



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 and Fort Drum.

Performance Measurements

April 1, 2025 – March 31, 2026

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 2026

Performance Measurements Report

April 1, 2025 - March 31, 2026



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.

- Next Move NY staff met with 1,658 soldiers in Fiscal Year (FY) 2026, placing 27 individuals in jobs throughout the North Country. Staff implemented the job portal in December which connects transitioning Soldiers, spouses and veterans with job opportunities across the North Country and New York State (NYS).
- The Authority continues to progress work on a multi-year \$24.45 million telecommunications project to expand middle-mile broadband capacity throughout northern New York. This project is funded in part through a \$14.5 million grant from the National Telecommunications and Information Administration (NTIA) and is being constructed in partnership with National Grid. This project will be completed in 2028.
- The Engineering Division provided technical support services for water/sewer capital improvement projects in the Villages of Alexandria Bay, Chateaugay, Carthage, Clayton, Clifton, Hammond, Heuvelton, Malone, Theresa, Tupper Lake and West Carthage, the City of Ogdensburg, and the Towns of Champion, DeKalb, Diana, Gouverneur, Henderson, Lawrence, LeRay, Louisville, and Rutland. These multi-year projects total approximately \$198 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 55 telemedicine sites throughout the region.
- The Authority continues to assist its county partners in developing broadband strategies and implementing solutions, including progressing a \$3.16 million telecommunications project that will serve approximately 200 unserved residents in Jefferson, Lewis and St. Lawrence with broadband. This project is funded through a Northern Border Regional Commission (NBRC) grant of \$2.45 million. This project will be completed in 2028.
- Completed a \$245,000 Northern Border Regional Commission (NBRC) Planning Grant that improved broadband access for multiple municipalities across Jefferson, St. Lawrence, Lewis and Franklin Counties.

- Began upgrading the telecom ethernet core network to provide 100 Gbps service throughout the service area.
- 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 17 projects.
- The Authority was awarded \$110,000 as the Local Development District by the Northern Border Regional Commission to assist with project planning and development in St. Lawrence, Jefferson, Lewis, and Franklin Counties.
- Assisted communities in Jefferson, St. Lawrence, Lewis and Franklin Counties in obtaining more than \$31 million in grant funds to support infrastructure projects.
- On behalf of the Town of Gouverneur, the Regional Development Division applied to the NYS Office of Community Renewal for \$400,000 in funding through the Community Development Block Grant Program. The Town was successful in securing \$400,000 in funding which will be used for home improvements.
- Regional Development staff worked with the Lewis County Office of Planning and Community Development to write a comprehensive plan for the Town of New Bremen.
- 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.
- Staff assisted the North Country Alliance in writing a successful Northern Border Regional Commission grant for \$500,000 to support businesses across the 7-county North Country Region.
- The Engineering Division is assisting Lewis and Jefferson Counties with redevelopment of five vacant industrial sites, including a former paper mill, two former cheese plants encompassing 3 sites, and a vacant elementary school.
- Regional Development staff worked with the North Country Regional Economic Development Council to apply for a \$3 million grant to create the North Country Housing Capital Revolving Loan Fund to provide low interest loans for workforce housing in the 7-county North Country region and for communities within the Adirondack Park Blue Line.
- The Authority's GIS system hosted data for 69 customers in seven counties and the Authority's Internet Mapping Application received an average of 9,593 visits each month.
- Telecommunications began a project to deliver a 10Gb ring network with dark fiber and lit service spurs to over 30 National Grid substations. This will help ensure a more reliable power grid in the North Country.
- The Authority completed the third and final year of a three-year grant-funded project that developed GIS data for highway and public works assets for 25 municipal partners in Franklin and St. Lawrence Counties.

Encourage environmental stewardship and advance as a more sustainable organization.

- The Authority hosted five Household Hazardous Waste collection days in the tri-county area, allowing residents to dispose of household hazardous waste for free, resulting in 267,093 pounds of material from 1,357 households being diverted from the landfill.
- Over the last fiscal year, the Authority purchased 23.53% of its power from renewable sources.

