	CEO-authorized < $1,500	Board-authorized > $1,500
Unpaid after 60 days (under $200)	60	$3,611.57	$3,611.57	$0
Unpaid after 180 days (under $600)	114	$10,065.35	$10,065.35	$0
Unpaid after 365 days (under $1,200)	70	$17,705.50	$17,705.50	$0
Unpaid after 730 days	66	$113,712.53	$24,858.01	$88,854.52
Debtor has passed away	0	$0	$0	$0
Debt discharged through legal action	0	$0	$0	$0
Debtor is no longer in business	0	$0	$0	$0
Debtor cannot be located	0	$0	$0	$0
Debtor has no assets	0	$0	$0	$0
Debt forgiven by CEO	0	$0	$0	$0
Total	**310**	**$145,094.95**	**$56,240.43**	**$88,854.52**

Top 10 Accounts – Fiscal Year 2026 Write-offs

The table below summarizes inactive customer accounts with the highest unpaid balances

No.	Customer	Customer Type	Days Since Account Closed	Total Value	Status
1	3328XXXXXX	Residential	1,005	$12,714.18	Closed account
2	5376XXXXXX	Commercial – Food	905	$5,869.95	Still in business – relocated
3	7343XXXXXX	Residential	955	$5,698.28	Closed account
4	4387XXXXXX	Commercial - Restaurant	806	$5,402.62	Business permanently closed
5	6192XXXXXX	Commercial – Building	862	$4,437.74	Still in business
6	6305XXXXXX	Residential	802	$4,040.14	Closed account
7	3200XXXXXX	Residential	801	$4,011.47	Closed account
8	4123XXXXXX	Residential	974	$3,918.07	Closed account
9	6451XXXXXX	Commercial	835	$3,692.81	New Business Owner
10	7027XXXXXX	Residential	885	$3,249.14	Closed account
	Total			**$53,034.40**	

Next Steps – Fiscal Year 2026 Write-offs

Staff recommends that the Board of Directors approve the Fiscal Year 2026 write-off amount of $88,854.52 subject to the CEO determining amounts owed from commercial accounts are not collectible.

Write-offs	# of Accounts	Value	Recommendation
CEO-authorized < $1,500	284	$56,240.43	Write-off
Board-authorized residential > $1,500	16	$55,699.40	Write-off
Board-authorized commercial > $1,500	10	$33,155.12	Approve to be written-off subject to the CEO determining amounts owed are not collectible

AlexRenew

AlexRenew
1800 Limerick Street
Alexandria, VA 22314
alexrenew.com

MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: July 21, 2026

SUBJECT: *New Business, Alexandria Only*
Approve Fiscal Year 2026 customer account write-offs

Issue

In accordance with AlexRenew's Financial Policy, the Board of Directors annually approves write-offs of amounts greater than $1,500 following the close of the previous fiscal year.

Recommendation

Staff respectfully requests the Board approve the Fiscal Year (FY) 2026 write-off amount of $88,854.52 for 26 customer accounts with balances exceeding $1,500. The approval is subject to the CEO determining amounts owed from commercial accounts are not collectible.

Budget and Funding

Not applicable.

Discussion

The Government Finance Officers Association's "Best Practices" recommends that management of accounts receivable should include periodic write-offs to ensure that accounts receivable and allowance balances are not overstated. The AlexRenew Financial Policy supports this best practice by outlining write-off criteria for active and inactive customer accounts.

AlexRenew's Financial Policy defines inactive customer accounts using the following criteria:

- The account remains unpaid after 60 days and the amount is under $200;
- The account remains unpaid after 180 days and the amount is under $600;
- The account remains unpaid after 365 days and the amount is under $1,200;
- Regardless of balance, the account remains unpaid after the lesser of 730 days or the applicable period for commencement of a recovery action (statute of limitations is three years);
- The debtor has died and there is no known estate or guarantor;

- The debt is discharged through legal action (bankruptcy or court judgment);
- The debtor is a company which is no longer in business;
- The debtor cannot be located, nor any of the debtor's assets, by the external collection agency after 180 days;
- The external collection agency determines after a period of 365 days that the debtor has no assets and there is no expectation that they will have any in the future; and/or;
- The debt has been forgiven by action of the CEO or designated representative.

Prior to writing off debt of inactive customer accounts, AlexRenew performs the following collection efforts:

- The customer receives a past due notice on their bill
- The customer receives a phone call notifying them of their past-due account
- The customer receives a letter indicating their account is past due
- The customer receives a second phone call notifying them of their past due account
- If no payment is received, the customer is mailed a certified letter indicating their account is past due

AlexRenew also searches for new customer accounts that were created using customer names found on the delinquency list. If an existing customer has changed addresses, any prior arrearage is moved to the new account.

In addition to AlexRenew's due diligence, in July 2025, AlexRenew and the City of Alexandria executed a memorandum of understanding (MOU) to leverage the City's established collections framework to recover debt. As part of the write-off process, all accounts with balances exceeding $1,500 are referred to the City to follow their framework for debt collection.

Authority Levels for Write-Offs

a. *CEO Authority*. The CEO may approve write-off amounts up to $1,500 per account or may, at his discretion, refer to a lesser amount per account to the Board of Directors for approval.

b. *Board Approval*. The Board of Directors will annually approve amounts to be written off greater than $1,500 per account.

Summary of FY2025 Write-Offs

As part of the FY2025 write-off process, the Board approved the FY2025 write-off recommendation, subject to the CEO determining amounts owed from two customers – Bonchon ($24,000) and Envoy Alexandria ($8,000) were not collectible. Following the Board meeting, staff referred all accounts exceeding $1,500 to the City to follow their framework for debt collection. As of July 2026, no additional funds were recovered and the debt is now beyond the statute of limitations. Staff will write-off the FY2025 amount. Table 1 summarizes the update on the FY2025 write-off recommendation.

Table 1. Summary of FY2025 Write-offs

Write-offs	# of Accounts	Value	July 2025 Board Meeting Action	Recovered to-Date	July 2026 Update
CEO-authorized < $1,500	489	$92,010.75	Write-off	N/A	N/A
Board-authorized > $1,500	26	$118,938.22	Approved by the Board to be written-off subject to the CEO determining amounts owed from Bonchon ($24,000) and Envoy Alexandria ($8,000) are not collectible	$0	Write-off since it is beyond the statute of limitations of 3-years

Based on a review of accounts for FY2026, 310 customer accounts meet the criteria identified for write-off, representing a total amount of $145,094.95. In accordance with the authority levels outlined in the Financial Policy, the CEO approved $56,240.43 for accounts with balances up to $1,500 to be written off. The remaining $88,854.52 represents balances above $1,500 from 26 accounts and requires Board approval to be written off. Table 2 below summarizes the recommended FY2026 write-off amounts according to the Financial Policy criteria.

Table 3. FY2026 Recommended Write-off Amounts by Financial Policy Criteria

Account Type	# of Accounts	Total Value	CEO-Authorized Value	Board-Authorized Value
Active	0	$0	$0	$0
Inactive				
Unpaid after 60 days (under $200)	60	$3,611.57	$3,611.57	$0
Unpaid after 180 days (under $600)	114	$10,065.35	$10,065.35	$0
Unpaid after 365 days (under $1,200)	70	$17,705.50	$17,705.50	$0
Unpaid after 730 days	66	$113,712.53	$24,858.01	$88,854.52
Debtor has passed away	0	$0	$0	$0
Debt discharged through legal action	0	$0	$0	$0
Debtor is no longer in business	0	$0	$0	$0
Debtor cannot be located	0	$0	$0	$0
Debtor has no assets	0	$0	$0	$0
Debt forgiven by CEO	0	$0	$0	$0
Totals	**310**	**$145,094.95**	**$56,240.43**	**$88,854.52**

Staff recommends that the Board approve the write-off amount of $88,854.52, subject to the CEO determining that the amounts owed from commercial accounts are not collectible. Table 3 summarizes the FY2026 write-off recommendation.

Table 3. FY2026 Write-off Recommendation

Write-offs	# of Accounts	Value	Recommendation
CEO-authorized < $1,500	284	$56,240.43	Write-off
Board-authorized residential > $1,500	16	$55,699.40	Write-off
Board-authorized commercial > $1,500	10	$33,155.12	Approve to be written-off subject to the CEO determining amounts owed are not collectible

This action supports AlexRenew's strategic goal of Commitment to the Community.

ACTION TAKEN

Approved: ______________________

Disapproved: ______________________

Approved with Modification: ______________________

Modification(s): ______________________

____

AlexRenew

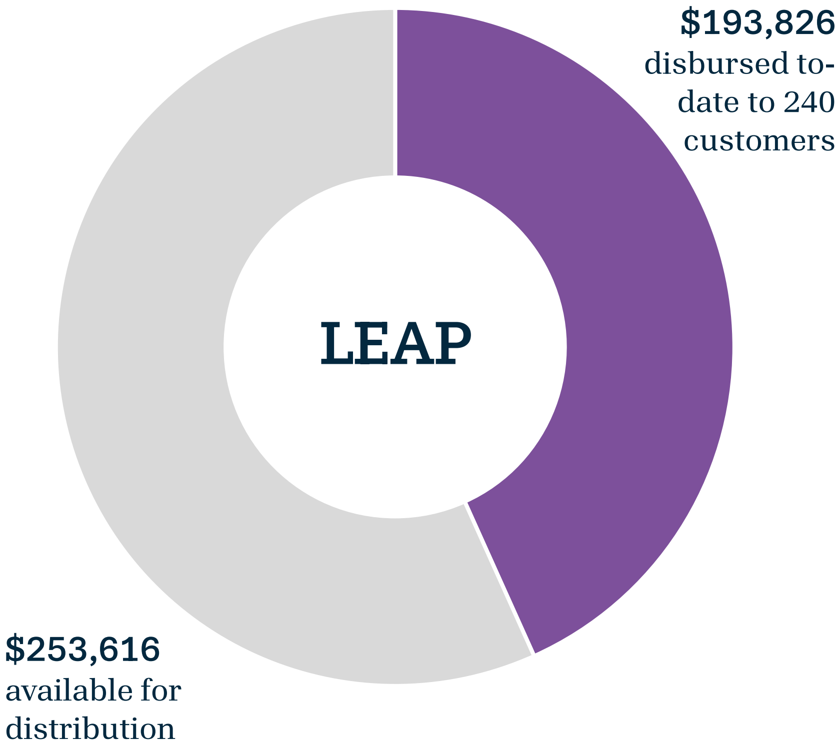
Payment Assistance Program Enhancements

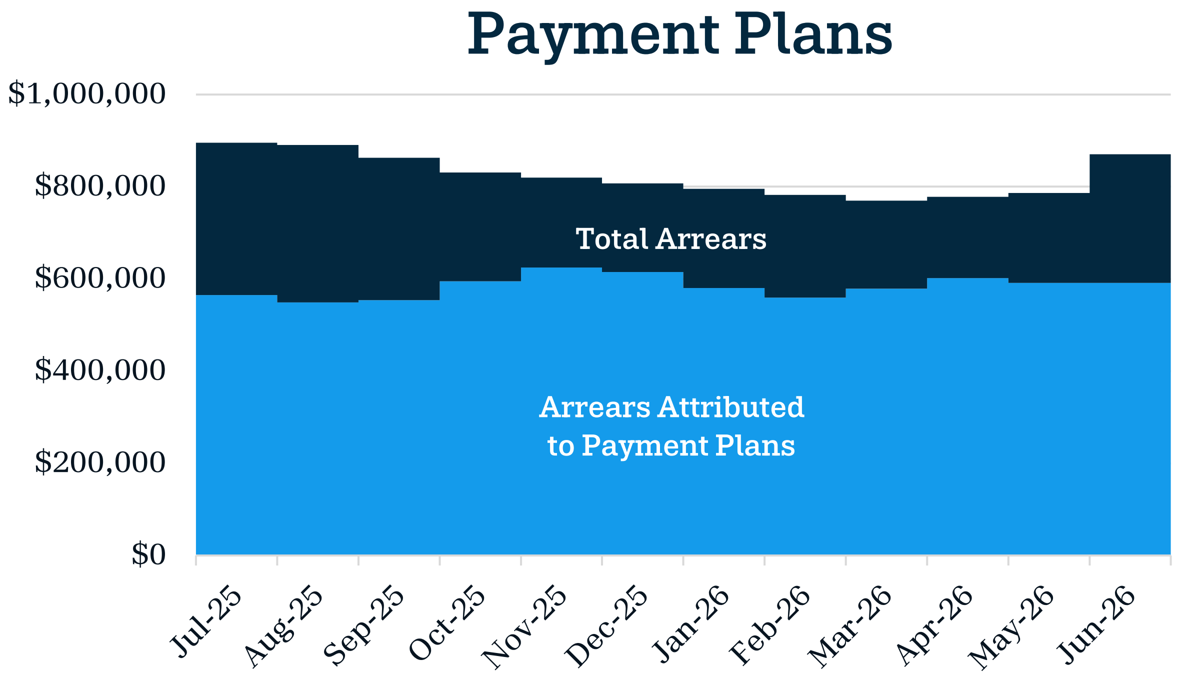
July 21, 2026

AlexRenew Regular Board of Directors Meeting

Payment Assistance Program Snapshot

AlexRenew offers two options through its Payment Assistance Program to assist customers with meeting financial obligations to maintain service – a bill credit program, known as LEAP, and payment plans.





- Payment plans account for 70% of total arrears
- 359 customers are currently on payment plans
- 88% of customers are currently “on track” to complete their payment plans

Payment Assistance Program Challenges

Payment plan participation has remained high since AlexRenew returned to disconnecting for nonpayment in July 2024, indicating there could be ongoing customer challenges. Leveraging LEAP funds to encourage payment plan completion would enhance residential customer payment plans, expand access to LEAP, and minimize the need for disconnections.

LEAP

- Limited enrollment in LEAP, even though disconnections remain constant
- Customers who receive LEAP funds could be disconnected, due to the current policy of one (1) disbursement annually.

