

Authority Mission Statement Performance Measurement Report

Name of Public Authority: Ulster County Resource Recovery Agency

The Ulster County Resource Recovery Agency (the “Agency”) has approved, reviewed and filed a Mission Statement and Performance Goals. That document is available on the Agency’s website at www.ucrra.org.

This document is the 2024 Measurement Report regarding the Agency’s progress in achieving its Performance Goals in 2024. The table below identifies the Agency’s Performance Goals and associated Actions/Objectives that were established for the annual period from January 1 through December 31, 2024. Next to each Action/Objective is a brief statement of the Agency’s progress, as well as an overall status.

Performance Goal	Action/Objective	Progress	Source	Status
Support & Encourage Sustainable Producer & Consumer Behavior	Expand Social Media and Mailing List Reach & Impact	Increased FB followers by 8.7% in 2024, with total reach of 88,113 impressions. Increased Instagram followers by 12.5% with 54,700 views and 2,661 interactions. Increased mailing list by 7%	Recycling Outreach Team Annual Impact Report	Goal Met
	Provide Workshops, Classes and Literature Kits on Sustainability	Fielded over 200 requests, which resulted in delivery of workshops/classes to 2,271 adults and 1,511 youth, along with the distribution of 1,096 literature kits.	Recycling Outreach Team Annual Impact Report	Goal Met
	Provide Guidance to Residents on Recycling	Received 2,870 calls to the hotline involving 127.21 hours of consultation and guidance to callers.	Recycling Outreach Team Annual Impact Report	Goal Met
	Conduct Facility Tours and Open House Events	Conducted 18 facility tours	Recycling Outreach Team Annual Impact Report	Goal Met
	Organize/Host and Attend Community Events	Organized or participated in 22 tabling events in 2024	Recycling Outreach Team Annual Impact Report	Goal Met
	Encourage Food Waste Reduction	Implemented the "Tiffin Project," which resulted in distribution of 725 tiffins to County residents through 17 events and classes. 266 survey responses were received, which indicate that >90% of participants believe the tiffin event/class increased their knowledge of pollution prevention issues.	Recycling Outreach Team Annual Impact Report	Goal Met
	Encourage Home Composting	Through International Compost Awareness Week program, distributed 49 compost bins, 41 rain barrels and 15 miscellaneous tools to over 100 customers who participated in the Compost Bin and Rain Barrel Sale on May 18th. Provided compost classes to 204 adults and 528 youth.	Recycling Outreach Team Annual Impact Report	Goal Met

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	Increase Citizen Participation & Expertise	Master Composter-Recycler Program expanded to 8 new adults and generated 102 volunteer service hours.	Recycling Outreach Team Annual Impact Report	Goal Met
Improve Community Systems & Services for Sustainable Materials Management	Engage Generators/Haulers to Reduce Recycling Contamination	Sent memo with contamination reduction guidance to 20 Town Supervisors to reduce contamination in dual-stream recyclables received from Town MRDCs.	Other Agency Records	Goal Met
	Increase Compliance With Recycling/Composting Laws	Filled vacancy in Recycling Compliance Officer position, conducted 69 transfer station inspections and sent over 3 dozen violation letters.	Sept - Dec 2024 Recycling Compliance Officer Reports	Goal Met
Maximize Agency Waste Diversion	Expand Household Hazardous Waste Collection	Contracted with Clean Harbors to conduct four HHW collection events in 2024, including 2 at New Paltz Transfer Station and 2 at Ulster Transfer Station, which drew over 1,000 participants and diverted over 87,000 lbs of waste.	2024 HHW Collection Event Annual Report	Goal Met
	Increase Food Waste Diversion	Processed 4,975.39 tons of source-separated organics at Ulster Organics Recovery Facility, resulting in the production of 4,332.98 tons of compost, of which 4,054.07 tons were marketed and sold or used on-site. Maintained US Composting Council Seal of Testing Assurance.	2024 Registered or Permitted Facility Annual Report: Composting	Goal Not Met – Exception (Awaiting DEC approval of permit modification)
	Increase e-Waste Diversion	Collected e-Waste from 2,116 individuals at more than 19 municipal sites, including 1,988 TVs (up 6% y-o-y) and 2,605 computers (up 4% y-o-y).	Ulster County Resource Recovery Agency Electronics Recycling Program Summary - 2024	Goal Met
	Increase Tipping-Floor Diversions	Increased diversion in 11 material categories, including substantial increases in batteries, clean wood, rubble, tires and freon. Total of 7576 tons diverted.	2024 Diversion Statistics Report	Goal Met
Reduce Cost and Impact of Final Disposal	Procure T&D Services for Period Following Expiration of Current Contract	Issued RFPs for transportation and disposal, selected lowest responsible bidders.	Executive Director Reports	Goal Met
	Identify Sites for Further Evaluation for UC Landfill	Issued RFP for siting analysis, selected Cornerstone, worked to complete analysis of all previously-identified sites plus new sites. Identified two priority sites for further analysis.	Executive Director Reports	Goal Met
	Evaluate Alternative Technologies for Final Disposal	Met with several potential vendors to understand current technologies, including commercial viability and operating requirements.	Executive Director Reports	Goal Met

