Northwest Resource Recovery Authority

C/O Northwest Hills Council of Governments
533 Goshen Road
PO Box 832
Litchfield, CT 06759

Northwest Resource Recovery Authority
Regular Meeting Agenda

November 19, 2026
2:00 p.m.
In Person Only
NHCOG Office / EdAdvance
355 Goshen Road
Litchfield, CT 06769

1. Call to Order
2. Public Comment
3. Report from Strategic Advisor
    a. Strategic Plan Update
    b. Solicitation of Offers for Torrington Transfer Station Update
4. Committee Assignments:
    a. Budget
    b. Facilities
    c. Communications
5. Board Discussion regarding Flow Control for Municipal Solid Waste
6. Board Discussion regarding Torrington Transfer Station Hauler Authorizations.
7. Establish Board Meeting Calendar for 2027
8. Approval of Meeting Minutes - 10/15/26
9. Adjourn

Submitted - 11/17/2026
Henry Tirrell, Secretary

Received for Record
11/17/2026
12:35pm
Krystian Segalla
Town Clerk

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Northwest Resource Recovery Authority
Regular Meeting Minutes

October 15, 2026
2:00 p.m.
NHCOG Office / EdAdvance
355 Goshen Rd
Litchfield, CT 06759

1. Call to Order
   Meeting Called to Order at 2:02pm

   NRRA Members Present: Dave Barger (Cannan/Falls Village), Gordon Ridgway (Cornwall), Henry Tirrell (Norfolk), Seth Breakell (Goshen), Curtis Rand (Salisbury) Jesse Bunce (North Cannan) Casey Flanagan (Sharon) Brad Bremer (Colebrook)

   Other's Present: Rachel Oster (NRRA Operations Manager), Attorney Gustafson (Representing NRRA), Attorney Spinella (Representing USA Waste and Recycling), Joseph Matz (Operations Consultant)

2. Public Comment
   None

   C. Rand asked that we move items 4 and 5 up the agenda to accommodate D. Barger who needs to leave early.

Motion made by D. Barger, seconded by S. Breakell to move items number four (4) and five (5) up before item three (3) on the agenda. The motion passed unanimously

C. Rand requested that we consider changing the language in the agenda and minutes in item 4 to solicitation of offers, not RFP.

Motion made by J. Bunce, seconded by C. Flanagan to change the wording in item number four (4) on the agenda to, "Discussion and possible action regarding the Torrington Transfer Station Operations Solicitation of Offers". The motion passed unanimously

4. Discussion and possible action regarding the Torrington Transfer Station Operations RFP

   R. Oster reported that they are working on putting together information to solicit offers for the operations and transportation or both for July 1, 2027. They will reach out to a defined list of firms and be able to report back the public offers to the NRRA Board for consideration.

   R. Oster and E. Merril request authorization to solicit the offers and bring them back to the board. The timeline is; finalize the language in October, send out the solicitations in November, review and follow up in January, present recommendations in February, negotiate March-Jun.

   B. Bremer joined at 2:06 pm.

   R. Oster introduced J. Gustafson, and J. Matz. J. Matz is assisting with feasibility and financial studies.

Motion made by J. Bunce, seconded by D. Barger to approve that timeline. The motion passed unanimously

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Motion made by D. Barger, seconded by J. Bunce to approve the Resolution for the NRRA, Solicitation of Offers for the Torrington Transfer Station Facility Operations and Transportation Services. C. Rand read the resolution:

Be it Resolved: that the Board of Representatives hereby authorizes and directs the Authority's consultants, Erin Merrill and Rachel Oster from Diversion Strategies, LLC, to solicit offers from qualified third-party persons and entities to provide facility operations and/or transportation services for the Torrington Transfer Station for a commencement date beginning on or about July 1, 2027; and

Be it Further Resolved: that the authority granted herein is limited to the solicitation of offers, and that the Authority's consultants are authorized to prepare and solicit such request(s) for offers, to communicate with prospective operators and service providers, to receive and evaluate responsive offers, and to report the offers received, together with their recommendations to the Board; and

Be it Further Resolved: that nothing in this Resolution authorizes the consultants, or any officer, agent, or employee of the Authority, to select, award, execute, or enter into any contract or agreement for operation of the Torrington Transfer Station or other services, the award and execution of any such contract or agreement being expressly reserved to the Board of Representatives by separate resolution duly adopted in accordance with the Bylaws; and

Be it Further Resolved: that the officers and consultants of the Authority are authorized to take such further actions as are reasonably necessary to carry out the intent and purpose of this Resolution.

The motion passed unanimously

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5. Executive Session: Receipt of legal opinion and Attorney Work Product regarding:
    a. Flow Control for Municipal Solid Waste
    b. By-law review and revision(s)
    c. Legal matters related to hauler authorizations

    Motion made by J. Bunce, seconded by C. Flanagan to enter Executive Session to discuss legal matters related to flow control for municipal solid waste, by-law review and revision(s), and legal matters related to hauler authorizations– inviting Rachel Oster and Attorney Gustafson into Executive Session at 2:11 PM – The motion passed unanimously. D. Barger left at 2:35 PM.
    Came out of Executive Session at 3:14 PM – There were no motions made and no votes taken in executive session.

