

Monday, April 13, 2026 – 5:00 p.m.

Board of Directors Governance Committee Meeting Agenda

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

Virtual: [Join virtually by Microsoft Teams](#)

Public comments will be received at the meeting. If you wish to speak during public comment, please contact Lorna Huff, Board Executive Assistant, at (703) 721-3500 ext. 2260 or lorna.huff@alexrenew.com in advance. Submission of written statements is encouraged and may be emailed to the Board Executive Assistant. If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity or program, contact the Board Executive Assistant at least three business days prior to the meeting.

A recording of the meeting will be posted on alexrenew.com after the meeting.

No.	Time	Item	Presenter	Action
1.	5:00 p.m.	Call to Order	Chair	
2.	5:02 p.m.	Approval of Agenda	Chair	Motion
3.	5:05 p.m.	Public Comment Period	Chair	
4.	5:15 p.m.	Consent Agenda	Chair	Motion
		a. Minutes from October 7, 2025 meeting (Tab 1)		
5.	5:25 p.m.	Annual Board Governance Training (Tab 2)	General Counsel	Information
6.	5:55 p.m.	Board Administrative Items	Chair	Information
		a. Review Board Composition Matrix (Tab 3)		
		b. Board Continuing Education Ideas (Tab 4)		
		c. Presentation on Paperless Board Management (Tab 5)		
8.	6:30 p.m.	Adjourn	Chair	Motion

Times shown are approximate start times and serve as guidelines.

Minutes of the AlexRenew Governance Committee Meeting
Tuesday, October 7, 2025
5:30 p.m.

On Tuesday, October 7, at 5:30 p.m., the AlexRenew Board of Directors held a Governance Committee meeting in the Ed Semonian Board Room at 1800 Limerick Street and broadcast via Microsoft Teams with the following present:

Members: Mr. James Beall, Committee Chair (Chair)
Ms. Rebecca Hammer, Committee Member
Mr. John Hill, Chair, Ex Officio
Mr. Mark Jinks, Board Member
Dr. Moussa Wone, Board Member

Staff: Mr. Justin Carl, General Manager and CEO
Ms. Amanda Waters, General Counsel and Deputy GM
Mr. Matt Robertson, Director of Communications
Ms. Lorna Huff, Executive Assistant to the Board and CEO

1. Call to Order

The Chair called the meeting to order at 5:31 p.m.

2. Approval of Agenda

The Chair requested a motion to approve the agenda as mailed. Ms. Hammer moved and Mr. Beall seconded. The Committee unanimously approved.

3. Public Comment

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

4. Consent Agenda

The Chair requested that members review the April 7, 2025, meeting minutes. There being no edits or comments, Ms. Hammer moved to approve the minutes. Mr. Beall seconded. The Committee unanimously approved.

5. Unfinished Business

a. Updates to Board Communications Policy

Mr. Robertson reviewed the revisions to the Board Communications Policy including the general principals, internal and external drivers and relationships with Affinity Groups and others.

The Chair Ex Officio requested that a preamble be added that included AlexRenew Board of Directors be knowledgeable. The Chair and Ms. Hammer agreed with the additional language. Ms. Hammer moved to recommend the revised Communications Policy with Mr. Hill's amendments to the full Board for approval. Mr. Beall seconded. The Committee unanimously approved.

6. Board Administrative Items

- a. Board Retreat – February 20-21, 2026
Nothing to report

- b. UMC Conference – March 24-27
Dr. Wone and Mr. Hill anticipate that they will attend this year’s UMC Conference in Charlotte, NC. Staff has submitted an abstract on AlexRenew’s Job Order Contract program.
- c. Board Self-Assessment– October 2026
The next Board Self-Assessment is anticipated for the Fall 2026 Governance Meeting.
- d. Board Composition Matrix
Mr. Carl reported that additional areas of expertise had been added to the Board Composition Matrix as request by the Board. Ahead of the next Governance Meeting, staff will send the Board Composition Matrix to get updates from the Board.
- e. Board Annual Retreat Themes
Mr. Carl reviewed the proposed topics for upcoming Board Retreats in the coming years, including: succession planning in 2027, resiliency strengthening (climate change, economic, cyber and disaster recovery) in 2028, and a Strategic Plan update in 2029. Additional potential subjects could include a PhaseForward tour and overview, circular water economy, and regulatory compliance and environmental standards

7. Board Policies Overview

The Committee considered proposed amendments to several governance documents. Following discussion, the Committee requested a few targeted edits to the Bylaws and the Board Committees Policy. Ms. Hammer made a motion, seconded by Mr. Beall, to recommend that the Board approve: (1) a resolution amending the Bylaws; (2) a resolution designating the CEO as Official Custodian of Funds; (3) a resolution delegating signatory authority to the CEO (revised); (4) the updated Board Roles & Responsibilities Policy, and (5) the updated Board Committees Policy (as amended). Collectively, the actions align with Virginia law and public-sector best practices to improve transparency and operational efficiency.

There being no additional business, and Ms. Hammer moved to adjourn. Mr. Beall seconded. The Committee unanimously approved.

The meeting adjourned at 6:20 p.m.

APPROVED

Committee Chair, James Beall



AlexRenew

ANNUAL BOARD GOVERNANCE TRAINING

BOARD OF DIRECTORS GOVERNANCE MEETING | APRIL 13, 2026

I

The Three Fiduciary Duties

Three Fiduciary Duties



Duty of Care

Exercise reasonable care, due diligence, and skill in making decisions.

- Stay informed about mission, goals, and operations
- Prepare for and actively participate in meetings
- Ask questions before deciding
- Exercise sound, independent judgment



Duty of Loyalty

Act in the best interest of the organization at all times.

- Put organizational interests above personal interests
- Disclose potential conflicts of interest
- Recuse from conflicted deliberations and votes
- Ensure undivided allegiance in decision-making



Duty of Obedience

Be faithful to the organization's legally prescribed mission.

- Ensure compliance with applicable laws and regulations
- Follow bylaws and organizational policies
- Uphold and advance the organization's mission
- Use resources consistent with organizational purpose

Hypothetical: The Dashboard That Masked the Problem

SCENARIO

The Authority is under a consent decree requiring completion of a major capital project by a fixed deadline. At each monthly Board meeting, the Board receives a project dashboard showing the project is "on track." However, the contractor has fallen significantly behind schedule, which the CEO has flagged in detail in the Board packet.

Reading the Packet

Relying on a dashboard and skipping the detailed memos would most likely not be considered reasonable due diligence. A consent decree with a fixed deadline carries legal exposure that demands active inquiry.

Asking Informed Questions

"What is the current variance to baseline schedule?" "What is the consent-decree deadline risk and how can the risk be mitigated?"

What "Reasonable Care" Actually Looks Like

1

Prepare

Read the full packet. Flag items you don't understand before the meeting.

2

Probe

Ask questions about analyses and assumptions. Request the underlying data if not satisfied with staff responses.

3

Document

If you have concerns, put them on the record. Ask staff to respond in writing. Silent acquiescence can become liability.

4

Follow Up

Revisit flagged items at the next meeting.

The standard is not perfection — it is the care a reasonably prudent person would exercise in similar circumstances.

Hypothetical: Cross-Board Political Leveraging

SCENARIO

A Board member has a close friend serving on City Council. The member approaches the CEO privately and suggests that AlexRenew support a City initiative unrelated to wastewater. The member implies that the Council's next round of Board appointments could depend on AlexRenew's cooperation.



The Conflict

Using an AlexRenew Board seat to advance unrelated political interests puts personal or political loyalty above the organization's mission.



Policy Violation

Ethics Policy prohibits using official authority to influence or coerce others. Board-CEO relationship requires policy direction through majority vote, not private back-channels.



The Right Call

The CEO reports the conversation to the Board Chair. The member recuses from any related vote. The Board addresses the conduct under its Ethics Policy.

Hypothetical: Crisis Meeting Without FOIA Notice

SCENARIO

A major infrastructure failure occurs on a Friday evening. The Board Chair calls two other Board members to discuss the response and authorize emergency spending. No public meeting notice is posted. No motion is made for a special meeting. The conversation effectively constitutes a quorum deliberating on public business.

FOIA is not optional in a crisis

Special meeting procedures exist for these situations. The law contemplates urgency and provides a path.

"Good intentions" is not a defense

Berry v. Fairfax County (2023) voided a major zoning ordinance adopted in violation of VFOIA's meeting requirements. Procedural compliance is substantive.

The correct path

Call the CEO and General Counsel. Ensure timely notice is posted. Convene a properly noticed special meeting.

II

When Does Board Communication Become an Illegal Meeting?

FOIA's meeting definition applied to a five-member board

What Is a "Meeting" Under FOIA?

§ 2.2-3701 Definition

"Meeting" or "open meeting" means an informal assemblage of as many as three members or a quorum, whichever is less, of a public body ... to discuss or transact the public business of that body.

For AlexRenew's 5-member Board: **3 members = quorum.** Therefore, **3 members discussing public business = a "meeting" under FOIA.**

Three Triggers to Watch

1

Number

3+ members (or quorum, whichever is smaller)

2

Assemblage

Any gathering — in person, by phone, by email, by text

3

Purpose

To discuss or transact "public business" (now broadly defined after *Gloss v. Wheeler*)

Process Flow: Is This Communication a "Meeting"?

