

**ULSTER COUNTY RESOURCE RECOVERY AGENCY**

**RESOLUTION NO. 2640**

RE: Approving the 2025-2029 Agency Capital Project Plan

WHEREAS, the Agency staff has submitted a draft 2025-2029 Capital Project Plan in the form and substance annexed hereto and made a part hereof, and

WHEREAS, it is anticipated that the estimated costs of the Projects set forth in the draft 2025-2029 Capital Project Plan shall be paid for by an expenditure of a combination of funds including current budgeted operating funds, revenue from bonds, and revenue from grants,

WHEREAS, prior to any funds being expended in furtherance of the 2025-2029 Capital Project Plan, the Board will approve the establishment of each capital project individually.

NOW, THEREFORE, BE IT

RESOLVED, that the Ulster County Resource Recovery Agency does hereby authorize and approve the 2025-2029 Capital Project Plan as updated by this resolution, and be it

FURTHER RESOLVED, that this Resolution shall take effect immediately.

Moved by: \_\_\_\_\_ Seconded by: \_\_\_\_\_

Vote: Ayes: \_\_\_\_\_ Nays: \_\_\_\_\_ Absent: \_\_\_\_\_

Date: February 27, 2025

Financial Impact: See Attached

## 2025 CAPITAL PROJECT PLAN (Revised & Updated 1/16/25)

Ulster County Resource Recovery Agency

Project #	Project Name	Description	Priority	Status	Estimated Cost	Start/End
25-01	Mattress Recycling Area	This project involves the purchase of two 20' shipping containers, which will serve as both protected/secure storage and structural supports for a timber-frame/truss roof spanning between the two shipping containers, providing a covered work area for the contractor selected to process mattresses. The structure will be installed on an existing concrete pad, and will have basic electrical service for small equipment and lighting. All planning/design to be completed in house, with roof construction and electrical work completed by competitively selected outside contractor(s). This project requires a permit modification, which is pending with NYSDEC.	Med	Planning	\$100,000 (+/-10%)	1/1/25 - 4/30/25
25-02	Secondary Diversion Building	This project involves the construction of a new 100' x 100' metal building, on a new/refurbished concrete pad, that will be used for loads that contain C&D debris and bulky items that can be sorted and diverted from the landfill. Building will be approximately 10,000 square feet. This project will require a permit modification.	Low	Planning	\$2,430,000 (+/-50%)	1/1/25 - 12/31/26
25-03	Reuse Innovation Center (Hub & Spokes)	This project involves the construction of a new building to house the hub facilities of the Reuse Innovation Center. Based on the RIC concept and plan prepared by Sustainable Hudson Valley, the hub facilities would include a 50,000 SF warehouse building, with areas dedicated for storage, production, retail sales, offices, classrooms and other public spaces, plus outdoor secure storage areas. The project also includes upgrades to facilities at each of the 19 MRDCs, to handle collection and storage of diverted material.	Med	Planning	\$8,140,000 (+/-50%)	1/1/25 - 12/31/26
25-04	Admin Building Weatherization Upgrade	This project involves energy efficiency upgrades to the Agency's administrative building, including new HVAC systems, building envelope improvements and options for renewable energy generation. The project is likely to be eligible for rebates and incentives through NYSEDA (FlexTech) and Central Hudson, as well as Federal tax credits through the IRA.	Med	Planning	\$100,000 (+/-20%)	1/1/25 - 12/31/25
25-05	Countywide Sanitary Landfill	The Agency was created in the 1980s to manage waste for the County, and to develop plans for a County-wide landfill. A feasibility study identified multiple sites that would be technically feasible, with two sites in Wawarsing selected for further study. This project will design, obtain permits, and build a County-wide landfill over the next 7-10 years.	High	Planning	\$210,100,000 (+/-50%)	1/1/25 - 12/31/34
25-06	Compost Expansion (Hub and Spokes)	This project involves expansion of the Agency's Ulster Organics Recovery Facility from 5,000 - 10,000 tpy, the creation of a network of collection/processing facilities at MRDCs, the expansion of commercial composting facilities, and a pilot program to implement food waste diversion at schools/institutions. This project will require multiple permit modifications, including new permits/registrations for additional compost processing facilities. In addition to capital investments, the project involves substantial operating funds for staff and contractual expenses, most of which is expected to be covered by state/federal grant funds.	High	Planning	\$2,131,250 (+/-20%)	1/1/25 - 12/31/25
25-07	Alternative Tech Research Plan & Study	The Agency currently owns 90 acres adjacent to the Ulster Transfer Station property. This project would fund a feasibility study to determine which alternative technologies to attract to the site, and a research study of the long term viability of those technologies in New York.	Low	Planning	\$150,000 (+/-10%)	1/1/25 - 12/31/25
25-08	GHG Emissions Study (Scope 1 - 4)	This project would fund a study of the Agency's greenhouse gas emissions and determine what options the Agency has to lower emissions. The study would complement Ulster County's GHG emissions inventory for County operations, which currently does not include the Agency. All emissions scopes (1 - 4) would be included, providing a template for the agency to calculate avoided emissions when considering future programmatic, equipment and facility investments.	Low	Planning	\$75,000 (+/-10%)	1/1/25 - 12/31/25

