



## **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, 2017 – March 31, 2018**

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**

Fiscal Year End 2018

# Performance Measurements

April 1, 2017 - March 31, 2018



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 Defense Contract Audit Agency completed an incurred cost audit of the Authority's Army Sewer and Water Lines for the Fiscal Years ending 2014, 2015 and 2016. The audit resulted in no questioned Authority costs.
- The Authority received a Part 360 Solid Waste Management Permit to Construct and Operate a Solid Waste Management Facility, with an expiration date of January 25, 2023, from the New York State Department of Environmental Conservation (DEC).
- The Authority received its second Minority and Women-owned Business Enterprise (MWBE) report card, based on an evaluation by New York State Empire State Development. Of 21 criteria, the Authority scored a 17, resulting in grade of "A." The Authority received a grade of "A" on its first report card as well.
- The Authority completed the DEC Environmental Audit and there were no instances of regulatory non-compliance noted for the reporting period.
- Authority-owned Army Waterline, Army Sewer line, and Regional Waterline had no violations.
- The Technology Division assisted the New York Power Authority (NYPA) in the development of a State Environmental Quality Review Act (SEQRA) request for its communications backbone project.
- The Technology and Water Quality divisions worked cooperatively to respond to the Cybersecurity Vulnerability Assessment for water systems, as required by the New York State Department of Health.
- Human Resources completed Affordable Care Act (ACA) monthly and annual reporting to demonstrate that the Authority is providing health insurance coverage to employees and that the coverage meets minimum value and affordability levels.
- Human Resources completed Public Employee Safety and Health (PESH) annual reporting of work-related injuries and illnesses.
- Human Resources completed required Workplace Violence Prevention annual training, an employee survey, site evaluations, checklists, and reporting.
- Human Resources ensured that appropriate employees completed the state Joint Commission on Public Ethics (JCOPE) required comprehensive ethics training and filed annual financial disclosure statements.

- Human Resources completed required bi-annual reporting to the state Office for the Prevention of Domestic Violence.
- Payment to the New York State Public Works Enforcement fund was made in a timely manner.
- The Technology Division filed all FCC and New York State forms required to operate a Telecommunications Network in a timely manner.
- The Engineering Division reviewed 61 special waste disposal requests for over 21,000 tons to ensure the materials being delivered to the Materials Management Facility are acceptable as non-hazardous waste in accordance with the Authority's Part 360 permit.
- Water Pollution Control facilities serving the Villages of Carthage/West Carthage, Clayton and Malone, and the City of Ogdensburg that are managed by the Authority's Engineering Division, experienced a combined total of 60 violations FYTD. Violations were caused by a variety of issues including failing equipment and collection and treatment system capacity issues. The Authority is working with each of the municipalities to implement corrective actions to address these issues.
- Municipal wastewater treatment plants operated or managed by the Water Quality Division had 11 SPDES violations; proper documentation was filed with the DEC.
  - 9 of the violations were due to wet weather causing high flows at the plants
    - 6 were the result of the high water levels on Lake Ontario and the St. Lawrence River – flows entered the sewer collection systems (3 in Sackets Harbor and 3 in Alexandria Bay)

### Meet or exceed Federal, State and local safety requirements.

- The Authority completed 305 of 311 safety compliance items – 98.1% complete for calendar year 2017.
- Water Quality Division personnel completed over 30 safety trainings to meet safety requirements and maintain operator certifications.
- The Technology Division developed a Health and Safety Plan and submitted it to NYPA for work in its facilities. The plan was approved.
- The Engineering Division coordinated and provided the following training for employees: Confined Space Entrant and Attendant, Confined Space Rescue, Aerial Lift, Crane & Hoist, Contractor Safety Training and Powered Industrial Truck Training that included 75 attendees.
- The Technology Division assured all contractors working on the network had 10-hour OSHA certificates.
- Authority employees with New York State Department of Transportation (DOT) Commercial Driver Licenses completed required employee annual physicals and random drug and alcohol screening.
- The required Defensive Driver Training for Authority employees was completed.
- The Authority offered free lead-safe certification training to contractors in the Massena area to help qualify them to work on Authority-administered housing rehabilitation projects.
- The Authority maintained a Board-Certified Safety Professional on staff and completed internal safety compliance audits for confined space and respiratory protection.
- The Engineering Division managed the Authority's safety program and facilitated monthly Safety Committee meetings with representatives from all divisions.
- The Engineering Division completed quarterly internal compliance audits to ensure that regulatory and safety requirements were being met.
- The Water Quality Division and Materials Management met all OSHA requirements and completed annual safety inspections for all facilities and safety equipment.
- The Authority had 5 reportable accidents in calendar year 2017, an increase from 4 reportable accidents in 2016.

