



Mission Review and Performance Evaluation – Annual Meeting

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, 2016 – March 31, 2017

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.

Promote and sustain MWBE initiatives for economic growth.

Utilize new technology for the efficient delivery of operations and services.

Adopted Annual Board Meeting – March 23, 2017

Performance Measurements

April 1, 2016 - March 31, 2017



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.

This, combined with the ever increasing list of providing value added services to the communities, reflects the performance of the Authority and its divisions this completed fiscal year.

Meet or exceed Federal, State and local regulatory requirements.

- The Authority received its validated final permit from the Army Corps of Engineers for a Section 404, federal wetlands mitigation permit, for the landfill expansion.
- The Authority received its approval for the Local Materials Management Plan, valid through 2025, from New York State Department of Environmental Conservation.
- The Authority received its first MWBE report card, based on an evaluation by New York State Empire State Development. Of 25 criteria, the Authority scored a 20, resulting in an 'A'; only 13 of 97 participating agencies received an 'A' rating.
- Per New York State requirements, the Authority began collecting New York State sales tax from applicable Telecommunications customers. Sales tax payments have been made to New York State in a timely fashion.
- Payment to the New York State Public Works Enforcement fund made in a timely manner.
- The Engineering Division operated Village of Carthage Water Pollution experienced zero permit excursions during the fiscal year.
- Human Resources completed and submitted to New York State JCOPE the required training and annual financial disclosure reports.
- Human Resources conducted a self-evaluation of the Authority website and found it to be in compliance with ABO requirements.
- The Technology Division successfully completed an Independent Accountants Report on Applying Agreed Upon Procedures for the second and final draw from the State of New York for the Public Emergency Grant.
- The Technology Division timely filed all FCC and New York State forms required to operate a Telecommunications Network. Filings include the FCC's Customers Proprietary Network Information (CPNI) Certification, FCC Form 473 (Annual Certification). FCC Form 499 (Telecom Reporting Worksheet), and New York State Statement of Gross Interstate Operating Revenues.
- The Technology Division filed all USAC forms for ACTION, FDRHPO, and BOCES on time.
- The Technology Division updated trouble reporting contact list to include NYS PSC to assure proper reporting of PSC reportable troubles.

- The Water Quality Division performed all sampling, reporting, and maintenance required for facility operations and as required by NYSDEC and NYSDOH.
- The Engineering Division operated Ogdensburg Water Pollution Control Facility repeatedly failed to meet their State Pollution Discharge Elimination System (SYSTEM) water quality limits with 19 permit exceedances since May 2016. The Authority is working with the City to implement capital improvements that will be needed to meet permit limits.
- The Engineering Division operated Village of Clayton Water Pollution Control Facility had 3 permit exceedances this fiscal year due to wet weather events. The authority is working with the Village to identify and correct sources of infiltration and inflow that are contributing to excursions. The Water Treatment System experienced 1 violation due to failure to collect disinfection byproduct samples on schedule.
- The Water Quality Division-operated municipal plants had 6 State Pollution Discharge Elimination System (SPDES) permit limit violations. Non-compliance reports were submitted and corrective action was initiated.
- The Authority owned and operated Army Water Line had one minor non-compliance event due to a sample being misplaced and not turned in for analysis. No action was required by NYSDOH and the Water Quality procedure has been improved to prevent recurrence.

Meet or exceed Federal, State and local safety requirements.

- The Authority completed a pollution liability site visit from our insurance carrier and underwriter. The group was very complimentary of the Authority's practices at the landfill and pump station.
- The Authority completed 377 of 378 Safety Compliance items – 99.7% complete for calendar year 2016.
- The Engineering Division received \$6,690 New York State Department of Labor Hazardous Abatement Board Grant and provided the following training for employees: Walking/Working Surfaces; Asbestos, Lead and Silica Awareness; Hazardous Communication/GHS; Powered Industrial Truck; Trenching and Excavation; Respiratory Protection; Bloodborne Pathogens; and Heavy Equipment Safety.
- The Engineering Division reviewed 63 special waste requests to ensure that materials being delivered to the Materials Management Facility are acceptable as non-hazardous waste in accordance with the Authority's Part 360 permit.
- Human Resources enrolled the Authority in the New York State Department of Motor Vehicles License Event Notification Service Program.
- The Materials Management Division hosted a meeting of the local American Society of Safety Engineers, which included the MMF video and a site tour.
- The Technology Division assured all contractors working on the network had 10-hour OSHA certificates.
- The Water Quality Division adhered to OSHA requirements and completed annual safety inspections for all facilities and safety equipment.
- The Water Quality Division personnel each completed over 30 training courses to meet safety requirements and maintain operator certifications.
- The Water Quality Division conformed to guidelines established by the Department of Homeland Security for Chemical Facility Anti-Terrorism Standards relating to our gaseous chlorine storage and feed system.
- The Authority had 4 reportable accidents in calendar year 2016, an increase from 1 reportable accident in 2015.

