



**ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY
BUFFALO & ERIE COUNTY REGIONAL DEVELOPMENT CORP.
BUFFALO & ERIE COUNTY INDUSTRIAL LAND DEVELOPMENT CORP.**

**Joint Governance Committee Meeting
February 9, 2021 at 10:00 a.m.
Via Conference Call & Livestreaming**

Agenda

1. Approval of Minutes – January 28, 2021 (Pages 2-3)
2. Confirm updates per prior discussion re: “ECIDA 2020 Mission Statement & Performance Measurements - Results” (Pages 4-14)
3. Review of “ECIDA 2021 Mission Statement & Performance Measurements – Goals” (Pages 15-25)
4. Discuss Next Steps
5. Adjourn

**MINUTES OF A MEETING OF THE
JOINT GOVERNANCE COMMITTEE OF THE
ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY (ECIDA),
BUFFALO & ERIE COUNTY REGIONAL DEVELOPMENT CORP. (RDC)
AND
BUFFALO & ERIE COUNTY INDUSTRIAL LAND DEVELOPMENT CORP. (ILDC)**

- MEETING:** January 28, 2021, at the Erie County Industrial Development Agency, 95 Perry Street, Suite 403, Buffalo, New York 14203
- LIVE STREAMED:** This meeting is being live-streamed and made accessible on the Agency's website at www.ecidany.com.
- PRESENT:** Tyra Johnson, Brenda W. McDuffie, Kenneth A. Schoetz, David J. State and Maria Whyte
- EXCUSED:** Howard Johnson and Hon. Brian J. Kulpa
- OTHERS PRESENT:** John Cappellino, President/CEO; Mollie Profic, Chief Financial Officer; Karen M. Fiala, Vice President/Secretary; Grant Lesswing, Business Development Officer; Brian Krygier, Systems Analyst; Carrie Hocieniec, Administrative Coordinator; Beth O'Keefe, Business Development Officer; Atiqah Abidi, Assistant Treasurer; Robbie Ann McPherson, Director of Marketing and Communications; Jamee Lanthier, Compliance Officer; and Robert Murray, Esq., General Counsel/Harris Beach PLLC
- GUESTS:** Andrew Federick, Erie County Senior Economic Development Specialist

There being a quorum present at 10:02 a.m., the Meeting of the Members of the Joint Governance Committee of the Erie County Industrial Development Agency (ECIDA), Buffalo and Erie County Regional Development Corporation (RDC) and the Buffalo and Erie County Industrial Land Development Corporation (ILDC) was called to order by its Chair, Ms. McDuffie.

MINUTES

The March 10, 2020 minutes of the joint meeting of the Governance Committee of the ECIDA, RDC and ILDC were presented. Upon motion made by Ms. Whyte and seconded by Ms. Johnson, the approval of the March 10, 2020 meeting minutes were unanimously carried.

REVIEW OF “ECIDA 2020 MISSION STATEMENT & PERFORMANCE MEASUREMENTS”

Mr. Cappellino and Ms. O’Keefe provided general background regarding, and reviewed, the Mission Statement of the ECIDA and its affiliates. General discussion ensued.

Ms. O’Keefe reviewed the various performance goals, measurers and results for 2020. General discussion ensued.

At this point in time, Mr. Schoetz joined the meeting.

At this point in time, Ms. Johnson left the meeting.

There being no further business to discuss, the meeting was adjourned at 10:56 a.m.

Dated: January 28, 2021

Karen M. Fiala, Secretary

**Erie County Industrial Development Agency (ECIDA)
Buffalo & Erie County Industrial Land Development Corp. (ILDC)
Buffalo & Erie County Regional Development Corporation (RDC)**

2020 Mission Statement and Performance Measurements

Approval Date: March 25, 2020

Purpose:

The Public Authorities Law requires public authorities to develop and adopt a mission statement and to develop performance measures to assist them in determining how well they are carrying out their mission. The Authorities Budget Office (ABO) requires that all public authorities utilize the following format to annually review their mission statement and performance measures and publish a measurement report. This report is designed to satisfy these requirements.