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

- The Authority issued a competitive invitation to bid for fiber maintenance and emergency restoration.
- The Authority issued a competitive invitation to bid for all Cisco equipment, resulting in cost savings and efficiencies by working with one value-added reseller instead of many.
- The Authority publicly accepts bids for all used equipment and assets, utilizing a public electronic auction site.
- The Technology Division signed four new fiber leases with other local service providers to decrease the Authority's capital costs and provide services to customers at a lower cost.
- 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 DEC for FYE 2017. The FYE 2018 Compliance Report will be submitted to the DEC upon audit completion.
- The Technology Division extended a fiber swap and added locations with SLIC Network Solutions and Westelcom in an effort to reduce capital costs, yet still provide services to customers.
- The Technology Division reduced equipment maintenance costs by \$50,000 per year by eliminating maintenance service on lower-cost equipment that is more cost effective to replace with spares.

## **Operate transparently and with accountability to partners and general public.**

- The Authority launched a new website, new recycling website and new recycling Facebook page to expand its electronic media presence and provide information about the Authority and waste diversion activities in a format that is easier for the public to use.
- A 10-year strategic plan was developed and adopted by the Authority, with input from stakeholders and customers.
- Regional Development staff completed the Fort Drum Joint Land Use Study, funded by the Department of Defense, Office of Economic Adjustment, and NYS State Sen. Patty Ritchie. The study provides information pertaining to encroachment issues relating to Fort Drum and surrounding communities, and strategies to mitigate them.
- Working with IT and Engineering staff, the Regional Development Division completed the Fort Drum Compatibility website to provide communities with access to information pertaining to land uses compatible with development near Fort Drum.
- The Authority hosted an open house of its Materials Management Facility, with informational and partner displays and tours of the landfill and related operations.
- Communications issued 18 press releases to inform the community about Authority activities, and media mentions/stories numbered more than 150, an increase of more than 100% over the prior year.
- To further inform the public about its activities and services, the Authority participated in the Tug Hill Local Government Conference, the St. Lawrence County Local Government Conference, the Greater Watertown Chamber of Commerce Business Expo, Geographic Information System (GIS) Legislative Day in Albany, the New York State I Love New York Tourism Conference, and Super Science Saturday.
- The Finance Division completed annual PARIS reporting for staff, board of directors, and benefits information for state Authorities Budget Office.
- The Authority provided its annual update newsletter to Rodman residents, and the Materials Management Division Director attended monthly Rodman town board meetings to keep residents updated on landfill activities.
- The Materials Management Division conducts periodic meetings with haulers to obtain feedback and discuss operational changes at the landfill and waste diversion initiatives.

- The Materials Management Division publishes periodic informational/instructional bulletins for landfill users called “Materials Management Memos,” which are also posted to the Authority’s website.
- Presentations on Authority activities were made to multiple community groups, including the Watertown Rotary Club, St. Lawrence County Legislature, the regional Municipal Energy Utilities Association, the St. Lawrence County Conference of Mayors and the Greater Watertown Chamber of Commerce Board of Directors.
- The Authority offered a workshop to introduce newly elected municipal officials in the tri-county area to its operations and services.
- The Water Quality Division conducted regular scheduled meetings with Route 3 Sewer municipalities, Regional Water Line municipalities, and the U.S. Army for fiscal and operations review.
- The Engineering Division maintained information about municipal efficiency/consolidation studies on the Development Authority’s website to enhance transparency about the studies.

### **Encourage environmental stewardship and advance as a more sustainable organization.**

- The Authority established an online Human Resources program for health, dental, and vision insurances for annual open enrollment and onboarding of new hires, resulting in a reduction in paper usage.
- The Authority developed and promoted pilot programs for mattress recycling, hardcover book recycling and agricultural plastics recycling.
- With its county partners and the DEC, the Authority sponsored five free, household hazardous waste collection days throughout the tri-county region.
- The Authority conducted internal waste audits and created promotional materials to encourage the recycling of common “lunchtime” and office waste among its employees.
- The Authority completed 982 of 987 environmental regulatory tasks – 99.5% of the requirement.
- The Water Quality Division replaced diesel-powered generators at Booster Pump Station 1 and Booster Pump Station 2 with energy efficient, clean-burning natural gas units, eliminating underground bulk storage units.
- The Authority completed its electronic recycling, transporting 0.48 tons (960 pounds) of e-waste in FYE 2018.
- The Authority performed two internal waste audits in 2017 to provide a baseline for future comparison and to target employee recycling educational efforts.
- The Technology Division completed HVAC, fire suppression and battery inspections of all Central Offices to check for leaks, and assure proper operating conditions.
- The Authority began using the state Employees’ Retirement System new online reporting system, resulting in a reduction in paper.
- The Authority’s continuing partnership on the landfill’s gas-to-energy plant was highlighted in a regional magazine.
- The Finance Division electronically distributes employee paystubs and utilizes a direct deposit program for expense reimbursement, continuing the Authority’s conversion to electronic paperless transactions. Since 2013, the Authority has seen a reduction in check stock usage of approximately 30%.
- The Authority completed its required Executive Order #4 Survey and Report to New York State, reflecting its sustainability efforts.
- The Authority established a reuse program for office supplies and furniture.
- The Authority purchased 3,000 tree saplings to be planted in 2018 for riparian enhancement on the landfill site, consistent with the Wetlands Mitigation Plan.
- The Materials Management Division continues to be the site used by local colleges and the Jefferson Leadership Institute for environmental and infrastructure related field trips.

