



### Authority Mission Statement and Performance Metrics

**Name of Public Authority:** Saratoga County Prosperity Partnership, Inc.

**Public Authorities Mission Statement:**

The Mission of the Saratoga County Prosperity Partnership shall be to secure sustainable jobs and capital investment by attracting new business to the County and retain existing businesses by assisting them grow.

**Date Adopted:** May 2015

**List of Performance Goals:**

**THE SARATOGA STRATEGY**  
*A two-year plan for promoting job creation  
and economic growth in Saratoga County.*

**OBJECTIVE I**

The Partnership will engage in a proactive, targeted and collaborative campaign to attract new business to Saratoga County in our key clusters and industries. These include: advanced manufacturing, agriculture, financial business process outsourcing, research and development, and specialized distribution.

**Strategies**

1. In the next two years the Partnership will build a pipeline of companies and clients that have interest in investing in Saratoga County in each of the identified sectors.
  - 1.1. Initiate a research study to identify a targeted list of at least twenty-four companies (plus additional companies with local ties) in each sector that have a strong propensity for growth and expansion
  - 1.2. Develop a multi-faceted marketing strategy for Saratoga County that creates a compelling value proposition and initiates specific campaigns that address each sector
  - 1.3. Develop a consistent brand and value proposition for the County that is recognized locally, regionally and internationally

- 1.4. Develop a series of County-based conferences and trade shows to promote regional assets; collaborate with other County organizations on local event programming

**Initiative 1.1** Initiate a research study to identify a targeted list of at least twenty-four companies (plus additional companies with local ties) in each sector that have a strong propensity for growth and expansion

Activities

- Review of existing data and names of companies including data from the TIP study
- Review of publicly traded companies in each sector via North American Industry Classification System code analysis
- Review and analysis of expansion plans of existing companies in the County or other affiliated companies
- Analysis of County companies' executive network
- Acquisition of client relationship management tool

Leading Measures

- Target companies identified
- Company officers, contacts and real estate representative identified
- Number of executive networks identified

Metrics

- Target companies aggregate growth projections of 20% or more
- Target companies share price trading reflecting growth

Measureable Outcomes

- One hundred twenty companies identified as high value targets
- Intelligence gathered on company contacts verified

Goals

- Ongoing multi-year contact program established and pattern of consistent contact initiated
- Increased number of investments made in the County by targeted companies or affiliated

**Initiative 1.2** Develop a multi-faceted marketing strategy for Saratoga County that creates a compelling value proposition and initiates specific campaigns that address each sector.

Activities

- Develop an introductory calling protocol
- One-on-one visits with company officials in each of the five sectors
- Meetings and appointments with target companies at industry trade shows and events
- Attend industry networking events

Leading Measures

- All target companies contacted through a blend of media and personal activities
- Number of times identified company officers, contacts and real estate representative contacted annually
- Number of times executive networks contacted annually

Metrics

- Number of companies with interest in expansion or growing their business in the County
- Number of companies who have visited the County
- Number of Companies making a positive investment decision for the County

Measurable Outcomes

- One hundred twenty companies identified as high value targets
- Intelligence gathered on company contacts verified

Goals

- Ongoing multi-year contact program established and pattern of consistent contact initiated
- Increased number of investments made in the County by targeted companies or affiliated

**Initiative 1.3** Develop a consistent brand and value proposition for the County that is recognized locally, regionally and internationally

Activities

- Identify the County brand
- Identify media strategies for each of the five sectors
- Implement media strategies
- Attend and host events
- Establish relationships with reporters, media influencers and others
- Host webinars, seminars and site visits for targeted companies
- Engage board members, stakeholders and community members in media activities

Leading Measures

- All targeted companies are contacted or engaged through various media
- Board members, stakeholders and other community leaders are engaged with our media efforts
- Relevant media outlets are being utilized and engaged

Metrics

- Number of engagements increase
- Number of earned media stories
- Number of companies making a positive investment decision for the County

Measurable Outcomes

- Number of companies that have broken ground or opened in the County
- Number of companies within our five sectors that have invested in the County

Goals

- Ongoing multi-year contact program established and pattern of consistent contact initiated
- Increased number of investments made in the County by targeted companies or affiliated

**Initiative 1.4** Develop a series of County-based conferences and trade shows to promote regional assets; collaborate with other County organizations on local event programming.

