

St. Lawrence County Industrial Development Agency

Mission Statement

(Reviewed and Reaffirmed in Public Session on March 28, 2018)

The mission of the St. Lawrence County Industrial Development Agency is to promote, encourage, attract and develop job opportunities and economically sound commerce and industry in St. Lawrence County. To accomplish its mission, the IDA constructs and owns industrial sites and buildings, administers loan packaging and industrial revenue bond financing and provides a variety of tax-reduction incentives.

Performance Goals

- *To create new employment opportunities for St. Lawrence County citizens through the attraction of or the creation of new businesses*
- *To create new employment opportunities for St. Lawrence County citizens through the expansion of existing businesses*
- *To retain existing employment opportunities*
- *To leverage the greatest level of private investment in St. Lawrence County businesses*
- *To educate County businesses, elected officials and community representatives regarding available economic development resources*
- *Act as a liaison with businesses and government to help coordinate economic development services and reduce bureaucracy*
- *Work cooperatively with area economic development agencies to market County assets and economic development resources to potential new or expanding businesses*
- *Ensure a transparent and accountable operation with responsibly-managed Agency assets*

2018 Performance Review (January 2018 – December 2018)

- *Staff made approximately 1,950 contacts with 450 existing and prospective firms and organizations. This includes our general business outreach efforts to local and prospective firms, as well as our site visits as part of our annual reporting process to New York State.*
- *As part of its marketing efforts, the IDA attracted AmTech Yarns, Inc. to set up an operation in Massena. AmTech is a subsidiary of a Canadian company that specializes in manufacturing a variety of twisted, air entangled and air textured high-performance yarns for application in aerospace, fire-fighting, military, automotive, wire cabling, rope and cordage, and other industries.*

AmTech is acquiring the 20,000 square foot Lot 18 building at 21 Trade Road in the Massena Industrial Park owned by the IDA-LDC and RVRDA and is building a 3,600 square foot addition to the building to accommodate equipment for the operation. Additionally, the New York Power Authority Proceeds Allocation Board has recommended to the NYPA Board of Trustees the approval of a grant in the amount of \$370,000 to assist with the project. It is expected the project will create 11 new jobs over three years.

- *Within its first year of operation, Empire State Mines has reached an employment level of 190 people at the Fowler facility, with plans to hire an additional 20 workers. The Company has indicated that 88% of those hires are local people with an additional 6% hired outside the area that have relocated here, indicating the company's "localization plan" has been a success.*

Direct IDA assistance includes a Sales and Use Tax Exemption supporting approximately \$1.25 million in purchases needed for the initial phase of the mine's operational restart. Additionally, the IDA worked with the mine to secure \$330,000 from the New York Power Authority's ("NYPA") Northern New York Power Proceeds Allocation program as well as \$50,000 from the Workforce Development Institute to help fund costs to assist in the localization plan to hire and train local workers for the facility.

In recognition of its efforts to help restart the mine, the IDA received the 2018 Rural Project of the Year Award at the New York State Economic Development Council's Annual Meeting and was provided a Resolution of Appreciation from the Gouverneur Area Development Corporation. As we move into 2019, the IDA plans to continue to work with the company as it seeks to develop plans for future expansion opportunities.

- *The IDA-LDC approved a \$75,000 loan for Kingston Pharma in Massena. The loan is part of a \$150,000 loan package the IDA structured for the company with the North Country Alliance, which is also providing \$75,000 in loan funds for the project. The company will use the funding for working capital to help with the growth of its operations.*

The IDA-LDC and RVRDA assisted Kingston Pharma with an equipment lease in November 2016. The RVRDA authorized a loan of up to \$96,000 to the company to assist in the purchasing of equipment leased from the previous tenant (Purine Pharma). At that time, the company had 11 full-time equivalent employees and pledged to create 5 more jobs as part of the equipment lease project. At this time, the company has exceeded those projections and currently has 25 full-time equivalent positions at the Massena facility.

IDA staff also helped to facilitate the lease of warehousing space in the St. Lawrence Centre Mall by Kingston Pharma. Relocating to the unused mall space is a positive development as it provides a cost-effective warehousing location for Kingston Pharma and will assist the mall in generating revenue from space that had been unused.