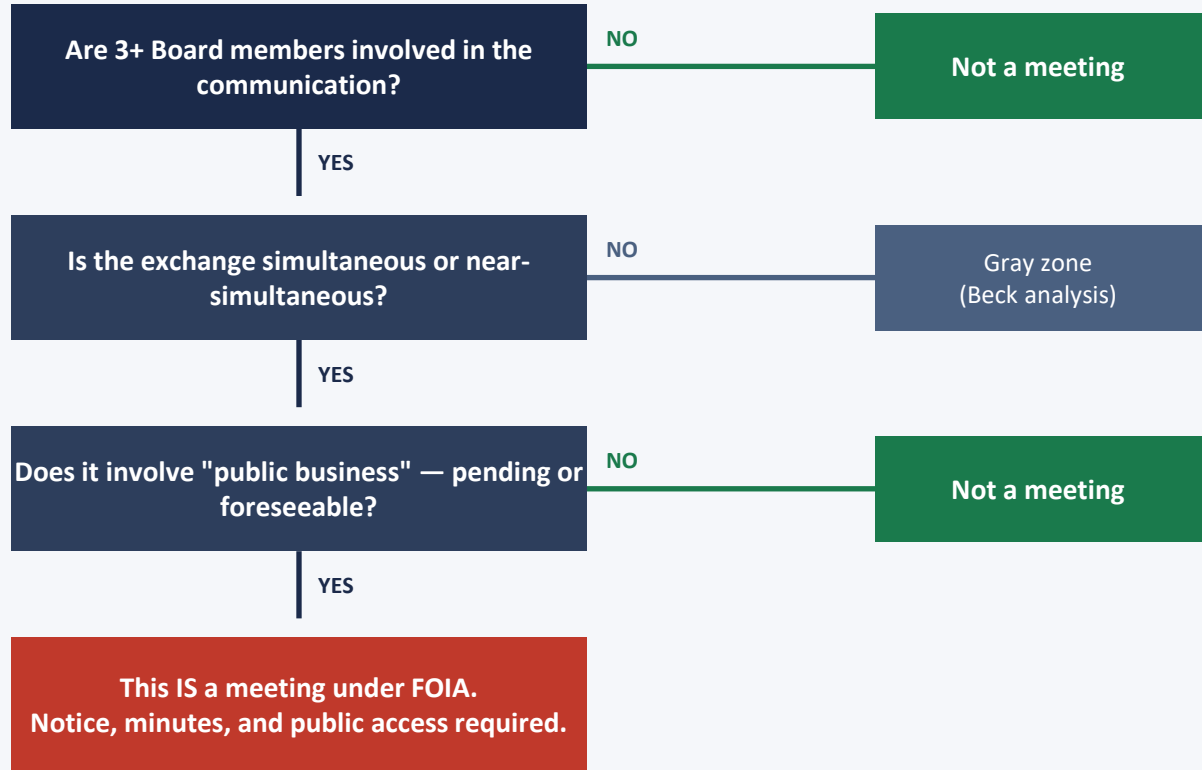
Key Definitions

"Simultaneous"

Not defined in statute. Beck: 4+ hour gaps between emails = not simultaneous. Hill: even shorter gaps, but only 2 members at a time = OK.

"Public Business"

After Gloss (2023): any topic that is pending before the body OR likely to come before it in the future. This is broader than formal agenda items.



Virginia Supreme Court FOIA Case Law

Four decisions that define the boundaries

2004

Beck v. Shelton

267 Va. 482

Asynchronous email among council members is generally not a "meeting" — emails lack the simultaneity the statute requires.

2012

Hill v. Fairfax County School Board

284 Va. 306

Even rapid email exchanges between only two members at a time did not constitute a meeting — no simultaneous 3-member communication occurred.

2023

Gloss v. Wheeler

Record No. 210779

"Public business" includes any topic pending before the body or likely to come before it in the foreseeable future — not just formal agenda items.

2023

Berry v. Fairfax County

884 S.E.2d 515

Zoning ordinance adopted via virtual meeting without FOIA compliance declared void ab initio — procedural violations have real consequences.

AlexRenew Communications Policy Protocols

Revised October 21, 2025



Email Protocol

When sending email to the Board:

TO: Board Chair

BCC: Remaining Board members

CC: CEO and Board Executive Assistant (when appropriate)

Why BCC? Prevents reply-all chains that could create a simultaneous multi-member exchange.

Avoid **back-and-forth with 3+ members** over short intervals on public business.



Staff Communications

Material communications between Board members and staff occur through the CEO.

Direct questions and requests for information go to the CEO and Board Executive Assistant.

The CEO may authorize direct communication with staff who have subject matter expertise.

Why? Ensures coordination of activities and resources. Prevents individual Board members from inadvertently directing staff operations.

Source: Communications Policy § IV.A.5: Board members shall not conduct or participate in a series of communications constituting a quorum for the purpose of public business.

Key Takeaways

- 1 Care is active, not passive. Read the packet, ask the hard questions, and follow up. A green-light dashboard is the beginning of your inquiry, not the end.
- 2 Loyalty means AlexRenew first. Personal, political, and cross-board interests must yield to the organization's mission — every time.
- 3 Obedience means following the law even under pressure. FOIA's emergency meeting procedures exist for a reason. There is always a lawful path.
- 4 Three members + public business = a meeting. Use the BCC protocol. When in doubt, ask the General Counsel before hitting send.
- 5 Procedural compliance is substantive. Berry voided a five-year, county-wide zoning overhaul for a FOIA meeting defect. Process matters.



AlexRenew



2026 Board Composition Matrix

AlexRenew Board of Directors

April 13, 2026

Overview

AlexRenew’s Board of Directors strives to strategically maintain diverse attributes, backgrounds, experiences, perspectives, and skills to conduct its governing functions. By completing this self-assessment matrix, each Board member will help identify opportunities for continued Board growth.

The matrix is organized into two main parts: Areas of Expertise and CliftonStrengths. Board members should rank their top five (5) most proficient areas in Areas of Expertise, with #1 being the most proficient area. The top 5 CliftonStrengths for each Board member are included in the matrix. Figures 1 and 2 further summarize the Board’s CliftonStrengths results.

Definitions

Areas of Expertise

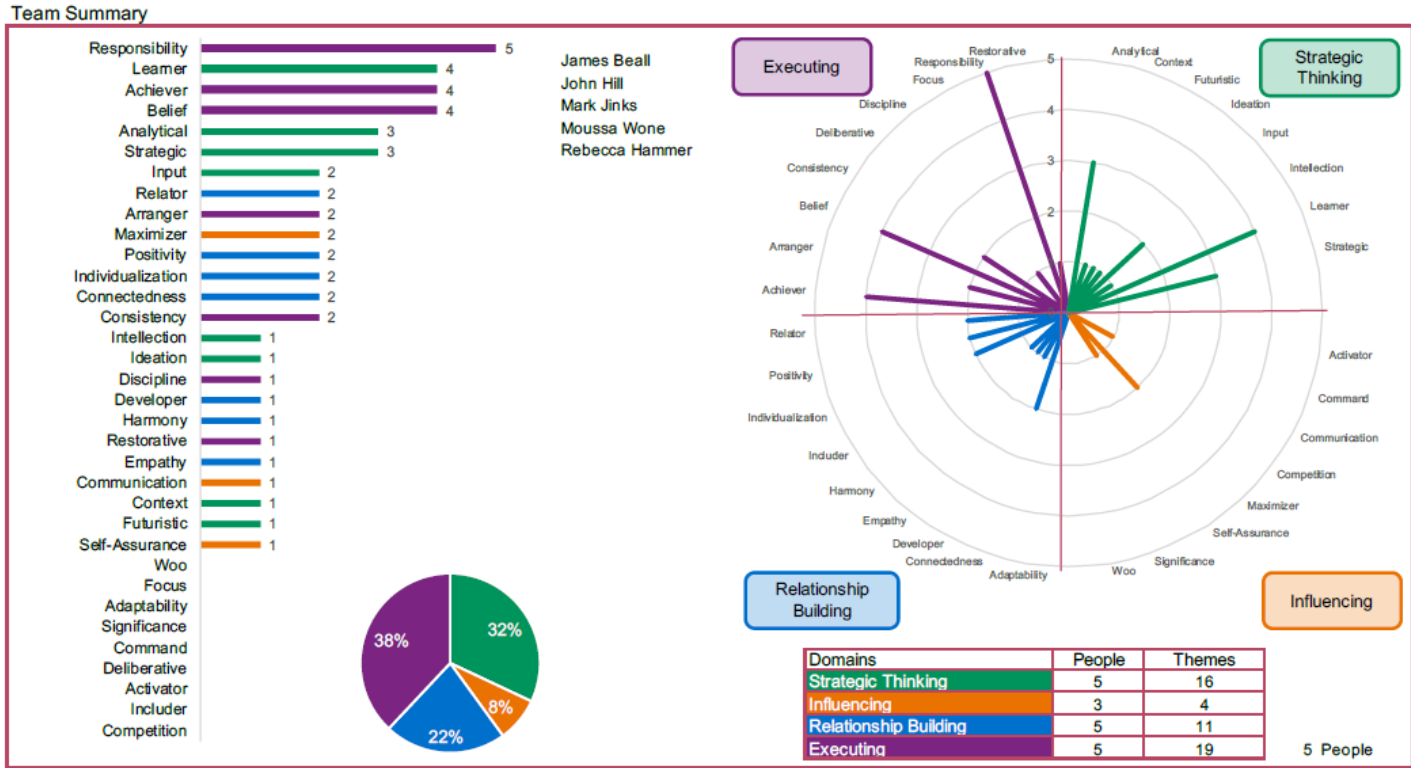
Affordability	Experience with or understanding of affordable utility rates, development of affordable rate structures, payment assistance programs, low-income program funding mechanisms, or state/local/federal programs to assist customers in need.
Community Involvement	Experience supporting or participating in community activities, such as volunteering, sponsorships, contributions to local causes, or donations.
Community Engagement	Experience in strategic communications, building relationships with community stakeholders through two-way communication (in-person and digital), and active collaboration.
Engineering	Has a background in environmental, civil, mechanical engineering or field related to wastewater treatment.
Financial Oversight	Expertise managing or overseeing the management of municipal financial resources, including budgeting, independent audit oversight, public financing, and rate setting.
Governance	Understands governance principles, legal requirements, and ethical standards.
Investment Management	Experience overseeing a public organization's investment strategies and portfolios.
Local Government	Experience with municipal government operations.
Public Procurement	Understands public procurement rules and regulations and types of public procurement methods, including design-build.
Non-Profit/Religious	Experience with local non-profit organizations with missions that align

