



Mission Statement and Performance Measurements

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, 2023 – March 31, 2024

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 2024

Performance Measurements Report

April 1, 2023 - March 31, 2024



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

Meet or exceed federal, state and local regulatory requirements.

- The Authority-owned Army Sewer Line and Army Water Line operated with no violations.
- The Materials Management Division operated the regional solid waste landfill in accordance with the NYS Department of Environmental Conservation (NYSDEC) Part 360 Solid Waste Management Permit, the NYSDEC Air Title V Permit, the NYSDEC Part 364 Waste Transporter Permit and the NYSDEC Multi Sector General Permit for Storm Water Discharges, with no violations.
- Twelve Authority employees in the Water Quality division obtained additional NYS Department of Health (NYSDOH) water and NYSDEC wastewater operator certifications.
- One employee in Engineering obtained their NYS Professional Engineer license.
- Regional Development staff conducted annual inspections of HOME grant recipients as required by HUD.
- The St. Lawrence County 2021 Community Development Block Grant (CBDG) program was monitored by NYS and there were no findings.
- The Authority established an MWBE goal of 30%, consistent with state requirements, and Authority MWBE utilization from April 1, 2023 through March 31, 2024 was 32.8%.
- For the fiscal year ending March 31, 2023, the Authority received an A on its Minority and Women-owned Business Enterprise (MWBE) report card, based on an evaluation by NYS Empire State Development. Of 46 criteria, the Authority scored a 39, resulting in grade of A.
- Procurement completed all state-required MWBE and SDVOB reports in a timely manner.
- The Authority reviewed 123 special waste disposal requests for 63,739 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 completed all surveys and permits for work on NYS rights-of-way to meet NYS Department of Transportation (NYSDOT) requirements.
- The Materials Management Division completed the Annual Planning Unit Recycling Report for submission to NYSDEC.
- The Materials Management Division submitted required documents to the NYSDEC to renew its Part 360 Operating Permit.

- The Authority completed Sexual Harassment Prevention in the Workplace training for all employees, as annually required by the NYS Department of Labor (NYS DOL).
- Human Resources completed Public Employee Safety and Health (PESH) annual reporting of work-related injuries and illnesses.
- 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.
- The Authority completed and submitted the required annual Confidential Evaluation of Board Performance Survey to the NYS Authorities Budget Office (ABO).
- Human Resources completed the required annual reporting of NYSDOL Workplace Violence Prevention training, employee survey results, site evaluations, and checklists.
- The Telecommunications Division filed all Federal Communications Commission (FCC) and NYS Department of Public Service forms required to operate a telecommunications network, in a timely manner.
- The Telecommunications Division worked closely with the Fort Drum Regional Health Planning Organization to provide all required Universal Service Administrative Company (USAC) forms in a timely manner.
- Regional Development staff participated with Jefferson County staff in HUDs monitoring of the HOME program. There were no findings under environmental review compliance, lead-based paint compliance or financial management review. There was one exemplary practice for the way the Consortium has implemented the use of a homebuyer feasibility underwriting tool. **There was a single finding under written agreements as one awardee was in non-compliance with the regulatory agreement. Such non-compliance has been corrected.**
- **The Authority established a Service Disabled Veteran-Owned Business goal of 4%, and SDVOB utilization from April 1, 2023 through March 31, 2024 was 2.3%.**
- **The Army Water Line is operating under an EPA Administrative Order due to violations of Disinfection Byproducts.**
- **A total of 36 Environmental Incident Reports (internal Authority process) were completed for calendar year 2023 documenting environmental violations or potential environmental violations, exceeding the Authority's goal of less than 19 incidents.**
- **Municipal wastewater treatment plants operated by the Authority had 21 SPDES violations; proper documentation was filed with the NYSDEC.**
- **Municipal water treatment plants operated by the Authority had one violation; proper documentation was filed with the NYSDOH.**

Meet or exceed federal, state and local safety requirements.

- The Authority coordinated and implemented a safety training program for Authority and municipal partners that included 50 sessions with 928 attendees. All required Authority personnel attended training to meet OSHA safety requirements.
- The Authority completed 119 of 127 Safety Compliance items on schedule – 99% for calendar year 2023. The remaining eight items were completed past the original Authority-imposed due date.
- The Authority maintained a Board-Certified Safety Professional on staff to facilitate monthly Safety Committee meetings.

- Authority employees completed Vehicle Safety Training and Defensive Driving courses.
- The Authority had an OSHA/PESH reportable incident rate of 3.2 in calendar year 2023. This is down from a rate of 5.3 in 2022.

