

**AGENDA
WESTCHESTER COUNTY
LOCAL DEVELOPMENT CORPORATION
148 Martine Ave, 9th Floor
White Plains, NY 10601
May 24, 2023
8:30 AM – 9:30 AM**

Roll Call

Adopt April 26, 2023 Meeting Minutes

New Business

- Resolution authorizing the engagement of ZE Creative Communications (ZECC)

Ongoing Business

None

Agency Business

None

Public Comment

Motion to Adjourn Meeting

NEXT MEETING 06/28/2023

WESTCHESTER COUNTY
Local Development Corporation Meeting Minutes
Wednesday, April 26, 2023
8:30 AM – 9:30 AM

PRESENT

Joan McDonald
Richard McSpedon
Judith McHale
Judith Watson

ABSENT

Robert Puff
Bill Mooney
Melvin Norris

LDC STAFF

Bridget Gibbons
Dennis Kelly
Corazon Pineda

LDC COUNSEL

Robert Drillings
Stephen Jones

ALSO PRESENT

Scott Oling

Roll Call

Noting the Open Meetings Law allowing meetings of public bodies Ms. McDonald requested a roll call.

Richard McSpedon: Here

Joan McDonald: Here

Bill Mooney: Absent

Judith McHale: Here

Melvin Norris: Absent

Robert Puff: Absent

Judith Watson: here

Chairwoman McDonald noted a quorum is present and the meeting had been properly noticed, pursuant to Sections 103a and 104 of the Public Officers Law Open Meetings Law and requested a motion to open the meeting. She asked members to identify themselves by name when making motions or seconding motions for the record. Upon the motion of Judith Watson seconded by Richard McSpedon the meeting was opened at 9:37 am.

Adopt March 31, 2023, Meeting Minutes

Chairwoman McDonald asked if there are any questions or comments regarding the March 31, 2023 Board Meeting Minutes.

Seeing none she asked for a motion to accept and adopt the March 31, 2023 Board Meeting Minutes. Upon the motion of Judith Watson seconded by Richard McSpedon the meeting minutes of March 31, 2023 were adopted. The vote is as follows:

Richard McSpedon: yes

Joan McDonald: yes

Judith McHale: yes

Judith Watson: yes

New Business

None

Ongoing Business

None

Agency Business

Review and approval of LDC Investment Report

Joan McDonald introduced the Agency business to be acted upon which was the review and approval of the LDC's Annual Report, the LDC's Audit Report and the LDC's Investment Report. The Chair requested Dennis Kelly review these reports along with Scott Oling- Partner of PKF O'Connor Davies.

Dennis Kelly began with explaining the components of the LDC's Investment Report basically being the cash accounts maintained by the LDC, investment guidelines, and safety items in place to secure cash balances at each bank. Mr. Kelly also discussed the Investment Report's disclosure of the Signature Bank March 2023 closure and subsequent transfer of funds to JPMorgan Chase. This is also disclosed in the LDC's Audit Report.

Upon the motion of Richard McSpedon and seconded by Judith McHale the LDC Investment Report has been approved and adopted. The vote is as follows:

Richard McSpedon: yes

Joan McDonald: yes

Judith McHale: yes

Judith Watson: yes

Review and approval of LDC Annual Report

Mr. Kelly then reviewed the LDC's Annual Report by describing the report as a standard report using prior years' format. Some of the components described was the Activity of projects that were closed during 2022 which was the Kendal on Hudson Senior Living bonds, the various policies of the LDC such as Code of Ethics, internal control structure and effectiveness, resumes of Directors of the Board, summary of board member's attendance of board meetings during 2022, and five-year budget and financial plan.

Judith McHale asked if this format is consistent with format the LDC follows each year. Mr. Kelly said that was correct.

The Chair brought up the discussion of being more aggressive and proactive with reaching out to and assisting with financing needs for colleges and universities, healthcare organizations and also smaller not-for-profits. Other members of the board participated in this discussion as well.

Mr. Kelly continued with requesting board members to complete the board survey so that the Annual Report can be finalized.

Upon the motion of Richard McSpedon and seconded by Judith Watson the LDC Annual Report has been approved and adopted. The vote is as follows:

Richard McSpedon: yes

Joan McDonald: yes

Judith McHale: yes

Judith Watson: yes

Review and approval of LDC Audit Report

The Chair requested Scott Oling review the PKF O'Connor Davies Reports.