Please note: The ECIDA's official annual report, which outlines detailed project information and accomplishments is called "Year in Review", and is posted on the ECIDA's website at <https://www.ecidany.com> under "About Us" then "Annual Reports".

Field Code Changed

Mission Statement:

The mission of the Erie County IDA and its affiliates is to provide the resources that encourage investment, innovation, workforce development and international trade resulting in a successful business climate focused on growth, economic stability, job creation and retention for businesses and individuals which improves the quality of life for the residents of the region.

Performance Goals, Measures & Results:

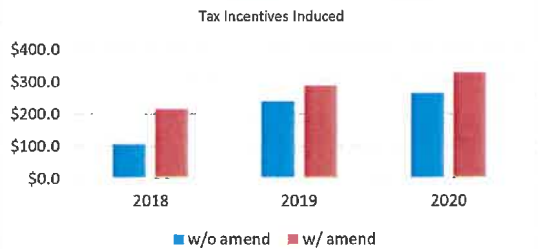
Goal 1: To promote private investment and innovation:

Objective 1A: ECIDA: Encourage private sector investment by providing incentives and other economic development services to spur eligible development projects.

Measurement: Value of new private investments from tax incentives.

Metric*: \$250 - \$275 M in private investment from approved tax incentives.

2020 Results: The ECIDA approved 13 projects in 2020 (including 2 amendatory projects). The new private sector investment totaled \$265.5 M, rising to \$328.5 M when including amendatory projects.

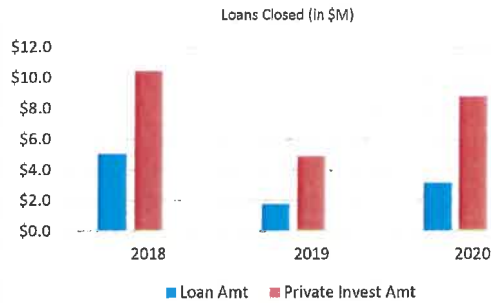


Objective 1B: RDC: Provide "gap financing" to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

Measurement: Number of loans, \$ amount of loans and amount of private investment for loans approved.

Metric: \$3 M in new business loans with the private investment amount of \$6 M for a total of 6 loans approved.

2020 Results: In 2020, the RDC closed 7 loans totaling \$3.2 M leveraging \$8.8 M in private investment. Of the 7 loans approved, 2 were from our COVID disaster loan fund - a sub-portfolio of the RDC Revolving Loan Fund, and 2 were from the IMPACT loan fund - a new Revolving Loan Fund in 2020 funded through the CARES ACT. No Innovation loans were approved in 2020.



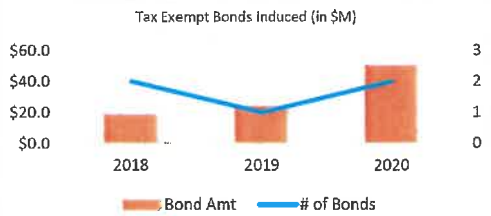
The ECIDA provides administrative support for the Erie County Microenterprise Loan program funded by Community Development Block Grant funds. This program fosters economic development by providing financing to micro businesses within the Erie County Consortium Communities whose owners have low to moderate household incomes. In 2020 ECIDA staff reviewed 11 loan applications, resulting in the approval of 4 microenterprise loans totaling \$140,000.

Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

Measurement: Value of private investments from low-interest financing provided to non-profit organizations.