Activities

- Identify local partners including but not limited to chambers of commerce, convention and tourism bureaus, and regional entertainment and hospitality assets
- Identify associations or professional groups in each of the five industries
- Initiate an organizational and governing structure to develop conference and trade shows
- Schedule conferences and trade shows
- Identify existing regional events to leverage visitor opportunities
- Engage board members, stakeholders and community members in conference and trade show promotion

Leading Measures

- Conference and trade show schedule established
- Conference and trade show budget established

Metrics

- Number of attendees and individuals registered for conferences and trade shows
- Number of visitors and attendees signed up for familiarization tours

Measurable Outcomes

- Number of companies that have broken ground or opened in the County
- Number of companies within our five sectors that have invested in the County

Goals

- Ongoing multi-year conference and trade show programming

- Increased numbers of investments made in region by companies or affiliates as a result of visits through conferences and trade shows

## **OBJECTIVE II**

The Partnership will engage existing businesses, stakeholders, partners and other economic development agencies in an all-inclusive, multi-year Business Retention and Expansion Campaign that will help the private sector secure new jobs and capital investment in Saratoga County.

### **Strategies**

1. In the next two years the Partnership will create and implement a campaign to assist local business and companies that are invested and deeply rooted in Saratoga County. The campaign will be designed to provide solutions and programs to solve both simple and complex local issues in an attempt to remove obstacles to long-term growth and sustainability.
  - 1.1. Identify local partners to share in the work of the campaign and to help in the implementation and structure of the effort.
  - 1.2. Create a brand and awareness of the campaign to enhance its effectiveness and utilization rate.

**Initiative 1.1** Identify local partners to share in the work of the campaign and to help in the implementation and structure of the effort

#### Activities

- Identify workforce and education partners
- Identify local government partners
- Identify chamber of commerce partners
- Identify companies to meet and visit
- Develop structure and governance for campaign
- Acquisition of client relationship management tool to manage contact, data and information

#### Leading Measures

- Meetings of partners to introduce the program
- Memorandums of understanding signed and partners engaged in campaign
- Client relationship management tool acquired and community partners trained

#### Metrics

- Project launched and initial goals for first six months reached
- Initial aggregate findings of companies after six months reached

#### Measurable Outcomes

- Seventy-five companies interviewed with the first six months
- 20% of companies provided with some type of assistance post-interview

#### Goals

- Ongoing multi-year contact program established and pattern of consistent contact initiated
- Increased numbers of investments made in the County by local companies or affiliates
- Increased jobs due to assistance by campaign team

**Initiative 1.2** Create a brand and awareness of the campaign to enhance its effectiveness and utilization rate.

#### Activities

- Identify opportunities to engage campaign partners through media
- Work with partners to promote campaign

#### Leading Measures

- Meeting of partners to introduce promotion tactics

- Memorandums of understanding signed and partners engaged in campaign

## Metrics

- Project launched and initial goals for first six months reached
- Initial aggregate findings of companies after six months of interviews reported

## Measurable Outcomes

- Seventy-five companies interviewed with the first six months
- 20% of companies provided with some type of assistance post-interview

## Goals

- Ongoing multi-year contact program established and pattern of consistent contact initiated
- Increased numbers of investments made in the County by local companies or affiliates
- Increased jobs due to assistance by campaign team

**OBJECTIVE III**

The Partnership shall leverage the investment of GLOBALFOUNDRIES and the presence of Luther Forest Technology Park to attract new advanced manufacturing businesses, suppliers and allied industries to increase employment and capital investment in Saratoga County.