	with AlexRenew’s vision and mission.
Regulatory Compliance	Understands the history, drivers, and regulations associated with the Clean Water Act, National Pollution Discharge Elimination System, and other pertinent state and federal water quality regulations.
Sector Knowledge	Understands the public wastewater industry in which AlexRenew operates.
State Government	Experience or strong network with Virginia state government operations including the General Assembly. Ability to influence decisionmakers.
Strategic Planning	Ability to meaningfully contribute to the development and implementation of a long-term strategic vision that guides an organization towards achieving its goals and objectives.
Sustainability	Experience with sustainability strategy, environmental management systems, energy efficiency practices, greenhouse gas emissions/recovery, water reuse, and decarbonization/net zero programs. Knowledge of sustainability ratings through Leadership in Energy and Environmental Design, Envision, or other rating systems.
Technology/IT	Understands the technologies related to the automation of wastewater treatment, cybersecurity, and/or advancements in artificial intelligence.
Wastewater Operations	Knowledge and/or experience with wastewater facility operations and maintenance, including the overall functions of AlexRenew’s assets.

Clifton Strengths Domains

Strategic Thinking	People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions. These themes help people know the facts about what has happened, what is happening, and what is the best way forward.
Influencing	People with dominant Influencing themes take charge, speak up, and make sure others are heard. These themes help people take the What and provide the Why, giving motivation and energy to move forward.
Relationship Building	People with dominant Relationship Building themes build stronger relationships that hold a team together and make it greater than the sum of its parts. These themes help people understand who to involve and who is best for each task.
Executing	People with dominant Executing themes make things happen. These themes help people understand the details and know exactly how it should be done, then they see it through to completion.

Figure 1. AlexRenew Board CliftonStrengths Team Summary



Team Top 5	As a team we bring	As a team we need	As a team we are motivated by
100% Responsibility	dependability and loyalty	freedom to take ownership	the respect of others
80% Learner	a learning perspective	exposure to new information and experiences	to live on the frontier / the cutting edge
80% Achiever	intensity and stamina of effort	freedom to work at my own pace	completing tasks
80% Belief	stability, clarity, and conviction	a cause or purpose for which to live	altruism
60% Analytical	dispassionate thinking to emotional issues	time to think	data and facts

Representing the Top 10 Themes

Prepared by Sally Magee - Magee Leadership Solutions, Inc.

Board of Directors: Team Grid

Figure 2. AlexRenew Board Top 10 CliftonStrengths

Team Strengths Grid Prepared by Sally Magee - Magee Leadership Solutions, Inc.

	Strategic Thinking 32% 5 People 16								Influencing 8% 3 People 4				Relationship Building 22% 5 People 11						Executing 38% 5 People 19																
	Analytical	Context	Futuristic	Ideation	Input	Intuition	Learner	Strategic	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	
5 People	3	1	1	1	2	1	4	3	0	0	1	0	2	1	0	0	0	2	1	1	1	0	2	2	2	4	2	4	2	0	1	0	5	1	
Name																																			
James Beall	6				2		7	9					5					8								3	4	10						1	
John Hill			9				2	1									10							4	3	5	6	7						8	
Mark Jinks	2			3			1	6						10									8			9		4						7	5
Rebecca Hammer					1	2				7		5								6	4		8						10		3			9	
Moussa Wone	3	7					1											4						10	2	6		8	9					5	



AlexRenew Board of Directors Composition Matrix | April 2026

	JOHN HILL	JAMES BEALL	MARK JINKS	BECKY HAMMER	MOUSSA WONE
# Years on Board	14	10	3	3	2
Original Appointment	1/24/12	3/8/16	9/13/22	6/14/23	10/8/24
Re-elected	1/10/23	1/14/25	N/A	N/A	N/A
Term Expiration	1/31/27	1/31/29	9/30/26	6/30/27	10/31/28
Officer	Chair	Vice Chair	Member	Sec'y Treas	Member
Committee	Ex-officio	Governance (C)	Finance (C)	Governance	Finance
Neighborhood	Rosemont	Del Ray	Clover-College	Del Ray	West End
Gender Identity	Male	Male	Male	Female	Male
Age					
18-27					
28-43				×	
44-59					
60-69	×	×			×
70-78			×		
79-96					
Race/Ethnicity	White	White	White	White	Black
Areas of Expertise (Rank 1-17)					
Affordability	8	9	7	3	10
Community Engagement	2	7	8	5	11
Community Involvement	3	5	9	8	12
Engineering	11	1	17	17	1
Financial Oversight	4	14	1	13	5
Governance	6	6	5	11	7
Investment Management	5	17	6	16	14
Local Government	7	8	2	9	17
Non-profit/Religious	16	3	10	12	15
Public Procurement	10	2	3	14	2
Regulatory Compliance	13	12	15	1	3
Sector Knowledge	12	4	13	2	4
State Government	14	16	4	10	16
Strategic Planning	1	12	12	6	6
Sustainability	17	11	14	4	9
Technology/IT	15	10	11	15	13
Wastewater Operations	9	15	16	7	8
Clifton Top 5 Strengths					
1	Strategic	Responsibility	Learner	Input	Learner
2	Learner	Input	Analytical	Intellection	Relator
3	Relator	Achiever	Ideation	Discipline	Analytical
4	Positivity	Arranger	Belief	Harmony	Developer
5	Achiever	Maximizer	Restorative	Maximizer	Responsibility

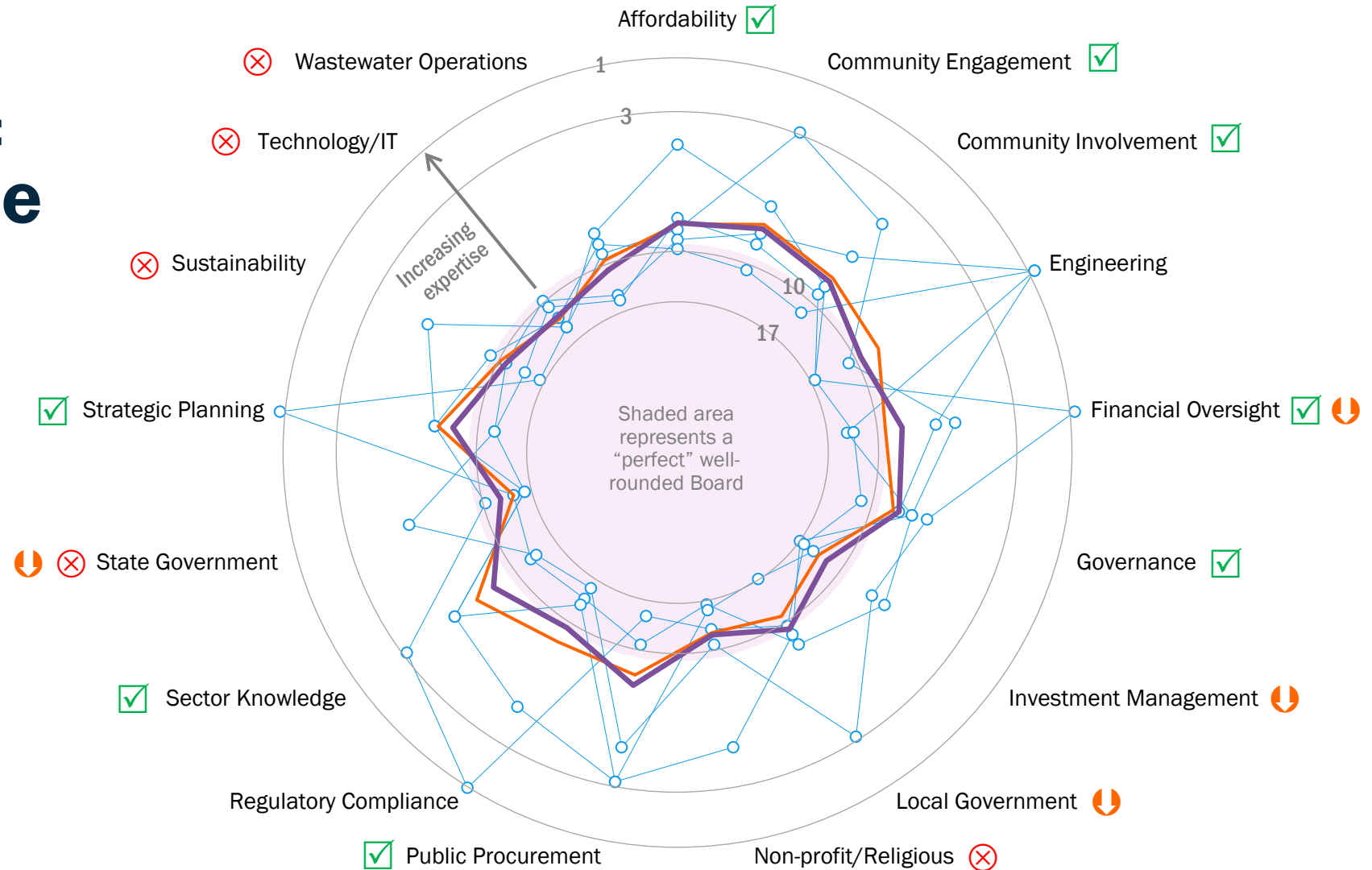
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2026 Board Composition: Areas of Expertise

Every two (2) years, the AlexRenew Board of Directors ranks their areas of expertise from 1-17 for the topics outlined in the radar chart to the right. The thin blue lines represent individual Board rankings, while the thick purple line shows the average ranking among all Board members. Key strengths are indicated by ✓ and gaps indicated by ⊗. Note that one (1) Board member is not accounted for in this analysis.

