



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, 2024 – March 31, 2025

Provide regional initiatives, services and infrastructure that provide value to communities.

Encourage environmental stewardship and advance as a more sustainable organization.

Operate transparently and with accountability to partners and the general public.

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

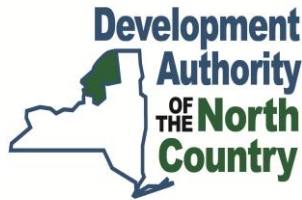
Meet or exceed Federal, State and local regulatory & safety requirements.

Employ a skilled, credentialed workforce to meet the region's needs.

Fiscal Year End 2025

Performance Measurements Report

April 1, 2024 - March 31, 2025



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.

Provide regional initiatives, services and infrastructure that provide value to communities.

- The Authority applied for and was awarded funding from the North Country Regional Economic Development Council and Empire State Development to implement components of the Next Move NY initiative. The Authority will provide administrative support for this regional initiative to assist in connecting transitioning soldiers from Fort Drum, spouses, and veterans, with meaningful employment.
- The Authority completed phase two 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.
- The Authority continues to progress work on a \$14.5 million National Telecommunications and Information Administration (NTIA) grant to expand middle-mile broadband capacity throughout northern New York.
- The Engineering Division provided technical support services for water/sewer capital improvement projects in the villages of Alexandria Bay, Chateaugay, Clayton, Clifton, Hammond, Heuvelton, Malone, Theresa, and Tupper Lake, the City of Ogdensburg, and the towns of Champion, DeKalb, Diana, Gouverneur, Henderson, Lawrence, LeRay, Louisville, and Rutland. These multi-year projects total approximately \$185 million in investment in North Country infrastructure that will help support existing and future economic development.
- Telecommunications continues to deliver broadband as part of a contract to provide services to 75 telemedicine sites throughout the region. The Authority was awarded a new three-year contract to continue providing these services.
- The Authority continues to assist its county partners in developing broadband strategies and implementing solutions, including progressing a \$3.16 million Northern Border Regional Commission (NBRC) grant-funded project that will serve approximately 488 residents with broadband. These residents, in Jefferson, Lewis and St. Lawrence counties, are currently unserved.
- 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 11 projects.

- The Regional Development Division applied to the NYS Affordable Housing Corporation for home improvement funding on behalf of the Town of Tupper Lake.
- The Authority is administering two Community Development Block Grant (CDBG) owner-occupied housing rehabilitation grants, one for the Town of Gouverneur and one for St. Lawrence County.
- 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 Regional Development Division executed HOME ARP contracts with awardees in Jefferson, Lewis and St. Lawrence counties. The funds will assist qualified homeless populations with supportive services and affordable 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.
- Regional Development staff assisted the Village of Potsdam with implementation of its Downtown Revitalization Initiative funding.
- The Authority's GIS system hosted data for 72 customers in seven counties and the Authority's Internet Mapping Application received an average of 12,360 visits each month.
- Telecommunications worked with FirstLight to deliver dark fiber for National Grid between Syracuse and Watertown, linking several substations and operations locations, helping to ensure a more reliable power network to the North Country.

Encourage environmental stewardship and advance as a more sustainable organization.

- Over the last fiscal year, the Authority purchased 25.94% of its power from renewable sources.
- Materials Management staff completed 1,371 onsite audits of delivered municipal waste and 240 audits of county transfer station waste to inspect for recyclable or hazardous materials.
- Waste audits of material coming into the landfill and other data are being used by Materials Management staff to make data-driven decisions about recycling education and promotion.
- As part of its Natural Resource Management Plan, the Authority contracted with CC Environment and Planning for invasive plant species treatment and installation of low-height native shrub plant species on the property, to improve slope stabilization and reduce sightline obstructions for facility traffic.
- Additional native shrubs were planted on the steep side slopes around the expansion area of the landfill to continue efforts to reduce the need for mowing. Mowing across the landfill property continues to decrease.
- The Authority completed 974 of 983, or 99%, of Environmental Compliance items on schedule for calendar year 2024. All items have since been completed.
- 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 158,443 pounds of material from 1,315 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.
- A digital recycling advertising campaign was developed to promote the reuse, reduction and recycling of waste among North Country residents.

- The Authority integrated radon testing 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.

Operate transparently and with accountability to partners and general public.

- A video illustrating the services the Authority provides was produced and posted to the Authority's website.
- A brochure was developed to promote educational school tours of the Materials Management Facility among North Country educators. Eleven school groups, comprised of 440 students, toured the landfill.
- 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.
- Authority staff met with Fort Drum Garrison staff throughout the year to discuss projects that the Authority is working on that impact Fort Drum. Projects discussed included resiliency in the wastewater system, joint land use concerns, and Next Move NY, among others.
- 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 57 for the fiscal year.
- The Authority maintained a Facebook page and its northcountryrecycles.org website to provide information about recycling to the public.
- 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.
- Finance completed annual PARIS reporting for staff, board of directors, and benefits information for the NYS Authority Budget Office (ABO).
- The Authority retained the EFPR 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.

