



STRATEGIC PLAN 2024-2029





ALEXRENEW BOARD OF DIRECTORS

From left: James Beall, John Hill (back), Adriana Caldarelli, Mark Jinks, Rebecca Hammer (front)

Staff is grateful to the Board of Directors for their guidance and vision throughout the strategic planning process. The framework they established will ensure that **AlexRenew remains a leader in our community and the wastewater sector.**



Foreward from the AlexRenew Executive Team:

Elements outside of our control often become catalysts for change. As we evolve to meet all the challenges of tomorrow, AlexRenew remains committed to delivering the highest level of service to our community.

Our Strategic Plan sets the framework to guide decision making throughout our organization, ensuring each choice aligns with a greater vision. The goals and strategies benefit our execution, progress, and allow us to remain adaptable in an ever-evolving

landscape. Our mission and vision instill a sense of responsibility in each member of our team.

As we build upon our strong foundation, the Strategic Plan will provide the path forward to deliver next-level solutions to those we serve. We're confident this approach will allow us to build a more resilient, sustainable, and equitable organization on our way to fulfilling our vision.



“Our vision sets the tone for the organization, allowing us to act with purpose today as we set our sights on the future.”

-JOHN HILL, AlexRenew Board Chair

Vision

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

Mission

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



Strategic Goals

Operational Excellence

Taking proactive steps to meet current and future challenges

Thriving Workforce

Investing in our staff and fostering a culture of belonging

Strategic Partnerships

Promoting watershed-level thinking through collaboration and advocacy

Environmental Sustainability

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

Commitment to the Community

Strengthening connections with the public and providing affordable service

“The strategic goals are integrated into our daily operations, challenging our team to build a more resilient, sustainable, and equitable organization.”

-JUSTIN CARL, General Manager and CEO



Operational Excellence

Taking proactive steps to meet current and future challenges.

OBJECTIVES:

- Be a leader in the sector by innovating to meet stringent permit limits.
- Adapt to address contaminants of concern and changes in flow trends.
- Proactively manage the impacts of climate change.
- Maximize equipment availability while reducing the need to replace assets.
- Leverage technology to advance efficiency and modernize operations.
- Safeguard against current and emerging site and cybersecurity risks.

"We operate 24/7/365 to serve the community and protect the environment."

-PAUL CARBARY, Senior Operations & Maintenance Advisor

A photograph of a male worker in a grey hard hat with the AlexRenew logo, a dark blue polo shirt with a name tag that says 'NOEL', and a high-visibility yellow safety vest. He is standing in a factory setting with machinery in the background. The text 'Thriving Workforce' is overlaid on a blue banner at the top left.

Thriving Workforce

Investing in our staff and fostering a culture of belonging.

OBJECTIVES:

- Foster a diverse and inclusive work environment.
- Upskill staff to meet the demands of a dynamic industry.
- Promote a culture of continuous improvement.

“We value our most important asset — AlexRenew employees. We’re working to build a culture of belonging, while we cultivate the workforce of tomorrow.”

-WENDY CALLAHAN, Chief Human Resources Officer

An aerial photograph of a city, likely Annapolis, Maryland, showing a dense urban area with a mix of brick buildings and green spaces. In the foreground, there is a waterfront area with a marina filled with white boats and a large building complex. The city extends into the distance under a clear blue sky.

Strategic Partnerships

Promoting watershed-level thinking through collaboration and advocacy.

OBJECTIVES:

- Modernize intergovernmental agreements to effectively manage water resources.
- Partner with local stakeholders to advance a holistic and resilient one water approach.
- Engage with advocacy associations and peer utilities to promote reasonable and effective policies and regulations that are supportive of local needs.

“Addressing the complex water challenges of today necessitates collaboration across political, jurisdictional, and watershed boundaries to create reasonable and sustainable solutions.”

-AMANDA WATERS, General Counsel and Deputy General Manager



Environmental Sustainability

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

OBJECTIVES:

- Integrate sustainability into infrastructure investments and operations.
- Strive toward net carbon zero operations.
- Recover and beneficially reuse resources from wastewater.

“Integrating sustainable solutions into our daily operations, infrastructure, and our decision-making process, ensures we operate in a way that helps protect our community and our future.”

-ALLISON DEINES, Chief Water Quality Officer

Commitment to the Community

Strengthening connections with the public and providing affordable service.

OBJECTIVES:

- Provide affordable and equitable rates.
- Develop innovative funding and financing strategies to support capital investments.
- Advance a sustainable customer assistance program.
- Meaningfully engage the community and grow personal connections to water.
- Mitigate disproportionate environmental impacts on the community.
- Inspire younger audiences to develop the next generation of water professionals.

“Developing strong connections throughout our community creates opportunities for open dialogue, increases transparency, and ensures AlexRenew is acting in the best interest of all the people we serve.”

-CAITLIN FEEHAN, Chief Administration Officer



AlexRenew

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