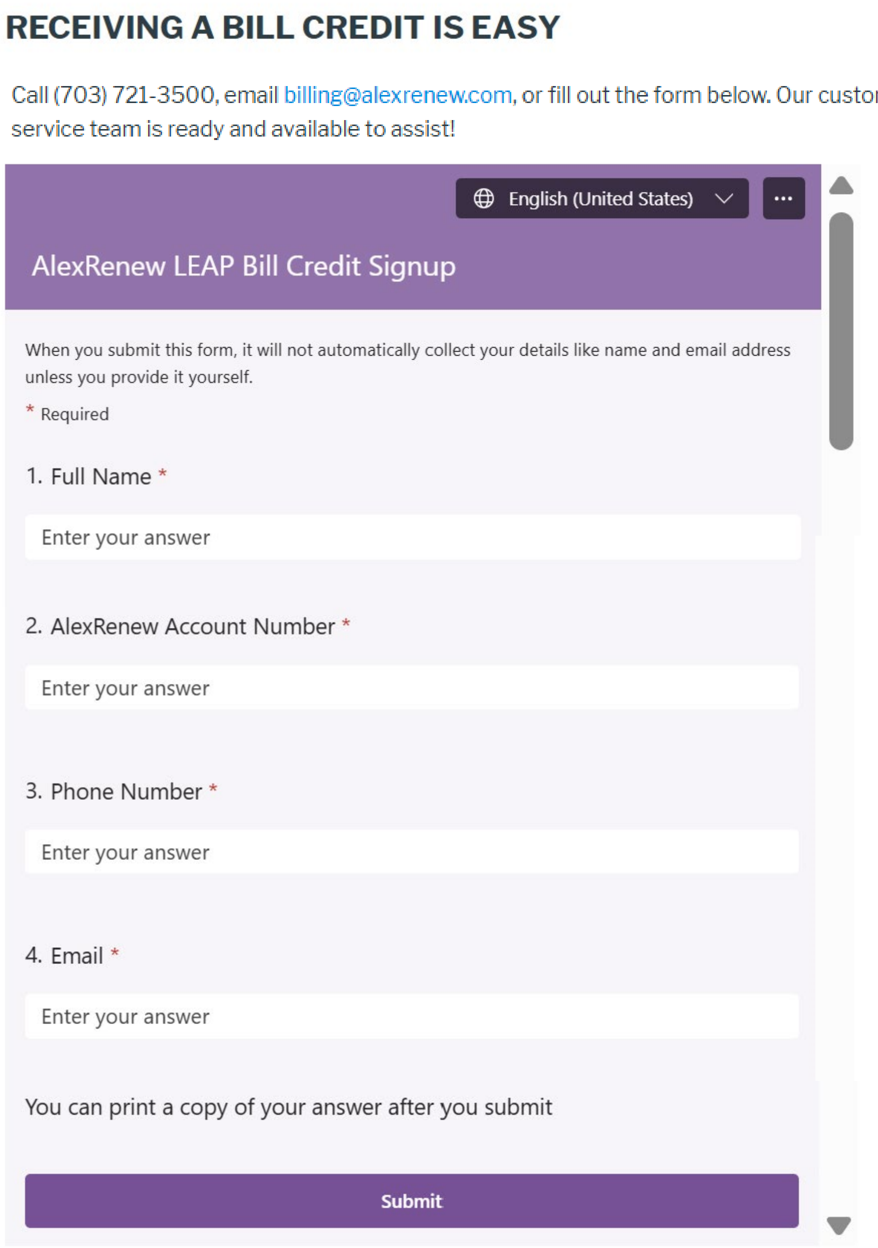
Payment Plans

- Payment plans, some long duration COVID-era options, make up the majority of AlexRenew’s arrears.

LEAP Website Updates and Enrollment Form

Adjusting the current language and providing an online enrollment option could help encourage LEAP participation and reduce disconnections for nonpayment over time.

alexrenew.com/LEAP



RECEIVING A BILL CREDIT IS EASY

Call (703) 721-3500, email billing@alexrenew.com, or fill out the form below. Our customer service team is ready and available to assist!

English (United States)

AlexRenew LEAP Bill Credit Signup

When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself.

* Required

1. Full Name *

Enter your answer

2. AlexRenew Account Number *

Enter your answer

3. Phone Number *

Enter your answer

4. Email *

Enter your answer

You can print a copy of your answer after you submit

Submit

Increase LEAP Disbursement Frequency

Allowing customers to receive more disbursements increases the flexibility of LEAP while minimizing the potential for disconnections.

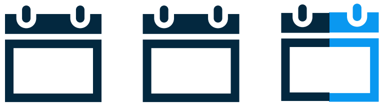
	1	2	3	4	5	6	7	8	9	10	11	12
Current	Single annual disbursement up to $1,000											
Proposed	Disbursements every three months up to a total of $1,000 for the year											
Example Customer A	$700						$300					
Example Customer B	$250			$250			$250			$250		
Example Customer C										$1,000		

Note: Disconnections take 60 to 90 days from the past due date to occur.

Incentivize Customers to Complete Payment Plans

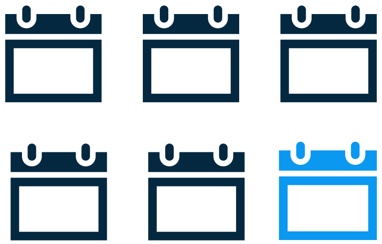
To encourage **residential** customers to complete payment plans, bill credits can be applied to accounts that remain current on payments and broaden the impact of the LEAP.

3-month payment plan



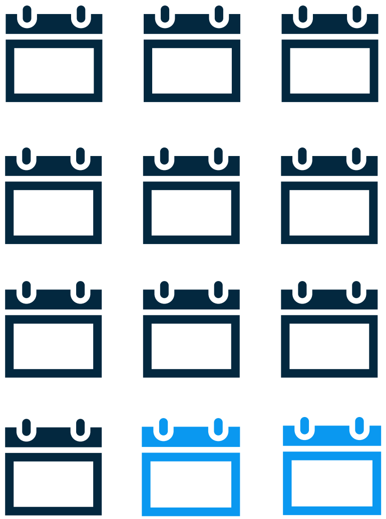
50% credit for final payment

6-month payment plan



100% credit for final payment

12-month payment plan



100% credit for final two payments

Summary of Modifications

The proposed changes to the Payment Assistance Program are reflected in updates to the website and proposed revisions to the Payment Assistance Program Policy.

Proposed Change	Updated on Website	Payment Assistance Program Policy Revisions
Update LEAP language	×	N/A
Create an online application form	×	N/A
Allow for quarterly disbursements	×	×
Provide incentive to encourage payment plan completion for residential customers	N/A*	×

**Once enrolled, payment plan participants will receive notification of the LEAP incentive via text message.*

AlexRenew

AlexRenew
1800 Limerick Street
Alexandria, VA 22314
alexrenew.com

MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Justin Carl, General Manager and CEO

DATE: July 21, 2026

SUBJECT: *New Business, Alex Only*
Review and adopt revisions to AlexRenew's Payment Assistance Program Policy

---

Issue

Revisions to the Payment Assistance Program Policy are needed to enhance the effectiveness of AlexRenew's payment plans and Lifeline Emergency Assistance Program (LEAP) funds. Review and approval of policy revisions by the Board of Directors are necessary for adoption.

Recommendation

Staff respectfully request that the Board of Directors adopt the revisions to the Payment Assistance Program Policy.

Budget and Funding

Not applicable.

Discussion

AlexRenew's Payment Assistance Program Policy (Policy), established in 2024, provides a framework to help customers maintain access to essential wastewater service while managing financial obligations. It defines eligibility and guidelines for AlexRenew's payment plans and LEAP.

The programs have been valuable tools in supporting customers as disconnections resumed following the COVID-19 pandemic. To-date, $193,000 of LEAP funds have been disbursed to 240 customers, and customers enrolled in payment plans account for approximately 70% of the total outstanding arrears.

While the programs have been successful, opportunities remain to improve their effectiveness. LEAP enrollment has remained limited despite a consistent number of disconnections. Additionally, many customers continue to participate in long-term payment plans established during COVID-era policies, resulting in slower repayment. Under the current Policy, customers are limited to a one-time distribution of LEAP funds each year. This limitation may prevent some customers experiencing recurring financial hardship from receiving additional disbursements later in the year. Enhancing the

Policy to reduce barriers to LEAP participation and encourage timely completion of payment plans will better support customers while improving program outcomes.

Staff recommends the following changes to the Policy:

- Allow LEAP assistance to be distributed quarterly, up to a maximum annual bill credit of $1,000;
- Decrease the maximum period for a payment plan from 24 months to 12 months; and
- Permit LEAP funds to be used as an incentive for customers who successfully complete their payment plans on time.

These enhancements are expected to encourage LEAP participation, improve payment plan completion, and potentially reduce the need for disconnections for nonpayment in the future.

This action supports AlexRenew's strategic goal of Commitment to the Community.

ACTION TAKEN

Approved: ______________________

Disapproved: ______________________

Approved with Modification: ______________________

Modification(s): ______________________

____

City of Alexandria, Virginia Sanitation Authority Board Adopted Policy		AlexRenew
Payment Assistance Program Policy		
Date of Adoption: October 15, 2024	Date of Revision: September 16, 2025; January 20, 2026	Page 1 of 6

I. Policy Statement

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

II. Policy Purpose

The purpose of this Policy is to:

A. Formalize AlexRenew's Payment Assistance Program (Program), which is designed to help customers maintain access to essential wastewater service while managing financial obligations.

B. Define eligible funding sources for the Program in accordance with applicable legal and contractual requirements, ensuring strict compliance and fiscal accountability.

III. Payment Assistance Program

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

A. Payment Plans

1. AlexRenew offers interest-free payment plans to help customers manage outstanding account balances over time without reducing the total amount owed.
2. Eligibility Criteria
    a. The customer's account must be at least 30 days past due.
3. Terms
    A. Payment plans allow past-due balances to be paid in installments over time, up to a maximum of 12 months, based on the total balance due.
    a. Failure to make a scheduled payment will result in cancellation of the plan and reinstatement of the full balance due.
    b. Customers with more than three (3) failed payment plans are no longer eligible to enroll.
    c. Residential customers who remain current with their scheduled payments are eligible to receive a bill credit with funds through LEAP. Bill credits shall be applied as follows:
        i. Three (3) month payment plans: A bill credit shall cover 50 percent of the final

payment.

ii. Six (6) month payment plans: A bill credit shall cover 100 percent of the final payment.

iii. Twelve (12) month payment plans: A bill credit shall cover 100 percent of the final two (2) payments.

4. Enrollment

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

B. LEAP

1. Single-family Residential Customers

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

b. Eligibility Criteria

i. The customer's account must be at least 60 days past due; and

ii. The past-due balance must be at least $100, or $50 if the customer is 62 or older.

c. Terms

i. Assistance is provided up to four (4) times per 12-month period, up to a maximum of $1,000 annually, which amount may be adjusted by Board action without requiring an update to this policy.

ii. Any credit applied cannot be greater than the customer's current past due balance.

iii. LEAP funds distributed to incentivize payment plan completion will not count toward the $1,000 annual maximum distribution for each account.

iv. Assistance is provided on a first-come, first-served basis and is subject to the availability of LEAP funds.

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

2. Multi-family Properties within the Commercial Customer Class

a. AlexRenew is implementing a change to its base charge from July 1, 2026 through June 30, 2031 that may result in higher increases to some multi-family properties within the Commercial Customer Class. During this transition, LEAP funds will be made available to these customers in accordance with the terms and eligibility criteria within this section.

b. Eligibility Criteria

i. The customer must be a property with two (2) or more dwelling units within the Commercial Customer Class.

ii. The customer must pass on AlexRenew sewer charges to its tenants.

iii. The customer's overall rate increase (including the base charge change and annual rate increase) must be greater than the most current annual rate increase.

iv. The customer must have a minimum of one (1) dwelling unit that is considered "affordable" within the property address on file with AlexRenew. "Affordable" dwelling units are defined as one (1) of the following based on published guidance from the City of Alexandria:

- Committed affordable housing for low- and moderate-income residents through local, state, and/or federal programs;
- Discounted units through the Affordable Rental Set-Aside Program; or
- Moderately priced rental units where household income is less than or equal to 60 percent of the area median income.

c. Terms

i. Assistance is provided one (1) time per Fiscal Year (July 1 through June 30).

ii. The credit applied will offset up to fifty (50) percent of the bill increase associated with the base charge change and apply only toward affordable units within the property (as defined above). This percentage will be reviewed on an annual basis, at a minimum, and may be adjusted by Board action as more data becomes available, without requiring an update to this Policy. Credits will not be applied to bill increases resulting from annual rate adjustments.

iii. Assistance is provided on a first-come, first-served basis.

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

v. Eligible customers must verify that they pass on AlexRenew sewer charges to tenants and attest that any savings resulting from LEAP assistance will be passed on directly to eligible units. AlexRenew may request reasonable documentation to verify compliance prior to or following application of the credit. If AlexRenew determines, in its reasonable discretion, that a customer has failed to use LEAP assistance to benefit the intended units as attested, AlexRenew may recoup all or a portion of the LEAP credit applied to the account. Any recouped amount will be billed to the customer and due in accordance with AlexRenew's standard billing and collection practices.

3. Enrollment

a. LEAP is administered in partnership with Dollar Energy Fund, a 501(c)(3) nonprofit organization.

b. Customers may apply by calling 703-721-3500, emailing billing@alexrenew.com, or visiting a LEAP community-based partner agency.

4. Funding

a. LEAP is funded exclusively with non-rate revenue as defined in the following section to ensure compliance with the Virginia Water and Waste Authorities Act (Va. Code § 15.2-5100 et seq.) (Authorities Act) and the 1999 Master Indenture of Trust (Indenture). The following sources of non-rate revenue are used to fund LEAP:

i. Donations, generally;

ii. Opt-in contributions from customer billing;

iii. Donations associated with external use of public spaces within AlexRenew's Environmental Center;

iv. Rebates for participation in energy demand reduction programs;

v. Contributions for office space use on the 5th Floor in AlexRenew's Environmental Center; and

vi. Payments from the Billing Services Agreement with the City of Alexandria that are contractually restricted from being used to pay debt service.

