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# Mission Statement and Performance Measures

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## 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, 2019 – March 31, 2020

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 2020

# Performance Measurements Report

## April 1, 2019 - March 31, 2020



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 Materials Management Division operated the solid waste landfill in accordance with the NYS Department of Environmental Conservation 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 Materials Management Division conformed to the US Environmental Protection Agency (EPA) Greenhouse Gas Mandatory Reporting Rule.
- The Authority-owned Army Water line, Army Sewer line, and Regional Waterline had no violations.
- The Authority completed the NYSDEC Environmental Audit on July 1, 2019; there were no instances of regulatory non-compliance noted for the reporting period.
- The Authority received an A+ on its Minority and Women-owned Business Enterprise (MWBE) report card for the fiscal year ending March 31, 2019, based on an evaluation by NYS Empire State Development. Of 22 criteria, the Authority scored a 20.5, resulting in grade of "A+."
- The Authority established an MWBE goal of 30%, consistent with state requirements, and Authority MWBE utilization from April 1, 2019 through December 31, 2020 was 37.83%.
- The Authority established a Service Disabled Veteran-Owned Business (SDVOB) goal of 4%, and Authority SDVOB utilization from April 1, 2019 through December 31, 2019 was 4.41%.
- USDA completed a successful audit of the North Country Alliance's project files, finding no issues. The Authority serves as administrator for the NCA.
- Jefferson County completed a successful monitoring of the North Country HOME Consortium Program, finding no issues. The Authority is the administrator of the program for the county.
- NYS MWBE goals were exceeded for the North Country Redevelopment Loan Fund grant that is administered by Empire State Development.
- The Materials Management Division completed the Annual Planning Unit Recycling Report for submission to NYSDEC.

- The Engineering Division reviewed 77 special waste disposal requests for over 26,798 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 Telecommunications Division filed all Federal Communications Commission and NYS 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.
- The Authority completed Sexual Harassment Prevention in the Workplace training for all employees, as annually required by the NYS Department of Labor.
- Human Resources completed Affordable Care Act required monthly and annual reporting, that proves affordable health insurance coverage is provided to its employees.
- Human Resources completed Public Employee Safety and Health (PEOSH) annual reporting of work-related injuries and illnesses.
- Human Resources completed and submitted to the U.S. Department of Labor, Division of Labor Statistics, annual survey of occupational injuries and illnesses.
- Human Resources completed and submitted the required annual Confidential Evaluation of Board Performance Survey to the NYS Authority Budget Office.
- Human Resources completed the required annual reporting of NYS Department of Labor Workplace Violence Prevention training, employee survey, site evaluations, and checklists.
- Human Resources completed and submitted the required bi-annual reporting to the NYS Office for the Prevention of Domestic Violence.
- 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.
- Payment to the NYS Public Works Enforcement fund was made in a timely manner.
- **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 29 violations down from 63 violations last year. Much of this improvement was due to completion of a capital improvement project in the Carthage/West Carthage facility. The Authority is working with each of the municipalities to implement corrective actions to address these issues, some of which include additional capital projects.**
- **Municipal wastewater treatment plants managed by the Authority's Water Quality Division had 10 SPDES violations; proper documentation was filed with the DEC.**

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

- The Authority completed 393 of 393 Safety Compliance items – 100% complete for calendar year 2019.
- The Water Quality Division adhered to OSHA requirements and completed annual safety inspections for all facilities and safety equipment.
- The Water Quality Division completed arc flash risk assessments at Warneck Pump Station, Booster Pump Stations 1 & 2, and Limerick Booster Pump Station.