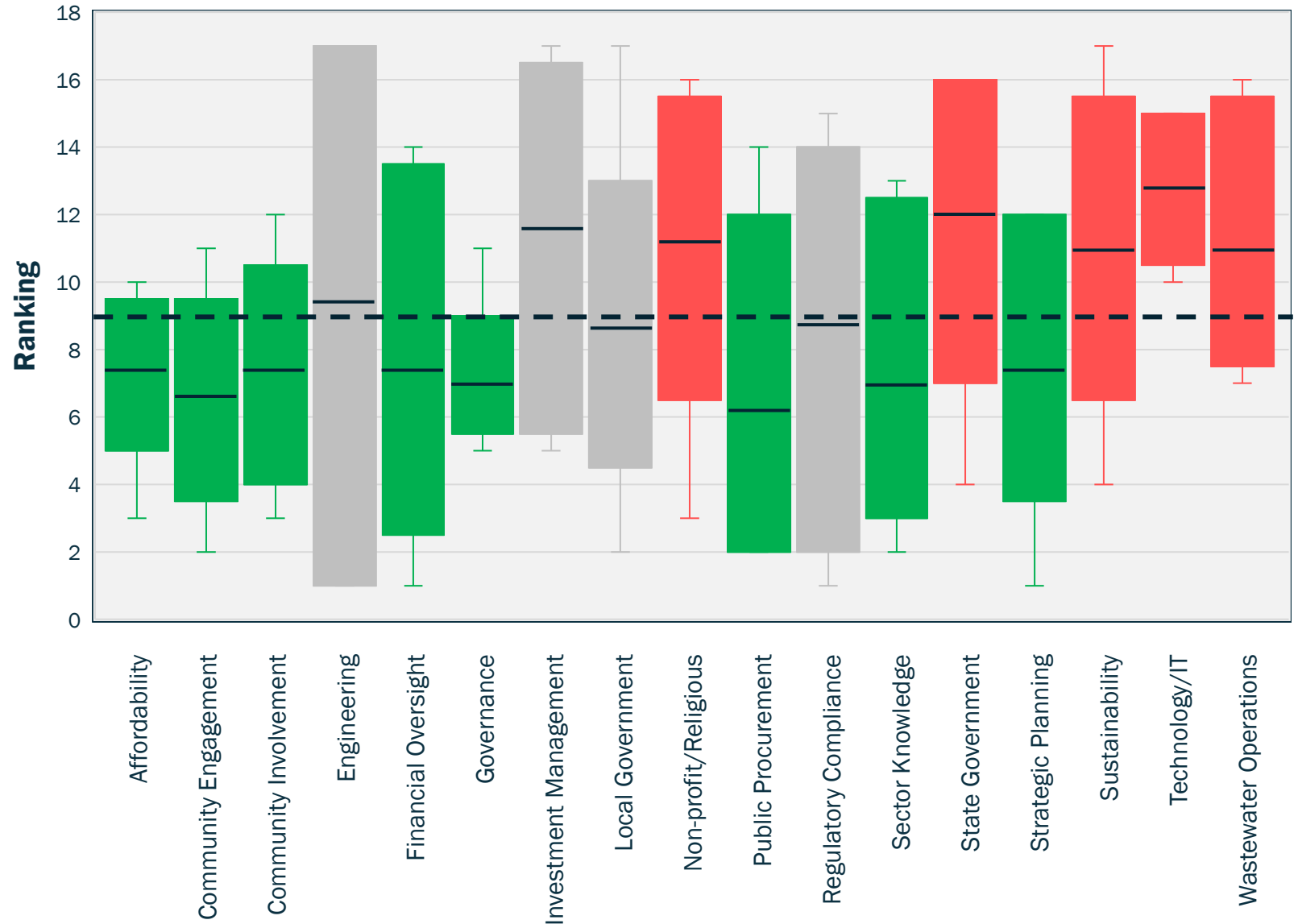
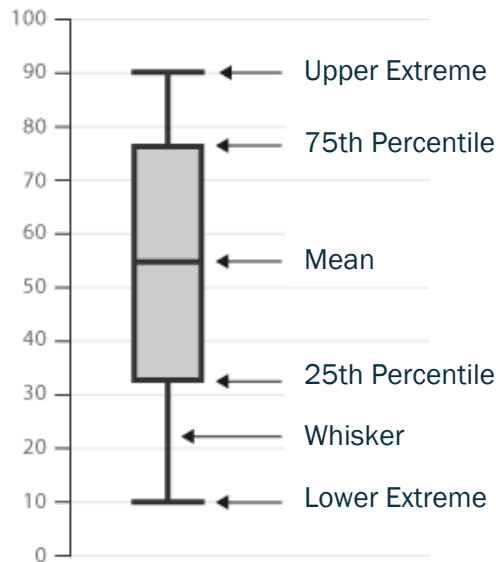
— Average ranking absent Mr. Jinks

⬇️ ⊗ Potential gaps absent Mr. Jinks



2026 Board Composition: Areas of Expertise

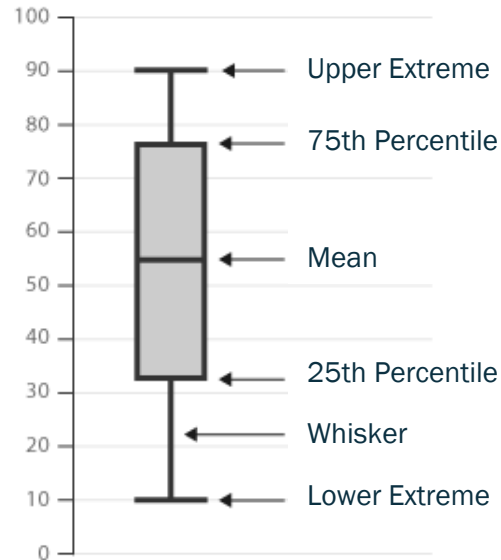
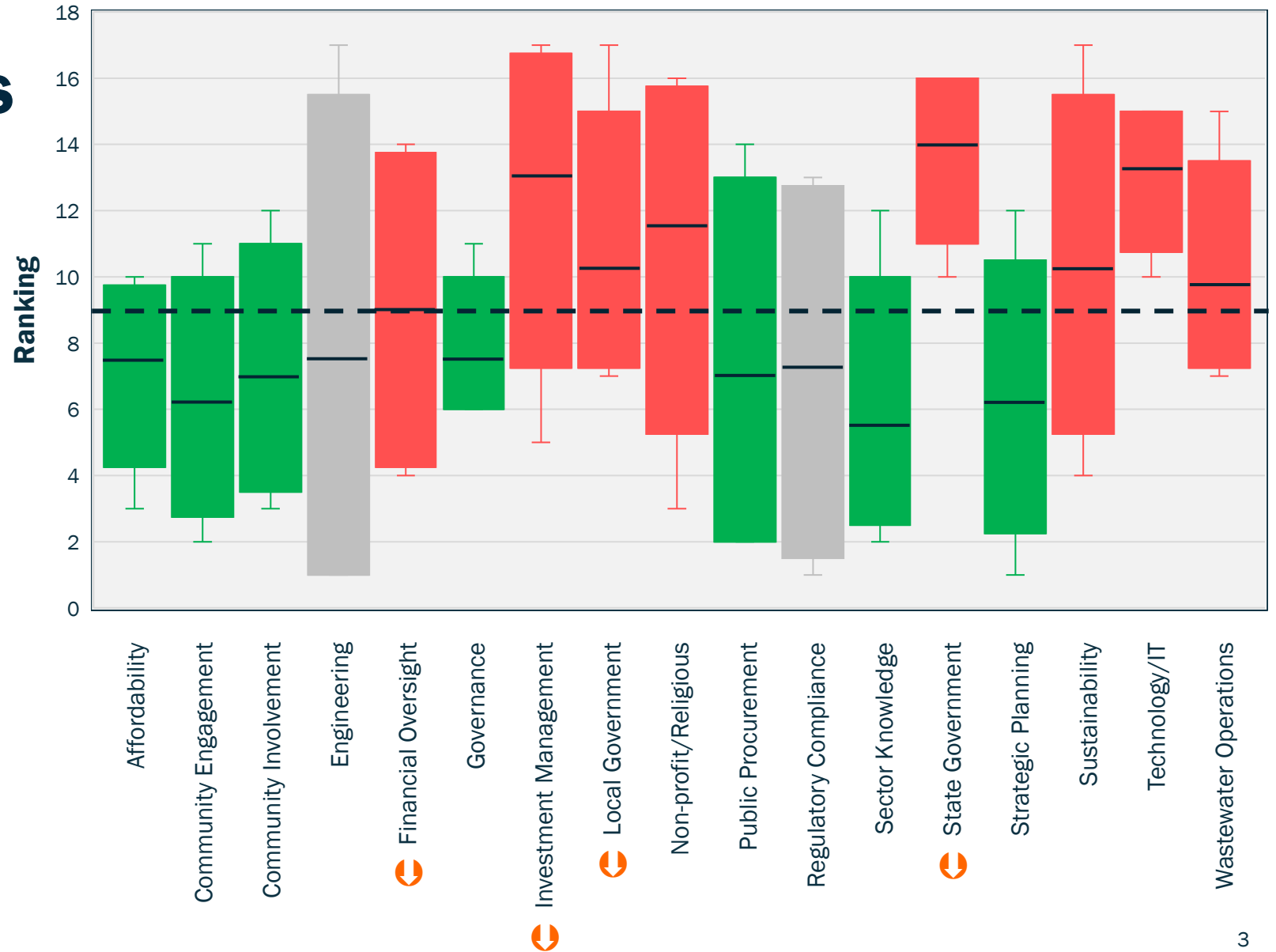
Every two (2) years, the AlexRenew Board of Directors ranks their areas of expertise from 1-17 for the topics outlined in the box and whisker chart to the right. This chart shows upper and lower extremes by the “whiskers,” upper quartile and lower quartile by the solid bars, and the mean by the horizontal line. Strengths are highlighted in **green boxes**, while gaps are indicated by **red boxes**.