<b>25-09</b>	New On-Site MRDC at UTS	This project involves the creation of a residential drop-off center located at the Agency's Town of Ulster Transfer Station. The Ulster Transfer Station was created to handle commercial waste. With an increasing number of residents using non-passenger vehicles (vans, trucks, trailers), this would create a separate facility for residents to dispose of waste apart from the tipping floor, which is mainly used by haulers and other commercial vehicles. The project would take place on the Agency's vacant land near the main entrance, and would include roadway improvements, construction of a concrete pad for placement of containers and a canopy roof, installation of a scale and scale-house, outdoor lighting and signage.	Low	Planning	\$500,000 (+/-20%)	1/1/26 - 12/31/26
<b>25-10</b>	PPE Maintenance & Replacement	This project includes all planned upgrades, replacements and repairs to UCRRA's capital property, plant (facilities) and equipment (PPE) over the next five years. The Five Year Capital Plan is currently presented as part of the overall agency budget, which was adopted in December 2024. The Plan includes General Capital Projects/Equipment, Transportation Equipment, Heavy Equipment, Regional Transfer Stations, Buildings and Grounds/Administration, Vehicle Maintenance Facility (VMF), Materials Recovery Facility (MRF), Composting Facility and Landfills.	High	Implementation	\$3,664,440 (+/-10%)	1/1/25 - 12/31/29
<b>25-11</b>	Landfill Leachate Collection & Treatment	This project involves the design and construction of new filtration and treatment systems for the two closed landfills for which UCRRA is responsible for ongoing leachate collection and disposal (Town of New Paltz and Town of Ulster). An RFP for engineering services has been issued and a vendor has been selected and is under contract to design the appropriate systems.	High	Planning	\$1,535,000 (+/-50%)	1/1/25 - 12/31/27

<b>PROJECT #</b>	25-01	<b>STRATEGIC ALIGNMENT</b>	7	High	<b>TOTAL USES</b>	\$100,000
<b>PROJECT NAME</b>	Mattress Recycling Area	<b>CONFIDENCE OF COST (+/-)</b>	90%	High	<b>TOTAL SOURCES</b>	-\$100,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	4/30/2025	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project involves the purchase of two 20' shipping containers, which will serve as both protected/secure storage and structural supports for a timber-frame/truss roof spanning between the two shipping containers, providing a covered work area for the contractor selected to process mattresses. The structure will be installed on an existing concrete pad, and will have basic electrical service for small equipment and lighting. All planning/design to be completed in house, with roof construction and electrical work completed by competitively selected outside contractor(s). This project requires a permit modification, which is pending with NYSDEC.



**STRATEGIC PLAN ALIGNMENT**

<i>Plan Elements</i>	<i>G1: PPE Development</i>	<i>G2: Enviro Compliance</i>	<i>G3: Admin Excellence</i>	<i>G4: Waste Diversion</i>	<i>G5: Organics Recycling</i>	<i>G6: Outreach &amp; Education</i>	<i>G7: Emissions Reductions</i>	<i>G8: Strategic Partnerships</i>	<i>G9: Final Disposal Solutions</i>
Level of Alignment	High	High	Med	High	High	Med	High	High	High
This project would enable the Agency to disassemble and reuse/recycle used mattresses. This project would increase our diversion and recycling rate (G4, G5), reduce landfilled waste (G9), and drive a reduction of GHG emissions (G7). Furthermore, the project supports a local recycling business (G8) and advances our compliance with state/local waste reduction policy goals (G2).									

**ESTIMATION SOURCES & METHODS**

Cost estimates are based on planning and design conducted in-house and have been verified through quotes or estimates. Deviation is expected to be within the allotted contingency budget.

**FIVE YEAR PROJECTED USES**

<i>Cost Category</i>	<i>Prior FYs</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>	<i>Later FYs</i>	<i>TOTAL</i>	<i>% TOTAL</i>
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Pre-Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Construction/Renovation	\$ -	\$ 84,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,500	85%
Construction Mgmt/Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,500	6%
Contingencies	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	10%
<b>TOTAL</b>	<b>\$ 5,500</b>	<b>\$ 94,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>100%</b>
<b>% TOTAL</b>	<b>6%</b>	<b>95%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	

**ANTICIPATED FUNDING SOURCES**

<i>Funding Source</i>	<i>Debt</i>	<i>Equity</i>	<i>Grants</i>	<i>Rebates</i>	<i>Other</i>	<i>TOTAL</i>	<i>% TOTAL</i>	<i>Likelihood</i>	<i>Adjusted Total</i>
Agency Bonds	\$ 94,500	\$ -	\$ -	\$ -	\$ -	\$ 94,500	95%	100%	\$ 94,500
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (Operating Expense)	\$ -	\$ 5,500	\$ -	\$ -	\$ -	\$ 5,500	6%		\$ -
<b>TOTAL</b>	<b>\$ 94,500</b>	<b>\$ 5,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>100%</b>		
<b>% TOTAL</b>	<b>95%</b>	<b>6%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>			

<b>PROJECT #</b>	25-02	<b>STRATEGIC ALIGNMENT</b>	5	High	<b>TOTAL USES</b>	\$2,430,000
<b>PROJECT NAME</b>	Secondary Diversion Building	<b>CONFIDENCE OF COST (+/-)</b>	50%	Low	<b>TOTAL SOURCES</b>	-\$2,430,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/2026	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project involves the construction of a new 100' x 100' metal building, on a new/refurbished concrete pad, that will be used for loads that contain C&D debris and bulky items that can be sorted and diverted from the landfill. Building will be approximately 10,000 square feet. This project will require a permit modification.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	High	Med	Med	High	Med	Med	High	High	High
This project would facilitate greater diversion of C&D debris and other bulky materials (G4), which would reduce the total MSW processed for hauling and disposal at a landfill (G7, G9). The building would be an integral part of efforts to implement the recommendations from the County's Reuse Innovation Center study and plan, by providing diverted materials to Reuse Innovation Center partners as inputs for resale, repair, refurbishment, remanufacturing or repurposing (G8).									

