

Mission Statement and Performance Measures

Our Mission

The mission of the Development Authority is to serve the common interests of Jefferson, Lewis and St. Lawrence Counties by providing technical services and infrastructure, which will enhance economic opportunities in the region and promote the health and well-being of its communities.

Performance Measurements

April 1, 2020 – March 31, 2021

Meet or exceed Federal, State and local regulatory requirements.

Meet or exceed Federal, State and local safety requirements.

Manage the Authority's assets in a prudent and fiscally responsible manner.

Operate transparently and with accountability to partners and general public.

Encourage environmental stewardship and advance as a more sustainable organization.

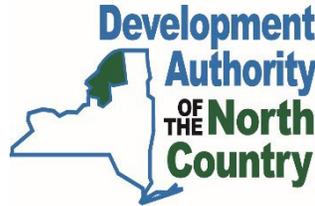
Provide regional initiatives and partnerships that provide value added services to communities.

Develop internal analytic data to improve assessment and decision making.

Fiscal Year End 2021

Performance Measurements Report

April 1, 2020 - March 31, 2021



The Development Authority of the North Country adopted the following measurements as indicators of the Authority's performance. Listed for each objective are the activities which addressed the objective during the fiscal year. Actions reflected in red are non-performance issues.

Meet or exceed federal, state and local regulatory requirements.

- The Materials Management Division operated the regional solid waste landfill in accordance with the NYS Department of Environmental Conservation (NYSDEC) Part 360 Solid Waste Management Permit, the NYSDEC Air Title V Permit, the NYSDEC Part 364 Waste Transporter Permit and the NYSDEC Multi Sector General Permit for Storm Water Discharges.
- The Regional Recycling Transfer Station operated as a NYSDEC-Certified Recyclables Handling and Recovery Facility and complied with Part 360.15 of DEC regulations.
- The Authority-owned Army water line, Army sewer line, and regional water line operated with no violations.
- The Authority completed the NYSDEC Environmental Audit on September 10, 2020 and there were no instances of regulatory non-compliance noted for the reporting period.
- Regional Development staff provided program delivery and grant administration for the Town of Wilna Community Development Block Grant program. The state audited this program and found no issues relating to the program delivery or grant administration by the Authority.
- The Telecommunications Division completed all surveys for work on New York State rights-of-way as part of a new NYS Department of Transportation (DOT) requirement.
- An Authority employee in the Watertown Quality Division became certified as a IIA water treatment plant operator and another employee became certified as a "C" water treatment plant operator.
- For the fiscal year ending March 31, 2020, the Authority received an A+ on its Minority and Women-owned Business Enterprise (MWBE) report card, based on an evaluation by NYS Empire State Development. Of 49 criteria, the Authority scored a 47, resulting in grade of A+. The Authority established an MWBE goal of 30%, consistent with state requirements, and Authority MWBE utilization for the fiscal year ending March 31, 2020 was 38.08%.
- For the fiscal year ending March 31, 2021, the Authority established an MWBE goal of 30%, consistent with state requirements. From April 1, 2020 through December 31, 2020, MWBE utilization was 35.52%.