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

- The Engineering Division completed Asset Management Plans for the Authority-owned Water Quality facilities (i.e., Army Water Line, Army Sewer Line, and Regional Water Line.)
- The Materials Management Division concluded a competitive process for the harvesting of 40 acres of timberland. The timber generated \$37,671 in sales.
- The Materials Management Division is required to fund Closure and Post-Closure Reserves to fund landfill closure and post-closure requirements. The required Financial Assurance Compliance Report was submitted to the Department of Environmental Conservation (DEC) for FYE 2016. The FYE 2017 Compliance Report will be submitted to the DEC upon audit completion.
- The Regional Development Division secured the repayment of loans totaling \$2,463,991 due from Brighton LP and Olympic LP as part of a refinancing/rehabilitation project with New York State.
- The Regional Development Division recovered \$60,424 in bad debt through the sale of assets toward the loan to Florelle Tissue Corporation in the amount of \$250,000 which was written-off on 3/31/15.
- The Technology Division signed 9 new fiber leases with other local service providers to decrease our capital costs and provide services to customers for lower cost.
- The Technology Division extended a fiber swap and added additional locations with Time Warner in an effort to reduce capital costs but still provide services to customers.
- The Technology Division saved \$750,000 in capital costs via a fiber swap between Utica and Old Forge and an additional \$100,000 by swapping fiber for overlash rights in sections between Old Forge and Blue Mountain.
- The Technology Division completed Phase 1 of an internal assessment of security awareness.
- The Water Quality Division has repaid the loan to Key Bank for Army Sewer Line rehabilitation. Both the Army Sewer and Water Line are debt-free.

Operate transparently and with accountability to partners and general public.

- The Authority issued a competitive Request for Proposal for Workers' Compensation Insurance.
- The Authority publically accepts bids for all used equipment and assets, utilizing a public electronic auction site.
- The Authority established a Director of Public Affairs and Communications to facilitate and increase transparency, information sharing, and communications.
- The Authority provided its annual community letter to Rodman residents, as well as having the Materials Management Division Manager attend the monthly Rodman Town Board meetings, to advise them of changes and progress at the landfill.
- The Finance Division issued a competitive Request for Proposal for the selection of a professional services audit firm.
- The Materials Management Division conducts periodic haulers' meeting to secure input and discuss operations changes at landfill and waste diversion.
- The Materials Management Division has maintained two public access video cameras of worksite construction during landfill improvement projects.
- The Materials Management Division has established a periodic informational and instructional communication with landfill users, called 'Materials Management Memorandum.'
- Expanded media list, conducted press outreach about the Authority and began issuing strategic press releases to more broadly inform the general public throughout the region about Authority programs and successes.

- The Regional Development Division had a successful monitor of its City of Ogdensburg 2012 CDBG Program by New York State Office of Community Renewal
- The Water Quality Division conducted regular scheduled meetings with Route 3 Sewer municipalities, Regional Water Line municipalities, and the US Army Garrison for fiscal and operations review and discussion and review of proposed budget and capital improvements.

Encourage environmental stewardship and advance as a more sustainable organization.

