ULSTER COUNTY RESOURCE RECOVERY AGENCY

RESOLUTION NO. 2688

RE: Approving the 2027-2031 Draft Agency Capital Project Plan

WHEREAS, the Agency staff has submitted a draft 2027-2031 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 2027-2031 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 2027-2031 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 2027-2031 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: October 22, 2026

Financial Impact: See Attached

draft

Ulster County Resource Recovery Agency

2027 - 2031 Capital Project Plan

Version 0.1 - DRAFT

September 17, 2026

UCRRA

2027-2031 CAPITAL PROJECT PLAN

9/17/26 Version 0.1

Ulster County Resource Recovery Agency

Status: **DRAFT**

Project #	*Project Name*	*Description*	*Priority*	*Status*	*Cost*	*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 competively selected outside contractor(s). This project requires a permit modification, which is pending with NYSDEC.	Med	Complete	$0	$0 (+/-10%)	1/1/27 - 12/31/31
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	Design	$1,930,000	$1,930,000 (+/-50%)	1/1/25 - 12/31/28
25-03	RePOWER (aka Reuse Innovation Center)	The Reuse Pathway for Zero Waste & Economic Resilience (RePOWER) project involves the purchase/renovation of a 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 requires a 30-50,000 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 $1,000,000 for upgrades to facilities at each of the 19 MRDCs, to handle collection and storage of diverted material. NOTE: To facilitate diversion of reusable goods and services from UCRRA's Ulster Transfer Station, this project requires investment in a Secondary Diversion Building (see 25-02).	Med	Planning	$6,750,000	$6,750,000 (+/-50%)	1/1/25 - 12/31/28
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 NYSERDA (FlexTech) and Central Hudson, as well as Federal tax credits through the IRA.	Med	Removed	$0	$0 (+/-100%)	1/1/25 - 12/31/26
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 feasibile, 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	Removed	$0	$0 (+/-100%)	1/1/25 - 6/30/25
25-06	Compost Expansion (Hub and Spokes)	This project involves expansion of the Agency's Ulster Organics Recovery Facility from 7,500 - 10,000 tpy, the creation of a network of collection/processing facilities at MRDCs and other community sites, micro-hauling of collected food waste, the expansion of commercial composting facilities, and a pilot program to implement food waste diversion at schools/institutions. This project will require mutliple 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	$641,100	$641,100 (+/-20%)	1/1/27 - 12/31/31
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	Removed	$0	$0 (+/-100%)	1/1/25 - 12/31/26
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	Removed	$0	$0 (+/-100%)	1/1/25 - 12/31/26

2027-2031 CAPITAL PROJECT PLAN

9/17/26 Version 0.1

Ulster County Resource Recovery Agency

Status: **DRAFT**

Project #	*Project Name*	*Description*	*Priority*	*Status*	*Cost*	*Estimated Cost*	*Start/End*
25-09	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	Low	Planning	$1,000,000	$1,000,000 (+/-20%)	1/1/27 - 12/31/28
25-10	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 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. See the Agency's annual budget for additional details on sources and uses.	High	Implementation	$4,772,000	$4,772,000 (+/-10%)	1/1/27 - 12/31/31
25-11	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	$3,587,000	$3,587,000 (+/-50%)	1/1/25 - 12/31/30
27-01	Administrative Building Expansion	The Agency's current Administrative Building is at capacity, with several offices housing more than a single employee. In addition, the conference room, which hosts public meetings and events including public board meetings, is insufficient for growing attendance and public participation. This project would begin with a review of space requirements and evaluation of alternatives to accommodate the Agency's growth. Once a final plan and design is developed, the project will also involve renovation/construction of office facilities and purchase of building furniture, fixtures and equipment.	High	Planning	$125,000	$125,000 (+/-50%)	1/1/25 - 12/31/30

PROJECT #	25-01	**STRATEGIC ALIGNMENT**	7	High	**TOTAL USES**	$0
PROJECT NAME	Mattress Recycling Area	**CONFIDENCE OF COST (+/-)**	90%	High	**TOTAL SOURCES**	$0
STATUS	Complete	**START/END DATES**	1/1/27	12/31/31	**BALANCE**	$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 competively selected outside contractor(s). This project requires a permit modification, which is pending with NYSDEC.

