



EXCELLENCE IN
Management
 Recognition PROGRAM
 Nomination Form

APPLICANT INFORMATION

Alexandria Renew Enterprises

AGENCY NAME

Alexandria,

Virginia

320,000

CITY

STATE

SERVICE AREA POP.

Lisa K. Van Riper

Director, Enterprise Communications

AGENCY REPRESENTATIVE COMPLETING THE APPLICATION

TITLE

1800 Limerick Street

ADDRESS

Alexandria

Virginia

22314

CITY

STATE

ZIP

(703) 549-3381

lisa.vanriper@alexrenew.com

PHONE

E-MAIL


 SIGNATURE OF AGENCY REPRESENTATIVE COMPLETING THE APPLICATION

CERTIFICATION STATEMENT

I certify that this document and all attachments were prepared under my direction or supervision in accordance with a system designed to assure that qualified personnel properly gathered and evaluated the information submitted. Based upon my inquiry of the person or persons directly involved in gathering and evaluating the information, the information submitted is to the best of my knowledge and belief true, accurate and complete.

In submitting this application, I agree to NACWA using all or part of this application as an example to be posted publicly for future utilities to reference.

Karen Pallansch

Chief Executive Officer

NACWA PRIMARY CONTACT NAME

TITLE



NACWA PRIMARY CONTACT SIGNATURE

NOMINATION SUBMITTAL

I am applying for recognition under the following category*:

- Platinum (9 Attributes)
- Gold (7 Attributes)
- Silver (5 Attributes)

**Applications that do not meet the minimum qualifications for the selected recognition category will be considered for other categories, as appropriate.*

I am including the following *Attributes* in my written narrative. *Note that every applicant is required to include Product Quality and Financial Viability as part of their minimum demonstrated Attributes.*
Please check the appropriate boxes:

- Product Quality (Required Attribute)
- Financial Viability (Required Attribute)
- Customer Satisfaction
- Stakeholder Understanding & Support
- Operational Optimization
- Employee & Leadership Development
- Enterprise Resiliency (Inclusive of all enterprise resiliency initiatives, not solely emergency management)
- Infrastructure Strategy & Performance
- Community Sustainability
- Water Resource Sustainability

I have attached or provided hyperlinks and relevant page references to my utility's Strategic Plan, Financial Plan, and any other Strategic Metrics not otherwise included in your Strategic Plan and Financial Plan. ***Please check the appropriate boxes and provide hyperlinks, if selected.***

- Strategic Plan Hyperlink: <https://alexrenew.com/newsroom/budget-and-reports>
- Financial Plan Hyperlink: <https://alexrenew.com/newsroom/budget-and-reports>
- Strategic Metrics** Hyperlink: _____

***not otherwise included in Strategic Plan or Financial Plan*

Please submit completed nominations by **May 9, 2018** to btrombino@nacwa.org
For questions, please contact: Bredy Trombino, Program Administrator
at 202.533.1820 or btrombino@nacwa.org