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

- The construction of the first phase of the Army Water Line Rehabilitation Project was substantially completed in December, 2023. The Authority was awarded a \$5 million NYS Water Infrastructure Improvement Act grant and a \$750,000 federal grant through U.S. Senator Charles Schumer and Congresswoman Claudia Tenney to help offset the cost of the project.
- Regional Development and Telecommunications secured grants from the National Telecommunications and Information Administration (NTIA) and Northern Border Regional Commission to expand broadband capacity in northern New York. RD staff is providing grant administration for both grants.
- Asset Management Plans were updated for the Telecommunications and Materials Management divisions, the Army Sewer Line, Army Water Line, and the Regional Water Line. Asset management planning is key to efficiently managing equipment to extend its usable life.
- Of the Authority's 44 capital projects within its operating divisions planned for completion during FYE 2024, all but two were completed within or under budget. Bids for two capital projects came in over budget; the Board authorized increases.
- The construction contract for the Army Sewer Line Rehabilitation project was awarded and construction began in September, 2023. Construction bids came in under the estimated budget.
- The Water Quality Division completed 682 preventative maintenance work orders for equipment related to the Army Sewer Line, Army Water Line and Regional Water Line.
- The Materials Management Division completed 1,051 preventative maintenance work orders.
- The Authority maintained bad debt reserves for questionable loans in order to manage loan portfolio risk.
- Information Technology completed quarterly phishing testing and annual cybersecurity training for employees.
- IT separated the SCADA network to reduce security risk.
- The Authority publicly accepted bids for all used equipment and assets, using a public electronic auction site.
- The Water Quality Division operated the Army Water Line at a water loss of 3.6%, exceeding contractual requirements allowing for a water loss of 3%.

Operate transparently and with accountability to partners and general public.

- A new, quarterly stakeholder newsletter was created and distributed electronically to better inform stakeholders of Authority activities.
- The first post-pandemic public open house was held to showcase the services the Authority provides to the region.

- The Authority updated its annual waste diversion report that summarizes progress toward strategic initiatives.
- Communications issued several Authority press releases to inform the public about its activities and events. Media stories numbered 85 for the fiscal year.
- The Fort Drum Compatibility Committee met, increasing interaction between Fort Drum and communities regarding compatible land use planning.
- Authority staff attended a strategic planning session on Fort Drum and presented to Garrison leadership. Staff provided the Garrison with an overview of the Authority's infrastructure and programs, which support Fort Drum's mission.
- The Authority maintained a Facebook page and its northcountryrecycles.org website to provide information about recycling to the public.
- A new general information brochure and several services-specific information sheets were created for public distribution to help people better understand what the Authority does and how it operates.
- Annual partner letters summarizing the Authority's services in general and particular to each, were sent to county partners of Jefferson, Lewis and St. Lawrence, and to the City of Watertown.
- The Authority provided its annual newsletter to Rodman residents, to keep residents updated on landfill activities.
- The Materials Management Division conducted periodic meetings with haulers and its county solid waste division partners to obtain feedback and discuss operational changes at the landfill, as well as waste diversion activities.
- The Water Quality Division conducted regular scheduled meetings with the Route 3 Sewer municipalities, Regional Waterline municipalities, and the U.S. Army for fiscal and operations review, and discussion and review of proposed budgets and capital improvements.
- The Authority, along with other regional organizations, participated in Fort Drum Day in Albany to showcase the importance of the installation to the community and to the state.
- Finance completed annual PARIS reporting for staff, board of directors, and benefits information for the state Authority 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.
- Authority staff presented on the Authority's programs, services and infrastructure to numerous organizations and conferences. Water Quality and Engineering staff routinely participated in municipal board meetings.

Encourage environmental stewardship and advance as a more sustainable organization.

- In FYE 2024, the Authority purchased 26.21% of its power from renewable sources.
- The Authority completed 989 of 1,003 Environmental Compliance items on schedule for calendar year 2023. All items have since been completed and all external regulatory deliverables were completed on time.
- As part of its Natural Resources Management Plan, the Authority established pollinator gardens at its Murray Center on the regional landfill property. In addition to particular plantings, the gardens feature an informational poster for visitors that explains the importance of using certain plants to attract birds, bees and other pollinators in order to encourage a robust and thriving ecosystem.