**ESTIMATION SOURCES & METHODS**

Cost estimates are planning level and have not yet been validated by quotes or bids. Total estimated cost is based on typical per SF construction costs for simple metal buildings, as provided by RSMMeans. Deviation is expected to be within 50% +/-.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Design	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	6%
Other Pre-Construction	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	0%
Construction/Renovation	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	62%
Construction Mgmt/Inspection	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	2%
Other Construction	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	12%
Capital Equipment & Installation	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	8%
Contingencies	\$ -	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000	9%
<b>TOTAL</b>	\$ -	\$ 150,000	\$ 2,280,000	\$ -	\$ -	\$ -	\$ -	\$ 2,430,000	100%
<b>% TOTAL</b>	<b>0%</b>	<b>6%</b>	<b>94%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 2,430,000	\$ -	\$ -	\$ -	\$ -	\$ 2,430,000	100%	100%	\$ 2,430,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other ( )	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	\$ 2,430,000	\$ -	\$ -	\$ -	\$ -	\$ 2,430,000	100%		
<b>% TOTAL</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>			

<b>PROJECT #</b>	25-03	<b>STRATEGIC ALIGNMENT</b>	7	High	<b>TOTAL USES</b>	\$8,140,000
<b>PROJECT NAME</b>	Reuse Innovation Center (Hub & Spokes)	<b>CONFIDENCE OF COST (+/-)</b>	50%	Low	<b>TOTAL SOURCES</b>	-\$8,140,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/2026	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project involves the construction of a new building to house the hub facilities of the Reuse Innovation Center. Based on the RIC concept and plan prepared by Sustainable Hudson Valley, the hub facilities would include a 50,000 SF warehouse building, with areas dedicated for storage, production, retail sales, offices, classrooms and other public spaces, plus outdoor secure storage areas. The project also includes upgrades to facilities at each of the 19 MRDCs, to handle collection and storage of diverted material.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	High	Med	Med	High	High	High	High	High	High

This project aims to substantially increase diversion of reusable material from the Agency's MSW (G4), which reduces emissions and final disposal (G7, G9). Depending on the materials accepted/diverted, this project may also improve the ability to recycle or otherwise reduce organic waste (G5). The RIC program represents a strategic partnership with Ulster County and other local governments, private sector businesses, and educational institutions (G8). The project provides multiple opportunities for education and outreach (G6).

**ESTIMATION SOURCES & METHODS**

Cost estimates are planning level and have not yet been validated by quotes or bids. Total estimated cost is based on typical per SF construction costs for a basic 1-storey factory building, as provided by RSMeans, plus an average cost of MRDC improvements of \$50,000 per site (19 x \$50k = \$950,000). Deviation is expected to be within 50% +/- . NOTE: As planning continues, lease versus build options will be compared to determine the most effective alternatives.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Design	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	6%
Other Pre-Construction	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	1%
Construction/Renovation	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	74%
Construction Mgmt/Inspection	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000	7%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	3%
Contingencies	\$ -	\$ -	\$ 740,000	\$ -	\$ -	\$ -	\$ -	\$ 740,000	9%
<b>TOTAL</b>	\$ -	\$ 550,000	\$ 7,590,000	\$ -	\$ -	\$ -	\$ -	\$ 8,140,000	100%
<b>% TOTAL</b>	0%	7%	93%	0%	0%	0%	0%	100%	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 3,063,000	\$ -	\$ -	\$ -	\$ -	\$ 3,063,000	38%	100%	\$ 3,063,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ 4,000,000	49%	20%	\$ 800,000
State/Local Grants	\$ -	\$ -	\$ 1,077,000	\$ -	\$ -	\$ 1,077,000	13%	30%	\$ 323,100
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (_____)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	\$ 3,063,000	\$ -	\$ 5,077,000	\$ -	\$ -	\$ 8,140,000	100%		
<b>% TOTAL</b>	38%	0%	62%	0%	0%	100%			

<b>PROJECT #</b>	25-04	<b>STRATEGIC ALIGNMENT</b>	4	High	<b>TOTAL USES</b>	\$100,000
<b>PROJECT NAME</b>	Admin Building Weatherization Upgrade	<b>CONFIDENCE OF COST (+/-)</b>	80%	Med	<b>TOTAL SOURCES</b>	-\$100,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/2025	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project involves energy efficiency upgrades to the Agency's administrative building, including new HVAC systems, building envelope improvements and options for renewable energy generation. The project is likely to be eligible for rebates and incentives through NYSERDA (FlexTech) and Central Hudson, as well as Federal tax credits through the IRA.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	High	High	High	Med	Med	Med	High	Med	Med
This project aims to address long-deferred maintenance and replacement of the administrative building's HVAC equipment (G1), which will help ensure a healthy work environment (G2) for current and future administrative staff (G3). Over the lifetime of the equipment, this project is expected to modestly reduce GHG emissions from building systems (G7).									

**ESTIMATION SOURCES & METHODS**

Cost estimates are planning level and have not yet been validated by quotes or bids. Total estimated cost is based on best estimates from staff and current vendors. Deviation is expected to be within 20% +/- . NOTE: As planning continues, we expect to obtain an energy audit that may identify additional/alternative approaches, including on-site renewable energy generation.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Design	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	20%
Other Pre-Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Construction/Renovation	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	80%
Construction Mgmt/Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Contingencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
<b>TOTAL</b>	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	100%
<b>% TOTAL</b>	0%	100%	0%	0%	0%	0%	0%	100%	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000	90%	100%	\$ 90,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (NYSERDA/CH/IRA)	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	10%		\$ -
<b>TOTAL</b>	\$ 90,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 100,000	100%		
<b>% TOTAL</b>	90%	0%	0%	0%	10%	100%			

<b>PROJECT #</b>	25-05	<b>STRATEGIC ALIGNMENT</b>	4	High	<b>TOTAL USES</b>	\$210,100,000
<b>PROJECT NAME</b>	Countywide Sanitary Landfill	<b>CONFIDENCE OF COST (+/-)</b>	50%	Low	<b>TOTAL SOURCES</b>	-\$210,100,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/1934	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

The Agency was created in the 1980s to manage waste for the County, and to develop plans for a County-wide landfill. A feasibility study identified multiple sites that would be technically feasible, with two sites in Wawarsing selected for further study. This project will design, obtain permits, and build a County-wide landfill over the next 7-10 years.