- *In May, the IDA authorized a project with Corning, Inc. to assist with a \$14 million expansion at the Corning Canton plant. The expansion includes 2,280 square feet of space for material storage and handling, 7,565 square feet of office space, and environmental improvements including an addition of nearly 4,000 square feet to the existing bag house at the facility. Approximately 4,400 square feet of existing space will also be renovated within the existing facility and converted to manufacturing space to increase furnace capacity.*

The project will assist in the retention of approximately 250 jobs at the Canton facility. Over the past four years Corning has added nearly 60,000 square feet of manufacturing and warehousing space to the local plant through a series of IDA projects.

- *In October, the IDA provided a Sales Tax Exemption to North American Forest Group, Inc. (an affiliated company of Curran Renewable Energy and Seaway Timber Harvesting) for the proposed acquisition and equipping/updating of the former ACCO Manufacturing Facility in the Town of Oswegatchie. This 144,000 square foot facility has been empty since ACCO consolidated their operations into their distribution center five years ago. The IDA compiled a financing package for the \$2,000,000 project from a number of local and regional funding sources. The project is expected to create 20 jobs over the next 3 years.*

- *In 2011, North Country Dairy, LLC (a subsidiary of Upstate Niagara Cooperative) acquired the former Kraft/Coolbrands/Healthy Food Holdings yogurt production facility in North Lawrence. The facility had been closed and would have been scrapped had Upstate Niagara not acquired it. The Company is now planning an expansion which will include the acquisition and installation of processing equipment and machinery for the production of a new specialty yogurt at the plant. The IDA is providing a Sales and Use Tax Exemption for the project and the IDALDC and the RVRDA have agreed to provide \$1 million in loan funds to assist with this \$3.4 million expansion.*
- *From the Heart Cabinetry, a tenant in the Potsdam Commerce Park building, is in discussions with the IDA to acquire the building. The company recently received a recommendation for an award of \$95,000 for the project from the Northern New York Power Proceeds Allocation board. The IDA Facilities Manager has been the primary contact with the company and has assisted the company as it completes an application for Excelsior Tax Credits through Empire State Development for the proposed project. From the Heart Cabinetry currently employs 5 people and is hoping to add another five as a result of the project. A public hearing will be scheduled in January, as the Company will be seeking financial assistance through the IDA in the form of a lease-purchase and PILOT agreement.*
- *Parker Maple Farm, Inc. has completed the build-outs in its space in the Canton Industrial Park Building. Finishes include necessary heating and plumbing work and office layouts that will make the building complete and finished as a mixed-use industrial space, with separating heating systems for the tenant spaces in the building. The IDA-CDC assisted the IDA by providing funds to offset the costs of materials for finishing the build-out of the space in the building. Parker Maple now leases all of the available space in the building, portions of which have been vacant since the building's construction five years ago.*
- *The IDA authorized an application to the Rural Business Development Grant ("RBDG") Program in the amount of \$57,850 for the benefit of LC Drives in Potsdam. The company was awarded an RBDG in 2017, along with a Loan and a Convertible Note from the IDA-LDC. The Company now employs 16 people in the Damon Hall incubator facility in the former downtown Clarkson campus.*
- *Financing was provided to Thew Associates as part of the company's project to acquire Unmanned Aerial Vehicles and LiDAR Sensor Equipment. The equipment will allow for efficient acquisition of topographic and planimetric spatial information for civil and environmental projects, and to perform a variety of inspection services. The thermal imaging sensor will be utilized to inspect electrical components such as overhead power lines, substations, solar panels, and other electrical infrastructure.*

The ability to do this work, which is currently outsourced to a non-local company, will put Thew Associates at the forefront of their industry in terms of UAV inspection capabilities. The project will assist with the retention of 14 local employees with plans to create at least 2 equivalent full-time positions over the next 3 years.

