



AlexRenew is an independent public authority that manages Alexandria's wastewater to improve our local waterways.

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1800 Limerick Street, Alexandria, Virginia 22314

BOARD OF DIRECTORS

John Hill
Chair

James Beall
Vice Chair

Adriana Caldarelli

Rebecca Hammer

Mark Jinks

CHIEF EXECUTIVE OFFICER

Justin Carl, PE

GENERAL COUNSEL

McGuireWoods, LLP

MEMORANDUM

TO: AlexRenew Board of Directors

FROM: Chair

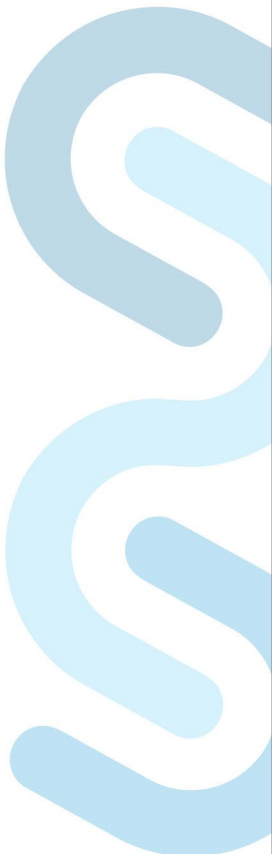
DATE: July 11, 2023

SUBJECT: Regular Board of Directors Meeting

The Regular Meeting of the Board of Directors will be held Tuesday, July 18, 2023, at 6:00 p.m. at Alexandria Renew Enterprises.

The following items of business require Board Action:

- ◆ Election of Officers
- ◆ Review and Approve Contract 23-004 for Job Order Contracts: Wastewater Facility Construction and Repair





Agenda

AlexRenew Board of Directors Meeting
Tuesday, July 18, 2023 @ 6:00 p.m.
1800 Limerick Street and livestream on
[Microsoft Virtual Events Powered by Teams](#)

The Tuesday, July 18, 2023, Board of Directors Meeting is being held at AlexRenew (1800 Limerick Street, Ed Semonian Boardroom, Alexandria, VA 22314). Members of the Board and staff are participating in person. The public may access the meeting in person or through the live broadcast on [Microsoft Virtual Events Powered by Teams](#).

Public comments will be received at the meeting. If you wish to speak during public comment, please contact the Board Secretary at (703) 721-3500 ext. 2260 or lorna.huff@alexrenew.com in advance so you can be added to the speakers list. Submission of written statements is encouraged and may be emailed to the Board Secretary.

A recording of the meeting will be posted on <http://www.alexrenew.com> after the meeting.

No.	Item	Presenter	Action
1.	Call to Order (6:00 p.m.)	Chair	
2.	Approval of Agenda (6:02 p.m.)	Chair	Approval
3.	Public Comment Period (6:05 p.m.)	Chair	
4.	Consent Agenda (6:15 p.m.)	Chair	Approval
	a. Minutes (Meeting June 20, 2023) (Tab 1)		
5.	Member and Committee Updates (6:20 p.m.)	Chair	Information
	a. Community Meetings (as needed)		
	b. Finance & Audit Committee (as needed)		
	c. Governance Committee		
	i. 2023 Board Self-Assessment (Tab 2)		
	ii. Draft Governance Committee Agenda (Tab 2)		
6.	Unfinished Business (6:45 p.m.)	Chair	Approval
	a. None		
7.	New Business (6:45 p.m.)	Chair	Information
	a. Election of Officers	Mr. Carl	and Approval
	b. Review and Approve of Contract 23-004 for Job Order Contracts: Wastewater Facility Construction and Repair (<i>Joint Use</i>) (Tab 3)		
	c. Presentation on AlexRenew Brand Refresh		
	d. Draft Agenda for Board Retreat (Tab 4)		
8.	AlexRenew Monthly Outcomes Update (7:30 p.m.) (Tab 5)	Mr. Carl	Information
9.	Adjourn (7:30 p.m.)	Chair	

Times shown in parentheses () are approximate start times and serve as guidelines

If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity or program, please call (703) 721-3500 ext. 2260 at least three business days prior to the meeting.

The Board Governance Committee meeting is scheduled for Monday, September 18, 2023 @ 5:30 p.m.

The next Board of Directors meeting is scheduled for Tuesday, September 19, 2023 @ 6:00 p.m.

AlexRenew Board of Directors

Chair: John Hill | Vice Chair: Jim Beall

Members: Adriana Caldarelli, Mark Jinks, Rebecca Hammer

Minutes of the 908th Meeting
“Celebrating Over 60 Years of Continuous Environmental Excellence”
Alexandria Renew Enterprises
6:00 p.m., Tuesday, June 20, 2023

On Tuesday, June 20, 2023, the Alexandria Renew Enterprises Board of Directors held its regular Board of Directors meeting in the Edward Semonian Board Room at 1800 Limerick Street, with the following present:

Members: Mr. John Hill, Chairman
Mr. James Beall, Vice Chairman
Mr. William Dickinson, Secretary-Treasurer
Ms. Adriana Caldarelli, Member
Mr. Mark Jinks, Member

Staff: Mr. Justin Carl, General Manager/Chief Executive Officer
Ms. Allison Deines, Chief Water Quality Officer
Ms. Caitlin Feehan, Chief Administrative Officer
Mr. Lake Akinkugbe, Director of Finance
Mr. Igor Scherbakov, Purchasing Officer
Ms. Lorna Huff, Secretary to the Board

Counsel: Ms. Amanda Waters, General Counsel,
McGuireWoods LLP

Fairfax County
Representative: Mr. Shahram Mohsenin, Branch Chief (virtual via Zoom)
Wastewater Planning & Monitoring Division

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

Call to Order

The Chairman called the meeting to order at 6:03 p.m.

Approval of Agenda

The Chairman requested that members review and approve the agenda. Ms. Caldarelli moved and Mr. Beall seconded. The Board unanimously approved.

Public Comment Period

There being no members of the public in attendance and wishing to speak, the Chairman closed the public comment period.

Consent Agenda

The Chairman noted several items on the Consent Agenda and clarified they are to be approved simultaneously. Counsel agreed and the Chairman requested that Mr. Carl discuss the Review and Approval of Owner/Advisor (O/A) and Resident Engineering and Inspection (RE&I) Contracts. Mr. Carl reported that AlexRenew engaged an O/A contractor (Brown and Caldwell) to assist with the RiverRenew project. The two O/A Advisor contracts are in their 7th year and up for renewal. They renew annually for the next three (3) years. The O/A budget, and Resident Engineering and Inspection (REI) Services

budget also renew. Both budgets are included in the capital costs for RiverRenew and are in the FY2024 Operating and Capital Budgets being approved this evening. Mr. Dickinson inquired if Mr. Carl's prior role was as O/A prior to becoming CEO/General Manager. Mr. Carl reported that he was the Program Advisor for the O/A team and currently Mr. Kelvin Coles has assumed that role.

The REI contract provides oversight of inspectors, quality assurance, payment processing, and safety personnel while monitoring operations and ensuring the project is built in accordance with the contract documents.

The Chairman and Board members discussed the revised Communications Policy and members' concerns. They discussed changes to be made prior to voting for approval. Mr. Jinks expressed concerns about limiting member communications with the press, Mr. Dickinson mentioned that prior to sending out press communications that members at least be advised in advance, Mr. Beall noted that members have a right to discuss issues with the press but also acknowledged that the Board wanted to speak with one voice. Further, if members disagreed about a Board approved policy, that the member would report that AlexRenew had followed policy and note the process was transparent. Ms. Waters will compile the list of Board requested changes and incorporate into the final policy. There being no additional changes to the Consent Agenda, the Chairman requested a motion to approve, Mr. Beall moved approval and Ms. Caldarelli seconded. The Board unanimously approved.

Unfinished Business

A. Review and Approve FY2024-2025 Rate Adjustment

Discussion.

The Chairman noted that the most important Board duties are to set rates and approve AlexRenew's budget. Mr. Dickinson inquired if staff had received written or verbal comments on the FY2024-2025 rate adjustment and FY2024 Operating and Capital Budget. The Board Secretary noted that no comments were received.

The Chairman recognized Mr. Jinks who reported that the Authority was in good shape. Staff prepared a good budget primarily driven by debt service for RiverRenew. The major drivers for the rate increase for FY2024 and FY2025, include RiverRenew, economic inflation, and maintaining competitive salary and benefits for staff. He reported the budget was responsible, well-thought out and lower than earlier projections for RiverRenew. The fact that the Authority has no public comment indicates that citizens accept the RiverRenew project. He commended staff for educating the public on the need for the project. The Chairman requested a motion from the Chairman of the Finance and Audit Committee. Mr. Jinks moved to approve the FY2024-FY2025 rate adjustments. Mr. Beall seconded, the Board unanimously approved.

B. Review and Approve FY2024 Operating and Capital Budget.

Discussion

The Chairman recognized Mr. Jinks who reported that the next item of business is to approve the budget. Mr. Jinks moved approval of the FY2024 Operating and Capital Budget. Ms. Caldarelli seconded, the Board unanimously approved.

There was no additional questions or comments and the Chairman moved New Business.

New Business

A. Job Order Contracting Presentation

Discussion

The Chairman recognized Mr. Carl who provided a presentation on Job Order Contracts (JOC). Mr. Carl reported that JOCs are an alternative contracting method for construction work from the Virginia Public Procurement Act (VPPA). These are “on call” contracts which allow selected contractors to perform individual task order work on an as needed basis. Limitations for the JOC include a \$500,000 per Task Order; \$6 million per contractor per year with a 3-year maximum term.

AlexRenew’s JOCs are being procured through a Request for Proposal (RFP) to identify qualified contractors to perform CIP and IRR work in the adopted FY2024 Operating and Capital Budget. Key factors in evaluating qualified contractors are project personnel, experience with water and wastewater projects, and safety programs and records. Four Mile Run Pumping Station Modifications and Tertiary Upgrades are two projects under the CIP being procured using this method. Emergency work can also be procured using this method. Pricing is based on industry standards using RS Means, a unit price book on construction cost estimating software multiplied by a contractors’ coefficient which includes contractor overhead and profit.

Mr. Jinks inquired about union vs. non-union labor. Mr. Carl reported that RS Means has crew costs put together to support its pricing. Mr. Scherbakov discussed RS Means union vs non-union pricing and explained project competition. Ms. Caldarelli inquired about implementation of the contracts among the contractors. Mr. Carl reported that staff would use the contractor with the greatest experience in the area that is needed and noted that this procurement will support on-call contracts and emergency work at the plant. Ms. Caldarelli inquired about emergency work that exceeds the threshold. Mr. Carl recognized Ms. Feehan who reported that under VPPA, there is an allowance for an emergency contract that requires documentation on why the emergency exists and why a contract needs to be executed. Mr. Carl further reported on the emergency reporting process, noting that staff follows the VPPA and E-VA guidelines for emergencies.