3. Report from Strategic Advisor
    a. Strategic Plan Update
    R. Oster supplied the Strategic Plan Timeline document and outlined the work that has been done and the next steps to be taken.
    b. Budget Review
    R. Oster supplied a financial report for July-August. Stated that everything seems on track and that there is one discrepancy with the operating expenses and is working to get that resolved.
    c. CIRMA Facility Audit
    R. Oster reported that CIRMA came to the Torrington Transfer Station for an evaluation of the site. We have not received the report yet. They will provide input for improvements. They also provide contract reviews and will be specifically looking at the indemnification language for us.

6. Approval of Meeting Minutes - 8/20/26

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Motion made by S. Breakell, seconded by J. Bunce to approve the minutes from 8/20/2026. The motion passed unanimously.

7. Adjourn

Motion made by C. Rand, seconded by J. Bunce to adjourn at 3:25 PM. The motion passed unanimously.

Submitted – 10/16/2026
Henry Tirrell, Secretary

Project Stage	Task	Timing	Notes / Subtasks
Assess	Project Initiation	Through Aug. 10	✓ Finalize project schedule; ✓ Establish document management system; ✓ Identify interviewees; ✓ Develop Board Assessment Questionnaire; ✓ Prepare Connecticut field visit agenda.
Assess	Background Document Request & Review	Aug. 3–Sept. 10	✓ Prepare document request list; ✓ Request and review organizational, financial, operational, legal, regulatory, and planning documents. ✓ Identify information gaps requiring follow-up through interviews or additional research.
Assess	Comparative Research & Best Practices Review	Aug.–Oct. 31	◐ Research comparable regional authorities, governance models, transfer station operations, financial models, and regional service programs.
Assess	Transfer Station & Program Research	Aug. 3–Oct 31	◐ Conduct preliminary research regarding transfer station operations, infrastructure, customer service, equipment, emerging technologies, and regional programs (organics, HHW, textiles, education, grants, etc.). ✓ Develop preliminary observations and questions to evaluate during EM's Connecticut site visit.
Assess	Board Assessment Questionnaire	Late Aug.	✓ Develop and distribute written questionnaire to Board members representing each member municipality to identify priorities, opportunities, strategic issues, and long-term vision.
Assess	Interview & Field Visit Coordination	Late Aug.–Early Sept.	✓ Schedule interviews, ✓ Confirm Connecticut field visit agenda, ✓ Coordinate meetings with Board members, NHCOG, IWS, CT DEEP, municipalities, and other stakeholders.
Assess	EM Connecticut Field Visit	Week of Sept. 14	✓ Transfer Station visit ✓ Begin in-person Board interviews; ✓ Hold internal Rachel/Erin project working sessions
Assess	Follow-up Interviews & Outreach	Sept. 19–Oct. 31	◐ Conduct remaining interviews by telephone, Zoom, or email, including CT DEEP, representative haulers, peer agencies, industry experts, and any follow-up discussions with Board members or municipalities. ✓ meet with NHCOG leadership;
Assess	Transfer Station & Program Evaluation	Sept. 19–Oct. 31	◐ Evaluate site visit observations together with research findings. Conduct additional outreach to peer agencies, operators, vendors, and industry experts. ◐ Develop preliminary recommendations regarding operations, infrastructure, customer service, technologies, and future regional programs.
Assess	Organizational & Regional Assessment	October - Mid Nov	◐ Evaluate governance, organizational capacity, financial sustainability, municipal needs, regional partnerships, membership growth opportunities, and future organizational structure using information gathered throughout the assessment process.
Assess	Assessment Synthesis	November	□ Consolidate research, document review, survey results, interviews, and site observations. □ Follow up on identified "Assess" gaps □ Organize findings into major strategic themes, opportunities, and priority focus areas to serve as the framework for Strategic Plan development.
Strategize	Vision, Mission & Guiding Principles	Mid-Nov.–Early Dec.	□ Review and refine the Authority's vision, mission, guiding principles, and organizational direction. (No project work during Thanksgiving week.)
Strategize	Strategic Goals & Objectives	Late Nov.–Mid-Dec.	□ Develop strategic goals and measurable objectives for each major workstream.
Strategize	Transfer Station, Infrastructure & Program Strategy	Late Nov.–Mid-Dec.	□ Develop recommendations for transfer station operations, infrastructure improvements, capital planning, customer service, equipment, technology, and opportunities for expanded regional programs and services.
Strategize	Regional Growth & Member Services Strategy	Late Nov.–Mid-Dec.	□ Develop strategies for membership recruitment, municipal engagement, regional partnerships, new member services, outreach, and long-term regional growth.
Strategize	Organizational Development Strategy	Late Nov.–Mid-Dec.	□ Develop governance recommendations, Executive Director position description, organizational structure, staffing recommendations, committee structure, and organizational transition strategy.
Strategize	Implementation Framework, Prioritization & Performance Measures	Early Jan.	□ Develop implementation schedule, performance measures, organizational responsibilities, funding considerations, and sequencing of initiatives.
Strategize	Draft Strategic Plan	January–Mid-Feb	□ Prepare Draft Strategic Plan incorporating assessment findings, strategic recommendations, implementation framework, and performance measures.
Strategize	Draft Strategic Plan Review & Revisions	Mid-February	□ Distribute Draft Strategic Plan for individual review and written comments; consolidate feedback, identify matters requiring Board direction, and incorporate appropriate revisions.
Strategize	Final Strategic Plan	March	□ Revise and finalize the Strategic Plan for Board consideration and adoption.
Execute	Strategic Plan Adoption	April	□ Present Final Strategic Plan for Board consideration, □ incorporate any final revisions, and □ support formal adoption.
Execute	Implementation Planning	April	□ Prioritize strategic initiatives; establish implementation schedule; identify lead responsibilities; recommend sequencing of projects and funding opportunities.
Execute	Organizational Transition Support	April–June	□ Assist with implementation of governance recommendations, □ Executive Director recruitment and position development, organizational structure, and administrative transition activities.
Execute	Transfer Station & Program Support	April–June	□ Provide strategic guidance on transfer station operational improvements, infrastructure planning, capital projects, program development, and consultant coordination as implementation begins.
Execute	Regional Growth & Partnership Support	April–June	□ Support municipal outreach, membership recruitment efforts, regional partnerships, grant opportunities, and implementation of recommended member services.
Execute	Ongoing Strategic Plan Execute Services	April–June	□ Provide Board presentations, implementation guidance, strategic advice, coordination with CT DEEP grant-funded consultants, and support for priority initiatives.
Execute	Project Closeout	June	□ Summarize completed activities, document implementation progress, identify next steps, and transition ongoing implementation activities to NRRA leadership.

