



# 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, 2018 – March 31, 2019

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.

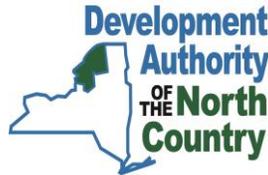
Develop internal analytic data to improve assessment and decision making.

**Adopted Annual Board Meeting – March 28, 2018**

Fiscal Year End 2019

# Performance Measurements

April 1, 2018 - March 31, 2019



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 completed the NYS Department of Environmental Conservation's (DEC) Environmental Audit; there were no instances of regulatory non-compliance noted for the reporting period.
- The Authority-owned Army Waterline, Army Sewer Line, and Regional Waterline had no violations.
- The Authority received its third Minority and Women-owned Business Enterprise (MWBE) report card, based on an evaluation by NYS Empire State Development. Of 26 criteria, the Authority scored a 25, resulting in grade of "A+." The Authority received a grade of "A" on its first two report cards.
- The Authority completed the implementation of the new, mandatory NYS Sexual Harassment Prevention Policy and completed the required employee training of all Authority employees.
- The Technology Division filed all Federal Communications Commission and NYS forms required to operate a telecommunications network in a timely manner.
- The Engineering Division reviewed 51 special waste disposal requests for over 68,000 tons to ensure these materials being delivered to the Materials Management Facility (MMF) are acceptable as non-hazardous waste in accordance with the Authority's Part 360 permit.
- The Telecommunications group sent Universal Service Fund certificate requirements to all customers.
- The Telecommunications group filed a Jurisdictional Inquiry and a Public Utility Amendment Application for the Adirondack Club/Loj Road project.
- USDA completed a successful audit of the North Country Alliance's project files, finding no issues.
- The Authority was compliant with HOME program guidance from U.S. HUD.
- Payment to the NYS Public Works Enforcement fund was made in a timely manner.
- The Authority's annual MWBE Goal Plan was submitted in a timely manner and approved.
- The Authority established an MWBE goal of 30%, consistent with state requirements. Authority MWBE utilization from April 1, 2018 through December 2018 was 33.64%.
- Authority staff attended contractor match-making events in St. Lawrence and Jefferson counties in order to increase awareness of Authority needs among certified MWBEs.

- The Authority proactively identifies MWBE firms and notifies MWBE vendors of procurement opportunities.
- Authority staff participated in the Governor's Annual NYS 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.
- The Authority established an SDVOB goal of 4%. The state established a statewide target of 6% for SDVOB.
- Authority SDVOB utilization from April 1, 2018 through December, 2018 was 4.72%.
- The Authority completed a wellfield expansion and leachate pipe upsizing project at the regional MMF to decrease fugitive gas emissions, eliminate leakage into the liner system and aid in leachate transport.
- The Authority completed tree harvesting for the regional landfill's expansion footprint within the required, regulated timeframe due to Indiana Bat habitat.
- The Authority commenced wetlands mitigation construction as part of the landfill expansion project to meet US Environmental Protection Agency (EPA) requirements for wetlands disturbance.
- A new litter fence was installed at the MMF to contain blowing litter.
- Periodic DEC landfill site inspections resulted in no violations.
- MMF staff proactively resolved all landfill operation and storm water-related environmental issues without permit violations.
- Human Resources completed Affordable Care Act required monthly and annual reporting that proves the Authority is providing affordable health insurance coverage to its employees.
- Human Resources completed Public Employee Safety and Health (PESH) annual reporting of work-related injuries and illnesses.
- Human Resources submitted the annual confidential Evaluation of Board Performance Summary to the NYS Authority Budget Office.
- Human Resources ensured that board members and affected employees completed the NYS Joint Commission on Public Ethics required comprehensive ethics training and filed annual financial disclosure statements.
- Human Resources completed the required annual Workplace Violence Prevention training, employee survey, site evaluations, checklists, and reporting.
- Human Resources completed the required bi-annual reporting to the NYS Office for the Prevention of Domestic Violence.
- The Defense Contract Audit Agency completed an incurred cost audit of the Authority's Army Sewer and Water Lines for FYE 2017. The DCAA audit resulted in questioned Authority costs of \$29,287 related to the Authority's methodology for charging indirect costs and Water Quality personnel compensated absences to Fort Drum. These items were identified in the "Other Matters" section of the Incurred Cost Audit Report for Fiscal Years 2014, 2015 & 2016 with a recommendation from DCAA that we review and modify our current methodology for charging indirect costs and Water Quality personnel compensated absences to Fort Drum. Based on this recommendation and to ensure future compliance with Federal Acquisitions Regulation (FAR), the Authority reviewed the historical methodologies used and implemented new methodologies effective April 1, 2018. Upon review of the DCAA Audit Report, Fort Drum has indicated that it will accept the Authority's costs as originally claimed.
- 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 63 violations. 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 managed by the Authority's Water Quality Division had 10 SPDES violations; proper documentation was filed with the DEC.
- One Petroleum Bulk Storage violation related to a non-functioning spill bucket at the regional landfill was corrected.