**Strategies**

1. In the next two years the Partnership will assist GLOBALFOUNDRIES in identifying supply chain companies who they can benefit from and who can invest in Saratoga County, thereby increasing the overall number of jobs and investment in the County by 30% to 50% of the current total.
  - 1.1. Develop a targeted list of companies that can benefit from proximity to GLOBALFOUNDRIES and develop marketing, communications and direct contact campaigns to influence them to invest in the County.
  - 1.2. Identify national corporate real estate brokers that specialize in technology projects and develop marketing, communications and direct contact campaigns to influence them to invest in the County.
  - 1.3. Identify national site consultants that specialize in technology projects and develop marketing, communications and direct contact campaigns to influence supply chain companies to invest in the County.

**Initiative 1.1** Develop a targeted list of companies that can benefit from proximity to GLOBALFOUNDRIES and develop marketing, communications and direct contact campaigns to influence them to invest in the County.

## Activities

- Attend industry trade shows and conferences
- Conduct one-on-one direct meetings and calls
- Develop media interactions
- Conduct special events and sponsorships
- Generate direct mail campaigns

## Leading Measures

- Numbers of companies identified
- Number of companies contacted monthly
- Frequency of contact
- Number of events and exposure monthly

## Metrics

- Trade show cost per contact

- One-on-one cost per contact
- Sponsorship exposure and reach per investment

Measurable Outcomes

- Number of new companies that have invested in the County
- Number of new jobs created and retained in the County

Goals

- 30-50% increase in employees in tech sector
- Measurable increase in capital investment related to the increase in employment
- Increased awareness by regional and international business executives of the County and its benefits

**Initiative 1.2** Identify national corporate real estate brokers that specialize in technology projects and develop marketing, communications and direct contact campaigns to influence them to invest in the County.

Activities

- Develop an introductory calling protocol
- One-on-one visits with company officials in each of the five sectors
- Meetings and appointments with targeted companies at industry trade shows and events
- Attend industry networking events

Leading Measures

- All targeted companies contacted through a blend of media and personal activities
- Number of times identified company officers, contacts and real estate representative contacted annually
- Number of times local company executive networks contacted annually

Metrics

- Trade show cost per contact
- One-on-one cost per contact
- Sponsorship exposure and reach per investment

Measurable Outcomes

- Number of new companies that have invested in the County
- Number of new jobs created and retained in the County

Goals

- 30-50% increase in employees in tech sector
- Measurable increase in capital investment related to the increase in employment
- Increased awareness by regional and international business executives of the County and its benefits

**Initiative 1.3** Identify national site consultants that specialize in technology projects and develop marketing, communications and direct contact campaigns to influence supply chain companies to invest in the County.

Activities

- Attend industry trade shows and conferences
- Conduct one-on-one direct meetings and calls
- Develop media interactions
- Conduct special events and sponsorships
- Generate direct mail campaigns

Leading Measures

- Number of consultants identified
- Number of consultants contacted monthly
- Frequency of contact
- Number of events and exposure monthly

## Metrics

- One-on-one cost per contact
- One-on-one cost per contact

## Measureable Outcomes

- Number of site consultants with awareness of the County
- Number of consultant visits
- Number of consultant listings

## Goals

- Increase in the awareness of the County as a good place to do business
- Increase in number of projects brought to the County by consultants

2. In the next two years, the Partnership will initiate the development of a multi-functional Next Wave Center which will provide GLOBALFOUNDRIES and the semiconductor industry with a resource for supply chain management, education, training and workforce development, design and software development, and technology start-up space.

- 1.1. Develop and acquire GLOBALFOUNDRIES supply chain companies as clients who will occupy the Supply Chain POD of the Next Wave Center and provide the demand for real estate that is required for project success.
- 1.2. Work with GLOBALFOUNDRIES' MTEC initiative, local colleges and universities, training centers, professional associations, local Workforce Investment Boards, the trades, and local, state and federal job training programs to develop a unified training and education center for technology workforce development, semiconductor worker training and maintenance technician training for industry in the New Wave Center Training POD.
- 1.3. Work with GLOBALFOUNDRIES and others in the semiconductor industry to develop a semiconductor design center and landing pad for new companies in the tech space to occupy the New Wave Center Design POD.
- 1.4. Develop a business plan for the New Wave Center including land development, architectural plans and concepts, construction partners, and investment partners.