- The Authority performed a total 990 environmental regulatory tasks - 100% of the requirement.
- The Authority replaced the Warneck Station emergency generator with a natural gas generator, eliminating an underground petroleum storage tank.
- The Authority disposed of 1,200 pounds of records in accordance with New York State Archives guidelines; the documents were shredded and recycled.
- The Authority completed its required Executive Order #4 Survey and Report to New York State, reflecting its sustainability efforts.
- The Authority completed its electronic recycling, transporting 0.79 tons (1,580 pounds) of e-waste in FYE 2017 to be recycled.
- The Authority harvested 40 acres of forest land at the Materials Management Facility, consistent with its Natural Resources Management Plan.
- The Finance Division has created a direct deposit program for expense reimbursement, continuing the Authority's conversion to electronic paperless transactions. Since 2013, the Authority has seen a reduction of check stock usage of 54%.
- The Materials Management Division was awarded a recycling reimbursement grant of \$65,000 from New York State Department of Environmental Conservation for its investment in recycling education.
- The Materials Management Division hosted a winter hike for the Tug Hill Tomorrow Land Trust on the Murray Trail, ending at the Murray Center.
- The Materials Management Division continues to be the site used by two local colleges for environmentally-related field trips.
- The Technology Division completed HVAC and fire suppression inspections of all Central Offices to check for leaks, etc.
- The Technology Division completed battery checks to assure no leaks or other issues in all Central Offices.
- The Water Quality Division replaced the aged diesel powered emergency generator with an energy efficient and cleaner burning natural gas unit, eliminating underground bulk storage units.

Provide value added services to communities developing regional initiatives and partnerships.

- The Authority was approved by the federal government as a Local Development District. The Engineering Division will provide project management services for the Northern Border Regional Commission projects in the four-county region. This fiscal year, the Authority is overseeing 5 projects awarded in August of 2016.
- Authority staff is administering 2014 Ogdensburg CDBG, 2015 Village of Tupper Lake HOME Program, 2016 Town of Wilna CDBG, 2016 Village of Massena CDBG, and 2016 Village of Massena AHC Program. All are affordable housing programs being administered by Regional Development staff with assistance from Engineering staff.
- The Authority entered into Memorandum of Understanding with Fort Drum to formalize function of a Community Planner as a liaison between Fort Drum and surrounding communities.

- The Engineering Division entered into a wastewater management contract with the City of Ogdensburg, effective May 16, 2016, and has been requested to provide additional services including managing services for the City's water treatment system, project management and SCADA services for the City's Water Pollution Control Facility capital improvement project. The Engineering Division/GIS has been awarded a contract totaling \$78,892 with the Village of Lowville, Village of Turin, Town of Watson, and Lewis County, to complete regional archives GIS mapping.
- The Engineering Division completed the oversight of a water line construction project for United Cerebral Palsy in Lyons Falls.
- The Engineering Division assisted with the dissolution of the Village of Hermon, which became effective on 12/31/16; completed a dissolution study for the Village of Richville and is working on dissolution studies with the Village of Morristown and Village of Harrisville and Town of Tupper Lake Water/Sewer Consolidation.
- The Engineering Division is providing technical support services for water/sewer capital improvement projects in the Village of Calydon, Villages of Carthage/West Carthage, Village of Heuvelton, Village of Potsdam, Village of Tupper Lake, City of Ogdensburg, Towns of Brasher and Stockholm, and Towns of Clifton and Fine.
- The Engineering Division completed project management and oversight of the reconstruction of the Town of Fine historical Wanakena Footbridge.
- The Engineering Division completed a Water/Sewer Rate Study for the Village of Potsdam and made recommendations to improve billing and water loss.
- The Engineering Division provided engineering and project management services to replace blowers at the Village of Clayton's Water Pollution Control Facility, resulting in significant electrical cost savings for customers.
- The Engineering Division provided project management services to the St. Lawrence County Industrial Development Agency to support two regional priority projects: 1) the railroad rehabilitation project from Newton Falls to Carthage; and 2) the asbestos abatement and demolition of the J&L brownfield site in Star Lake.
- The Engineering Division provided project management services to the Village of Lyons Falls to oversee the completion of the third phase of hazardous material abatement and demolition of the Lyons Falls Paper Mill brownfield site.
- The Materials Management Division provided informational signage on recycling requirements to all municipal transfer stations in the 3-county region.
- The Regional Development Division funded and completed a housing report for the City of Watertown.
- The Regional Development Division invested \$750,000 to the financing of housing rehabilitation at Cambray Housing in Gouverneur.
- The Regional Development staff is administering Department of Defense Office of Economic Adjustment grant for a joint land use study between Fort Drum and surrounding communities. The study will consider land compatible uses and potential encroachment issues affecting Fort Drum and surrounding communities.
- The Regional Development staff is administering Department of State Brownfield Opportunity Area grant on behalf of Lewis County for the Village of Lyons Falls.
- The Technology Division completed two private networks for financial institutions – North Country Savings Bank (Windstream) and Carthage Savings and Loan (Westelcom).
- The Technology Division wired the new Ogdensburg Airport project with a new circuit upgrade and new circuits for Cape Air and Allegiant Air.