**STRATEGIC PLAN ALIGNMENT**

<i>Plan Elements</i>	<i>G1: PPE Development</i>	<i>G2: Enviro Compliance</i>	<i>G3: Admin Excellence</i>	<i>G4: Waste Diversion</i>	<i>G5: Organics Recycling</i>	<i>G6: Outreach &amp; Education</i>	<i>G7: Emissions Reductions</i>	<i>G8: Strategic Partnerships</i>	<i>G9: Final Disposal Solutions</i>
Level of Alignment	High	Med	Med	Med	Med	Med	High	High	High

This project would establish a new sanitary landfill at a site TBD in Ulster County, to handle final discards from the County's stream of MSW (G9). The facility would necessarily involve numerous partnerships, including with Ulster County and possibly with surrounding counties (G8). Siting a landfill in Ulster County would substantially reduce GHG emissions from transporting waste to alternative disposal sites (G7).

**ESTIMATION SOURCES & METHODS**

Cost estimates are early planning level and have not yet been validated by detailed studies/plans, quotes or bids. Total estimated cost is based on best estimates from staff upon review of similar projects in NYS. Deviation is expected to be within 50% +/-.

**FIVE YEAR PROJECTED USES**

<i>Cost Category</i>	<i>Prior FYs</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>	<i>Later FYs</i>	<i>TOTAL</i>	<i>% TOTAL</i>
Planning	\$ -	\$ 1,000,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	1%
Design	\$ -	\$ -	\$ 2,000,000	\$ 1,000,000	\$ 500,000	\$ -	\$ -	\$ 3,500,000	2%
Other Pre-Construction	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ 10,000,000	5%
Construction/Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000,000	\$ 120,000,000	\$ 160,000,000	76%
Construction Mgmt/Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 12,000,000	\$ 16,000,000	8%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Contingencies	\$ -	\$ 100,000	\$ 250,000	\$ 600,000	\$ 550,000	\$ 4,400,000	\$ 13,200,000	\$ 19,100,000	9%
<b>TOTAL</b>	\$ -	\$ 1,100,000	\$ 2,750,000	\$ 6,600,000	\$ 6,050,000	\$ 48,400,000	\$ 145,200,000	\$ 210,100,000	100%
<b>% TOTAL</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>	<b>3%</b>	<b>3%</b>	<b>23%</b>	<b>69%</b>	<b>100%</b>	

**ANTICIPATED FUNDING SOURCES**

<i>Funding Source</i>	<i>Debt</i>	<i>Equity</i>	<i>Grants</i>	<i>Rebates</i>	<i>Other</i>	<i>TOTAL</i>	<i>% TOTAL</i>	<i>Likelihood</i>	<i>Adjusted Total</i>
Agency Bonds	\$ 210,100,000	\$ -	\$ -	\$ -	\$ -	\$ 210,100,000	100%	100%	\$ 210,100,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (_____)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	\$ 210,100,000	\$ -	\$ -	\$ -	\$ -	\$ 210,100,000	100%		
<b>% TOTAL</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>			



<b>PROJECT #</b>	25-06	<b>STRATEGIC ALIGNMENT</b>	8	High	<b>TOTAL USES</b>	\$2,131,250
<b>PROJECT NAME</b>	Compost Expansion (Hub and Spokes)	<b>CONFIDENCE OF COST (+/-)</b>	80%	Med	<b>TOTAL SOURCES</b>	-\$2,131,250
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/2025	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project involves expansion of the Agency's Ulster Organics Recovery Facility from 5,000 - 10,000 tpy, the creation of a network of collection/processing facilities at MRDCs, the expansion of commercial composting facilities, and a pilot program to implement food waste diversion at schools/institutions. This project will require multiple permit modifications, including new permits/registrations for additional compost processing facilities. In addition to capital investments, the project involves substantial operating funds for staff and contractual expenses, most of which is expected to be covered by state/federal grant funds.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	High	High	Med	High	High	High	High	High	High
This project aims to reduce the volume of food scraps in the County's MSW by 50% by 2029 through a combination of outreach/education (G6), enforcement, facility improvements/expansions (G2, G5), and new partnerships (G8). By reducing and diverting food waste, the project is expected to reduce MSW (G4), driving a reduction in GHG emissions (G7). Overall, the project will substantially reduce the amount of waste landfilled/incinerated (G9).									

**ESTIMATION SOURCES & METHODS**

Cost estimates are based on a combination of quotes/bids and in-house estimates. Deviation is expected to be within 20% +/- . NOTE: This project is the subject of two completed grant applications: a NYS DEC Climate Smart Communities grant, in partnership with Ulster County, for \$2,000,000 and a USDA Composting and Food Waste Reduction grant for \$400,000. Both grants involve funds for this capital project as well as for ongoing operational costs.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Design	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	2%
Other Pre-Construction	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	12%
Construction/Renovation	\$ -	\$ 750,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000	59%
Construction Mgmt/Inspection	\$ -	\$ 112,500	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 187,500	9%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	9%
Contingencies	\$ -	\$ 136,250	\$ 57,500	\$ -	\$ -	\$ -	\$ -	\$ 193,750	9%
<b>TOTAL</b>	\$ -	\$ 1,498,750	\$ 632,500	\$ -	\$ -	\$ -	\$ -	\$ 2,131,250	100%
<b>% TOTAL</b>	0%	70%	30%	0%	0%	0%	0%	100%	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 1,661,250	\$ -	\$ -	\$ -	\$ -	\$ 1,661,250	78%	100%	\$ 1,661,250
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000	3%	20%	\$ 14,000
State/Local Grants	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000	19%	30%	\$ 120,000
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other ( )	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	\$ 1,661,250	\$ -	\$ 470,000	\$ -	\$ -	\$ 2,131,250	100%		
<b>% TOTAL</b>	78%	0%	22%	0%	0%	100%			