- *The IDA authorized a termination of lease, leaseback and PILOT agreement with Maxam North America, Inc. With job numbers not meeting the expectations as outlined in the agreement, and after several discussions with Company officials, Maxam has been informed that the IDA will terminate the company's PILOT agreement. At this time, 3 of the proposed 12 jobs have been created, approximately a quarter of a way through the PILOT agreement. Both parties agree this is an appropriate time to terminate the agreement.*

- *The Northern New York Power Proceeds Allocation Board (“NNYPPAB”) continues to make funding recommendations to the New York Power Authority for projects that demonstrate clear economic development benefits to St. Lawrence County. The Northern New York Power Proceeds Act, which Governor Andrew M. Cuomo signed into law in December 2014, authorizes NYPA to deposit the net earnings from the sale of a block of 20 megawatts of unallocated electricity from the Power Authority’s St. Lawrence-Franklin D. Roosevelt Power Project for this program.*

The NNYPPAB is comprised of the following members appointed by Governor Cuomo: Chairman Patrick Kelly, CEO of the St. Lawrence County Industrial Development Agency; Ian Maxwell, Technical Sales Representative with DeFelsko Corporation, Ogdensburg; Robert McNeil, McNeil Accounting Services, Lisbon; Theresa Phalon, President and CEO of North Country Savings Bank, Canton; and Roger Sharlow, Principal of RJS Consulting, Waddington.

As of December 2018, Power Proceeds’ deposits exceeded \$4-million, with awards of \$1.6-million, leaving \$2.5-million currently available for qualifying projects. Awarded projects – supporting 173 jobs and \$12.3-million investments – through the end of 2018 included:

○ <i>Canexsys</i>	<i>\$200,000</i>
○ <i>Clarkson University</i>	<i>\$ 60,000</i>
○ <i>North Country Children’s Museum</i>	<i>\$140,000</i>
○ <i>Empire State Mines</i>	<i>\$330,000</i>
○ <i>Kingston Pharma, LLC</i>	<i>\$200,000</i>
○ <i>AmTech Yarns, Inc.</i>	<i>\$370,000</i>
○ <i>SLC Chamber of Commerce</i>	<i>\$220,305</i>
○ <i>Queenair Technologies, Inc.</i>	<i>\$ 59,600</i>

- *The IDA works with the Workforce Development Institute (“WDI”) and Workforce Development Board to assess the training and workforce development needs of the local employer base. As a result of this work, the WDI provided financing for equipment for Parker Maple Farm, Inc. and Structural Wood Corporation in Waddington received support for an intern doing truss design as well as training assistance for an additional four employees. Other companies assisted by the WDI included Kingston Pharma, Ansen and North Country Dairy.*

As part of its efforts to assist in workforce development, the IDA, working with the WDI, the Workforce Development Board, BOCES, NYPA and SUNY Canton, organized and hosted a Truckers Roundtable Forum in June to address the issues and challenges with recruiting and retaining drivers and the cost of moving products and materials in and out of the County. Approximately seven trucking company representatives participated in the event, as well as several workforce and economic development resource partners. Follow-up discussions were held between the resource partners to formulate a plan to help address the issues.

Additionally, staff helped coordinate and participate in a job fair, hosted by SUNY Canton’s Career Ready Education and Success Training Center (“CREST”), to help people find careers in the truck driving industry. The IDA has worked with other resource partners and trucking companies to help recruit and train workers in this field. A shortage of drivers is a problem nationally and the IDA staff are hoping this will help companies in the County find and train the drivers they desperately need. Approximately 20 applicants attended the job fair in September. A second job fair is being planned and staff continue to work with CREST to develop a training program that will be offered by SUNY Canton.

- *The City of Ogdensburg was awarded \$1 million for its Restore NY application to assist with renovations on the former Newell Manufacturing Building on Patterson Street in Ogdensburg. The IDA assisted Ogdensburg on the completion of the grant application and is currently working with the City to oversee the construction and renovation bidding process to rehabilitate the building. The City of Ogdensburg advertised an RFP for engineering services and staff have been working with the City to create a design and engineering plan for the work to be completed as part of the rehabilitation phase. The IDA and City have an agreement in place through which the IDA will take over the building and redevelop it as a space for attracting or expanding businesses in Ogdensburg once the rehabilitation is complete.*
- *The IDA received notification in May that an application for funds through the National Grid Brownfield Redevelopment Assistance Program for the former J&L site was awarded and grant funds from this program would provide \$300,000 for the ongoing building demolition being undertaken in partnership by the County, the IDA and the local community. In addition to National Grid, financing sources for the \$1.7 million Phase 2 of the project include the Restore NY program, Northern Border Regional Commission funds, a New York State Smart Growth award and Empire State Development. To ensure sufficient funds are available to manage the expenditure of the upfront costs of the project, the IDA authorized borrowing \$750,000 from the Development Authority of the North Country*

Phase 2, which is substantially complete, includes the removal of hazardous material and demolition of the buildings closest to Route 3. As a result, much of the landscape has changed and progress is being made on repurposing the property for future redevelopment.

