



**Rockland Economic Development Corporation (REDC)
2019 MISSION STATEMENT AND PERFORMANCE GOALS
JANUARY 1 - DECEMBER 31, 2019**

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 2019 PERFORMANCE GOALS:

1. Marketing Rockland County: REDC will implement innovative branding initiatives that highlight and leverage the county's business advantages and assets, and build on significant traction in a range of diverse industries. REDC will utilize quantitative and qualitative data such as web analytics, market trends and reports, and company outreach efforts to focus on emerging commercial trends and promising real estate prospects to attract, retain and expand business in priority industry clusters in target markets. Social and digital media will be used for tailored promotional purposes, testimonial marketing and company engagement with messaging designed to address the needs of specific industry segments and create business opportunities.

2. Governmental & Not-for-Profit Collaboration:

REDC will work collaboratively with the towns, villages and hamlets to help them prepare for economic development opportunities by:

- 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;
- meeting with mayors and supervisors individually and through round tables or forums to develop actionable strategies for encouraging appropriate business and fostering sustainable development to generate jobs and tax ratables;
- positioning publicly-owned and leased commercial real estate for appropriate redevelopment (e.g., corridor improvement, gateway projects, mixed-use, waterfront revitalization; etc.); and
- recommending principles of smart growth, zoning updates, progressive direction/vision and community benefit arrangements consistent with municipal policy documents in order to maximize investment potential.

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

- highlighting the resources of these organizations, many of which are the county's largest employers;
- assisting with Social Enterprise strategies towards sustainable business models; and
- promoting business-to-education links that advance the workforce skills and training in demand by tomorrow's employers.

3. Business Development:

- Conduct individual, group and digital outreach out to existing, major businesses and target markets in order to make them aware of REDC services, resource and incentive partners
- Coordinate BR&E (business recruitment and expansion) and attraction efforts
- Forge strategic alliances to facilitate new market entry and b2b connections
- Serve as a one-stop-shop for multi-faceted technical assistance
 - i. Identify and facilitate grant opportunities geared towards to local economic and business growth

- ii. Write letters of support for financing
 - Apply urban planning principles to help drive downtown/village center revitalization and corridor/gateway Improvement efforts to support redevelopment efforts and small business growth
- 4. Economic Development Project Activity Inventory:
 - REDC will maintain an inventory of notable economic development to track project size, investment and job creation that can be used as a tool for recruitment purposes, as well as to identify industry clusters to pursue and promote; and
 - REDC will identify leads and available building space/land to accommodate the demands of the market through site and facility relocation services.

REDC PTAC 3-1-19 – 2-28-20

REDC PTAC's goals for our federal funding agreement include 140 new clients, 475 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 2019/20

- Doing Business with Dutchess County
- Government Contracting: Is It Right For Your Business?
- 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.**