

Fiscal Year End 2016

# Performance Measurements

April 1, 2015 - March 31, 2016



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.

The Authority's overall performance can be summarized in two external observations which are highlighted comments from the state audit and Standard and Poor's bond rating. 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 received an audit from the State Comptroller's Office, the overall conclusion: "We found that DANC was providing appropriate oversight for procurement and the loan program, having established policies and procedures and maintained sufficient monitoring systems."
- The Authority modified its procurement policies to incorporate the Service Disabled Veteran Owned Business (SDVOB) program with a goal of 2%.
- The Authority has submitted all the necessary permit applications for the expansion of the Solid Waste Management Landfill Expansion project.
- NYSDEC conducted Petroleum Bulk Storage (PBS) inspections at the Solid Waste Management facilities, booster pump stations 1 and 2, and Warneck Pump Station, with no violations. Registrations at all facilities were up-to-date.
- The Human Resources Division conducted a self-evaluation of the Authority website and found it to be in compliance with ABO requirements.
- The Solid Waste Division continued construction of a new enclosed leachate storage and loadout facility. The facility will meet the higher standards recently proposed by NYSDEC, Part 360 regulations.
- The Solid Waste Division received a storm water inspection from NYSDEC and achieved the highest rating for the second year in a row.
- The Telecommunications Division successfully completed an Independent Accountant's Report on Applying Agreed Upon Procedures for the Public Emergency Grant.
- The Telecommunications Division timely filed all FCC filing requirements including annual CPNI, Annual Certification, Statement of Gross Interstate Operating Revenues, TCCI Report, and the 499A Telecom Reporting Worksheet.
- The Telecommunications Division filed all USAC forms for ACTION, FDRHPO, and BOCES on time.

- The Engineering Division-operated plant in Carthage had three state Pollution Discharge Elimination System (SPDES) permit limit violations. Non-compliance reports were submitted and corrective action was initiated.
- The Water Quality Division-operated municipal plants had four State Pollution Discharge Elimination System (SPDES) permit limit violations. Non-compliance reports were submitted and corrective action was initiated.
- The Authority supplies water to municipal water distribution systems, some of which exceed the Maximum Contaminant Level (MCL) for Total Trihalomethanes (TTHM) standards of the NYS Department of Health. The Local Running Annual Average (LRAA) was 86.6 micrograms per liter; the standard is 80 micrograms per liter. Public Notices were issued.

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

- The Authority completed 334 of 335 Safety Compliance items – 99.7% complete for calendar year 2015.
- The Authority revised its employee hearing protection program, increasing testing and documentation for employees and issuing additional Personal Protection Equipment.
- The Authority developed a Personnel Safety Training matrix to track safety training and ensure that all employees’ training records are centrally maintained by Human Resources.
- The Authority has not had any reportable accidents since October of 2015 and only one reportable accident for the entire calendar year.
- The Authority has completed installation of new cameras, monitors, and security equipment, completing the security upgrade at the Warneck Station, as identified by the Safety Committee.
- The Engineering Division received \$5,980 NYS Department of Labor Hazardous Abatement Board Grant and provided the following training for employees: Hazardous Waste Operations & Emergency Response Refresher; Confined Space Entry; Confined Space Rescue; Process Safety Management; Hazard Communication; Lock-Out Tag-Out; Hoisting and Rigging, Walking, Working Surfaces; Respiratory Protection; and Blood-borne Pathogen.
- The Human Resources Division completed the annual workplace violence prevention components including employee training, employee survey, site evaluations, and security checklists.
- The Water Quality Division adhered to OSHA requirements and conducted annual safety audits for all facilities.
- The Water Quality Division personnel completed training to meet safety requirements and maintain operator certifications.

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

- The Authority achieved an increased bond rating for its recent solid waste bond issue which reflected, “a strong financial profile and a strong operations profile.” – Standard and Poors.
- The Authority selected a new insurance service provider based upon competitive solicitation of proposals, conducted and evaluated by Finance.
- The Authority has consistently pursued receivable collections from SLIC for Telecommunications services and has ceased additional service orders until payments are current.