Metric*: 1 tax exempt bond totaling \$25 - \$35 M

2020 Results: Two tax-exempt bonds approved with private investment totaling \$50.2M: Related Affordable/Elmwood Sq \$15.8M & D'Youville \$34.4M (D'Youville bond included an additional taxable amount = \$13.8 M that is not included in the 2020 results for this objective)

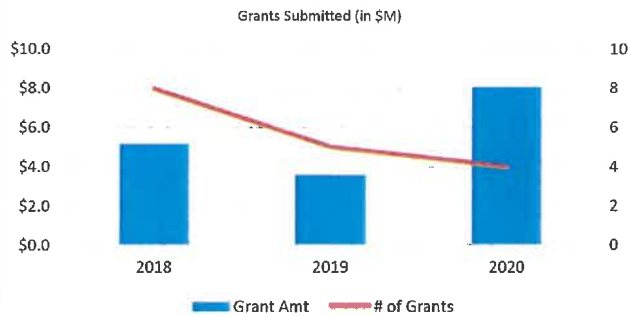


Objective 1D: ECIDA & ILDC: Pursue state, federal and private funding opportunities to support priority projects and leverage private investment.

Measurement: Number and \$ amount of grant applications submitted.

Metric: Five grants submitted for a total of \$3.2 - \$3.7 M

2020 Results: A total of 4 grants totaling \$8.166 M were submitted in 2020. Two grants totaling \$8.096 M were submitted on behalf of the ECIDA & ILDC, the remaining 2 grants totaling nearly \$70,000 were submitted on behalf of BUDC and the Village of North Collins. As of Jan '21, \$8.12 M (99% of grants submitted) were awarded.



Other grant activity in 2020 based upon NYS Senate Bill S8181A allowing IDAs to establish a grant program to assist businesses negatively impacted by the COVID 19 crisis. These grants reimburse small businesses and not-for-profits for the cost of acquiring personal protective equipment or installing fixtures to prevent the spread of COVID-19. The ECIDA Board allocated \$500,000 to establish the "ECIDA COVID 19 Disaster Emergency Grant Fund" program that was developed then launched by ECIDA staff in the 3rd Q of 2020. This program awarded grants totaling \$372,219 to 57 qualified businesses located in distressed areas or MWBE or veteran-owned businesses within Erie County.

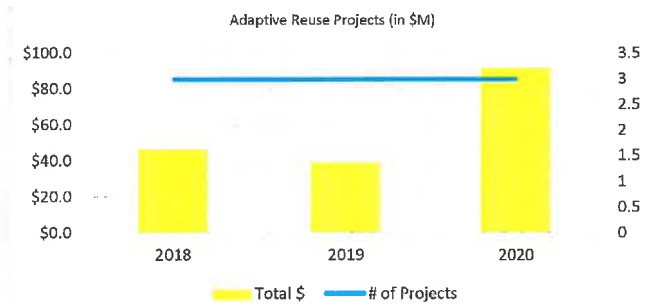
Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

Objective 2A: ECIDA & ILDC: Support the re-investment in vacant, abandoned and underutilized buildings.

Measurement: Number and investment value of adaptive re-use building projects.

Metric: Five to six projects approved totaling \$50M - \$60M in private investment.

2020 Results: In 2020, 3 adaptive reuse projects were approved totaling \$92.2 M in private investment. One of the three projects (Jemal's Seneca) accounted for nearly half of the private investment leading to this higher than expected result.



Objective 2B: ECIDA & RDC: Support the creation and growth of small business and minority & women-owned businesses (MWBE).

Measurement: Number and \$ amount of MWBE business loans, MWBE business tax incentives and other MWBE support provided.

Metric: \$250,000 in loans and tax incentives to MWBE businesses. To encourage participation in these MWBE initiatives, an additional \$66,000 to provide direct support / assistance to MWBEs through sponsorships of community partner events (i.e. SBA, SCORE, WEDI) and funding of a technical assistance program (offered through a local CDFI or other partnership). Continue to provide other non-monetary forms of MWBE support (i.e. vendor selection,

MWBE referrals to resources for certification, government contracting) that spur interest in and capacity for the \$250,000 in MWBE loans and tax incentives.

2020 Results: In 2020, the ECIDA provided minority and women owned enterprises with support totaling \$388,505 including:

- 1) RDC approved two MWBE loans totaling \$100,000
- 2) RDC staff presented 2 MWBE loans totaling \$70,000 to the County Microenterprise loan committee for approval,
- 3) Event sponsorships, programs and vendor selection in 2020 accounted for \$12,024 in support of MWBEs.
- 4) 31 MWBE Businesses were approved for COVID-19 Emergency Grants totaling \$206,481.