COMPLETE

STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	Med	High	High	High	High	High	High	Med	High

This project would enable the Agency to disassemble and reuse/recycle used mattresses. This project would increase our diversion and recycling rate (G2, G3), reduce landfilled waste (G4), and drive a reduction of GHG emissions (G7). Furthermore, the project supports a local recycling business (G9) and advances our compliance with state/local waste reduction policy goals (G5).

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

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction/Renovation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Capital Equipment & Installation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
% TOTAL	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	

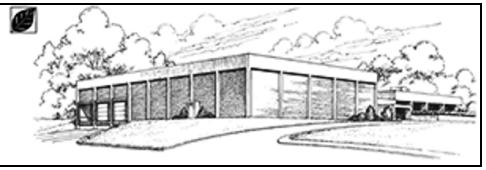
ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	20%	$ -
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Other (__)	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		$ -
% TOTAL	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*			

PROJECT #	25-02	**STRATEGIC ALIGNMENT**	5	High	**TOTAL USES**	$1,930,000
PROJECT NAME	Secondary Diversion Building	**CONFIDENCE OF COST (+/-)**	50%	Low	**TOTAL SOURCES**	-$1,930,000
STATUS	Design	**START/END DATES**	1/1/25	12/31/28	**BALANCE**	$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: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	Med	Med	High	High	Med	High	High	Med	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 RSMeans. Deviation is expected to be within 50% +/-.

FIVE YEAR PROJECTED USES

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Design	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ 150,000	*8%*
Other Pre-Construction	$ -	$ -	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	*1%*
Construction/Renovation	$ -	$ -	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,000,000	*52%*
Construction Mgmt/Inspection	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000	*3%*
Other Construction	$ -	$ -	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000	*16%*
Capital Equipment & Installation	$ -	$ -	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000	*10%*
Contingencies	$ -	$ -	$ 220,000	$ -	$ -	$ -	$ -	$ 220,000	*11%*
TOTAL	$ -	$ 150,000	$ 1,780,000	$ -	$ -	$ -	$ -	$ 1,930,000	*100%*
% TOTAL	*0%*	*8%*	*92%*	*0%*	*0%*	*0%*	*0%*	*100%*	

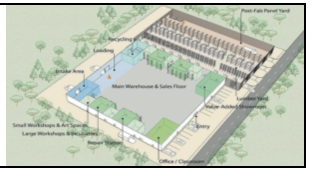
ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ 1,930,000	$ -	$ -	$ -	$ -	$ 1,930,000	*100%*	*100%*	*$ 1,930,000*
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*100%*	*$ -*
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*20%*	*$ -*
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*30%*	*$ -*
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*30%*	*$ -*
Other (_____)	$ -	$ -	$ -	$ -	$ -	$ -	*0%*		*$ -*
TOTAL	$ 1,930,000	$ -	$ -	$ -	$ -	$ 1,930,000	*100%*		
% TOTAL	*100%*	*0%*	*0%*	*0%*	*0%*	*100%*			

PROJECT #	25-03	**STRATEGIC ALIGNMENT**	7	High	**TOTAL USES**	$6,750,000
PROJECT NAME	RePOWER (aka Reuse Innovation Center)	**CONFIDENCE OF COST (+/-)**	50%	Low	**TOTAL SOURCES**	-$6,750,000
STATUS	Planning	**START/END DATES**	1/1/25	12/31/28	**BALANCE**	$0

PROJECT DESCRIPTION

The Reuse Pathway for Zero Waste & Economic Resilience (RePOWER) project involves the purchase/renovation of a 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 requires a 30-50,000 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 $1,000,000 for upgrades to facilities at each of the 19 MRDCs, to handle collection and storage of diverted material. NOTE: To facilitate diversion of reusable goods and services from UCRRA's Ulster Transfer Station, this project requires investment in a Secondary Diversion Building (see 25-02).



STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	High	High	High	High	Med	High	High	Med	High

This project aims to substantially increase diversion of reusable material from the Agency's MSW (G3), which reduces emissions and final disposal (G7, G4). Depending on the materials accepted/diverted, this project may also improve the ability to recycle or otherwise reduce organic waste (G2). The RIC program represents a strategic partnership with Ulster County and other local governements, private sector businesses, and educational institutions (G8). The project provides multipe opportunities for education and outreach (G1).

