



**RAMSEY/WASHINGTON
RECYCLING & ENERGY**
CONNECTING VALUE TO WASTE

**MEETING NOTICE
RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD**

Date: Thursday, September 25, 2025
Time: 10 a.m. – noon
Location: Ramsey/Washington Recycling & Energy Center | 100 Red Rock Road | Newport, MN | 55055 |
Tours Building, Mississippi Conference Room | [Map](#)
Public: Members of the public are encouraged to participate remotely or may attend at the Newport address.
[Microsoft Teams](#) | Phone Conference ID: 740 934 020# | Call in (audio only): 1-323-792-6297

AGENDA

- I. Call to Order, Introductions**
- II. Approval of Agenda** Action Page 1
- III. Approval of Minutes – August 28, 2025** Action Page 2
- IV. Consent Agenda – No items.**
- V. Governance – No items.**
- VI. Management & Administration**
 - a. Modification of Dem-Con HZI Feedstock Supply Agreement Action Page 7
 - b. Strategic Plan Action Page 15
- VII. Policy – No items.**
- VIII. Updates and Reports** Information Page 25
 - a. Commissioner Updates
 - b. Executive Director Update
 - c. Strategic Partnerships Update
 - d. Programs Update
 - e. Facility Update
 - f. Procurement Report
- IX. Other**
 - a. Invitation for Comments from Ex Officio R&E Board Members: Information
MPCA and City of Newport
- X. Adjourn**

NEXT MEETING:

R&E Board | Thursday, October 23, 2025 | 10 a.m. – noon | Ramsey/Washington Recycling & Energy Center, Newport



THURSDAY, AUGUST 28, 2025
RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD
BUSINESS MEETING AND BOARD WORKSHOP MINUTES

A meeting of the Ramsey/Washington Recycling & Energy Board (R&E Board) was held at 10 a.m. at the Ramsey/Washington Recycling & Energy Center (R&E Center), 100 Red Rock Rd, Newport, Minnesota. Members of the public attended remotely or in person at the Newport address.

MEMBERS PRESENT

Commissioners Karla Bigham and Fran Miron – Washington County
Commissioners Mary Jo McGuire, Kelly Miller and Mai Chong Xiong (alternate) – Ramsey County

MEMBERS NOT PRESENT

Commissioner Rafael Ortega – Ramsey County

EX-OFFICIO MEMBERS PRESENT

Dave Benke – Minnesota Pollution Control Agency (MPCA)
Tom Ingemann – City of Newport (remote)

ATTENDING AT THE R&E CENTER, NEWPORT

Leigh Behrens, Melissa Finnegan, Rae Eden Frank, Annalee Garletz, Kelli Hall, Abigail Hindson, Caroline Hofmeister, Sam Holl, Caleb Johnson, Noah Johnson, Kathryn Jordan, Jennefer Klennert, Trista Martinson, Kathleen Murphy, Deb Orth, Matt Phillips, Jim Redmond, John Ristad, Daniel Schmidt, Alaina Steinmetz

ATTENDING REMOTELY

Mikaela Campbell, Tammy Christopherson, Shannon Conk, Amanda Erickson, Tutu Fatukasi, Sam Ferguson, Rob Friend, Don Gerne, Jamie Giesen, Filsan Ibrahim, Susan Jamison, Fatima Janati, Kevin Johnson, Hannah Keller, Jon Klapperich, Julie Ketchum, Cassie Lefeber, Nicolette Linscott, David McConnell, Rob Murray, Michelle Palm, Dhruv Shah, Alissa Schmidt, John Springman, Ashley Stoner, Ryan Tritz, Tanner Willows, Sherilyn Young

CALL TO ORDER

Chair McGuire called the meeting to order at 10:02 a.m. Introductions were made.

AGENDA OF AUGUST 28, 2025 PRESENTED FOR APPROVAL

Item VI.c Electric Vehicle – Yard Tractor Procurement was added to the agenda.

Motion by Miron, seconded by Xiong, to approve the agenda as amended. Motion passed.

Ayes: Bigham, McGuire, Miller, Miron, Xiong.

Nays: None.

MINUTES FROM JULY 24, 2025 PRESENTED FOR APPROVAL

Motion by Bigham, seconded by Miller. Motion passed.

Ayes: Bigham, McGuire, Miller, Miron, Xiong.

Nays: None.

CONSENT AGENDA – No Items.

GOVERNANCE – No Items.

MANAGEMENT AND ADMINISTRATION

Food Scraps Pickup Program Website and Maintenance Vendor Selection

Presented by: Jim Redmond, Contract Manager

The website is one of the core components of the Food Scraps Pickup Program. Staff are looking to enhance the user experience and make data and statistics more accessible internally as a significant number of residents will become eligible for the program over the next 18 months. A request for proposals (RFP) was sent out, and three proposals were received. Staff from Ramsey and Washington Counties, along with R&E's IT consultant, reviewed the proposals; two finalists were interviewed. The evaluation team and executive director recommended the approval of Metre as the provider.

Staff are currently unable to make edits to the website. The improvements will allow staff to make edits and updates. Programming, coding and backup services will be provided by Metre. The changes will result in long-term savings and are within amounts approved for the current budget.

A motion was made by Bigham, seconded by Miller to approve Resolution R&EB 2025-10 Food Scraps Pickup Program Website Design and Maintenance Vendor Selection. Motion passed.

Ayes: Bigham, McGuire, Miller, Miron, Ortega.

Nays: None.

