

**ULSTER COUNTY RESOURCE RECOVERY AGENCY
REGULAR BOARD MEETING MINUTES
February 27, 2025, at 6:15 PM**

This meeting was held at the UCRRA’s Main Office, 999 Flatbush Road, Kingston, NY.

ROLL CALL

Board Members

James Gordon	<u> X </u>
Donna Egan	<u> X </u>
David Gilmour	<u> X </u>
Andrew Ghiorse	<u> X </u>
Erica Brown	<u> X </u>

Agency Staff

Marc Rider	<u> X </u>
Timothy DeGraff	<u> X </u>
Angelina Brandt	<u> X </u>
Timothy Weidemann	<u> X </u>
Melinda France	<u>EXCUSED</u>

Also present was Agency Counsel, Teno West, Esq. from West Group Law.

PLEDGE OF ALLEGIANCE

PUBLIC COMMENT

The following people spoke:

Poppy Cannon-Reese and Manna Jo Greene, Ulster County Legislature.

APPROVAL OF AGENDA

David Gilmour approved to adopt the agenda (2 pages) as written, and it was seconded by Erica Brown. 5 in favor, 0 opposed and 0 absent.

APPROVAL OF MINUTES

- Minutes of January 23, 2025, Annual Organizational Meeting

David Gilmour made a motion to approve the Minutes of January 23, 2025, Annual Organizational Meeting (2 pages) and it was seconded by Erica Brown. James Gordon made a correction of the date in the title. 5 in favor, 0 opposed and 0 absent.

- Minutes of January 23, 2025, Regular Board Meeting

Erica Brown made a motion to approve the Minutes of January 23, 2025, Regular Board Meeting and it was seconded by David Gilmour. The Board and Staff discussed Resolution #2641 which was read in the minutes of January 23, 2025. The Board decided to table the minutes to review the recording of the minutes to clarify the conversation regarding Resolution #2641. Donna Egan made a motion to TABLE

the minutes until the next meeting, and it was seconded by Andrew Ghiorse. 5 in favor, 0 opposed and 0 absent.

COMMUNICATIONS & ANNOUNCEMENTS

- Regular Board Meeting is scheduled for March 13, 2025, at 6:15 PM

GENERAL REPORTS

➤ **Committees and official meeting reports by Board Members** (Recording 9:55-15:10)

David Gilmour, Chair of the Finance Committee, provided an update to the whole board regarding the recent Finance Committee Meeting, which was held on Monday, February 24, 2025. He stated the main order of business was the Capital Plan and establishing a Capital Reserve Policy.

Erica Brown, Board Member, provided an update from the Recycling Oversight Committee Meeting she attended on January 27th. The points of discussion were:

- Appointment/reappointment of board members
 - Looking for people who represent multi-family homes, landlords, etc.
- The process of updating UCRRA Board to 9 members
- Deconstruction vs. Demolition
- How the Committee could support UCRRA
- Tour of the compost site-being set-up by Marc Rider

PUBLIC COMMENT (Recording 15:13-17:10)

James Gordon, Chair opened public comment back up for Manna Jo Greene, Ulster County Legislator to speak.

Manna Jo Greene's comments/points were:

- There is widespread support for the Reuse Innovation Center "RIC" and including C&D recycling
- There is still the question and concern of who will pay for it

➤ **Recycling Program Update-Angelina Brandt, Director of Sustainability** (Recording 17:11-26:21)

