



**Rockland Economic Development Corporation (REDC)
2013 MISSION STATEMENT AND PERFORMANCE GOALS
JANUARY 1-DECEMBER 31, 2013**

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:

- To continue to define the role economic development plays in promoting a dynamic economy for Rockland County, developing a baseline multi-media external marketing campaign to target industry specific clusters—pharmaceutical/biopharma and life sciences, as well as our competitive neighbors—New Jersey, Connecticut and the Metro Region, using public relations, digital and internet marketing as well as print, radio and cable television advertising. With this campaign, REDC will develop a strategy to illustrate the direct cause-and-effect relationship that broad-based marketing has on business investment, as well as stimulate job opportunities and showcase Rockland’s outstanding quality of life.
- In conjunction with marketing, launch PR program utilizing media contacts in same market area. The narrative would articulate the comparative advantages of Rockland; amplify our successes, attraction deals and development projects in Rockland County.
- Launch a “Speaker’s Bureau” to create awareness, knowledge, enthusiasm and support from internal customers — service clubs, social/community groups, towns, villages and private firms.
- In collaboration with RBA, WIB, IDA, O&R and the County, work to create awareness and interest in NYS Consolidated Funding Application. Possibly organize workshops with Towns and businesses to induce more Rockland applications for priority funding projects and public-private partnerships
- 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 goals include:

1. **PRIME CONTRACTORS:** PTAC will develop a list of large companies. The purpose is to educate them about the resources we can provide such as assisting them to be in compliance with federal mandated Subcontracting Plan(s). Also, we can help them find the small businesses that need to be included in the Subcontracting Plan(s) and to meet the New York State goals for hiring minority/women owned small businesses.
2. **VENDOR QUALIFICATIONS ASSESSMENT:** PTAC will develop industry specific SWOT Analysis forms so that the small businesses we serve can understand if they are ready for government procurement. If they are deficient in certain areas, they will know what is needed to get them up-to-speed.

3. **ADDITIONAL COUNSELING:** PTAC will outsource a part-time counselor dedicated to working with businesses in Westchester County. Additional coverage in Westchester will free up time for the PTAC Program Manager to spend additional time working in Rockland and Orange Counties.

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, NYSEDA 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 20, 2013