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: This project has been the subject of significant planning and discussion, but an ideal site has not yet been identified. In 2025, the board indicated a preference for purchase rather than lease, consistent with the cost estimates provided here.

FIVE YEAR PROJECTED USES

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Pre-Construction (Property Purchase)	$ -	$ 4,400,000	$ -	$ -	$ -	$ -	$ -	$ 4,400,000	*65%*
Construction/Renovation	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	*7%*
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Other Construction (MRDC improvements)	$ -	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	$ 1,000,000	*15%*
Capital Equipment & Installation	$ -	$ -	$ 850,000	$ -	$ -	$ -	$ -	$ 850,000	*13%*
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
TOTAL	$ -	$ 4,900,000	$ 1,850,000	$ -	$ -	$ -	$ -	$ 6,750,000	*100%*
% TOTAL	*0%*	*73%*	*27%*	*0%*	*0%*	*0%*	*0%*	*100%*	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ 5,750,000	$ -	$ -	$ -	$ -	$ 5,750,000	*85%*	*100%*	*$ 5,750,000*
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*100%*	*$ -*
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*20%*	*$ -*
State/Local Grants	$ -	$ -	$ 1,000,000	$ -	$ -	$ 1,000,000	*15%*	*30%*	*$ 300,000*
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*30%*	*$ -*
Other (_____)	$ -	$ -	$ -	$ -	$ -	$ -	*0%*		*$ -*
TOTAL	$ 5,750,000	$ -	$ 1,000,000	$ -	$ -	$ 6,750,000	*100%*		
% TOTAL	*85%*	*0%*	*15%*	*0%*	*0%*	*100%*			

PROJECT #	25-04	**STRATEGIC ALIGNMENT**	4	Med	**TOTAL USES**	$0
PROJECT NAME	Admin Building Weatherization Upgrade	**CONFIDENCE OF COST (+/-)**			**TOTAL SOURCES**	$0
STATUS	Removed	**START/END DATES**	1/1/25	12/31/26	**BALANCE**	$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.

REMOVED

STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	Med	Med	Med	Med	High	High	High	High	Med

This project aims to address long-deferred maintenance and replacement of the administrative building's HVAC equipment (G6), which will help ensure a healthy work environment (G5) for current and future administrative staff (G8). 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*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction/Renovation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Capital Equipment & Installation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
% TOTAL	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	20%	$ -
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Other (NYSERDA/CH/IRA)	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		
% TOTAL	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			

PROJECT #	25-05	**STRATEGIC ALIGNMENT**	4	Med	**TOTAL USES**	$0
PROJECT NAME	Countywide Sanitary Landfill	**CONFIDENCE OF COST (+/-)**			**TOTAL SOURCES**	$0
STATUS	Removed	**START/END DATES**	1/1/25	6/30/25	**BALANCE**	$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 feasibile, 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.

REMOVED

STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	Med	Med	Med	High	Med	High	High	Med	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 (G4). The facility would necessarily involve numerous partnerships, including with Ulster County and possibly with surrounding counties (G9). 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

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction/Renovation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Capital Equipment & Installation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
% TOTAL	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	20%	$ -
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Other (_____)	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		
% TOTAL	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*			

PROJECT #	25-06	**STRATEGIC ALIGNMENT**	8	High	**TOTAL USES**	$641,100
PROJECT NAME	Compost Expansion (Hub and Spokes)	**CONFIDENCE OF COST (+/-)**	80%	Med	**TOTAL SOURCES**	-$641,100
STATUS	Planning	**START/END DATES**	1/1/27	12/31/31	**BALANCE**	$0

PROJECT DESCRIPTION

This project involves expansion of the Agency's Ulster Organics Recovery Facility from 7,500 - 10,000 tpy, the creation of a network of collection/processing facilities at MRDCs and other community sites, micro-hauling of collected food waste, the expansion of commercial composting facilities, and a pilot program to implement food waste diversion at schools/institutions. This project will require mutliple 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: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	High	High	High	High	High	High	Med	High	High

This project aims to reduce the volume of food scraps in the County's MSW by ~40% by 2031 through a combination of outreach/education and enforcement (G1), facility improvements/expansions (G2, G6), and new partnerships (G9). 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 (G5).