**Initiative 1.1** Develop and acquire GLOBALFOUNDRIES supply chain companies as clients who will occupy the Supply Chain POD of the Next Wave Center and provide the demand for real estate that is required for project success

## Activities

- Attend industry trades shows and conferences
- Conduct one-on-one direct meetings and calls
- Work with GLOBALFOUNDRIES to acquire lists and names of companies that would benefit from the Next Wave Center
- Obtain signed letters of intent and memorandums of understanding with supply chain companies

## Leading Measures

- Number of companies identified
- Number of companies contacted monthly

## Metrics

- Signed letters of intent
- Increase in number of companies requesting space
- Increase in number of supply chain companies investing in new space

## Measurable Outcomes

- Number of new companies invested in the County
- Number of new jobs created and retained in the County

#### Goals

- Next Wave Center Supply Chain POD completed and occupied
- At least two new supply chain companies attracted to the Next Wave Center
- Increase jobs and capital investment due to activities of the Next Wave Center Supply Chain POD

**Initiative 2.2** Work with GLOBALFOUNDRIES' MTEC initiative, local colleges and universities, training centers, professional associations, local Workforce Investment Boards, the trades, and local, state and federal job training programs to develop a unified training and education center for technology workforce development, semiconductor worker training and maintenance technician training for industry in the New Wave Center Training POD.

#### Activities

- Develop a concept paper and presentation regarding the Next Wave Center Training POD
- Conduct one-on-one direct meetings and calls with all the potential training, education and workforce development partners that could be part of the Next Wave Center
- Work with GLOBALFOUNDRIES to acquire a list of job descriptions and training needs required for their success
- Obtain signed letters of intent and memorandums of understanding with partner organizations and institutions

#### Leading Measures

- Number of training, colleges, and universities, trade groups and others identified
- Number of presentations given

#### Metrics

- Signed letters of intent and memorandums of understanding signed
- Development of programs to meet the needs of industry reported
- Total amount of funding committed by educational institutions and others to provide training

#### Measurable Outcomes

- Number of new educational, training and workforce partnerships announced
- Number of individuals enrolled in programs
- Number of new jobs created and retained

#### Goals

- Next Wave Center Training POD completed and occupied
- Lead educational partners announced and programs started
- Increased jobs and capital investment due to activities of the Next Wave Center Training POD

**Initiative 2.3** Work with GLOBALFOUNDRIES and others in the semiconductor industry to develop a semiconductor design center and landing pad for new companies in the tech space to occupy the New Wave Center Design POD.

#### Activities

- Develop a concept paper and presentation regarding the Next Wave Center Design POD
- Conduct one-on-one direct meetings and calls with semiconductor design companies, start-ups and companies that are seeking incubator space and companies designing and developing "Internet of Things" products and semiconductors that could be part of the Next Wave Center
- Attend industry events to seek out companies that are developing "Internet of Things" applications
- Attend and participate in start-up activities within the Capital Region to identify companies
- Obtain signed letters of intent and memorandums of understanding with above organizations and institutions to be part of the Next Wave Center

#### Leading Measures



- Number of companies with potential identified
- Number of companies contacted monthly

## Metrics

- Number of tours and presentations given to potential companies interested in the Next Wave Center Design POD
- Number of signed letters of intent and memorandums of understanding

## Measurable Outcomes

- Number of companies signing leases to occupy space
- Number of start-up companies signing leases
- Number of new jobs created and retained

## Goals

- Next Wave Center Design POD competed and occupied
- Lead design company operational within space
- Increased jobs and capital investment due to activities of the Next Wave Center Design POD

**Initiative 2.4** Develop a business plan for the New Wave Center including land development, architectural plans and concepts, construction partners, and investment partners.