IV. Rate and Non-rate Revenue

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

1. System Revenue

a. System Revenue is derived from the ownership and/or operation of the sewer system that is pledged under the Indenture, regardless of whether it is collected directly from customers. These revenues must be deposited into the Revenue Fund and applied in accordance with the Indenture's flow-of-funds provisions.

b. System Revenue includes all Rate Revenue, which is revenue received directly from charges imposed on customers for sewer service, including but not limited to rates, fees, and other charges. These funds are subject to the cost-of-service requirements set forth in the Authorities Act and pledged under the Indenture, which governs their use and application.

c. System Revenue also encompasses other pledged income streams not billed directly to customers, such as investment earnings on pledged accounts and certain intergovernmental payments.

2. Discretionary Revenue

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

B. Basis for Definitions

1. The Authorities Act defines a cost-of-service model where customer charges are used to cover costs associated with operating and maintaining the wastewater system — not discretionary programs. Specifically, § 15.2-5136 restricts the use of customer rates, fees, and other charges to paying the cost of maintaining, repairing, and operating the system; paying the principal of and the interest on the revenue bonds; or providing a margin of safety for making such payments.

2. The Indenture reinforces the cost-of-service model by defining "Revenues" as all income derived from the ownership or operation of the sewer system. These pledged revenues must be deposited into the Revenue Fund and applied in a fixed order: operating expenses, debt service, and capital expenses (§§ 1.1, 7.2). Once all Indenture-required allocations are

satisfied, any remaining Revenues flow into the General Fund, which may be used for any lawful purpose within AlexRenew's statutory powers as defined by the Authorities Act.

3. The Indenture also specifically excludes "any gift, grant, payment or contribution to the extent restricted by the donor" from pledged Revenues, permitting the use of these funds for discretionary purposes like LEAP. For example, payments to AlexRenew from the City of Alexandria for the 5th floor lease and third-party billing services are excluded from the Indenture definition of Revenues by virtue of the City's restrictive language in the respective agreements.

C. Revenue Classification Flowchart

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

Table 1. Revenue Classification Flowchart

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

D. Approved LEAP Funding Sources

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

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

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

LEAP Funding Source	Description	Classification
5th floor contributions	Contractually restricted payments from the City of Alexandria for shared facility use	Discretionary Revenue (Step 3)
Billing services payments	Contractually restricted payments from the City of Alexandria under Billing Services Agreement	

V. Version History

Revision Date	Revision Description
01/20/26	Expansion of LEAP eligibility to multi-family properties with affordable units
09/16/25	Addition of definitions for system revenue and discretionary revenue
07/21/26	Allow LEAP funds to support payment plan completion and update LEAP disbursement frequency to quarterly

City of Alexandria, Virginia Sanitation Authority Board Adopted Policy

Payment Assistance Program Policy

Date of Adoption: October 15, 2024	Date of Revision: September 16, 2025; January 20, 2026	

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    c. Terms

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        ~~ii.~~iii. LEAP funds distributed to incentivize payment plan completion will not count toward the $1,000 annual maximum distribution for each account.

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

Table 1. Revenue Classification Flowchart

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

D. Approved LEAP Funding Sources

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

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

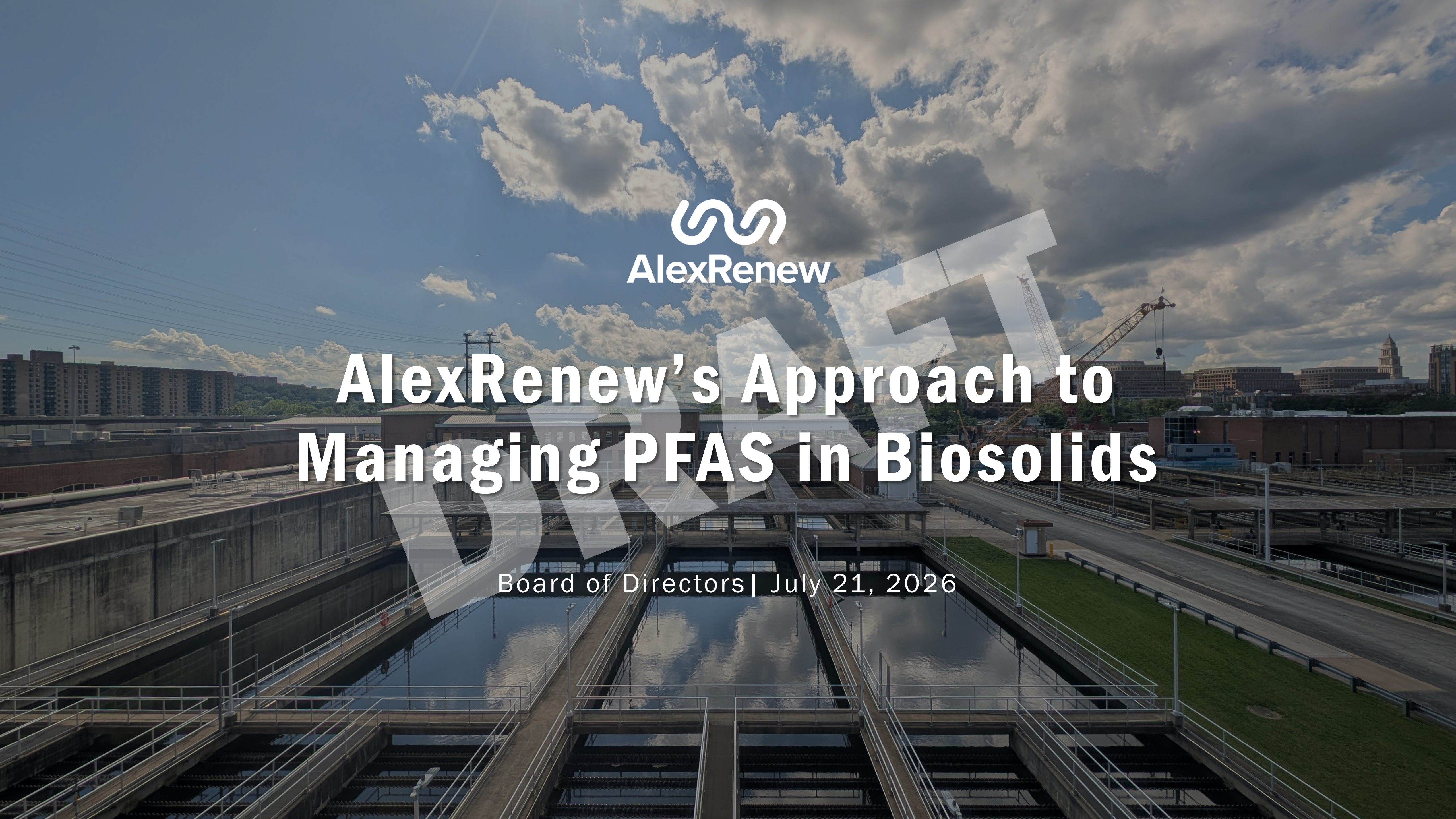
LEAP Funding Source	Description	Classification
Donations, generally	Donations made directly to Dollar Energy in support of LEAP	Discretionary Revenue (Step 4)
Environmental Center donations	Donor-specified contributions made directly to Dollar Energy associated with external use of available public spaces within the Environmental Center (e.g. 6th floor)	
Customer opt-in donations	Voluntary donations made directly to Dollar Energy added to billing statements	

LEAP Funding Source	Description	Classification
Energy reduction demand rebates	Reimbursements for energy demand reduction during peak use of the electrical grid	
5th floor contributions	Contractually restricted payments from the City of Alexandria for shared facility use	Discretionary Revenue (Step 3)
Billing services payments	Contractually restricted payments from the City of Alexandria under Billing Services Agreement	

V. Version History

Revision Date	Revision Description
01/20/26	Expansion of LEAP eligibility to multi-family properties with affordable units
09/16/25	Addition of definitions for system revenue and discretionary revenue
07/21/26	Allow LEAP funds to support payment plan completion and update LEAP disbursement frequency to quarterly

Tab 05 Tunnel System Operations Updates – *To be provided at meeting*



AlexRenew

AlexRenew's Approach to Managing PFAS in Biosolids

Board of Directors| July 21, 2026

New Biosolids Regulations in Virginia

This past General Assembly session, Virginia enacted regulations restricting biosolids land application and testing requirements for PFAS.

Beneficial reuse of biosolids through land application to farms has been a longstanding practice for biosolids disposal across the United States. Source: [The Gainesville Sun]()

Land application

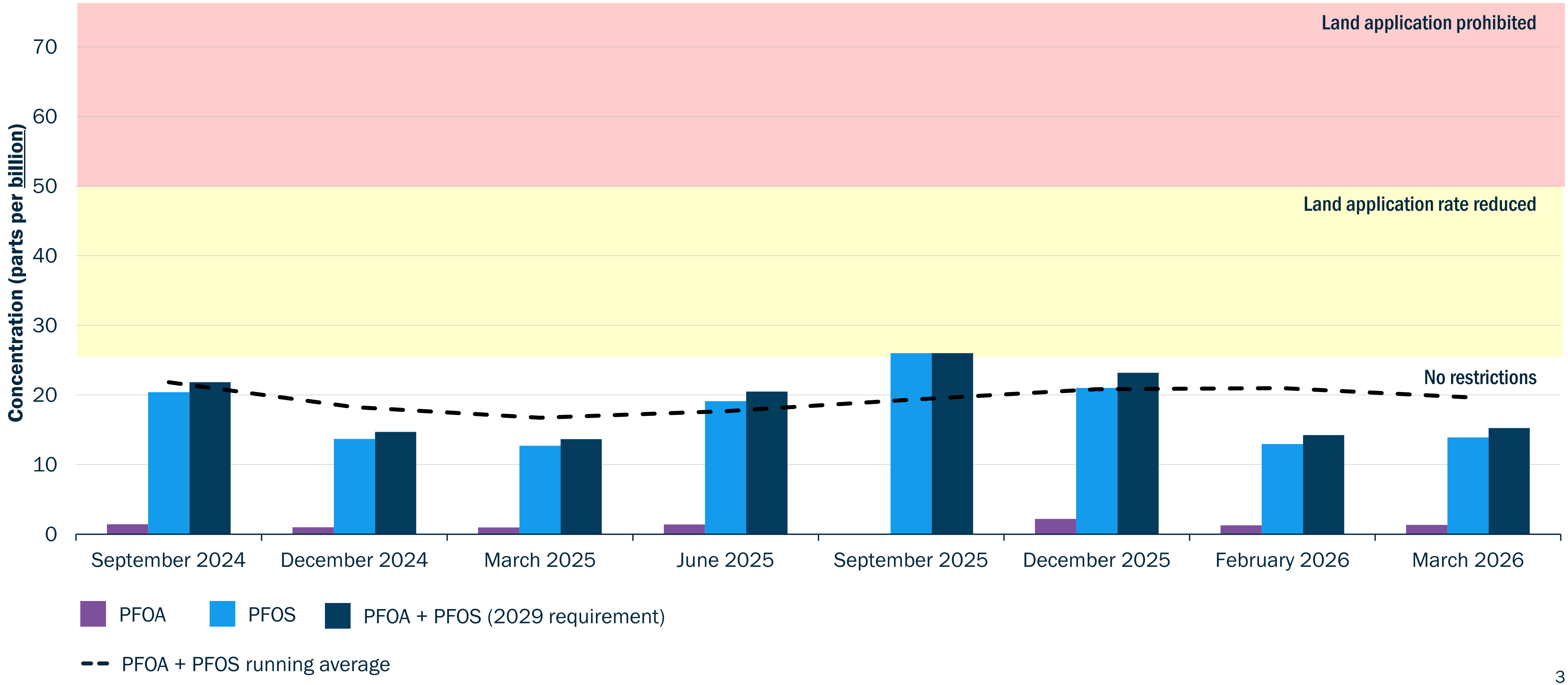
- Restricted for biosolids with concentrations of PFOA or PFOS above 25 parts per billion
- Becomes more stringent in 2029