The benefits of JOC provide the opportunity to quickly execute work as identified with staff and resources focused on major infrastructure work, the schedule is faster and provides greater flexibility.

Mr. Carl then reviewed next steps and that staff would bring JOC contracts to the Board at the July meeting for review and approval.

B. Review and Approve Revisions to Procedures for the Procurement of Construction Management and Design-Build

Discussion

Mr. Carl reported that due to changes in the Virginia General Assembly there were revisions to the Procedures for Procurement of Construction Management and Design-Build projects. Mr. Carl was not aware of the reasons for the changes but noted they were beneficial to the wastewater industry. Mr. Jinks inquired how the bill defines infrastructure. Mr. Carl reported the language was not specific and staff pulled language from the State and included it in the current policy.

Mr. Carl and Mr. Jinks discussed the benefits to AlexRenew of the policy changes. There being no further discussion, the Chairman requested a motion to approve the Policy. Mr. Beall moved and Mr. Dickinson seconded. The Board unanimously approved.

C. Review and Approve Revisions to Electronic Participation Policies

Discussion

The Chairman recognized Ms. Waters who noted the General Assembly passed House Bill 1738 that encourages State public bodies to provide access to meetings electronically. AlexRenew has provided that option for virtual meetings. If the Board approves this update to the Electronic Participation Policy, moving forward, all meetings, including in person meetings will allow for the public to participate remotely. Ms. Caldarelli inquired when the policy is effective and how staff will provide access. Mr. Carl reported July 1 and AlexRenew is already set up for electronic comments but it is now just stated in the policy. Mr. Hill required clarification on the number of electronic meetings per year. Ms. Waters confirm twice per year or 10% of the number of meetings for the year. There was no further discussion and the Chairman requested a motion to approve. Ms. Caldarelli moved and Mr. Beall seconded. The Board unanimously approved.

There being no additional questions or comments, the Chairman moved to the CEO Monthly Outcome Reports.

CEO Monthly Outcome Reports

CEO Board Report

Mr. Carl reported on tunnel tours and noted that members should have received an invitation for Saturday, June 24. Ms. Caldarelli reported that she had a conflict with the date. Mr. Carl noted that staff would provide a tour based on her availability. There are currently eight signed up along with the Chair. Staff will provide all the personal protective equipment (PPE) for participants.

The Chairman noted the 300 visitors to the 6th floor spaces and inquired about the reason for the increased usage. He noted the groups from the City have been using the spaces as meeting space. Mr. Hill inquired about the process for using the spaces. Mr. Carl reported that the documents are on the website or an email can be sent to Ms. Feehan to accomplish this.

RiverRenew Dashboard

Major highlights include the TBM has mined within the Outfall 002 shaft. Staff is currently mobilizing crew to excavate the shaft and performing the necessary maintenance on the cutter head. Hazel is currently 4,200 feet in. AlexRenew mined 130 feet on the most productive day. Mr. Carl reported on progress inside the shaft walls. Waterproofing has also commenced. Final concrete liners have started to be placed. The program spending is at \$322 million which is better than half way through the program.

The next Stakeholder Advisory Group (SAG) is scheduled for July. Staff hosted community days in May with 140 participants to tour the tunnel from the public. Messaging has also begun on the Jamison Avenue closure in advance. An electronic board will be placed as well as detours and bike detours.

Mr. Dickinson inquired about questions on pile driving. Mr. Carl reported that he had received no complaints but questions from a SAG member, Mace Carpenter, around Tobacco Quay about the pile driving and how much longer it was going to go. Pile driving is approximately half way done with completion expected in early August.

Financial Report

Mr. Carl noted that there is additional language regarding delinquencies and the status. Staff has experienced an increase over the previous month. In May, staff has performed targeted phone calls, paid advertisements on social media and bill inserts to encourage customers to sign up for payment plans. In June, staff is issuing door hangers to the larger accounts that have delinquencies as the next

step. Ms. Caldarelli inquired on when shut offs would commence. Mr. Carl reported that the migration will be complete in early 2024 and shutoffs will begin shortly thereafter. Mr. Jinks inquired about changing the date of the retreat to mid to late October due to the new board member beginning sooner than expected. Mr. Carl and Mr. Hill discussed the upcoming events in late Fall including the Committee meetings in October and November and felt that maintaining the current date in January might be the best option.

Recognition of William Dickinson's Service to AlexRenew

The Chairman read a proclamation recognizing the contributions of Mr. Dickinson to Alexandria Renew Enterprises.

Mr. Dickinson began his service in 2012. He served two terms as Secretary-Treasurer from 2013-2015 and again from 2016-2023. He served through the construction of the Nutrient Management Facility, athletic field, AlexRenew Environmental Center and RiverRenew program.

Mr. Dickinson's experience in regional water and the environment enhanced AlexRenew's ability to serve its local community with agility, empathy, and better understanding of local needs. He served multiple times as judge of the Ellen Pickering Environmental Service Award.

Mr. Dickinson's thoughtful questions and local civic involvement proved valuable as the Authority reviewed rates and financing in its newly acquired CSO assets.

Mr. Dickinson's love of Alexandria history led to connections within the community to ensure equity and inclusion of long-standing African-American oral histories to be incorporated within the City's largest infrastructure project, RiverRenew, for future generations to learn from and respect.

Mr. Dickinson was a long-time friend and supporter of AlexRenew and his mission of transforming wastewater to transform our community.

Now, therefore, Be It Resolved that AlexRenew Board of Directors hereby wish to acknowledge and thank Mr. William Dickinson for his many years of dedicated service on behalf of AlexRenew.

Adopted, June 20, 2023

The Chairman requested a motion to approve. Mr. Beall moved and Mr. Jinks seconded. The Board unanimously approved.

Mr. Dickinson reflected on his time on the Board and changes that had been during his tenure. He noted that Mr. Ed Semonian, encouraged him to apply for the Board vacancy. He reported on his time meeting with the prior CEO, Karen Pallansch, and their discussions on how little the public knew about Alexandria Renew Enterprises and how that changed with community outreach and engaging with the public.

There being no additional business, the Chairman requested a motion to adjourn. Ms. Caldarelli moved and Mr. Beall seconded. The Board unanimously approved. The meeting adjourned at 7:48 p.m.

APPROVED:

Secretary-Treasurer



2023 Self-Assessment Survey

AlexRenew Board of Directors

July 18, 2023

Overview

Boards that are best equipped to lead their organizations are self-aware, function in constructive partnership with their chief executive, and are committed to continually improving their performance. Board self-assessment enables the organization's leadership to identify gaps between current performance and expected or hoped-for performance, as well as chart a course of improvement, refinement, and/or further progress.

This survey is the first step on the path toward assessing the board's performance in its most essential leadership responsibilities. It will help you and your fellow board members examine your current activities, practices, and procedures to identify areas of weakness and strength and chart a path towards building a stronger board.

Instructions

- Please select the answer that most accurately assesses the CURRENT performance of the board, not the desired performance.
- For each question, you also have the option to select Don't Know or Not Applicable (N/A).
- If you are a new board member and have not served on the board long enough to answer specific questions, please select Don't Know or N/A for those questions.
- The survey uses a 5-point rating scale based on the following definitions:
 - 1 – Poor** or needs improvement
 - 2 – Fair** or marginal; somewhat
 - 3 – OK** or acceptable
 - 4 – Good** or above average
 - 5 – Excellent** or superior
- Sum the individual ratings for an overall rating.

Board Self-Assessment Survey

Category	Question/ Statement	Rating (1-5)
Mission	Support AlexRenew’s mission	
	Periodically and effectively review/update the mission	
	Use AlexRenew’s mission and values to drive decisions	
	<i>Please provide any additional comments or feedback on the rating.</i>	
Strategy	Committed to strategically planning for the long-term future of AlexRenew	
	Consider effective strategic planning a priority responsibility of the board	
	Weigh all decisions in terms of what is best for those served by AlexRenew	
	Take into consideration the immediate and long-term issues and ramifications associated with the decisions and actions that are taken	
	<i>Please provide any additional comments or feedback on the rating.</i>	
Board Composition	Ensure the current board has the capacity to fulfill its role and responsibilities	
	Foster an environment that builds trust and respect among board members	
	Allow adequate time for board members to ask questions and explore issues	
	<i>Please provide any additional comments or feedback on the rating.</i>	
Meetings	Participate in board meetings where most of the agenda and board time is focused on issues of direction setting, policy and strategy	
	Fostering an environment that builds trust and respect among board members	
	Allowing adequate time for board members to ask questions and explore issues	
	Meeting attendance is a top priority	
	<i>Please provide any additional comments or feedback on the rating.</i>	
Financial Oversight	Maintain sound fiscal policy and practices and realistically face the financial ability of AlexRenew to support its program of work.	
	<i>Please provide any additional comments or feedback on the rating.</i>	
Overall Rating		



Agenda

AlexRenew Board of Directors
Governance Committee Meeting
Monday, September 18, 2023 @ 5:00 p.m.
1800 Limerick Street and livestream on
[Microsoft Virtual Events Powered by Teams](#)

The Monday, September 18, 2023, Board Governance Committee Meeting is being held at AlexRenew (1800 Limerick Street, Ed Semonian Boardroom, Alexandria, VA 22314). Members of the Board and staff are participating in person. The public may access the meeting in person or through the live broadcast on [Microsoft Virtual Events Powered by Teams](#)

Public comments will be received at the meeting. If you wish to speak during public comment, please contact the Board Secretary at (703) 721-3500 ext. 2260 or lorna.huff@alexrenew.com in advance so you can be added to the speakers list. Submission of written statements is encouraged and may be emailed to the Board Secretary.

A recording of the meeting will be posted on <http://www.alexrenew.com> after the meeting.

No.	Item	Presenter	Action
1.	Call to Order (5:00 p.m.)	Chair	
2.	Approval of Agenda (5:02 p.m.)	Chair	Approval
3.	Public Comment Period (5:05 p.m.)	Chair	
4.	Consent Agenda (5:15 p.m.) a. Minutes (Meeting April 18, 2022) (Tab 1)	Chair	Approval
5.	Unfinished Business (5:20 p.m.) a. None	Chair	
6.	New Business (5:22 p.m.) a. Review Board Roles and Responsibilities b. Board Self-Assessment Summary (Tab 2) c. Review and Approve Updates to Financial Policy (Tab 3) d. Review and Approve New Board Member Onboarding Policy (Tab 4)	Chair	Information and Approval
7.	Other Business (6:30 p.m.)	Chair	Information
8.	Adjourn (6:35 p.m.)	Chair	

Times shown in parentheses () are approximate start times and serve as guidelines

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The next Board of Directors meeting is scheduled for Tuesday, September 19, 2023 @ 6:00 p.m.

