

**ULSTER COUNTY RESOURCE RECOVERY AGENCY  
REGULAR BOARD MEETING MINUTES**

**January 8, 2026**

**Meeting began at 6:30 PM and ended 8:00 PM**

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

**ROLL CALL**

**Board Members**

James Gordon	<u>  X  </u>
Donna Egan	<u>  X  </u>
Erica Brown	<u>  X  </u>
Mike Baden	<u>  X  </u>
Chris Hurlbert	<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>

The Chairperson James Gordon welcomed Chris Hurlbert on his appointment to the Board.

**PLEDGE OF ALLEGIANCE**

After rollcall, the Chairperson led the body to recite the Pledge of Allegiance.

**PUBLIC COMMENT**

*Members of the public present at the Regular Board Meeting (RBM): Legislators Manna Jo Greene and Michael Berardi, and William Kemble of the Daily Freeman.*

(Recording 3:08-8:02) Legislator Manna Jo Greene stated that many of the members of the Agency have received a letter from Rebecca Martin raising certain concerns. Greene stated she herself will keep an open mind, but believes that it is a valuable process for the Agency to address public concerns. She has concerns herself (i.e. she believes put or pay agreements disincentivize maximizing waste diversion). She stated that she believes the letter calls for finishing the zero-waste implementation plan and to finish the plan collaboratively with key stakeholders like the Agency, Legislature, Executive Branch, and other sectors, although she did not want to prescribe how it should be done. Her concerns stem from the silos between the branches. She acknowledges that a lot of good work is being done at the Agency and with Sustainable Hudson Valley and Circularly and believes Ulster County can be a model for other counties.

**APPROVAL OF AGENDA** (Recording 8:39)

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

**APPROVAL OF MINUTES** (Recording 9:49)

➤ Minutes of August 14, 2025, Special Meeting- 2026 Budget Workshop  
Mike Baden made a motion to approve the Minutes and it was seconded by Donna Egan. 5 in favor, 0

opposed, 0 Absent.

➤ Minutes of December 11, 2025, Regular Board Meeting

Mike Baden made a motion to approve the Minutes of the Regular Board Meeting, and it was seconded by Chris Hurlbert. 5 in favor, 0 opposed, 0 Absent.

### COMMUNICATIONS & ANNOUNCEMENTS (Recording 12:49)

#### Next Scheduled Meetings:

- Regular Board Meeting is scheduled for Thursday, February 19, 2026 at 6:15 PM

### GENERAL REPORTS

➤ Committees and official meeting reports by Board Members

None.

➤ Recycling Program Update-Angelina Brandt, Director of Sustainability (Recording 14:32)

Angelina Brandt, Director of Sustainability provided the following updates:

- Because there are generally no tours, events, presentations in December, Angelina's focus is on reporting, thus she provided an update that highlighted the annual waste and recycling report for Ulster County. Key points included:
  - **Data collection:** The Agency collects waste characterization data annually from about 300 entities (large waste generators- within the County or those who accept solid waste or recyclables generated from within the planning unit) across various business sectors (15:00-15:52). The data is self-reported, and the number of surveyed entities can change year to year, which impacts the information (16:06-16:38). She noted some limitations with the self-reporting and reminded to keep that in mind when looking at the data.
  - **Waste stream estimates:** The total waste stream in Ulster County is estimated at **293,397 tons**, including municipal solid waste, construction & demolition debris, regulated recyclable materials, electronics, scrap metal, and tires (16:48-17:16).
  - **Waste diversion rate:** Approximately **40%** waste diversion throughout the county (17:30-17:38).
  - **Recycling rate:** An estimated **21%** recycling rate for regulated recyclable material when weighted against municipal solid waste only (18:10-18:17).
  - **Composting rate:** An estimated **17%** composting rate, including food scraps, animal feeding operations, food donations, and yard wastes (18:22-18:55).
  - **UCRRA's role:** The Agency manages about **55%** of the total waste stream in Ulster County, 99% of municipal solid waste, 50% of C&D debris, 15% of regulated recycling, and nearly half of the composting program (19:07-19:37).
  - **Future improvements:** Amendments to the mandatory source separation recycling law are expected to improve data quality (20:22-20:36). There are ongoing efforts to improve survey response rates and identify new waste generators, including agricultural facilities (27:26-28:10).

- After the report, the Board had a discussion regarding the data collected by the report; some Board members asked questions regarding the reporting process or how the data compared to other counties' data as well as how it tracks throughout the years. Angelina and Marc Rider provided some answers regarding their questions, highlighting that it is difficult to compare the data apples to apples between different counties, and also highlighting that even the DEC will sometimes point other agencies to Angelina's report as a model example. Marc Rider also mentioned that this year the Agency will be trying online survey forms for the entities to report the data. A few board members shared some potential contacts to reach out to partner with regarding agricultural sector. The Board collectively commended on the great work Angelina has done with regard to the report.