- The Authority reviewed 73 special waste disposal requests for over 49,613 tons to ensure the materials being delivered to the Materials Management Facility were acceptable as non-hazardous waste in accordance with the Authority's Part 360 permit.
- The Materials Management Division completed the Annual Planning Unit Recycling Report for submission to NYSDEC.
- The Regional Recycling Transfer Station completed a required annual report for the facility for submission to NYSDEC.
- The Authority completed Sexual Harassment Prevention in the Workplace training for all employees, as annually required by the NYS Department of Labor (DOL).
- Human Resources completed Affordable Care Act required reporting that demonstrates affordable health insurance coverage is provided to its employees.
- Human Resources completed Public Employee Safety and Health (PESH) annual reporting of work-related injuries and illnesses.
- Human Resources coordinated with a third-party vendor to conduct required annual random on-site drug and alcohol screening for CDL drivers.
- Human Resources ensured that all Board members and required employees completed the NYS Joint Commission on Public Ethics comprehensive ethics training and filed annual financial disclosure statements.
- Human Resources completed and submitted the required annual Confidential Evaluation of Board Performance Survey to the NYS Authorities Budget Office (ABO).
- Human Resources completed the required annual reporting of NYSDOL Workplace Violence Prevention training, employee survey results, site evaluations, and checklists.
- The Materials Management Division conforms to the U.S. Environmental Protection Agency Greenhouse Gas Mandatory Reporting Rule.
- The Telecommunications Division filed all Federal Communications Commission (FCC) and NYS Department of Public Service forms required to operate a telecommunications network, in a timely manner.
- The Telecommunications Division worked closely with the Fort Drum Regional Health Planning Organization to provide all required USAC forms in a timely manner.
- Telecommunications sent Universal Service Fund certificate requirements to all customers as required by the FCC.
- All USAC paperwork for Jefferson-Lewis BOCES and St. Lawrence-Lewis BOCES was filed on time by Telecommunications.
- The Authority established a Service Disabled Veteran-Owned Business (SDVOB) goal of 4%, and SDVOB utilization from April 1 through December 31, 2020 was 1.87%.
- Water pollution control facilities serving the villages of Carthage/West Carthage, Clayton and Malone, and the City of Ogdensburg, which are managed by the Authority's Engineering Division, experienced a combined total of 20 violations, down from 29 violations last year. The Authority is working through a SPDES permit modification process in Malone as well as significant capital upgrades to Ogdensburg which will allow these facilities to better operate within the required SPDES limits and further reduce the number of violations.
- Municipal wastewater treatment plants operated by the Water Quality Division had five SPDES violations; proper documentation was filed with the NYSDEC.
- Municipal water treatment plants operated by the Water Quality Division had one violation; proper documentation was filed with the NYSDOH.

Meet or exceed federal, state and local safety requirements.

- Despite the COVID-19 pandemic, the Authority continued to serve all of its customers, providing essential services for communities, while implementing increased safety measures warranted by the pandemic.
- The Authority had a reportable incident rate of 1.1 in calendar year 2020; a significant decrease from 6.5 in 2019.
- The Authority completed 374 of 379 Safety Compliance items – 99% complete for calendar year 2020. Five routine onsite safety inspections were not completed because of limited staffing due to COVID.
- The Engineering Division coordinated and implemented a safety training program for Authority and municipal partners that included over 1,095 attendees, in-person prior to COVID-19 restrictions and virtually later in the year.
- Engineering staff completed the state-mandated Public Employer Emergency Health Plan for the Authority and assisted three municipalities with the completion of plans.
- Telecommunications staff raised its fiber optic cable by Horizon Marine in Alexandria Bay to ensure that large boats could safely access the lot.
- Telecommunications re-routed Authority cable along Route 26 in Deer River to ensure safety during a bridge replacement by NYS DOT.
- The Authority maintained a Board-Certified Safety Professional on staff to facilitate monthly Safety Committee meetings and complete internal safety compliance audits for confined space and respiratory protection.
- Authority employees completed Vehicle Safety Training and Defensive Driving and received a Guide to Preventing Lyme Disease. Authority divisions were provided with insecticide and tick removal kits for use by field personnel.
- All required personnel attended training to meet OSHA safety requirements.
- The Telecommunications Division met all regulatory and safety requirements for the NYS Electric and Gas (NYSEG) project. Due to the nature of the project, additional staff were required to undergo training.
- Telecommunications completed several safety projects to accommodate NYS DOT projects, including:
 - Engineered the transfer and movement of existing Authority fiber optic cable to eight new poles on Route 11 just north of Watertown.
 - Temporarily moved one section of fiber on Route 86 in North Elba to safely accommodate DOT crane work.
- Telecommunications updated Dig Safely records every month to ensure that all underground cables were identified and logged in the system.
- The Water Quality Division adhered to OSHA requirements and completed annual safety inspections for all facilities and safety equipment.
- Water Quality Division personnel completed over 30 safety trainings to meet safety requirements and maintain operator certifications.

Manage the Authority's assets in a prudent and fiscally responsible manner.