BOARD OF DIRECTORS

John Hill
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Mark Jinks

CHIEF EXECUTIVE OFFICER

Justin Carl, PE

GENERAL COUNSEL

McGuireWoods, LLP

MEMORANDUM

TO: Alexandria Renew Enterprises Board of Directors

FROM: Justin Carl, CEO

DATE: July 11, 2023

SUBJECT: Action Item, Joint Use – New Business – Review and Approve Contract Award for Job Order Contracts for On-Call Services

Issue

AlexRenew requires on-call construction contractors to maintain, repair, and upgrade AlexRenew's wastewater facilities, interceptors, and pumping stations.

Recommendation

Staff respectfully requests that the Board authorize the Chief Executive Officer to execute Job Order Contracts for on-call construction services with American Contracting and Environmental Services, Inc (ACE); PC Construction Company (PC); and F.H. Paschen (FHP).

Budget and Funding

Funding for these contracts is included in the approved Fiscal Year 2024 Operating and Capital Budget. The contracts are in alignment with Virginia Code § 2.2-4302.2 requirements which include a three-year contract term (renewed annually), maximum threshold of \$6 million per year, and a maximum of \$500,000 for each individual job order.

Discussion

AlexRenew issued the solicitation as a sealed competitive negotiation in accordance with Virginia Code § 2.2-4302.2. Request for Proposals (RFP-23-004) was issued on May 4, 2023 and seven (7) responses were received. The RFP-23-004 considered the selection of up to three (3) contractors to issue Job Order Contracts.

AlexRenew evaluated Proposals based on the criteria set forth in the RFP, which included consideration of the respondents' coefficient multipliers. Table 1 summarizes the evaluation results and associated multipliers.

Table 1. RFP-23-004 Evaluation Summary

Item	ACE	PC	FHP
Proposal Score	85	76	69
Coefficient Multiplier	1.65	1.97	1.35

Following Proposal evaluation, ACE, PC, and FHP were determined to be the most qualified, responsible, and suitable offerors for this contract award.

Congruence with AlexRenew Strategic Plan

This action enables all our strategy of Operational Excellence.

ACTION TAKEN

Approved: _____

Disapproved: _____

Approved with Modification: _____

Modification(s): _____



2023 Retreat

AlexRenew Board of Directors

January 5-6, 2024

Purpose

Develop a 2060 Vision to ensure AlexRenew delivers essential wastewater services for Alexandria – protects its citizens, delivers healthier waterways, and builds a legacy of environmental stewardship in the region.

Goals

- Increase understanding among fellow Board Members to provide effective governance for AlexRenew.
- Review current, emerging, and future drivers that affect the water industry and AlexRenew.
- Refine the existing Vision to capture AlexRenew's core identity, new opportunities and desired future goals.
- Update strategic outcomes to align with refined Vision.
- Develop Board roles and operating guidelines to align with Vision and strategic outcomes.

Retreat Agenda:**Friday, January 5, 2024**

Time	Item
12:00 – 5:00 p.m.	Board Teambuilding Event (tentative) The Board will adjourn to Building Momentum for a team building event. Lunch will be provided.

Saturday, January 6, 2024

Time	Item
8:00 a.m.	Continental Breakfast
8:30 – 9:00 a.m.	Welcome and Session Preparation Where should AlexRenew be in 2060? Organization drivers and role for environmental, financial, and community leadership.
9:00 – 10:00 a.m.	Informational Session: Emerging and Future Drivers Presentation from CEO/GM on current, emerging, and future drivers that affect the wastewater industry.
10:00 – 10:15 a.m.	Break
10:15 a.m. – 11:45 p.m.	Visioning Share and discuss perspectives on strengths, assets, needs, threats, and desired change initiatives for AlexRenew as they relate to the desired future of the organization in 2060.
11:45 – 12:15 p.m.	Lunch
12:15 – 1:15 p.m.	2060 Vision Synthesize information from the previous exercise into a 2060 Vision.
1:15 – 1:30 p.m.	Break
1:30 – 2:30 p.m.	Strategic Outcomes Identify strategic outcomes to support the 2060 Vision.
2:30 – 3:15 p.m.	Board Operating Guidelines Identify roles and operating guidelines that will maximize effective Board operations.
3:15 – 3:30 p.m.	Wrap-up and Adjourn Identify action items and adjourn.

CEO Board Report July 2023

Dear Members of the Board of Alexandria Renew Enterprises,

The Alexandria Renew Enterprises (AlexRenew) Board of Directors met on June 20, 2023. At the meeting, Board members approved the Fiscal Year (FY) 2024 Operating and Capital Budget and rate increases of 5.4% starting July 1, 2023 and 5.1% starting July 1, 2024. Members also approved revisions to Board Policies for Communications, Procedures on the Procurement of Construction Management and Design-Build, and Electronic Meetings.

The meeting was Mr. William Dickinson’s final meeting following his resignation as a Board member. During the meeting, the Board reviewed a resolution recognizing the contributions of Mr. Dickinson.

On June 13, City Council appointed Ms. Rebecca Hammer as AlexRenew’s new board member, replacing the vacancy left by Mr. Dickinson. On June 30, staff began the onboarding process for Ms. Hammer.

Operational Excellence

Precipitation for June at the Reagan National Airport was 2.10 inches, which is below the Washington, D.C. historical average precipitation of 4.20 inches for the month. There were no sanitary sewer overflows in the collection system or at the plant during the month.

Biosolids production for June was 1,926 wet tons, all of which was beneficially used through land application in the Virginia counties of Essex, Fauquier, King George, Louisa, Madison, and Frederick. AlexRenew met all Virginia Pollutant Discharge Elimination System (VPDES) effluent parameters for June 2023.

Treatment	Daily Average Flow	Carbonaceous Biochemical Oxygen Demand	Total Suspended Solids	Ammonia (as N)	Dissolved Oxygen	Total Nitrogen ¹	Total Nitrogen LOAD	Total Phosphorus	Total Phosphorus LOAD
	MGD	(Monthly Average) mg/L	(Monthly Average) mg/L	(Monthly Average) mg/L	(Minimum) mg/L	(Annual Average) mg/L	(YTD) lb.	(Monthly Average) mg/L	(YTD) lb.
Permit	54.0	5.0	6.0	Seasonal ²	6.0	3.0	493,381	0.18	29,603
Reported	32.8	<QL	3.8	0.37	7.1	2.7	148,048	0.13	6,391

NOTES

1. Total Nitrogen expressed as year-to-date average.
2. Ammonia has seasonal limits – April - October: 1.0 mg/L

Finance

See the Monthly Financial Report (Attachment 1).

Public Engagement and Trust

Tours and Events

In June, AlexRenew hosted tour(s) for the following organizations: VirginiaForever and National Association of Clean Water Agencies. AlexRenew welcomed a total of 225 visitors from the following organizations that

hosted meetings on the 6th floor of the Environmental Center in June: Arlington Public Schools (10), Boy Scouts of America (70), Empowerment Event (55), City of Alexandria (25), VirginiaForever (25), Alexandria City Public Schools (15), Capital Youth Empowerment Program (15), and Kids' First Years (10).

Customer Service

Customer service received a total of 862 calls with 47 percent opting for self-service. The average call answer time was 33 seconds. Call center staff answered 103 emails.

Social Media and Website

During June, we had 43,746 total social media impressions and 3,170 total engagements on our social media posts. We had 1,502 engagements on Facebook and 239 engagements on Twitter. We have 3,739 followers on Facebook, 3,217 on Twitter, 2,727 on LinkedIn, and 322 on Instagram. Alexrenew.com had 4,760 visitors and had 20,725 page views in June. We had 38 visitors click through to AlexRenew.com from social media.

Watershed Stewardship

See RiverRenew Dashboard (Attachment 2).

Adaptive Culture

Since September 2022, AlexRenew has logged 157,831 hours without a lost time accident.

Thank you for your ongoing dedicated service to AlexRenew.

Regards,

Justin Carl
Chief Executive Officer

Monthly Financial Report

Month: June 2023

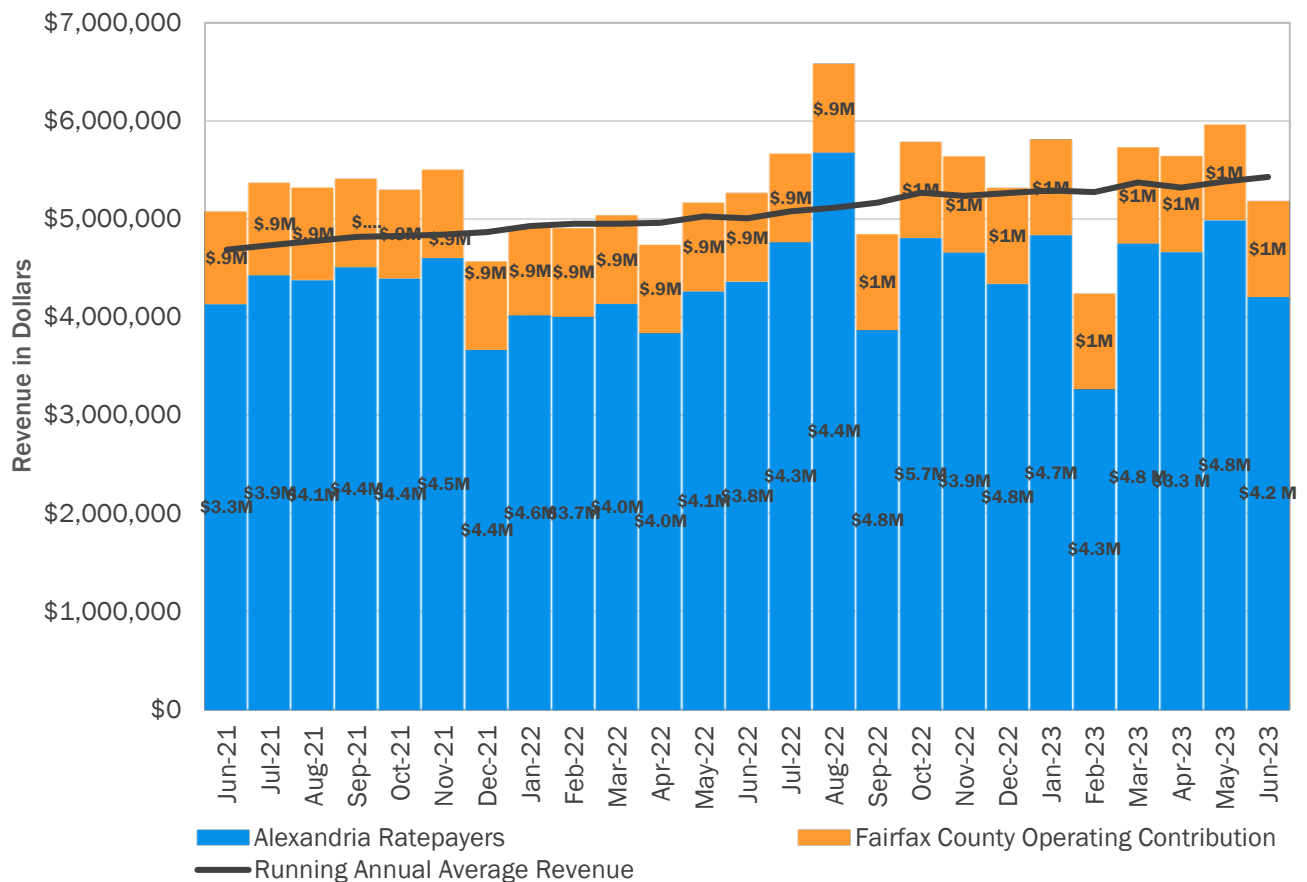
Overview

Performance of AlexRenew’s annual approved budget is reviewed and evaluated monthly to ensure overall organizational financial stability.