Personnel Complement Additions

Presented by Trista Martinson, Executive Director

Martinson recommended hiring four positions originally approved in the 2026-2027 budgets early, in the last quarter of 2025. Funds are available to support the hiring with small adjustments to current contracts. R&E is preparing for the new sortation facilities. The goal is to hire in early October.

A motion was made by Xiong, seconded by Miron, to approve Resolution R&EB 2025-11 Personnel Complement Additions. Motion passed.

Ayes: Bigham, McGuire, Miller, Miron, Ortega.

Nays: None.

Electric Vehicle – Yard Tractor Procurement

The R&E Board approved the 2026-2027 Equipment Maintenance & Replacement (EM&R) Budget on July 24, 2025. R&E was also awarded a grant in the amount of \$150,936 from the Minnesota Pollution

Control Agency (MPCA). Federal legislation for additional funds, which were originally to be available through December 2032, will now expire on September 30, 2025. To take advantage of this additional funding, this item is being presented to purchase an electric yard tractor for the R&E Center.

The equipment is being purchased locally, and the grant requires that an old vehicle be retired. R&E will decommission a diesel tractor, which will then be recycled.

A motion was made by Miller, seconded by Bigam to approve Resolution R&EB 2025-12 Electric Vehicle – Yard Tractor Procurement. Motion passed.

Ayes: Bigam, McGuire, Miller, Miron, Ortega.

Nays: None.

UPDATES AND REPORTS

Executive Director Update

Presented by: Trista Martinson, Executive Director

Staff participation in Secondhand Wardrobe Day was noted, recognizing staff's demonstration of R&E values. Martinson and R&E staff presented on the MN State Fair's Eco Experience Building stage. The audience was very responsive. Ramsey County residents showed excitement for their opportunity to participate in the Food Scraps Pickup Program. Martinson will also be presenting with a panel at the Association of Minnesota Counties (AMC) Policy Committees Conference on September 11 and a September Solid Waste Administrators Conference.

Commissioner Bigam noted the AMC Solid Waste Management Group's work on advancement of state legislation. The group will meet again in October to discuss solid waste districts. A section on commissioner updates will be added to the regular R&E Board meeting agenda.

Martinson's one-year work anniversary occurred in August 2025. A workplan is in progress, and a review is planned for the October 23 R&E Board meeting via closed session. A 360 review will be completed.

Strategic Partnerships Update

Presented by: Melissa Finnegan, Strategic Partnership Manager

Finnegan provided an update on the status of R&E grant applications, including funds for the yard tractor purchase, anaerobic digestion, a flail mill rebuild and solar for public buildings. The solar grant approval will include qualifying for additional federal reimbursement.

Facility Update

Presented by: Sam Holl, Facility Director

Holl reported all plants are currently operational. Communication will be going out to haulers in September about the 2026 tipping fee increase. In addition, Holl will be meeting in person with a group of haulers to discuss the tipping fee. A hauler and staff appreciation picnic will be held at R&E on September 24. Transfer stations equipped with food scrap bag sortation will be coming on board in phases, and all are scheduled to be up and running by July 2026.

Procurement Report

Presented by: Jim Redmond, Contract Manager

Redmond presented the report for July 2025. There were six contracts executed: four related to the facility and two related to programs. It was noted that \$106,125.09 in grant funding was distributed throughout Ramsey and Washington Counties to support waste reduction and recycling.

OTHER BUSINESS

Invitation for Comments from Ex Officio Members

MPCA Director Dave Benke reported on the positive interactions with MN State Fair attendees.

Next Meeting

The next meeting of the R&E Board will be held on Thursday, September 25, 2025, at 10 a.m. at the R&E Center in Newport.

ADJOURNMENT

Vice Chair Miron adjourned the business meeting at 10:56 a.m.

R&E BOARD WORKSHOP: STRATEGIC PLAN

MEMBERS PRESENT

Commissioners Karla Bigham and Fran Miron – Washington County

Commissioners Mary Jo McGuire, Kelly Miller and Mai Chong Xiong (alternate-entered at 11:04 a.m.) – Ramsey County

MEMBERS NOT PRESENT

Commissioner Rafael Ortega – Ramsey County

ATTENDING AT THE R&E CENTER, NEWPORT

Leigh Behrens, Melissa Finnegan, Rae Eden Frank, Annalee Garletz, Kelli Hall, Abigail Hindson, Caroline Hofmeister, Sam Holl, Caleb Johnson, Noah Johnson, Kathryn Jordan, Jennefer Klennert, Trista Martinson, Kathleen Murphy, Deb Orth, Matt Phillips, Jim Redmond, John Ristad, Daniel Schmidt, Alaina Steinmetz

ATTENDING REMOTELY

Mikaela Campbell, Amanda Erickson, Tutu Fatukasi, Rob Friend, Don Gerne, Jamie Giesen, Filsan Ibrahim, Susan Jamison, Fatima Janati, Kevin Johnson, Hannah Keller, Jon Klapperich, Julie Ketchum, David McConnell, Rob Murray, Michelle Palm, Dhruv Shah, Alissa Schmidt, John Springman, Ashley Stoner, Ryan Tritz, Sherilyn Young

CALL TO ORDER

Chair McGuire called the workshop to order at 11.01 a.m.

AGENDA OF AUGUST 28, 2025 WORKSHOP PRESENTED FOR APPROVAL

Motion by Miller, seconded by Miron, to approve the agenda. Motion passed.