Pretreatment testing

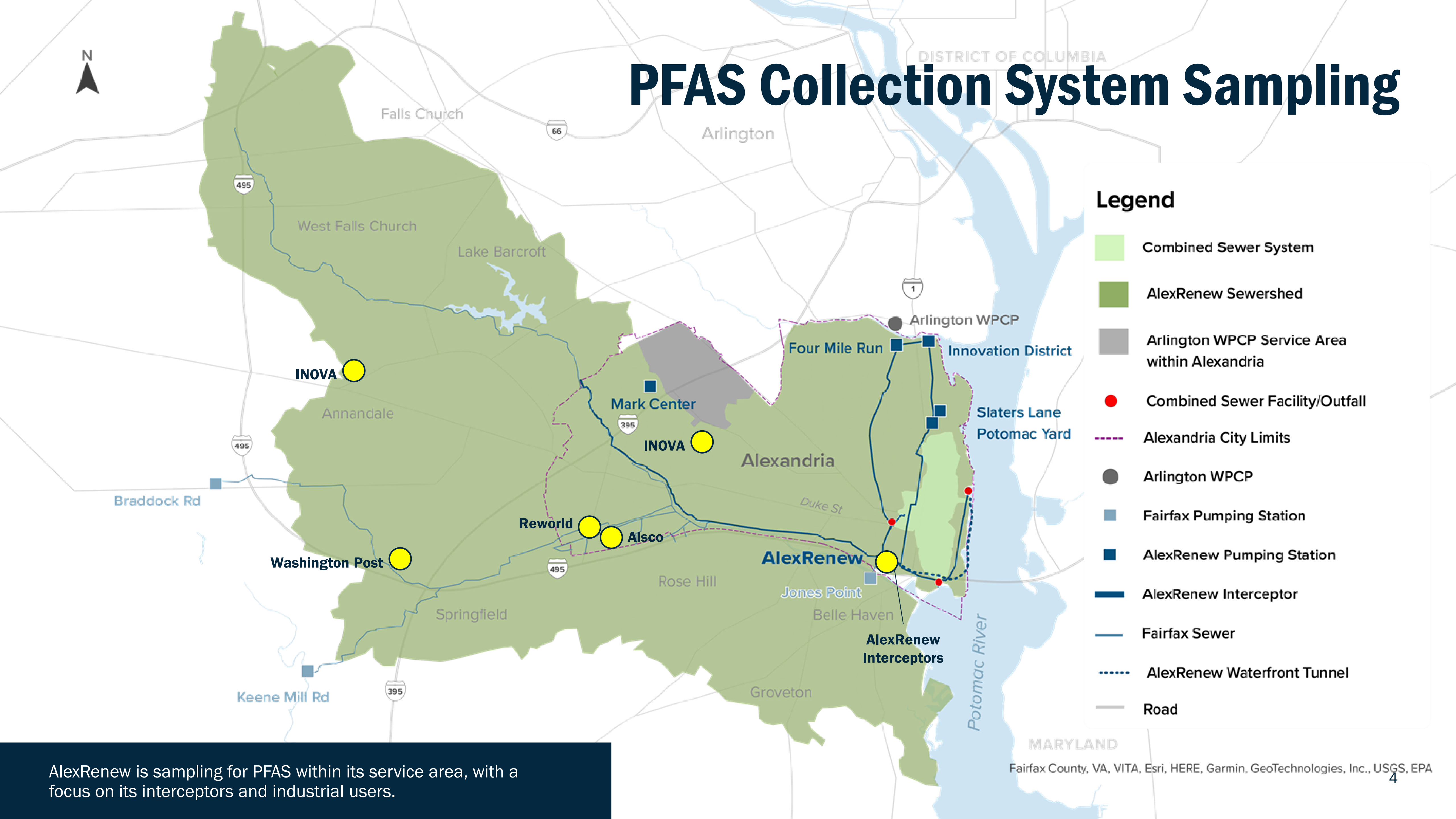
- Quarterly PFAS testing and reporting from certain industries
- If no PFAS are detected, the facility may be able to reduce monitoring

AlexRenew PFAS Concentrations in Biosolids

Concentrations of PFOA and PFOS in AlexRenew's biosolids fluctuate and can exceed the regulatory threshold for land application.



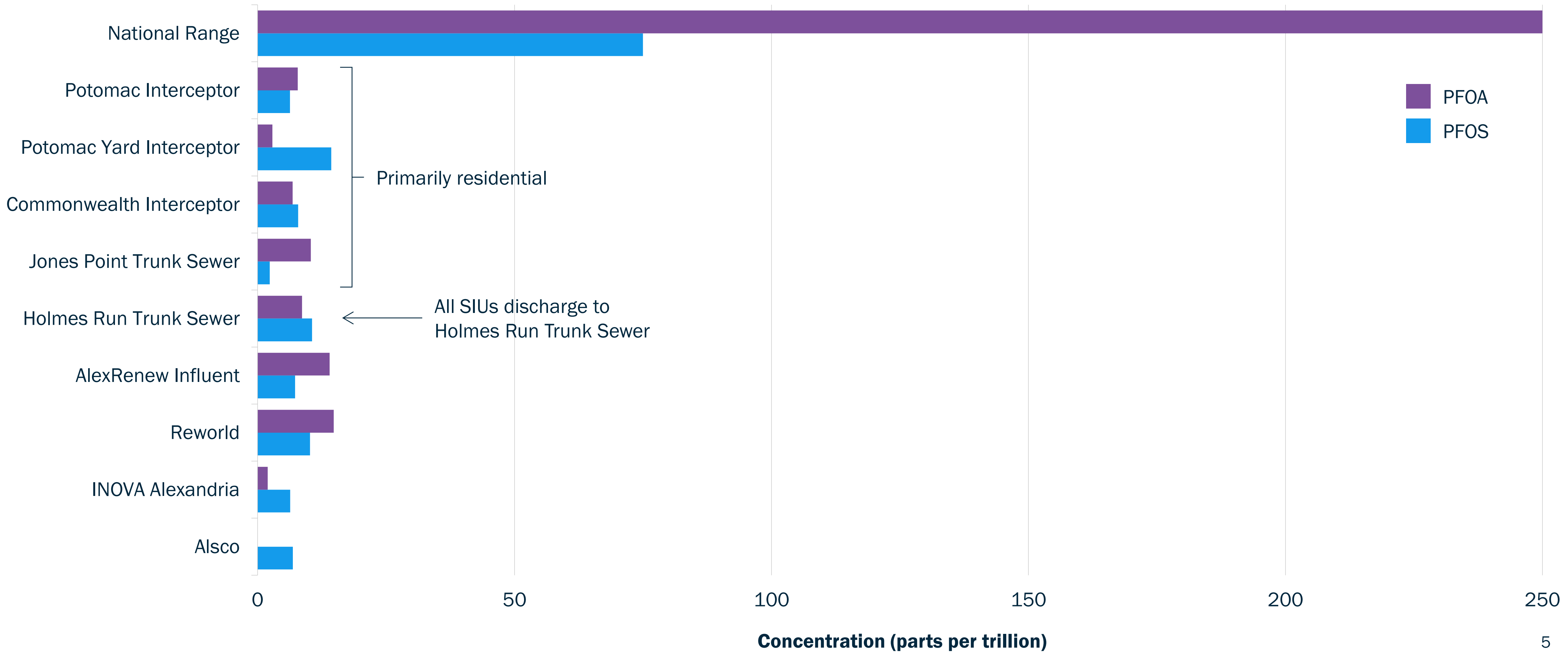
PFAS Collection System Sampling



AlexRenew is sampling for PFAS within its service area, with a focus on its interceptors and industrial users.

PFAS Collection System Sampling Results

AlexRenew is currently sampling for PFAS within its service area, with a focus on its interceptors and industrial users. Sampling results show PFOA and PFOS concentrations within the range typical for primarily residential communities.



AlexRenew's Biosolids Approach

AlexRenew is undertaking a three-pronged approach that mitigates near-term regulatory risk from PFAS in biosolids and provides a long-term sustainable solution to biosolids management.

Test and Monitor

Monitor influent, effluent, and biosolids PFAS levels and test local industrial users for discharges of PFAS to the sewershed

Halt Land Application

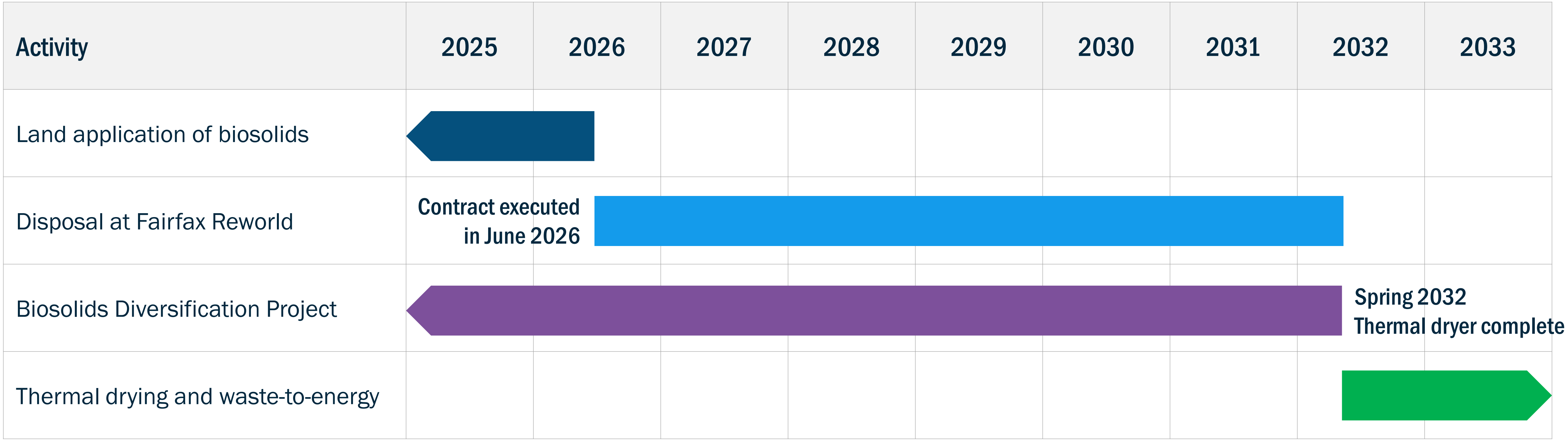
Partner with local waste-to-energy facility for biosolids disposal and secure landfill capacity as a backup during incinerator down-times

Diversify end use of biosolids

Diversify end use to focus on waste-to-energy and emerging technologies

Biosolids Management Schedule

AlexRenew executed a contract with Fairfax Reworld as an interim solution to support the immediate shift away from land application, as the implementation of the Biosolids Diversification Project progresses.



Disposal of Biosolids at Reworld Fairfax

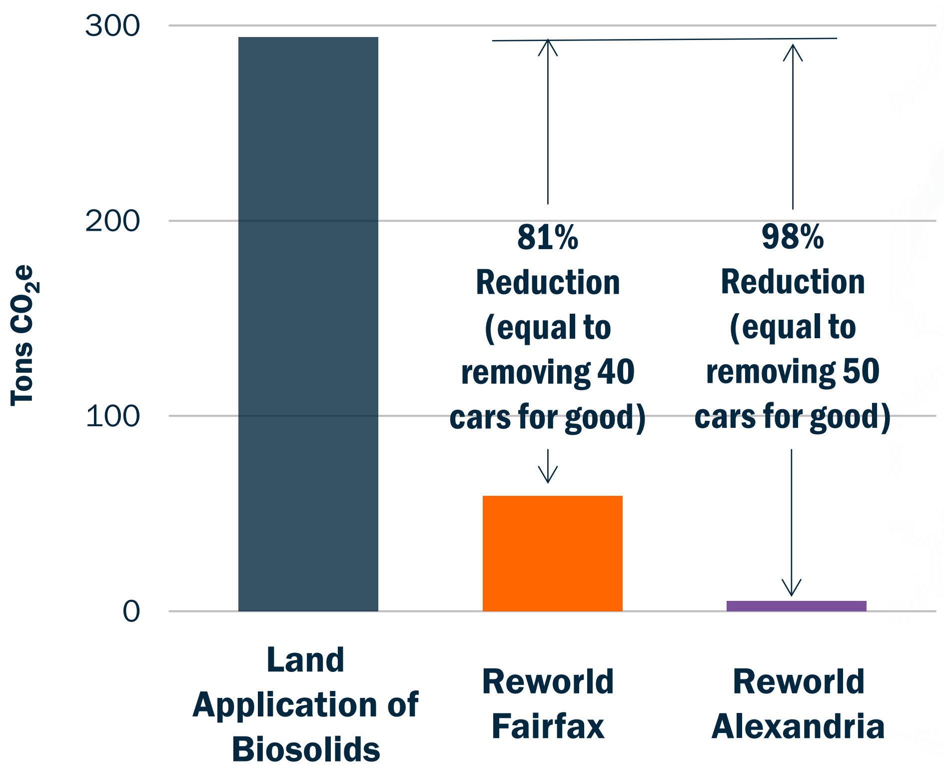
Reworld Fairfax’s waste-to-energy facility has capacity to accept all biosolids currently produced at AlexRenew. Disposal at the facility has been successfully underway for just over a month.

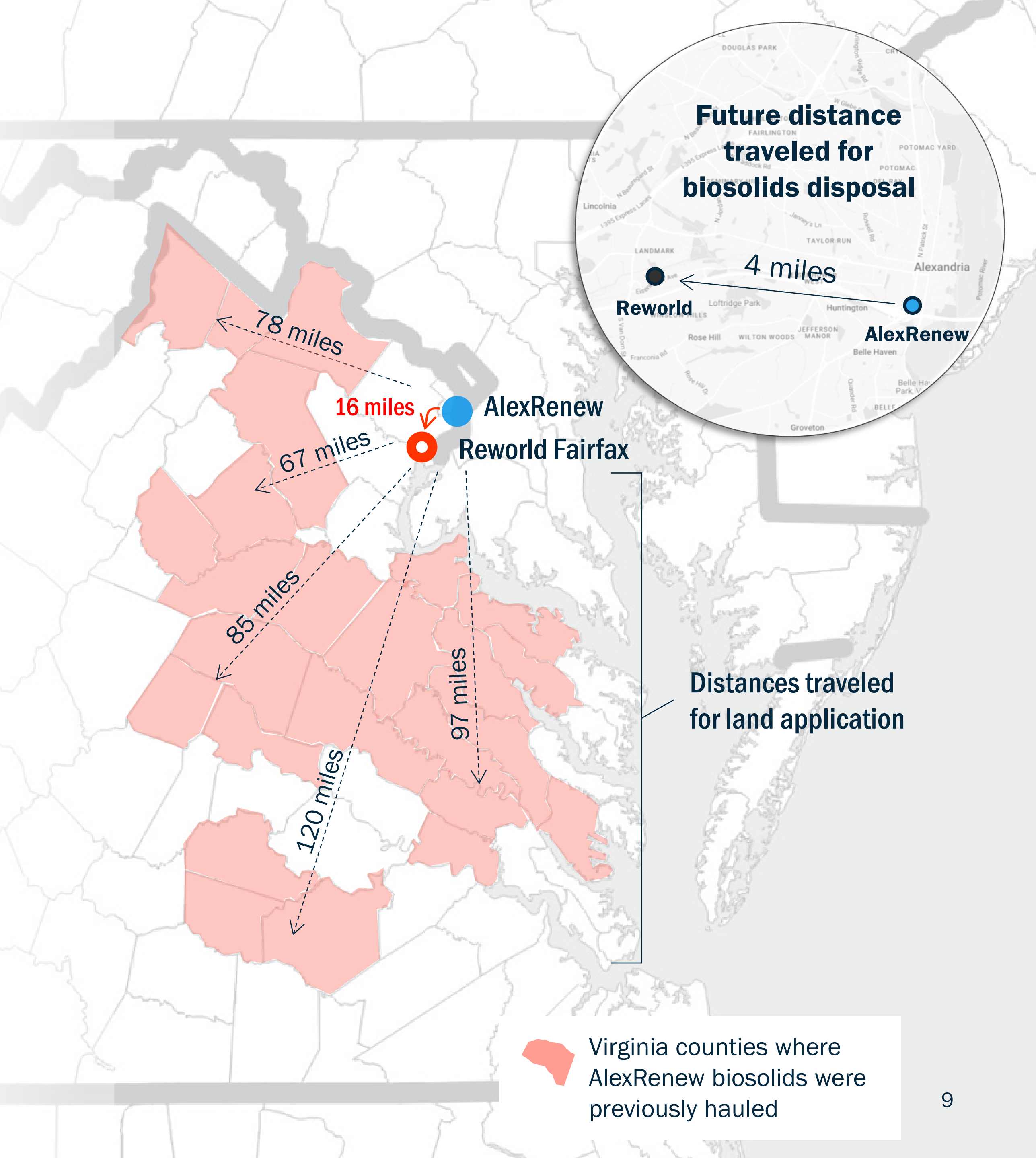
- Contract executed in early June 2026
- Reworld Fairfax can process 1.1 million tons of waste each year, operating above 1,100°C
- Initial biosolids were successfully processed at Reworld Fairfax on June 17 and June 18, 2026
- AlexRenew has not land applied biosolids since June 18, 2026
- Reworld Fairfax has accepted up to five loads of biosolids per day
- AlexRenew has not had to slow biosolids production

AlexRenew biosolids being disposed at the Reworld Fairfax facility

Greenhouse Gas Reductions

In the near term, using a local facility for biosolids disposal is projected to reduce greenhouse gas emissions from AlexRenew's biosolids transportation by 81 percent, providing a local, sustainable option to land-application. In the future, emissions are reduced by 98 percent by taking biosolids to Reworld Alexandria.