- 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.
- The Telecommunications Division met all regulatory and safety requirements for the New York Power Authority (NYPA) project, which required staff to undergo additional training.
- The Authority had a reportable incident rate of 6.5 in calendar year 2019; a decrease from 6.6 in 2018.
- The Engineering Division coordinated and provided the following training for employees: Bloodborne Pathogen, Respiratory Protection, Trenching & Excavation, Lock-Out/Tag Out, Crane & Hoist, Office Ergonomics, Industrial Ergonomics, Confined Space, Fall Protection, Hazard Communication, Personal Protective Equipment, Hot Work, Compressed Gas Safety, Hearing Conservation & Noise/Vibration, Aerial Lift, Fork Lift, and Ladder Safety, that covered over 490 attendees.
- Telecommunications staff attended required on-site safety training in order to be allowed to complete its project on Alcoa property.
- 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 employees completed CPR/AED/First Aid training.
- 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 established bad debt reserves for questionable loans in order to manage loan portfolio risk.
- Telecommunications successfully overturned 23 requested pole replacements to a cell tower in Madrid by working with National Grid, saving the Authority \$100,000.
- The Authority publicly accepts bids for all used equipment and assets, utilizing a public electronic auction site.
- Information Technology implemented several security measures to protect the Authority's digital information: separated the Telecom and IT networks, performed penetration testing, installed and configured a new backup system, and completed quarterly phishing testing and yearly cybersecurity training for employees.
- The Materials Management Division reviewed and improved working face operations to reduce leachate production.
- Telecommunications saved \$65,000 by acquiring existing fiber to complete the NYPA Indefensible Right to Use (IRU) agreement which connects their control center in Utica to the New York State Thruway fiber.
- Telecommunications saved \$42,000 by acquiring fiber from Primelink to connect the Plattsburgh Central Office to the NYSEG service center, which allowed for connectivity to its monitoring network throughout northern New York.
- Telecommunications saved \$87,000 by re-engineering and negotiating the make-ready for the build to a cell tower in Ogdensburg.
- Telecommunications saved \$25,000 in tree-trimming costs by working with Lake Placid Municipal Electric to trade tree trimming for fiber IRU to its monitoring locations.
- The Telecommunications Division initiated a battery upgrade project to replace existing outdated batteries that are beginning to fail. This is a multi-year project, enabling the Authority to spread the cost across several years.

- The Telecommunications Division upgraded its fiber management system to a new platform called Filemaker, making it easier for the entire team to access fiber records.
- The Telecommunications Division re-homed circuits in the Carthage and Adams areas to its new Central Offices in those locations. This provides enhanced reliability to customers in the area and allows the Authority to re-use existing fibers and extend the lifetime of the existing fiber cable.
- 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 2019. The FYE 2020 Compliance Report will be submitted to the DEC upon audit completion.
- Information Technology created a new process to better handle vendor payment change requests to ensure only legitimate changes are being made.

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

- Regional Development completed model ordinances for solar, wind, and dark sky compliance to assist communities with land use planning, available on [www.fortdrumcompatibility.org](http://www.fortdrumcompatibility.org).
- Regional Development, working with GIS staff and a committee of local stakeholders, created a map for Jefferson and Lewis counties identifying prime parcels for solar development based upon key criteria identified by the group. The maps were to further discussion on land use relating to solar development, especially pertaining to agricultural lands.
- The Fort Drum Compatibility Committee met twice over the past year, increasing interaction between Fort Drum and communities regarding compatible land use planning.
- The Drum Country NY website and marketing profiles, which are part of a regional marketing initiative with the three county economic development organizations, were updated.
- The Authority conducted an annual open house at the at the regional landfill to allow the public to visit the landfill, see the landfill operation and become better informed about all Authority divisions' activities. This year the public was invited to bring hardcover books to be recycled – more than 500 were collected.
- 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 NYPA/St. Lawrence County Economic Development Advisory Board, Fort Drum Day in Albany, and the North Country Symposium.
- 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 held an orientation session for newly elected municipal leaders to introduce them to the services the Authority provides to local governments.
- Informational pieces explaining the services the Authority provides in the areas of Engineering and Water Quality were produced and distributed.
- 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.
- Communications issued 20 Authority press releases to inform the public about its activities and events, and provided information for five releases issued by partner organizations. Media stories about Authority activities numbered 105.
- MMF staff provide facility tours to school- and college-age students and teachers throughout the year.
- Authority Engineering staff attended over 130 municipal board meetings to provide updates on contract services the Authority is providing for the municipalities.

- Telecommunications turned up a new 10G for a local provider in two days when they requested additional capacity in order to accommodate the increased broadband use when the COVID-19 pandemic started. The Authority provided two months of free service.
- Telecommunications staff is serving on the Tupper Lake Broadband Committee to help the municipality develop a broadband strategy.
- 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.
- The Water Quality Division conducted regular meetings with the Route 3 Sewer municipalities, Regional Waterline municipalities, and the US Army for fiscal and operations review, and discussion and review of proposed budget and capital improvements.
- Water Quality staff attended municipal board meetings on a regular basis and as requested.
- Water Quality Division staff continued to meet with all City of Watertown water users and the NYS Department of Health to address disinfection byproduct concerns.
- The Finance Division completed annual PARIS reporting for staff, board of directors, and benefits information for the State Authorities Budget Office.
- 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.