2026 Board Composition: Areas of Expertise – without Mr. Jinks

Every two (2) years, the AlexRenew Board of Directors ranks their areas of expertise from 1-17 for the topics outlined in the box and whisker chart to the right. This chart shows upper and lower extremes by the “whiskers,” upper quartile and lower quartile by the solid bars, and the mean by the horizontal line. Strengths are highlighted in **green boxes**, while gaps are indicated by **red boxes**.

⬇️ Potential gaps absent Mr. Jinks





AlexRenew

BOARD CONTINUING EDUCATION

BOARD OF DIRECTORS GOVERNANCE MEETING | APRIL 13, 2026

Board Continuing Education Focus Areas

In April 2025, the AlexRenew Board of Directors (Board) identified four areas of focus for the Board's continuing education.

Utility Management Conference

A leading event for water and wastewater professionals focusing on all aspects of utility management. Co-sponsored by the Water Environment Federation and American Water Works Association.

Chesapeake Bay and Water Resources Policy Committee

Committee of the Metropolitan Washington Council of Governments (MWCOG) that tracks developments under the Chesapeake Bay Program for implications to local governments and utilities.

Guest Speakers

Guest speakers at regularly scheduled AlexRenew Board of Directors meetings – local government; state, regional, and national associations.

Site Tours

Focused tours of wastewater infrastructure that align with AlexRenew's ongoing capital investment program.

Board Continuing Education Matrix

The matrix below captures activities completed over the last year and potential upcoming and future ideas for consideration of Board continuing education.

	Utility Management Conference	Chesapeake Bay and Water Resources Policy Committee	Guest Speakers	Site Tours
Completed	<ul style="list-style-type: none"> - 2025 conference (J. Beall, M. Jinks) 	<ul style="list-style-type: none"> - Regular meetings: 3rd Friday in Jan, Mar, May, Jul, Sep and Nov (10-12) 	<ul style="list-style-type: none"> - Virginia Department of Environmental Quality (Sep 2025) - DC Water (Feb 2026) - Northeast Ohio Regional Sewer District (Feb 2026) 	<ul style="list-style-type: none"> - Solids process (Nov 2024) - RiverRenew pumping station (Feb 2026)
Upcoming	<ul style="list-style-type: none"> - 2027 conference (not yet publicized) 	<ul style="list-style-type: none"> - Regular meetings 	<ul style="list-style-type: none"> - Chesapeake Bay Commission (Apr 2026) 	
Ideas		<ul style="list-style-type: none"> - Boat tour (Mar-Apr 2027) 	<ul style="list-style-type: none"> - Reworld - City of Alexandria - Fairfax County - Virginia American Water - ICPRB - ALXChamber - Arlington Capstone 	<ul style="list-style-type: none"> - Reworld - Tertiary process - Centrate pretreatment - Innovation District Pumping Station



AlexRenew



PAPERLESS BOARD MANAGEMENT

BOARD OF DIRECTORS GOVERNANCE MEETING | APRIL 13, 2026

Advantages of Paperless Board Management

Transitioning to a paperless environment improves the security, access, and efficiency of governance, enabling faster decision-making through streamlined, digital processes.

Centralized document management

Board materials are consolidated onto a single digital cloud-based governance platform – improving version control, document management, and records retention

Real-time updates

Board meeting materials can be updated immediately and Board members notified as files are edited or updated – eliminates green folder

Efficiency

Improves efficiency by reducing the administrative burden associated with printing/manual updates and optimizes workflows

Sustainability

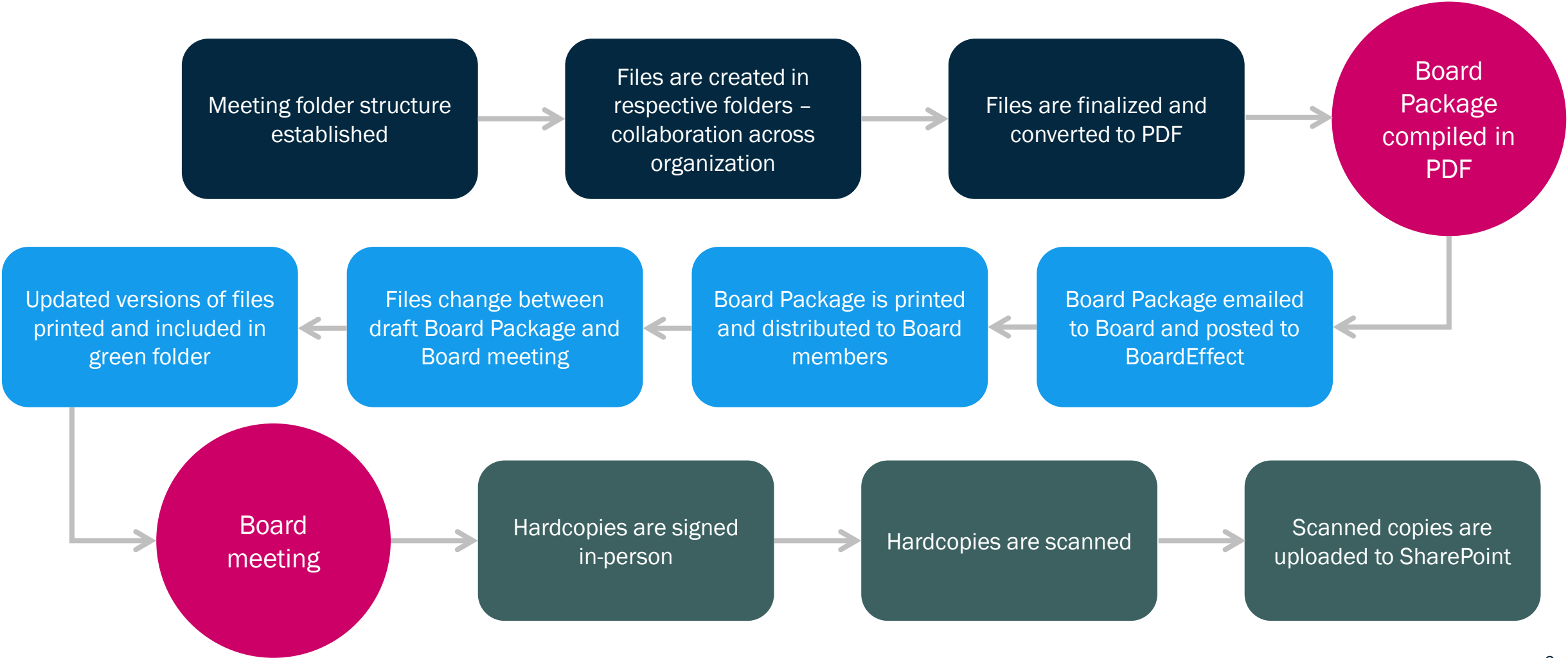
Supports AlexRenew’s sustainability goals by reducing our carbon footprint and minimizing waste

Accessibility

A digital cloud-based governance platform enables remote access to documents and supports more effective remote participation

Current Board Meeting Workflow

For each Board meeting, meeting materials are put together as a package and posted to provide the Board and public access to view materials. The current Board package process requires several steps to develop and distribute draft and final documents.



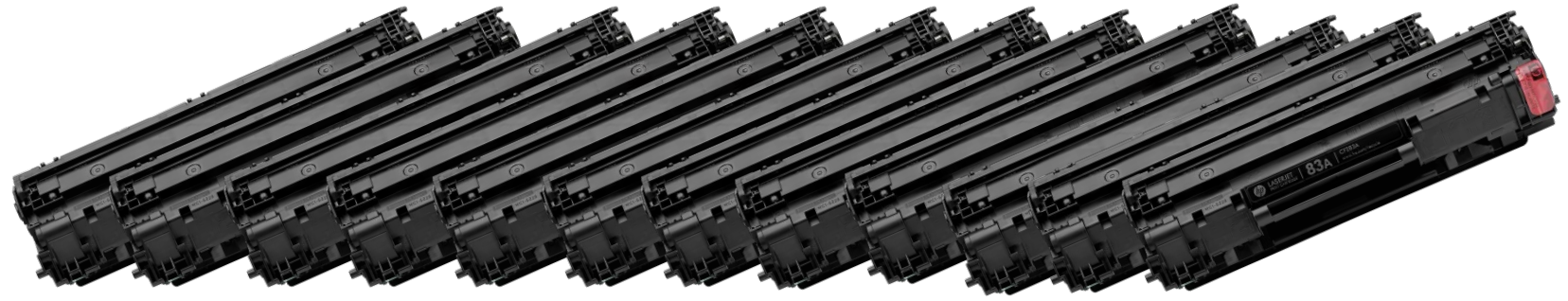
Current Board Meeting Paper Statistics

Over the last year, meeting packages for each of the monthly Board meetings, committee meetings, and Board retreat have averaged around 120 pages. Staff prints hard copies for all Board members and staff, including reprints when changes are made.