<b>PROJECT #</b>	25-07	<b>STRATEGIC ALIGNMENT</b>	7	High	<b>TOTAL USES</b>	\$150,000
<b>PROJECT NAME</b>	Alternative Tech Research Plan & Study	<b>CONFIDENCE OF COST (+/-)</b>	90%	High	<b>TOTAL SOURCES</b>	-\$150,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/2025	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

The Agency currently owns 90 acres adjacent to the Ulster Transfer Station property. This project would fund a feasibility study to determine which alternative technologies to attract to the site, and a research study of the long term viability of those technologies in New York.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	High	Med	Med	High	High	High	High	High	High

This project aims to explore the feasibility of a range of alternative technologies, such as biogasification, anaerobic digestion, hydrolysis, etc to recover energy and beneficial materials from components of the waste stream that are otherwise difficult to divert (G4, G5, G7, G9). It seeks to lay groundwork for collaboration with one or more research partners and alternative technology providers to establish demonstration projects, and to publish research findings to inform future directions and viability (G6, G8).

**ESTIMATION SOURCES & METHODS**

Cost estimates are for the initial feasibility study only. Additional information from the feasibility study will inform future capital planning efforts.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	100%
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Pre-Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Construction/Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Construction Mgmt/Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Contingencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
<b>TOTAL</b>	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	100%
<b>% TOTAL</b>	0%	100%	0%	0%	0%	0%	0%	100%	

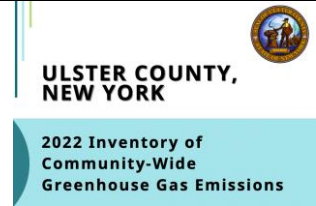
**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	100%	100%	\$ 150,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (_____)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	100%		
<b>% TOTAL</b>	100%	0%	0%	0%	0%	100%			

<b>PROJECT #</b>	25-08	<b>STRATEGIC ALIGNMENT</b>	4	High	<b>TOTAL USES</b>	\$75,000
<b>PROJECT NAME</b>	GHG Emissions Study (Scope 1 - 4)	<b>CONFIDENCE OF COST (+/-)</b>	90%	High	<b>TOTAL SOURCES</b>	-\$75,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/2025	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project would fund a study of the Agency's greenhouse gas emissions and determine what options the Agency has to lower emissions. The study would complement Ulster County's GHG emissions inventory for County operations, which currently does not include the Agency. All emissions scopes (1 - 4) would be included, providing a template for the agency to calculate avoided emissions when considering future programmatic, equipment and facility investments.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	Med	High	High	Med	Med	High	High	Med	Med
<p>This project will provide the Agency and its stakeholders with a clear understanding of current and future emissions, which will ensure compliance with state and local statutes and supplement financial measures of performance when considering future investments in capital equipment/facilities or programs (G2, G3). The study will help to inform outreach and education materials by citing current emissions and impacts of changes in behaviors by waste generators (G6). The study will also help inform decisions to maximize reduction of emissions (G7).</p>									

**ESTIMATION SOURCES & METHODS**

Cost estimates are for the initial emissions study only. Additional information from the feasibility study will inform future capital planning efforts.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	100%
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Pre-Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Construction/Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Construction Mgmt/Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Contingencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
<b>TOTAL</b>	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	100%
<b>% TOTAL</b>	0%	100%	0%	0%	0%	0%	0%	100%	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	100%	100%	\$ 75,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (_____)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	100%		
<b>% TOTAL</b>	100%	0%	0%	0%	0%	100%			

<b>PROJECT #</b>	25-09	<b>STRATEGIC ALIGNMENT</b>	5	High	<b>TOTAL USES</b>	\$500,000
<b>PROJECT NAME</b>	New On-Site MRDC at UTS	<b>CONFIDENCE OF COST (+/-)</b>	80%	Med	<b>TOTAL SOURCES</b>	-\$500,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2026	12/31/2026	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project involves the creation of a residential drop-off center located at the Agency's Town of Ulster Transfer Station. The Ulster Transfer Station was created to handle commercial waste. With an increasing number of residents using non-passenger vehicles (vans, trucks, trailers), this would create a separate facility for residents to dispose of waste apart from the tipping floor, which is mainly used by haulers and other commercial vehicles. The project would take place on the Agency's vacant land near the main entrance, and would include roadway improvements, construction of a concrete pad for placement of containers and a canopy roof, installation of a scale and scale-house, outdoor lighting and signage.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
	Level of Alignment	High	High	Med	High	High	High	Med	Med

This project would separate commercial and residential customers, which will improve environmental compliance and safety (G2). By handling waste received directly from residents at a separate tipping floor, the Agency may be able to better separate and divert certain materials (G4, G5) and provide additional information and education to residents about source separation (G6).