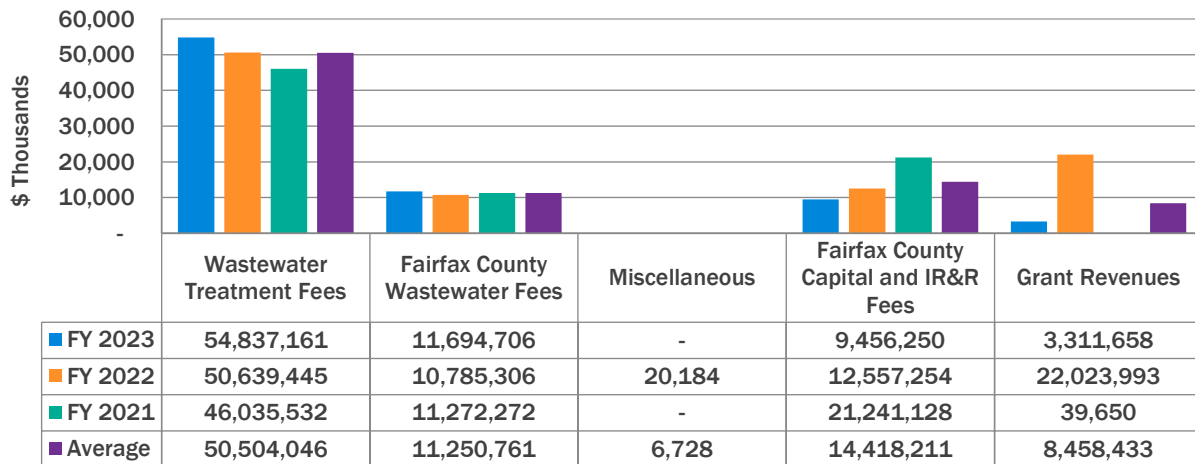
Revenues

- FY2023 operating revenues totaled \$66.5 million with approximately \$54.8 million in Wastewater Treatment Charge revenue and \$11.7 million collected from Fairfax County. Wastewater Treatment Charge revenue is \$3.9 million (7.7%) above the FY2023 budget.
- Revenue performance is primarily driven by billed flows that may be impacted by seasonality and by the Virginia American Water meter reading process, which can vary month-to-month.
- The Fairfax County operating expense charge and IR&R contribution are on budget respectively. Fairfax County capital outlay contributions are also in-line with capital expenditures.

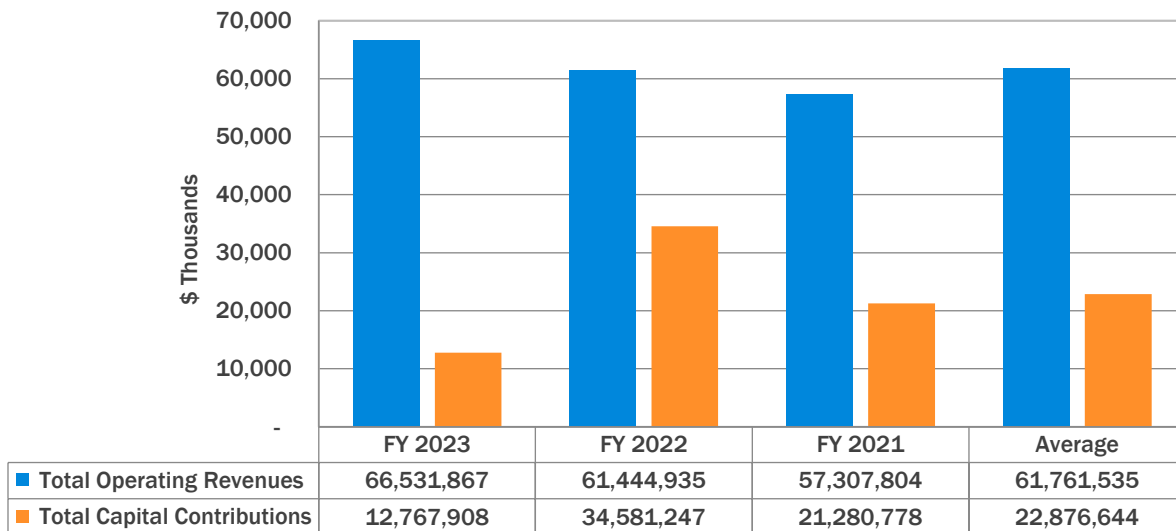
Monthly Wastewater Treatment Fee Revenue



Annual Revenue and Capital Contributions 3 Year Comparison



Operating Revenue vs. Capital Contributions



Total Capital Contributions include Fairfax County Capital and IR&R Fees and Grant Revenues.

Expenses

FY2023 operating expenses (\$30.03M) are below budget expenditures, pending any year-end audit adjustments. The debt service fund spend rate is below budget for the year due to timing of debt service payments.

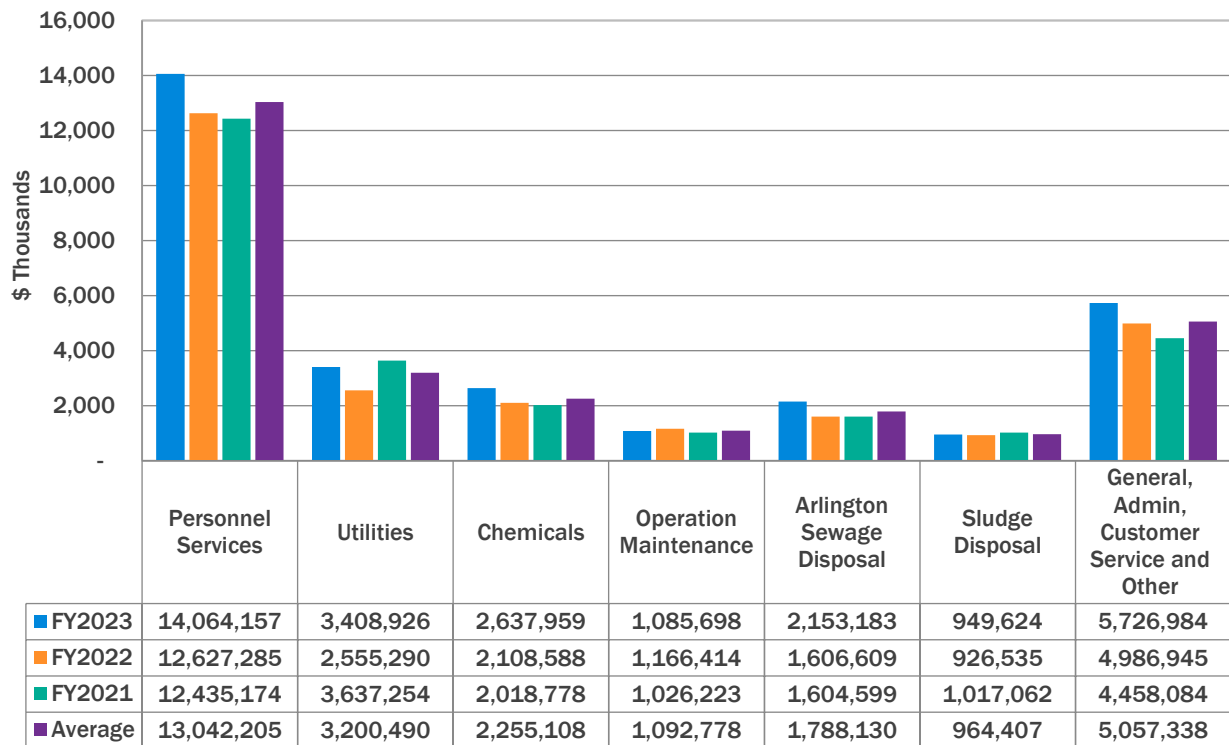
Capital expenses (General and Project Funds) are \$106.42 million and are primarily attributed to the RiverRenew Tunnel System Project.

FY2023 overall spend rate is 72.7% of the total budget.

