



2012 CORPORATION MISSION AND GOALS MEASUREMENT REPORT

Name of Corporation:

Ulster County Development Corporation (UCDC)

Corporation's Mission Statement:

"The Ulster County Development Corporation (UCDC) acts as the catalyst to promote Ulster County as the premier location to expand and grow business for the creation of wealth, to improve the quality of life and to foster strong, sustainable, diverse economic opportunities for Ulster County and its communities. The UCDC works to achieve its mission by attracting, retaining, and growing businesses through technical and financial assistance (including administration of the revolving loan funds and the Ulster County Industrial Development Agency), marketing, facilitation of capacity building and infrastructure programs, and collaboration with community, regional, state, and municipal partners and leaders."

List of Performance Goals and Measurement of Progress in Meeting Goals

1. Retain 100 jobs

In 2012 UCDC assisted in the facilitation of retaining at least 235 jobs in Ulster County, of which all were retained with the "significant efforts" of UCDC for purposes of UCDC's incentive compensation contract with Ulster County. All involved IDA or RLF or other financing and/or incentives given or offered to companies in niche manufacturing. The retention of a substantial number of additional jobs was supported by regular business support and problem-solving by UCDC staff. The kinds of problems addressed included financial counseling/education, site selection, financing/cash flow, market challenges and others. In addition significant groundwork was done for the retention of 160 distribution, healthcare and tourism/retail jobs.

2. Create 100 jobs

In 2012 UCDC laid the groundwork for the creation of at least 100 jobs in Ulster County, in manufacturing and healthcare. All these created jobs will be hired with active UCDC efforts (IDA or RLF or other financing and/or incentives given or offered).

3. Advance the development of 2 shovel ready sites (1 to completion, 2 in process).

In 2012 UCDC facilitated the advancement of 2 shovel ready sites: As part of the Ulster County Ready2Go program (with UCIDA, Ulster County Executive/Ulster County Planning Department, Ulster County Legislature, and Central Hudson) which supports pre-permitting for industrial buildings on shovel ready sites; UCDC supported the completion of the first site to go through the Ready2Go program. UCDC also worked to get approvals in place for the shovel ready bonding of the storm water issues on the old Colony Liquor facility enabling the sale to two manufacturers. The Town of New Paltz Shovel Ready Feasibility study was also approved.

4. Support key industry clusters, including solar/green, ag-business, arts/ creative/ innovation economy, niche manufacturing, and tourism/hospitality.

Facilitated events and projects in all these sectors: Participated in Central Hudson's annual Solar Summit. In the agricultural sector sat on the Ulster County Fair Board and sponsored Cornell Co-operative's Harvest Fest, participated in the Food & Beverage Alliance Round table At least 15 creative economy/arts meetings, events, problem-solving, and retention/expansion/recruitment efforts. At least 5 niche manufacturing and technology/info/knowledge-based retention/expansion/recruitment efforts. The organization participated in at least 5 tourism/hospitality retention/expansion/recruitment efforts.

5. Increase visibility of, and support for, Ulster County economic development.

UCDC sponsored events on procurement and microfinance, SBA 8a certification, Buy Local. UCDC assisted in the development and presented at the annual Ellenville Business Services event. Staff participated in the annual SUNY New Paltz Business Plan Contest and presented to the Saugerties Economic Development Committee.

6. Advocate for economic development

This year was one of transition for the Ulster County Development Corporation. In March of 2012 the President of the organization was given three months notice. In May, the Director of Retention and Project Management was asked to step in as Interim Administrator assuming direction of the organization and the lame-duck President. At the end of June the President was let go. At the beginning of July the CFO was let go and a CPA accounting firm hired to take on that role. The receptionist was also let go in July. The organization went from what once was a staff of four full-time and two part-time, to two full-time personnel with one consulting accounting firm. In August the Interim Administrator was named CEO of the UCIDA. In October Ulster County's budget was released and UCDC was defunded. Over the course of the year five (5) board members resigned. Despite the turmoil, the agency continued to advocate for economic development, closing two large UCIDA projects, approving another large IDA application, vetting and approving three large RLF loans as well as supporting and participating in economic development events and fielding hundreds of business queries.

Additional questions regarding 2011 measurement of UCDC progress against mission and performance goals:

1. Have the board members acknowledged that they have read and understood the mission of the corporation?

Yes

2. Who has the power to appoint the management of the corporation?

The UCDC board appoints its management.

3. If the Board appoints management, do you have a policy you follow when appointing the management of the corporation?

The board appoints management at this time based on those best qualified to administer an economic development organization in Ulster County, NY. At this time UCDC has no formal policy on appointment of management.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

The Board of UCDC sets policies and overall strategy for the organization, appoints and oversees management and financial operations and controls – all in support of its mission and goals.

The management of UCDC promotes and administers its services, operations, finances, contracts, and projects in support of its mission and goals and in accordance with the strategy, direction, and policies established by the Board.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

The Board is well aware of each of the responses to these questions, but as of now its members have not formally certified that they have read and understood them.