- For the month
 - Tips were for Valentines Day, focusing on common types of packaging waste encountered during the holiday, sustainable swaps for gifting flowers, promos for National Battery Day, and other topics.
- Community spotlight blog
 - Featured a local business Folk Refillery which is in uptown Kingston and is a bulk refill store.
 - The interview is featured on the Agency's YouTube channel
- Working to update contact lists for local reuse organizations
- All deadlines were met with annual reporting and vendor agreements
- The event for the month was the Saugerties Repair Café. Due to winter weather, it was not well

attended

- A lot of advertising campaigns kicked off this month
 - 4 week pre-roll ad on YouTube targeting Ulster County residents which will drive traffic to the Recycleopedia page on the website
 - Radio contracts have been finalized for the year
 - Spring Compost Bin & Rain Barrel Sale has launched and will run from now through May
 - Residents can pre-order compost bins and supplies to pick up at the special event during Compost Awareness Week.
 - Next month the Bin Sale will be advertised in local news
- March 3, 2025, the Agency welcomes a new staff member to the Recycling Outreach Team, Eva Barnett.
 - There were 70 applicants for the Recycling Educator position
 - She was part of the Volunteer program
- Marc and Angelina attended NYSAR3 Legislative Advocacy Day in Albany on Wednesday, February 26, 2025. Some of NYSAR3's legislative priorities included:
 - Increasing the total budget for the state's Environmental Protection Fund
 - Carve out funds for composting initiatives to increase from 2.5 million to 7.5 million
 - To expand eligibility to nonprofits
 - Support for Extended Producer Responsibility for packaging and paper products
 - Support for improvements to NY's Returnable Container Act (Bottle Bill)
 - Support for the Skip the Stuff legislation
 - Support for expanding the Rechargeable Battery Laws in NY
 - EPR for mattresses
 - Angelina provided a hand-out regarding legislative priorities
- Angelina spoke during the press conference
 - She shared remarks from the perspective of a beneficiary of the state's Environmental Protection Fund and how it has helped the Agency grow composting service from a pilot project to a full-scale industrial operation
- Marc and Angelina met with staff from Assemblymember Deborah Glick's Office
 - Discussed NYSAR's key legislative priorities focusing on EPR for paper and packaging
 - Angelina stated it was encouraging to hear the staff's perspective on key issues and to encourage others to get involved by contacting their representatives in support of packaging EPR during the next few weeks.
 - Also, Marc discussed the landfill issues, and the rising costs of disposal with the staffer

➤ **Treasurer's Report-Tim DeGraff, Director of Finance and Administration** (Recording 26:22-47:27)

Tim DeGraff provided highlights of 2024 which he attached to the Treasurer's Report and the highlights were provided in the Board packet. Below were the highlights Tim provided:

TONNAGES

- Overall, waste volume decreased by 1.9% from the prior year and were less than budgeted by 2.1%. Predicting waste volume can be very difficult from year to year, and 2024 was no different as post COVID volumes continue to trend downward. Commercial hauler and municipal volumes

decreased by 2.1% and 2.7%, respectively. These decreases were within range of overall MSW volume decreases from the prior year, which was 2.2%. Business self-hauler volume decreased by 0.99% and correlated with a decrease in C&D volume of 1.2%.

- Total recycling received at the MRF decreased by only 1.0% from the prior year. News, commingle and glass decreased by 2.3%, which is in direct correlation with municipal MSW. OCC increased from the prior year by 1.36% due to an increase in volume received from a few private haulers.
- Total diversion increased by 4.56%; there were increases from the prior year in clean wood/rubble, Ewaste, and scrap metal.
- Revenues and expenses that are impacted by volume, correlated with volume

REVENUE

- Tipping fees for msw/c&d/sludge impacted by volume
- Compost revenues – tipping fees decreased 10.8% due to permit limits; bulk compost sales decreased by 5.8% due to lower supply/less product screened; bagged compost sales increased by 76.3%. Total compost revenues decreased by 2.2%.
- Fuel Surcharge impacted by lower volume and lower fuel prices
- Recycling markets improved over the prior year which led to higher revenues for sale of recyclables
- Increase in interest revenue (Misc. Revenues); approximately \$10k per month
- Trade-in of excavator and skid steer generated \$57,500 in miscellaneous revenue in current year
- Total revenue increased from the previous year due to higher tipping fees but was less than budgeted due to lower volumes