Key Takeaways

- **New legislation:**

  New PFAS legislation for wastewater utilities went into effect on July 1 and additional requirements go into effect in January 2027

- **Interim biosolids management:**

  In response to the legislation, AlexRenew has stopped land-applying biosolids and transitioned to disposal at Reworld Fairfax

- **Long-term biosolids management:**

  In 2032, when the biosolids thermal dryer is commissioned, biosolids will be used in Alexandria to create energy

- **Environmental benefits:**

  Transitioning away from land application significantly reduces GHG emissions from trucking

AlexRenew

AlexRenew

Nutrient Reduction Project Contract Packaging

BOARD OF DIRECTORS | JULY 21, 2026

Update on 4 MGD Capacity Expansion

Fairfax County and the City are executing a capacity sale to support the City's capacity needs in the near-term and following the completion of the Nutrient Reduction Project. The Capacity Sale is anticipated to be executed this month, resulting in a new capacity share for the plant.

2025

Previous Capacity Agreement

54 MGD

Fairfax	City
32.4 MGD	21.6 MGD
56%	44%

July 2026

Interim Capacity Agreement

54 MGD

Fairfax	City
30.2 MGD	23.8 MGD
56%	44%

2.2 MGD capacity sale from Fairfax to City

2033

Future Capacity Agreement

58 MGD

Fairfax	City
32.4 MGD	25.6 MGD
56%	44%

Build Nutrient Reduction Project with 4MGD Expansion

phaseforward

Building a Resilient Wastewater Future

Biosolids Diversification

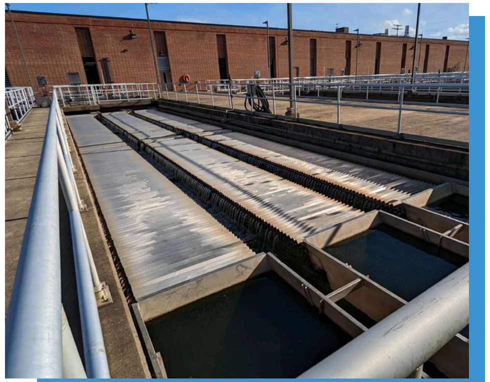
Upgrades to meet emerging regulations, increase bioenergy production, and realize alternative beneficial end uses for biosolids

Headworks Renewal

Improvements to aging equipment that provides initial screening of debris larger than a pea and settling solids as small as a grain of sand

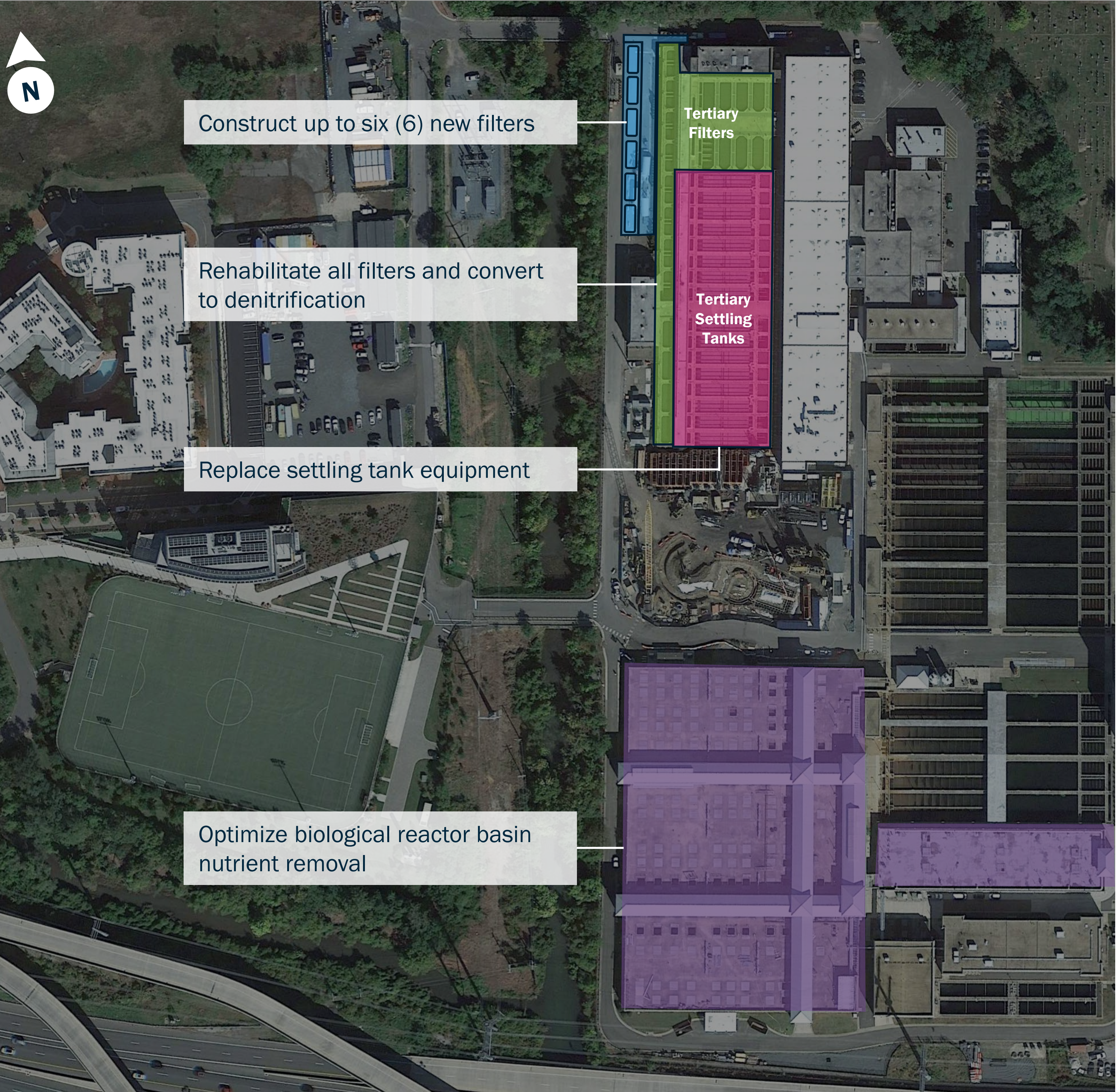
Process Optimization

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



Nutrient Reduction Project Concept

Tertiary Tanks and Filter Upgrades

Needs identified through studies starting in 2020

- Structural repairs and improvements
- Replace filter media
- Replace settling tank equipment
- Replace pumps, blowers, sodium hypochlorite system, valves, air piping, and associated equipment

4 MGD Expansion

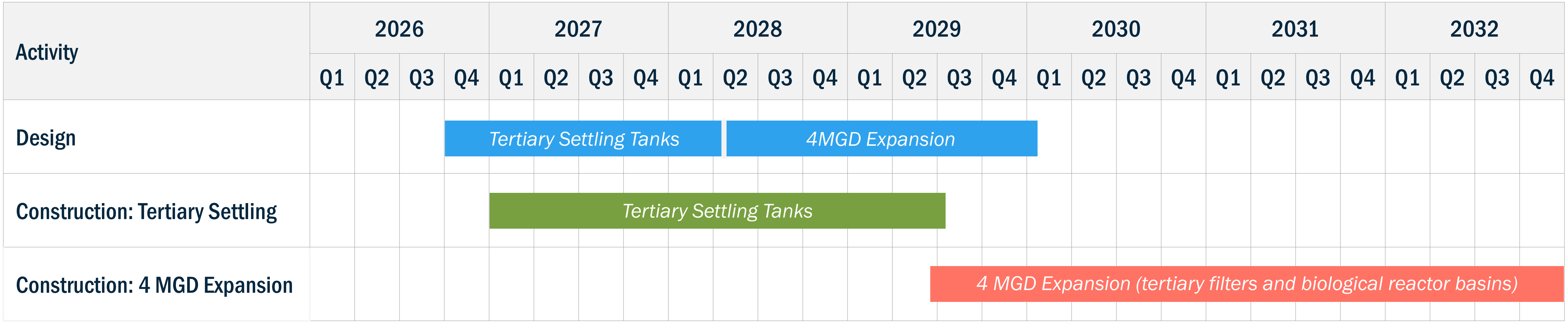
Support city's growth by 4 million gallons per day

- Upgrade existing filters for denitrification
- Construct new filters for additional loadings
- Optimize performance of biological reactor basins

AlexRenew WRRF process areas to be upgraded as part of the Nutrient Reduction Project

Nutrient Reduction Project Schedule

The Nutrient Reduction Project is being conducted in three phases – design, upgrades to the tertiary settling tanks, and 4 MGD expansion (tertiary filters and biological reactor basin optimization).



Nutrient Reduction Project

Design				Construction		
Initial Contract (Preconstruction Services)	**Change Order 1**	**Change Order 2**	**Change Order 3**	**Amendment 1**	**Amendment 2**	**Amendment 3**
Preliminary engineering to define basis of design	Final design for tertiary settling tanks	Final design for filter backwash and chemical improvements	Final design for 4 MGD Expansion	Procurement of tertiary settling tank equipment	Construction of the tertiary settling tanks and filter backwash/ chemical improvements	Construction of the 4 MGD expansion
January 2026	**September 2026**	**November 2026**	**Fall 2027**	**November 2026**	**Winter 2028**	**Summer 2029**

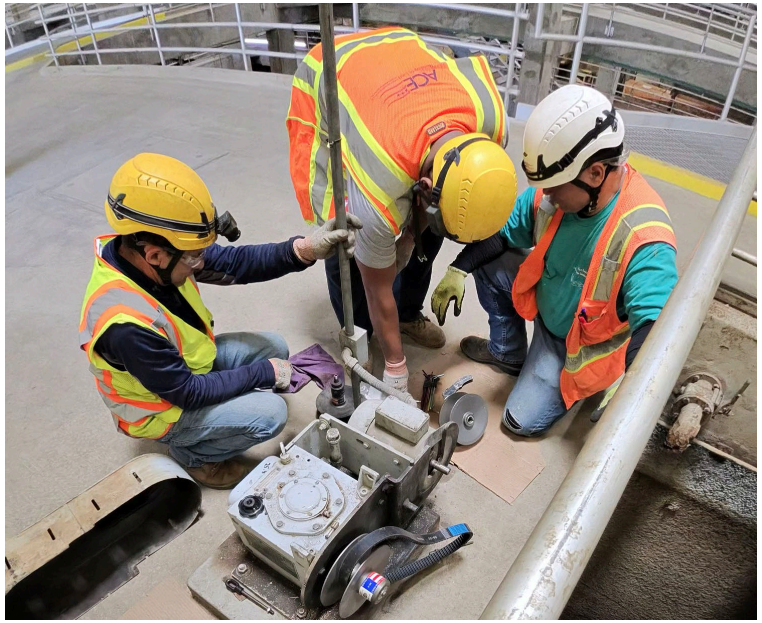
AlexRenew Board of Directors action dates

Nutrient Reduction Project Change Order No. 1

On progressive-design-build projects, change orders are used to execute discrete phases of design work. Change Order No. 1 includes design of the following major scope elements to improve AlexRenew's eight (8) tertiary settling tanks:

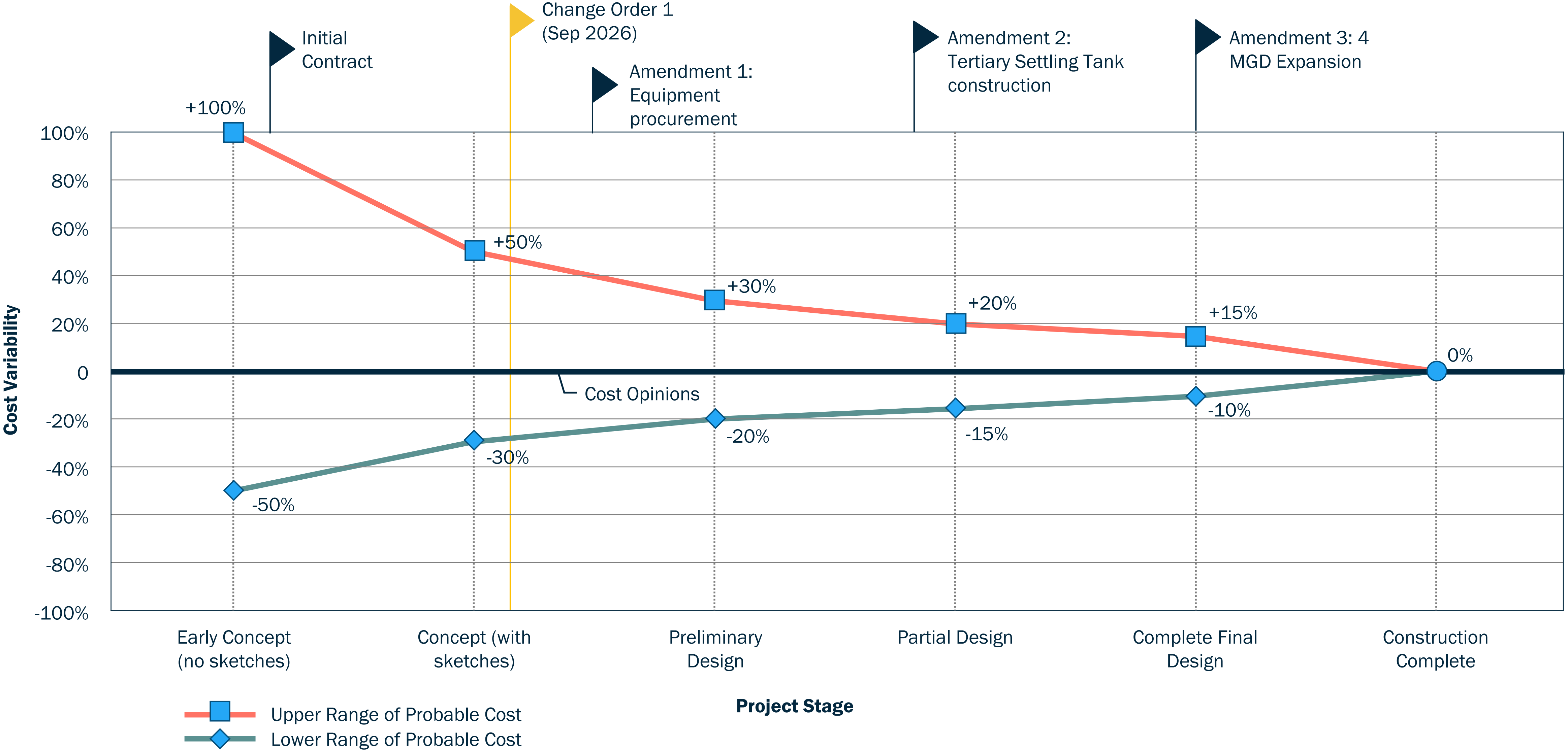
Equipment repair and upgrades – mixing equipment, flocculators, plate settlers, sludge collectors (chains and flights)

Structural repairs of concrete tankage



Miscellaneous – maintenance of plant operations, training, commissioning

Evolution of Nutrient Reduction Project Capital Costs

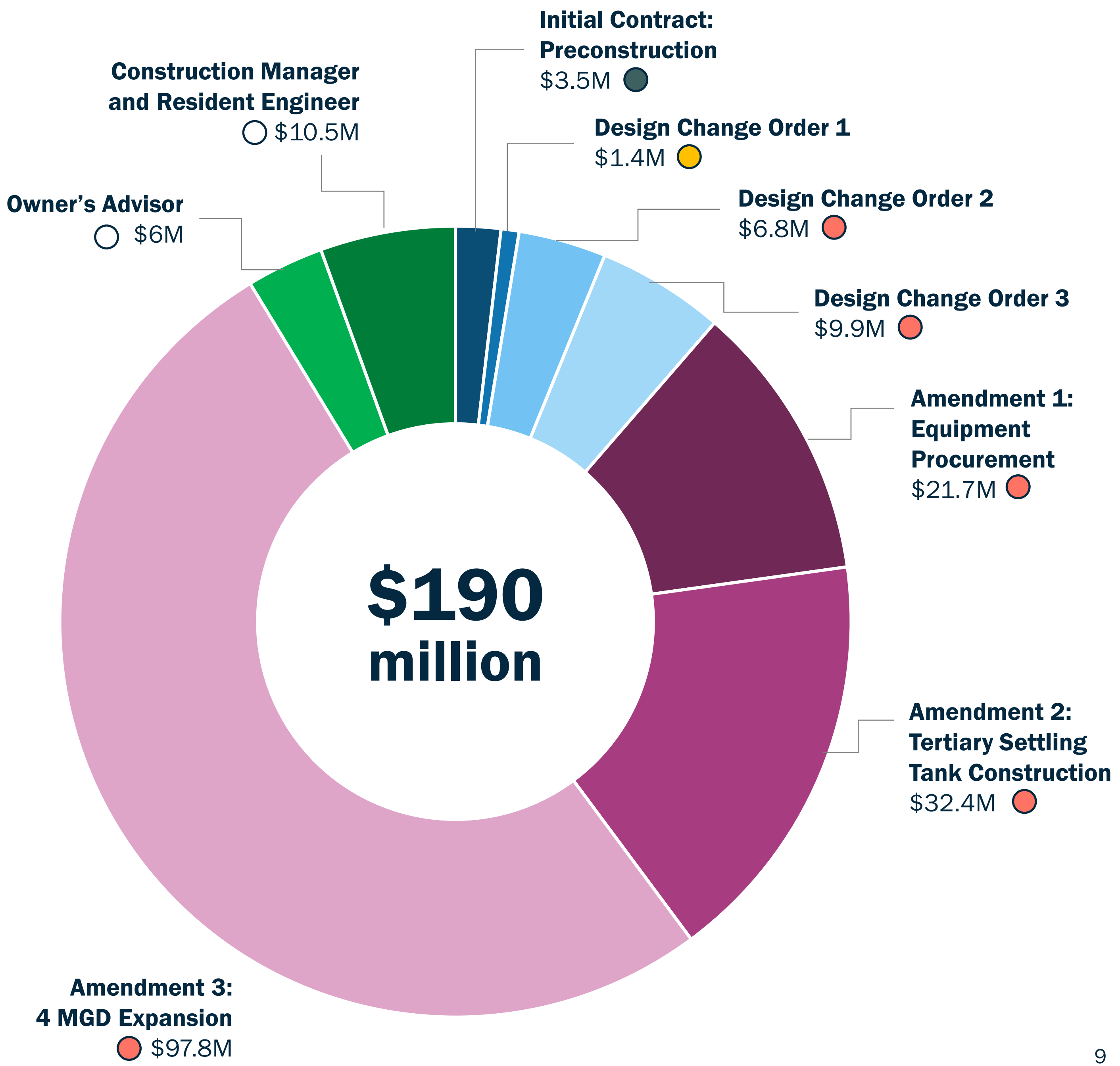


Nutrient Reduction Capital Cost

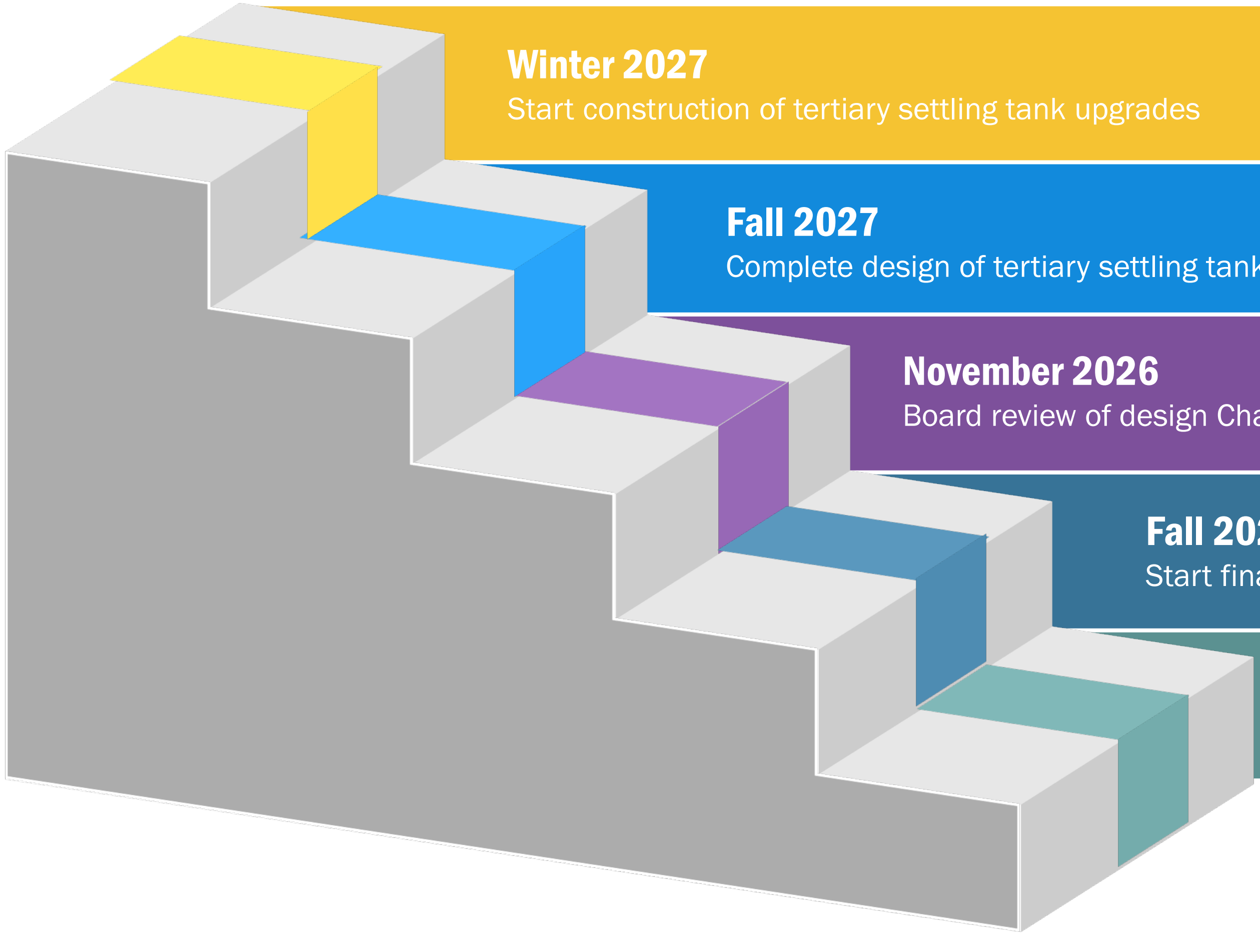
This graph illustrates the Nutrient Reduction Project capital cost as of July 1, 2026. The dots next to the various contracts, change orders, and amendments indicate Board action on each of the items.

Board action legend:

- Board approved
- Board pending
- Future action
- Board approval via annual budget



Nutrient Reduction Project Next Steps



Winter 2027
Start construction of tertiary settling tank upgrades

Fall 2027
Complete design of tertiary settling tank upgrades

November 2026
Board review of design Change Order 2 (filter backwash) and Amendment 1 (equipment procurement)

Fall 2026
Start final design of tertiary settling tank upgrades

September 2026
Board review of design Change Order 1 (tertiary settling tank upgrades)

AlexRenew

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Monthly Report

June 2026

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 June 2026.

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 June 2026 was 1.68 inches of rain, which is less than the monthly average precipitation of 4.61 inches of rain for the month.

AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for June 2026 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	30.2	ND	2.6	ND	0.11	7.9	2.4	111,550	4,016

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 June 2025, the Board approved four (4) Job Order Contracts (JOC) to support AlexRenew's ongoing construction and maintenance needs. To date in Fiscal Year 2026, a total of $15 million of work has been issued under the contracts through individual task orders. Table 1.2 summarizes the status of JOC task orders issued in Fiscal Year 2026.

Table 1.2. Summary of JOC Task Orders issued in Fiscal Year 2026

Facility	Number of Task Orders	Value
WRRF Headworks Systems	-	$-
WRRF Biological Treatment Systems	6	$1,830,000
WRRF Solids Treatment Systems	5	$1,000,000
WRRF Tertiary Treatment Systems	9	$5,260,000
WRRF Disinfection Systems	-	$-
WRRF Miscellaneous – HVAC, Electrical, Building, etc.	18	$5,490,000
Pumping Stations	-	$-
Interceptors	2	$1,230,000
Environmental Center	-	$-
Total	**40**	**$14,810,000**

1.3 PhaseForward

Updates on PhaseForward are outlined in the PhaseForward Dashboard.

1.4 Additional Capital Projects

In February 2026, AlexRenew issued a request for information (RFI) to begin the procurement process for a new financial and procurement enterprise resource planning (ERP) software. AlexRenew uses an ERP to manage finance and procurement processes, e.g., accounting, invoicing, and purchasing. Following review of the RFI responses, AlexRenew determined that the procurement would be conducted in two phases. The first request for proposals (RFP), issued in June 2026, will select the ERP software. A second RFP will be subsequently issued to procure the implementation services tailored to the selected software. Staff anticipates providing the Board with an update on the ERP in February 2027.

In March 2026, AlexRenew issued an RFP seeking qualified manufacturers of biosolids thermal dryer to support the Biosolids Diversification project. AlexRenew received one (1) proposal on April 14, 2026 and a contract is anticipated for Board action in September 2026.

1.5 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 CIP. Table 1.3 summarizes the status of BOA task orders issued in Fiscal Year 2026.

Table 1.3. Summary of BOA Task Orders issued in Fiscal Year 2026

Type/Facility	Number of Task Orders	Value
WRRF Headworks Systems	1	$120,000
WRRF Biological Treatment Systems	0	$-
WRRF Solids Treatment Systems	0	$-
WRRF Tertiary Treatment Systems	2	$1,270,000
WRRF Disinfection Systems	0	$-

Type/Facility	Number of Task Orders	Value
WRRF Miscellaneous – HVAC, Electrical, Building, etc.	8	$2,040,000
Pumping Stations	0	$-
Interceptors	2	$500,000
Environmental Center	1	$230,000
Plans, Studies, and Training	10	$2,770,000
Professional Services Support	8	$1,560,000
Total	**32**	**$8,490,000**

1.6 Sole Source and Emergency Contracts

In June, AlexRenew executed a sole source contract with Reworld Solutions, LLC to provide alternative means of biosolids disposal. In July, AlexRenew executed a sole source contract with Rexel USA, Inc. (Rexel) for hardware and software systems associated with AlexRenew's Supervisory Control and Data Acquisition (SCADA) system. Rexel is the only authorized distributor for Virginia associated with the hardware and software systems that meet AlexRenew's SCADA standards.