Objective 2C: ECIDA: Support the creation and retention of jobs at all salary levels.

Measurement: total # and average \$ of jobs to be retained & created overall and broken down for the following categories: management, professional, administrative, production, independent contractor and other.

Metric: Average salary for retained and created jobs at \$40,000 - \$45,000.

2020 Results: In 2020 the average salary for the 2,173 jobs retained and created through ECIDA tax incentive projects was \$60,003. The total payroll amount = \$144.4 M. The following is a breakdown of average salaries by category:

- Management \$ 135,012
- Professional: \$ 104,718
- Administrative: \$ 55,756
- Production: \$ 54,286
- Independent Contractor: \$ 74,292
- Other: \$ 32,677

Objective 2D: ECIDA, RDC & ILDC: Reach out to Erie County businesses to inform them of ECIDA and other business support services available.

Measurement: Number of sales contacts.

Metric*: 425-450 sales contacts made*

2020 Results: A total of 445 sales contacts were made in 2020 – mostly via one-on-one phone conversations vs onsite client visits. The number of attendees at ECIDA staff presentations is estimated to be 680+: zoom-based presentations included events hosted by: local chambers, SBA, NYSEDC, Biz First Forums, EAP classes. Also approximately 250 inbound inquires were received related to new business loan programs put in place in response to COVID 19.

Objective 2E: ILDC: Support reinvestment in vacant and abandoned brownfield properties for the purpose of creating shovel-ready sites, new investment, and jobs.

Measurement: Number of acres of land redeveloped / in the process of redeveloped and public/private investment amounts.

Metric: 180 acres

2020 Results: Over 406 acres under management. 2020 highlights include continued redevelopment of 150 acres at the former Bethlehem Steel site, continued negotiations with land owner for the acquisition of an additional 90 acres. Acquired 250 acres of the former Angola Airport site for the development of an Agri-Business park.

Goal 3: To encourage international trade:

Objective 3A: ECIDA: Promote & support the use of Erie County's foreign trade zone (FTZ) to assist businesses in remaining globally competitive by reducing, eliminating or deferring import duties.

Measurement: Value of goods moving through FTZ #23 and # of FTZ activated sites.

Metric: A total of 7 FTZ sites with goods valued at \$85M moving through the zone.

2020 Results: \$66.8 M in goods moved through the FTZ in 2019 (1 yr reporting lag). The number of FTZ sites remained at 6 with 18 businesses utilizing the zone. The reduction in FTZ activity was primarily due to the uncertainty of foreign tariffs on goods as U.S. Global Trade Policies were being renegotiated with various foreign countries, including revisions made to the USMCA trade agreement.



(note: due to FTZ reporting lag – the prior year's results will be listed)

Goal 4: To safeguard the public's investment by ensuring compliance and transparency with ECIDA Policies & Procedures, NYS Tax, EDA and ABO requirements:

Objective 4A: ECIDA: Client compliance with material terms including local labor, employment retention & creation, investment, pay equity and unpaid real property tax policies.

Measurement: Analysis of quarterly employment & local labor reports, review of investment verifications, completion of pay equity audits by Erie County office of EEO and real property tax payments through the Erie County Commissioner of Real Property Services.

Metric: 100% compliance

2020 Results: TBD

Objective 4B: ECIDA: Client compliance with the New York State Sales and Use Tax program

Measurement: Review of clients' ST-340 forms and the amount of the sales tax savings approved by the Board of Directors to ensure that the amount of the sales tax savings that clients report does not exceed the board approved amounts.

Metric: 100% client compliance

2020 Results: TBD

Objective 4C: RDC: Ensure proper controls and safeguards over the administration of the revolving loan fund (RLF).

Measurement: Obtain the highest rating from the U.S. Dept of Commerce: Economic Development Administration (EDA) on the quality / health of the RLF administered by the RDC.

