

**ULSTER COUNTY RESOURCE RECOVERY AGENCY
REGULAR BOARD MEETING MINUTES
JULY 10, 2025**

Meeting began at 6:20 PM and ended 8:27 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>
Andrew Ghiorse	<u>X</u>
Erica Brown	<u>X</u>
Mike Baden	<u>X</u>

Agency Staff

Marc Rider	<u>X</u>
Timothy DeGraff	<u>X</u>
Angelina Brandt	<u>X</u>
Tim Weidemann	<u>X</u>
Nancy Lam	<u>X</u>

PLEDGE OF ALLEGIANCE

PUBLIC COMMENT (Recording 1:39)

Present at the meeting were the following individuals from the public: William Kemble of the Daily Freeman, Manna Jo Greene, Ulster County Legislature, and Laura Petit Ulster County Legislature.

Manna Jo Green, Ulster County Legislature- (Recording 1:39 – 3:58) stated that she spoke earlier, (referring to the ZWC meeting that started at 5:15pm and ended at 6:14 PM on July 10, 2025), about what she considers a poorly managed RFQ for finishing up the Zero Waste Plan. She believes that the intention was good, but the process failed. She would like to point out that Legislature requested a plan to fill the gap in a solid waste management plan about 2 years ago, but it has not happened. She stated that she was hoping it would come out of the ZWC, but it has not happened, through no fault of the ZWC, who have been doing good work. However, she reiterated that it is overdue and needs to get done.

Marc Rider (Recording 3:59 – 4:37) stated that although not typically done, he could provide a brief update to the Board members who were not present at the earlier ZWC meeting, which Manna Jo Green referenced in her public comment. Chairperson James Gordon allowed Marc Rider to fill in the rest of the Board.

Marc Rider stated that he found out today, through one of the potential proposers that Ulster County put out a RFQ back on June for a zero-waste implementation plan. Marc Rider stated that the potential proposer reached out to him assuming the RFQ was put out by UCRRA through the County, which is incorrect. Marc Rider concluded that there is an apparent miscommunication between UCRRA and the County.

APPROVAL OF AGENDA

- Chairperson James Gordon requested to add “make appointments to the RFP Committee”, under New Business of the Agenda.
- Mike Baden requested to add “discussion about compliance”, under New Business of the Agenda
- Donna Egan requested confirmation that the executive director update includes the MRDC meetings

and the polls, to which Marc Rider confirmed.

Mike Baden moved to approve the Agenda as amended, and Erica Brown seconded the motion. 5 in favor, 0 opposed.

APPROVAL OF MINUTES

- Minutes of June 12, 2025, Regular Board Meeting.

There were a few corrections to the draft Minutes:

- Mike Baden stated his name is misspelled on Page 5 of the draft Minutes
- Chairperson James Gordon stated that his name is misspelled on the first page of the draft Minutes
- Chairperson James Gordon stated that on Page 1 of the draft Minutes, the public speaker, Mike Kennel had likely meant to use the phrase “superfunds site” instead of “super site”

Mike Baden made a motion to approve the Minutes of June 12, 2025, Regular Board Meeting as amended, and it was seconded by Donna Egan. 5 in favor, 0 opposed.

COMMUNICATIONS & ANNOUNCEMENTS

Next Scheduled Meetings:

- Zero Waste Committee Meeting scheduled for August 14, 2025, at 5:15 PM
- Regular Board Meeting is scheduled for August 14, 2025, at 6:15 PM

GENERAL REPORTS (Recording 8:02 -

- **Committees and official meeting reports by Board Members** — (Recording 8:02 – 9:04)

Donna Egan, Chairperson of the ZWC provided an update about a presentation by Brian London regarding SMART (Secondary Materials and Recycled Textiles) Association and textile recycling industry, which was given at the earlier ZWC meeting. Donna Egan stated that she was surprised to learn that 6 to 7% of our waste stream is textiles and only 15% of it is currently being recovered, which means 85% goes to the landfill (about 17 million tons). Donna Egan stated that the information provided was interesting and that textile recycling could be a good target for UCRRA to work on for the Reuse Innovation Center (RIC) and with the MRDCs (Municipal Recycling Drop-Off Centers).