Ayes: Bigham, McGuire, Miller, Miron, Xiong.

Nays: None.

Staff Presentation on Background of Strategic Plan

Presented by: Trista Martinson, Executive Director

Martinson introduced the R&E strategic plan and provided background information on the plan process, sharing a goal of building a dashboard of transparency.

Workshop

Presented by: Leigh Behrens, Planning and Project Manager

R&E Board principles, vision and mission were reviewed. Ramsey and Washington Counties each have solid waste management plans, which are updated every six years. Most strategies in these plans align with those of R&E. The R&E plan will provide direction and focus. The plan has a five-year horizon and a ten-year strategic vision. The R&E diagram of strengths, weaknesses, opportunities and threats (SWOT) was also presented. Staff, community and the board are all integral parts of the planning process.

Strategic imperatives and strategies were discussed. Appreciation was expressed for the work being done. Goals should be achievable and attainable, with a stretch goal to keep momentum, and possibly a bi-annual strategic plan update. The importance of equitable outcomes was noted.

Feedback from the workshop will be worked into the current plan, and the plan will be brought to the board in September for approval. It was noted there will be an additional workshop in October related to a waste management district.

Chair McGuire adjourned the workshop at 12:06 p.m.

ATTEST:

Commissioner Mary Jo McGuire, Chair
September 25, 2025

September 25, 2025



**RAMSEY/WASHINGTON
RECYCLING & ENERGY**
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:		September 25, 2025				AGENDA ITEM:		VI.a	
SUBJECT:		Modification of Dem-Con HZI Feedstock Supply Agreement							
TYPE OF ITEM:		<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input checked="" type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
SUBMITTED BY:		Trista Martinson, R&E Executive Director							

R&E BOARD ACTION REQUESTED:

1. Approve the third amendment to the Agreement between DC/HZI and the R&E Board with updated commencement date to December 31, 2027.
2. Authorize the R&E Board Chair to execute the third amendment to the Agreement dated September 25, 2025, following approval as to form by the County Attorney.

EXECUTIVE SUMMARY:

Ramsey/Washington Recycling & Energy (R&E) entered into a feedstock supply agreement with DC/HZI effective September 7, 2023. Two other amendments to the agreement have been approved on October 14, 2024 and November 14, 2024.

The third amendment proposes changing the anaerobic commencement date from July 31, 2027 to December 31, 2027. The change in commencement date is a result of uncertainty of the tariff impact to this project.

The amendment also proposes that additional grant finding received by R&E and DC/HZI beyond the initial agreed upon amount of \$31,097,000, will cover tariffs incurred up to the commencement date by this project up to \$5,000,000 before further reducing the feedstock tipping fee beyond agreed to tipping fee.



ATTACHMENTS:

1. Draft Resolution
2. Third contract amendment to Feedstock Supply Agreement

FINANCIAL IMPLICATIONS:

None.

SUBJECT: *Modification of Den-Con HZI Feedstock Supply Agreement*

AUTHORIZED SIGNATURES	DATE
R&E EXECUTIVE DIRECTOR 	9/12/25
WASHINGTON COUNTY ATTORNEY 	9/12/25



RESOLUTION R&EB-2025-13
Anaerobic Digestion Third Contract Amendment

WHEREAS, The Ramsey/Washington Recycling & Energy Board (R&E Board) is governed by the Amended and Restated Joint Powers Agreement by and between Ramsey County and Washington County dated November 12, 2024 (Joint Powers Agreement); and

WHEREAS, Ramsey and Washington Counties have committed to continue to protect and ensure the public health, safety, welfare and environment of each county's residents and businesses through sound management of solid and hazardous waste generated in each county; and

WHEREAS, Ramsey and Washington Counties have County Solid Waste Management Plans (Management Plans) approved by the Commissioner of the Minnesota Pollution Control Agency, which state the policy goal of maintaining and improving an integrated system of solid waste management that supports Minnesota's hierarchy of solid waste management, with an emphasis on waste reduction, reuse, recycling and composting before the remaining solid waste is managed through resource recovery; and

WHEREAS, R&E executed an organic material feedstock supply agreement with Dem-Con HZI BioEnergy, LLC (DC/HZI) on September 7, 2024 (Agreement); and

WHEREAS, DC/HZI was unable to certify pricing within 12 months, and the Agreement allowed the R&E Board an option for early termination within 60 days; and

WHEREAS, On October 24, 2024, the R&E Board approved a first amendment to the Agreement extending the early termination deadline to December 31, 2024, to allow for additional negotiations; and

WHEREAS, On November 14, 2024, the R&E Board approved the second amendment to the Agreement revises and certifies organic food scraps (OFS) and organic-rich material (ORM) pricing for R&E and identifies additional feedstocks and grant funds required to obtain the desired pricing terms by the anaerobic digestion (AD) commencement date; and

WHEREAS, On November 14, 2024, the R&E Board approved the second amendment to the Agreement revises and certifies OFS and ORM pricing for R&E; and

WHEREAS, On July 4, 2025 the One Big Beautiful Bill Act was signed into law creating tariffs on equipment used for this project that cannot be produced domestically; and

Draft Resolution: R&EB-2025-13: Anaerobic Digestion Third Amendment

WHEREAS, Additional grant funds received by either R&E or DC/HZI beyond the agreed upon amount for this project (will be used to cover tariffs incurred by this project before further reducing the tipping; and

WHEREAS, DC/HZI has indicated the need for additional time to complete financial close without impacting contractual deadlines. NOW, THEREFORE, BE IT

RESOLVED, The R&E Board approves the third amendment to the Agreement between DC/HZI and the R&E Board with updated commencement date to December 31, 2027. BE IT FURTHER

RESOLVED, The R&E Board authorizes the R&E Board Chair to execute the third amendment to the Agreement dated September 25, 2025, following approval as to form by the County Attorney.