## Activities

- Develop a specific business plan, concept paper, and presentation regarding the Next Wave Center for development partners
- Conduct one-on-one direct meetings and calls with private sector partners including architects and construction firms to develop the Next Wave Center
- Identify the sources for funding the project including potential grants, donations and pro-bono work
- Identify a potential site for the project

## Leading Measures

- Architectural company identified and conceptual ideas created
- Construction and development company identified

## Metrics

- Project deadlines are met and completed
- Construction and development financing secured

## Measurable Outcomes

- Next Wave Center groundbreaking
- Next Wave Center open for business
- Number of new jobs created and retained

## Goals

- Next Wave Center completed and occupied
- Increased jobs and capital investment in the County due to activities of the Next Wave Center Design POD

3. In the next two years the Partnership will determine and identify the infrastructure needs necessary for additional investment by GLOBALFOUNDRIES and other potential companies in Luther Forest Technology Campus as well as other large identifiable sites and users in Saratoga County.

1.1. Work with GLOBALFOUNDRIES and others in creating the Saratoga County Infrastructure Task Force, which will inventory and identify the needs of large users and potential users in the

County, the capacity and growth plans of utility providers and the capital required to prioritize and build the infrastructure.

**Initiative 1.1** Work with GLOBALFOUNDRIES and others in creating the Saratoga County Infrastructure Task Force, which will inventory and identify the needs of large users and potential users in the County, the capacity and growth plans of utility providers and the capital required to prioritize and build the infrastructure.

Activities

- Identify every possible utility provider in the County including electrical, gas, water, sewer, and alternative energy
- Identify and inventory the assets and capacity of each of these providers as well as their capital expansion plans
- Identify the current and potential future needs of the largest user of these utilities
- Develop a series of working meetings to plan and prioritize these utility requirements
- Identify sources of revenue for capital improvements to meet infrastructure needs

Leading Measures

- Identification of every utility and potential utility provider company, unit of government and organization
- Identification and mapping of utility lines and capacity
- Inventory of major use future needs conducted
- Inventory of future developable sites determined
- Working Task Force created and meetings scheduled

Metrics

- Completion of County utility and infrastructure inventory
- Completion of County future needs inventory
- Capital projects funding sources identified
- Task force meetings attended and ongoing

Measurable Outcomes

- Number of new utility projects being undertaken
- Number of companies investing in areas served by new utility extensions

Goals

- GLOBALFOUNDRIES and Luther Forest Technology Campus expansion not hindered by lack of utilities

**OBJECTIVE IV**

The Partnership will build and expand relationships with appointed and elected officials at the local, state and federal government levels to enhance investments in Saratoga County.

**Strategies**

1. In the next two years the Partnership will enhance relationship with local, state and federal government officials that will result in a high level of confidence, increased collaborative initiatives, and measurable interactions.
  - 1.1. Initiate a local government and community program for initiating new community and economic development projects for northern, central and southern communities, working with local chambers, business and professional associations and local governments.
  - 1.2. Initiate a strategy to inform and educate members of the New York State Assembly and New York State Senate, providing them with a foundation to understand our economic development goals and objectives.

- 1.3. Initiate a strategy to build positive relationships with state officials, agencies and authorities that impact economic development in the County. This includes relationships with, but not limited to: Empire State Development, NY Department of Environmental Conservation, NY Department of Transportation, and the Adirondack Park Agency.
- 1.4. Initiate a strategy to build positive relationships with federal officials, including our representatives in the United States Congress.

**Initiative 1.1** Initiate a local government and community program for initiating new community and economic development projects for northern, central and southern communities, working with local chambers, business and professional associations and local governments.