Northwest Resource Recovery Authority

Board Financial Report

July-August, 2026

	Budget	Actuals	B vs. A	% Expended
Revenue				
43300 State Grants - Operating	$ 500,000	$ 500,000	$ -	0%
43700 Local/Other Income	2,500	2,500	-	0%
44101 MSW - Municipal	623,402	132,514	490,888	79%
44102 MSW - Private	223,703	56,116	167,587	75%
44100 MSW Tip Fees	847,105	188,630	658,475	78%
44201 Recycling - Municipal	20,640	3,405	17,235	84%
44202 Recycling - Private	35,583	8,562	27,021	76%
44200 Recycling Tip Fees	56,223	11,967	44,256	79%
Investment income	5,000	-	5,000	100%
Revenue	**$ 1,410,828**	**$ 703,097**	**$ 707,731**	**50%**
Expenditures				
51610 Scale House Operator - Regular Time	53,248	-	53,248	100%
51630 Scale House Operator - Overtime	3,744	-	3,744	100%
51000 Wages	56,992	-	56,992	100%
52200 SS/FICA	4,300	-	4,300	100%
52600 Unemployment	500	-	500	100%
52800 Medical	16,000	-	16,000	100%
52850 Dental	1,000	-	1,000	100%
52000 Employee Benefits	21,800	-	21,800	100%
55990 Operations/Maintenance (IWS)	306,000	223,049	82,951	27%
58250 Host Community Agreement	20,183	-	20,183	100%
Operating Expenditures	**404,975**	**223,049**	**181,926**	**45%**
53410 Audit/Accounting Services	15,000	-	15,000	100%
53000 Purchased Professional Services	15,000	-	15,000	100%
54000 Purchased Property Services	30,000	1,440	28,560	95%
56100 Office Supplies	256	256	-	0%
58100 Dues & Fees	1,052	2	1,050	100%
55201 LAP	10,981	10,981	-	0%
Insurance	25,000	10,981	14,019	56%
54411 Water	4,963	377	4,587	92%
56220 Electricity	10,481	881	9,600	92%
Utilities	15,444	1,258	14,187	92%
G&A Expenditures	**122,733**	**13,936**	**108,797**	**89%**
57310 Equipment	80,500	80,500	-	0%
Capital Expenditures	**80,500**	**80,500**	**-**	**0%**
58900 Contingency/Miscellaneous	26,146	-	26,146	100%
Expenditures	**$ 634,354**	**$ 317,485**	**$ 316,869**	**50%**
Net Revenue	**$ 776,474**	**$ 385,611**	**$ 390,862**	**50%**

Cash Account Balances	8/31/26
Checking x1562	$ 250,000.00
Sweep Account	$ 159,716.72

Note: Sweep account established 8/27/26, will appear on next report. Total cash balance as of 9/10/26 is $409,751.73

Statement of Cash Flows	
Operating Activities	
Net Income	$ 385,611
Adjustments to reconcile Net Income to Net Cash provided by Operations:	
Net change in accounts receivable	(200,597)
Net change in accounts payable	224,702
Net cash provided (used) by Operating Activities	24,105
Net cash increase (decrease) for period	409,717
Cash at beginning of period	0
Cash at end of period	$ 409,717