**NACWA EXCELLENCE IN MANAGEMENT (EIM)
2018 RECOGNITION PROGRAM**

**APPLICATION FOR
ALEXANDRIA RENEW ENTERPRISES**

May 9, 2018

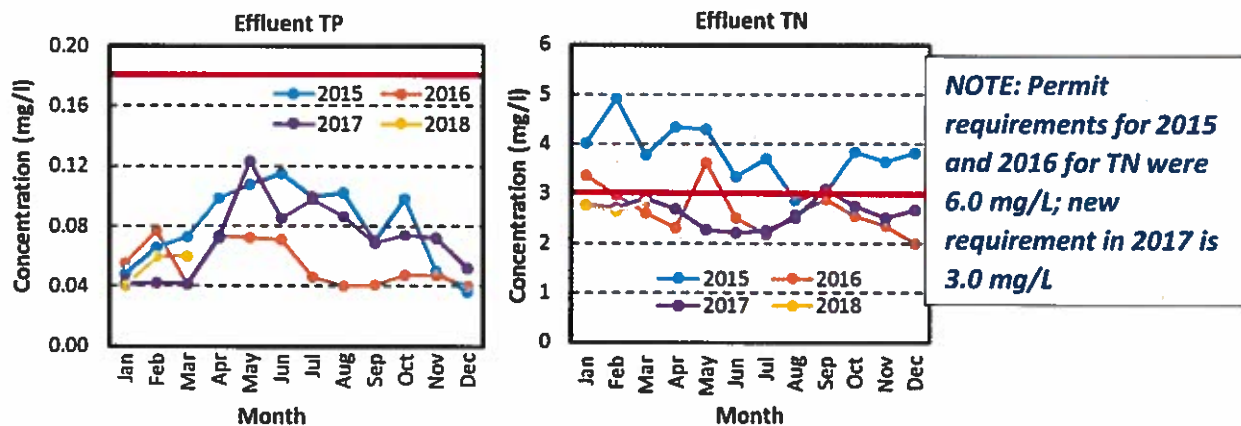
NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Product Quality

Management Approach: AlexRenew's 2040 vision and strategic outcome of Operational Excellence set our high standards for product quality. The outcome states we will enhance operational excellence to meet or surpass environmental requirements under all conditions while maximizing resource recovery, setting a high bar.

About Our Product Quality: Alexandria Renew Enterprises transforms more than 11.5 billion gallons of wastewater flow from the City of Alexandria and portions of Fairfax County, VA annually to meet some of the strictest nutrient reduction standards in the country. AlexRenew has earned the NACWA Platinum Peak Performance Award for the past 13 years for 100 percent compliance with National Pollutant Discharge Elimination System permit requirements.

AlexRenew produces Class A Exceptional Quality biosolids. In 2017, 50 farms in 18 counties spread 5,500 dry tons of our biosolids on their fields to enrich the soil. We capture and reuse more than 90% of the methane gas produced, offsetting our need for natural gas by almost 25% of our total need. 1.5 billion gallons of our reclaimed water product was used in 2017 for irrigating our outdoor landscaping, in our LEED platinum Environmental Center for flushing and educational purposes, and for other in-plant uses.

Performance Measures: Our advanced treatment process yielded an average annual total nitrogen discharge of 2.6 mg/L in 2017, below the 3.0 mg/L discharge limit. In 2017, we removed 99.5% of phosphorus and 95% of nitrogen from the water we cleaned, exceeding regulatory levels. These charts indicate our discharges; the red line is our permit requirement:



AlexRenew performs 10,000 tests annually to monitor water quality. We partner with George Mason University to study Hunting Creek, our receiving stream. In 2017, the biological communities in Hunting Creek that reflected a healthy ecosystem, demonstrating a return on our customers' investments in clean water. In addition, river herring were found spawning at the head of the tide in Cameron Run, which flows directly into Hunting Creek and submersed aquatic vegetation was found to carpet most of the Hunting Creek embayment by late summer.

Keys to Management Success: Our Board and CEO make it crystal clear to everyone at AlexRenew that our #1 job is to be 100% compliant with all permit requirements. Our continuous monitoring of our product quality, including using GMU, demonstrates our commitment to continuous improvement and measurement. In addition, we have hundreds of SOPs to ensure those who transform water on a daily basis do it consistently and correctly.

NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Financial Viability

Management Approach: Our 2040 Vision, Strategic Outcomes, Master Trust Indenture (Indenture) and Board of Directors (Board) approved financial policies have been established to ensure our financial viability and sustainability.

AlexRenew annually employs an independent rate consultant to examine our actual-to-budget financial performance and use the findings in the development and support of our rate structure. Our guiding principle: Limit annual cost increases for customers while generating enough funds to meet operating and maintenance obligations, capital funding needs, and required reserves.