- **Recycling Program Update-Angelina Brandt, Director of Sustainability** (Recording 9:09-19:17)

Angelina Brandt provided the following updates:

- Celebration of National Waste and Recycling Workers Week (formerly Garbage Man Appreciation Month) in June:
 - Recycling Outreach Team reached out to towns with an invitation to promote UCRRA’s survey asking residents “what they love most about their town transfer station” and received 83 Responses from 8 towns that participated.

- Recycling Outreach Team also focused on Master Composter Recycler Training Program- 8 adults completed the training.
 - Participant Survey: to ask them to describe the learning environment: an overwhelming response indicated that the classes are engaging and hands-on, relaxed and focused comfortably and open. The participants learned a lot, including engineering of landfills, how much waste is being generated and how to make a change.
- Bagged Compost sales continue while supplies last. UCRRA sold 296 bags in June and 221 E-waste drop off collection.
- Recycling Outreach Team held 2 of the 4 Household Hazardous Waste collection events event- 250 household participated in that event.
 - Registration for next program will take place on August 23, 2025 Saturday in New Paltz.
- Entering Plastic Free July with Plastic-Free Foundation, with many great things planned.
- Recycling Outreach Team's focus continues to be on the Ulster County fair, which is fast approaching later this month. They expect to host outreach booth each day at the fair.

Donna Egan asked how the outreach team collected the responses for the survey. Angelina responded that their team created a Survey QR code; the QR code gets emailed to the town's supervisors, clerks, and town transfer station operators along with a message to ask their customers. The Survey is done at the transfer station. The Survey was held open for 3 to 4 weeks with a reminder 2 weeks in. Marc Rider wanted to note that the survey specifically solicited what residents *liked* about their town transfer station and did not solicit negative feedback, because the hope was to get more participation with the town MRDCs.

Donna Egan suggested printing out the QR Code and having UCRRA (perhaps Robert Friedlander, Recycling Compliance Officer) drop off the physical copy at each of the town's transfer station to help increase engagement. Donna Egan and Chairperson James Gordon noticed there were 2 towns (Saugerties and Esopus) that had better engagement and asked Angelina if she knew why or whether those towns also have a better recycling rate.

Angelina is unable to provide an answer to whether those towns have better recycling rate, however she noted that when the team chose which responses to use for the sheet, the team chose about 3 responses from each town, so as to not favor a town. Angelina proffered that a possible reason why a certain town had more responses could be that that transfer station had a printer, since the survey was done at the station.

(Recording 16:52) Donna Egan commented that when conducting surveys, she believes it would be beneficial to receive all feedback, the good and the bad, so that the Agency can identify gaps to improve.

Erica Brown asked whether Angelina's team got responses back from the transfer stations; Angelina responded that she did receive some emails from the transfer stations acknowledging and thanking the team for highlighting their service. UCRRA did not share this survey on the agency's social media, but Angelina did notice that Marbletown did share on their social media, but only had 2 responses.

- **MSW Tonnage Report, Recycling Report, MRF Cost Center Analysis and the Treasurer's Report- Tim DeGraff, Director of Finance and Administration** (Recording 19:22- 24:16)

MSW Tonnage Report (Recording 19:22 – 20:14)

May

TARGET TONS	TONNAGE IN	VARIANCE
MSW-9,695 tons	MSW-9,233 tons	MSW-462 tons less than targeted tons
C&D-3,232 tons	C&D-3,323 tons	C&D – 0
Sludge – 308 tons	Sludge – 272 tons	Sludge -36 tons less than targeted

Year-to-date: total tonnage is 53,518 which is 3.1% off target (1,733) through May, which is 55,251. Currently, off by about 4,000 to 5,000 tons.

Recycling Tonnage Report (Recording 20:15)

Tim DeGraff stated that recycling tonnage is pretty consistent for May, 5,373.68 Total tonnage.

MRF Cost Center Analysis (Recording 20:28-21:50)

Tim DeGraff stated it was a good month in the MRF which was mainly due to plastic sales.

- Total Sale of Recyclables for May was \$74,637
- Total Plastic Sold for May was \$52,759
- MRF Residual Cost for May was \$4,991
- Net Revenue for May was \$69,646
- Total Personnel and Operating Expenses \$45,182
- Net income for May of \$24,464
- Year to Date Net Loss: \$81,630;
 - Of note, this time last year UCRRA was at a net loss of \$60,397, so the agency is about 20,000 better than last year.
 - 2 years ago, in 2023, the Agency was already at a net loss of \$166,000. There have been a lot of changes in costs from the last years.