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

- The Authority completed 345 of 347 Safety Compliance items – 99.4% complete for calendar year 2018.
- The Authority maintained a Board-Certified Safety Professional on staff and completed internal safety compliance audits for confined space and respiratory protection.
- The Gaseous Chlorine System has been removed from Warneck Pump Station. This has greatly reduced potential danger to worker safety and to area residents.
- The Water Quality Division was visited by PESH in the field while inspecting the Army Sewer Line. The equipment and work processes were observed and no violations were issued.
- All Authority employees completed Vehicle Safety Training.
- The Telecommunications Division met all regulatory and safety requirements for the New York Power Authority (NYPA) and Alcoa projects, which required additional on-site training for Authority staff.
- The Engineering Division coordinated and provided the following training for employees: Hot Work Program, Fire Extinguisher, Confined Space Entrant and Attendant, Confined Space Rescue, Confined Space Supervisor, Electrical Safety, Compressed Gas Safety, Fall Protection, Hearing Conservation & Noise Vibration, Aerial Lift, Contractor Safety, Lock-Out Tag-Out, Hazard Communication, Crane & Hoist, Powered Industrial Truck Safety, and Personal Protective Equipment.
- 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 MMF successfully conducted a surprise onsite confined space entry rescue drill.
- The Water Quality division adhered to OSHA requirements and completed annual safety inspections for all facilities and safety equipment.
- The Technology Division established the Keeseville Central Office as a PESH-reportable location.
- The Technology Division submitted traffic safety plans to the NYS Department of Transportation (DOT) for all jobs requiring roadside protection.
- The Authority had a reportable incident rate of 6.6 in calendar year 2018; an increase from 5.9 in 2017.

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

- The Authority publicly accepts bids for all used equipment and assets, utilizing a public electronic auction site.
- The Authority implemented an Asset Management Policy.
- The Authority implemented several IT security measures to protect the Authority's digital information.
- The Technology Division entered into a dark fiber Indefeasible Right to Use (IRU) agreement with Northland Networks as part of the NYPA project, resulting in \$875,000 in construction savings.

- The Authority created a new company within the Regional Development Division in order to better manage the Community Development Loan funds. State funds are now separated from local funds in order to better track.
- The Materials Management Division secured grants for Household Hazardous Waste and Electronics recycling.
- IT created a workflow that provides a tracking mechanism of Telecommunications assets as they are deployed or decommissioned from Central Offices to ensure assets are updated properly.
- 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 2018. The FYE 2019 Compliance Report will be submitted to the DEC upon audit completion.
- The Engineering Division completed a capital project to upgrade the publically accessible Geographic Information System (GIS) Internet Mapping System (IMA) to the latest platform and updated the GIS software to a newer version that will improve workflows and streamline GIS management tasks, including current records/mapping of the Authority's infrastructure.
- The Technology Division negotiated a fiber overlash agreement with Frontier Communications, resulting in a savings of over \$300,000 for the backbone overlash project.
- Telecommunications entered into a fiber and services exchange agreement with another provider, resulting in \$57,000 savings to both organizations.
- The Technology Division entered into a new service agreement for HVAC maintenance to assure its equipment is well-maintained.
- The Authority issued a bid to power line utility companies in an attempt to lower the increasing make-ready costs.
- The Authority entered into a pole attachment agreement with Primelink in Plattsburgh to allow Authority fiber to be attached to poles at a lower cost.
- The IT group investigated and reported on alternative backup systems for the IT infrastructure in order to better protect the Authority's digital information.

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

- The Authority continued to refine and expand its new website to offer more information, including the addition of Performance Measures and loan portfolio "snapshot" sheets.
- Regional Development enhanced the Fort Drum Compatibility website to provide data and reports in order to improve compatible land use planning between Fort Drum and communities. GIS staff supported the Fort Drum Compatibility projects with database and web-based portal development, map creation and data analysis, including the creation of 3D imaginary airport surface models for Fort Drum.
- The Finance Division completed annual PARIS reporting for staff, board of directors, and benefits information for the State Authorities Budget Office.
- 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, a Syracuse University K-12 Recycling Resources Roundtable, the NYPA/St. Lawrence County Economic Development Advisory Board and Fort Drum Day in Albany.
- The Authority provided its annual update newsletter to Rodman residents, and the Materials Management Director attended monthly Rodman town board meetings to keep residents updated on landfill activities.