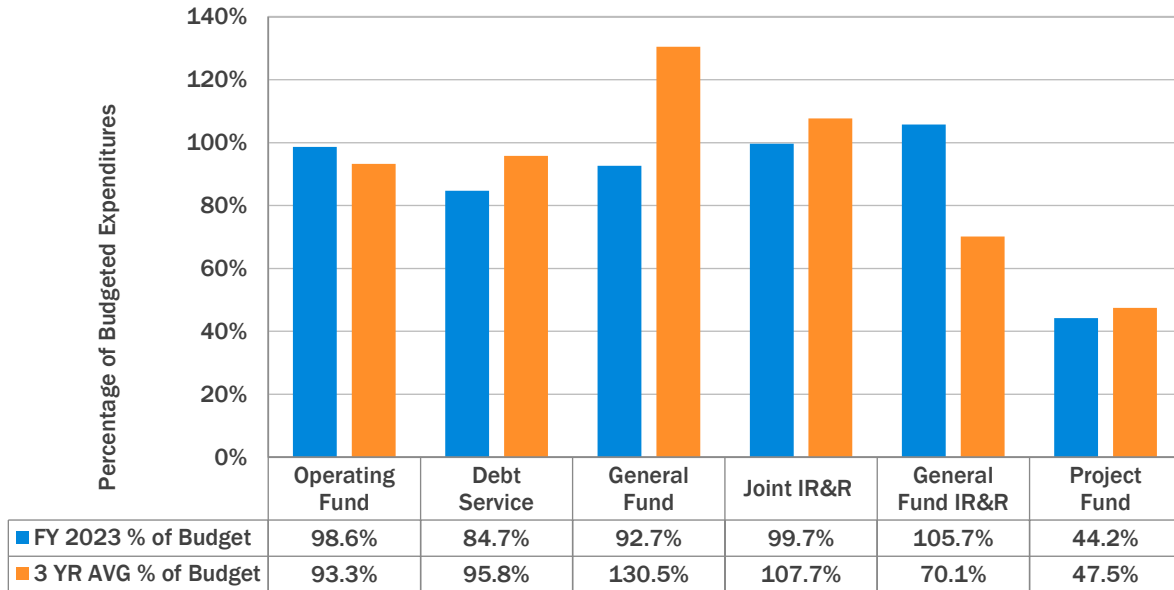
Expenses by Fund

ACTUAL VS. BUDGET Through June 2023				SPEND RATE		
(\$ Millions)	FY 2023 BUDGET	FY 2023 ACTUAL	3 YR AVG ACTUAL	FY 2023 % of Budget	3 YR AVG % of Budget	Variance FY23 to 3 YR AVG
Expenses (By Fund)						
Operating Fund	\$ 30.44	\$ 30.03	\$ 27.12	98.6%	93.3%	5.4%
Debt Service	14.74	12.48	13.66	84.7%	95.8%	-11.1%
General Fund	69.28	64.20	39.15	92.7%	130.5%	-37.8%
Joint IR&R	10.33	10.29	7.76	99.7%	107.7%	-8.0%
General Fund IR&R	0.69	0.73	0.25	105.7%	70.1%	35.6%
Project Fund	95.60	42.22	50.31	44.2%	47.5%	-3.3%
Total	\$ 221.08	\$ 159.95	\$ 138.25	72.3%	74.0%	-1.6%

Annual Operating Expenses
3 Year Comparison



**Expenditure Budget Comparison By Fund
FY 23 vs. 3 Year Average**

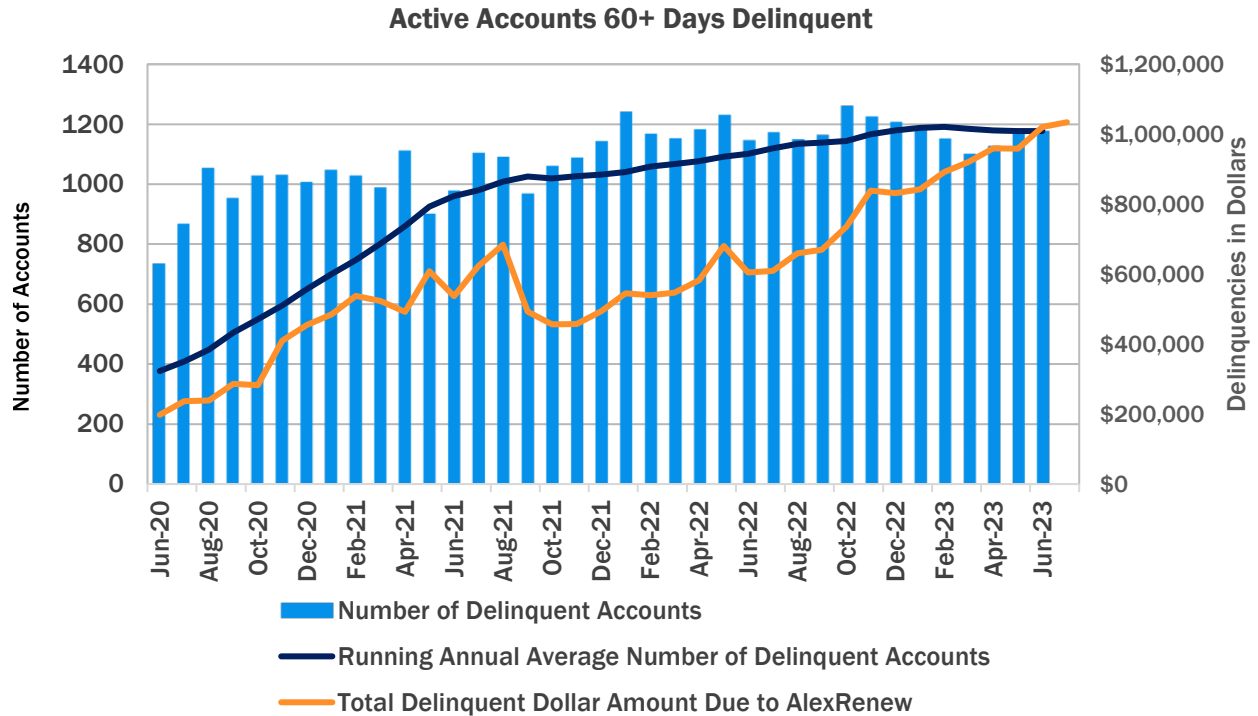


Delinquencies

The number of accounts delinquent by more than 60 days was 1,177 in June, a decrease of 7 accounts month-over-month. Approximately 87 percent of delinquent accounts are residential, with the remaining attributed to commercial accounts.

The total dollar amount owed to AlexRenew from these accounts totaled \$1,034,227 at the end of June, a slight increase of \$13,012 from May. Approximately 62 percent of the delinquency value is from residential accounts, with the remaining attributed to commercial accounts.

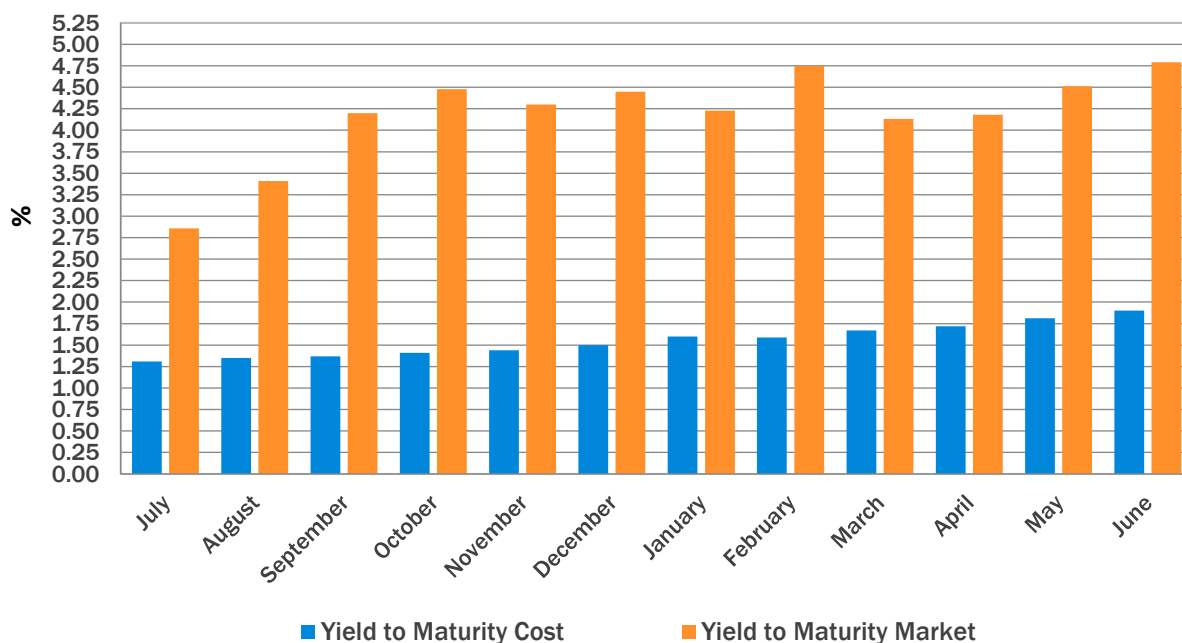
AlexRenew continues to work with customers with unpaid bills to assist them in bringing their accounts current through payment plans. Currently, 86 residential and 9 commercial accounts are on active payment plans.



Investments

PFM Investment Advisors manages approximately \$21 million of AlexRenew’s \$25 million investment portfolio. The following graph demonstrates current earnings on investments of approximately 1.90%; a level higher than general bank deposit earnings rates.

**Investment Yield Percentage to Maturity
(Investments managed by PFM)
Through June 2023**

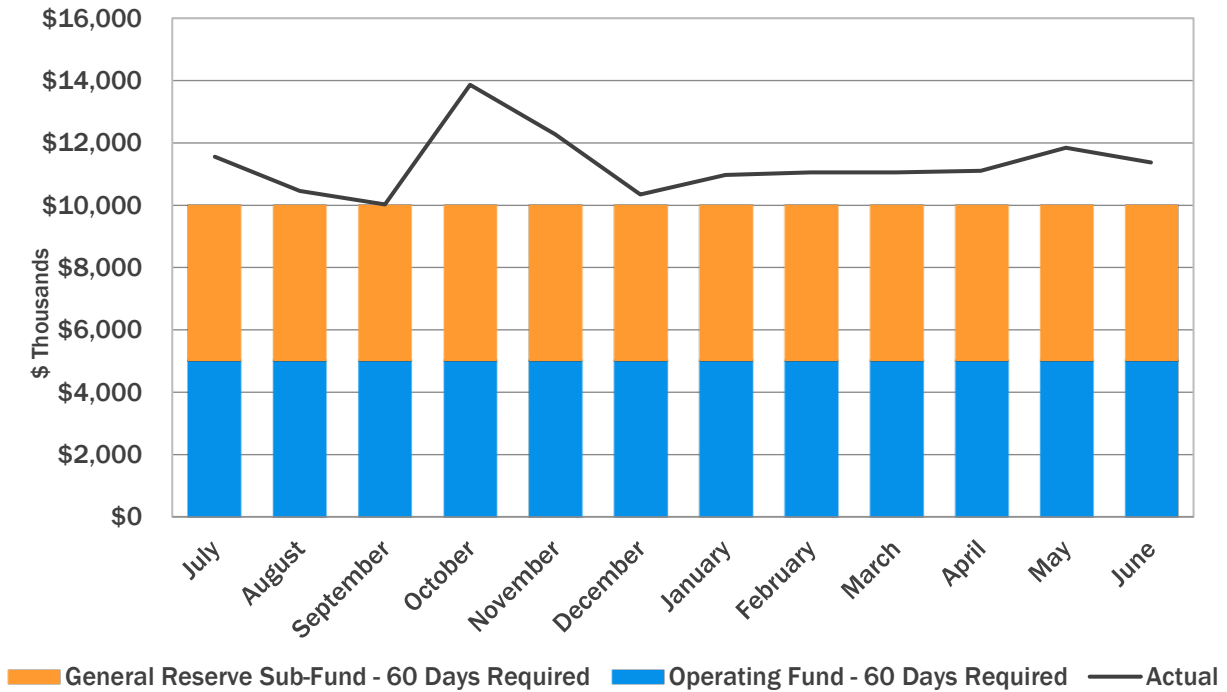


Cash Reserves

AlexRenew’s Master Indenture of Trust requires that it maintain a balance on deposit in the Operating Fund equal to not less than 60 days of budgeted operating expenses. AlexRenew’s Financial Policy requires a balance on deposit in the General Reserve sub-Fund, also equal to not less than 60 days of budgeted operating expenses. In total, these combined compliance conditions require AlexRenew to maintain at least 120 days cash on hand, and for FY2023 this equals a minimum of \$10,008,654. The chart and graph below demonstrate that AlexRenew currently exceeds this requirement and is currently at 136 days cash on hand for these funds.