Recycling Market Trend Report (Recording 21:51-22:29)

Tim DeGraff stated that he has received questions over the years about what controls the plastic markets- is it fossil fuels? The answer is not straightforward. Tim highlighted that “tubs and lids” in almost 20 years, has not sold for over \$0.05/per pound; they just sold a load at \$0.15/per pound. Certain trends are inexplicable.

Treasurer's Report (Recording 22:30-24:05)

- Total Revenues for May \$2,007,323
- One Expense Line Item to Note: CLF Monitor & Maintenance: \$63,649
 - Agency had issues with landfill that required repairs; thanks to UCRRA Buildings and Ground Crew digging in the trenches.
 - Needed to purchase 5 pumps control panels (~\$61,000)
- Total Operating Expenses were \$1,831,002
- Net Operating Revenues \$176,321
- Agency purchased new rolloff truck (budget approved)
- Total Deficit of: \$15,585 for the Month of May
- Year to Date: surplus of \$ 99,863

Mike Baden made a motion to accept May's Treasurer Report and Andrew Ghiorse seconded it. 5 in favor, 0 opposed.

Executive Director, Marc Rider and Coordinator of Organizational Performance & Development, Tim Weidemann Updates (Recording 24:16 – 44:23)

Marc Rider provided his Executive Director Updates stating the following: (Recording 24:16-41:25):

- Acknowledgement and words of appreciation regarding the retirement of William "Bill" Maggiore, long time UCRRA employee, who was a MRF Labor- Operator.
- **June 17, 2025 Regular Session of UC Legislature:**
 - Resolution opposing landfill in Wawarsing was defeated
 - Another resolution opposing any landfill in Ulster County being added to the Agenda on Tuesday July 15, 2025- Marc Rider will attend. (It was defeated in Energy and Environment Committee, but a petition was signed and processed).
- **June 17, 2025 Town Supervisor Association Meeting:**
 - Next meeting on Tuesday July 15, 2025.
 - Discussed their participation in the Climate Smart Communities Grant (CSC).
 - Agency's plans to provide on-site processing of food waste
 - Need for collaboration on Reuse
 - MRDC meetings on July 14, 2025
 - Supervisor Parete and the Chair of the Association raised concerns about UCRRA's diversion efforts, and followed up by email (i.e., high tipping costs; comparing UCRRA to Orange County)
 - Marc Rider responded that Orange County receives \$1.5 Million from county tax payers; UCRRA is in line with Sullivan County (who receives \$2 Million a year); Sullivan County's Tipping fee this year is 137.5 MSW 150 C&D, whereas UCRRA is 135.
 - Mike Baden stated that Supervisor Parete also reached out to him to express concerns that with the MRDC contracts expiring at the end of the year, that UCRRA might be "forcing certain things", such as the reuse center.
- **July 1, 2025 Energy and Environment Committee of the Legislature Meeting:**
 - Marc Rider stated at both Energy and Environment and Town Supervisor Association Meetings that if UCRRA is to meet Executive Order 1, (i.e., 100% diversion organics, going after grants and spending money), that if UCRRA is expected to haul waste coming in from those MRDCs, that UCRRA is going to need partnerships; if UCRRA is providing equipment to divert organic waste or providing money for sheds or picking up items for reuse, that there will likely be some language related to that included in UCRRA's contracts.
- Donna Egan asked: what happens if a town does not renew contract with UCRRA. Marc Rider responded, that the town would self-haul, as two towns already do. UCRRA's relies on the Pull charge (\$95-uniform).
- **Leachate Collection** (Recording 31:00-31:42)
 - UCRRA's lead engineer met with Charlie Whittaker (Director of Operations & Compliance), Tim DeGraff (Director of Finance & Administration) and Marc Rider (Executive Director) to present initial options for leachate collection.