- Native shrubs were planted on steep side slopes in some areas of the landfill for slope stabilization and to eliminate the need for mowing in those areas. Mowing across the landfill property continues to decrease.
- A fish passageway was established on a tributary on the landfill property to allow fish to pass from the downstream side of a culvert to the upstream side.
- The Authority significantly increased the number of onsite audits of delivered municipal waste to inspect for recyclable or hazardous materials.
- The Authority hosted five Household Hazardous Waste collection days in the tri-county area, allowing residents to dispose of hazardous waste for free, resulting in 197,684 pounds of material from 1,397 households being diverted from the landfill.
- Comprehensive studies of the composition of the municipal waste deposited at the landfill were conducted to better inform recycling education programs and promotion.
- The Authority integrated asbestos requirements into the CBDG programs it administers on behalf of the Town of Gouverneur and St. Lawrence County.
- The Authority continues to convert more Human Resources, Finance and Compliance processes to electronic systems, reducing the need for paper and printing and in some cases, even travel.

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

- The Authority continues to assist its county partners in developing broadband strategies and implementing solutions, including securing a \$3.16 million Northern Border Regional Commission grant that will serve approximately 488 residents with broadband. These residents, in Jefferson, Lewis and St. Lawrence counties, are currently unserved.
- Regional Development wrote two successful CBDG funding requests for the Town of Gouverneur and St. Lawrence County, which will result in rehabilitation assistance for 22 homes over the next two years.
- Regional Development staff worked with the village and town of Tupper Lake to explore opportunities to jointly apply for housing funds in the future.
- Authority staff worked with the North Country Regional Economic Development Council to conceptualize the Next Move New York program to retain transitioning Fort Drum soldiers to fill regional jobs. The program was one of three state winners of a \$10 million grant to implement the program.
- The Engineering Division assisted the Village of Theresa with a NYS Water Infrastructure and Improvement Act grant application, resulting in an award of \$1.7 million for water/sewer capital improvement projects.
- The Engineering Division assisted Paul Smiths College in obtaining a \$1 million Northern Border Regional Commission grant for water and wastewater infrastructure.
- The Engineering and Water Quality divisions assisted the Village of Malone in securing \$190,358 to complete a state-mandated inventory to determine if there is lead in the communities' lateral water lines.
- The Engineering Division assisted the towns of Champion, LeRay and Rutland and the villages of Hammond, Heuvelton and Malone with the submission of \$300,000 in Engineering Planning Grant applications, all of which were successful. These grant funds will be used to study issues related to their wastewater systems.

- Regional Development continues to actively support the Drum County NY regional marketing initiative to attract and retain workers and businesses to the three-county region, including speaking at public events to promote the campaign to the public, businesses and organizations.
- The Engineering Division completed phase one of a three-year grant-funded project that will develop GIS data for highway and public works assets for 25 municipal partners in Franklin and St. Lawrence counties.
- Regional Development staff worked with the North Country Regional Economic Development Council to develop the framework for a regional revolving loan fund for new housing construction for workforce housing.
- The Engineering Division is assisting Lewis and Jefferson counties with redevelopment of four vacant industrial sites, including a former paper mill, two former cheese plants and a vacant elementary school.
- The Engineering Division provided technical support services for water/sewer capital improvement projects in the villages of Alexandria Bay, Chateaugay, Clayton, Clifton, Heuvelton, Theresa, and Tupper Lake, the City of Ogdensburg, and the towns of DeKalb, Diana, Louisville and Morristown. These multi-year projects total approximately \$145 million in investment in North Country infrastructure that will help support existing and future economic development.
- Telecommunications worked with the Olympic Regional Development Authority to develop a permanent connection to four main venues for future broadcasts at the sites. The circuits were originally built as part of the World University Games, held in 2023.
- Telecommunications continues to deliver broadband as part of a contract to provide services to 82 telemedicine sites throughout the region.
- Regional Development staff assisted the Village of Potsdam with implementation of its Downtown Revitalization Initiative funding.
- The Authority's GIS system hosted data for 69 customers in seven counties and the Authority's Internet Mapping Application received an average of 11,900 visits each month.
- The Engineering Division assisted the villages of Alexandria Bay and Clayton in completing their Resiliency and Economic Development Initiative projects totaling over \$12.6 million, which upgraded public waterfront assets and enhanced resiliency to changing water levels.
- Telecommunications added new circuits for Lewis County as part of the dark fiber network with a 1 Gbps backbone.
- 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.
- Regional Development provided grant administration and program delivery services for housing programs in the Town of Gouverneur, villages of Massena and Tupper Lake, and St. Lawrence County.

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

- Information Technology continues to build upon the Authority's water/sewer database system to increase analytics and improve processes.
- Operating divisions are using the Authority's Computerized Maintenance Management System to more effectively maintain assets and to assist with asset management planning.
- Waste audits of material coming into the landfill and other data are being used by Materials Management staff to make data-drive decisions about recycling education and promotion.