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Maintain Operational Excellence & Compliance	Ensure Agency Compliance with Fed/State/Local Laws	Completed biennial update (2022-2023) to Local Solid Waste Management Plan. Completed and filed all required annual reports to NYSDEC. Managed compost tonnage to maintain compliance with current permitted capacity (pending capacity increase). Promptly addressed all issues identified by DEC inspections.	Operations Reports; Executive Director Reports	Goal Met
	Prioritize Safety for Workers, Vendors and Customers	Tracked and reported all safety incidents.	Operations Reports	Goal Met
	Provide Excellent Customer Service	Maintained online resources to assist customers (such as chat-bot) and tracked and resolved all reported customer complaints.	Other Agency Records	Goal Met
	Ensure Facility Up-Time and Continuity of Operations	Operated 100% of scheduled hours.	Other Agency Records	Goal Met
Invest in Sensible Infrastructure Development	Prioritize New Capital Investments That Advance Organizational Goals	Established first comprehensive five-year capital project plan and reviewed with board (adopted in 2025). Made scheduled purchases to replace assets at end-of-life, including two passenger vehicles and one backhoe/loader.	Executive Director Reports	Goal Met
	Ensure Proper Maintenance of Existing Facilities & Equipment	Completed major floor repairs at Ulster Transfer Station.	Executive Director Reports	Goal Met
	Maximize Utilization of Existing Equipment & Facilities	Administrative office space utilization increased due to filling of vacancies. Continued to explore opportunities to increase equipment utilization at UTS and NPTS.	Other Agency Records	Goal Met
Minimize Energy Consumption, Emissions & Other Negative Externalities	Mitigate Odors from UTS Operations	Investigated two odor complaints related to Ulster Organics Recovery Facility, which were determined not to be a result of UCRRRA operations.	2024 Registered or Permitted Facility Annual Report: Composting	Goal Met
	Reduce Emissions from Vehicles & Equipment	Issued RFP, selected vendor and signed contract to purchase 2 electric roll-off vehicles in 2025. Purchased two electric passenger vehicles as part of annual replacement schedule. Installed electric vehicle charging station at Agency headquarters building.	Executive Director Reports	Goal Met
	Monitor and Improve Leachate Management	Issued RFP for engineering analysis for Leachate Management	Executive Director Reports	Goal Met
Improve Organizational Administration & Financial Stability	Support Professional Development of Staff	Participated in annual training and conferences, including SWANA and NYSAR3. Supported Sustainability Coordinator to attend WASTCON.	Executive Director Reports	Goal Met
	Support Board Training & Development	Supported board completion of required training.	Other Agency Records	Goal Met

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	Strengthen the Agency's Financial Position	Continued to pay-off agency debt while establishing operating reserve fund for 2025. Saw operating deficit due to decreased volume of MSW and unexpected capital expenditures. MRF deficit improved from 2023. Bagged compost sales helped generate a \$70,000 surplus from compost operations.	Treasurer's Reports	Goal Met
	Develop and Maintain Effective Data & Management Systems	Conducted cybersecurity audit and training with NYS. Updated procedures for password storage and retrieval. Completed annual waste audit.	Executive Director Reports	Goal Met
	Leverage Grant Funding to Support Capital and Operating Budgets	Applied for three state/federal grant programs to support expansion of compost operations and creation of the Reuse Innovation Center.	Executive Director Reports	Goal Met
	Reduce Vacancies & Turnover and Strengthen Staff Morale	Instituted employee retiree health insurance program. Filled vacancies in three key positions, including Agency Counsel, Coordinator of Performance and Development, and Recycling Compliance Officer.	Executive Director Reports	Goal Met
Build Strategic Partnerships to Support Regional Coordination	Engage With Regional Materials Management Agencies on Issues of Regional Significance	Participated in the Hudson Valley Regional Council's Materials Management Working Group.	Executive Director Reports	Goal Met
	Engage With Climate and Sustainability Organizations	Participated in Sustainable Hudson Valley's Climate Solutions Summit.	Executive Director Reports	Goal Met