- *Newton Falls Branch Rail Rehabilitation Project: The Northern Border Regional Commission grant has been amended to extend the completion date to January 2020 for five (5) grade crossings which closing coincides with the US Department of Transportation Federal Railroad Administration (“FRA”) grant. The FRA grant was awarded to Mohawk, Adirondack and Northern Railroad in the amount of \$390,000 to resurface not only the grade crossings, but also to replace/upgrade passive warning devices in poor condition at 35 additional crossings on the Newton Falls Branch, which extends 46.25 miles into Jefferson, Lewis and St. Lawrence Counties.*

Design of the crossings and alternatives to the track layout in Carthage are in process and it is expected there will be a draft set of contract documents completed in order to advertise for bids in February/March 2019 for completing during 2019. Currently, the rail is nearly operational and will be completely ready after all of the crossing work is complete. The IDA received notice of a rail grant award in the amount of \$500,213 from the New York State Department of Transportation for improvements on the Benson Corporation property served by the rail line. Staff continue to work with Benson Corporation to develop rail traffic opportunities, as well as with the IDAs located in Jefferson, Lewis, & Franklin Counties to discuss opportunities for marketing the rail to potential users.

- *The IDA continues to work with St. Lawrence Soyway Company, LLC to assist with the company’s proposal to construct a soy processing facility in Massena. The project location may change from the old DPW site in the Village of Massena to a new location in the Town of Massena. With the amount of time that has lapsed and the proposed changes to the project, the company has been advised to complete a new application to request financial assistance for the new project.*

- *Representatives with Brookfield Energy met with the IDA to discuss how they could partner with business development efforts in the County. The company owns numerous hydro facilities in the County. The IDA will be engaging Brookfield in further discussions to determine how to assist in using the hydro assets to encourage mutually beneficial development activities.*
- *IDA Building Occupancy continues to grow, with the following companies currently leasing or acquiring space in the properties:*
 - *Canton Industrial Building: Parker Maple Farm, Inc.*
 - *Potsdam Commerce Park: National Coffee, From the Heart Cabinetry, Kent Family Growers, and APC Paper.*
 - *Massena Industrial Park: Fockler Industries, Op-Tech (NRC), New York Power Tools, Curran Renewable Energy, and AmTech Yarns.*

Kent Family Growers is leasing space in the Potsdam building on a limited basis to distribute their locally-grown produce through its Community Supported Agriculture “Winter Share” program. The company will use the space a total of nine times over the winter months.

- *Numerous inquiries have been received from bitcoin and block chain businesses seeking opportunities in the Massena area for low-cost power to create crypto-currency mining operations. A number of these operations are currently active in Massena, including a very large one in the former Alcoa East/Reynolds facility. Both NYPA and the Massena Electric Department are analyzing the potential impact of additional crypto-mining operations on the local and regional power systems. The number of inquiries for these types of projects has diminished over the course of the year as the prices of various crypto-currencies have fallen.*
- *A forum was held by the IDA and the North Country Regional Economic Development Council Project Committee at the offices of the IDA to learn about the opportunities available through the Consolidated Application Funding Process. St. Lawrence County has been more aggressive than any of the other seven counties in the region, receiving project approvals that amount to 30-45% of the total ESD funds awarded.*
- *IDA staff continue to actively participate in the Regional Economic Development Council (“REDC”) process, as evidenced by membership roles in the REDC’s Global North Country Committee and in the Priority Project Implementation Committee, the Workforce Committee, the Small Business/Community Development Committee, and the Advanced Manufacturing & Leadership Group.*
- *The SLCIDA was a co-sponsor for the “Cultivating Careers” event held on October 12th in the County. The goal of the event was to help bring an awareness to the opportunities which exist in the agricultural industry. Workshops and tours to local farms were highlights of the full-day event.*
- *As part of the NYPA St. Lawrence County Economic Development Study’s initiatives and the ongoing review and analysis of the County’s Comprehensive Economic Development Strategy, the SLCIDA has been actively involved with the Northern New York advisory group as well as its various subcommittees, which include various stakeholders throughout the County. As an example, the Entrepreneur Accelerator subcommittee held two small business focus group meetings with 17 business owners, hosted by the IDA.*