EXPENDITURES

- Personnel costs are comprised of wages, OT, compensated absences, payroll taxes, health insurance, pension costs, and temp help. Increases from the prior year were mostly budgeted for. Differences in actual/budget costs were affected by items with varying rates that aren't easily determined when our budget is completed – health insurance, HRA realizations, compensated absences, and pension estimates contributed to a majority of the difference.
- Insurance increased due to premium increases. A majority of the increase over the prior year was recognized in December, which is the start of the new policy year for liability insurance.
- Transfer stations costs increased due to the major repair of the Ulster floor
- Fuel costs for hauling impacted by lower volume and lower prices
- Closed landfill maintenance increased and was over budget due to an unplanned replacement of pumps and a panel at the Ulster CLF. The contingency fund has approximately \$150,000 for Ulster Closed Landfill and \$500,000 for New Paltz Closed Landfill.
- Leachate costs increased because leachate volume increased. We surpassed our budget in May.
- Total expenses were over budget by less than 1%; this was mainly due to UTS floor repairs and leachate costs.

SURPLUS/(DEFICIT)

Net operating revenues for the year were down \$117k; ultimately due to less volume compared to the previous year. Interest earned in our operating reserve account remained in our operating reserve account, which is represented as a decrease to our bottom line. Capital outlay includes two purchases from the 2023 budget that totaled \$427k. End of year deficit was due to lower-than-expected volumes, unplanned costs for the UTS floor repair, increased leachate volumes, and the timing of capital purchases from one year to the next (i.e. if the new loader was received two days later, our deficit would have improved by \$304k).

The board and staff discussed a few items from the treasurer's report. The points discussed were as follows:

- Compost
 - Exceeded the permitted allotted amount in 2023 by 500 tons
 - 2024 stopped prior to reaching the permitted amount which showed that the compost was down
- UTS Floor
 - It was planned and required by DEC
 - Needed to expand the repair after opening the floor up
 - The floor should be good for 10 years
- Budget variances
 - Revenue vs. Expenses
 - David Gilmour stated he is a fan of capital reserve policy and trying to find ways for pay as you go
 - David Gilmour also discussed recycling (plastics, metals, and glass)
 - He stated major debt has been paid down
- The numbers being down

Erica Bown motioned to move the 2024 final Treasurer's Report and it was seconded by Donna Egan. 5 in favor, 0 opposed and 0 absent.

➤ **Executive Director Update-Marc Rider, Executive Director** (Recording 47:28-1:16:41)

- **Stakeholder Meetings**
 - February 4th attended the meeting of the Energy and Environment Committee. At the meeting there was a discussion over a resolution opposing a landfill in Wawarsing.
 - They (Marc Rider and Chair Gordon) spoke in opposition of the resolution and the committee agreed to postpone the resolution.
 - Marc stated he expressed concern that resolutions like this one were in violation of the contract between Ulster County and the UCRRA as that contract states: "the County shall not interfere with the Agency's implementation of a solid waste management system".