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.

Interns from the City of Alexandria's Summer Youth Employment Program started their 5-week program with AlexRenew on June 29. On June 9, AlexRenew hosted a Pride Month luncheon and training for staff.

Throughout the month of June, AlexRenew staff participated in a series of challenges and training activities that encouraged a safety mindset both on the job and at home. On June 25, the safety team hosted a luncheon and recognized staff that went above and beyond to promote safety throughout the year.

AlexRenew celebrated Women in Engineering Day on June 23, and Juneteenth on June 19, with internal announcements, trivia, and social media posts. On June 30, AlexRenew staff gathered to celebrate Water and Wastewater Professionals Appreciation Day.

Since June 19, 2026, AlexRenew has logged 27,608 hours without a recordable incident.

3 Strategic Partnerships

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

AlexRenew provided presentations and tours to staff visiting from the Singapore PUB, as well as the Wildlife Rescue League.

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's use of renewable energy is tracked monthly. This month, plant processes used approximately 309,000 standard cubic feet of biogas that was produced onsite in the anaerobic digesters. About 9,400 kilowatt hours of energy were generated from onsite solar panels.

AlexRenew's use of reclaimed water is tracked monthly. This month, AlexRenew recycled 111 million gallons of water to support our operations.

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 (Preliminary)

The performance of AlexRenew's annual approved budget is reviewed and evaluated monthly to ensure overall organizational financial stability.

<u>Preliminary Budget Summary for Fiscal Year 2026</u>

Table 5.1 summarizes AlexRenew Fiscal Year (FY) 2026 revenues and expenditures at fiscal year close. Please note that the values presented herein and following narrative are preliminary and subject to change as part of the year-end and audit adjustments.

AlexRenew's overall financial condition, as well as operating and capital plans to meet water quality requirements remained strong and stable during FY2026. AlexRenew met or performed better than the standards established by its financial policies, maintaining a debt service coverage ratio of 2.2 and unrestricted cash of 711 days of operating expenses.

Revenues from billed water consumption to AlexRenew's wastewater treatment plant were under the original budgetary estimate by approximately 1.5% or $1.0 million primarily due to an overestimation of fees recovered due to late charges. The budgetary value was increased from FY2025 due to late fee recovery that was not realized in FY2026.

Flows from Fairfax County to AlexRenew's wastewater treatment plant were higher than originally budgeted and are anticipated to result in increase of $1.1 million in operating revenues from Fairfax County.

Operating expenses are projected to be $3.3 million below budget. The original FY2026 operating budget included $2.5 million in reserves for unforeseen events and emergencies, the majority of which were not needed during the fiscal year. WIFIA draws to fund RiverRenew capital spending resulted in $0.2 million higher in debt service expenses. Total expenses are estimated to be $68.1 million lower than budgeted, primarily due to the timing of spending associated with capital projects. This timing also impacts debt proceed revenues, which are estimated to be $51.1 million lower than budgeted since most capital expenses are funded through debt. The estimated net positive budget variances resulted in no use of cash reserves for capital expenses and the addition of approximately $3.0 million to cash reserves, which will be used toward future capital spending.

The following are key financial highlights for FY2026:

- The Board of Directors adopted a rate structure change for FY2027, changing how the base charge is determined;
- RiverRenew continued to be funded solely by Water Infrastructure Finance and Innovation Act

(WIFIA) loan program with $123.4 million drawn to date;

- AlexRenew began using proceeds from the PhaseForward Green Bonds with $13.1 million drawn to date ($9.3 million drawn in FY2026); and
- AlexRenew received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for its Fiscal Year 2025 Annual Comprehensive Financial Report, which is the highest form of recognition for excellence in state and local government financial reporting. This is the 19th time AlexRenew has received this award.

Table 5.1. Revenues and Expenses through June 2026 (preliminary fiscal year end)

Revenues and Expenses	FY2026 Actual (1)	FY2026 Budget	Preliminary $ Variance	Preliminary % Variance
Revenues				
Wastewater Treatment Charge	63,939,203	64,941,337	-1,002,134	-1.5
Fairfax Operating Charge	15,738,293	14,662,764	1,075,529	7.3
Fairfax Capital Contributions	42,319,179	59,378,095	-17,058,916	-28.7
Debt Proceeds and Other Sources	68,204,920	119,336,317	-51,131,397	-42.8
Total Revenues	**190,201,595**	**258,318,513**	**-68,116,918**	**-26.4**
Expenses				
Operating and Maintenance	37,648,832	40,925,755	3,276,923	2.2
Parity Debt Service	20,450,624	20,220,975	-229,649	-1.1
IRR (2)	13,703,732 (3)	12,664,560	-1,039,172	-8.2
Capital	118,398,407	184,507,223	66,108,816	-35.8
Total Expenses	**190,201,595**	**258,318,513**	**-68,116,918**	**-26.4**

Notes: (1) The FY2026 actual values and associated variances are based on preliminary estimates at the fiscal year close and are subject to change

(2) Improvement, Renewal, and Replacement with 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

(3) Projected IRR expenses reflect a preliminary year-end true-up of projects initially identified as IRR, but reclassified to the capital based on the nature of the projects' scope

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 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 (Estimated)	Percentage of Goal
Operating and Capital Days Cash on Hand	120	129	107%
Total Days Cash on Hand	270	711	379%

Note: The FY2026 actual annualized values and associated percentages of goal are based on preliminary estimates at the fiscal year close and are subject to change

Table 5.3. Debt Service Coverage

Item	FY2026 Budget	FY2026 Annualized (Estimated)
Total Revenues	$81,304,102	$81,677,496
Less Operating Expenses	($40,925,755)	($37,648,832)
Net Revenue	**$40,378,347**	**$44,028,664**
Annual Debt Service	**$20,220,975**	**$20,450,624**
Calculated Coverage	**2.00 times**	**2.15 times**

Note: The FY2026 actual annualized values and associated percentages of goal are based on preliminary estimates at the fiscal year close and are subject to change

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 668, decrease of 105 accounts month-over-month;
- The total dollar amount owed to AlexRenew from these accounts was $774,640, a decrease of $11,850 month-over-month;
- 359 accounts are enrolled in payment plans, representing $591,553 in the total dollar amount (70 percent) owed to AlexRenew; and
- Approximately 51 percent of the delinquency value is from residential accounts.

AlexRenew has continued its communications campaign around the Lifeline Emergency Assistance Program (LEAP). Over this period, 11 accounts received a total of $9,267. Additional updates on LEAP are outlined in the LEAP Dashboard.

On behalf of AlexRenew, Virginia American Water disconnected 20 customers for nonpayment of their sewer bill in May. Of the customers who were disconnected, 13 paid their balance in full, six (6) enrolled in a payment plan, one (1) account closed, and zero (0) applied for a LEAP disbursement. Since July 2024, there have been 665 disconnections. Of these, 63 accounts received a total of $55,693 in LEAP disbursements.

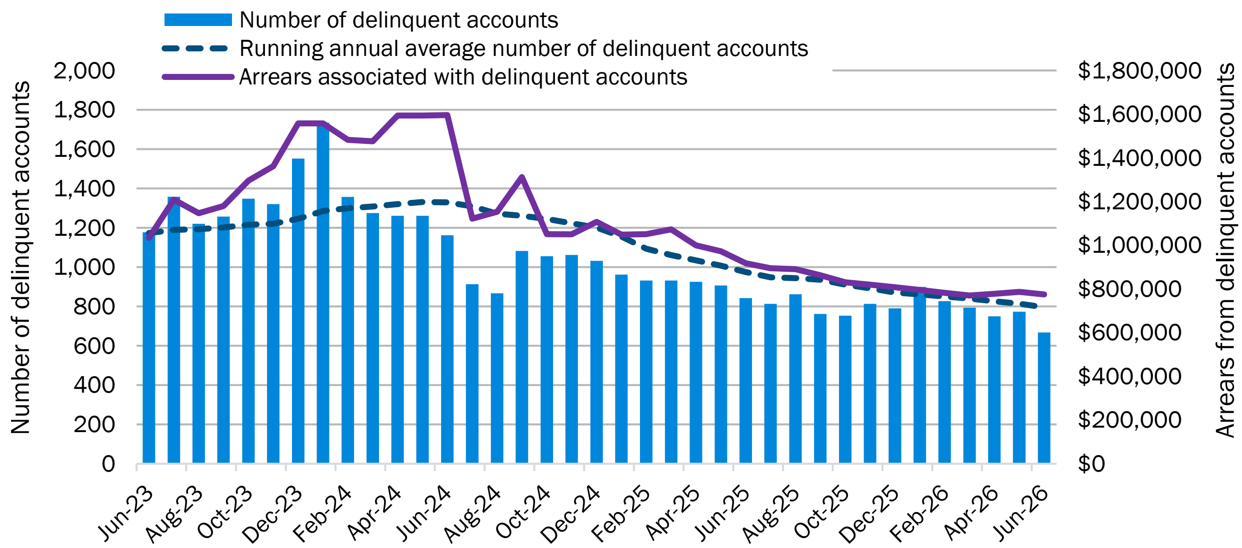


Figure 5.1. Active Accounts 60 or more days Delinquent

5.3 Customer Service and Community Engagement

AlexRenew shares a monthly summary of its community engagement and customer service statistics to highlight its contributions toward its commitment to engagement and trust.

On June 6, several staff members attended the Alexandria Soccer Association's annual SoccerFest, meeting with customers and distributing books. Staff hosted two large groups of students in June, providing high school students the opportunity to meet with a wide range of staff members, participate in STEM activities, and tour the plant. The Volunteer Alexandria's Youth in Service Program joined us on June 17, followed by City of Alexandria Summer Youth Program on June 25. Staff attend the City of Alexandria's Pride Fair on June 27.

On July 1, AlexRenew hosted several hundred community members, partners, and employees for a ribbon cutting celebration for RiverRenew, followed by a reception at Barca Pier and Wine Bar.

AlexRenew welcomed an estimated total of 659 visitors from the following organizations that hosted meetings on the 6th floor of the Environmental Center in June: Alexandria Soccer Association (130), North American Scrabble Players Association (48), Alexandria A Capella Collective (187), Volunteer Alexandria (10), City of Alexandria (85), National Science Foundation (12), Alexandria City Public Schools (87), Future Port (10), Alexandria Symphony Orchestra (40), Chesapeake Bay Foundation (25), and Capital Youth Empowerment (48).

AlexRenew customer service received a total of 666 calls. The average wait time before calls were answered was 19 seconds. Call center staff answered 325 emails.

June 2026

Dashboard

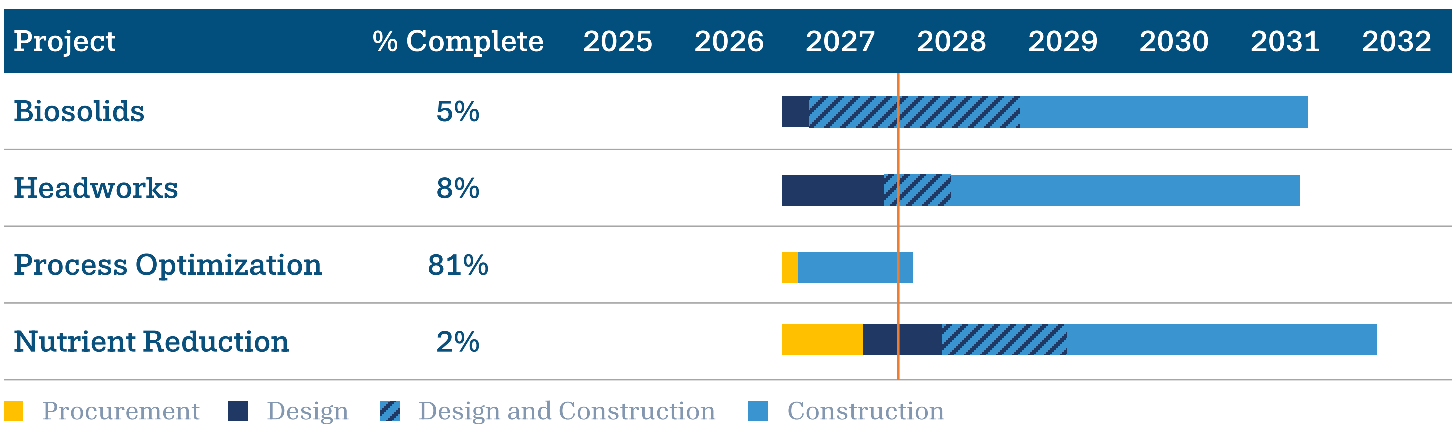
phaseforward

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

The PhaseForward program includes significant upgrades to critical wastewater processes that will allow us to meet new regulatory requirements and continue to improve the resilience of our infrastructure.