- *The IDA submitted a recommendation to the Governor to nominate census tracts in St. Lawrence County as Opportunity Zone-Qualified under the Investing in Opportunity Act of 2017. The Governor had a deadline in late March to nominate areas in the County as “Opportunity Zones” as part of the federal tax bill passed last year. If approved, this will be used as part of our marketing strategy to target private investment in the County. A similar resolution was approved by the County Board of Legislators. Though a number of census tracts in the County have been designated for the program, at this time, the program’s guidelines have not yet been created.*
- *At the IDA’s Annual Meeting, the following officers were elected to a one-year term: Brian W. Staples (Chair); Ernest J. LaBaff (Vice-Chair); Lynn Blevins (Secretary), Patrick J. Kelly (CEO) and Kimberly A. Gilbert (CFO). The firm of Silver and Collins was reappointed as General Counsel.*
- *Appointments/Reappointments: Mark Hall and Lynn Blevins were each reappointed for 3-year terms, while Steven Morrill was newly appointed to serve on the IDA advisory board. Lawrence Clark was appointed a new member of the RVRDA by the Town of Louisville. He replaces Gail Schneider who was temporarily filling in for the vacant seat left by Tom Carroll.*
- *In May of 2018 IDA CEO Patrick Kelly was appointed to a two-year term as Vice Chairman and Chair-Elect of the New York State Economic Development Council. Mr. Kelly will become Chairman of the organization in May of 2020. The New York State Economic Development Council is the state’s principal organization representing economic development professionals. Its 900 members include the leadership of Industrial Development Agencies, Local Development Corporations, commercial and investment banks, underwriters, bond counsels, utilities, chambers of commerce, higher education institutions, and private corporations.*
- *As part of our Public Authority Law compliance program, we conduct annual policy reviews which included Conflicts of Interest, Procurement, Investment and Assessment of Internal Controls, Property Disposition, Investment of Funds, Whistleblower, Code of Ethics, Defense & Indemnification, and Compensation, Reimbursement & Attendance policies. In addition, the following policies were updated: Sexual Harassment Policy, Cellular Phone Usage Policy and Personnel Guidelines, as noted in the Employee Handbook. Additionally, the IDA-LDC accepted revisions to the Travel and Miscellaneous Expense Reimbursement Policy. Performance documents for 2017 were also reviewed.*
- *Board members approved the 2017 Independent Audit reports in March of 2018. The reports showed no findings. Legislators have been provided the reports electronically. In addition, the reports are available on our website at www.SLCIDA.com.*
- *In 2016 the IDA amended its policy for best practices to formally identify criteria which will assist the IDA in evaluating project performance and determine the appropriateness of recapturing, evaluating, limiting or terminating a contract with a recipient of IDA benefits. In the later part of 2018, the IDA hired an independent consultant (a former IDA employee) to conduct a proactive review of sales and use tax documents and project files to ensure they are consistent with the modifications made in 2016. As a result of the review, a modified application form, updated project agreements, technical corrections to previous resolutions and a new exhibit for project authorizing resolutions were recommended. These changes will result in a greater clarity and consistency when reviewing, approving and delivering financial incentives to projects.*

