



**Rockland Economic Development Corporation (REDC)**  
**2014 MISSION STATEMENT AND PERFORMANCE GOALS**  
**JANUARY 1-DECEMBER 31, 2014**

**MISSION STATEMENT:** The mission of the Rockland Economic Development Corporation is to stimulate the economy of Rockland County by fostering the creation and attraction of new business, retaining and expanding jobs and assisting in the retention and expansion of existing businesses.

**PERFORMANCE GOALS:**

**Marketing for Business Attraction and New Jobs:**

- Finalize the External Marketing campaign, ready to launch early 2Q14. Build on the foundation of the current messaging (eNewsletter, website, ad copy, palm card and digital media) to design attraction thrust aimed at industry cluster targets—life sciences and biotech, data centers, corporate headquarters and advanced manufacturing. Formed a dedicated Marketing Committee specifically to work with a selected professional agency to develop the framework of the message, theme and media channels with a focus on our competitive neighbors—New Jersey, Connecticut and the NY metro region. To date, nearly \$70,000 has been pledged or secured from private sector investment.
- In conjunction with current marketing initiatives, enhance public relations opportunities utilizing regional media contacts. The narrative will feature the new County Executive, Edwin J. Day, to articulate the competitive advantages of doing business in Rockland County; accentuate our highly skilled and educated work force, recent corporate investments and attractions as well as other advantages.
- Continue to build on success of the Real Estate Council (REC) as participation grows and inquiries/leads from brokers, relocation consultants and corporate real estate executives trend upward. Enhance our site selection process with more outreach to corporate park developers, builders and end-users. Also, further collaboration with the County Planning Department to take advantage of the County's GIS (Geographic Information Systems) Portal—a powerful resource used in many diverse areas, including: environmental management, planning, economic development & site selection, real property information & records, transportation & infrastructure, homeland security & public safety, business assistance, and data collection.
- Continue our pivotal role with Pfizer Real Estate and their partners, Cushman & Wakefield Life Sciences Group and Jones Lang LaSalle as the Pearl River campus is poised for repositioning and redevelopment with a pending sale to a national real estate development firm. REDC has been and continues to be a key player on the team and will work with the new owners to re-brand and market the 2.8 million square feet of space/28 building campus.
- Increase collaboration with economic development strategic partners including: the REC, Rockland IDA, Rockland WIB, NYS SBDC, HVEDC, ESD, O&R... and with the new County Executive and his team to work together in a proficient, customer driven style... as a team to attract, retain and create capital investment, jobs and expand Rockland's tax base.
- Maintain a list of available commercial and industrial properties.
- Outreach to brokers and businesses in New Jersey for potential relocations to Rockland.
- Respond to leads generated internally and externally from Empire State Development, Hudson Valley Economic Development Corporation, Brokers, and Site Selection Consultants.

- Support industry clusters such as biotechnology and commerce through marketing and attendance at sector specific events.

### **REDC's PTAC GOALS**

In addition to the federal goals for how many new small businesses in various categories with whom PTAC counselors will meet, PTAC's 2014 Goals include:

1. The focus for 2014 is to increase participation of small businesses and prime contractors in the REDC PTAC program and to increase the number of awarded contracts. Methods to attract more participation include:
  2. Social Media: Targeted geographically, this will enable PTAC to reach more potential clients and procurement specialists more efficiently.
  3. Market and Get on Contract: REDC PTAC will work with all clients to create and implement a Stay-in-Touch Campaign aimed at developing relationships with targeted government entities and prime contractors. Also, will work with applicable clients to get a General Services Administration Federal Supply Schedule (GSA Contract) so federal agencies can purchase their goods/services without needing to engage in the bidding process. And, as appropriate, have clients establish relationships with NYS contracts contact people to increase their chances to participate in NYS applicable contracts.
  4. Additional Counselor: Will search for and hire a counselor who has the right combination of business background and business coaching to work with REDC PTAC clients. He/she will enable PTAC to work most effectively with more clients.
  5. Active Clients: The goal for 2014 is a 10% increase from 170 to 187 (17 additional new clients).
  6. Seminars: In 2014, Rockland County seminars will include, but are not limited to:
    - March 13: Maximize Your M/WBE Certification sponsored by Assemblywoman Ellen Jaffee with Liz Kallen, REDC PTAC Program Manager, as the speaker
    - May 15: Matchmaker event sponsored by Assemblywoman Ellen Jaffee and organized by REDC PTAC
    - June 12: How to do business with Rockland County and the Empire State Purchasing Group
    - July 10: How to do Business with the MTA, and a human resource component presented by The DHF Group
    - To be scheduled... Workshops on various topics such as:
      - Understanding and Demystifying Solicitations
      - Teaming
      - Who's Buying What I'm Selling?
      - How to Market to Government Agencies
      - Stay-In-Touch Campaigns

### **Business and Job Attraction, Business Expansion and Retention, and Business Services:**

- Continue to be a One-Stop Shop for businesses by providing office space and partnership with the Rockland County Industrial Development Agency, the Rockland Economic Assistance Corporation, the Procurement Technical Assistance Center (PTAC) Program, the Westchester/Rockland Loan Program and SCORE.
- Manage a Revolving Loan Program for micro loans to start-up business and businesses unable to obtain bank financing.
- Apply for federal funding to continue the Procurement Technical Assistance Center (PTAC) Program for businesses in Rockland, Westchester and Orange Counties.

- Assist businesses in accessing government contracts for services and goods through the PTAC Program.
- Undertake mailings, public appearances and workshops to educate businesses on existing programs.
- Develop incentive packages for eligible businesses including referrals to workforce training programs, SBA financing, ESD assistance, NYSERDA energy efficiencies assistance and others as available.
- Respond to inquiries generated by marketing efforts.
- Make referrals as needed.

**Operations and Compliance to the New York State Authority Budget Office:**

- Hold Board Meetings every two months.
- Hold meetings of the established Committees including Governance and Audit Committees
- Comply with state website postings requirements.
- Review and update internal financial controls.
- Issuance of RFPs for professional services, if needed.

**Additional Questions:**

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? **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? **Yes, based on the skills required in the advertisement of the job opening. The Executive Committee conducts interviews and makes recommendations to the full Board for approval.**
4. Briefly describe the role of the Board and the role of management in the implementation of the mission. **The Board makes policy, establishes best practices, directs and monitors the management of the Corporation. It directs Agency goals, and monitors achievements/completion of tasks. The CEO is responsible for the day to day operations of the Corporation in compliance with its By-Laws, and with guidance by the Executive Committee as needed. The CEO makes reports to the Board and confers with the Executive Committee.**
5. Has the Board acknowledged that they have read and understand the responses of each of these questions? **Yes.**

**ADOPTED MARCH 19, 2014**