



**Rockland Economic Development Corporation (REDC)  
2018 MISSION STATEMENT AND PERFORMANCE GOALS  
JANUARY 1 - DECEMBER 31, 2018**

**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.

**AUTHORITIES BUDGET OFFICE:**

With the enactment of the Public Authorities Accountability Act of 2009, the New York State Authorities Budget Office determined that the corporation is subject to compliance with its requirements for transparency, best practices and oversight.

**REDC 2018 PERFORMANCE GOALS:**

1. Marketing Rockland County: REDC will extend the branding campaign it launched in 2017 to highlight and leverage the county's advantages and assets, and build on significant traction in a range of priority industry sectors. REDC will focus on evolving commercial trends and small-scale, "place-based" planning to attract, retain and expand business in targeted market clusters. Social and digital media will be used to promote Rockland's advantages for business and to generate meaningful engagement that leads to "next-step" action.
2. Governmental & Not-for-Profit Collaboration: REDC will work collaboratively with the towns and villages to help them identify economic development opportunities by:
  - o serving as a liaison between businesses and municipalities in order to enhance communication, provide predictable outcomes and signify that Rockland County is a business-friendly community, especially with respect to local land use approval and permitting processes;
  - o meeting with mayors and supervisors individually and through round tables or on task forces to develop strategies for encouraging appropriate business and fostering sustainable development to create jobs and tax ratables;
  - o helping municipalities prepare publicly-owned and leased real estate for redevelopment (e.g., corridor and gateway enhancements, mixed-use, transit-oriented development, waterfront access; etc.); and
  - o recommending principles of smart growth, progressive zoning and town/community benefit arrangements consistent with municipal vision and policy documents in order to maximize investment potential.

REDC will partner with the county's not-for-profits instrumental in supporting a healthy local economy by:

- o highlighting the resources of these organizations which are the county's largest employers;
  - o assisting with social enterprise strategies for sustainable business models and growth; and
  - o promoting business-to-education links that advance the workforce skills and training in demand by tomorrow's employers.
3. Business Development:
    - a. Conduct individual, group and digital outreach out to existing major businesses, property owners, developers and investors to make them aware of REDC expansion and retention services, as well as allied incentive partners and funding opportunities;
    - b. Perform targeted recruitment in emerging local, regional and global markets to cultivate thematic commercial ventures (e.g., renewable energy, manufacturing, etc.);
    - c. Provide grant research and writing, letters of support for financing, advocacy of legislative measures impacting local industry, on-the-record statements to land use boards and related forms of technical assistance; and
    - d. Apply tactical suburban planning principles to help drive downtown/village center revitalization and corridor/gateway improvement efforts that support contextual redevelopment and small business.

4. Economic Development Project Activity Inventory:

- a. REDC will maintain an inventory of notable economic development projects to use for recruitment purposes and to illustrate industry clusters to pursue and promote; and
- b. REDC will track leads and available building space and land to accommodate the demands of the market for commercial facilities.

**REDC PTAC 3-1-18 – 2-28-19 PTAC INFO**

REDC PTAC's goals for our federal funding agreement include 161 new clients, 460 counseling hours and 28 participated events.

In addition, PTAC's goals include:

1. Through our website, social media and in person outreach to promote our program and educate small business on the process of selling their products to government agencies.
2. Continue to focus on the growth of small businesses in our contract area by connecting them with larger companies to perform as subcontractors on larger government projects.

Seminar/Webinar topics for 2018

- Government Contracting: Is It Right For Your Business? Presented in Dutchess County
- Doing Business with CUNY
- Doing Business with the DOT
- SBA Small Business programs
- Doing Business with Orange County
- Leveraging Your M/WBE Certification
- Doing Business with NYS Office of General Services
- SDVOB Certification

**OPERATIONS AND COMPLIANCE WITH THE NEW YORK STATE AUTHORITIES BY 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.
- Issue RFPs for professional services, if needed.

**ADDITIONAL COMPLIANCE QUESTIONS:**

1. Do the Board Members acknowledge that they have read and understand 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 26, 2018**