Metric: "A" rating from the EDA

2020 Results: For the year ended December 31, 2019, a Level B risk rating was assigned as 38 of a possible 45 points were earned. Areas contributing to this risk rating were the portfolio's cumulative loan write-off ratio (greater than 25%) and the RLF cash available for lending (more than 110% of the allowable cash percentage). [Three loans totaling \\$1.6 million were paid off early, in the fourth quarter of 2019. This made it difficult to re-lend those funds prior to](#)

December 31. As a result, semi-annual reporting is required. EDA has informed the Agency that certain risk metrics will be relaxed for the next two reporting years due to the COVID-19 pandemic. The Agency anticipates returning to a Level A risk rating as the available cash metric is estimated to be achieved based on over \$3 million in loans booked in 2020.

Objective 4D: ECIDA, RDC & ILDC: Compliance with ABO's deadlines and regulatory requirements.

Measurement: Timely and accurate filing of the annual PARIS reports, budget and financial audits.

Metric: 100% compliance

2020 Results: 100% compliance - ECIDA, RDC and ILDC files all required PARIS reports, financial audits and budgets within the prescribed timeframes in 2020.

Objective 4E: ECIDA, RDC & ILDC: Board Member compliance with ABO regulatory requirements.

Measurement: Board completion of the annual Board of Directors Self Evaluation, execution of the Acknowledgement of Fiduciary Duties & Responsibilities forms, and completion of the required ABO board member training.

Metric: 100% compliance

2020 Results: TBD

Governance Certification

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

Board of Directors response: Yes

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

Board of Directors response: The Board of Directors

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

Board of Directors response: The Board has not adopted a written policy. However, the Board follows prudent and reasonable practices to appoint responsible individuals.

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

Board of Directors response: The role of the Board regarding the implementation of the public authority's mission is to provide strategic guidance, oversight, mission authorization, policy setting and validation of the authority's mission, performance measurements and results. The role of management is to collaborate with the Board in strategy development and to implement established programs, processes, activities and policies to achieve the public authority's mission.

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

Board of Directors response: Yes

**Erie County Industrial Development Agency (ECIDA)
Buffalo & Erie County Industrial Land Development Corp. (ILDC)
Buffalo & Erie County Regional Development Corporation (RDC)**

2021 Mission Statement and Performance Measurements

Approval Date: March 24, 2021

Purpose:

The Public Authorities Law requires public authorities to develop and adopt a mission statement and to develop performance measures to assist them in determining how well they are carrying out their mission. The Authorities Budget Office (ABO) requires that all public authorities utilize the following format to annually review their mission statement and performance measures and publish a measurement report. This report is designed to satisfy these requirements.

Please note: The ECIDA's official annual report, which outlines detailed project information and accomplishments is called "Year in Review", and is posted on the ECIDA's website at <https://www.ecidany.com> under "About Us" then "Annual Reports".

Mission Statement:

The mission of the Erie County IDA and its affiliates is to provide the resources that encourage investment, innovation, workforce development and international trade resulting in a successful business climate focused on growth, economic stability, job creation and retention for businesses and individuals which improves the quality of life for the residents of the region.

Performance Goals, Measures & Results:

Goal 1: To promote private investment & innovation:

Objective 1A: ECIDA: Encourage private sector investment by providing incentives and other economic development services to spur eligible development projects.

Measurement: Value of new private investments from tax incentives.

Metric*: \$200 - \$225 M in private investment from approved tax incentives.*
3-year average of \$240 M was reduced due to anticipated 2021 impacts to private investments related to covid pandemic.

Results:

Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

Measurement: Number of loans, \$ amount of loans and amount of private investment for loans approved.