15,000 sheets of paper

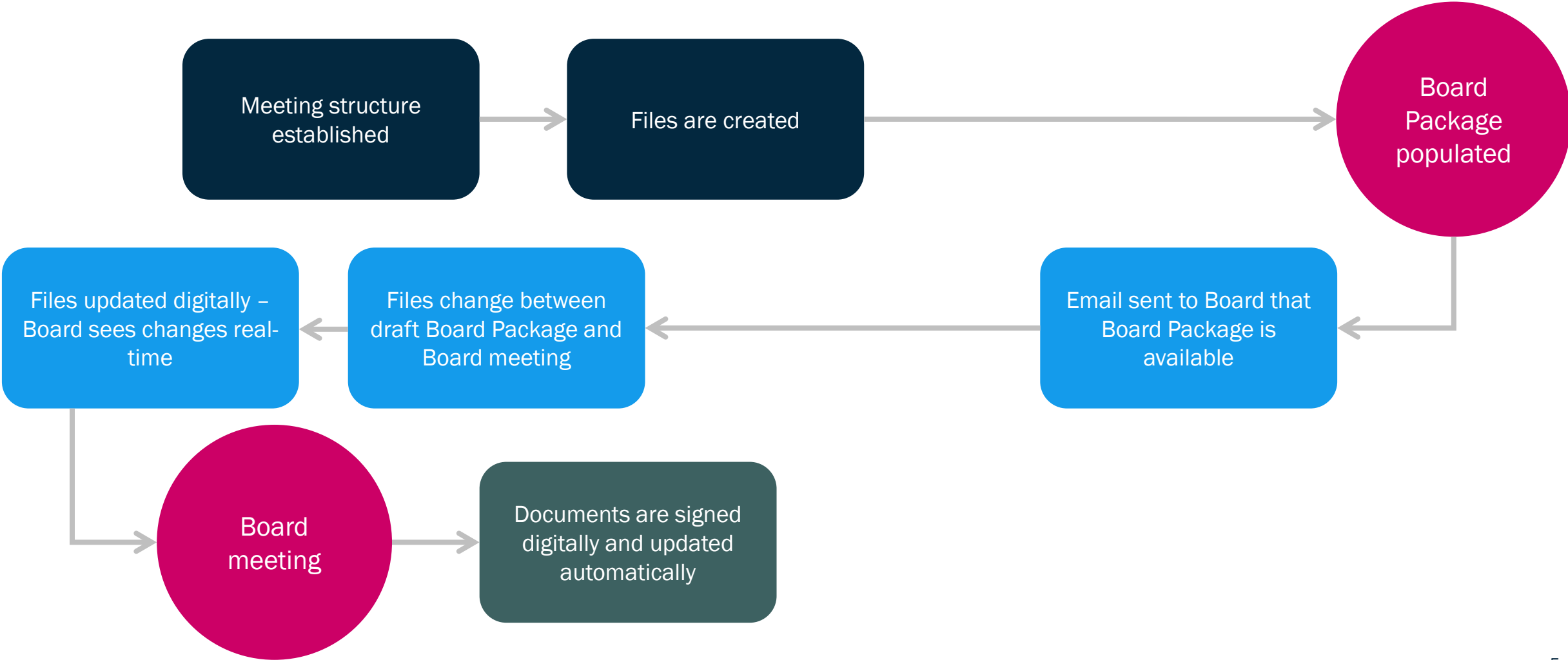
110 hours
staff time to assemble hard copy packages



125 toner cartridges
1 cartridge above represents 10 cartridges

Goal for Board Meeting Workflow

Incorporating the use of a paperless board management platform could streamline the Board meeting workflow by reducing the steps, while ensuring board members have timely access to the most up-to-date materials.



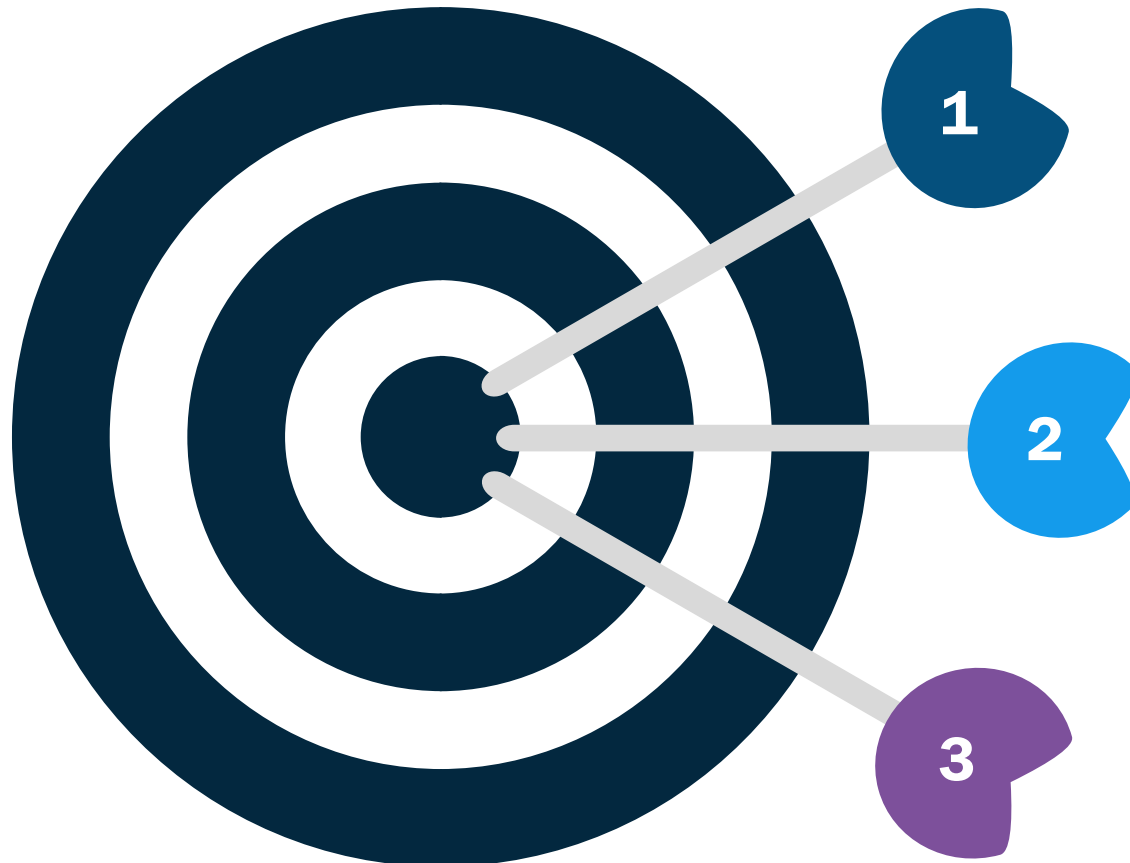
Paperless Board Management Platforms

Many platforms are available to support paperless board management. The solutions identified below are widely used by municipalities and utilities to support different paperless meeting needs.



Goals in Selecting a Paperless Platform

Recognizing that each paperless platform supports different needs, the goals for selecting the platform that best serves AlexRenew's needs have been prioritized in the following order:



Seamlessly run meetings

Operate Board meetings from paperless platform and manage necessary Board files

Improve document management

Integrate with AlexRenew's existing document management system, streamline file management, improve workflow, reduce administrative burden

Provide public interface

Provide platform for public interaction

Examples of Paperless Agencies

Three different platforms were investigated further to understand how different entities are conducting their public meetings with paperless platforms and how they align with AlexRenew’s priorities.



Loudoun Water, Loudoun VA
Diligent



Alexandria, VA City Council
Granicus



IndyGo, Indianapolis, Indiana
OnBoard

Case Study: Loudoun Water, Diligent

Loudoun Water, a water and wastewater authority created under the Virginia Water and Waste Authorities Act has used a paperless approach for its Board meetings for approximately 15 years. Initially based in BoardDocs, Loudoun Water migrated to Diligent in 2025.

Diligent is designed to support internal processes for building an agenda and materials while also publishing these agendas to a public-facing website.

The screenshot displays the Diligent Board Meetings interface. At the top, there is a navigation bar with buttons for various dates: MAR 12 2026, FEB 12 2026 (highlighted), JAN 08 2026, DEC 11 2025, NOV 13 2025, and OCT 09 2025. Below this is a header for the selected meeting: "BOARD MEETINGS - FEB 12 2026".