- Materials Management staff managed the landfill gas to energy system in accordance with regulatory requirements. This is good for the environment while providing for additional revenue through the sale of carbon credits through the Carbon Action Reserve.
- Materials Management staff completed 1,218 onsite audits and 424 audits of county transfer station waste to inspect for recyclable or hazardous materials delivered as municipal waste. Such audits 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 1012 of 1014, or 99.8%, of Environmental Compliance items on schedule for calendar year 2025. All items have since been completed.
- The Authority began construction of Closure V to close approximately 23 acres of the original landfill.
- The Authority began construction on the new Landfill Gas Flare to ensure compliance with Title V regulations. The original flare had reached the end of its useful life and is undersized for future needs.
- 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.

Operate transparently and with accountability to partners and general public.

- The Authority held an open house at its Materials Management Facility to allow the public to view the landfill operations and learn about other Authority initiatives. As part of the event and in keeping with recycling promotion efforts, used/unwanted towels and blankets were collected from the public for donation to local animal shelters and unwanted hardcover books were collected for exchange or recycling.
- A brochure was developed to promote educational school tours of the Materials Management Facility among North Country educators. Nine groups, comprised of 387 students, toured the landfill. Additionally, the Authority was asked to present to 485 middle school students at Cornell Cooperative Extension's Adventure Day.
- 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.
- Staff facilitated a meeting on regional partnerships at the Naturally Lewis Economic Development Conference in Lyons Fall in June.
- Regional Development staff are working with regional partners to identify locations to support housing and industry associated with the Micron project in central NY.
- Regional Development staff met with regional partners and CenterState CEO to share best practices and ways to work collaboratively across the regions.
- 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.
- The Authority maintained a Facebook page and its northcountryrecycles.org website to provide information about recycling to the public.
- The Authority celebrated its 40th anniversary with the publication of a 40-year timeline of activities and other promotional activities.
- The Authority participated in the St. Lawrence County Local Government Conference to educate municipal leaders about its activities.
- The Authority published a periodic newsletter for community leaders and other stakeholders updating them on Authority activities and projects.
- 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 to review fiscal and operational performance, as well as to discuss proposed budgets and capital improvement plans.
- 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 for the fiscal year ending March 31, 2025. All audits were completed without findings and were approved by the Authority's Board of Directors. The FY 2026 audit will not be completed until June 2026.
- 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.

- 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 original Army Water Line Pumps were replaced at Booster Pump Station No. 1 and No. 2.
- Replaced one pump and two VFD's at the Town of Cape Vincent Pump Station.
- Completed the refurbishment of main influent pumps at WPS.
- Engineering successfully obtained \$5 million in grant funding in support of the Army Waterline Phase 2 replacement project.
- Engineering successfully obtained funding through FEMA to replace infrastructure damaged in the August 2024 flooding. Funds will repair damaged slide gates, HVAC and controls equipment.
- Completed construction of Cell 14 generating additional air space to provide counties with ongoing reliable solid waste disposal.

- The Water Quality Division completed 944 preventative maintenance work orders and 8 corrective work orders for equipment related to the Army Sewer Line, Army Water Line and Regional Water Line.
- The Materials Management Division completed 1,252 preventative maintenance work orders and 70 corrective 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 updated its five-year financial projection to assist with revenue and expense decision-making.
- Established a robust organizational structure to deliver Telecom services by developing process documentation and integrating Telecom OSP Engineering into Authority-wide Engineering standard practices.
- The Materials Management division developed an automated financial model that allows various rate and capital project scenarios to assist in future financial projections.
- The Authority upgraded computer and server operating systems to proactively ensure that Authority systems are working on supported software and receiving proper security updates.
- External penetration testing was performed 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.
- Assisted the City of Watertown with a successful Intermunicipal Grant of \$24.28M to help pay for improvements to the City's regional water treatment plant, which provides water to the Authority's Army Waterline, and the Towns of Champion, Pamela and LeRay.
- The Water Quality Division operated the Army Water Line at an average water loss of 1%, exceeding contractual requirements, which allow for a water loss of 3%.
- The Water Quality Division operated the Regional Water Line at an average water loss of 2%, exceeding contractual requirements, which allow for a water loss of 7%.
- During FY 2026, the Authority developed and/or revised 268 Standard Operating Procedures, driving improved efficiency and consistency across the organization.