Metric: \$3 M in new business loans with the private investment amount of \$3 M for a total of 7 loans approved.* 3 year average = \$3.4 M and 6 loans. Several factors may impact the RDC’s RLF fund. In 2020 the ECIDA received approval to offer a second RLF program through the CARES Act – see Objective 4A. Hence, the demand from this legacy RLF fund may be less. Another significant impact is the possible defederalization of the RDC RLF. In late 2020, the Reinvigorating Lending for the Future Act (RLF Act) was signed into law, permitting the Economic Development Administration (EDA) to release the federal interest of revolving loan funds that have operated satisfactorily for seven years beyond disbursement of grant funds. The RDC believes that the legacy RLF will be part of this de-federalization, which may allow RDC’s lending criteria to be amended to better meet the borrowing needs of the community. As of the date of this document, RDC is awaiting details on how this legislation will be implemented.”

Results:

(note: when listing results, include a subcategory identifying any innovation loans).

Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

Measurement: Value of private investments from low-interest financing provided to non-profit organizations.

Metric*: 1 - 2 tax exempt bonds totaling \$25 - \$30 M* **Economic factors could lead to a decrease in capital improvements made by non-profit entities in 2021. 3 year avg = 30.8M.**

Results:

Objective 1D: ECIDA & ILDC: Pursue state, federal and private funding opportunities to support priority projects and leverage private investment.

Measurement: Number and \$ amount of grant applications submitted*.

Metric: Two - three grants submitted for \$800,000 \$ 1 M. **We anticipate fewer Federal grants being available and NYS CFA process being negatively impacted due to financial constraints. Therefore, a significantly lower grant amount anticipated than 3 yr avg = \$5.7 M.**

Results:

Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

Objective 2A: ECIDA & ILDC: Support the re-investment in vacant, abandoned and underutilized buildings.

Measurement: Number and investment value of adaptive re-use building projects.

Metric: Five to six projects approved totaling \$40M - \$50M in private investment.* **Eligible pool of qualifying buildings is declining. Future projects will reflect more projects at smaller investment amounts. The 3 year average = \$59.4 M for 3 projects annually.**

Result:

Objective 2B: ECIDA & RDC: Support the creation and growth of small business and minority & women-owned businesses (MWBE).

Measurement: Number and \$ amount of MWBE business loans, tax incentives and PPE Reimbursement grants.

Metric: \$250,000 in assistance to 30 – 40 MWBEs*.

Results:

Objective 2C: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency – Operational Purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Vendor Operational Purchases of \$18,000 / 30% MWBE: office supplies, catering, equipment leasing etc.

Results:

Objective 2D: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency– Other purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Meet 100% of the following measures - Professional services including 30% MWBE for engineering/design, Construction service that includes 30% MWBE for contract utilization and RFPs and/or bids scoring – that includes MWBE utilization and/or D&I initiatives valued at 10% of the scoring index.

Results:

Objective 2E: ECIDA, ILDC & RDC: Create a formal diversity and inclusion policy for the organization focusing on staff development and employment goals,

Measurement: TBD - Governance Committee

Metric: TBD

Results:

Objective 2F: ECIDA: Support the creation and retention of jobs at all salary levels.

Measurement: total # and average \$ of jobs to be retained & created overall and broken down for the following categories: management, professional, administrative, production, independent contractor and other.

Metric*: Average salary for retained and created jobs at \$40,000 - \$45,000.

Results:

(note: include total number of jobs retained & created, as well as the average salaries in each of the categories listed above and the total payroll amount.

Objective 2G: ECIDA, RDC & ILDC: Reach out to Erie County businesses to inform them of ECIDA and other business support services available.

Measurement: Number of sales contacts.

Metric*: 425-450 sales contacts made

Results:

Objective 2H: ILDC: Support reinvestment in vacant and abandoned brownfield properties for the purpose of creating shovel-ready sites, new investment, and jobs.

Measurement: Number of acres of land redeveloped / in the process of redevelopment and public/private investment amounts.

Metric: 400 acres of land under management

Results:

Goal 3: To encourage international trade:

Objective 3A: ECIDA: Promote & support the use of Erie County's foreign trade zone (FTZ) to assist businesses in remaining globally competitive by reducing, eliminating or deferring import duties.

Measurement: Value of goods moving through FTZ #23 and # of FTZ activated sites.