- The Materials Management Division was awarded \$28,113.65 by the DEC for Household Hazardous Waste collection.
- The Materials Management Division was awarded \$44,905.48 by the DEC for collecting E-Waste.

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

- The Authority received a “Best Partner Award” from the New York Department of State in recognition of its efforts to help local municipalities share services and improve efficiencies.
- The Authority launched an incentive program to assist municipalities with the disposal of “zombie” properties they choose to demolish.
- The Authority signed partnership agreements with Fort Drum to assist the post with community planning and waste diversion activities.
- The Water Quality Division added five exercise stations to the Kanik Recreational Trail in Calcium to provide public users of the trail with an opportunity to engage in further health and wellness activities.
- The Materials Management Division purchased a book de-binding machine and coordinated a discarded book collection and de-binding operation with the North Country Library System. De-bound hard cover books are now recycled.
- The Materials Management Division spearheaded a mattress recycling pilot program in partnership with Lewis County.
- The Materials Management Division collected and transported one container of agricultural plastics to Delta Plastics in Arkansas for determination of quality for recycling.
- The Materials Management Division collected 439 pieces of used furniture received from the renovation of facilities on Fort Drum, and distributed the items to the Lewis, Jefferson and St. Lawrence county Departments of Social Services.
- The Technology Division commenced construction of a network linking 40 libraries in the North Country Library System.
- The Engineering Division completed dissolution studies for the Village of Morristown and Village of Harrisville, and a Town of Tupper Lake Water/Sewer Consolidation study. All partners have approved the plans, which were developed with the assistance of Authority staff.
- The Technology Division extended the North Country Telemedicine network for two years, allowing for the continued delivery of quality communications to over 45 healthcare facilities.
- The Authority partnered with Jefferson Community College’s Center for Community Studies and regional economic development agencies to produce the tri-county biannual Regional Economic Tracking Study, to provide data useful to development efforts.
- The Engineering Division provided technical support services for water/sewer capital improvement projects in the Village of Clayton, Villages of Carthage/West Carthage, Village of Heuvelton, Village of Potsdam, Village of Tupper Lake, City of Ogdensburg, and Towns of Clifton and Fine. These multi-year projects represent approximately \$100 million in investment in North Country infrastructure that will help support existing and future economic development.
- Authority staff is administering the 2015 Village of Tupper Lake HOME Program, 2016 Town of Wilna Community Development Block Grant (CBDG), 2016 Village of Massena CDBG, and 2016 Village of Massena Affordable Housing Corp. (AHC) program. All are affordable housing programs being administered by Regional Development staff with the assistance of Engineering staff.
- The Regional Development staff is administering a Department of State Brownfield Opportunity Area grant on behalf of Lewis County for the Village of Lyons Falls.
- Regional Development staff entered into agreements with the Franklin County IDA and Village of Canton to provide underwriting services for their loan and grant programs, respectively.
- The Technology Division signed a contract with the City of Ogdensburg to provide IT equipment and services, resulting in enhanced communication and security for the City of Ogdensburg.