Mary Jo McGuire, Board Chair
September 25, 2025

Attest
September 25, 2025

Third Amendment to Feedstock Supply Agreement

Between Dem-Con HZI BioEnergy, LLC and Ramsey/Washington Recycling and Energy Board

This Third Amendment (“Third Amendment”) to the Feedstock Supply Agreement (“Agreement”) is made and entered into on _____, 2025, by and between Dem-Con HZI BioEnergy, LLC (“Operator”) and Ramsey/Washington Recycling and Energy Board (“Supplier”). The Operator and Supplier are collectively referred to as the “Parties.”

Recitals

WHEREAS, the Parties entered into the Agreement effective September 7, 2023, whereby the Supplier agreed to provide organic material for the Operator to process into renewable natural gas, biochar, and other products; and

WHEREAS, the Agreement was amended by the Parties via the First Amendment to Feedstock Supply Agreement (dated October 24, 2024), and Second Amendment to Feedstock Supply Agreement (dated November 14, 2024; the “Second Amendment”); and

WHEREAS, the Second Amendment amended Section 1.5 such that July 31, 2027, was set as the AD Commencement Target Date; and

WHEREAS, since entering into the Second Amendment, the United States has imposed substantially higher tariffs on certain imports, including those that are necessary to construct the Plant; and

WHEREAS, in addition to the adjusted tariffs that have already been identified, the Parties have encountered significant uncertainty with respect to applicable taxes, regulations, and other potential tariffs and such uncertainty has impeded Operator’s ability to both achieve AD Commencement by the AD Commencement Target Date or the AD Commencement Outside Date and maintain the project’s overall financial viability; and

WHEREAS, the Parties desire to amend the Agreement to provide relief from such dates in light of the above-referenced uncertainty.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the Parties agree to amend the Agreement as follows:

1. Section 1.5 is amended to replace July 31, 2027, with December 31, 2027, as the new **AD Commencement Target Date**.
2. Section 1.4 is hereby deleted and replaced with the following: “‘**AD Commencement Outside Date**’ means the date Twelve (12) months following the AD Commencement Target Date, as such AD Commencement Target Date is (i) extended due to a Permitted Delay; or (ii) amended by the Parties.”

3. Section 3.2(b)(4), as amended by the Second Amendment, is hereby deleted in its entirety and replaced with the following:

- 4) Deviations from Total Grant Funds Target.
- a) In the event the total net amount of Grant Funds and Additional Funding obtained by Supplier and delivered to Operator (“Total Grant Funds”) is less than Thirty Million Eight Hundred Ninety Seven Thousand Dollars (\$30,897,000.00), net of administrative and other fees and expenses (“Target Grant Funds”), the Minimum Pricing Fees shall increase by One Dollar and Fifty Cents (\$1.50) per ton for each One Million Dollars (\$1,000,000) below the Target Grant Funds.
 - b) In the event the Total Grant Funds exceeds the Target Grant Funds, such “Excess Grant Funds” (defined as the positive difference between Total Grant Funds minus Target Grant Funds) shall be applied as follows: (i) the first Five Million Dollars (\$5,000,000) of Excess Grant Funds (“Initial Excess Grant Funds”) shall have no effect on the Minimum Pricing Fees but instead be considered additional compensation to Operator to offset any tariff costs existing as of the date of this Third Amendment (including any tariffs incurred directly on imported finished products and any tariffs incurred indirectly through the purchase of finished products that contain imported components), hereinafter the “Tariff Costs.”
 - c) Operator agrees that Excess Grant Funds shall only include Grant Funds received by Supplier for construction or operation of the Plant and shall not include any other grant funds received by Supplier for any other projects undertaken by Supplier (such as for Supplier’s Food Scrap Pickup program). Further, Operator agrees that it shall continue to seek Excess Grant Funds for construction and operation of the Plant and that any such Excess Grant Funds shall be applied to the Tariff Costs and proportionately reduce the Initial Excess Grant Fund amount. Operator also agrees that if the Tariff Costs are reduced after the date of this Third Amendment and before the AD Commencement Date, the Initial Excess Grant Funds amount shall be reduced proportionately to the amount of reduced Tariff Costs. The Parties agree that they shall continue to collaborate in seeking Grant Funds for the Plant.
 - d) Any additional Excess Grant Funds beyond the first Initial Excess Grant Funds amount shall be applied to decrease the Minimum Pricing Fees such that the Minimum Pricing Fees shall decrease by One Dollar and Fifty Cents (\$1.50) per ton, or an amount mutually agreed upon by the Parties at such time, for each One Million Dollars (\$1,000,000) of the Excess Grant Funds beyond the Initial Excess Grant Funds amount.
 - e) Such Minimum Pricing Fees adjustment shall be proportional to the incremental amount of Additional Funding above or below the Target Grant Funds using a straight-line extrapolation for amounts above or below the \$1,000,000 threshold, shall be independent of any adjustment in Section 3.2(b)(5), and shall apply to both the Annual Commitment of OFS Feedstock

as well as the additional 15,500 tons of OFS Feedstock regardless of what amount of Additional Feedstock Supplier actually procures. For example:

- a. If Supplier delivers Total Grant Funds of \$30,697,000 (\$200,000 below the Target Grant Funds), the Minimum Pricing Fees shall increase by \$0.30 per ton.
 - b. If Supplier delivers Total Grant Funds of \$31,097,000 (\$200,000 above the Target Grant Funds, meaning \$200,000 of Excess Grant Funds), such \$200,000 shall be delivered to Operator for the purpose of offsetting tariffs.
 - c. If Supplier delivers Total Grant Funds of \$36,097,000 (\$5,200,000 above the Target Grant Funds, meaning \$5,200,000 of Excess Grant Funds), \$5,000,000 shall have no effect on the Minimum Pricing Fees but shall be considered an offset of the tariffs, and the remaining \$200,000 shall reduce the Minimum Pricing Fees such that the Minimum Pricing Fees shall decrease by \$0.30 per ton (or a similar increment mutually agreed upon by the Parties as stated above).
4. Except as expressly amended by this Third Amendment, all other terms and conditions of the Agreement, as amended, shall remain in full force and effect. This Amendment may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Upon approval of this Third Amendment the Parties will produce a full restated version of the Agreement as amended.

IN WITNESS WHEREOF, the Parties hereto have executed this Third Amendment as of the day and year first above written.

OPERATOR

Dem-Con HZI BioEnergy, LLC

By: _____

Name: Bill Keegan

Title: President

SUPPLIER

Ramsey/Washington Recycling and Energy Board

By: _____

Name: Fran Miron

Title: Chair

APPROVED AS TO FORM:

By: _____

John Ristad

Assistant Washington County Attorney



**RAMSEY/WASHINGTON
RECYCLING & ENERGY**
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:		September 25, 2025				AGENDA ITEM:		VI.b	
SUBJECT:		Strategic Plan							
TYPE OF ITEM:		<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input checked="" type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
SUBMITTED BY:		Trista Martinson, R&E Executive Director							

R&E BOARD ACTION REQUESTED:

Adopt the Ramsey/Washington Recycling & Energy (R&E) 2025-2030 Strategic Plan.

EXECUTIVE SUMMARY:

Through Ramsey and Washington Counties' longstanding collaboration on solid waste issues, R&E has been established as the critical pivot that the counties sought to reduce waste, increase recycling and recovery resources from discarded materials for community, economic and environmental benefit.

R&E has grown and evolved in the past several years due to:

- Increased responsibility in managing solid waste generated in the two counties
- New opportunities and initiatives at the local, state and federal level
- Recognition that progress toward R&E's vision of "vibrant, healthy communities without waste" requires major system changes in how solid waste is managed

R&E has not previously had a strategic plan, but it has been guided by several foundational strategic elements. While previous planning guidance is still germane, as R&E has grown, this guidance is no longer sufficient for effective progress. After the appointment of its executive director in August 2024, the R&E Board directed staff to develop a strategic plan for the organization to guide major decisions on direction and resource allocation in the coming years.

A strategic plan will provide a valuable tool for R&E leadership overseeing critical work and a unified, cohesive direction for staff across the organization. County solid waste management plans will continue to guide solid waste management policy in the east metro (the "what" and "when"). The R&E strategic plan provides the "how" – the approach and direction for R&E at a high level. The plan has a five-year horizon and a ten-year strategic vision. It is simple but powerful document, the core of which is its strategic imperatives, goals and initiatives.

Based on R&E's structure, needs, challenges and growth in responsibilities, planning staff and leadership shaped its strategic planning process using the *strategic realization model*. R&E has established several strategic elements to date, such as its values, vision and mission statements. It also has a robust strategic delivery structure through management of R&E's core operations and programming portfolios. The strategic plan addresses gaps in strategic alignment and execution by identifying:

- *Strategic imperatives* – the critical areas of change within the strategic plan time horizon that

SUBJECT: *Strategic Plan*

- moves R&E toward its vision; what R&E *must* do (i.e., is imperative) to succeed
- *Strategic goals* – broad targets describing what success looks like under each imperative
- *Strategic initiatives* – key, purposeful activities designed to address and fulfill strategic imperatives and goals

The strategic plan was drafted using robust engagement with R&E and county staff and leadership, community and partners and the R&E Board. Key staff from R&E and Ramsey and Washington Counties participated in workshops to shape and define the strategic plan elements. R&E also conducted a focus group of key partners and surveyed R&E Center tour participants to gain insight into partner and community needs. Recognizing comprehensive community engagement recently conducted by the counties on similar topics, R&E staff also analyzed several past surveys and focus group session data. These efforts included methodologies to ensure the respondent pool aligned with population demographics, such as:

- Location, including urban/suburban/rural areas
- Homeowners and renters
- Gender, age and ethnicity
- Language

The result of these efforts was an initial strategic plan draft that reflected the knowledge and leadership of key staff with expertise of lived experience from community members and partners.

On August 28, 2025, the R&E Board held a workshop to review and discuss the draft strategic plan content. The draft, as well as a memorandum further detailing the background and process for strategic planning, can be found in the August 28 R&E Board Workshop packet of materials. Board members provided important insights and direction that staff took back to further refine the plan. The revised plan and the prior version with tracked changes are attached in this packet. Additionally, the board asked that future board items include an indication of the strategic element being addressed. A draft board coversheet has also been provided for the board's consideration.