- The Water Quality Division conducted 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.
- Authority Engineering staff attended over 85 municipal board meetings to provide updates on contract services the Authority is providing for the municipalities; Water Quality staff attended municipal board meetings on a regular basis and as requested.
- 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.
- Regional Development created a Fort Drum Compatibility Committee comprised of municipal officials, Fort Drum representatives, and planning organizations to discuss encroachment pertaining to Fort Drum and surrounding communities. This resulted in a first-time tour of the installation for this group.
- Regional Development staff gave a presentation on the Joint Land Use Study (JLUS) and the Fort Drum Compatibility website to Fort Drum Garrison staff at its strategic planning session.
- Utilizing Office of Economic Adjustment funds, Regional Development staff is updating the Drum Country Business website in order to better market the three-county region for development.
- Utilizing Office of Economic Adjustment funds, Regional Development staff is creating model ordinances relating to land use planning and zoning as identified by the JLUS, in order to share with communities for their use.
- The Authority hosted its annual open house at the MMF, with informational and partner displays and tours of the landfill. The event was modified this year to offer some tours during the facility's open hours so visitors could view the working landfill in operation.
- Communications issued seven Authority press releases to inform the public about its activities and events, and provided information for five releases issued by partner organizations. Media stories numbered 140.
- Authority staff participated in a public meeting held by the DEC to update stakeholders and residents on the status of the J&L brownfield site cleanup/demolition in St. Lawrence County.
- Water Quality staff met with all City of Watertown water users along with NYS Department of Health and the EPA to address Disinfection Byproduct concerns.
- MMF staff provide facility tours to school- and college-age students and teachers throughout the year.
- The Materials Management Division conducts 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.

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

- The Authority completed 1,011 of 1,012 environmental regulatory tasks – 99.9% of the requirement.
- The Authority performed four internal waste audits in 2018 and set the baseline for future audits.
- The Authority implemented a mattress collection/recycling program in St. Lawrence County and continued subsidizing mattress collection in Lewis County.
- The Authority completed its electronic recycling, diverting 0.46 tons (920 pounds) of e-waste.
- The Authority completed its required Executive Order #4 Report to New York State, reflecting its sustainability efforts.
- The Authority increased collections of discarded books, which are de-bound and the pages then recycled. The pages of over 51,000 books were recycled through this process in FYE 2019.
- MMF staff attended several workshops, discussion sessions and presentations on the direction and state of recycling.

- The Authority established a reuse program for office supplies and furniture; in its first year the program successfully diverted 100 pounds of material from the landfill.
- 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 34%.
- The Gaseous Chlorine System was removed from Warneck Pump Station, eliminating the risk of a release of chlorine gas into the atmosphere.
- The Technology Division performed fire suppression room integrity testing for all Central Offices that have Authority-owned fire suppression.
- The Technology Division completed semi-annual inspections for fire suppression, HVAC and batteries to ensure proper operating conditions.
- The Authority implemented a Human Resources software system which has increased automation and reduced the overall need for paper.
- The Authority completed a digital cleanup of Authority-wide electronic files.
- The Authority implemented electronic signature software which decreases contract signature time and reduces the need for paper copies.
- Printed billing statements at the MMF were eliminated; statements are now emailed to all customers.
- The Authority assisted Fort Drum in developing a successful mattress recycling program.
- Authority staff participated in the Fort Drum Sustainability Fair.
- The Authority created and launched a new television recycling ad, with new proprietary characters and music.
- Authority staff created a textile recycling flyer with county-wide drop off locations to align with a DEC textile collection drive.
- Authority staff developed a display on composting and recycling for an educational building at the NYS Zoo at Thompson Park and participated in their annual Earth Day event.
- Human Resources used an HR management system software program (Employee Navigator) 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 completed the required online training on the NYS Employees' Retirement System's new Employer Online system to enroll new employees and submit reports electronically, resulting in the reduction of paper usage.

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

- 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 five projects.
- Authority staff provided engineering assistance for several housing redevelopment projects in the Village of Tupper Lake, Town of Wilna, Village of Massena, and Village of Gouverneur.
- 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, Town of Tupper Lake, City of Ogdensburg, and Towns of Clifton and Fine. These multi-year projects total approximately \$100 million in investment in North Country infrastructure that will help support existing and future economic development.
- The Authority signed an agreement to provide services to the Lewis County IDA for its new Center for Business, located in the former Climax Manufacturing building.