For at least the last four fiscal years, FY2015-FY2018, we have levied rates and charges below the rate of inflation yet more than adequate to meet all financial objectives. This supports our vision statement that directs us to “support a healthy and resilient economy through stable rates.” For FY17, AlexRenew received an unmodified opinion from our financial auditor affirming that our financial statements fairly represent our financial position in all material aspects.

We also closely manage our operating expenses and review them with our board on a monthly basis. Also, we look for ways to reduce costs through transparent and competitive procurement practices that have proven time and again to deliver AlexRenew the “best value” for the products and services it procures.

Policies and Measures: Our Indenture and our Financial Policies insure the strength, stability and resiliency of our ongoing financial position:

- **Debt Service Coverage:** At least 1.50 times Net Revenues (as defined in our Board-approved financial policy) on all senior and parity debt. We have met this goal for the past three years.
- **Reserves:** We are required to maintain an operating fund cash balance of at least 120 days of current fiscal year budgeted expenses, and we have consistently met this measure since at least 2010. We also fully fund all required reserve accounts.
- **Budgetary Principles:** We prepare annual operating and capital budgets for our Board that include the requirements to ensure revenues are sufficient to meet expenses, and user charges support the direct and indirect cost of our system. The budget must comply with all financial standards as described above and fund at least 15 percent of our CIP using paygo dollars. We have consistently met our budgetary goals for at least the last 10 years.
- **CIP:** AlexRenew reviews, updates and adopts a 10-year CIP annually.
- **Investments:** AlexRenew follows a Board-approved investment policy to safeguard its capital while obtaining strong market returns under a prudent investment strategy. We employ a full-time, independent investment advisor to ensure we comply with state guidelines and achieve maximum benefit with the framework of our established policy.

Metric	2015	2016	2017
Debt Service Coverage	1.89x	1.87x	1.97x
Operating Expenses	\$25.12 M	\$ 22.70 M	\$ 22.57 M
Unrestricted Operating Revenue	\$47.80 M	\$47.22 M	\$49.10 M
Net Position Increase	+\$24.1 M	+\$36.04 M	+\$12.34 M

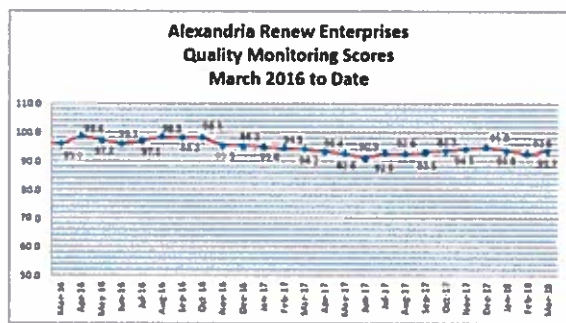
Keys to Management Success: Our CEO and Chief Financial Officer present financial reports monthly to our Board, following the policies and measures outlined above. We have a standard annual budget process that we align with our work in support of our vision and strategic plan. Our CFO produces an annual budget book for all to follow, and produces monthly budget updates to ensure we are adhering to our agreed-upon budget numbers. Our senior team meets quarterly to review progress against our annual plans and the budgets that support them.

NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Customer Satisfaction

Management Approach: AlexRenew’s 2040 vision was created by its citizen-led board of directors. This vision drives all organizational strategies, and ensures we serve our customers with stable rates, engagement, 24/7/365 service, and education that inspires water stewardship.

About Customer Service: AlexRenew serves 320,000 customers in the City of Alexandria and parts of Fairfax County. Fairfax County is a wholesale customer, are contracted with us through a Service Agreement; the County is an ad hoc, non-voting representative on our Board.