Board Policy 120 Days Cash Reserves	Actual	Percentage of Goal
As of June 30, 2023		
Total Operating Cash	\$ 3,492,759	
Total Certificates of Deposit (Cash Equivalent)	\$ 2,878,927	
Total Operating Cash	\$ 6,371,686	
Total General Reserve Sub-Fund Cash	5,004,327	
Total Operating and General Reserve Sub-Fund Cash	11,376,013	114%

Cash Reserve Policy



Debt Service Coverage

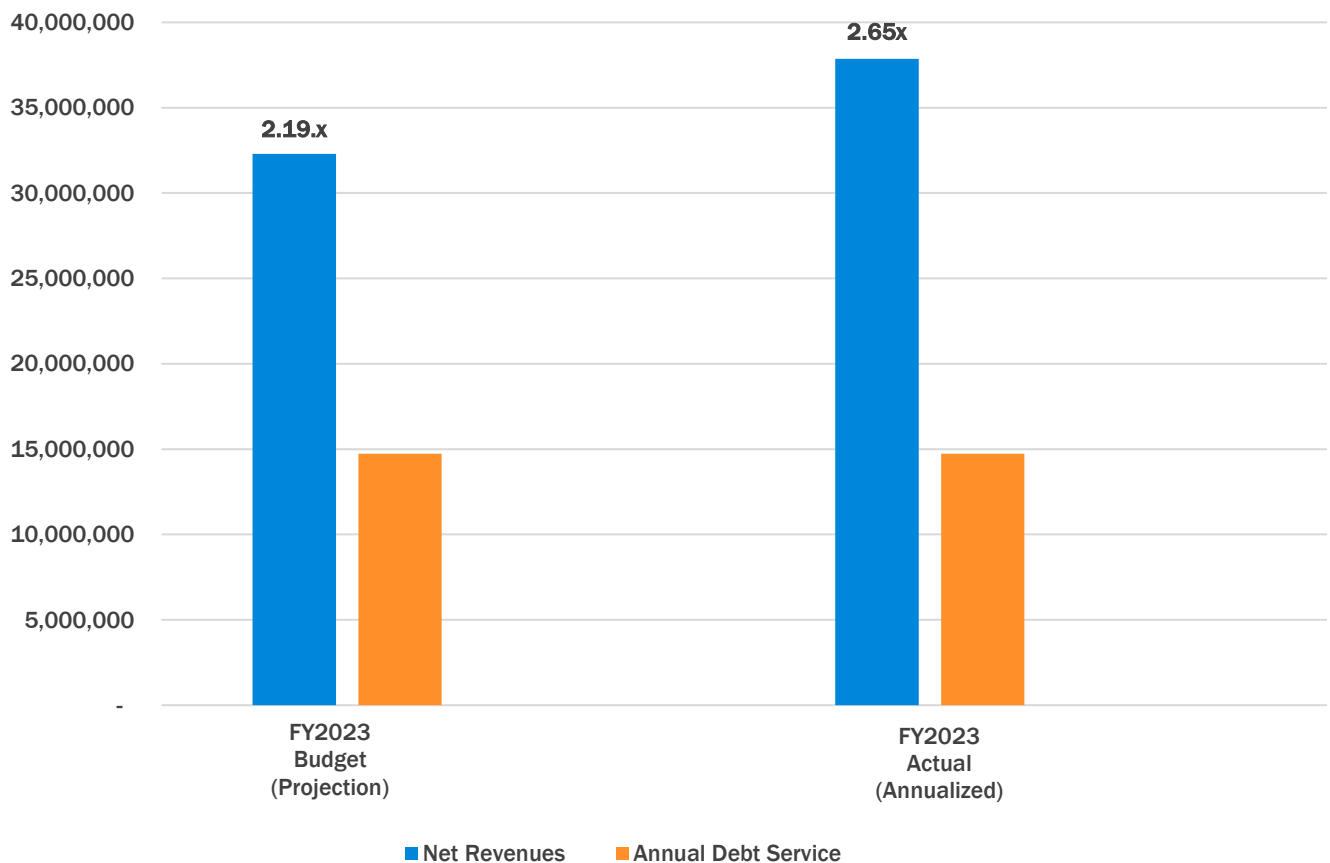
The Indenture also requires AlexRenew to maintain minimum debt service coverage such that Revenues less Operating Expenses or Net Revenues (each term as defined in the Indenture) is at least 1.10x the parity debt service due in any fiscal year. Compliance with Board-approved financial policies require AlexRenew to maintain a higher minimum debt service coverage of at least 1.50x applying the same criteria as defined above.

In both cases, AlexRenew currently exceeds its compliance standard as indicated below. The 2.19x designated in the graph below represents projected coverage for FY23 based on original FY23 budget expectations. At eleven months into the fiscal year, annualized results would indicate coverage of 2.65x, ahead of the budgeted projection of 2.19x.

Monthly Financial Report

Financial Policy Compliance - All-In Debt Service Coverage	FY 2023 Actual	FY 2023 Budget
Gross Revenues Available for Debt Service Coverage:		
Wastewater Treatment Charges - Alexandria Ratepayers	54,837,161	50,922,485
Fairfax County Operating Expense Charge	11,694,706	11,694,706
Reimbursement from other systems	-	-
Investment Income	943,897	115,000
Less Restricted Investment Income	-	-
Total	67,475,764	62,732,191
LESS Operating Expenses	(29,377,678)	(30,442,988)
Net Revenues [a]	38,098,086	32,289,203
Annual Debt Service [b]	14,739,509	14,739,509
Calculated All-In Debt Coverage [a/b]	2.58x	2.19x
Financial Policy Target	≥1.50x	≥1.50x

**All-in Debt Service Coverage
Net Revenues to Annual Debt Service**



Monthly Financial Report

Glossary:

Revenue Fund

All revenue receipts of Alexandria Renew are deposited in the Revenue Fund.

The Operating Fund

The Operating Fund accounts for the administration and maintenance of the wastewater treatment system. By Board policy, the Operating Fund shall maintain 120 days of cash in reserve.

Parity Debt Service Fund

The Parity Debt Service Fund shall have deposited in it one-twelfth (1/12th) of the annual required debt payment due within the budget year. Deposits are restricted funds for use to make semiannual payments in accordance with the Alexandria Renew Trust Agreements.

Joint Improvement, Renewal & Replacement (IR&R) Fund

The IR&R Fund receives deposits directly from Fairfax County (60% of IR&R budget) and from AlexRenew customer revenue (40% of IR&R budget) for asset renewal of joint use facilities. The contribution to the IRR Fund is 0.7% of the total amount of capital expenditures made subsequent to October 1, 1997, for the joint portion of the system, as set forth by the service agreement with Fairfax County.

Project Fund

The Project Fund records the cost of each joint use capital project included in the AlexRenew Capital Improvement Plans (CIP). The plans for current and future capital projects, both joint and City only, is summarized in a Ten-Year CIP. City use only CIP are accounted for within the General Fund.

General Fund

The General Fund serves as reserve fund to be used for any lawful purpose of the Authority. Deposits to the General Fund are made from the Revenue Fund after all other fund expenditures and requirements have been satisfied. Alexandria Renew principally uses the General Fund to finance specific capital improvements and to provide sufficient reserves in accordance with policy.

RiverRenew Board of Directors Dashboard



MONTH ENDING: JUNE 30, 2023

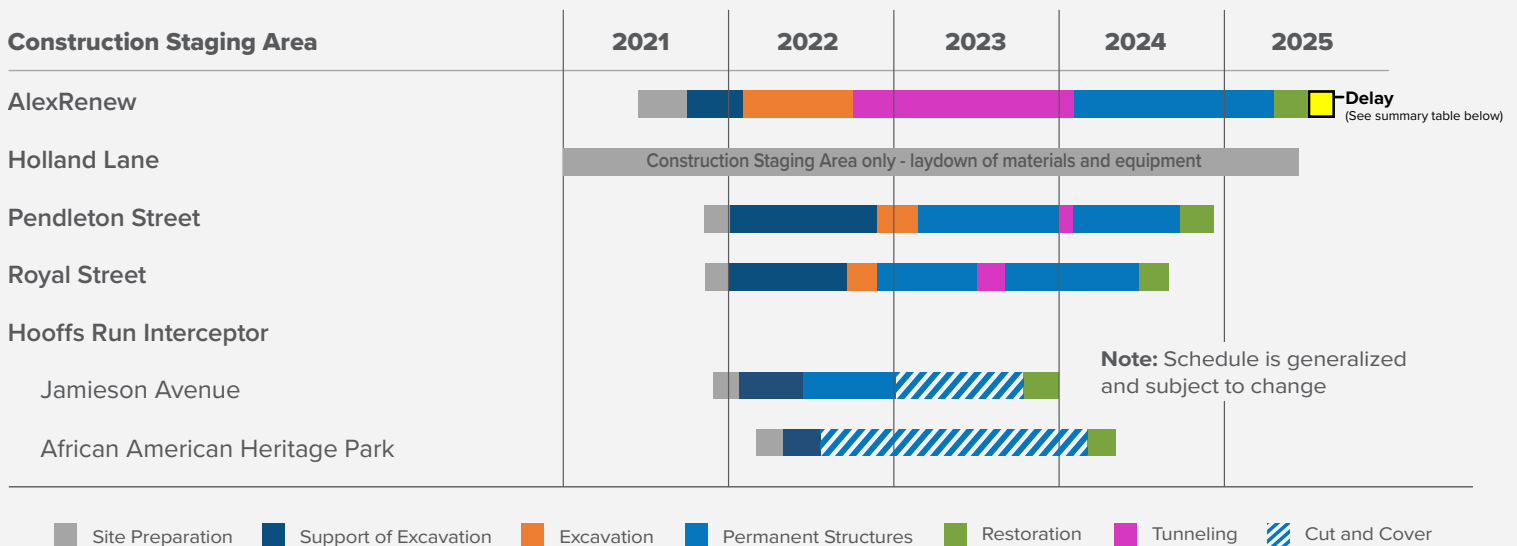
RiverRenew is a program owned and implemented by AlexRenew, Alexandria's public regional wastewater treatment provider.