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

- The Materials Management Division maintains a Facebook page to provide information to the public about recycling, household hazardous waste collection, and other activities.
- The Materials Management Division coordinated tire removal and disposal from partner county transfer stations.
- The Authority implemented a mattress collection/recycling program in Jefferson County, completing that service for all three county partners.
- Authority staff participated in the Fort Drum Sustainability Fair, the St. Lawrence County Earth Day event, and Associated Colleges of St. Lawrence Valley Sustainability Day.
- To promote the March 1 New York State single-use plastic bag ban, Authority staff distributed reusable bags to the public at the Salmon Run Mall during a one-day event, and donated 100 reusable bags to the Watertown Urban Mission for use in its food pantry.
- The Authority completed 775 of 777 Environmental Compliance items – 99% complete for calendar year 2019.
- The Authority completed its required Executive Order #4 Report to New York State, reflecting its sustainability efforts.
- The Authority completed its electronic recycling, diverting 0.45 tons of e-waste in FYE 2020.
- The Authority performed its first internal recycling audit in 2019.
- The Authority's reuse program for office supplies and furniture, in its second year, increased the amount diverted from the landfill to 156.75 pounds of material.
- The Telecommunications Division, in accordance with new requirements, performed room integrity testing on all Central Offices to ensure the proper operation of fire suppression systems.
- Human Resources programmed 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, 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 Finance Division electronically distributed employee paystubs and used 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 Authority completed a digital cleanup of Authority-wide electronic files.
- The Authority purchased a retention module for OnBase in order to reduce storage space and maintain the injected documents for the appropriate amount of time. Implementation of this module will be in FY21.
- The Authority purchased and installed ShareBase software to enhance file share capabilities and reduce the need for printing internally and externally.
- Information Technology created an expense report workflow in OnBase. Once implemented, paper copies will no longer be needed.

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

- Regional Development staff was recognized as an Army Community Partner for its efforts with Fort Drum Garrison in implementing the Joint Land Use Study.
- The Authority secured the Regional Recycling Transfer Station site in Harrisville and is progressing with taking single stream recyclables from St. Lawrence and Lewis counties, which will provide a more cost effective way for them to dispose of recyclables.
- 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 Authority worked with regional Cooperative Extension offices to sponsor a marketing and education event for agricultural producers at the Fulton Street Market, Pier 17 in New York City, providing the opportunity for local producers to sell and promote their products to individuals at a large outdoor market, as well as to New York City wholesalers.
- 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 one project awarded in 2019.
- The Materials Management Division provided assistance to the Town of Rodman for spring cleaning of town streets.
- Regional Development staff is working with Town of Gouverneur staff to implement the 2019 owner-occupied CDBG housing program.

- Regional Development presented on ExIm Bank and Authority programs at the Quebec/NY Rendezvous event in Plattsburgh and at the Lewis County Industrial Development Agency (IDA) business seminar.
- The Materials Management Division conducted five Household Hazardous Waste collection days in the tri-county area at no cost to residents.
- The Authority provided hunting opportunities for wheelchair-users at designated locations on the landfill property.
- The Engineering Division/GIS was awarded a contract totaling \$94,310 with the villages of Gouverneur, Philadelphia, Rensselaer Falls, and Town of Madrid, to complete regional archives GIS mapping.
- The Engineering Division completed work required for the Village of Morristown to dissolve.
- The Authority is working with the Town of Diana and Town of Morristown to complete several dissolution implementation tasks.
- The Engineering Division assisted the village and town of Gouverneur with implementation of the recommendation of a regional hydroelectric study that was completed last year. The study recommended proceeding with a NYSERDA program that could result in potential electrical power savings for businesses and residents, and provide benefits to the local hydroelectric facilities in the Gouverneur and Fowler region.
- The Engineering Division, on behalf of the Route 3 Sewer Board of Commissioners, upgraded the Remote Terminal Units (RTU) and power supplies in 12 Route 3 Sewer Corridor pump stations as part of a grant from the Dormitory Authority of the State of New York. These upgrades will ensure the continued reliable operation of the pump stations, safeguarding against pump station failure and environmental excursions.
- The Engineering Division designed, constructed and installed Controls Panels for Star Lake's new water storage tower, water filtration plant and low-lift pump station, along with Newton Falls' new metering and chlorination building. These systems were then integrated with a SCADA system and will help ensure reliable, clean water for these two hamlets.
- The Engineering Division completed a SCADA alarming and reporting system for the Village of Potsdam Water Pollution Control Facility.
- The Engineering Division assisted the Village of Heuvelton with a successful grant application through the USDA's Rural Development and New York State Environmental Facilities Corporation Intermunicipal Water Infrastructure Grant. This project has received grants totaling \$9.2 million which represents 64% of the total estimated project cost. The project has now moved into final design phase with the survey having been completed and soil borings to occur in the spring of 2020. This project will have positive financial impacts for the Village of Heuvelton, City of Ogdensburg, and Ogdensburg Bridge and Port Authority.
- The Engineering Division oversaw a project with the Village of Heuvelton and Losurdo Foods to construct a wastewater equalization tank that will help Losurdo retain over 65 jobs and create five new jobs.
- 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 \$116 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 (REDI) projects totaling over \$12.6 million.
- The Engineering Division completed Asset Management Plans for the following communities: Route 3 Sewer Corridor, Town of Morristown, Town of Alexandria (water and sewer districts), Village of