In Alexandria, we serve 28,000 residential and commercial customers with billing and customer service. Since 2012, we have engaged the services of Greater Cincinnati Water Works (GCWW) to provide responsive and reliable billing and customer service in a public-to-public partnership. A Memorandum of Understanding (MOU) and contract guide our work. Our customer service manager partners with GCWW. We offer many ways for customers to engage with us: Calling our customer service center, e-mailing via our website, or calling our manager directly. Customers can securely view their account information and pay their bill on our website. An average of 5,000 customers visit our site monthly. We receive an average of 150 emails monthly from the site, which we respond to within 24 hours. We offer paperless billing via a third-party provider, and in 2019, will offer it via GCWW when our billing system is upgraded. Customer outreach also includes monthly bill stuffers, social media, and frequent HOA presentations.



Performance Measures: To ensure we are achieving our community engagement and operational excellence strategic outcomes in our 2040 vision, we measure two KPIs: Average speed of answer (ASA) (<30 seconds), and percentage of calls abandoned (< 3%). GCWW sends monthly reports, which include customer survey results we review to ensure we are engaging with our community as positively as possible. For 2015 to

2017, GCWW achieved or exceeded their KPIs 92% of the time and the average customer satisfaction percentage with the customer service received was more than 90%. This is a sample of chart in a report that GCWW sends us so we can monitor our KPIs and additional indicators:

Alexandria Renew Enterprise	Total Calls to IVR	Agent Answered Calls	IVR Self Service Adoption Rat	# Calls Abandoned	% Abandoned	Avg Speed of Answer (ASA) seconds	Supervisor Assist/Referral Calls	Emails
Oct-16	2,252	1,206	44%	57	1.8%	33	60	151
Nov-16	1,986	1,115	42%	35	1.3%	25	40	128
Dec-16	2,135	1,055	49%	32	1.2%	24	36	148
Jan-17	2,326	1,261	44%	47	1.5%	27	114	160
Feb-17	2,666	1,415	45%	50	1.9%	30	90	129
Mar-17	2,951	1,524	46%	62	1.6%	34	66	180
Apr-17	2,215	1,153	46%	39	1.3%	31	64	144
May-17	2,736	1,436	45%	58	1.6%	29	83	192
Jun-17	2,769	1,517	43%	49	1.4%	26	87	120
Jul-17	2,648	1,470	42%	55	1.6%	29	75	142

Keys to Management Success:

Our CEO reports our KPIs monthly to our Board. If GCWW doesn’t meet their KPIs, which has happened for one KPI, we find out what happened and agree upon how to fix the issue. We and GCWW measure more than just the two agreed-upon KPIs to make sure we have a full picture of how we are serving our customers. We also have created more than 15 detailed, comprehensive SOPs for customer service to ensure consistency between the public-to-public partnership.

NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Stakeholder Understanding & Support

Management Approach: Our 2040 citizen-led board vision has strategic outcomes focused on community engagement and watershed partnerships. This vision is our guiding principle that sees every citizen being able to fish and swim in every local Alexandria waterway.

About Our Stakeholder Understanding & Support: Examples of our program to drive stakeholder understanding and support are outlined below.

1. **CSO Remediation:** We partnered with the City of Alexandria, stakeholders, and local organizations like the Alexandria Chamber to address the city's combined sewer outfall remediation needs and July 2025 state-mandated deadline. Through workshops, stakeholder meetings, and months of planning, City Council voted to transfer ownership of the outfalls to AlexRenew. This program aligns with our 2040 vision watershed partnerships outcome; it enables collaboration between AlexRenew and the City to manager water as one resource.
2. **Community Outreach:** We hold monthly educational lobby art and water fun events; host 100+ tours annually; host an annual Water Discovery Day with local partners; have a booth at our local Earth Day event; do demonstrations at school STEM events; and participate in nationwide celebrations of engineers, women in water, and our workers. Link to video: <https://alexrenew.com/careers> . Our water mascot, Moxie, attends events, and reads to children at rec centers. These efforts support our 2040 vision community engagement outcome. We are partnering with the City's drinking water supplier, Virginia American Water to develop a STEM program for third and sixth grades in local public schools.
3. **Communications and content strategy:** Our program engages thousands daily via our website and four social media platforms, sharing messaging about our work and workforce, the value of water, events in Alexandria, and information about neighborhood work or rates.
4. **Dual-use facilities:** Our LEED Platinum certified Environmental Center offers an educational lobby and community meeting rooms; our Four Mile Run pump station has an educational fence with 10 interactive educational stations to educate passersby about how we clean water.

