



## Authorities Budget Office Policy Guidance

---

**No.** 10-02

**Date Issued:** March 1, 2010

**Supersedes:** New

**Subject:** Public Authority Mission Statements and Measurement Reports

**Statutory Citation:** Section 2824-a, Public Authorities Law  
Section 2800 of Public Authorities Law

**Provisions:** Chapter 506 of the Laws of 2009 (“The 2009 Public Authorities Reform Act”) added a new Section 2824-a in Public Authorities Law requiring state and local public authorities to develop and adopt a mission statement. The law also requires public authorities to develop performance measures to assist the authority determine how well it is carrying out its mission. Pursuant to this section, each state authority is to provide a copy of its mission statement and performance measures to the Authorities Budget Office, using the attached form, on or before March 31, 2010. Every local authority is to file a mission statement and performance measures with the ABO using the attached form by March 31, 2011.

For subsequent reporting years the mission statement is to be included as part of the Annual Report required to be filed with the ABO pursuant to Section 2800 of Public Authorities Law. Every public authority is also expected to annually review its mission statement and measures and publish a measurement report.

Public authorities are also required to post and maintain their mission statement and performance report on their web site.

**Authorities Budget Office Policy Guidance:** The mission statement is the prism through which a public authority’s actions are evaluated and its policy decisions are judged. Given its importance in defining how the public authority will operate, the board, in conjunction with the executive management of the authority, should exercise due diligence when developing and reviewing the authority’s mission statement, and the goals and measures that will be used to evaluate whether the authority is fulfilling its mission. Boards of directors should take time to thoroughly discuss, re-think, and reach agreement on the actual mission of their authority and to draft a mission statement that reflects this agreement. Only after undertaking this process and adopting a new mission statement should the authority submit its mission statement to the ABO and post it to their web site.

As a matter of law, public policy, and sound management, it is imperative that directors define and understand the purpose of the authority and the public interests it serves, and reflect these concepts in a mission statement. A board

member cannot properly execute his or her fiduciary duty without first understanding the mission and interests served by the authority.

A mission statement should capture in a few clear and concise sentences the purpose of the public authority, its goals and its reason for existence. The mission statement should address the intent and purpose for which the public authority was created. It should express the philosophy and guiding principles of the public authority, and provide staff and the public with an understanding of the values and culture of the organization. It should describe generally the services the public authority provides, the community it serves, and the reasonable expectations of its stakeholders. The mission statement should also be specific enough to be able to assess the organization's performance and to measure its success in achieving its intended public purpose.

When drafting an appropriate mission statement and evaluating its effectiveness, it may be helpful to answer the following questions:

- What is the public purpose for which the authority was created?
- How can we best achieve that purpose?
- How do we assess whether an action or decision before the board is consistent with this mission and the public interest?
- Who are the authority's stakeholders?
- What are the authority's goals?
- What are the values of the authority?

Once a public authority defines its mission and the interests and expectations of the community it serves, policies must be implemented to achieve those objectives. Performance measures are a means for the board and management to evaluate and monitor whether the authority's policies and operating practices are in accordance with its mission. Performance measures need not be complex or detailed. Performance measures will also vary depending on the purpose, size, and resources of the authority. They should be designed to answer some fundamental questions:

- How do we know if we are performing our mission?
- How do we know if we are performing that mission well?
- How can we be more effective and efficient?
- How do we know if we are meeting the interests of those we serve?

An authority's board must annually review the authority's mission statement and performance results to ensure that its mission has not changed and that the authority's performance goals continue to support its mission. Authorities are to annually report their performance results and revise their goals as necessary.

**Implementation of Statutory Requirements:** Authorities should complete the attached form and submit the entire document to the ABO via e-mail ([info@abo.state.ny.us](mailto:info@abo.state.ny.us)).

## **Authority Mission Statement and Performance Measurements**

**Name of Public Authority:** WYANDANCH COMMUNITY DEVELOPMENT CORPORATION

### **Public Authority's Mission Statement:**

The mission of WCDC is to conduct and participate in development, services and housing projects designed to preserve the community, protect the health and safety of residents and promote self help programs measured by improved appearances and the removal of blighted conditions in our target and service areas. By doing this we enrich economic development, improve the quality of life and assist with improving the development and growth of business in the area and its environs.

**Date Adopted:** Language updated and adopted June 14, 2009

### **List of Performance Goals (If additional space is needed, please attach):**

The agency's overall performance goal is to improve the quality of life in our community. There are several issues that have to be actively addressed to achieve the overall goal. In our current strategic plan, there are provisions to improve housing quality standards for seniors and families in the extremely low to moderate income range. We also undertake targeting the existing housing stock, ultimately increasing the amount of affordable rentals and providing home retention opportunities to program participants through counseling. Comprehensive housing counseling activities will serve as a catalyst to assist homeowners in financial crisis, increasing the success rate of maintaining ownership. Finally, the agency would like to continue to help build a concrete tax base in the community via 'downtown revitalization, ultimately encouraging businesses to locate in the area. These efforts will assist in the reversal of blighted conditions and promote achievements that will cultivate a positive quality of life.

**Additional questions:**

1. Has the Board acknowledged that they have read and understood the responses to each of these questions? **Yes**
2. Who has the power to appoint the management of the public authority? **WCDC 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, the agency's By-laws and Personnel Policies & Procedures.**
4. Briefly describe the role of the Board and the role of management in the implementation of the mission. **Both the Board of Directors and management perform activities designed to carry out services and projects associated with the agency's mission. The Board's activities include, although are not limited to marketing, policy, fundraising and overseeing management. Management's activities include, although are not limited to project & program identification, clarification & implementation, identifying and applying for funding to carry out appropriate services and day to day operations.**
5. Has the Board acknowledged that they have read and understood the responses to each of these questions? **Yes and the Chairperson will apply the corporate seal to the original copy of this document to confirm as much.**

SEAL