**ESTIMATION SOURCES & METHODS**

Cost estimates are planning level and have not been verified with quotes/bids.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Design	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	8%
Other Pre-Construction	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	1%
Construction/Renovation	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000	80%
Construction Mgmt/Inspection	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	8%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000	3%
Contingencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>100%</b>
<b>% TOTAL</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	100%	100%	\$ 500,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (_____)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>100%</b>		
<b>% TOTAL</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>			

<b>PROJECT #</b>	25-10	<b>STRATEGIC ALIGNMENT</b>	6	High	<b>TOTAL USES</b>	\$3,664,440
<b>PROJECT NAME</b>	PPE Maintenance & Replacement	<b>CONFIDENCE OF COST (+/-)</b>	90%	High	<b>TOTAL SOURCES</b>	-\$3,664,440
<b>STATUS</b>	Implementation	<b>START/END DATES</b>	1/1/2025	12/31/2029	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project includes all planned upgrades, replacements and repairs to UCRRA's capital property, plant (facilities) and equipment (PPE) over the next five years. The Five Year Capital Plan is currently presented as part of the overall agency budget, which was adopted in December 2024. The Plan includes General Capital Projects/Equipment, Transportation Equipment, Heavy Equipment, Regional Transfer Stations, Buildings and Grounds/Administration, Vehicle Maintenance Facility (VMF), Materials Recovery Facility (MRF), Composting Facility and Landfills.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	High	High	High	High	High	Med	High	Med	Med
This project includes routine upgrades, replacements and repairs to the capital property, plant and equipment used in UCRRA's current operations. The project aligns with the following goals from the LSWMP: Invest in sensible facility infrastructure development (G1), maintain excellence and excel at environmental compliance (G2), improve organizational administration (G3), optimize transfer station waste diversions and resource recovery abilities (G4), cultivate sustainable community systems for organics recovery and recycling (G5), and seek effective and economical ways to reduce the Agency's greenhouse gas emissions (G7).									

**ESTIMATION SOURCES & METHODS**

Cost estimates are based on prior experience and have not yet been validated with quotes or bids.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
General Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Transportation Equipment	\$ -	\$ 506,543	\$ 651,000	\$ 180,000	\$ -	\$ -	\$ -	\$ 1,337,543	37%
Heavy Equipment	\$ 269,000	\$ -	\$ -	\$ -	\$ 400,000	\$ 300,000	\$ -	\$ 969,000	26%
Regional Transfer Stations	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,500	0%
Buildings & Grounds/Admin	\$ 77,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,397	2%
Vehicle Maintenance Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Materials Recovery Facility	\$ -	\$ 130,000	\$ 325,000	\$ 500,000	\$ 160,000	\$ -	\$ -	\$ 1,115,000	30%
Composting Facility	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ 110,000	3%
Landfills	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	1%
<b>TOTAL</b>	<b>\$ 351,897</b>	<b>\$ 686,543</b>	<b>\$ 976,000</b>	<b>\$ 790,000</b>	<b>\$ 560,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 3,664,440</b>	<b>100%</b>
<b>% TOTAL</b>	<b>10%</b>	<b>19%</b>	<b>27%</b>	<b>22%</b>	<b>15%</b>	<b>8%</b>	<b>0%</b>	<b>100%</b>	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 3,664,440	\$ -	\$ -	\$ -	\$ -	\$ 3,664,440	100%	100%	\$ 3,664,440
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other ( )	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	<b>\$ 3,664,440</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,664,440</b>	<b>100%</b>		
<b>% TOTAL</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>			

<b>PROJECT #</b>	25-11	<b>STRATEGIC ALIGNMENT</b>	5	High	<b>TOTAL USES</b>	\$1,535,000
<b>PROJECT NAME</b>	Landfill Leachate Collection & Treatment	<b>CONFIDENCE OF COST (+/-)</b>	50%	Low	<b>TOTAL SOURCES</b>	-\$1,535,000
<b>STATUS</b>	Planning	<b>START/END DATES</b>	1/1/2025	12/31/2027	<b>BALANCE</b>	\$0

**PROJECT DESCRIPTION**

This project involves the design and construction of new filtration and treatment systems for the two closed landfills for which UCRRA is responsible for ongoing leachate collection and disposal (Town of New Paltz and Town of Ulster). An RFP for engineering services has been issued and a vendor has been selected and is under contract to design the appropriate systems.



**STRATEGIC PLAN ALIGNMENT**

Plan Elements	G1: PPE Development	G2: Enviro Compliance	G3: Admin Excellence	G4: Waste Diversion	G5: Organics Recycling	G6: Outreach & Education	G7: Emissions Reductions	G8: Strategic Partnerships	G9: Final Disposal Solutions
Level of Alignment	High	High	Med	Med	Med	Med	High	High	High
<p>This project addresses increasing concerns from community members about the possible impacts to environmental and human health from the disposal of untreated landfill leachate via municipal wastewater treatment systems. The project would assure future environmental compliance (G2) and represents a prudent investment in the agency's waste management infrastructure (G1). The project could also reduce emissions by avoiding transport of leachate (if on-site treatment is feasible), and it signals UCRRA's intent to partner with the communities we serve (G8).</p>									

**ESTIMATION SOURCES & METHODS**

Cost estimates are preliminary, pending further details from engineering consultants regarding the feasibility of various design options.