Performance Measures: To achieve our 2040 vision outcome of community engagement to increase understanding, we measure online content with Google analytics (new Facebook fans, number of website visitors, etc.). We adjust content based upon monthly reviews of analytics. Our content goals for the past three years have: a monthly average of 5,000 site visitors, growing major social platform (Twitter, Facebook) followers by 2% monthly, and an average of 100+ engagements per major platform per month. We have achieved those goals for 2015 – 2017.



Keys to Management Success: Our CEO is champion of engagement and partnerships, partnering personally with and encouraging our employees to team with local, regional, and national organizations. We use multiple methods to measure our success in stakeholder outreach, and adjust our messaging and content as a result of feedback received for continuous improvement opportunities.

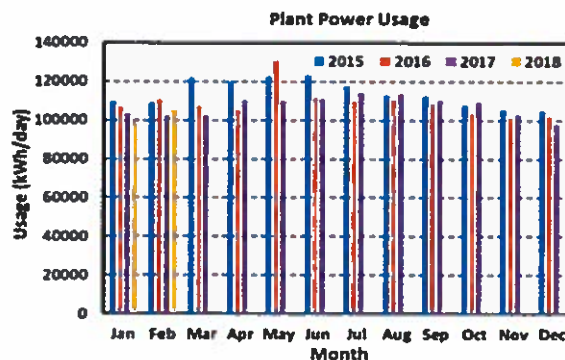
NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Operational Optimization

Management Approach: One of the strategic outcomes in our 2040 vision is “Operational Excellence,” achieved through our focus on producing high quality effluent and class A exceptional quality biosolids while maintaining stable rates. In 2017, we continued to reduce our chemical and energy costs through process optimization efforts.

Performance Measures: AlexRenew monitors process performance through several indicators. Our top indicator is permit compliance: total nitrogen, total phosphorus, dissolved oxygen, total suspended solids, pH, and E.coli. Other indicators include energy cost/million gallons, chemical costs/pound of nutrient removed, and pounds of sludge hauled/million gallons of water treated. By tracking process performance beyond permit compliance, we ensure that we are exceeding the intent of our Operational Excellence outcome. We are also a Virginia Environmental Excellence Program (VEEP) E4 facility, and are expected to achieve the highest levels of environmental performance. Having this designation helps reduce the costs of monitoring by having excellent compliance and a strong Environmental Management System (EMS) program.

Performance Changes: During 2017, we implemented several biological reactor basin optimization projects to reduce our process air requirements and reduced methanol use by over 55%: On/off aeration control strategy implementation, resulting in a significant reduction in process air compressor energy use and methanol use; automated methanol dosing based on ammonia residuals, which permitted tighter control of our methanol feed, reducing methanol costs; using Oxidation Reduction Potential sensors to control air feed in the final reactor basin to reduce the risk of denitrification; and seeding of Mainstream Anammox from our sidestream centrate treatment into our mainstream process. We also completed an upgrade of our mainstream UV disinfection system to allow for automatic dosing of reactor dosage based on flow and transmissivity, reducing energy and maintenance costs. With the UV upgrade and other process improvements, electric demand was reduced by 2%, or 3218 KWH/MG, in 2017. And, we improved primary and secondary settling basin scum control by modifying the programmed timer to reduce the amount of excess water pumped by over 50%, while improving the effectiveness of the scum removal, and reduced the amount of tertiary sludge pumped by approximately 33% by extending the time between sludge removal cycles (this did not impact process performance).

Year	Chemical Cost per lb of nutrients removed
2015	\$ 0.30
2016	\$ 0.26
2017	\$ 0.20



Keys to Management Success:

To consistently achieve our Operational Excellence strategic outcome, our production team leaders and AlexRenew management continually review progress against our optimization goals through meetings, reporting and statistical data analysis.

NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Employee & Leadership Development

Management Approach:

Employee leadership and development is a core business practice at Alexandria Renew Enterprises (AlexRenew), driven by our 2040 vision strategic outcome of enhancing organizational competency by enabling all levels of the organization to learn, adapt, and innovate. AlexRenew manages 54 million gallons per day of design flow with an employee headcount of 1.7/million gallons.

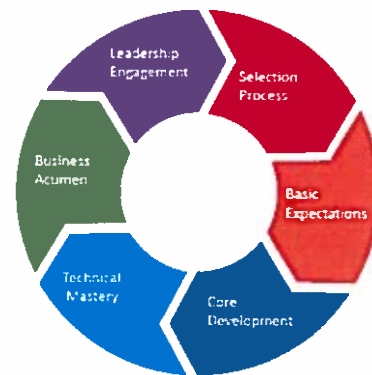
AlexRenew implements a combination of training programs to develop the knowledge, skills, and abilities of its employees. These programs include:

- Apprenticeship Development and training programs authorized through the Virginia Department of Labor and Department of Education;
- Community and state college programs to support the development of water and wastewater, trade skills, as well as leadership, management, business, finance, and safety skills;
- National organizational training through AWWA, NACWA, VWEA, WEF, and others; and
- AlexRenew Subject Matter Expert (SME) trainers for safety, operations, and process;
- Participation in local collaborative meetings to share knowledge and ideas

Performance Measures:

Our Human Resources department actively tracks several performance measures to ensure we are focusing on our organizational competency strategic outcome, including:

- Licensing/ Certification: Operators -100%, Electricians – 100%, Certified Reliability Technicians – 100%; we have achieved these goals throughout our organization from 2015 to 2017.
- Continuing Education Hours -30-36 hours per employee
- Training hours for leadership, management, safety, process control, etc. -Operations/ Maintenance, average 80-100 hours per year per employee; our team achieved this goal each year from 2015 to 2017.
- Professional Engineers (16 hours of Continuing education annually).
- Employee Tuition Assistance (Seven employees participated in the program and received up-to \$5,200 each, per calendar year).



Performance Changes:

We are currently reviewing and enhancing our Apprenticeship Development Program to incorporate the learnings from our past experience with the program, including adding a stronger, competency-based structure and training (as shown in the competency cycle above).

Keys to Management Success:

AlexRenew's extended leadership team sets goals and expectations, tracks performance through established metrics, and conducts quarterly employee reviews to continuously develop ourselves to meet organizational expectations.

NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Enterprise Resiliency

Management Approach: Enterprise Resiliency for Alexandria Renew Enterprises (AlexRenew) is a core business practice highlighted in the company's 2040 vision and strategic outcomes that includes goals such as:

- Develop and implement innovative ideas and technologies to enhance resiliency and sustainability; and
- Create structural processes that enable partnerships to manage water as one resource.

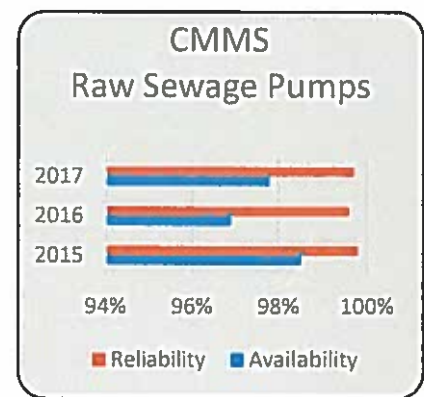
AlexRenew revised its organizational structure in 2017 to include a Director of Production and a Director of Reliability with a specific focus on enterprise resiliency in the following areas:

- Critical equipment reliability and operational availability;
- Business continuity plans and policies (natural disaster, cybersecurity, workforce development, regulatory reporting, and O&M financial planning); and
- Vulnerability assessments and audits (for instance, cyber threat assessments and VAWARN tabletop exercises).