The main content area shows the meeting details:

- Time:** 03:30 PM
- Location:** 44865 Loudoun Water Way | Ashburn, VA 20147
- AGENDA** (with a "SPLITSCREEN" button)
- Print Version** (with "Agenda" and "Agenda Packet" options)

The agenda content is displayed in a white box with the Loudoun Water logo and the following items:

- Board Meetings - Feb 12 2026 Agenda**
- Thursday, February 12, 2026 at 3:30 PM
- 44865 Loudoun Water Way | Ashburn, VA 20147
- 1. Call to Order**
 - A. Call to Order
- 2. General Matters**
 - A. Approval of Minutes
 - [Board - Minutes - Board Meeting January 8 2025 Minutes - Lilly - Feb 12 2026.docx](#)
 - Motion to approve the minutes as presented.

On the right side, there are two lists:

- UPCOMING MEETINGS:**
 - Finance Committee Meeting - Mar 25 2026
 - CIP Committee Meeting - Mar 26 2026
 - Board Meetings - Apr 09 2026
 - Finance Committee Meeting - Apr 22 2026
 - Joint Audit-Finance Committee Meeting - May 27 2026
- RECENT MEETINGS:**
 - Board Meetings - Mar 12 2026
 - CIP Committee Meeting - Feb 26 2026
 - Finance Committee Meeting - Feb 25 2026 CANCELLED (Reports available for Review)
 - Board Meetings - Feb 12 2026
 - Water Resources Committee Meeting - Feb 09 2026
 - Audit Committee Meeting - Feb 09 2026
 - CIP Committee Meeting - Feb 05 2026
 - Finance Committee Meeting - Cancelled (Reports Only)
 - Board Meetings - Jan 08 2026
 - Board Meetings - Dec 11 2025
 - Joint CIP-Finance Committee Meeting - Nov 19 2025
 - Board Meetings - Nov 13 2025
 - CIP Committee Meeting - Oct 23 2025
 - Finance Committee Meeting - Oct 22 2025
 - Board Meetings - Oct 09 2025
 - CIP Committee Meeting - Sep 25 2025
 - Finance Committee Meeting - Sep 24 2025

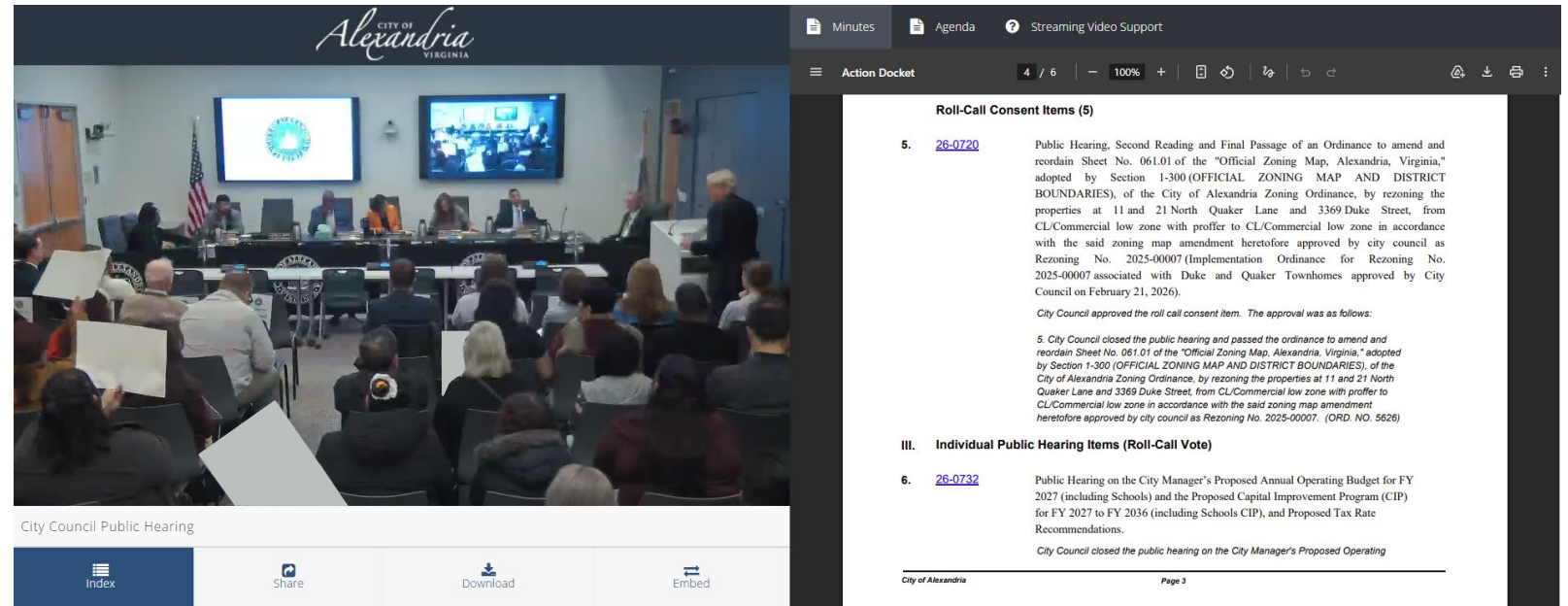
<https://loudounwater.community.highbond.com/Portal/MeetingInformation.aspx?Org=Cal&Id=768>

- ✔ Can operate Board meetings from platform and manage Board files
- ✖ Does not integrate with AlexRenew’s existing file management system, creating administrative challenges for maintaining version control
- ✔ Clean public-facing interface for interacting with Board materials before, during, and after meetings

Case Study: City of Alexandria, Granicus

The City of Alexandria, Virginia leverages Granicus for its public meetings. Members of City Council access agendas and materials through iPads at the dais for real-time access during meetings. In parallel, the City's livestream integrates an agenda display alongside the live video, giving visibility into both the discussion and the materials being referenced.

Granicus is primarily designed for public meeting transparency—it focuses on publishing agendas, livestreaming public meetings, and providing open access to meeting materials for citizens.



https://alexandria.granicus.com/ViewPublisher.php?view_id=57

✔ Can operate Board meetings from platform

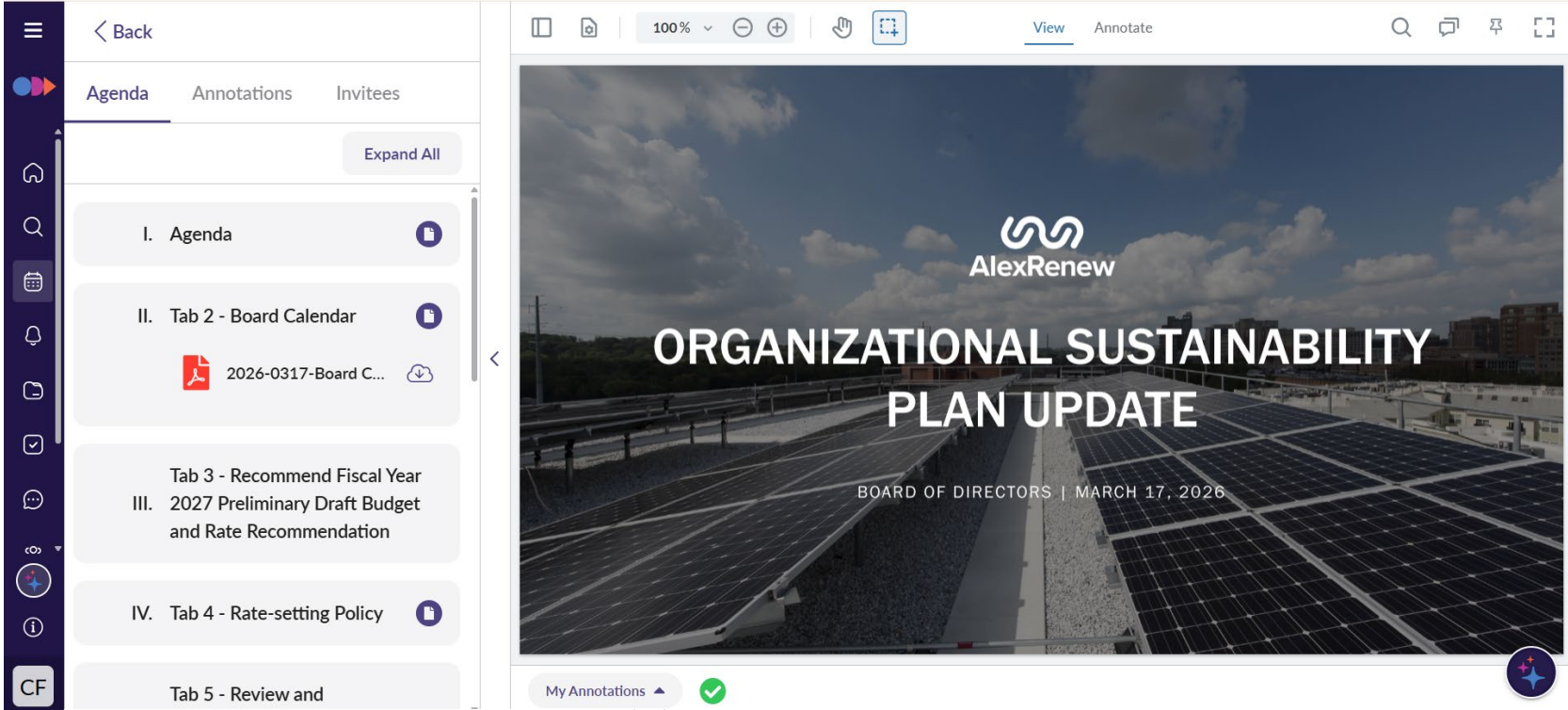
✖ Does not integrate with AlexRenew's existing file management system, creating administrative challenges for maintaining version control

✔ Clean public-facing interface for interacting with Board materials before, during, and after meetings – including live stream/video recording

Case Study: IndyGo, OnBoard

IndyGo is the public transportation provider for Indianapolis, Indiana. Its finance committee is supported by OnBoard for paperless access to meeting materials and automated publishing of those materials.