- The Technology Division completed the \$2.8 million public safety network to upgrade broadband services connecting 27 public safety locations and 13 county emergency 911 sites.
- The Technology Division added service to 10 new cell towers in FYE 2017.
- The Technology Division increased broadband capacity by adding 35 circuits.
- The Technology Division won a Telemedicine RFP to extend services at lower rates and greater reliability for 49 existing ACTION healthcare locations.
- The Technology Division extended service for Mohawk Networks to Lowville to allow them to begin wireless service throughout Lewis County.
- The Technology Division hosted Senator Gillibrand at Westelcom facilities to announce her broadband initiatives.
- The Technology Division provided Clarkson with 2 Gbps circuit for internet access.
- The Technology Division added GTT as a new service provider.
- The Technology Division finalized agreement to provide broadband service for the City of Ogdensburg.
- The Technology Division finalized Mater Service Agreement to add Fairpoint as a wholesale provider.
- The Technology Division is evaluating project to add wireless tower on Fort Drum.
- The Water Quality Division has been awarded a contract with the U.S. Customs Service to operate its wastewater treatment facility on Wellesley Island.

Promote and sustain MWBE initiatives for economic growth.

- The Authority's annual Minority and Women Business Enterprises Goal Plan was submitted timely and approved.
- Authority staff attended contractor match-making events in St. Lawrence and Jefferson Counties in order to increase awareness with certified MWBE's.
- For FYE 2017, the Authority established a MWBE goal of 30% consistent with State requirements.
- Authority staff participated in the Governor's Annual New York State MWBE Forum for 2 days in the capitol.
- The Authority complied with all MWBE requirements, which included State grant funds.
- The Authority's annual Service Disabled Veteran Owned Businesses (SDVOB) Goal Plan was submitted timely and approved.
- For FYE 2017, the Authority established a SDVOB goal of 2%. The State of New York established a statewide target for SDVOB of 6%.
- Authority SDVOB utilization from April 1, 2016 through February 28, 2017 was 2.21%.
- For FYE 2014 through 2016, the Authority consistently increased MWBE utilization and exceeded goals. MWBE utilization rates are as follows: FYE 2014 – 23%; FYE 2015 – 30%; FYE 2016 – 39%.
- The Technology Division proactively sent all bids to all MWBE vendors listed in the procurement category.
- The Technology Division purchased all Cisco equipment via bid won by MWBE.
- **MWBE utilization from April 1, 2016 through February 28, 2017 is 26%. Authority staff believes that reaching the FYE 2017 MWBE goal of 30% is not likely.**

Automated data retrieval to support MWBE reporting requirement through the development of SQL Server Reporting Services (SSRS) utilizing data retrieved from the accounting system.

- The Authority continued to grow its GIS Hosting Services, bringing the total number of customers served to 64 this fiscal year, and the number of users of the Authority's Internet Mapping Application (IMA) to more than 4,500 per month.
- The Technology Division has participated with New York State to implement an ongoing cyber security program to protect data, privacy, applications and people, consistent with the National Institute of Standards and Technology.
- The Technology Division ordered equipment and began installation of backbone upgrade to 40 terabits per second Dense Wavelength Division Multiplexing (DWDM) system.
- The Technology Division selected NexGen Asset Management and Work Order System providing additional capabilities for tracking assets.
- The Technology Division provided a 10 G wave via GTT to Fort Drum.
- The Technology Division moved from standalone service order processing to OnBase to promote standard systems.
- The Water Quality Division has upgraded the closed circuit televising equipment used to televise and inspect the interior of sewer pipe lines.

Development Authority of the North Country Board accepted at Annual Meeting on March 23, 2017.