Performance Measures: AlexRenew tracks availability and reliability of plant processes and equipment through its Supervisory Control and Data Acquisition (SCADA) hardware and software for process functions, as well as its Computerized Maintenance Management System (CMMS) software for equipment status and availability. AlexRenew defines availability, and reliability as:



- **Availability:** a percentage measure of the degree to which machinery and equipment is in an operable and committable state at the point in time when it is needed (Target 95%); and
- **Reliability:** the probability that machinery and equipment can perform continuously for a specified interval of time without failure, when operating under stated conditions (Target 99.9%).



As part of our continuous process improvement philosophy, AlexRenew implemented a 5S Program within its maintenance shop and process laboratory. 5S is a lean method for implementing order in the workplace. The main purpose of 5S is to improve efficiency by eliminating the waste of motion looking for tools, materials or information.

Performance Changes: AlexRenew utilizes Reliability Centered Maintenance (RCM) in conjunction with its Improve, Repair and Replace (IR&R) capital funding strategy to make adjustments in its short-and-long-range schedule, which resulted in sustained process availability above the target level (95%), and near optimal reliability performance (99.5% - 99.7%).

Keys to Management Success:

AlexRenew's extended leadership team sets goals and expectations, tracks performance through established metrics, and conducts regular "program" reviews for expected results. We have also implemented 5S in two of our key areas in support of our continuous improvement focus.

NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Infrastructure Strategy and Performance

Management Approach: As one of the most advanced water reclamation facilities in the nation, Alexandria Renew Enterprises (AlexRenew) has an established Capital Improvement Planning process that looks at short-range projects (2-5 years), medium-range projects (5-10 years) and long-range projects (10-20 years). The infrastructure strategy and performance program includes:

- Master Planning initiatives, technical memorandums, and budgeting estimates (Capital Improvement Plan – (CIP))
- A comprehensive Decision Model with weighted values to accurately assess priorities
- An integrated Improve, Renew, and Replace (IR&R) Process and Fund to manage smaller projects

AlexRenew 2017 CIP and IR&R support:



\$3,296,798

Improvement, Renewal & Replacement
Repairing and replacing critical equipment and infrastructure so we can continue to clean water effectively and efficiently for our customers.

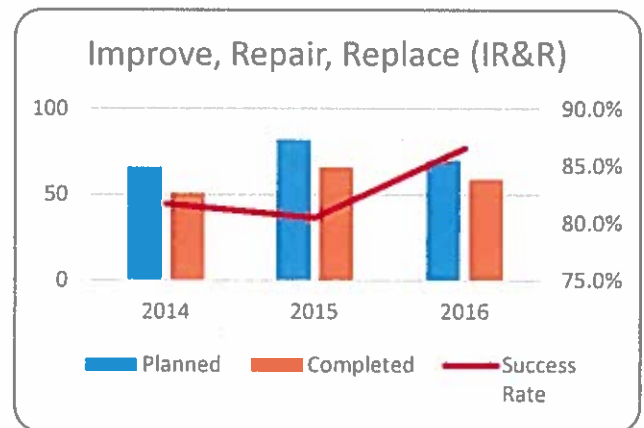


\$10,260,911

Capital Improvements
Investments in capital infrastructure improvements to meet our chartered objectives.

Performance Measures: AlexRenew utilizes several metrics to evaluate the overall success of its Infrastructure Strategy and Performance initiatives, which include:

- Availability & reliability of assets
- Lifecycle costs analysis
- A stable and reliable rate structure managed through annual rate modeling
- Ability to complete CIP and IR&R projects on time and within budget (Target 85%)



Performance Changes:

AlexRenew adjusts its short and long-range planning initiatives to meet new or changing infrastructure needs. For example, recent legislative action by the State of Virginia requires the remediation of four Combined Sewer Outfalls (CSOs) in the City of Alexandria by 2025 by law. The City of Alexandria recently transferred ownership of the CSOs to AlexRenew, due to our experience in leading and successfully completing large CIP projects. The CSO remediation project is expected to cost \$356 - \$534 million. The effort will require AlexRenew to adjust project priorities, as well as funding initiatives to meet the aggressive 2025 deadline.