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

- The Army Sewer Line Rehabilitation project was completed in the fall of 2024.
- The New York Power Authority approved a ten-year extension of the North Country Economic Development Fund with the Development Authority. The Authority manages this loan fund on behalf of NYPA.
- 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 useful life.
- The Water Quality Division completed 619 preventative maintenance work orders for equipment related to the Army Sewer Line, Army Water Line and Regional Water Line.
- The Materials Management Division completed 1,651 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.
- The Telecommunications Division developed a five-year financial projection to assist with revenue and expense decision-making.
- Telecommunications developed internal service-level objectives by service type to assist in tracking service delivery performance.
- The Authority upgraded its Microsoft Office software to ensure that Authority employees are working on supported software and receiving proper security updates.
- Additional firewalls were installed on the Authority's system to enhance security and increase protection from the public internet.
- 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 an average water loss of 2%, meeting contractual requirements, which allow for a water loss of 3%.

Meet or exceed federal, state and local regulatory & safety requirements.

- The Authority-owned Army Water Line operated with no violations.
- Municipal water treatment plants operated by the Authority had zero 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.
- The Engineering and Telecommunications divisions completed Environmental Assessments for the NTIA and NBRC projects.
- The Authority successfully passed a NTIA desk audit for the Middle Mile Grant Program.

- The Authority coordinated and implemented a safety training program for Authority and municipal partners that included 57 sessions covering 28 different topics.
- Regional Development staff conducted annual inspections of HOME grant recipients as required by HUD.
- For the first half of fiscal year ending March 31, 2024, 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 20 criteria, the Authority scored a 17, resulting in grade of A+.
- Procurement completed all state-required MWBE and Service-Disabled Veteran-Owned Business (SDVOB) reports in a timely manner.
- The Authority reviewed 167 special waste disposal requests for 76,966 tons in 2024 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 requirements.
- The Materials Management Division completed the Annual Planning Unit Recycling Report for submission to NYSDEC.
- The Authority completed NYS Sexual Harassment Prevention in the Workplace training for all employees, as annually required by the NYS Department of Labor (NYSDOL).
- 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 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 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 forms in a timely manner.
- The Authority completed 455 of 472 Safety Compliance items on schedule – 97% for calendar year 2024. The remaining 17 items were completed after the original due date.
- The Authority maintained a Board-Certified Safety Professional on staff.
- Authority employees completed Vehicle Safety Training and Defensive Driving courses.
- The Authority implemented a vehicle dashboard camera system for Authority-owned vehicles to better monitor driving behaviors, ensure safety and provide coaching when necessary.
- The Authority established a goal of 4%; actual SDVOB utilization from April 1, 2024 through March 31, 2025 was 1.3%.
- The Authority established an MWBE goal of 30%, consistent with state requirements; actual Authority MWBE utilization from April 1, 2024 through March 31, 2025 was 17.9%.

- The Army Water Line is operating under an EPA Administrative Order due to violations of Disinfection Byproducts.
- The Authority had an OSHA/PESH reportable incident rate of 4.0 in calendar year 2024, up slightly from a rate of 3.2 in 2023.
- A total of 35 Environmental Incident Reports (internal Authority process) were completed for calendar year 2024, 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 34 SPDES violations; proper documentation was filed with the NYSDEC.

Employ a skilled, credentialed workforce to meet the region's needs.

- Fourteen Authority employees in the Water Quality division obtained additional NYS Department of Health (NYSDOH) water and NYSDEC wastewater operator certifications.
- An Equipment Operator at the Materials Management Facility obtained a CDL-A license.
- One employee was licensed as a Remote Pilot, a designation necessary in order to operate the Authority-owned drone.
- A Telecommunications employee completed their Project Management Professional Course.
- Eight Authority employees successfully completed Lean 101 coursework. This program helps our leaders improve efficiencies, manage projects and people more effectively, and learn tools to root-cause problem solve.
- Sixty Authority employees completed Incident Command System 100 training offered by FEMA's Emergency Management Institute. The training describes the history, features, principles, and organizational structure of the Incident Command System.
- Five Authority employees successfully obtained their Notary Public Licenses, bringing the total number of licensed employees to nine. This achievement enhances the Authority's capacity for certified document handling and supports greater operational efficiency across the organization.
- Two Human Resources professionals earned Continuing Education Credits to maintain their Human Resources certifications.