OnBoard is designed as a simpler, easy-to-use board portal to support running meetings, focused on the internal processes of building an agenda and associated materials for Board access and review.



<https://public.onboardmeetings.com/Group/HrdLpC4rmFdYrgplGJZm82TtkS140Cvw7QLcFFPpPrIA/PBtWHdxtUt6XgVphYPHNTSsJFC992FZbLhKOoPeFrjsA>

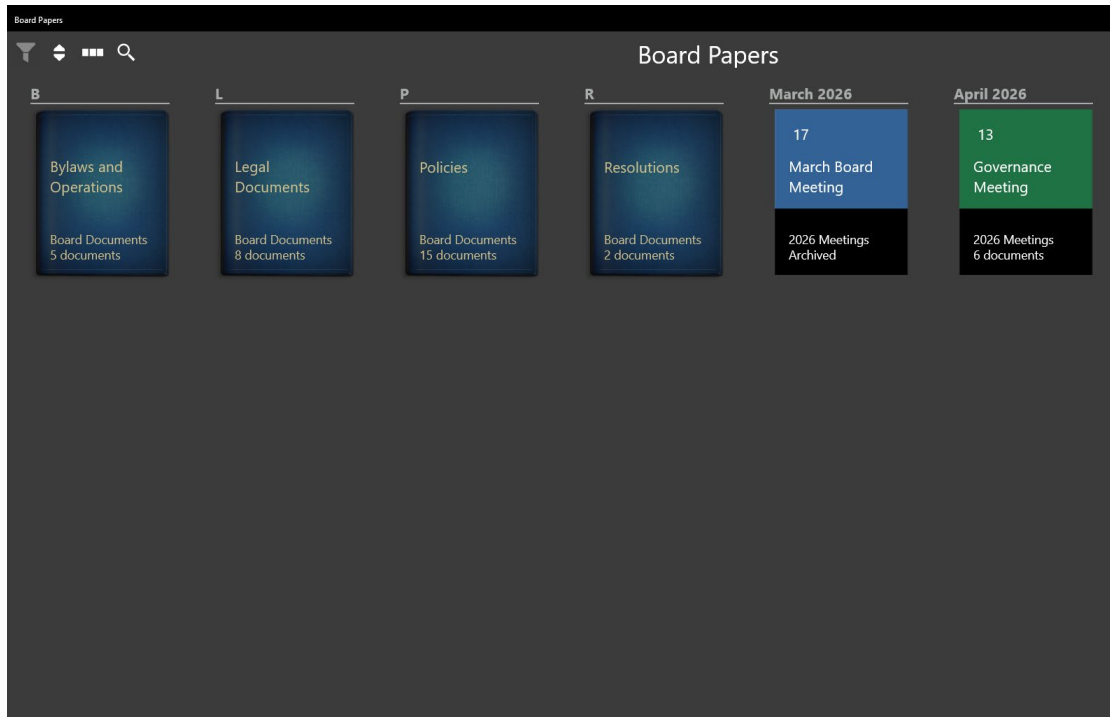
✔ Can operate Board meetings from platform and manage Board files

✘ Does not integrate with AlexRenew's existing file management system, creating administrative challenges for maintaining version control

✘ Has limited capabilities to support public transparency – can push a pdf of materials to an external site

Board Papers Demo – AlexRenew

Board Papers is an application that is designed to support the internal processes of building an agenda while serving as a platform for running meetings. It was selected for demonstration due to its integration with Microsoft SharePoint, which AlexRenew uses for file management.



Board Papers landing page

Board Papers meeting book

AGENDA

- Agenda
 - ag_2026-0317-Regu...
- Tab 01 Minutes from February 17, 2026
 - mm-2026-0217 Boa...
- Tab 02 Board Calendar
 - 2026-0317-Board C...
- Tab 03 Recommend Fiscal Year 2027 Preliminary Draft Budget and Rate...
 - 2026-0317-Prelimin... 88
 - 2026-0317-Draft Ra... 19
- Tab 04 Review and Approve Updates to Rate-Setting Policy
 - mo-2026-0317-Rat...
 - po-2026-0317-Rate...
 - po-2026-0317-Rate...
- Tab 05 Review and Approve Contract No. 26-005 for the Low-Pressure Steam...
 - mo-2026-0317-K-2...
 - LPS FIGURES-DO N...
- Tab 06 Draft Presentation for...

Board of Directors
 John Hill, Chair
 James Beall, Vice Chair
 Rebecca Hammer, Sec'y-Treas
 Mark Jinks
 Moussa Wone

Chief Executive Officer
 Justin Carl, PE

General Counsel
 Amanda Waters

Tuesday, March 17, 2026 – 6:00 p.m.
Regular Board of Directors Meeting Agenda

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

Virtual: [Join Virtually on Microsoft Teams](#)

If you wish to provide public comment or a written statement, please contact Lorna Huff, Board Executive Assistant, at (703) 721-3500 ext. 2260 or lorna.huff@alexrenew.com in advance of the meeting. If you need an interpreter, translator, materials in alternate format or other accommodation, contact the Board Executive Assistant at least three business days prior to the meeting. A recording of the meeting will be posted on alexrenew.com following its conclusion.

No.	Time	Item	Presenter	Action
1.	6:00 p.m.	Call to Order	Chair	
2.	6:02 p.m.	Approval of Agenda	Chair	Motion
3.	6:05 p.m.	Public Comment Period	Chair	
4.	6:10 p.m.	Consent Agenda	Chair	Motion
		a. Minutes from February 17, 2026 meeting (Tab 1)		

Page 1 of 1 97% Give Feedback to Microsoft

Pros and Cons of Paperless Platforms

Platform	Description	Pros	Cons
Granicus, CivicClerk, eScribe	Designed for public meeting transparency – focused on publishing agendas, livestreaming public meetings, and providing open access to meeting materials for citizens	<ul style="list-style-type: none"> - Good public user interface - One stop shop for all materials - Video integration 	<ul style="list-style-type: none"> - PDF conversion required - Requires file management on multiple platforms - Does not help with version control - Lacks specific Board portal
Diligent Community	Designed to support the internal agenda building processes and external transparency needs of publishing of agendas to a public-facing website	<ul style="list-style-type: none"> - Clean public user interface - One stop shop for all materials - Video integration - Hybrid option that include board portal and public-facing portals 	<ul style="list-style-type: none"> - PDF conversion required - Requires file management on multiple platforms - Does not help with version control
Boardvantage, OnBoard	Designed as board portals to centralize agendas and meeting materials and run meetings	<ul style="list-style-type: none"> - Items stay in their native format - Provides board portal to navigate to meeting packages and other reference documents 	<ul style="list-style-type: none"> - Requires file management on multiple platforms - Does not help with version control - Significant back end administrative burden
Board Papers	Designed as a board portal integrated with SharePoint to centralize agendas and meeting materials and run meetings	<ul style="list-style-type: none"> - Seamless SharePoint integration - Items stay in their native format - Better version control (Board and staff are accessing the same file) - Secured by Microsoft 	<ul style="list-style-type: none"> - No public user interface – would have to mirror current system

Paperless Platforms Summary Matrix

The identified paperless platforms offer different strengths based on AlexRenew's prioritized goals.

Platform	Microsoft Depth	SharePoint Integration	Run Meetings from Platform	Uses Native File Format	Public Transparency	Best Fit
Board Papers	✔ Built on Microsoft	✔ Full integration	✔ Yes	✔ Yes	✘ Not a turnkey public portal	Microsoft-centric organizations
Diligent	⚠ Limited	✘ No	✔ Yes	✘ No (PDF-centric)	✔ Strong	Agencies prioritizing governance and public transparency
Granicus	⚠ Limited	✘ No	✔ Yes	✘ No (PDF-centric)	✔ Best-in-class	Large public agencies
CivicPlus	⚠ Limited	✘ No	✔ Yes	✘ No (PDF-centric)	✔ Best-in-class	Large public agencies
OnBoard	⚠ Limited	✘ No	⚠ Limited	⚠ Limited (converts to PDF)	⚠ Moderate	Organizations prioritizing usability
Boardvantage	⚠ Limited	✘ No	⚠ Limited	⚠ Limited (converts to PDF)	✘ Not a turnkey public portal	Large corporations focused on security

Key Takeaways for Paperless Board Management

- 1 AlexRenew has a sound Board operating model and public transparency of Board information and decisions
- 2 Staff are recommending a paperless platform to enhance the current Board operating model:
 - Ensure the Board maintains excellent public oversight and meets policy
 - Streamline business processes
 - Improve efficiency
 - Advance sustainability goals
 - Maintain cybersecurity posture and data protection
- 3 Two primary categories of paperless platforms are available: “governance-first” and “government agenda management”
- 4 Staff recommend piloting Board Papers, as it most closely aligns with our prioritized goals:
 - ✓ Built on Microsoft
 - ✓ Board-book style interface with ease of use; allows for off-line access, including annotations, which sync when online
 - ✓ Centralizes governance in AlexRenew’s existing document management system (SharePoint) – no duplication, exporting, converting, reuploading
 - ✓ Assembles Board packages and files from native file formats – maintaining version control
 - ✓ Leverages permissions and security protocols that already exist in SharePoint
 - ✗ Public transparency is not turnkey – no out of the box public portal – must be paired with public facing strategy
 - ✗ Few U.S. public utility case studies