**FIVE YEAR PROJECTED USES**

Cost Category	Prior FYs	2025	2026	2027	2028	2029	Later FYs	TOTAL	% TOTAL
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Design	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	3%
Other Pre-Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Construction/Renovation	\$ -	\$ -	\$ 1,350,000	\$ -	\$ -	\$ -	\$ -	\$ 1,350,000	88%
Construction Mgmt/Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Equipment & Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Contingencies	\$ -	\$ -	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ 135,000	9%
<b>TOTAL</b>	\$ -	\$ 50,000	\$ 1,485,000	\$ -	\$ -	\$ -	\$ -	\$ 1,535,000	100%
<b>% TOTAL</b>	0%	3%	97%	0%	0%	0%	0%	100%	

**ANTICIPATED FUNDING SOURCES**

Funding Source	Debt	Equity	Grants	Rebates	Other	TOTAL	% TOTAL	Likelihood	Adjusted Total
Agency Bonds	\$ 1,535,000	\$ -	\$ -	\$ -	\$ -	\$ 1,535,000	100%	100%	\$ 1,535,000
Appropriated Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	100%	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	20%	\$ -
State/Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Foundation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	30%	\$ -
Other (_____)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -
<b>TOTAL</b>	\$ 1,535,000	\$ -	\$ -	\$ -	\$ -	\$ 1,535,000	100%		
<b>% TOTAL</b>	100%	0%	0%	0%	0%	100%			



**Ulster  
County  
Resource  
Recovery  
Agency  
2025-2029  
Capital  
Project Plan**



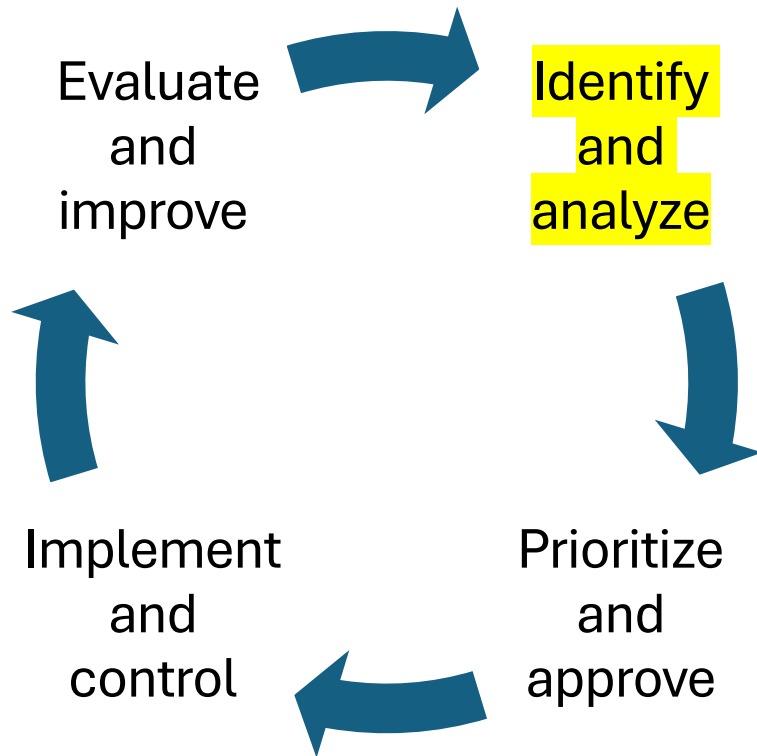


# What is a Capital Project Plan?

- A **multi-year roadmap** for major investments in property, physical plant and/or equipment (PPE) that backs-up the **annual capital budget**
- A tool for prioritizing investments that support **health and safety, asset preservation** and **strategic plan implementation**
- A **best practice** recommended by the Government Finance Officers Association (GFOA)



# What is the Capital Planning Process?



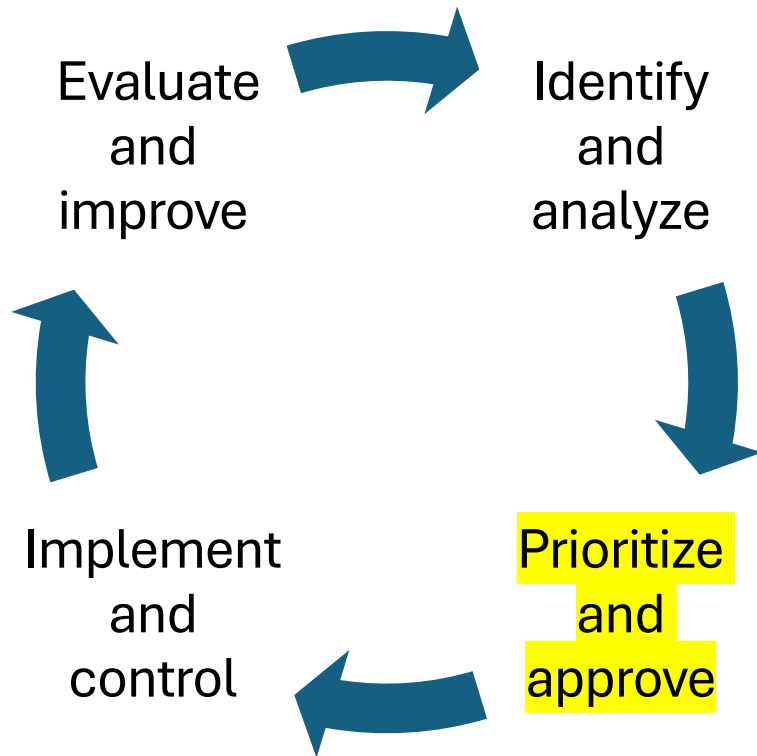
- Identify

- Lifecycle for major capital assets (replacement schedule)
- Current or future service needs that require capital investment
- Regulatory or policy changes that affect capital assets

- Analyze

- Project requirements and needs
- Estimated project cost and timeline
- Anticipated project benefits/impacts