- The Village of Gouverneur and Town of Gouverneur municipal networks were completed, greatly increasing the municipalities' broadband and communications capabilities.
- The Technology Division delivered a 10Gbps wave throughout the Authority's network to Avangrid/NYSEG, allowing them to enhance their communications and monitoring infrastructure, as well as increase the security of their network.
- The Technology Division worked with MORIC to extend the Jefferson-Lewis BOCES contract for three years, allowing the Authority to continue to deliver broadband services to over 40 schools at a discounted rate.
- The Technology Division signed agreements with the Village of Sackets Harbor, the Village of Carthage and the Adams Fire Department to provide enhanced facilities and communications infrastructure for Central Office Spaces.
- The Technology Division signed an agreement for dark fiber service with NYPA, allowing it to enhance its communications and monitoring infrastructure as well as increase the security of its network.
- The Technology Division completed a 100Gbps wavelength swap with NYSERNET. The agreement allows NYSERNET to deliver extremely high speed broadband to the colleges and universities in the North Country and allows the Development Authority to deliver services from the North Country to New York City.
- 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 awarded in 2017 and five projects awarded in 2016.
- The Engineering Division/GIS was awarded a contract totaling \$79,268 with the Towns of Tupper Lake, Harriestown, and Long Lake, to complete regional archives GIS mapping.
- The Engineering Division, on behalf of the Route 3 Sewer Board of Commissioners, will administer a Dormitory Authority of the State of New York State and Municipal Facilities Program grant to fund upgrades that will ensure the continued reliable operation of pump stations on the line and safeguard against pump station failure and environmental excursions.
- The Engineering Division completed project management and oversight of Crosstown Canal improvements for the Village of Potsdam.
- The Engineering Division completed an Asset Management Plan for the Village of Canton.
- The Engineering Division completed a Water/Sewer Rate Study for the Villages of Carthage and West Carthage and made recommendations to improve billing.
- The Engineering Division provided project management services to the St. Lawrence County IDA to support Phase 2 of the railroad rehabilitation project from Newton Falls to Carthage.
- The Engineering Division also provided project management services to the St. Lawrence County IDA for the asbestos abatement and demolition of 11 buildings on 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, and technical grant assistance and planning for the fourth and final phase of the project.

### **Promote and sustain MWBE initiatives for economic growth.**

- In FYE 2017 the Authority's MWBE utilization rate was 29.16%.
- The Authority's annual Minority and Women-owned Business Enterprises Goal Plan was submitted in a timely manner and approved.
- MWBE utilization from April 1, 2017 through December, 2017 was 34.58%.
- 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 an MWBE.
- Authority staff attended contractor match-making events in St. Lawrence and Jefferson counties in order to increase awareness with certified MWBEs.
- For FYE 2018, 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 two days in the capitol.
- The Authority's annual Service Disabled Veteran Owned Businesses (SDVOB) Goal Plan was submitted in a timely manner and approved.
- For FYE 2018, the Authority established a SDVOB goal of 3.56%. The state established a statewide target of 6% for SDVOB.
- Authority SDVOB utilization from April 1, 2017 through December, 2017 was 5.41%
- The Authority proactively identifies MWBE firms and notifies MWBE vendors of procurement opportunities.
- The Authority's Engineering division ensured that MWBE requirements were met for all state-funded municipal partner projects; the combined investment of these projects is approximately \$100 million.

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

- The Authority implemented NexGen Asset Management and Work Order System, providing additional capabilities for the Authority to track its assets.
- The Engineering Division is utilizing the NexGen system to effectively manage preventative maintenance and regulatory compliance tasks for four water pollution control facilities and two water treatment plants that it oversees/manages.
- The Finance Division has utilized the Authority's electronic content management system (ECMS) to manage the workflow process of procurement transactions. The ECMS is the centralized repository for all Authority procurements that require a formalized competitive process.
- The Engineering Division GIS staff supported the Fort Drum Joint Land Use Study (JLUS) with database and web-based portal development, map creation, and JLUS VHB consultant oversight. GIS staff worked with Fort Drum staff to create 3D wind energy project data, maps, and fly-over videos that illustrate the proximity of wind energy projects to Fort Drum airspace boundaries and effects on radar stations.
- The Technology Division completed the installation of a backbone upgrade to 40 terabits per second Dense Wavelength Division Multiplexing system.
- The Materials Management Division constructed new scales, installed new billing software and made site access improvements to improve traffic flow and hauler service at the landfill.
- The Materials Management Division constructed new leachate storage and loading facilities to improve leachate handling operations at the landfill.
- The Technology Division provided a 10G wave to Westelcom.
- The Technology Division increased the bandwidth for SLIC Network Solutions to 14 Gbps.
- The Authority continued to grow its GIS hosting services, bringing the total number of customers served to 66 this fiscal year, and the number of users of the Authority's Internet Mapping Application to 5,000 per month.
- The Technology Division signed an agreement with Westelcom to perform joint builds, swap fiber, and perform construction to enhance both networks in the North Country.
- The Technology Division added service to 22 new cell towers.
- The Technology Division increased broadband capacity by adding over 100 circuits.

- The Engineering Division upgraded the software and hardware for the Materials Management Facility SCADA server and the Water Quality SCADA and Historian Servers. The SCADA servers are critical to maintain operational awareness of the water, wastewater, and leachate systems monitored and will notify operators of any conditions that may be detrimental to the environment or to people who depend on safe, clean drinking water.
- The Engineering Division implemented an automatic routine in the controls of the Western Regional Water Line to pump 5,000 gallons of water daily through the Brownville terminus of the water line in an effort to reduce the disinfection by-products in the water distribution system.
- The Engineering Division completed several control and SCADA upgrades for municipal customers including the Town of LeRay, Village of Sackets Harbor and Village of Antwerp.