- The engineer presented a draft report but did not provide a lot of information on treatment of PFOs and PFAs, pricing and evaluation, thus Marc asked them to add those costs, do more work, before presenting to the Board.
- Marc Rider expects that they will be ready to present on their findings at the August Regular Board Meeting.
- **RePower Project/RIC-** (Recording 31:42-)
 - Regarding real estate/property interests- still need legal review; this will be discussed during Executive Session
 - Resolution 2658 to discuss at today's meeting to approve salary and job description of Reuse Coordinator. Expected to get RFP out by next week.
- **Service Contract with Ulster County-** will seek legal advice during Executive Session.
- **Permit Modifications Update:**
 - Marc Rider has requested DEC for an update and the regional administrator, Kelly Totoro has responded by email that she will provide a response soon. She is aware of UCRRA's issue with not having sufficient compost.
 - Marc Rider states that he is hopeful to have a complete application that would set a 60 day public notice period; to have the modifications for both mattress recycling and food waste diversion expansion from 5,000 to 7,500 by the fall.
 - Marc Rider provided a brief synopsis regarding organics: last year UCRRA cut off everybody at the end of September for food waste (because we did not want to cut off anyone in Ulster County), which meant that UCRRA turned away food waste for Oct to Dec. (Typically the organics received is processed/built up in Jan-Mar to be sold). UCRRA screens 20 tons a day and sells out before the end of the day.
- **RFP Diversion and Alternatives to landfills**
 - RFP Deadline: tomorrow, July 11, 2025.
 - Marc Rider has 2 in hand proposals, but expecting most to submit at the last minute (including 6 intent to bid proposals)
 - Proposals are done electronically through Bid Net
 - Expect 6-10 proposals
- **2026 Budget**
 - UCRRA target tons are higher this year than need be; we're not going to hit our target this year. That coupled with increase in T&D by contract, Marc Rider expects UCRRA will increase tipping fee.
- **MRDC Meetings** on Monday July 7, 2025 at: Marbletown 11am - 1pm & UCRRA Office 4:30-6:30pm
 - 9 people attending from 6 municipalities; The only people attending at UCRRA office were from the City of Kingston, so may combine for logistics and efficiency.
 - Angelina Brandt, Director of Sustainability sent another reminder to register
 - UCRRA will cover a pull charge for everyone who attends (\$95 voucher)
 - UCRRA was intentional in choosing a day that none of the MRDCs are open
 - Kingston, Esopus, Hurley, New Paltz Village.

Tim Weidemann, Coordinator of Organizational Performance and Development, provided a Goal Setting Performance Management Report: (Recording 41:25 – 44:23)

- He stated that UCRRA released draft goals in April and started check-ins with Directors to review those goals, to categorize the goals (i.e. red, yellow green), to confirm if any of the goals are off base, and to confirm the best phrasing and statement of the goals.
- Tim Weidemann had a productive meeting with Angelina Brandt, Director of Sustainability, to discuss reporting requirements that she has under various grant programs that fund the Recycling Outreach Team. Also discussed the next biennial update.
- Tim Weidemann scheduled an appointment with Tim DeGraff, Director Finance and Admin next week; will discuss if there is money in the budget next year to purchase software for tracking goals.
- Awaiting a scheduled date with Charlie Whittaker, Director of Operations & Compliance.
- Started looking at software tools to help track the goals that UCRRA is progressing towards the key performance indicators that are associated with each goal and objective.
- Biennial Update Due Oct 2026- backward looking at 2024/2025 calendar years to try to align performance goals.
- He noted that one key source document he used: solid waste implementation plan.
- Finally noted that because it is mid-year, he will not be sharing details on reporting until the end of year on annual performance.

RESOLUTIONS AND BOARD NOTIFICATIONS (Recording 44:23-)

- **Resolution #2651 Re: Approving the Service Agreement between the Ulster County Resource Recovery Agency and Ulster County** (Recording: 44:36)

Marc Rider requested that the Board take no action on this resolution. Marc Rider and Agency Counsel met with Legislative Chair Peter Criswell, Legal Counsel Chris Ragucci, Minority Counsel Nicholas Pascale, UC Attorney Clinton Johnson, and UC Deputy County Executive Amanda LaValle on June 24, 2025. The Service Agreement is still being negotiated.

- **Resolution #2654 Re: Authorizing and Approving Revisions to Agency Procurement Policy** (Recording 44:50)

Marc Rider stated that this resolution should be postponed once more to the next board meeting, since he is still finalizing a draft Green/Sustainable Practices for the Board to review. Agency Counsel has started to edit the Procurement Policy per comments that were made in the June Board Meeting.