Mr. Oling began with reviewing the content of the Audit Report starting with the auditor's clean opinion and the M D & A. Mr. Oling continued by reviewing the Revenue and Expense statement, Net Position statement and Cash Flow statement explaining variances and description of balances where deemed necessary. Once the financial statements were reviewed for the Board, Mr. Oling reviewed the various Notes to the financial statements highlighting the new accounting pronouncements issued by the Governmental Accounting Standards Board and also the Subsequent Events note regarding the closure of Signature Bank and transfer of LDC funds to JPMorgan Chase. Mr. Oling concluded his review of the Audit Report with describing the content of the Supplemental Statement of Indebtedness- Bonds and Notes which has an overall balance at year end in excess of \$1.3 billion.

The second document Mr. Oling reviewed is the Schedule of Cash and Investment Report which was generated to enhance compliance with the ABO regarding the LDC's Investment Report. Mr. Oling further explained the reasoning for including this schedule for 2022 versus prior years.

The third document Mr. Oling reviewed was the Report to Those Charged with Governance. This is a letter notifying the LDC Board members of any deficiencies in internal controls and LDC operations the auditors became aware of during the course of their audit. The letter is consistent with prior years and Mr. Oling was happy to report he has no comments due to the financial product received from the LDC management and staff.

The board members were appreciative of the walkthrough presented by Mr. Oling and also the work of the auditors and LDC management and staff.

Upon the motion of Judith McHale and seconded by Judith Watson the LDC Audit Report has been approved and adopted. The vote is as follows:

Richard McSpedon: yes

Joan McDonald: yes

Judith McHale: yes

Judith Watson: yes

Global Success Consultants Inc. Contract

Bridget Gibbons presented the Global Success Consultant contracted, she stated that this contract allows to build relationships with non-profits and public benefit corporations.

Upon the motion of Richard McSpedon and seconded by Judith Watson the contract for Global Success Consultants Inc. contract has been approved and adopted. The vote is as follows:

Richard McSpedon: yes

Joan McDonald: yes

Judith McHale: yes

Judith Watson: yes

Public comments

Chairwoman McDonald asked if there are any members of the public registered to speak. Corazon Pineda responded that there are not.

Chairwoman McDonald stated that seeing no members of the public wishing to comment on the agenda or any other items before Westchester County LDC, the April 26, 2023 meeting is concluded.

Motion to Adjourn Meeting

Upon the motion of Judith Watson and seconded by Judith McHale the meeting was adjourned at 9:24am.

NEXT MEETING 05/24/2023

RESOLUTION

(Authorizing the Engagement of ZE Creative Communications)

A regular meeting of the Westchester County Local Development Corporation (the “Corporation”) was convened on April 26, 2023, at 9:30 a.m.

Resolution No. 04/2023-__

The following resolution was duly offered and seconded, to wit:

RESOLUTION OF THE CORPORATION AUTHORIZING THE ENGAGEMENT OF ZE CREATIVE COMMUNICATIONS (“ZECC”) FOR PROFESSIONAL MARKETING SERVICES AND THE EXECUTION OF A CONTRACT RELATING TO THE SAME

WHEREAS, pursuant to the purposes and powers contained within Section 1411 of the Not-for-Profit Corporation Law (“N-PCL”) of the State of New York (the “State”), as amended (hereinafter collectively called the “Act”), and pursuant to its certificate of incorporation filed on January 30, 2012, as amended on May 6, 2013, as further amended on March 1, 2016, the Corporation was established as a not-for-profit local development corporation of the State with the authority and power to own, lease and sell personal and real property for the purposes of, among other things, acquiring, constructing and equipping certain projects exclusively in furtherance of the charitable or public purposes of relieving and reducing unemployment, promoting and providing for additional and maximum employment, bettering and maintaining job opportunities, instructing or training individuals to improve or develop their capabilities for such jobs, by encouraging the development of, or retention of, an industry in the community or area, and lessening the burdens of government and acting in the public interest; and

WHEREAS, to carry out the aforesaid purposes, the Corporation has the power under the Act to do all things necessary and desirable to fulfill its charitable and public purposes and mission; an

WHEREAS, the Corporation finds that it is in its best interests to increase its visibility, and to increase general knowledge and awareness of the Corporation among existing and potential stakeholders; and

WHEREAS, ZECC has provided the Corporation with a proposal, dated March 20, 2023 (the “Proposal”), attached hereto as Exhibit A, to provide professional marketing services (the “Services”) that effectively communicate to the public, local stakeholders and more the value of the Corporation’s mission, projects and initiatives, which help facilitate business retention and attraction in Westchester County; and

WHEREAS, the Corporation desires to retain ZECC to provide the Services; and

WHEREAS, pursuant to Section (B) (10) (g) of the Corporation’s Procurement Policy, contracts for marketing and promotional advertising are not subject to the competitive bidding requirements, when the contract services are in furtherance of the Corporation’s charitable and public purposes and mission; and

WHEREAS, the Corporation finds that the Services are in furtherance of its purposes and there are sufficient funds in the Corporation's accounts to pay for the Services; and

NOW, THEREFORE, BE IT RESOLVED by the Corporation as follows:

Section 1. The Corporation hereby authorizes the engagement of ZECC to provide the Services, approves the Proposal and authorizes the Corporation's legal counsel to negotiate an agreement with ZECC for the Services in an amount not to exceed **\$78,000.00** with such changes and revisions as may be authorized by the Chairperson and staff, and authorizes an expenditure of Corporation funds towards the Services.