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

PhaseForward schedule:



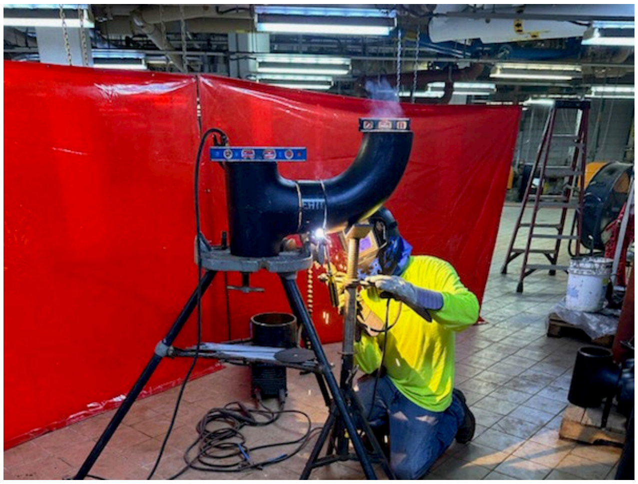
PhaseForward spending (to date):

Project	Estimate (1)	Design	Construction	Total	% Local (2)
Biosolids	$355M	$13.2M	$5.0M	$18.2M	76%
Headworks	$127M	$10.7M	$-	$10.7M	91%
Process Optimization	$10M	$2.6M	$5.5M	$8.1M	73%
Nutrient Reduction	$190M	$3.0M	$-	$3.0M	93%
Total	$682M	$29.5M	$10.4M	$39.9M	80%

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

June 2026

Project Updates



Biosolids

- Continued piping and valve modifications for the new digester heat exchangers
- Started the new sludge mixers for a six (6) month pilot program

Headworks

- Incorporated constructability review into the final 60% design package for construction of the fine screening and grit facility

Process Optimization

- Installed piping, ductwork, and aeration panels for the new aeration system
- Trained staff to prepare for turnover and operations

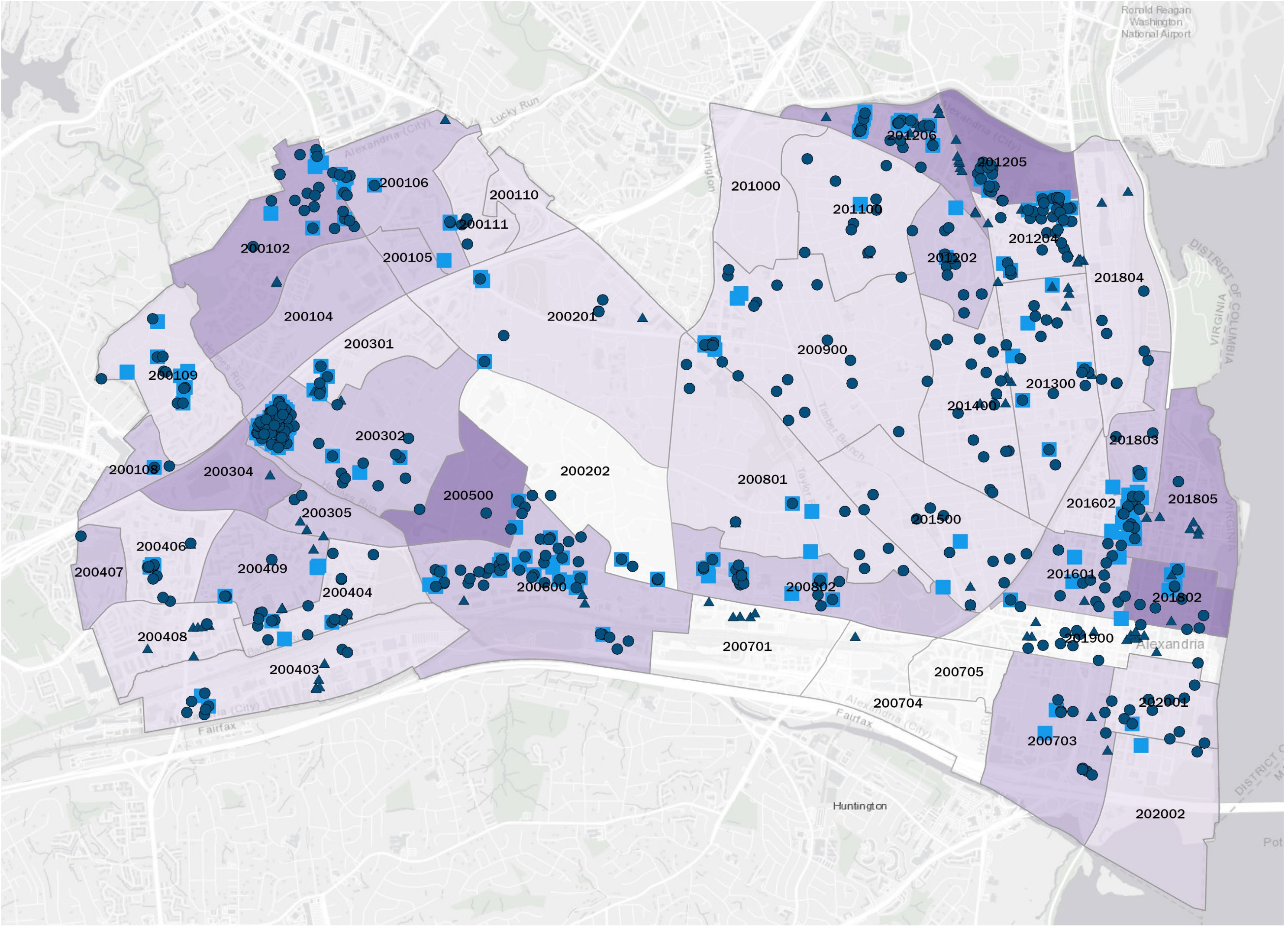
Nutrient Reduction

- Developing the basis of design for the tertiary settling tank upgrades
- Performed site investigations including 3D scanning and site surveys

AlexRenew | LEAP LIFELINE EMERGENCY ASSISTANCE PROGRAM

Dashboard

June 30, 2026



$193,826
Disbursed To-Date
$9,267 disbursed this period

$253,616
Remaining

240 Customers Assisted
11 customers assisted this period

662 Service Disconnections for Nonpayment
20 customers disconnected this period

Legend

Percentage of Households Receiving SNAP

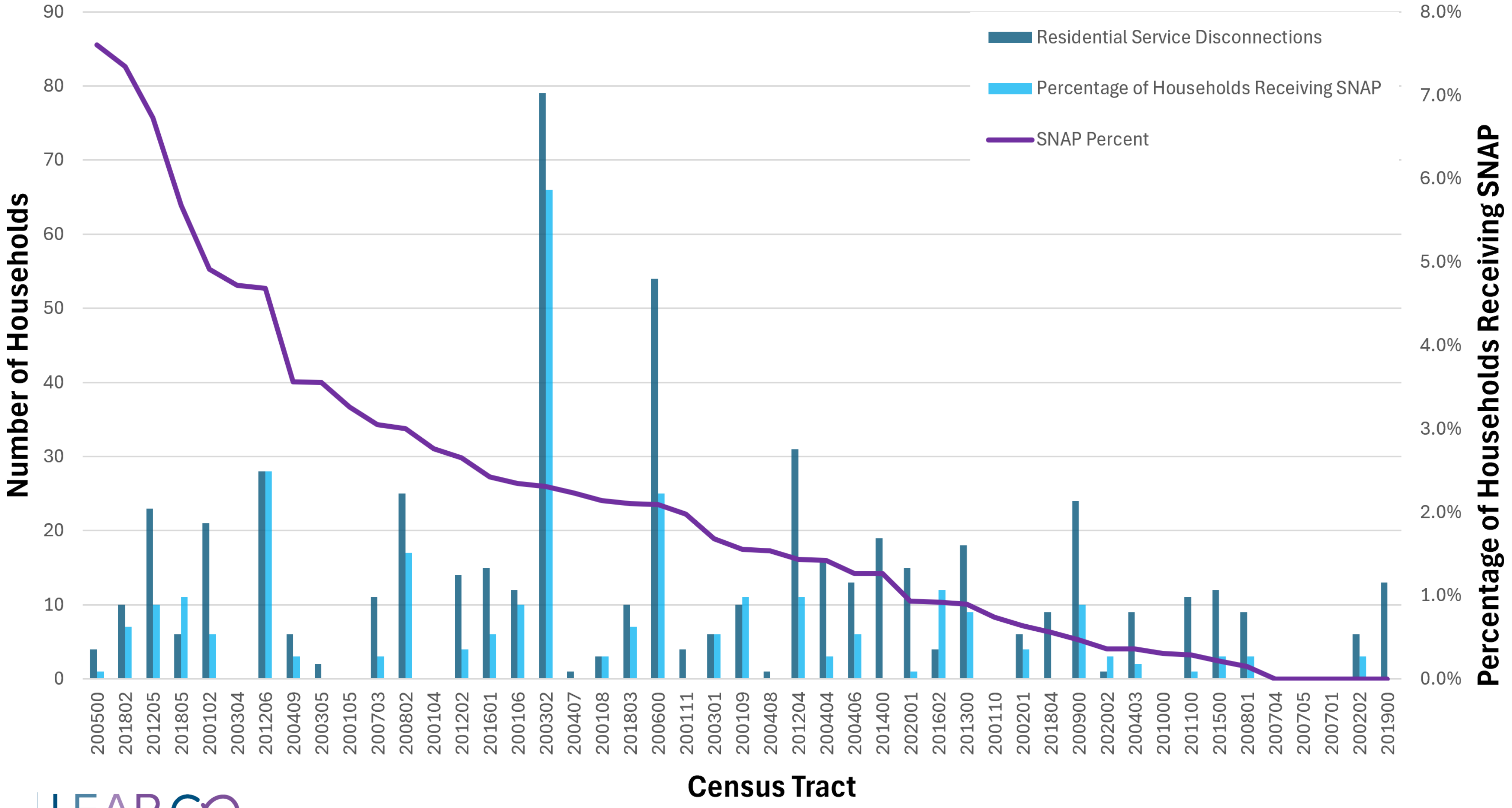
- 0
- 0 - 2.0%
- 2.0 - 4.0%
- 4.0 - 6.0%
- 6.0 - 8.0%

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

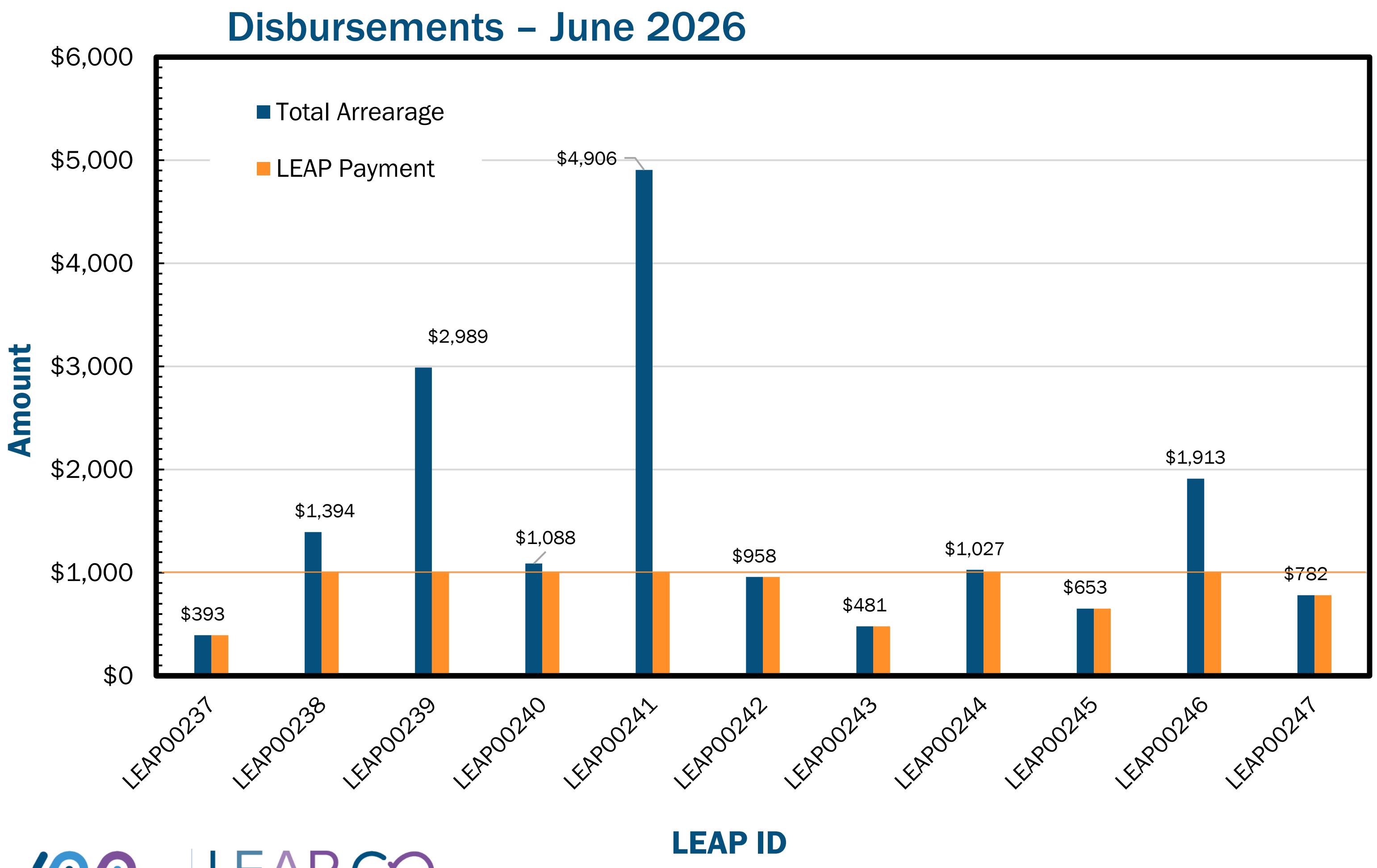
June 30, 2026



AlexRenew | LEAP LIFELINE EMERGENCY ASSISTANCE PROGRAM

LEAP Disbursements and Remaining Arrearage by Account

June 30, 2026



(June 2026)

	Disbursed	Arrearage	% of Arrearage
	$393.00	$393.00	100.00%
	$1,000.00	$1,394.00	71.74%
	$1,000.00	$2,989.00	33.46%
	$1,000.00	$1,088.00	91.91%
	$1,000.00	$4,906.00	20.38%
	$958.00	$958.00	100.00%
	$481.00	$481.00	100.00%
	$1,000.00	$1,027.00	97.37%
	$653.00	$653.00	100.00%
	$1,000.00	$1,913.00	52.27%
	$782.00	$782.00	100.00%
Average:	$842	$1,508	78.83%
Median:	$1,000	$1,027	97.37%

AlexRenew

LEAP LIFELINE EMERGENCY ASSISTANCE PROGRAM