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 multiple grant applications, including a 2026 pending application to the NYS Climate Smart Communities grant program, which includes $641,100 of capital expenses and ~$2,159,000 of operating expenses over a five year period (2027-2031). The grant request covers all capital expenses plus~ $759,000 of operating expenses.

FIVE YEAR PROJECTED USES

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Construction/Renovation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Capital Equipment & Installation	$ -	$ 341,100	$ 100,000	$ 100,000	$ 100,000	$ -	$ -	$ 641,100	100%
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
TOTAL	$ -	$ 341,100	$ 100,000	$ 100,000	$ 100,000	$ -	$ -	$ 641,100	100%
% TOTAL	0%	53%	16%	16%	16%	0%	0%	100%	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ -	$ -	$ -	$ -	$ -	$ -	0%	100%	$ -
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	0%	100%	$ -
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	20%	$ -
State/Local Grants	$ -	$ -	$ 641,100	$ -	$ -	$ 641,100	100%	30%	$ 192,330
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	30%	$ -
Other (_____)	$ -	$ -	$ -	$ -	$ -	$ -	0%		$ -
TOTAL	$ -	$ -	$ 641,100	$ -	$ -	$ 641,100	100%		
% TOTAL	0%	0%	100%	0%	0%	100%			

PROJECT #	25-07	**STRATEGIC ALIGNMENT**	7	High	**TOTAL USES**	$0
PROJECT NAME	Alternative Tech Research Plan & Study	**CONFIDENCE OF COST (+/-)**			**TOTAL SOURCES**	$0
STATUS	Removed	**START/END DATES**	1/1/25	12/31/26	**BALANCE**	$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.

REMOVED

STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	High	High	High	High	Med	High	High	Med	High

This project aims to explore the feasibility of a range of alternative technologies, such as biogasification, anaerobic digestion, hydrolosis, etc to recover energy and beneficial materials from components of the waste stream that are otherwise difficult to divert (G2, G3, G4, G7). 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 (G1, G9).

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*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction/Renovation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Capital Equipment & Installation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
% TOTAL	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	20%	$ -
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Other (_____)	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		
% TOTAL	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*			

PROJECT #	25-08	**STRATEGIC ALIGNMENT**	4	Med	**TOTAL USES**	$0
PROJECT NAME	GHG Emissions Study (Scope 1 - 4)	**CONFIDENCE OF COST (+/-)**			**TOTAL SOURCES**	$0
STATUS	Removed	**START/END DATES**	1/1/25	12/31/26	**BALANCE**	$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.

REMOVED

ULSTER COUNTY, NEW YORK

2022 Inventory of Community-Wide Greenhouse Gas Emissions

STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	High	Med	Med	Med	High	Med	High	High	Med

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 (G5, G8). The study will help to inform outreach and education materials by citing current emissions and impacts of changes in behavoirs by waste generators (G1). The study will also help inform decisions to maximize reduction of emissions (G7).

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*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction/Renovation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Capital Equipment & Installation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
% TOTAL	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	100%	$ -
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	20%	$ -
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	30%	$ -
Other (_____)	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!		
% TOTAL	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			

PROJECT #	25-09	**STRATEGIC ALIGNMENT**	6	High	**TOTAL USES**	$1,000,000
PROJECT NAME	New On-Site MRDC at UTS	**CONFIDENCE OF COST (+/-)**	80%	Med	**TOTAL SOURCES**	-$1,000,000
STATUS	Planning	**START/END DATES**	1/1/27	12/31/28	**BALANCE**	$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: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	High	High	High	High	High	High	Med	Med	Med

This project would separate commercial and residential customers, which will improve environmental compliance and safety (G5). By handling waste received directly from residents at a separate tipping floor, the Agency may be able to better separate and divert certain materials (G2, G3) and provide additional information and education to residents about source separation (G1).