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 RiverRenew projects at AlexRenew's wastewater treatment plant are complete. The remaining project includes the construction of a new tunnel to connect AlexRenew's wastewater treatment plant to the four existing combined sewer outfalls in Alexandria.

The Tunnel Project is illustrated on Page 4 of this dashboard. Construction associated with the Tunnel Project started in early 2021 and will continue through 2025 at five primary locations in Alexandria. The phases of construction at each location 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.

RiverRenew Tunnel Project Design-Build Progress

Overall Project Progress

(Design and Construction)



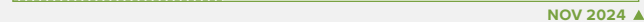
▲ DEC 2020

JUL 2025 ▲

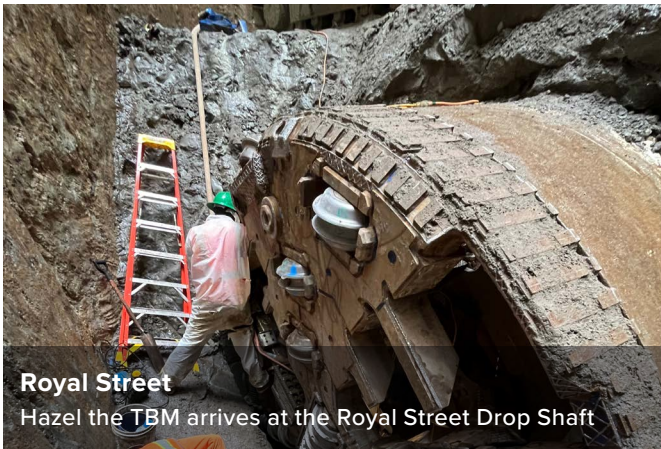


Pendleton Street
Pile driving ongoing

Construction Progress*

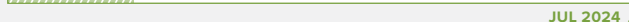


NOV 2024 ▲



Royal Street
Hazel the TBM arrives at the Royal Street Drop Shaft

Construction Progress*

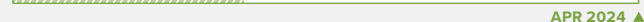
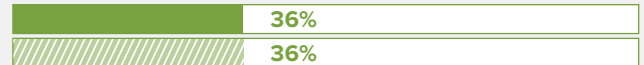


JUL 2024 ▲

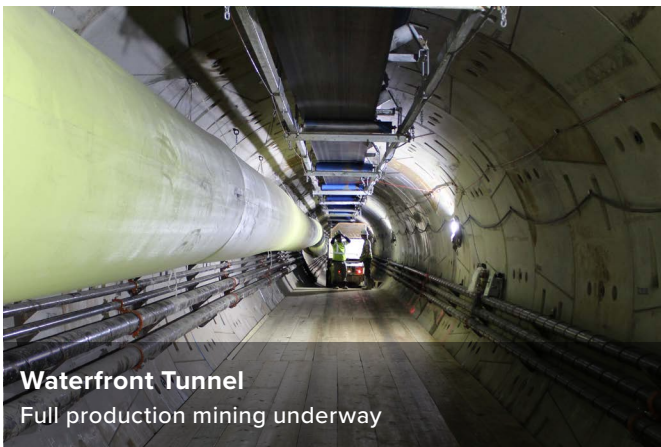


Hooffs Run
Diversion Chamber construction ongoing

Construction Progress*

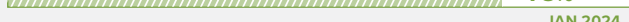


APR 2024 ▲

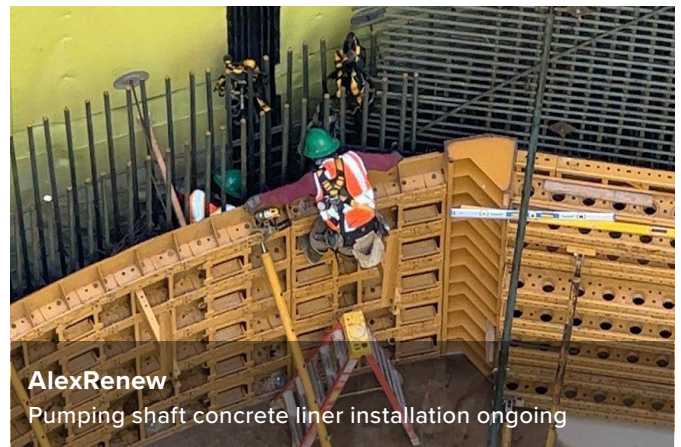


Waterfront Tunnel
Full production mining underway

Construction Progress*

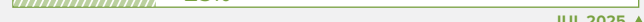
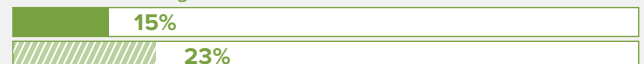


JAN 2024 ▲



AlexRenew
Pumping shaft concrete liner installation ongoing

Construction Progress*



JUL 2025 ▲

LEGEND: ■ Actual Progress ■ Planned Progress ▲ Planned Completion Date

Actual Progress as of June 30, 2023. *The planned progress for each construction staging area reflects the Design-Builder's schedule as of June 2023. Attachment 2

RiverRenew Tunnel Project Six-Month Look-Ahead

Work Hours

NORMAL WORK HOURS

Pendleton Street	6 a.m. – 6 p.m.
Royal Street	7 a.m. – 6 p.m.
Hooffs Run	7 a.m. – 6 p.m.
AlexRenew	24/7

Community Outreach

Event	Date
2023-2024 RiverRenew SAG Meetings	Third Thursday of every other month
Council-Board Workgroup	July 19, 2023
Community Listening Sessions	Sep 2023

Pendleton Street

MAJOR WORK ACTIVITIES

Activity	Date
Permanent concrete structures deep foundations (pile driving)	Ongoing through Summer 2023
Shaft liner construction	Ongoing through Fall 2023
Permanent concrete structures construction	Fall 2023

PERMITS

Permit	Date
Building Permit - Permanent Concrete Structures Support of Excavation	Jul 2023

Hooffs Run

MAJOR WORK ACTIVITIES

Activity	Date
North of Jamieson Ave	
Diversion chamber construction	Ongoing through Aug 2023
Junction chamber construction	Ongoing through Fall 2023
Open-cut construction	Ongoing through Fall 2023
African American Heritage Park	
Sheeting installation	Ongoing intermittently through Fall 2023
Open-cut construction	Ongoing through Fall 2023
Jamieson Avenue full closure	Fall 2023

Royal Street

MAJOR WORK ACTIVITIES

Activity	Date
TBM maintenance	Ongoing through Jul 2023
Permanent concrete structures deep foundations	Jul 2023
Permanent concrete structures construction	Fall 2023

PERMITS

Permit	Date
Building Permit - Shaft Liner and Base Slab	Jul 2023
Building Permit - Near Surface Structures Permanent Concrete	Jul 2023
Building Permit - Mechanical, Electrical, and Plumbing	Fall 2023

AlexRenew

MAJOR WORK ACTIVITIES

Activity	Date
Pumping shaft liner construction	Ongoing through Fall 2023
Permanent concrete structures support of excavation	Jul 2023
Permanent concrete structures deep foundations	Aug 2023
Permanent concrete structures construction	Sep 2023

PERMITS

Permit	Date
Building Permit - Shaft Mechanical, Electrical, and Plumbing	Aug 2023
Building Permit - Superstructure Architectural	Sep 2023

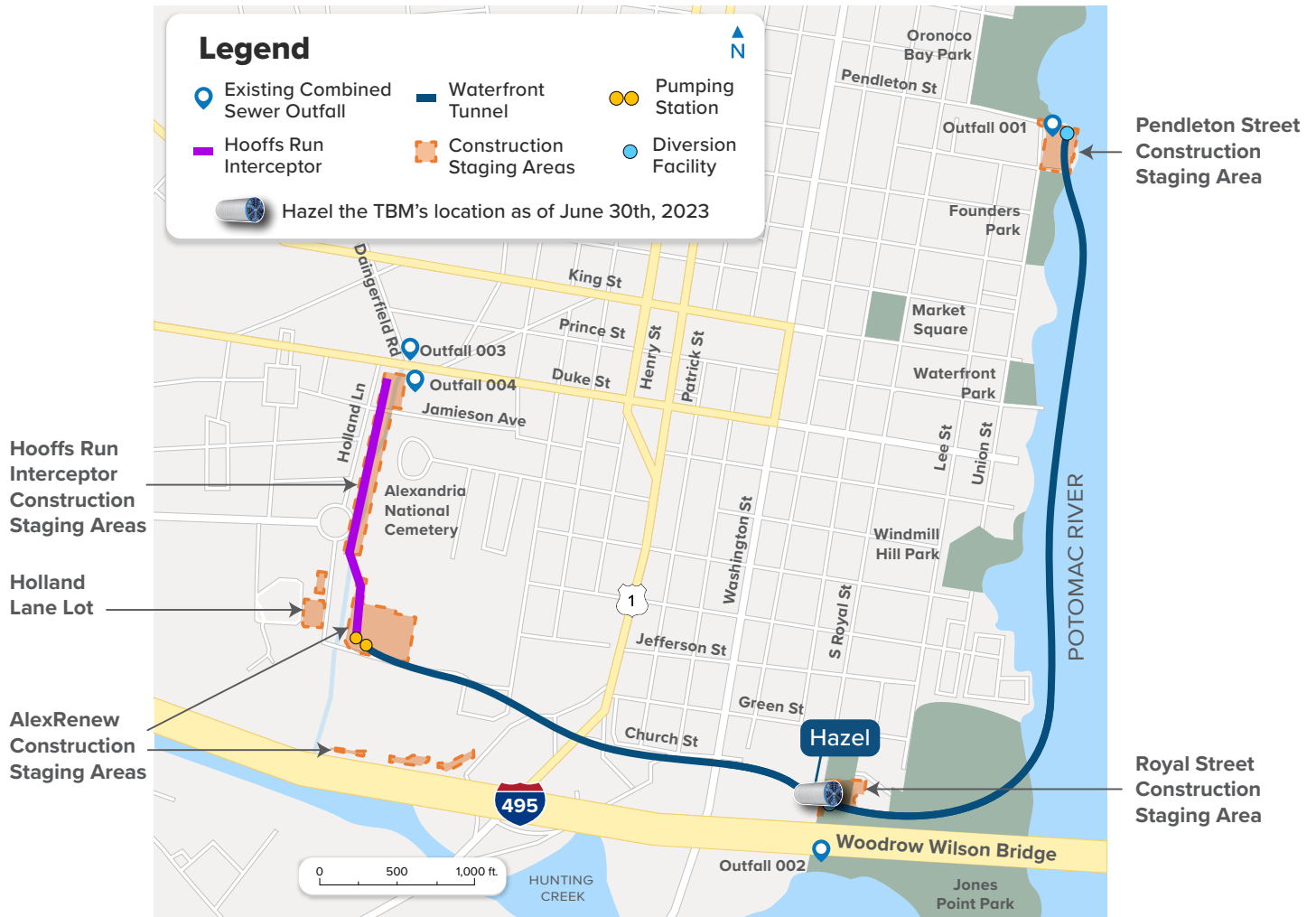
Waterfront Tunnel

MAJOR WORK ACTIVITIES

Activity	Date
Mining	Ongoing through Jan 2024

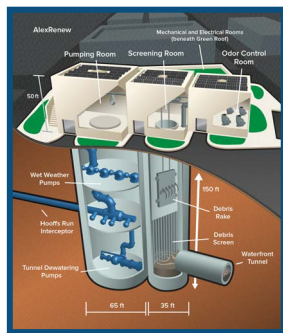
RiverRenew Tunnel Project Snapshot

The Tunnel Project includes the following major components: a two-mile-long, 12-foot-wide, 100-foot-deep tunnel; a six-foot-wide sanitary sewer interceptor; diversion facilities to capture combined sewer discharges; and two pumping stations.



