

**HORNELL INDUSTRIAL DEVELOPMENT AGENCY
2025 PERFORMANCE MEASURES**

How do we know if we are performing our mission?

1. Enumerate projects
2. Number of jobs created
3. Number of jobs retained
4. Amount of private investment
5. New tax revenue from projects

How do we know if we are performing our mission well?

1. Retainage program consisting of regular visits and communication with existing businesses, industry, and stakeholders provides input

How can we be more efficient and effective?

1. Keep Board Members updated and educated to PAAA & PARA standards
2. Encourage Board and appropriate staff attendance at regional, state and national conferences and meetings on economic development trends

How do we know if we are meeting the interests of those we serve?

1. Participate with regional economic development partner organizations by staff and Board, such as:
 - a. REDEC
 - b. NYS Workforce Investment Board
 - c. Empire Zone Board
 - d. Regional Planning & Development Board
 - e. Steuben County Industrial Development Agency
 - f. Three Rivers and Corning Enterprises
2. Regular contact with local government:
 - a. Steuben County
 - b. City of Hornell
 - c. Town of Hornellsville
 - d. Village of North Hornell

DATE ADOPTED

March 11, 2011

1. Have the Board Members acknowledged that they have read and understood the mission of the public authority?
Yes
2. Who has the power to appoint the management of the public authority?
Board of Directors
3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?
Yes – Employee Contract
4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

BOARD MEMBER ROLES & RESPONSIBILITIES

- Execute direct oversight of the authority's Chief Executive in the effective and ethical management of the authority.
 - Understand, review and monitor the implementation of fundamental financial and management controls and operational decisions of the authority.
 - Establish policies regarding the payment of salary, compensation and reimbursements to, and establish rules for the time and attendance of, the Chief Executive and staff.
 - Adopt a code of ethics applicable to each officer, director and employee that, at a minimum, includes the standards established in Section 74 of the Public Officers Law.
 - Establish written policies and procedures on personnel including policies protecting employees from retaliation for disclosing information concerning acts of wrongdoing, misconduct, malfeasance, or other inappropriate behavior by an employee or Board Member of the authority, investments, travel, acquisition of real property and the disposition of real and personal property and procurement of goods and services.
 - Adopt a defense and indemnification policy and disclose such plan to any and all prospective Board Members.
5. Has the Board acknowledged that they have read and understood the responses to each of these questions?
Yes