- Met with Assemblymember Shrestha and her Director of Community Affairs to raise their awareness of some of the issues the Agency faces when it comes to solid waste management. They spoke about unintentional effects of the CLCPA and permit modifications, landfill capacity issues, and funding needed to go along with the laudable but lofty goals of the NY State Solid Waste Management Plan and updated them on the RePOwer project (RIC). She made them aware of a grant that the Agency could apply for that would assist in capital costs for organics diversion at some of the town MRDCs.
- **Leachate Collection Project**
 - Monday, February 17th, staff met with the engineers to collect samples for testing emerging contaminants, like PFOAs. The engineers will then take the results into account when developing a system for treatment of leachate, such as reverse osmosis. This testing and the additional work on a plan that treats PFOAs will add approximately \$10,000 to \$12,000 to the cost of the SCS contract.
 - As of yet, no results
- **Recycling Compliance Officer**
 - February's Recycling Compliance Officer's Report was included in this month's Board packet
 - As requested, the Recycling Compliance Officer's Report will be sent to the legislature
- **Agency Counsel**
 - Next week he will be conducting interviews
 - Since changing the salary/hours, have received about 12 resumes with 3 potential candidates
- **Composting Operations and Permit Modifications**
 - The engineer from Sterling responded to the DEC's Notice of Incomplete Application on 1/31/2025.
 - Have not received a response acknowledging receipt from the DEC
 - Waiting for HHW confirmation of dates from the DEC
 - The Board and staff discussed what other items would need approval from DEC
- **County Contract**
 - Have met and discussed the Agency's concerns with the current contract
 - Since the draft will not be complete in time for the Legislature to vote during its March session, the County Attorney submitted a 60-day extension to the current contract for March.
 - Will submit a resolution for the March meeting
 - Nothing can be done without a signed contract regarding bonding
 - Contract will end as of March 31, 2025
- **MRDC Meeting and Paint Care**
 - Working with Angelina on developing an agenda for two sessions of meetings with the town MRDC employees and town supervisors in March

DISCUSSION

Regarding the RIC-Marc stated, there is consensus regarding the RIC and that everyone is just trying to figure out the amount and where the money is coming from.

Manna Jo Greene, Legislator, stated that there is a need for more backup information with the resolution.

RESOLUTIONS AND BOARD NOTIFICATIONS

- **Resolution #2640 Re: Approving 2025-2029 Capital Project Plan** (Recording 1:16:45-1:27:42)

Tim Weidemann, Coordinator of Organizational Performance and Development, discussed the changes from the previous 2025-2029 Capital Plan. The changes were as follows:

- The version and page numbers were added to all pages
- Project #25-06-time changed-shifted projected timing
 - Under FIVE YEAR PROJECTED USES-some portions of 2025 went into 2026
 - Design-\$50,000 stayed in 2025
 - Pre-Construction-moved to 2026
 - Capital Equipment & Installation-amount changed to \$100,000
 - Under ANTICIPATED FUNDING SOURCES-added funding from the possible Crest Grant
 - Appropriated Reserves-equity changed to \$100,000 (capital reserves)-this would reduce the use of bonds
- Project #25-07
 - Under ANTICIPATED FUNDING SOURCES
 - Added \$150,000 to Appropriated Reserves which would be from the capital reserve
- Project #25-08
 - Under ANTICIPATED FUNDING SOURCES
 - Moved the \$75,000 to Appropriated Reserves which would be from the capital reserve
- Project #25-10
 - Under ANTICIPATED FUNDING SOURCES
 - There are \$330,000 of state grants to pay for electric roll-off trucks
 - \$80,000 in tax credits for electric vehicles
- Project #25-11
 - Under ANTICIPATED FUNDING SOURCES
 - Appropriated Reserves added \$600,000 if needed

No changes were made to Project # 25-01 through Project # 25-05; and Project #25-09.

The Board and staff further discussed the Capital Project Plan projects. David Gilmour stated for the record that this resolution came out of the Finance Committee and the Committee could not vote on said resolution due to the By-Laws. The Finance Committee could only review the plan and discuss.

David Gilmour made a motion to adopted Resolution #2640 Re: Approving 2025-2029 Capital Project Plan and it was seconded by Andrew Ghiorse. 5 in favor, 0 opposed and 0 absent.

- **Resolution #2642 Re: Authorizing adoption of the Retention and Disposition Schedule for New York Local Government Records (LGS-1)** (Recording 1:27:44-1:28:14)

David Gilmour made a motion to move Resolution #2642 Re: Authorizing adoption of the Retention and Disposition Schedule for New York Local Government Records (LGS-1) and it was seconded by Andrew Ghiorse. 5 in favor, 0 opposed and 0 absent.