- **Resolution #2657 Re: Authorization to Collaborate with Ulster County to Apply for Grant Funding and Approving Use of Agency Funds for Required Match** (Recording 45:36-53:25)

Mike Baden made a motion to discuss Resolution #2657 and it was seconded by Donna Egan.

Marc Rider provided a brief explanation of the Resolution. He stated that it is a part of the CFA (Consolidated Funding Application). UCRRA applied for the same grant last year, but was deemed ineligible based on the match criteria. (This particular grant has a dual match: if you're in a Disadvantaged Community (DAC), you're eligible for a 20% match; otherwise you're eligible for a 50% match. UCRRA applied as a DAC, because of physical location and they are treated as such for things like permit modification. However, since the grant services all of Ulster County, and not all of UC is a DAC, UCRRA is not considered DAC for purpose of this grant.) The grant is very competitive, thus UCRRA received a denial, instead of being allowed an opportunity to resubmit or cure the application mistake.

Thus, this is UCRRA's second time applying (50% match), and as such UCRRA will be asking for the full 2 million. UC Legislature has a resolution supporting a million-dollar match; UCRRA is looking to do \$500,000 in kind and \$500,000 monetary over a five-year period. \$100,000 a year if UCRRA is successful.

Grant application goals:

- Provide the equipment in vessel composting at each of the town MRDC
- Diverting 50% of County 28,000 ton food waste that goes to landfill (gets us halfway towards the County Executive Order One (100% organics), since we're getting 50% of the way there through this grant alone)
- Adding a compost food waste diversion enforcement officer, educator
- Working with fairgrounds to put in a vessel composter at the fairgrounds; Had a good initial convo with the head of the society
- Working with some schools to put in vessel composting on the ground and have a model type project to handle some of the food waste diversion there
- Collections sites and staff at all of the towns and cities

Tim Weidemann stated that this is a combination of what UCRRA applied for last year in the CSC Climate Smart Communities and also what UCRRA applied for in the fall of last year through USDA (schools Pilot Program in Ellenville, Kingston and Village, which we did not get).

Donna Egan asked if the County was providing 1 million in-kind services or monetary. Marc Rider responded if awarded, monetary over a five-year period. The funding from the grant goes directly to the County as they are the applicant to the grant and UCRRA as an agency cannot apply; funding flows through the County and there is a partnership agreement with UCRRA (modeled from 2016 compost work funded through CSC). Other than administrative costs to oversee grant, County will flow a significant portion of the grant to UCRRA for purchase of equipment, staff, and services. If awarded, the grant will come in December and UCRRA will offset its Budget for the year.

Resolution #26527 was approved by the Board. 5 in favor, 0 opposed.

- **Resolution #2658 Re: Authorizing and Approving certain Job Descriptions and Payment Scales for Reuse Coordinator** (Recording 53:28-1:15:50)

Mike Baden made a motion to discuss Resolution #2658 and it was seconded by Donna Egan.

Marc provided a brief explanation of the job description regarding this resolution. He stated that this position would be the liaison for RePower Project and Operator. They would do any of the work leading up to UCRRA assigning an operator. They would assist UCRRA in helping to select the operator through the RFP process, to help establish the system we already have. They would be stationed in person at the facility and mostly on that project. If there are other Reuse projects outside of that, they may assist, depending. The Executive Director will be meeting with SUNY New Paltz shortly and this Reuse Coordinator will sit in on those meeting instead of the Executive Director. Reuse Coordinator would oversee all efforts of Reuse, but focus mainly on Reuse Innovative Center (RIC) for RePower project.

Donna Egan asked a question about timeline: if UCRRA does not have a facility, would we still hire this person? She also asked if this position is temporary (assuming the project gets running and an operator gets

hired in the future, will this job then terminate?) Marc Rider stated that his understanding is that Reuse is a priority of the Board; and because there is a lot of work to be done before the project gets up and running, that this position will be hired even if there is no building facility. Marc Rider stated that this position is not temporary and believes this position and its duties would still exist and be necessary after the facility gets up and running and an operator gets hired.