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.
- On November 20, 2025, the Environmental Protection Agency lifted the Administrative Order relating to violations of Disinfection Byproducts on the Army Water Line.
- 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 Authority's long-awaited renewal of the Air Title V permit, which authorizes emissions from the Materials Management Facility, is on public notice with issuance anticipated in spring 2026.

- The Authority, in partnership with Jefferson, Lewis and St. Lawrence Counties, submitted a Local Solid Waste Management Plan (LSWMP), to NYSDEC for approval. It is anticipated that the 10-Year Plan will be approved in spring 2026.
- Material Management completed four (4) successful NYSDEC Part 360 inspections with no violations.
- The Engineering and Telecommunications divisions completed the initial Environmental Assessments for the NTIA and NBRC projects and are working on revisions.
- 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 covered 32 different topics. The Engineering Division also identified a new safety training contractor following the retirement of the Authority's most recent contractor. Training will now be completed via on-demand web-based training with in-person and hands on supplements provided as appropriate for certain topics.
- Regional Development staff conducted annual inspections of HOME grant recipients as required by U.S. Department of Housing and Urban Development (HUD).
- Jefferson County conducted compliance monitoring of the Authority for the HOME program and found no compliance issues.
- For fiscal year ending March 31, 2025, 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.
- Procurement completed all state-required MWBE and Service-Disabled Veteran-Owned Business (SDVOB) reports in a timely manner.
- The Authority reviewed 152 special waste disposal requests for 86,412 tons in 2025 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/Engineering Divisions 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.
- Human Resources ensured all employees completed the annually required NYS Sexual Harassment Prevention in the Workplace training in accordance with NYS Department of Labor requirements.
- Human Resources completed the annual Public Employee Safety and Health reporting of work-related injuries and illnesses as required by NYS Department of Labor.
- Human Resources ensured all Board members and required employees completed the Commission on Ethics and Lobbying in Government Comprehensive Ethics Training, and filed annual Financial Disclosure Statements as required by the Public Officers Law and Related Ethics Laws.
- The Authority completed and submitted the required annual Confidential Evaluation of Board Performance Survey to the Authority Budget Office.
- Human Resources completed all mandated workplace violence requirements, including the Domestic and Gender-Based Violence and Workplace policy and conducted a comprehensive analysis of the employee worksite survey in accordance with New York State regulations.
- The Telecommunications/Finance staff 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 required Universal Service Administrative Company forms.
- The Authority completed 492 of 498 Safety Compliance items on schedule – 99% for calendar year 2025. The remaining 6 items were completed after the original due date.
- The Authority maintained a Board-Certified Safety Professional on staff.
- Human Resources coordinated the completion of Vehicle Safety Training and Defensive Driving courses for Authority employees.
- The OSHA Incident Rate for CY2025 was 1.0, compared to the Authority’s 10-year average of 4.0 and the 10-year average of 6.1 for all New York State and local governments.
- The Authority established a goal of 4%; actual SDVOB utilization from April 1, 2025 through March 31, 2026 was .59%.
- The Authority established an MWBE goal of 30%, consistent with state requirements; actual Authority MWBE utilization from April 1, 2025 through March 31, 2026 was 27.3%.
- A total of 23 Environmental Incident Reports (internal Authority process) were completed for calendar year 2025, documenting environmental violations or potential environmental violations, exceeding the Authority’s goal of less than 19 incidents.

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

- Water Quality division employees earned 26 additional NYS Department of Health (NYSDOH) water and NYS Department of Environmental Conservation wastewater operator certifications.
- Four employees completed the FEMA Emergency Management Institute’s Incident Command System 100 training – increasing total staff completion to 64. This program covers its history, principles, features, and organizational structure.
- Nine employees completed the FEMA Emergency Management Institute’s Incident Command System (ICS) 200 training. This program reviews the Incident Command System, provides context for ICS withing the initial response, and supports higher level training.
- Thirteen managers completed an eight-week comprehensive leadership training program.
- The Environmental Health & Safety Engineer earned his Associate Safety Professional certification.
- A Project Engineer, with the assistance of the Authority’s tuition assistance program, completed her MBA.
- An Environmental Technician I, at the Materials Management Facility, successfully earned a CDL-A license.
- A Project Engineer obtained Pipeline, Lateral, and Manhole Assessment Certification.