ATTACHMENTS:

1. Draft resolution
2. 2025-2030 Strategic Plan
3. August 25, 2025 draft Strategic Plan with tracked changes
4. Draft updated R&E Board coversheet

FINANCIAL IMPLICATIONS:

The efforts and activities that will be undertaken as a result of the strategic plan's approval align with the approved 2026-2027 budgets.

SUBJECT: *Strategic Plan*

AUTHORIZED SIGNATURES	DATE
R&E EXECUTIVE DIRECTOR	9/15/25
WASHINGTON COUNTY ATTORNEY	9/15/25



RESOLUTION R&EB-2025-14
Strategic Plan

WHEREAS, The Ramsey/Washington Recycling & Energy Board (R&E Board) is governed by the Amended and Restated Joint Powers Agreement by and between Ramsey County and Washington County dated November 12, 2024 (Joint Powers Agreement); and

WHEREAS, Ramsey and Washington Counties have collaborated on solid waste management since the 1980s, establishing R&E as a center of partnership for community, economic and environmental benefits and with increased alignment of policies, plans, ordinances and strategies during that time; and

WHEREAS, R&E's efforts are guided by its governing documents, mission and vision statements, and the Ramsey County and Washington County Solid Waste Management Plans, and while this planning guidance is still germane, as R&E has grown, additional strategic planning is needed to ensure effective progress; and

WHEREAS, Upon being appointed, the R&E Executive Director was directed to develop an R&E strategic plan to guide major decisions on direction and resource allocation in the coming years; and

WHEREAS, A strategic plan provides a valuable tool for R&E leadership overseeing critical work and a unified, cohesive direction for staff across the organization; and

WHEREAS, A draft strategic plan was developed with input from R&E and county staff and leadership, community members and partners through engagement activities that captured the expertise of the counties' diverse populations; and

WHEREAS, The draft plan, consisting of four strategic imperatives and key strategic goals and initiatives that address these imperatives, was presented in an R&E Board workshop on August 28, 2025, and revised based on board member feedback; and

WHEREAS, The plan is recommended for adoption by the R&E Executive Director. NOW, THEREFORE, BE IT

RESOLVED, The R&E Board hereby adopts the Ramsey/Washington Recycling & Energy 2025-2030 Strategic Plan.

Mary Jo McGuire, Board Chair
September 25, 2025

Attest
September 25, 2025



2025 – 2030 Strategic Plan

1. Develop, Grow and Sustain Relationships

Strategic Goal 1A

Public awareness & trust through brand management, transparency and engagement

Strategic Initiatives:

- i. Create an online dashboard that shows progress on R&E efforts
- ii. Launch an outreach campaign that enhances public awareness and trust of R&E
- iii. Establish R&E's role and increase industry visibility as a leader in technical expertise and innovation

Strategic Goal 1B

R&E-led regional coordination on policy and plans for greater regional impact

Strategic Initiatives:

- i. Build coalitions with public and private sector partners (e.g., the [Partnership on Waste and Energy](#), [AMC](#), [SWAA](#) and [MRRRA](#)) to develop policies at all levels that improve solid waste management
- ii. Lead a legislative effort on solid waste management districts to allow increased collaboration across the state
- iii. Partner with counties on ordinances for organics management and diversion

2. Innovate for Impact

Strategic Goal 2A

Equitable participation and increased public engagement

Strategic Initiatives:

- i. Develop programs and services that prioritize equity and ease of access, such as multi-lingual outreach in culturally-diverse avenues (e.g., TV, radio)
- ii. Form a community advisory council that is reflective of the counties' diverse population.

Strategic Goal 2B

Effective organics programming (prevention, recovery, recycling) that meets the needs of community and minimizes landfilled food

Strategic Initiatives:

- i. Develop food rescue programming with community, businesses and partners
- ii. Fully roll out the Food Scraps Pickup Program
- iii. Expand organics recycling to businesses

Strategic Goal 2C

Usher in the next generation of solid waste management, green energy production and greenhouse gas (GHG) emission reduction to address climate change

Strategic Initiatives:

- i. Evaluate previous efforts, existing/emerging technologies and new efforts in development
- ii. Develop and pursue vetted opportunities for green energy and GHG reduction infrastructure

Vision



Vibrant, healthy communities without waste

Mission



Enhancing public health and the environment by creating value from waste through partnerships

Values



Commitment

Committed to public health, safety and the environment



Teamwork

Making the biggest impact by working beyond ourselves



Respect

Treating the earth and all people with esteem, dignity and compassion



Trust

Maintaining diligent stewardship of public trust and funding, with our work informed by research and science



Innovation

Focusing on excellence, continual improvement and adaptation in pursuit of the mission

3. Advance Circularity by Transforming Waste into Resources

Strategic Goal 3A

Prioritized waste reduction and diversion

Strategic Initiatives:

- i. Implement and sustain a streamlined and consistent portfolio of upstream programs (waste reduction, reuse, recycling), informed by data and community engagement
- ii. Continue to operate an industry-leading waste processing facility and innovate for increased landfill diversion
- iii. Improve consistency in how and where residents can donate, reuse and recycle unwanted materials

Strategic Goal 3B

Increased end market capacity

Strategic Initiatives:

- i. Evaluate market potential, capacity and opportunities to expand current markets and infrastructure
- ii. Promote research and development for managing new commodities (e.g., market development)

Strategic Goal 3C

Partnerships for an innovative hub-and-spoke resource recovery system

Strategic Initiatives:

- i. Collaborate with industry partners to reduce amount of waste processed at the R&E Center
- ii. Develop public/private partnerships to establish a clean energy campus in the metro area

4. Enhance Organizational Efficiency, Resilience and Accountability to Meet Obligations

Strategic Goal 4A

Strengthened governance that maximizes nimbleness

Strategic Initiatives:

- i. Identify and implement a sustainable governance structure (e.g., waste management district or enhanced JPA) that increases nimbleness and impact
- ii. Develop in-house systems, services and budget structures that reduce reliance on county resources

Strategic Goal 4C

Robust obligation tracking and reporting

Strategic Initiatives:

- i. Create an internal dashboard to centralize and standardize data for tracking and reporting on both financial and non financial outcomes
- ii. Implement regular internal progress/impact evaluation with built-in feedback loops for continuous optimization

Strategic Goal 4B

Streamlined internal processes through human resource and technological capacity-building

Strategic Initiatives:

- i. Evaluate internal workflows, infrastructure and staff skills to uncover inefficiencies, gaps, barriers and opportunities
- ii. Implement internal contingency planning structures (people and systems)
- iii. Develop an enterprise-wide resource plan – staffing, funding, infrastructure – to support obligation fulfillment

Strategic Goal 4D

Readiness to pursue next opportunities after current obligations are met

Strategic Initiatives:

- i. Conduct an enterprise-wide risk analysis that evaluates multiple contingencies
- ii. Define key milestones and critical paths to develop plans to complete major initiatives on schedule

DRAFT 2025 Ramsey/Washington Recycling & Energy (R&E) Strategic Plan

UPDATED with tracked changes from feedback at the August 28, 2025 R&E Board workshop

Our Values

Commitment: Committed to public health, safety and the environment

Teamwork: Making the biggest impact by working beyond ourselves

Respect: Treating the earth and all people with esteem, dignity and compassion

Trust: Maintaining diligent stewardship of public trust and funding, with our work informed by research and science

Innovation: Focusing on excellence, continual improvement and adaptation in pursuit of the mission

Our Vision

Vibrant, healthy communities without waste

Our Mission

Enhancing public health and the environment by creating value from waste through partnerships

Our Strategic Plan

Strategic Imperative 1

Develop, grow and sustain relationships

Strategic Goal 1A

Public awareness & trust through brand management, transparency and engagement

Strategic Initiatives:

- i. Create an online dashboard that shows progress on R&E efforts
- ii. Launch an outreach campaign that enhances public awareness and trust of R&E
- iii. Establish R&E's role and increase industry visibility as a leader in technical expertise and innovation

Strategic Goal 1B

R&E-led regional coordination on policy and plans for greater regional impact

Strategic Initiatives:

- i. Build coalitions ~~of~~ with public and private sector partners (e.g., Partnership on Waste and Energy, AMC, SWAA and MRRA) to develop policies at all levels that improve solid waste management
- ii. Lead a legislative effort on solid waste management districts to allow increased collaboration across the state
- iii. Partner with counties on ordinances for organics management and diversion

Strategic Imperative 2 Innovate for impact	
Strategic Goal 2A Equitable participation and increased public engagement	Strategic Goal 2B Effective organics programming (prevention, recovery, recycling) that meets the needs of community and minimizes landfilled food
Strategic Initiatives: <ul style="list-style-type: none"> i. Develop programs and services that prioritize equity and ease of access, such as multi-lingual outreach in culturally-diverse avenues (e.g., TV, radio) ii. Form a community advisory council <u>that is reflective of the counties' diverse populations.</u> 	Strategic Initiatives: <ul style="list-style-type: none"> i. Develop food recovery <u>rescue</u> programming with community, <u>businesses and partners</u> ii. Fully roll out the Food Scraps Pickup Program iii. Expand organics recycling to businesses
Strategic Goal 2C Usher in the next generation of solid waste management, green energy production and greenhouse gas (GHG) emission reduction to address climate change	
Strategic Initiatives: <ul style="list-style-type: none"> i. Evaluate previous efforts, existing/emerging technologies and new efforts in development ii. Develop and pursue vetted opportunities for green energy and GHG reduction infrastructure 	
Strategic Imperative 3 Advance circularity by transforming waste into resources	
Strategic Goal 3A Prioritized waste reduction and diversion	Strategic Goal 3B Increased end market capacity
Strategic Initiatives: <ul style="list-style-type: none"> i. Implement and sustain a streamlined and consistent portfolio of upstream programs (waste reduction, reuse, recycling), informed by data and community engagement ii. Continue to operate an industry-leading waste processing facility and innovate for increased landfill diversion iii. Improve consistency in how and where residents can donate, reuse and recycle unwanted materials 	Strategic Initiatives: <ul style="list-style-type: none"> i. Evaluate market potential, capacity and opportunities to expand current markets and infrastructure ii. Promote research and development for managing new commodities (e.g., market development)
Strategic Goal 3C Partnerships for an innovative hub-and-spoke resource recovery system	
Strategic Initiatives: <ul style="list-style-type: none"> i. Collaborate with industry partners to reduce amount of waste processed at the R&E Center ii. Develop public/private partnerships to establish a clean energy campus in the metro area 	