Metric: A total of 6 FTZ sites with goods valued at \$45 M - \$55 M moving through the zone. * We expect the amount of goods moving through the zone to be down due to COVID and the closing of the Panasonic facility in 2020 leaving 5 sites active.

Results:

(note: due to FTZ reporting lag – the prior year's results will be listed)

Goal 4: Response to Global Pandemic:

Objective 4A: Utilize “new” Revolving Loan Funds made available through the CARES Act to provide low-cost financing to Erie County businesses to alleviate sudden and severe economic dislocation or to support opportunities associated with COVID-19 pandemic..

Measurement: Number of loans, \$ amount of loans.

Metric: 20 loans approved, \$2.5 million in new loans.

Results:

Objective 4B: ECIDA: PANDEMIC RESPONSE - Assistance to Small Business & not-for-profit businesses in response to the COVID pandemic.

Measurement: Allocation of funding to support ECIDA COVID 19 Emergency Grant Program and awarding business grants with a focus on businesses in distressed areas and MWBE & veteran owned businesses.

Metric: Additional \$500,000 allocated with 60 – 70 grants awarded..

Results:

Objective 4C: ECIDA RDC, ILDC: PANDEMIC RESPONSE – Support Small Businesses in Erie County Consortium Communities whose owners have low to moderate household incomes.

Measurement: Provide administrative support for the Erie County Microenterprise Loan program funded by Community Development Block Grant funds.

Metric: 20 microloans approved totaling \$500,000.00.

Results:

Goal 5: To safeguard the public's investment by ensuring compliance and transparency with ECIDA Policies & Procedures, NYS Tax, EDA and ABO requirements:

Objective 5A: ECIDA: Client compliance with material terms including local labor, employment retention & creation, investment, pay equity and unpaid real property tax policies.

Measurement: Analysis of quarterly employment & local labor reports, review of investment verifications, completion of pay equity audits by Erie County office of EEO and real property tax payments through the Erie County Commissioner of Real Property Services.

Metric: 100% compliance

Results:

Objective 5B: ECIDA: Client compliance with the New York State Sales and Use Tax program

Measurement: Review of clients' ST-340 forms and the amount of the sales tax savings approved by the Board of Directors to ensure that the amount of the sales tax savings that clients report does not exceed the board approved amounts.

Metric: 100% client compliance

Results:

Objective 5C: RDC: Ensure proper controls and safeguards over the administration of the revolving loan fund (RLF).

Measurement: Obtain the highest rating from the U.S. Dept of Commerce: Economic Development Administration (EDA) on the quality / health of the RLF administered by the RDC.

Metric: "A" rating from the EDA

Results:

Objective 5D: ECIDA, RDC & ILDC: Compliance with ABO's deadlines and regulatory requirements.

Measurement: Timely and accurate filing of the annual PARIS reports, budget and financial audits.

Metric: 100% compliance

Results:

Objective 5E: ECIDA, RDC & ILDC: Board Member compliance with ABO regulatory requirements.

Measurement: Board completion of the annual Board of Directors Self Evaluation, execution of the Acknowledgement of Fiduciary Duties & Responsibilities forms, and completion of the required ABO board member training.

Metric: 100% compliance

Results:

* Metrics were calculated based upon a 3 year rolling average (for period 2018 – 2020) with adjustments made to reflect expected future economic trends, pipeline strength and other factors that are anticipated to impact future results as noted.

Governance Certification

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

Board of Directors response: Yes

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

Board of Directors response: The Board of Directors

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

Board of Directors response: The Board has not adopted a written policy. However, the Board follows prudent and reasonable practices to appoint responsible individuals.

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

Board of Directors response: The role of the Board regarding the implementation of the public authority's mission is to provide strategic guidance, oversight, mission authorization, policy setting and validation of the authority's mission, performance measurements and results. The role of management is to collaborate with the Board in strategy development and to implement established programs, processes, activities and policies to achieve the public authority's mission.

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

Board of Directors response: Yes