- The Authority sold \$8,520,000 in SWMF Revenue Bonds on October 22, 2015 at an all in true interest cost of 3.754%. This is a favorable rate for the Authority and was less than the all in true interest cost reflected in Roosevelt and Cross's RFP response of 3.7187%.
- The Authority has retained HR One Consulting, Inc. to conduct a wage and classification survey of professional and technical positions.
- The Authority has completed a competitive request for proposals and an evaluation and demonstration of a new asset management system.
- The Authority Board and Management conducted an annual strategic planning retreat to discuss regional projects and conduct ethics training.
- The Authority adopted a new health insurance plan in compliance with the Affordable Care Act, which provides greater employee participation, maintains comparable benefit levels and fiscal stability for the Authority.
- The Authority used the opportunity that two retirements afforded the Authority, to reclassify the positions to add two engineers, one to the Engineering Division and one to the Solid Waste Division, enhancing our capabilities and compliance initiatives while remaining within payroll initiatives.
- The Authority's independent auditors, The Bonadio Group, completed the annual financial audit for FYE 2015 on time and without requiring a single journal entry to reclassify a misposting and without noting any internal control deficiencies
- The Finance Division completed implementation of software upgrades to the Authority's accounting and financial management systems.
- The Finance Division assisted the Village of Cape Vincent in developing a written Agreed Upon Procedure for determining the actual cost of water, which was utilized in calculating the Village's costs for the FYE 2014 and 2015.
- Information Technology and the Telecommunications Division network performed a security assessment to assure the internal IT networks are safe from outside access. No critical issues found.
- The Regional Development Division secured the repayment of construction loans totaling \$3.94 million for Phase I and II of the Preserve at Autumn Ridge housing project.
- The Telecommunications Division signed ten new fiber leases with other local service providers to decrease our capital costs and provide services to customers for lower cost.

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

- The Authority adopted the Final Environmental Impact Statement (FEIS) for the landfill expansion following public hearings and a public comment period.
- The Authority received an audit from the State Comptroller's Office with two recommendations for corrective actions, which the Authority implemented.
- The Authority conducted an orientation session for newly elected Town Supervisors and Village Mayors to introduce them to the Authority services and respond to questions.
- The Authority's management of the North Country HOME Consortium was provided a clean audit by Jefferson County.
- The Authority conducted an open house at the landfill to provide information about Authority operations and services.
- The Authority continued its annual newsletter to Rodman residents informing them of actions and plans at the regional landfill.
- The Authority City Board appointees and Executive Director attended a work session with the Watertown City Council to discuss Authority projects and processes.

- The Authority St. Lawrence County Board appointees, Executive Director, and Engineer attended a legislative session with the St. Lawrence County Legislature to discuss Authority projects and processes.
- The Engineering Division GIS personnel provide training and informational meetings on GIS applications.
- Office of the State Comptroller found no issues with the Regional Development Division staff's oversight and administration of Authority loan programs.
- The Solid Waste Division conducted an informational meeting with regional haulers to secure input and discuss operations changes at landfill and waste diversion.
- The Water Quality Division conducted regular scheduled meetings with Route 3 Sewer municipalities, Regional Water Line municipalities and the US Army Garrison for fiscal and operations review and discussion, and review of proposed budget and capital improvements.