Strategic Imperative 4 Enhance organizational efficiency, resilience and accountability to meet obligations	
Strategic Goal 4A Strengthened governance that maximizes nimbleness	Strategic Goal 4B Streamlined internal processes through capacity-building (people and technology)
Strategic Initiatives: <ul style="list-style-type: none"> i. Identify and implement a sustainable governance structure (e.g., waste management district or enhanced JPA) that increases nimbleness and impact ii. Develop in-house systems, services and budget structures that reduce reliance on county resources 	Strategic Initiatives: <ul style="list-style-type: none"> i. Evaluate internal workflows, infrastructure and staff skills to uncover inefficiencies, gaps, barriers and opportunities ii. Implement internal contingency planning structures (people and systems) iii. Develop an enterprise-wide resource plan – staffing, funding, infrastructure – to support obligation fulfillment
Strategic Goal 4C Robust obligation tracking and reporting	Strategic Goal 4D Readiness to pursue next opportunities after current obligations are met
Strategic Initiatives: <ul style="list-style-type: none"> i. Create an internal dashboard to centralize and standardize data for tracking and reporting on both financial and non-financial outcomes ii. Implement regular internal progress/impact evaluation with built-in feedback loops for continuous optimization 	Strategic Initiatives: <ul style="list-style-type: none"> i. Conduct an enterprise-wide risk analysis that evaluates multiple contingencies ii. Define key milestones and critical paths to develop plans to complete major initiatives on schedule

SUBJECT: *Strategic Plan*



**RAMSEY/WASHINGTON
RECYCLING & ENERGY**
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:					AGENDA ITEM:			
SUBJECT:								
TYPE OF ITEM:	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
SUBMITTED BY:								

R&E BOARD ACTION REQUESTED:

EXECUTIVE SUMMARY:

ALIGNMENT WITH STRATEGIC PLAN:

ATTACHMENTS:

1.

FINANCIAL IMPLICATIONS:

AUTHORIZED SIGNATURES	DATE
R&E EXECUTIVE DIRECTOR	X/XX/25
WASHINGTON COUNTY ATTORNEY	X/XX/25



**RAMSEY/WASHINGTON
RECYCLING & ENERGY**
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:		September 25, 2025				AGENDA ITEM:		VIII.	
SUBJECT:		Updates and Reports							
TYPE OF ITEM:		<input checked="" type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
SUBMITTED BY:		Trista Martinson, R&E Executive Director							

R&E BOARD ACTION REQUESTED:

For information only.

EXECUTIVE SUMMARY:

a. Commissioner Updates

R&E Board members will provide updates on waste related ad hoc committees.

b. Executive Director Update

The R&E executive director will provide a report to the board.

c. Strategic Partnership Update

Staff will provide a report to the board.

d. Programs Update

Staff will provide updates on programmatic efforts.

e. Facility Update

Staff will provide updates on R&E Center projects and operations.

f. Procurement Report

Staff will provide a written report of new contracts and amendments executed under the authority of R&E's procurement guidelines during the period of August 1 – 31, 2025. Funding for the contracts is available in the approved Joint Activities, Facility and EM&R budgets, following approval as to form by the Ramsey County or Washington County attorney's office.

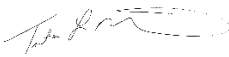
ATTACHMENTS:

1. R&E Center Tours Report
2. Procurement Report

FINANCIAL IMPLICATIONS:

None.

SUBJECT: *Updates and Reports*

AUTHORIZED SIGNATURES	DATE
R&E EXECUTIVE DIRECTOR 	9/12/25

SUBJECT: R&E Center Tours Report

R&E Center Tours

Completed between August 21 – September 20, 2025

Group	Group Type	Date	# of visitors
RC - New EC Staff	Internal	8/27/25	5
FSPP Participants	FSPP	8/27/25	12
Higher Ground Academy - 5th grade #1	Educational	9/4/25	30
Higher Ground Academy - 5th grade #2	Educational	9/10/25	30
New Metre Staff	Consultant/Vendor	9/10/25	5
Recycling Ambassadors	Community	9/10/25	40
Community Tour	Community	9/14/25	10
FSPP Participants	FSPP	9/16/25	13
Watsonwan County	Governmental	9/19/25	5
FSPP Participants	FSPP	9/20/25	16

Total Number of Tours Completed: 10

Total Number of Tour Attendees: 166

SUBJECT: R&E Procurement Report

Report of all professional service and supplies, equipment, material and labor (SEML) contracts, amendments and solicitations issued and executed under authority of Ramsey/Washington Recycling & Energy's procurement guidelines (Resolution R&EB 2025-01) between August 1 – 31, 2025.

Vendor	Effective Date	Description	NTE/Budgeted Amount	Procurement Type
M&O Agencies, Inc. d/b/a The Mahoney Group	8/22/25	Facility – Safety services	\$25,000 per year	Renewal
Industrial Rubber & Supply Company	9/1/25	Facility – Edy current belts	\$10,000 per year	Renewal
FS Virginia, LLC dba 1-800-GOT-JUNK	8/4/25	Facility – Waste Delivery Agreement	NA	NA
Dem-Con HZI Bioenergy, LLC	8/8/25	Facility – Pass through grant funds for the anaerobic digester project	\$4,830,000	NA
Baldwin Supply Company	8/8/25	Facility – Parts and supplies needed at the facility	\$300,000 per year	SEML

The procurement team also processed 11 grants or amendments for deconstruction, BizRecycling and multi-unit recycling programs in the amount of \$71,250. These grants were distributed throughout Ramsey and Washington Counties to assist in waste reduction and recycling efforts. Grant funds helped each recipient by providing materials and infrastructure needed to better support waste reduction and recycling efforts, as well as expand waste reduction and recycling education for their residents, employees and visitors.