Mike Baden asked a question about where UCRRA is searching for this candidate; he has concerns that due to the salary amount of this job, UCRRA needs to ensure that the person that is hired is qualified and suited for the job. He believes the role needs to work hand in hand with compliance officer, however does not see it listed in the job description. Marc Rider responded that this job post will go to NYSAR, Crowd, Swana, and other local sources. He also notes that because the Reuse project is not solid waste, he does not see why this position would need to work with compliance officer.

Erica Brown asked the Board members whether they had issues with moving on the resolution today, namely whether there were concerns to edit the job description, because if not, it would be prudent to move forward. There was a consensus that the job description and salary amount is generally fine. There is a consensus among the Board to be extremely considerate and careful when hiring this important role. The role is hired by the Executive Director and reports directly to the Executive Director. Marc Rider stated that he does not expect to hire this role before the August Board meeting.

Marc Rider further explained that UCRRA had set aside funding for the capital reserve, and this funding would come from that.

Resolution #2658 was approved by the Board. 5 in favor, 0 opposed.

OLD (UNFINISHED) BUSINESS (Recording 1:13:16- 1:19:06)

- Updating County Code 304, Solid Waste, Recycling

Andrew Ghiorse had requested that the Board review County Code 304 and to provide any comments with what they thought needed clarification or updating, because he believes certain aspects of the code are out of date or confusing. UCRRA can make a recommendation to the County Legislature regarding these updates. Other members of the Board generally agree that the Code can use an update. Marc Rider indicated he believes the fines should be increased. Agency Counsel can research if there is a state maximum fine required for penalties.

Mike Baden offered to do an initial edit with redline track changes and will email the executive director to forward to the rest of the Board; the rest of the Board can comment and provide their recommendations; Agency Counsel will also review. When the initial draft is ready, it can be placed on the Agenda under Old Business for discussion, and a future Regular Board Meeting.

NEW BUSINESS (Recording 1:21:51-1:31:55)

- **Appointment to the RFP Committee** (Chairperson James Gordon)
 - Chairperson James Gordon stated that because the executive director will be receiving multiple RFPs tomorrow (July 11), a committee is needed to assist in reviewing paperwork.
 - Chairperson James Gordon appoints himself and Mike Baden to the committee. They are required to sign a confidentiality agreement; they can provide a summary update to the Board.

- Expected timeline: Monday gather all of the RFPs; 1-2 weeks for Committee to review proposals; then schedule a meeting during work hours.
- **A Discussion on Compliance** (Mike Baden)
 - Mike Baden asked a question about summer camps: whether camps are treated as multifamily and therefore required to source separate? Marc Rider confirmed that they should be recycling.
 - Mike Baden stated that he observed a few camps that do not recycle and thus wants to ensure that UCRRA is providing the Compliance officer this information. He highlights the importance of thinking outside the box to ensure that the Compliance officer has access to all the different places where he can collect fines. Marc Rider will speak to Compliance Officer Robert Friedlander regarding this.
 - Mike Baden also asked whether it would be prudent to hire another compliance officer. Marc Rider responded that if RePower project is UCRRA's priority, UCRRA's budget will be tight. Chairperson James Gordon points out that the time may not be right to do so, especially if UCRRA is considering refining and improving County Code 304, which may help address the concern Mike Baden has with enforcing compliance.
 - One suggestion to increase budget: revenue outside of tipping fee (i.e. "user fee"). But it would be more of a 2027 topic of discussion.

EXECUTIVE SESSION

Mike Baden made a motion for the Board to go into Executive Session at **7:52 PM** for the purpose of discussing a real estate transaction and seeking legal advice on a contract matter, and it was seconded by Andrew Ghiorse. 5 in favor, 0 opposed.

The Board returned out of Executive Session at **8:27 PM**. No action was taken at the Executive Session.

Mike Baden made a motion to come out of Executive Session at **8:27 PM** and it was seconded by Erica Brown. 5 in favor, 0 opposed.

ADJOURN

Motion to adjourn July 10, 2025, Regular Board Meeting at **8:27 PM** was made by Erica Brown and seconded by Andrew Ghiorse. 5 in favor, 0 opposed.

August 14, 2025

Motion to approve the above transcribed Minutes of July 10, 2025 Regular Board Meeting was made by Mike Baden, seconded by Donna Egan. 5 in favor, 0 opposed, 0 absent.

The Minutes were approved by the Board.

Transcribed by: Nancy Lam, Esq., Agency Counsel.

Signatures

James Gordon, Chair