OLD BUSINESS-none

NEW BUSINESS

- **Agency Goals** (Recording 1:25:15-1:55:08)

Tim Weidemann prepared a presentation to discuss the Agency's Goals. He stated goals are an overall organizational performance management process. The goals relate to the Mission/Vision Statement, Strategic Plan, Solid Waste Management Plan and work from all department heads. He stated it is important to establish goals because it is easy for organizations to get into an incremental planning process where you only think about what to do that year. The goal process asks the organization to think long-term and to establish short-term goals to achieve the long-term goals. His discussion included why goals matter and what the goals are for the Agency. Tim's further discussed in his presentation the following points:

- How Do Goals Work?
 - Once the goals are established
 - The Demming Cycle (quality process)
 - Plan, Do, Check and Act
- What is a goal?
 - A desired result or end-state that an organization wishes to achieve over a period of time
 - Short-term goals and long-term goals
 - Goals different from objectives or actions, initiatives, measures, targets
 - Level Goals-Organizational goals, department/unit goals, individual goals
- Level 1-Mission & Vision Statement
 - The mission of the Ulster County Resource Recovery Agency is to protect public health and the environment and to promote sustainable materials management practices in Ulster County by efficiently managing solid waste materials with a focus on resource conservation.
 - Usually split the Mission and Vision Statement into 2 things
 - The Vision Statement-Why
 - Protect public health and the environment
 - Conserve resources
 - The Mission Statement-How
 - Efficiently manage solid waste materials
 - Promote sustainable materials management
- The Mission Roadmap (Framework)
 - Mission & Vision
 - Goals (and sub-goals)
 - Objectives (with metrics/targets)
 - How do we accomplish it?
 - Why are we doing it?
- UCRRA's Mission Roadmap
 - Aligns to the LSWMP
 - SWAT analysis
 - Strengths
 - Weaknesses
 - Threats
 - Opportunities to take advantage of

- Organizational Goals-Tim stated these goals are in draft form and he will continue to work with Angelina, Charlie and Tim DeGraff. The goals were divided into three categories: Sustainable Materials Management, Solid Waste Management and Organizational Sustainability.

Marc discussed the nine goals for each category:

- 1-Support and encourage sustainable producer and consumer behaviors
- 2-Increase community systems and services for SMM
- 3-Maximize Agency Waste Diversion (also falls under SWM)
- 4-Investigate new waste technologies and final disposal solutions
- 5-Maintain operational excellence and compliance
- 6-Invest in sensible infrastructure development
- 7-Improve organizational administration and financial stability
- 8-Minimize energy consumption, emissions and other negative externalities
- 9-Build strategic partnerships to support regional collaboration

Tim W. stated goals are different from objectives, actions, or targets. Organizational wide level goals are to protect public health and the environment and conserve resources by promoting sustainable materials management and managing solid waste and the objective for this goal would be to reduce landfilled waste. This aligns with the State's Solid Waste Management goals. Target would be 30% by 2030, 60% by 2040 and 90% by 2050.

The Board and staff discussed diversion, Angelina Brandt's report and further discussed the goals and targets.

Overall Organizational Wide Goals included the following key performance indicators:

- Generation rate
- Recycling rate
- Contamination rate
- Composting rate
- Diversion rate
- Safety rate
- # of violations
- Maintenance costs
- Net operating income
- CO2 emissions
- Energy costs

Donna Egan asked if there could be a monthly/quarterly tracking report on KPI (Key Performance Indicators).