Activities

- Attend local town council meetings to present The Saratoga Strategy
- Present Economic Development 101 seminars for elected officials
- Provide webinar opportunities through International Economic Development Council and New York State Economic Development Council
- Conduct special events and sponsorships
- Share target economic development news through media
- One-on-one meetings with local government elected and appointed officials

Leading Measures

- Every elected official identified, met with and engaged
- Number of contacts with local officials
- Frequency of contact
- Number of events and exposure monthly

Metrics

- Positive perception of economic development
- One-on-one cost per contact
- Number of requests for assistance by local officials
- Number of webinar and seminar attendees

Measurable Outcomes

- Number of new projects started in each town
- Number of new jobs created and retained in the County

Goals

- Increase in jobs and capital investment in local communities
- Increased local government officials awareness of economic development practices and regional benefits

**Initiative 1.2** Initiate a strategy to inform and educate members of the New York State Assembly and New York State Senate, providing them with a foundation to understand our economic development goals and objectives.

Activities

- One-on-one meetings to present The Saratoga Strategy
- Invite staff to Economic Development 101 seminars for elected officials
- Provide webinar opportunities through International Economic Development Council and New York State Economic Development Council
- Invite elected officials to speak at Partnership meeting and events
- Attend incumbent fundraisers as guests
- Meet with staff

Leading Measures

- Every elected official identified, met with and engaged

- Number of contacts with elected officials
- Frequency of contact
- Number of events and exposure monthly

#### Metrics

- Positive perception of economic development
- One-on-one cost per contact
- Number of webinar and seminar attendees
- Number of requests for collaboration

#### Measurable Outcomes

- Number of times the Partnership connects staff or elected state officials with local governments
- Number of new jobs created and retained in the County with state involvement

#### Goals

- Increase in jobs and capital investment in the County
- Increase awareness by elected state officials of economic development practices and regional benefits

**Initiative 1.3** Initiate a strategy to build positive relationships with state officials, agencies and authorities that impact economic development in the County. This includes relationships with, but not limited to: Empire State Development, NY Department of Environmental Conservation, NY Department of Transportation, and the Adirondack Park Agency.

#### Activities

- One-on-one meetings to present The Saratoga Strategy
- Invite staff to Economic Development 101 seminars
- Invite staff to webinar opportunities through International Economic Development Council and New York State Economic Development Council
- Invite officials to speak at Partnership meetings and events
- Meet with staff

#### Leading Measures

- Number of staff and appointed state officials identified, met with and engaged
- Number of contacts with state officials
- Frequency of contact
- Number of events and exposure monthly

#### Metrics

- Positive perception of economic development
- One-on-one cost per contact
- Number of webinar and seminar attendees
- Number of requests for collaboration

#### Measurable Outcomes

- Number of times the Partnership connects local communities with state officials
- Number of new jobs created and retained in the County with state involvement

#### Goals

- Increase in jobs and capital investment in the County
- Increased state officials awareness of economic development practices and regional benefits

**Initiative 1.4** Initiate a strategy to build positive relationships with federal officials, including our representatives in the United States Congress.

#### Activities

- One-on-one meetings to present The Saratoga Strategy

- Invite staff to Economic Development 101 seminars
- Invite staff to webinar opportunities through International Economic Development Council and New York State Economic Development Council
- Invite congressional members to speak at Partnership meeting and events
- Meet with staff

#### Leading Measures

- Congressional staffers identified, met with and engaged
- Number of contacts with congressional staffers and members
- Frequency of contact
- Number of events and exposure monthly

#### Metrics

- Positive perception of economic development
- One-on-one cost per contact
- Number of webinar and seminar attendees
- Number of requests for collaboration
- Number of projects with federal government involvement

#### Measurable Outcomes

- Number of times the Partnership connects federal officials with local communities or companies
- Number of new jobs created and retained in the County with federal involvement

#### Goals

- Increase in jobs and capital investment in the County
- Increased awareness by federal officials of economic development practices and regional benefits

### **Additional questions:**

1. Have the board members acknowledged that they have read and understood the mission of the public authority?
  - a. YES.
  
2. Who has the power to appoint the management of the public authority?
  - a. 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?

a. YES.

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

a. TO PROVIDE FIDUCIALRY REPOSNSIBILITY AND PROVIDE OVERSIGHT INTO THE ACTIVITIES FO THE ORGAINZATION.

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

a. YES.