ESTIMATION SOURCES & METHODS

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

FIVE YEAR PROJECTED USES

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Design	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ 100,000	*10%*
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Construction/Renovation	$ -	$ 500,000	$ 200,000	$ -	$ -	$ -	$ -	$ 700,000	*70%*
Construction Mgmt/Inspection	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000	*2%*
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Capital Equipment & Installation	$ -	$ -	$ 180,000	$ -	$ -	$ -	$ -	$ 180,000	*18%*
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
TOTAL	$ -	$ 600,000	$ 400,000	$ -	$ -	$ -	$ -	$ 1,000,000	*100%*
% TOTAL	*0%*	*60%*	*40%*	*0%*	*0%*	*0%*	*0%*	*100%*	

ANTICIPATED FUNDING SOURCES

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

PROJECT #	25-10	**STRATEGIC ALIGNMENT**	6	High	**TOTAL USES**	$4,772,000
PROJECT NAME	PPE Maintenance & Replacement	**CONFIDENCE OF COST (+/-)**	90%	High	**TOTAL SOURCES**	-$4,772,000
STATUS	Implementation	**START/END DATES**	1/1/27	12/31/31	**BALANCE**	$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 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. See the Agency's annual budget for additional details on sources and uses.

STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	Med	Med	High	High	High	High	High	High	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 (G6), maintain excellence and excel at environmental compliance (G5), improve organizational administration (G8), optimize transfer station waste diversions and resource recovery abilities (G3), 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*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
General Capital Projects	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*0%*
Transportation Equipment	$ 110,000	$ 605,000	$ 154,000	$ 154,000	$ 154,000	$ -	$ -	$ 1,177,000	*25%*
Heavy Equipment	$ -	$ -	$ 400,000	$ 300,000	$ 350,000	$ 300,000	$ -	$ 1,350,000	*28%*
Regional Transfer Stations	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,000	*1%*
Buildings & Grounds/Admin	$ -	$ 65,000	$ -	$ -	$ -	$ -	$ -	$ 65,000	*1%*
Vehicle Maintenance Facility	$ -	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ 200,000	*4%*
Materials Recovery Facility	$ 535,000	$ 185,000	$ 550,000	$ 500,000	$ -	$ -	$ -	$ 1,770,000	*37%*
Composting Facility	$ -	$ -	$ -	$ 110,000	$ -	$ -	$ -	$ 110,000	*2%*
Landfills	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ 50,000	*1%*
TOTAL	$ 695,000	$ 1,105,000	$ 1,104,000	$ 1,064,000	$ 504,000	$ 300,000	$ -	$ 4,772,000	*100%*
% TOTAL	*15%*	*23%*	*23%*	*22%*	*11%*	*6%*	*0%*	*100%*	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ 4,772,000	$ -	$ -	$ -	$ -	$ 4,772,000	*100%*	*100%*	*$ 4,772,000*
Appropriated Reserves	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*100%*	*$ -*
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*20%*	*$ -*
State/Local Grants (Vehicle to Grid)	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*30%*	*$ -*
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	*0%*	*30%*	*$ -*
Other (__)	$ -	$ -	$ -	$ -	$ -	$ -	*0%*		*$ -*
TOTAL	$ 4,772,000	$ -	$ -	$ -	$ -	$ 4,772,000	*100%*		
% TOTAL	*100%*	*0%*	*0%*	*0%*	*0%*	*100%*			

PROJECT #	25-11	**STRATEGIC ALIGNMENT**	4	Med	**TOTAL USES**	$3,587,000
PROJECT NAME	Landfill Leachate Collection & Treatment	**CONFIDENCE OF COST (+/-)**	50%	Low	**TOTAL SOURCES**	-$3,587,000
STATUS	Planning	**START/END DATES**	1/1/25	12/31/30	**BALANCE**	$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: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	Med	Med	Med	High	High	High	High	Med	Med

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 (G5) and represents a prudent investment in the agency's waste management infrastructure (G6). The project could also reduce emissions by avoiding transport of leachate (if on-site treatment is feasible) (G7), and it may reduce UCRRA's future cost for disposal of leachate (G4).