- Level 3: Department Goals (work in progress)
 - Goal 1-Support & encourage sustainable producer and consumer behaviors-prepared by the Recycling Outreach Team and a lot is prepared by Angelina during her grant reporting
 - Department Goals
 - Provide presentations, workshops and classes to promote diversion
 - HOW-Objectives (Measures)
 - Increase # of classes, speaking engagements

- Develop new classes
- Organize/host and attend/participate in community events and festivals
 - Objectives (Measures)
 - Increase # of events attended
 - Increase # of people engaged at events
- Conduct facility tours and open house events
 - Objectives (Measures)
 - Open sustainable living center to visiting groups
 - Host groups at sustainable living center
- Promote programs, events and sustainable behaviors through social/earner media
 - Objectives (Measures)
 - Grow social media and newsletter reach
 - Establish new podcast series
- Maintain the Master Composter/Recycler Volunteer Program
 - Objectives (Measures)
 - Increase # of MCR training participants
 - Increase # of service hours

Tim W. stated that he is working with each department on their goals and objectives.

He went through and discussed several of the drafted goals and objectives in his presentation.

- Goal 2-Increase community systems and service for SMM
 - Department goals
 - Promote local recycling requirements and guidelines
 - Measure and track all diversion-related activities and results
 - Support Commercial customers & haulers to implement or improve diversion systems
 - Expand diversion options at MRDCs
- Goal 3-Maximize Agency Waste Diversions
 - Department goals
 - Expand and strengthen markets for diverted materials
 - Expand HHW collection
 - Increase food waste diversion
 - Increase tipping floor diversions
- Goal 5-Maintain Operational Excellence and Compliance
 - Department goals
 - Ensure compliance with all applicable federal, state and local laws and regulations
 - Prioritize safety for workers, vendors and customers
 - Minimize impacts of operations on neighbors and host communities
 - Ensure “up-time” and continuity of operations
 - Prevent waste, fraud and abuse
- Goal 6-Invest in sensible infrastructure development
 - Department goals
 - Ensure proper maintenance of existing buildings, equipment and facilities
 - Prioritize new investments that advance organizational goals
 - Maximize utilization of existing facilities and equipment

- Reduce emissions and energy consumption from buildings, equipment and facilities
- Goal 7-Improve Organizational Administration and Financial Stability
 - Department goals
 - Promote and encourage professional development of staff
 - Support effectiveness of board through learning and development
 - Strengthen organization's financial position
 - Develop and maintain effective management systems
 - Evaluate outcomes and impact and strive for improved performance
- Working on Goals 8 and 9

Tim W. shared an example of framework. He stated he will provide updates at the next meeting.

James Gordon thanked staff for all their hard work on putting the presentation together.

- **Paint Care** (Recording 1:55:13-1:56:20)

Paint Care has been invited as a speaker to the MRDC meeting that will be hosted by the Agency.

Marc Rider discussed BioGas.

Board added to the next regular board meeting the Zero Waste Committee discussion.

EXECUTIVE SESSION

James Gordon stated that there will be no action coming out of executive session

James Gordon made a motion to enter executive session at 8:15 PM for the purpose of seeking legal advice and discussing performance history of an individual; it was seconded by Andrew Ghiorse. 5 in favor, 0 opposed and 0 absent.

ADJOURN

Motion to adjourn February 27, 2025, Regular Board Meeting at 9:48 PM was made by Andrew Ghiorse and seconded by David Gilmour. 5 in favor, 0 opposed and 0 absent.

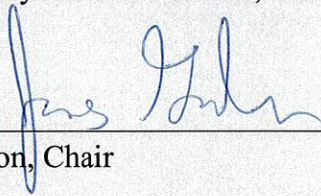
March 13, 2025

Motion to approve the above transcribed amended Minutes of February 27, 2025, Regular Board Meeting was made by David Gilmour, and seconded by Andrew Ghiorse. 4 in favor, 0 opposed, 1 absent (BROWN).

The Minutes were approved by the Board with one amendment: Teno West, Esq. was removed from under **“Roll Call”**; **“Agency Staff”** and the following sentence was added under **“Roll Call”**, **“Also present was Agency Counsel, Teno West, Esq. from West Group Law.”**

Transcribed by: Melinda France, Office Manager.

Signatures:



James Gordon, Chair