- The Authority authorized principal and interest moratoriums and interest-only payments to prudently manage its loan portfolios throughout the COVID-19 pandemic, resulting in the vast majority of borrowers across the housing and business loan portfolios paying as agreed.
- Through collection efforts, the Authority recovered 100% of the bad debt on a loan written off as of March 31, 2020.
- Telecommunications saved approximately \$400,000 in construction costs by partnering with SLIC Network Solutions to deliver a regional fiber network for NYSEG.
- The Authority renegotiated an agreement with the City of Watertown for leachate treatment that ensures the Authority has an environmentally sound destination for the leachate generated at the regional landfill, for 20 years.
- Telecommunications reviewed a pole audit that was completed for Verizon and found multiple instances where the survey was incorrect. The net result was to reduce the Authority's cost from \$80,000 to \$0.
- Information Technology implemented several security measures to protect the Authority's digital information: installed a new network firewall, configured and rolled out multi-factor authentication for VPN and internet software sites, and updated operating systems to ensure supportability and security from Microsoft.
- The Engineering Division integrated GIS data with NexGen asset management software which increased efficiency of the two linked systems by combining the mapping power of GIS with the planning, tracking, and management power of NexGen. Certain workflows, including manhole inspections and asset detail data entry, were streamlined with this integration.
- Telecommunications worked with SLIC Network Solutions to add more bandwidth to certain locations in exchange for the extension of an existing contract, resulting in increased broadband capacity to the region and revenue assurance for the Development Authority.
- The Materials Management Division continually improved working face operations to reduce leachate production.
- The Authority managed equipment to extend life and retention beyond the warranty period.
- The Authority maintained bad debt reserves for questionable loans in order to manage loan portfolio risk.
- Information Technology completed quarterly phishing testing and yearly cybersecurity training for employees.
- The Authority publicly accepts bids for all used equipment and assets, utilizing a public electronic auction site.
- Telecommunications replaced defective Central Office batteries in Watertown, Utica, Alexandria Bay and Gouverneur.

Operate transparently and with accountability to partners and general public.

- When the COVID-19 pandemic hit, the Authority modified its website to prominently feature business assistance resources, sent a communication directly to all municipalities in the tri-county area offering pertinent assistance, and issued subject-specific press releases informing the public about operations and assistance.

- A video “virtual” tour of the regional landfill was created and published, to take the place of the annual open house at the landfill which could not be held due to COVID-19 health and safety restrictions.
- Regional Development staff worked with Engineering staff and a consultant to create a query tool that will be located on the Fort Drum Compatibility website. The query tool will allow users of the GIS portal to better identify encroachment or other issues relating to specific parcel data. Overall, this increases the communication between Fort Drum and developers/community leaders pertaining to encroachment.
- Communications issued 11 Authority press releases to inform the public about its activities and events, and provided information for three releases issued by partner organizations. Media stories numbered 94 through February.
- The Materials Management Division maintained a Facebook page to provide information about recycling to the public.
- The Fort Drum Compatibility Committee met virtually twice over the past year, increasing interaction between Fort Drum and communities regarding compatible land use planning.
- Annual partner letters summarizing the Authority’s services in general and particular to each, were sent to county partners of Jefferson, Lewis and St. Lawrence, and to the City of Watertown.
- The Authority provided its annual newsletter to Rodman residents, to keep residents updated on landfill activities.
- The Materials Management Division conducted virtual periodic meetings with haulers and its county solid waste division partners to obtain feedback and discuss operational changes at the landfill, as well as waste diversion activities.
- The Water Quality Division conducted regular scheduled meetings with the Route 3 Sewer municipalities, Regional Waterline municipalities, and the U.S. Army for fiscal and operations review, and discussion and review of proposed budget and capital improvements.
- Finance completed annual PARIS reporting for staff, board of directors, and benefits information for the state ABO.
- The Authority retained the Bonadio Group to complete a Financial Statement Audit, Agreed Upon Procedures for the Regional Waterline, Report on Investments and a Single Audit. All audits were completed without findings and were approved by the Authority’s Board of Directors.
- Telecommunications provided media converters to St. Lawrence County Emergency Services to help activate a circuit to assure their communications network operated properly.
- Telecommunications activated new 10G circuits to Lewis, Keene, Schroon Lake and Potsdam for SLIC Network Solutions. This helps them deliver broadband as part of their regional last-mile build.
- The Telecommunications Division moved Authority fiber off a pole on Route 56 in Norwood to accommodate BOCES.
- Water Quality staff routinely participated in municipal board meetings.
- Authority staff continues to meet with all City of Watertown water users and NYSDOH to address disinfection byproduct concerns.