# What is the Capital Planning Process?



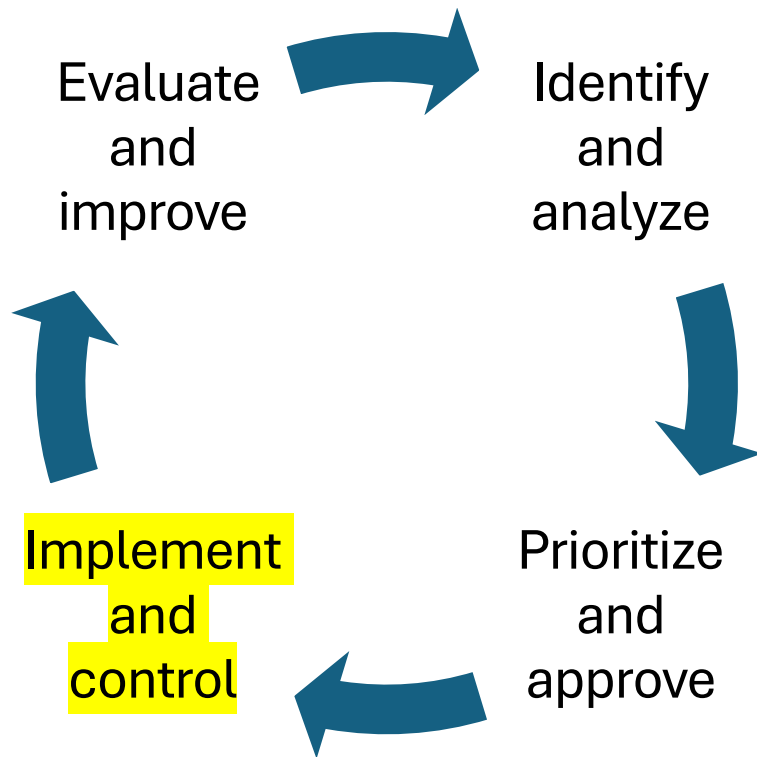
- **Prioritize**

- Health and safety for workers, vendors/contractors, the public
- Preservation or replacement of existing assets (repairs, maintenance, replacement)
- Investments to achieve plans and goals

- **Approve**

- Present annual update to the Board for review and discussion
- Board approval leads to inclusion of upcoming year's costs in Capital Budget
- Mid-year adjustments presented to Board if necessary

# What is the Capital Planning Process?



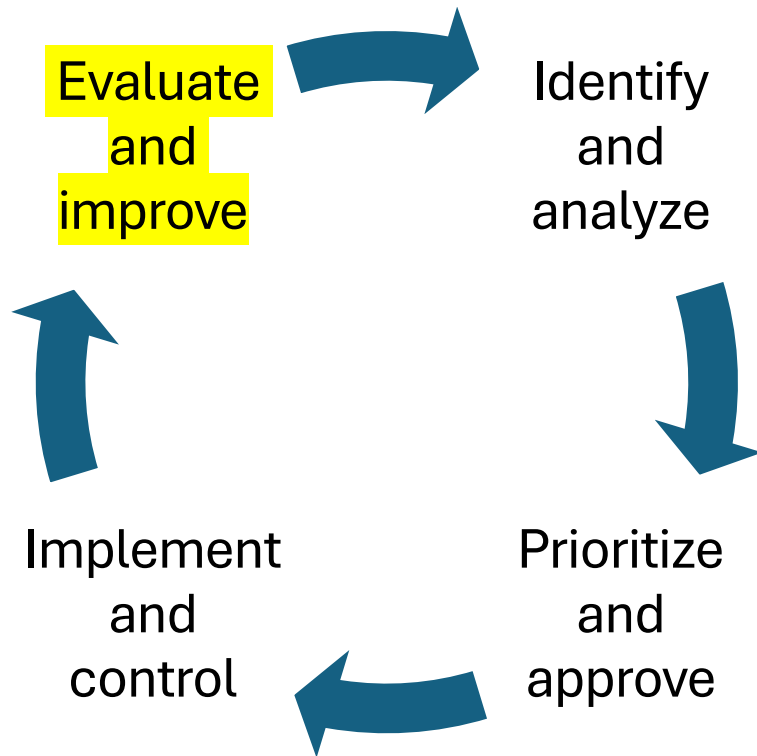
- Implement

- Planning – refine the project concept and budget, scope and timeline
- Design – finalize project budget, scope and timeline
- Construction/inspection - execute project and ensure conformance to design
- Completion/closeout - finish project and report on final cost, timeline and scope

- Control

- Track progress and cost to ensure alignment with approved capital budget
- Manage procurement process and selected vendors/contractors

# What is the Capital Planning Process?



- Evaluate

- Identify any issues or challenges that affect future capital projects/budgets
- Compare original estimates and timelines to final costs and schedules

- Improve

- Document lessons learned and best practices
- Refine estimation methods
- Update capital asset lifecycle

# Funding Sources and Timing

- Sources of Funding

- Agency bonds are the default option for funding capital projects, with term less than or equal to useful life of asset
- Reserve funds can provide an alternative if borrowing costs remain high
- The Capital Project Plan provides a starting point for efforts to identify other sources, such as grants, rebates, or credits

- Timing of Funding

- During Planning/Design – up to 10% of estimated project cost is authorized to develop plans and designs, finalize cost estimates
- During Construction/Closeout - remainder of cost is authorized to complete project

# 2025-2029 Capital Project Plan Summary

- Nine projects identified
- Total estimated cost for all projects is \$115M - \$339M
  - \$17.5 - \$81.5M of anticipated spending over next five years
- Wide range of estimated cost for most projects since we are early in the process and have yet to complete planning/design
- Several projects involve potential grant funding
  - Reuse Innovation Center (EPA SWIFR)
  - Admin Bldg Weatherization Upgrades (NYSERDA/IRA)
  - Compost Expansion (NYSDEC Climate Smart Communities, USDA CFWR)
- Next year will include scheduled replacement of vehicles and equipment in addition to facilities

# Where do we go from here?

- Board review and discussion
- Board approval of 2025 – 2029 Capital Project Plan
- Individual board authorization of bonding for projects
  - Planning/design, typically up to 10% of total project cost
  - Construction authorization only once final estimates are provided
- Proceed with approved 2025 projects and update plan during 2026 budget preparation