Keys to Management Success: Innovation, design, and automation are essential characteristics in managing infrastructure at AlexRenew. The main plant sits on 34 acres constrained by the City of Alexandria, the 495 Beltway, and a historical cemetery, so new construction typically requires demolition or vertical alignment. For example, our Operations Control Room, Solids Thickening, Solids Dewatering, Chemical Storage, Centralized Odor Control System, and Solids Loading are all located within the same six-story building. Our CEO partners with her senior leadership team and directors who lead large projects such as the CSO remediation project and our recently-completed SANUP project.

NACWA Excellence in Management Recognition Program - Alexandria Renew Enterprises Community Sustainability

Management Approach: Our vision and strategic outcomes direct us to develop and implement innovative ideas to enhance sustainability and resiliency. We focus on community sustainability through a variety of programs that benefit our community, helping financially challenged customers, conserving precious water supplies, and providing jobs and educational opportunities.

Performance Measures: Four examples of our community sustainability programs to support our strategic outcome are:

- (1) **Our WATER (Water Assistance That Empowers Residents) Fund** is designed to assist those who struggle to pay their wastewater bills. Members of the Alexandria City Council recommended that we create this fund, which is administered through the United Way and currently supported through employee donations via our annual United Way Campaign. Customers will soon be able to donate to the WATER fund via bill payment rounding and one-time donations, once we implement our new customer care and billing system. Our goal for employee donations for the WATER Fund during 2015 – 2017 was \$1,000 annually; we have doubled that goal with a total of \$6,000 in donations.
- (2) **Our Reclaimed Water Program**, with our *BluRenew* product, preserves precious community drinking water supplies. We use more than 1.5 billion gallons of *BluRenew* for irrigating our outdoor landscaping and interior living wall; for toilet flushing; for heating and cooling on our water cleaning campus; in our outdoor water fountain; and for our 7,000-gallon aquarium in our educational lobby.
- (3) **Our Apprentice Program**, which provides jobs to people in our community and trains our workforce of the future. We have hired 20 apprentices since the start of the apprentice program in 2013. We currently have six operator apprentices ready to sit for their Class 1 Operators license, and one who has already achieved it. One apprentice has been promoted into our process team. The maintenance apprentices have all achieved their certified maintenance reliability technician certification. Our goal is to hire enough apprentices to replace our retiring workforce; we are on track to replace the projected 35% of our operator and maintenance workforce projected to retire in the next five years.
- (4) **Our Urban Alliance Program**, which is a partnership with the Urban Alliance Foundation that provides student interns at AlexRenew. We have hosted five T.C. Williams High School interns to date, helping to empower underserved young people to aspire, work and succeed through paid internships. The students are mentored throughout a seven month program. All interns have attended college, with some pursuing careers in Environmental Science.

We also partner with the City of Alexandria and stakeholders to ensure our construction programs contribute to the community in sustainable ways. One example: When we were planning the renovation of our Four Mile Run Pump Station, we partnered with a stakeholder group that suggested we build an educational fence around the pump station. We constructed a fence with ten interactive stations built into the structure that emphasize to members of the community how important clean water is and educates them on how a pump station functions.

Keys to Management Success: Our leadership partners with community stakeholders to ensure our projects provide sustainability benefits for Alexandria. Our CEO started the partnership with Urban Alliance and our HR team developed the SOPs for it; our CEO responded to a City Council member's request for a payment assistance fund for citizens; and our chief of production and directors of production and reliability oversee the apprentice program, personally coaching and communicating with the apprentices to ensure they are recognized, successful, and that we retain them to ensure we are creating the workforce of the future.