- *The IDA also continued aggressive marketing efforts, as follows:*
 - *Outreach of select Canadian businesses in Ontario and Quebec to generate interest and possible expansion into St. Lawrence County through trade shows, events, and advertising. This includes a continuation of the digital marketing campaign with Northern New York Newspapers to allow for a broader range of advertising throughout Canada.*
 - *The IDA, along with the New York Power Authority, OCO Global, Kingston Pharma, New York State Empire State Development, and the US Indian Business Council hosted and participated in a webinar designed to outreach businesses in India and inform them of the opportunities (and success stories) of expanding in the U.S. Market. 38 attendees participated in the webinar.*
 - *As the IDA and New York Power Authority (“NYPA”) collaborate on global search and attraction efforts, the two organizations have agreed to develop an improved IDA website with enhanced features to promote the County’s assets to potential leads. Meetings were held with a host of potential vendors after bids were received for the IDA’s website redevelopment project. The goal is to make the IDA site a more robust business attraction platform for attracting firms and promoting the County.*
 - *The IDA participated in meetings with prospect companies which were set up through OCO Global. As the contract between NYPA and OCO Global comes to an end, dialogue continues between all parties. Over the past year, the work with OCO Global has brought in some new prospect activity.*
 - *Facilitated Quarterly Countywide Economic Developers’ Marketing meetings to ensure coordination of marketing efforts, strategic objectives and general operating activities of the local, county and regional developers.*
 - *Maintained memberships in Canadian trade organizations to facilitate access to events and to maintain key contacts with Canadian companies and multiplier organizations. In October, staff attended a logistics event in Merrickville, Ontario. There are similar issues finding truck drivers in Ontario as there are in the U.S. Connections were made with several Canadian companies in attendance at the event.*
 - *Advertising and media promotion pieces created and utilized, including placements in North Country This Week, Watertown Daily Times, and St. Lawrence County Newspapers.*
 - *The IDA took part in an internet streaming advertisement series during the Clarkson University hockey games. Ads were also posted on the Northern New York Newspapers websites and North Country Now to attract businesses from outside the area to St. Lawrence County. This is part of an effort to attract alumni living outside the County to come back here and expand their businesses into St. Lawrence County.*
 - *The IDA is working on site development and prospect contact activities with several private property owners throughout the County, including the RACER Trust (former GM Massena), the St. Lawrence Centre Mall, Arconic, Alcoa, SunOpta, the Benson Trust, and other owners of smaller properties.*
 - *As part of our outreach efforts, 100 calendars were purchased from the St. Lawrence County Arts Council which were mailed to prospective clients in mid-December.*

- *The IDA continues to partner with the Fort Drum Regional Liaison Organization, DANC, the Jefferson County Local Development Corporation and the Lewis County Office of Economic Development in the regional 'Drum Country Business' marketing initiative. The group has used funds provided by each member, and supplemented by National Grid, to collectively purchase and produce marketing lists, promotional materials, a shared website and outbound lead generation services for the region.*
 - *The Procurement Technical Assistance Center ("PTAC") is a regional governmental marketing and procurement technical assistance program based in Watertown which helps local firms maximize the opportunity to sell products and services to local, state and federal government markets. The PTAC and the IDA have agreed to partner in our efforts to promote PTAC services to St. Lawrence County firms. The Development Authority of the North Country has offered to match allocations made for this purpose by the IDAs in St. Lawrence, Jefferson and Lewis Counties up to \$2,500 in each County. The IDA will develop a framework with the PTAC which spells out deliverables relating to event participation, shared referrals, reporting as part of this agreement.*
 - *While in town for the Montreal Manufacturing Technology Show, staff co-hosted a business development reception at the Consulate General's residence as part of a coordinated effort to promote the County while in Montreal for the tradeshow. Approximately 15 companies were in attendance. Economic Development representatives from the City of Ogdensburg, Village of Potsdam and the New York Power Authority were part of the team representing the County.*
 - *Staff assisted the St. Lawrence County Chamber of Commerce booth at the Bass Masters Event and distributed information about starting/expanding a business into St. Lawrence County.*
 - *Sponsorship, coordination and/or attendance at trade shows/events, including:*
 - *PackEx (Toronto)*
 - *Montreal Manufacturing Technology Show*
 - *EpTech (Montreal & Ottawa)*
 - *CANSEC (Ottawa)*
 - *CANECT (Mississauga)*
 - *Adirondack Day (Albany)*
 - *Women's Business Bootcamp (SUNY Canton)*
 - *North Country Symposium (SLU)*
 - *Adirondack Local Governance Conference (Lake Placid)*
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St. Lawrence County Industrial Development Agency

Additional Questions

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

ANS: Yes – the Board members reviewed and approved (by formal resolution) the mission statement and performance measures of the board.

2. Who has the power to appoint the management of the public authority?

ANS: Management is appointed by the board members of the authority.

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?

ANS: The Board of the St. Lawrence County Industrial Development Agency appoints its Chief Executive Officer and Chief Financial Officer. The Chief Executive Officer appoints management and staff.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

ANS: The Board, with assistance of management, works to develop the authority's mission, and evaluate the authority's goals and performance.

Management ensures that the Board's mission and goals are carried out in a manner which achieves the intended public purpose - a process involving program evaluation, reporting, feedback and recommendation.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

ANS: The Board acknowledges its understanding of this document by formally approving the document in public session.