Encourage environmental stewardship and advance as a more sustainable organization.

- The Authority achieved a new annual high for its office supplies and furniture reuse program in 2020, with 457 pounds of material diverted from the landfill.
- The Materials Management Division coordinated and improved tire removal and disposal for recycling from partner county transfer stations.
- The Authority implemented the use of expense report reimbursement, performance evaluation, direct deposit and check request forms in OnBase, which has reduced the need for printing these items by 100%. Onbase is the Authority’s electronic content management system.

- The Authority completed 738 of 748 Environmental Compliance items – 99% complete for calendar year 2020. Five routine onsite inspections were not completed because of limited staffing due to the pandemic. Five internal annual document audits/reports were not completed due to staff re-prioritization due to the pandemic.
- The Finance Division electronically distributed employee paystubs and used a direct deposit program for expense reimbursement, continuing the Authority's conversion to electronic paperless transactions.
- Human Resources used an HR software system (BambooHR) to onboard new hires, process acknowledgement forms for electronic signature, and electronically file all personnel records, resulting in a reduction in paper usage.
- Human Resources used the Employee Navigator software system to process annual employee open enrollment for health, dental, and vision insurances, and onboarding new hires, resulting in a reduction in paper usage.
- Human Resources used the NYS Employees' Retirement System Employer Online system to enroll new hires, update employee information, and submit reports electronically, resulting in a reduction in paper usage.
- Human Resources used OnBase to store and share all Authority job descriptions and internal audit results, resulting in a reduction in paper usage.
- Human Resources conducted several internal and human resources audits using information stored electronically in Authority software systems, resulting in both a reduction in paper usage and travel costs.
- The Authority used a file share software system (ShareBase) to enhance file sharing capabilities and reduce the need for printing internally and externally.
- The Authority voluntarily completed the Executive Order #4 Report to New York State, reflecting its sustainability efforts.
- Telecommunications performed room integrity testing on all Central Offices to ensure fire suppression systems operate properly.
- Telecommunications completed bi-annual testing of all HVAC systems to ensure they are functioning properly, still meeting standards, and not leaking.
- Telecommunications completed bi-annual testing of all fire suppression systems and ensured they are up to code.

Provide regional initiatives and partnerships that provide value added services to communities.

- The Development Authority partnered with Jefferson, Lewis, and St. Lawrence counties to develop a regional broadband inventory and assessment to help determine how best to deliver broadband across the region.
- Regional Development staff organized listening sessions with community representatives from Jefferson, Lewis and St. Lawrence counties to identify ways to better utilize shared resources for data collection and data analysis to increase efficiencies and the ability to make informed decisions. This information is being used to identify opportunities for shared services.
- The Authority actively participated in and led North Country Regional Economic Development Council activities along with partners, to leverage resources in order to obtain additional state funding for region-wide community projects.
- The Engineering Division completed a contract totaling \$94,310 with the villages of Gouverneur, Philadelphia and Rensselaer Falls, and the Town of Madrid to implement GIS for infrastructure management.