ESTIMATION SOURCES & METHODS

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

FIVE YEAR PROJECTED USES

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Design	$ 67,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 67,000	2%
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Construction/Renovation	$ -	$ -	$ 3,200,000	$ -	$ -	$ -	$ -	$ 3,200,000	89%
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Capital Equipment & Installation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Contingencies	$ -	$ -	$ 320,000	$ -	$ -	$ -	$ -	$ 320,000	9%
TOTAL	$ 67,000	$ -	$ 3,520,000	$ -	$ -	$ -	$ -	$ 3,587,000	100%
% TOTAL	2%	0%	98%	0%	0%	0%	0%	100%	

ANTICIPATED FUNDING SOURCES

Funding Source	*Debt*	*Equity*	*Grants*	*Rebates*	*Other*	*TOTAL*	*% TOTAL*	*Likelihood*	*Adjusted Total*
Agency Bonds	$ 3,520,000	$ -	$ -	$ -	$ -	$ 3,520,000	98%	100%	$ 3,520,000
Operating Funds/Reserves	$ -	$ 67,000	$ -	$ -	$ -	$ 67,000	2%	100%	$ 67,000
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	20%	$ -
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	30%	$ -
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	30%	$ -
Other (__)	$ -		$ -	$ -	$ -	$ -	0%		$ -
TOTAL	$ 3,520,000	$ 67,000	$ -	$ -	$ -	$ 3,587,000	100%		
% TOTAL	98%	2%	0%	0%	0%	100%			

PROJECT #	27-01	**STRATEGIC ALIGNMENT**	6	High	**TOTAL USES**	$125,000
PROJECT NAME	Administrative Building Expansion	**CONFIDENCE OF COST (+/-)**	50%	Low	**TOTAL SOURCES**	-$125,000
STATUS	Planning	**START/END DATES**	1/1/27	12/31/30	**BALANCE**	$0

PROJECT DESCRIPTION

The Agency's current Administrative Building is at capacity, with several offices housing more than a single employee. In addition, the conference room, which hosts public meetings and events including public board meetings, is insufficient for growing attendance and public participation. This project would begin with a review of space requirements and evaluation of alternatives to accommodate the Agency's growth. Once a final plan and design is developed, the project will also involve renovation/construction of office facilities and purchase of building furniture, fixtures and equipment.

STRATEGIC PLAN ALIGNMENT

Plan Elements	*G1: Support and Encourage Sustainable Behavior*	*G2: Expand Community SMM Systems and Services*	*G3: Maximize Waste Diversion*	*G4: Minimize Impact/Cost of Final Disposal*	*G5: Maintain Operational Excellence*	*G6: Optimize Assets (Facilities, Equipment, etc)*	*G7: Minimize Operational Impacts*	*G8: Improve Admin/Financial Performance*	*G9: Engage in Regionalization*
Level of Alignment	High	High	High	Med	High	High	High	Med	Med

This project ensures that the Agency is able to maintain operations in the future, with the addition of key personnel to accomplish diversion goals (G1, G2, G3). The alternatives, which would include complete reconstruction or new construction, are likely more expensive, so the project optimizes existing facilities (G6) and adaptively reuses an existing building (G7).

ESTIMATION SOURCES & METHODS

Cost estimates are preliminary, pending further details from architects/engineers regarding space needs, design alternatives and final specifications.

FIVE YEAR PROJECTED USES

Cost Category	*Prior FYs*	*2027*	*2028*	*2029*	*2030*	*2031*	*Later FYs*	*TOTAL*	*% TOTAL*
Planning	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Design	$ -	$ 125,000	$ -	$ -	$ -	$ -	$ -	$ 125,000	100%
Other Pre-Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Construction/Renovation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Construction Mgmt/Inspection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Other Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Capital Equipment & Installation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
Contingencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0%
TOTAL	$ -	$ 125,000	$ -	$ -	$ -	$ -	$ -	$ 125,000	100%
% TOTAL	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	$ -	$ -	$ -	$ -	$ -	$ -	0%	100%	$ -
Operating Funds/Reserves	$ -	$ 125,000	$ -	$ -	$ -	$ 125,000	100%	100%	$ 125,000
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	20%	$ -
State/Local Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	30%	$ -
Foundation Grants	$ -	$ -	$ -	$ -	$ -	$ -	0%	30%	$ -
Other (__)	$ -		$ -	$ -	$ -	$ -	0%		$ -
TOTAL	$ -	$ 125,000	$ -	$ -	$ -	$ 125,000	100%		
% TOTAL	0%	100%	0%	0%	0%	100%			