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

- The Authority performed a total 1,038 environmental regulatory tasks; 100% of the requirement.
- The Authority dedicated the Murray Trail Education Center at the Solid Waste Facility, open to public access.
- The Authority in partnership with the Village of Croghan, received grant funding for a feasibility study of an electricity micro grid.
- The Authority, working with the City of Watertown, was successful in preventing the siting of a large manure pit in an area adjacent to the City water supply intake.
- The Authority began purchasing Green Power and achieved a goal of 20% of its power being purchased from green sources.
- The Authority created 11,914 documents within its electronic records management system, eliminating paper records and retention storage.
- The Administrative Division completed the destruction of old records in compliance with NYS Archives Records Management Guidelines and recycling 3,300 lbs. of shredded paper.
- The Solid Waste Division redoubled its commitment to increasing waste diversion and recycling by increasing public education commercials and adding a community recycling educator.
- The Solid Waste Division continued its commitment to effective management of the landfill gas (LFG) system by hiring a Technical Services Supervisor (a civil engineer), ensuring compliance and minimizing odors caused by fugitive emissions.
- The Solid Waste Division replaced its water treatment equipment with a potable water holding reservoir tank, discontinuing chemical treatment of groundwater.
- The Solid Waste Division partnered with SUNY Environmental Science and Forestry Ranger School at Wanakena planting wetland plugs to fully vegetate the fore bays in our storm water system upgrade.
- The Solid Waste Division completed a waste composition study and recycling alternatives analysis to enhance waste diversion in the region.
- The Solid Waste Division has worked with a state association to conduct a demonstration program to collect leftover pharmaceuticals from residents in Lewis County.
- The Water Quality Division has increased the dependability of equipment and minimized environmental risk by proceeding with replacing the diesel generators with natural gas, by permanently installing the bypass pump and by replacing out of date controls and VFDs.

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

- The Authority staff is administering the City of Ogdensburg's 2014 Community Development Block Grant Program targeting New York Avenue.
- The Authority staff will be administering Village of Tupper Lake 2015 HOME funding for Village-wide owner occupied rehabilitation.
- The Authority was awarded \$585,000 from the Office of Economic Adjustment to complete a joint land use study working closely with Fort Drum and surround communities.
- The Authority staff overseeing implementation of Drum Country Business targeted calling effort to attract businesses to the three-county region. Gruber Phillips was engaged to make calls to attract firms to the region. Over 35 calls with CEOs occurred in FYE 2016. Initiative focuses on renewable energy, food processing and manufacturing, advanced manufacturing, and energy-intensive users.
- The Authority entered into an agreement with Jefferson Community College to support the Economic Survey and Quality of Life surveys for the tri county region, adding St. Lawrence County.
- The Authority participated in Fort Drum Day at the State Capitol, promoting the region and Authority.
- The Authority secured state senate funding in support of a regional community planning effort to assist Fort Drum and its surrounding communities.
- The Authority assisted seven municipalities in St. Lawrence County and ten municipalities in Jefferson and Oswego Counties with the implementation of a regional GIS system, hosted by the Authority, and funded 100% through the NYS Archives program.
- The Authority, working with St. Lawrence County IDA, has established a joint venture to assist local businesses in the ALCOA Vendor Diversification Program.
- The Authority requested authorization, and received approval, from Empire State Development to repurpose the repayments of the Community Rental Housing construction loans for rehabilitation of existing housing units using a combination grant/loan/equity program.
- The Engineering Division provided GIS Hosting services to 63 customers, Water Quality Management services to two municipalities, SCADA technical assist to ten municipalities, and support for 15 municipal infrastructure projects which included several North Country Regional Priority projects.
- The Ogdensburg City Council has chosen to contract with the Engineering Division for the management of its wastewater treatment plant.
- The Engineering Division entered in a project management agreement with SLCIDA for the rehabilitation of the Newton Falls Railroad, a Regional Priority Project.
- The Engineering Division assisted the Village of Hermon in conducting an efficiency study, which led residents to overwhelmingly support the dissolution of the Village government by a vote of 95-15.
- The Engineering Division and Regional Development Division are providing technical services to the Village of Tupper Lake for water and sewer system improvements and community planning.
- The Regional Development Division staff administered several regional revolving loan funds on behalf of the North Country Regional Economic Development Council including tourism, value-added agriculture, and redevelopment funds.
- The Regional Development Division and Engineering Division staffs are implementing Lyons Falls Brownfield Opportunity Area Step 3 grant on behalf of Lewis County.
- The Regional Development Division worked with Jefferson Community College to prepare its Start-Up NY Plan.
- The Regional Development Division and Drum Country Business hosted a business roundtable with Congresswoman Elise Stefanik for business and community leaders.