Alexandria Bay (fire and police departments), Villages of Carthage/West Carthage Joint Water Pollution Control Facility, Village of Clayton (water and sewer districts), and Town of Lisbon (water and sewer districts).

- The Engineering Division provided project management services to the St. Lawrence County IDA to support two regional priority projects, the railroad rehabilitation project from Newton Falls to Carthage phase 3 project planning and the asbestos abatement and demolition of all of remaining buildings on the J&L brownfield site in Star Lake, completing a multi-phase five-year project that abated and demolished 28 buildings as well as underground tunnels.
- The Engineering Division assisted the Town of DeKalb, Town of Clifton, and Village of Theresa with successful state grant applications to complete a study of the wastewater treatment facilities in order to complete the installation of a disinfection system. All three communities were mandated by the NYSDEC to install disinfection systems by 2024.
- The Authority was awarded the ability to offer our telecommunications services on New York State Contract which allows us to provide discounted services to state locations.
- The Telecommunications Division completed a project for Arconic/Alcoa to identify and provide mapping for all fibers on its campus.
- In support of the upcoming 2023 World University Games in Lake Placid, Telecommunications worked on the fiber design and is re-routing fiber at the ski jump facility for Olympic Regional Development Authority.
- Telecommunications extended the New York Power Authority's regional network to provide connectivity to the New York State Thruway system, allowing for statewide monitoring of its power facilities.
- Telecommunications constructed fiber for Lake Placid Municipal Electric to connect several monitoring and operating locations in its electrical network.
- The Authority extended fiber and free service to the Village of Adams Department of Public Works site.
- The Telecommunications Division constructed a new Central Office in Boonville to provide enhanced services to southern Lewis County. In exchange for space for the CO, the project included free service to the Boonville municipal commission and the Village of Boonville.
- The Telecom Division signed orders for 59 new cell towers and approximately 30 have been installed and completed so far.
- The Telecom Division added two new circuits in Hammond and Swan Bay for Ridgeview.
- The Telecom Division constructed fiber to a new tower on Fort Drum, delivering better cell and data coverage on the base.
- The Telecom Division completed an expedited installation for the new North Country Clinic site at Jefferson Community College.
- The Telecommunications Division completed a 10 Gbps ring for BOCES, linking several of its facilities, including the Northeast Regional Information Center (Albany), Champlain Valley Educational Services (Plattsburgh), St. Lawrence BOCES (Canton) and Franklin-Essex-Hamilton BOCES (Malone), with a high capacity ring, saving the customers money.
- The Telecommunications Division completed the installation and network for 11 Champlain Bank sites.
- The Telecommunications Division added a second 10G circuit for Westelcom.
- The Telecommunications Division upgraded the Ethernet core to 20 Gbps throughout the network.

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

- The Materials Management Division is utilizing data trends to determine causes of waste flow variations which will enable better planning and prediction of future occurrences.
- The Materials Management Division has embraced Nexgen as an asset management tool.
- Regional Development identified metrics for better analyzing loan portfolios and loan program inquiries.
- The Authority purchased a new network management server to enhance our ability to monitor usage, errors, and alarms in the network.
- The Authority added pole licensing tracking in OnBase.
- The Telecom Division added asset tracking data as part of the service order process for better tracking of remote assets.
- The Telecom Division upgraded its fiber management system to a new platform. This system provides easier remote access, multiple security levels allowing us to provide access to the entire team, and enhanced reporting and analytics.
- Information Technology installed a water/wastewater software recording and tracking system for the Army Water Line and the Army Sewer Line.