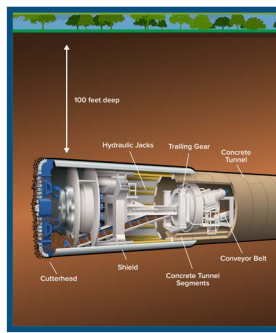
Hooffs Run Interceptor

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



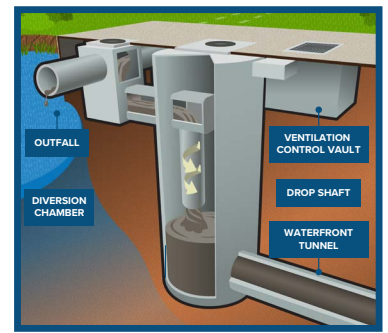
Pumping Station

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



Waterfront Tunnel

Click [here](#) to watch an animated video about RiverRenew and learn how the Waterfront Tunnel will be constructed.

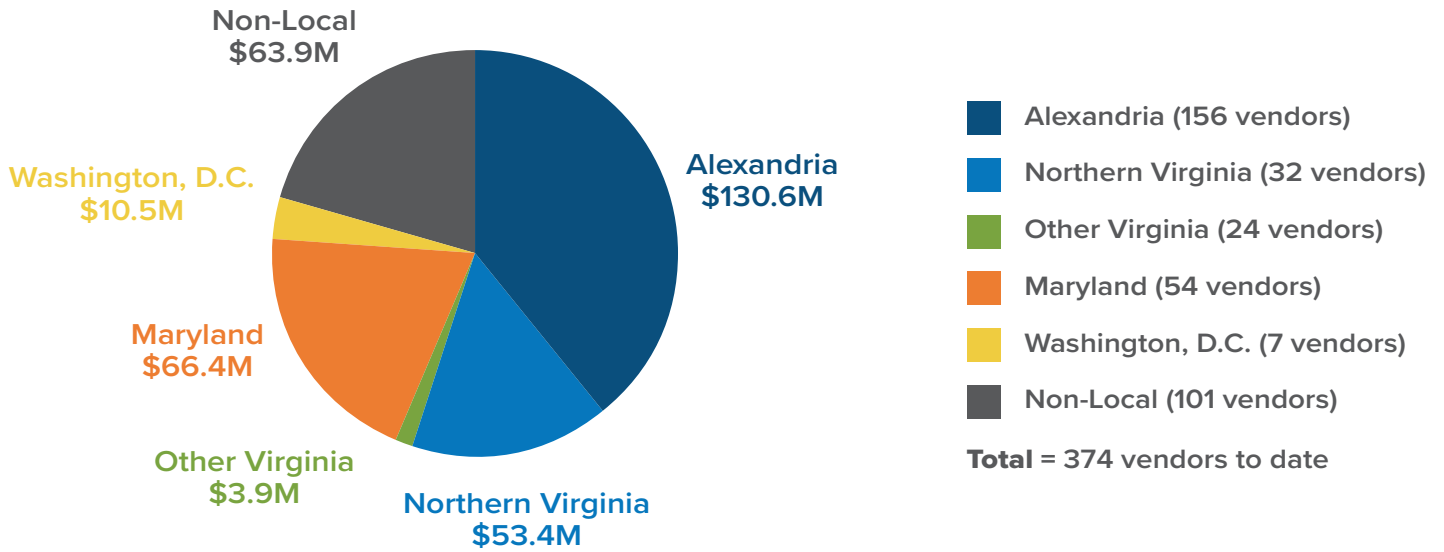


Diversion Facility

Click [here](#) for an introduction to diversion facilities from two RiverRenew engineers.

RiverRenew Program Costs to Date

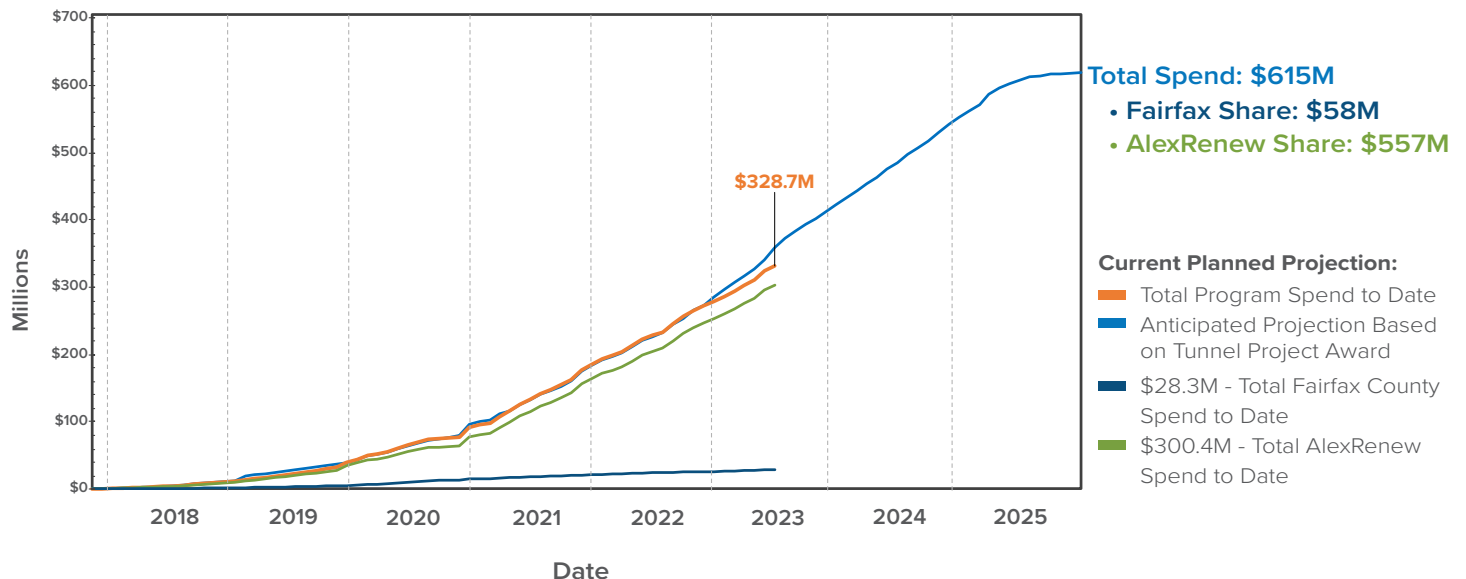
RiverRenew Spend to Date by Locality



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	\$192
Brown and Caldwell	Owner's Advisor	Professional Services	17-022	Nov 2017	\$70.3
EPC	Resident Engineering & Inspection Tunnel System Project	Professional Services	20-013	Apr 2020	\$13.6
Completed RiverRenew Wastewater Projects to Pave the Way for the Tunnel Project					\$52.4

RiverRenew Cash Flow Analysis



Note: As of June 30, 2023.

RiverRenew Community Outreach



Community Meetings

Community meetings are presentations given to various stakeholder groups, including the SAG. These presentations can be delivered in person or virtually.

Looking Ahead:

- 2023-2024 RiverRenew SAG Meeting No. 3: **July 20, 2023**



Community Events

Participating in or co-sponsoring **community events** strengthens AlexRenew's relationship with its water and community partners.

Looking Ahead:

- Sip 'n See event at Hooffs Run: Tuesdays between 11 a.m. and 1 p.m.
- Sip 'n See event at Royal Street: Wednesdays from 11 a.m. to 1 p.m.
- Sip 'n See event at Pendleton Street: Thursdays between 11 a.m. and 1 p.m.
- Community Listening Sessions: **September 12-14**



Community Days

Community days feature project-specific events to celebrate construction progress on the Tunnel Project and engage the community along the way.



Digital Programming

Digital programming keeps the community connected to RiverRenew with regular program updates on RiverRenew.com, content on AlexRenew's social media pages, and distribution of *The River Renewer*, a quarterly newsletter promoting updates and milestones to more than 500 contacts.

Highlights:

- A **social post** highlighting new signage coming to African American Heritage Park
- A **video introduction** to RiverRenew TBM Operator Phil Birch
- Behind-the-scenes **photos** of Hazel reaching the Royal Street outfall



Education

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

Highlights:

- Weekly updates reflecting Hazel's construction progress on the homepage of **RiverRenew.com**

Looking Ahead:

- A new, collectable RiverRenew baseball card featuring Edie the Excavator



Council-Board Workgroup

The **Council-Board Workgroup** comprises two members from AlexRenew's Board of Directors and two members from the Alexandria City Council.

Looking Ahead:

- Council-Board Workgroup Meeting No. 19: **July 19, 2023**

Monthly Construction Spotlight



Hazel arrived at the Royal Street shaft!

This month, Hazel achieved a major milestone, reaching the first of two shafts on her Waterfront Tunnel journey.

RiverRenew crews are now inspecting Hazel and conducting routine maintenance, preparing her to continue digging the remaining 6,900 feet of tunnel.

Keep an eye on our [Waterfront Tunnel Construction Page](#) for updates as we complete this critical phase of work and continue building toward healthier waterways for our community.

Want to learn more about Hazel's Royal Street Pit Stop?
Visit [RiverRenew.com/news/program-updates/hazel-at-002](https://www.RiverRenew.com/news/program-updates/hazel-at-002).

Building for the Future of Alexandria's Waterways

To learn more, visit www.RiverRenew.com