- The Engineering Division assisted the Village of Heuvelton in advancing its NYS Route 812 Sewer Consolidation Project, which will construct a sewer pipeline from the village to the City of Ogdensburg's wastewater treatment system. The Engineering Division assisted the village in obtaining a \$376,190 Northern Border Regional Commission grant, increasing the total grant funding to \$9.6 million or 69% of the total estimated project cost.
- The Materials Management Division provided assistance to the Town of Rodman for spring cleaning of the town streets.
- The Authority hosted three Household Hazardous Waste collection days in the tri-county area, allowing residents to dispose hazardous waste for free.
- The Authority commenced operation of the Regional Recycling Transfer Station site in Harrisville.
- Regional Development staff provided grant administration and inspection services to the Town of Wilna for its RESTORE NY grant, which involved the complete rehabilitation of a Carthage building, resulting in the start-up of a restaurant and bar.
- Telecommunications worked with the Olympic Regional Development Authority to design and construct fiber to several new facilities in advance of the World University Games in 2023.
- Telecommunications was awarded a contract to continue to provide services to 80 telemedicine sites throughout the region.
- The Authority's GIS system hosted data for 67 customers in six counties and the IMA website continued to receive more than 5,000 visits each month.
- The Authority, as a Local Development District designated by the Northern Border Regional Commission for St. Lawrence, Jefferson, Lewis, and Franklin counties, provided project management/grant administration for two projects.
- The Authority is working with the Town of Diana and Town of Morristown to complete several dissolution implementation tasks that are a result of these municipalities voting to dissolve their villages.
- The Authority completed a dissolution study for the Village of Chaumont.
- The Engineering Division designed, constructed and installed a control panel for the Village of Lyons Falls well field, replacing a 24-year-old system.
- The Engineering Division integrated existing SCADA systems with the new disinfection byproduct removal systems in the Authority's water storage tank on Fort Drum as well as the Village of Dexter's water storage tank. These removal systems improve drinking water quality by reducing the disinfection byproducts caused by the reaction of organic materials in the water with chlorine disinfectants.
- The Engineering Division oversaw the Village of Clayton Historic District Underground Utility Project to convert all existing overhead utilities to underground service.
- The Engineering Division provided technical support services for water/sewer capital improvement projects in the villages of Alexandria Bay, Clayton, Heuvelton, Potsdam, and Tupper Lake, the City of Ogdensburg, and the towns of Clifton and Fine. These multi-year projects total approximately \$106 million in investment in North Country infrastructure that will help support existing and future economic development.
- The Engineering Division is assisting the villages of Alexandria Bay and Clayton with the design and implementation of several Resiliency and Economic Development Initiative projects totaling over \$12.6 million, which will upgrade public waterfront assets and enhance resiliency to changing water levels.
- The Engineering Division completed an Asset Management Plan for the Village of Cape Vincent.
- The Engineering Division provided project management services to the Village of Lyons Falls to oversee the fourth and final phase of hazardous material abatement and demolition of the Lyons Falls Paper Mill brownfield site.

- The Engineering Division assisted the Town of DeKalb, Town of Clifton, and Village of Theresa with the completion of preliminary engineering reports to evaluate the most effective solution to implement effluent disinfection systems.
- Regional Development staff worked with the Fort Drum Garrison to ensure that Fort Drum was acknowledged by the state's new Office of Renewable Energy Siting, which replaces the Article 10 process, when reviewing renewable energy projects around Fort Drum.
- Regional Development staff created a plan for implementing housing program delivery and grant administration for municipalities across the three-county region. While this is not a new activity, it plans for the expansion of these services.
- The Telecommunications division worked with the Town of Tupper Lake to obtain a Northern Border Regional Commission Grant to enhance broadband services in Tupper Lake.
- Telecommunications helped upgrade television station WPBS in South Colton and Copenhagen from dark fiber to new Ethernet circuits. This allowed WPBS to migrate from outdated, unreliable equipment and it enhanced station's survivability due to the redundancy built into the Ethernet system.
- Telecommunications worked with a new local service provider, Lake Placid Fiber, to help introduce broadband service to portions of Lake Placid.
- Telecommunications completed a \$950,000 regional dark fiber build for NYSEG from Raquette Lake to Newcomb. This project allowed for proper monitoring and accommodated a backup power source for the electric grid in the area.
- The Telecommunications Division assisted in the construction of fiber across the Rift Bridge on Wellesley Island into Canada.

Develop internal analytic data to improve assessment and decision-making.

- Information Technology programmed the water/wastewater software in order to properly record and track information for the Army water line, Army sewer line, regional water line and various municipalities' water and wastewater readings.
- Regional Development staff is tracking loan inquiries and, in 2020, responded to over 100 inquiries about the Authority's loan programs.
- The Materials Management Division is utilizing data trends to determine causes of variations in waste and recyclable flows and better plan and predict future occurrences.
- The Materials Management Division is effectively utilizing Nexgen as an asset management tool.
- Telecommunications installed a new network management server to enhance the Authority's ability to monitor usage, errors, and alarms in the network.
- Telecommunications added site drawings to its fiber record system so drawings and records can be accessed at the same time.
- Telecommunications added all generators and fire suppression systems to the Authority's network management system for better reporting.
- Telecommunications added access codes, tower owners, off-net circuit information, and network contacts to FileMaker, the Authority's fiber management system.