- 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.
- Telecommunications delivered service to the new Lewis County education center for Jefferson Community College, Lewis County, and Cornell Cooperative Extension.
- The Engineering Division/GIS was awarded a contract to implement regional archives GIS mapping for the Village of Malone, towns of Malone and Bellmont, and Franklin County.
- The Engineering Division completed work required for the Village of Harrisville to dissolve.
- The Town of Tupper Lake contracted with the Engineering Division to facilitate the consolidation of 51 water and sewer districts into 15 districts.
- The Engineering Division assisted the Village and Town of Gouverneur with an application for funding through the Department of State to fund a regional hydroelectric study which is complete.
- The Engineering Division, on behalf of the Route 3 Sewer Board of Commissioners, assisted the Town of Champion with a successful funding application from the New York State Municipal Facilities Program. The grant is paying for the upgrade of Remote Terminal Units in the 10 oldest Route 3 Sewer Corridor pump stations.
- The Engineering Division assisted the Village of Heuvelton with a successful grant application through the Department of State's Municipal Restructuring Fund to complete a regional study that will evaluate the feasibility of decommissioning the Village of Heuvelton's wastewater treatment plant and constructing a sewer pipeline along NYS Route 812 to connect to the City of Ogdensburg's wastewater system.
- The Engineering Division assisted the Village of Heuvelton and Losurdo Foods in obtaining \$374,000 in grant funding to construct a wastewater equalization tank that will help Losurdo retain and create jobs.
- The Engineering Division assisted the Towns of Clifton and Fine with utilizing over \$143,000 of grant funding to complete a renovation project to promote increased tourism at the Clifton-Fine Golf Course and to develop marketing materials and improved signage.
- The Engineering Division completed Asset Management Plans for the following communities: Town of Diana, Town of Tupper Lake Water and Sewer Districts, and the Village of Alexandria Bay.
- The Engineering Division completed a Water/Sewer Rate Study for the Village of Potsdam and made recommendations to improve billing, which were implemented by the village.
- 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, Phase 2 Project Completion and Phase 3 Project Planning; and 2) asbestos abatement and demolition of 12 of the remaining 17 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 fourth and final phase of hazardous material abatement and demolition of the Lyons Falls Paper Mill brownfield site.
- Telecommunications completed a new security/monitoring network throughout the North Country for NYPA.
- Telecommunications completed a new security/monitoring network throughout the North Country for Avangrid/NYSEG.
- Telecommunications completed a 100G wave swap with NYSERNET and delivered 10G waves to Clarkson University, St. Lawrence University, SUNY Potsdam, and SUNY Canton on the 100G wave.
- Telecommunications assisted the Thousand Islands Bridge Authority with fiber upgrades and completed the fiber build to the new 1000 Islands/I Love New York Welcome Center at Collins Landing.

- The Technology Division constructed a new Central Office in Carthage in the village offices, including installation of a generator for the entire building and connectivity between municipal locations.
- Telecommunications provided an IRU for the St. Lawrence County Office of Emergency Management to its new towers in Ogdensburg and Massena.
- Telecommunications upgraded services and provided several new circuits for two regional providers, SLIC and Westelcom.
- IT and Technology partnered to complete an IT project for the City of Ogdensburg. A first for the Authority, the project included design and installation of both the fiber and IT structure for the city.
- Regional Development staff are administering a NYS Grown and Certified Producer's Grant for the North Country region.
- Regional Development staff are administering Restore NY and NYS Parks, Recreation and Historic Preservation grants for the Town of Wilna.
- Regional Development staff are writing grant applications for NYS affordable housing programs on behalf of the Town of Gouverneur and villages of Massena and Tupper Lake.
- Regional Development are staff working with the City of Watertown, Neighbors of Watertown, Habitat for Humanity, and the Watertown Housing Authority to rehabilitate blighted and foreclosed properties in the City of Watertown.
- The Authority accepted \$1 million from the Job Development Authority to implement an agribusiness loan program in Jefferson, Lewis and St. Lawrence counties.
- MMF staff performed spring street sweeping of streets for the Town of Rodman.
- The Authority investigated and evaluated sites for a regional recycling collection center to assist its partner counties with their recycling efforts.
- The Authority provided hunting opportunities for wheelchair-users at designated locations on the landfill property.

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

- The Engineering Division has developed statistical data for IMA applications and GIS access contacts, and tracks the data monthly to help determine the future direction of the GIS program.
- IT has purchased software to monitor and improve downtime rates for internet connection, email and unplanned maintenance.
- Telecommunications has invested in a network management and monitoring platform.
- Finance modified electronic financial data sets so that open and paid Purchase Orders can be viewed in detail, all purchases may be reviewed by account code, and financial data can be viewed in real-time, allowing for better budget management.
- The technology division monitors the bandwidth utilization of every circuit in the network to proactively assist customers with potential network issues before they escalate.
- The Authority is converting Municipal Solid Waste tonnage data to a local per-capita figure, with the goal of reaching the statewide per-capita MSW figure.