- The Regional Development Division completed loan underwriting services for the Franklin County IDA.
- Information Technology and the Telecommunications Division provided wireless internet connection for the Cycle Adirondacks in Star Lake, with many positive comments by bikers from across the nation.
- The Regional Development Division provided loan underwriting services to six customers; housing program delivery and grant administration services to two municipalities; and oversaw the Authority's own seven loan programs totaling \$50 million.
- The Telecommunications Division was awarded nine additional wireless contracts by Verizon Wireless connecting to our broadband network and backhauling data from wireless towers to central offices.
- The Telecommunications Division entered circuit contracts through internet providers for SUNY Canton, SUNY Potsdam and St. Lawrence University, providing greater speeds and redundancy.
- The Telecommunications Division increased broadband capacity by adding 75 circuits, the largest annual increase.
- The Telecommunications Division obtained Ethernet service agreement with Windstream – increasing competitive providers in the area.
- The Telecommunications Division worked with Lewis County and Mohawk Networks to provide wireless broadband in Lowville with growth to other areas planned.
- The Telecommunications Division signed an agreement with Westelcom to provide network monitoring for the healthcare networks.
- The Telecommunications Division completed a second access/egress route on Fort Drum, enabling network diversity redundancy and made central office improvements.
- The Telecommunications Division was awarded a new contract by the ACTION Telemedicine Network following a competitive proposal.
- The Water Quality Division entered into a contract with the Town of Pamela to provide wastewater connections for the Bradley Street Commerce Park to the Authority's Army sewer line.
- The Water Quality Division provided technical support services to 12 municipal customers.

## Promote and sustain MWBE initiatives for economic growth.

- The Authority's annual MWBE Goal Plan was submitted.
- The Authority increased its utilization of discretionary awards.
- The Authority increased the number of MWBE vendors utilized.
- The Authority participated in the Governor's Annual NYS MWBE Forum for two days in the capitol.
- The Authority complied with all MWBE requirements for ESD and state grant funds.
- The Authority has consistently increased its MWBE utilization and exceeded goal plans for both FYE 2014 – 23% and FYE 2015 – 29%
- The Authority has established a goal plan of 30% MWBE consistent with state requirements.
- The Authority participated in an MWBE outreach effort with the PTAC.
- The Finance Division staff completed the required submittal for the MWBE Disparity Study. The submittal included a listing of all Authority Purchase Orders from FY 2011-2015.
- **The Authority is in the process of manually entering the Contract Compliance Reporting due to the expense of interfacing with the accounting software of the state system.**

## Utilize new technology for the efficient delivery of operations and services.

- The Authority and Telecommunications Division were again recognized by New York State for the “Best Collaboration to Get Broadband to the Underserved.”
- The Authority acquired new software and initiated the integration of its On Base records management system and the GIS mapping system.
- The Authority’s Information Technology security was increased with enhancements to its primary firewall. This provides a broader range of filtration, identification and restrictions for connecting to our network.
- The Authority’s Information Technology security was also tested by external sources as a penetration assessment was completed.
- The Authority’s GIS Internet Mapping was upgraded to allow customers to utilize the application on mobile devices and public access increased to over 2,200 visits per month, or more than double the usage recorded in FYE 2015.
- The Telecommunications Division enhanced its existing SolarWinds Network Management System by upgrading to the trouble ticketing system provided with the existing platform, enhancing network operations at a lower cost.
- The Water Quality Division upgraded the Remote Terminal Unit (RTU) at the Warneck Station pump station controller.
- The Water Quality Division has updated controls and drives for equipment and utilized the GPS vehicle tracking to more efficiently assign work areas.

Development Authority of the North Country Board accepted at Annual Meeting on March 31, 2016.