➤ **MSW Tonnage Report, Recycling Report, MRF Cost Center Analysis and the Treasurer's Report- Tim DeGraff, Director of Finance & Administration**

Timothy DeGraff, Director of Finance & Administration, provided the following update:

**MSW Tonnage Report**

**November**

TARGET TONS	TONNAGE IN	VARIANCE
MSW 8,162tons	MSW 7,764 tons	MSW-398 tons less than targeted tons
C&D 2,721tons	C&D 2,695 tons	C&D -26 tons less than targeted
Sludge 258 tons	Sludge 278 tons	Sludge 20 tons more than targeted

November showed a lot of the same as the Agency has been seeing for the year; the November report showed MSW was under target by 398 tons and C&D was under target by 26 tons (33:12-33:26). December saw a significant drop in volume, especially in C&D due to cold weather, with an estimated 18,900 tons off for the month (33:41-34:48). The total for the year finished at **134,610 tons**, bringing figures back to pre-COVID levels (34:49-35:00).

**Recycling Tonnage Report and MRF Cost Center Analysis**

Recycling sales for November were only **\$13,808**, resulting in a net revenue of **\$6,956** after MRF residual and glass recycling costs (36:58-37:12). Total personnel operating costs at the MRF were \$54,700, leading to a **net loss of \$47,744** for the month and a year-to-date net loss of **\$251,777** (37:15-37:25). The markets for recyclables, especially plastic, are currently very low (36:12-36:52).

**Treasurer's Report**

Total revenues for the month were **\$1,639,345** (37:58-38:02). Total expenses were **\$1,667,630** (38:48-38:52), resulting in a net operating loss of **\$27,818** for the month (38:52-38:56). Capital outlay for new office heaters added another \$34,950, leading to a monthly deficit of **\$62,768** (38:58-39:07). The year-end surplus was only **\$86** (39:07-39:12), significantly below the budgeted \$890,000 for capital projects (39:16-39:31).

- Administrative Expense of Note: Sustainable Hudson Valley consulting services \$56,547
- Facilities O&M Expense of note: Grinder repairs/replacement of wear plates- a standard end of season fix \$15,179
- Installation of floats in leachate tanks at UC landfill and New Paltz landfill (\$15,423)

Erica Brown made a motion to accept the Treasurer's Report for the record and Mike Baden seconded it. 5 in favor, 0 opposed, 0 absent.

A Board Member had a question about any updates regarding the inspections conducted by the Recycling Compliance Officer. The Board requested to invite the Recycling Compliance Officer Robert Friedlander to the next RBM to provide further details on his inspection progress.

### Executive Director, Marc Rider Updates

Marc Rider provided his Executive Director Updates stating the following:

- **Climate Smart Communities Grant:** The Agency was not awarded the grant, despite expecting to meet the minimum scoring threshold. The grant awards seemed to prioritize road infrastructure projects. Marc Rider asked for a debriefing for clarification. (43:09-43:32).
- **Global NRG:** Discussions have begun on alternative locations for the project with their team, aiming to decrease feedstock agreement costs. It was a productive meeting but it will be a long process. (43:36-44:26).
- **RePower Project/ RIC:** Bids for this project are due, with at least three or four proposals expected (44:28-44:56). The Agency is pausing site selection until the proposals are due back and an operator is selected, since it is likely the potential operators would provide input on the space they would be operating in.. (45:01-45:21).
- **Mattress Recycling:** Delayed due to shipping issues with the fabricated roof structure for the processing area. Mattresses are being collected and stored in the meantime under a roof out of the elements. (45:44-46:46).

### RESOLUTIONS AND BOARD NOTIFICATIONS

- **Resolution #2669 Re: Authorizing and Approving the Municipal Sewage Sludge Transportation and Disposal Services Agreement between UCRRA and Denali Water Solutions, LLC** (Recording 47:05-47:27)

Mike Baden made a motion to discuss Resolution #2669 and it was seconded by Donna Egan,

Marc Rider provided a brief summary of the resolution stating, this is the first year the Agency combined both sludge transportation and disposal services into one bid. In prior years, these were two separate bids, both of which Denali had won. The new agreement includes testing costs within the per-bid price, meaning UCRRA will no longer reimburse Denali separately for testing (47:48-47:57). Denali was the lowest bidder of the 3 bids. Denali's bid was \$148, while the next lowest bidder was in the range of \$170 to \$200 (48:04-48:15). A board member questioned why Denali was so much cheaper (48:15-48:16). It was noted that Denali's current rate was \$101, so the new bid represents a 33% increase (48:18-48:24). Denali has been doing this work for a long time, suggesting they have established processes and knowledge that might contribute to their pricing (48:40-48:45). The financial impact is a net deficit of \$6,825, as the increased expense of \$58,500 is partially offset by a fuel surcharge revenue increase of \$51,675 (49:30-49:46). This cost will be offset to the 11 municipalities served (49:50-49:58).

