



Rockland Economic Development Corporation (REDC)
2015 MISSION STATEMENT AND PERFORMANCE GOALS
JANUARY 1-DECEMBER 31, 2015

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.

PERFORMANCE GOALS:

Marketing for Business Attraction and New Jobs:

- With acknowledgement of business reliance on internet and social media for both marketing and commercial transactions, REDC will implement a new customer responsive website specifically designed for customer user friendly interaction and with real time ability to amend and update. REDC's goal is to have search engine optimization with social media integration and site-selection details to facilitate the solicitation of new business to the county. REDC will retain experts to develop its new website and experts to launch the site in its second fiscal quarter.
- REDC has had success with its Real Estate Council in the past two years and intends to enhance the work of the Council with topic specific programs and roundtable discussions in 2015. This year's topics will focus on the approval/permitting process with the goal of securing more "shovel ready" sites in Rockland. In addition, County Planning and GIS capabilities to be identified and detailed in a "workshop" meeting with REC members. REDC intends to continue a vital component to its real estate centric strategy to identify and optimize the occupancy/site-selection requirements of its customers by working with brokers, developers, site-selection consultants and other real estate professionals to enhance the site-selection process.
- REDC will continue to be a key player in the project team assembled by Pfizer Real Estate in the disposition of the 2.8MSF Pearl River Campus. REDC has been, and will continue to work with Cushman & Wakefield Life Sciences and Jones Lang LaSalle with the final, preferred bidder for the site with a goal of closure in the second quarter of the fiscal year. Presently, three firms have leased space at the campus with about 200,000SF of space and 200 projected jobs. Pfizer will retain title of about 850,000 SF and consolidate its North American Center of Excellence R&D there, retaining up to 600 high-pay R&D positions in Rockland. The real estate development firm slated to purchase the remainder of the campus owns more than 128 MSF of commercial space in North America and is poised to repurpose the site into a world class mixed-use Life Sciences/Bio-tech corporate park. REDC is in a position to add value to this potential deal closing.
- REDC will continue working with SUNY Rockland, Stony Brook University and SUNY Research Foundation to establish the New York Innovation Accelerator (NYIA) in Rockland. This early stage incubator will fuel regional and New York State growth in the bio-tech/life sciences and digital technologies cluster in the Hudson Valley. NYIA will create and retain "Intellectual infrastructure" essential to attract and grow this cluster in Rockland. The projected new owners of the site have meet with REDC and partners regarding these concepts and have expressed interest in supporting the proposal which will incubate and drive down risk, provide academic assistance and resources

and below market occupancy rates for early stage nimble businesses and possibly bring “Start UP New York” funding to the County. NYIA would focus on start-ups that have outgrown the incubation stage, but still need to manage risk as they transform from R&D to patent protection, market research, staffing, commercialization and revenue. REDC is posed to play a pivotal role in the execution and management of this innovate accelerator.

- REDC is similarly posed as a catalyst with regard Cushman & Wakefield Global Markets (“C&W”) for the disposition of the Novartis site in Suffern. Marketing efforts have been targeting end-users in the bio-tech/pharma space. REDC has joined with C&W to organize site tours for potential firms and real estate investors. REDC will schedule additional tours with brokers and end-users as well as a showcase presentation and tour with our REC early this year.
- As in the past, REDC will continue its collaboration and efforts with “TEAM Rockland” - the County Executive and Legislature, Rockland IDA, RBA, WIB, SBDC, SCORE NYS EDC, O&R, HVEDC, among others, to attract, retain and create jobs, private investment and expanded tax base to Rockland County.

REDC PTAC 2-15 Goals

The REDC PTAC’s goals for our federal funding agreement include 132 new clients, 510 counseling hours and 20 participated events. We will host a minimum of 9 live events and speak at or participate in 11 others (e.g. webinars for the NYS Empire State Business Development office).

In addition, PTAC’s goals include:

1. **PRIME CONTRACTORS:** PTAC will expand our list of large companies and we will continue 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. **EXPAND SERVICE AREA:** PTAC intends to expand our service area to include Dutchess, Putnam and Ulster counties. It will economically benefit the Hudson Valley area and the Rockland Economic Development Corporation to have the PTAC services available to business in those counties.
3. **UPDATE THE PTAC WEBPAGE:** PTAC will make resources for businesses available on-line. These resources include but are not limited to links to government sites, educational material and social media connections such as Twitter and Facebook.

Seminars topics for 2015 include:

- How to do business with the U.S. Department of Veterans Affairs
- How to do business with the Metropolitan Transit Authority
- Minority/Women Business Enterprise Certification
- How to do business with Mission & Installation Contracting Command at West Point
- New York State Procurement and Empire State Business Development
- How to do business with Westchester County
- How to do business with Orange County
- How to do business with Rockland County including information about the Empire State Purchasing Group
- Twelve Steps to Ensure You are Ready for Success with Selling to the Government
- Webinar: Teaming Basics

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

- REDC will 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;
- REDC will continue to manage a Revolving Loan Program for micro loans to start-up business and businesses unable to obtain bank financing;
- REDC will continue to apply for federal funding and contract with the Department of Defense to continue the Procurement Technical Assistance Center (PTAC) Program for businesses in Rockland, Westchester and Orange Counties;
- REDC will continue to assist businesses in accessing government contracts for services and goods through the PTAC Program;
- REDC will undertake mailings, internet and social media outreach and public appearances and workshops to educate businesses on existing programs and keep its ear to the ground for potential beneficial programs desired by businesses;
- REDC will develop incentive packages for eligible businesses including referrals to workforce training programs, SBA financing, ESD assistance, NYSEDA energy efficiencies assistance and others as available;
- REDC will respond to inquiries generated by marketing efforts; and,
- REDC will 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 18, 2015