A vote was taken and Resolution #2669 was approved by the Board. 5 in favor, 0 opposed, 0 absent.

- **Resolution #2670 Re: Amending the Agency's Personnel Policy to include Spousal Health Insurance Benefits**

Erica Brown made a motion to discuss Resolution #2670 and it was seconded by Mike Baden.

Marc Rider explained the resolution stating, that when the Agency entered into the Memorandum of Agreement with the Teamster union, the Board agreed to add coverage for retirees' spouses; this Resolution is to add the same term into the Agency's personnel policy, which means it will also cover administrative staff as well. Marc Rider provided further context that when he first started with the Agency he was surprised to learn that the Agency had not provided health insurance coverage to the employees, a lot who work outside breathing in things, many of whom worked for the Agency for 20/25 years, as a result the Board decided to add health benefits for retirees. During that time, there was a conversation about adding spouses, but the Board at the time decided not to include spouses; when the union contract ended this last year in Dec 2025, the Union re-negotiated adding spouses to the retiree health insurance coverage, which was ultimately supported by most of the Board.

The Board had a discussion regarding the financial impact of the Resolution. There was clarification that the financial impact should be \$46,000 per year over the course of 10 years. There was further discussion on the language of the personnel policy. One member believes the personnel policy as it is written is not good enough and that there could be room for confusion. They highlighted editorial as well as substantive changes they thought would clarify the language of the policy; some members agreed with certain suggestions proposed. The Board ultimately decided to make certain changes to the language to clarify the policy before voting on the Resolution. As a side note, Marc Rider emphasized that should the members feel it necessary to make editorial changes to language, that if they are able to provide those types of comments ahead of time, since the members are given the Board Packets a week in advance for that reason.

The Board agreed to table the resolution and therefore no action was taken on the Resolution.

- **Resolution #2671 Re: Amending the 2026 Tipping Fee for Municipal Sewage Sludge**  
(Recording 1:11:47)

Mike Baden made a motion discuss Resolution #2671 and it was seconded by Donna Egan.

Marc Rider explained the resolution stating that the Agency had expected lower bids for the Sewage Sludge Transportation and Disposal Services, and as a result the tipping fee needed to be increased. Marc Rider noted that he notified the Mayor of City of Kingston, which makes up the most of the sludge, regarding the Agency's intention. One member asked if the amount covers the entire cost, or does the Agency supplement any part of it; Marc Rider responded that the Agency does supplement (\$6,800). There was a discussion regarding charging different rate-payers different amounts and fairness regarding that; one member stated they believe the Agency, as a public benefits corporation, is to provide a service for the good of the public and that the Agency can make up any amounts it supplements in different ways and that the amount of supplementation is a reasonable one. A member noted that they just wanted to highlight this discussion on fees and costs because during the treasurer's report, the Board heard that the numbers were not looking positive and so it is important to have these discussions regarding finances. Board members agreed that these types of discussions are important, but ultimately were fine with the resolution.

A vote was taken and Resolution #2671 was approved unanimously by the Board. 5 in favor, 0 opposed, 0 absent.

**OLD (UNFINISHED) BUSINESS**

None.

**NEW BUSINESS**

- Update regarding 2026 Goals Schedule

Tim Weidemann, Coordinator of Performance & Development provided a power point presentation on the Agency's 2026 Goals Schedule called: "Strategic Plan for UCRRA – Overview of the Annual Planning Process". Some key points from the presentation were:

- **Last year:** He stated that he (1) worked with the Directors to align the Agency's Local Solid Waste Management Plan (LSWMP) with the Implementation Plan (IP); (the IP is essentially actions each of the Directors would take to reach the decided upon goals that are outlined in the Agency's LSWMP); and (2) he went through process of goal setting and developing strategic goals with Directors – thus 2026 will be the year to bring that all together. Tim further stated for the purposes of this presentation, the Strategic Plan is synonymous with the LSWMP. Currently they are not exactly the same, however eventually they are supposed to be the same goals.
- **How it all comes together:** The LSWMP and IP in turn informs the Budget Cycle and Capital Project Plan -- all of these categories are designed to work together; each of the categories inform each other (i.e. Updates on LSWMP that Agency needs to provide to DEC and the Agency's financial report that needs to be submitted to the Authorities Budget Office (ABO)).
- **Approximate Timeline for 2026:**
  - January is when implementing actions and tracking Key Performance Indicators (KPI) occurs regarding the Strategic Plan; Regarding Budget, Agency is beginning a new fiscal year (and closes out in Feb).
  - March becomes a big month for updates and reporting regarding the prior fiscal year.
  - April: First check-in of the 2026 cycle by Marc Rider – check-in with Directors with the IP
  - June: start thinking about updates and modifications for the next year regarding IP and capital project plan; Tim DeGraff's team working on the budget development for the next fiscal year
  - July: mid-year status check on the implementation of the Strategic Plan
  - August: Board receives and approves the budget, the capital plan and updates regarding the Strategic Plan (goals and objectives)
  - September: Confirm with Directors the goals for 2027 and start working on action items and KPIs for 2027
  - October: Agency approves the final budget and status check on the 2026 IP and another round of updates due to the ABO and submitting Agency's biennial update to DEC;
  - November: Publish updated strategic plan with new goals and objectives, publish updated capital project plan and budget
- In summary, by the middle of the year, the Agency will be thinking about next year (2027) as they go into the budget cycle and thinking about updates to the capital project plan and the strategic plan: how those might have implications for the budget; once that plan is approved,

it'll be used for the Directors to start thinking about 2027 actions and KPIs to give them time in the fall and the end of the year, when Agency publishes that updated strategic plan that will become the basis for the next years implementation actions and KPIs

- After, the Board had a discussion regarding the presentation:
  - A member asked if the Agency is using new software. Tim W confirmed that they just received license to software, Clear Gov, which is a software that Ulster County uses for budgeting. The Agency, however, will use the strategic planning module. The information presented is usually a month delayed because the staff have to put together the information and will require time for collection
  - A question was raised about how all of this integrates into personal goals, as this schedule appears to be a bigger picture: how does it drive down to individuals? Tim W's Response: from his observation it is inherent because all the work that the Directors do in managing their teams relates to the set goals; he further stated it can be a discussion to have in the future about drilling down to that next level, however his recommendation is to get this stabilized first and then start thinking about performance management for an organization. (I.e. how to encourage staff to really take to heart the goals and objectives of the Agency?) It is his experience that this is an exercise of language translation – the Directors have already done a lot of the work, but translating the work into tangible writing
  - Marc Rider then clarified that these are organizational goals that need to be reported to the Board, whereas performance goals are more operational that will stay within personnel files and will not be reported
  - A member asked a question regarding how does zero waste implementation plan fit into all of this. From Tim W's stand point, he thinks its up to the legislature, we have a lot of actions in our Plan that supports zero waste implementation, however it's not something that falls just on the Agency. Marc Rider also provided further response starting that the reason the Schedule and Goals set forth are important is because any decisions the Board will consider will require advance planning and time, for example the Board will need to consider if it wants to start over or if it will request an extension, as the 10 year plan ends in 2029—and related to that involves approval from County and then DEC; time to send out bids; time to consider consultants if needed. The Chair stated that the Board does not have to make those decisions now, but it would be prudent to make time to discuss those questions, which concluded the discussion

At the conclusion of the meeting, a board member had one final question about the Agency's holiday schedule: they asked if the Agency added any additional holidays to the 2026 holiday schedule. Marc Rider responded that the Agency has not added a holiday this year; that the last holiday added was Juneteenth. The holiday schedule is provided in the CBA. Vice Chair Donna Egan pointed out that federal employees have 11 holidays, state employees have 12 holidays and UCRRA employees have 15 holidays. Another member stated UCRRA may actually have less holidays than most municipalities.

#### **EXECUTIVE SESSION (if necessary)**

The Board did not enter executive session/executive session was not necessary for this meeting.

#### **ADJOURN**

Motion to adjourn January 8, 2026, Regular Board Meeting at **8:00 PM** was made by Erica Brown and it was seconded by Mike Baden. 5 in favor, 0 opposed, 0 Absent.

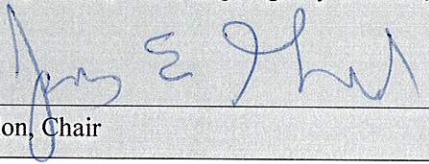
March 26, 2026

Motion to approve the above transcribed Minutes of January 8, 2026 Regular Board Meeting was made by Chris Hurlbert, 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, Secretary.

Signatures:

A handwritten signature in blue ink, appearing to read 'James Gordon', is written over a horizontal line.

James Gordon, Chair