Section 2. The officers, attorneys, employees and agents of the Corporation are hereby authorized and directed for and in the name and on behalf of the Corporation to do all acts and things required and to execute and deliver all such certificates, instruments and documents, including, but not limited to executing any agreement to reflect the Services, to pay all such fees, charges and expenses related to the Services or the Proposal and to do all such further acts and things as may be necessary or, in the opinion of the officer, attorney, employee or agent acting, desirable and proper to effect the purposes of the foregoing resolutions and to cause compliance by the Corporation with all of the terms, covenants and provisions of the documents executed for and on behalf of the Corporation.

Section 3. These Resolutions shall take effect immediately.

Adopted: April 26, 2023

Date: _____, 2023

The question of the adoption of the foregoing resolution was duly put to a vote on roll call, which resulted as follows:

	Yea	Nay	Abstain	Absent
Joan McDonald	[]	[]	[]	[]
William Mooney III	[]	[]	[]	[]
Richard McSpedon	[]	[]	[]	[]
Melvin Norris	[]	[]	[]	[]
Robert Puff	[]	[]	[]	[]
Judith McHale	[]	[]	[]	[]
Judith Watson	[]	[]	[]	[]

The Resolution was thereupon duly adopted.

STATE OF NEW YORK)
) ss.:
COUNTY OF WESTCHESTER)

I, the undersigned Secretary of the Westchester County Local Development Corporation, DO HEREBY CERTIFY:

That I have compared the annexed extract of minutes of the meeting of the Westchester County Local Development Corporation (the "Corporation"), including the resolution contained therein, held on _____, 2023, with the original thereof on file in the office of the Corporation, and that the same is a true and correct copy of the proceedings of the Corporation and of such resolution set forth therein and of the whole of said original insofar as the same related to the subject matters therein referred to.

I FURTHER CERTIFY, that all directors of said Corporation had due notice of said meeting, that the meeting was in all respects duly held and that, pursuant to Article 7 of the Public Officers Law (Open Meetings Law), said meeting was open to the general public, and that public notice of the time and place of said meeting was duly given in accordance with such Article 7.

I FURTHER CERTIFY, that there was a quorum of the directors of the Corporation present throughout said meeting.

I FURTHER CERTIFY, that as of the date hereof, the attached resolution is in full force and effect and has not been amended, repealed or modified.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Corporation this ___ day of _____ 2023.

Corazón Pineda, Secretary



TO: Joan McDonald, Director of Operations, Westchester Local Development Corporation
Emily Saltzman, Deputy Director of Operations, Westchester Local Development Corporation

FROM: Robert Zimmerman, Co-President, ZE Creative Communications
Greg Gordon, Senior Director of Public Relations, ZE Creative Communications

DATE: March 20, 2023

RE: Detailed Overview of Communication Strategy for the Westchester LDC

Local Development Corporations (LDCs) play an integral role in supporting the growth of local economies. From encouraging businesses to enter new markets to supporting smart development that allows workforces to thrive, LDCs are pivotal to a region's economic success.

With a long history of working with industrial development agencies, such as the Suffolk County IDA, Nassau County IDA and Local Economic Assistance Corporation (LEAC) and Babylon IDA, ZE Creative Communications has a deep understanding of their operations and importance to the economies they operate in. In doing this work, ZE Creative Communications knows that LDCs must effectively communicate to the public, local stakeholders and more to demonstrate their value. In addition to this, their messaging must also be tailored to ensure the retention of important industries and businesses.

The following is a detailed overview of ZE Creative Communications' strategy to be helpful in better educating the public on the Westchester LDC's practices that help facilitate business retention and attraction in Westchester County. Please keep in mind, this proposal outlines all the services ZE Creative Communications would recommend, however, a proposal outlining your specific needs can be constructed.

HIGHLIGHTING LDC SUCCESSES AND OVERALL BENEFITS TO WESTCHESTER COUNTY

Press Release Announcements

ZE Creative Communications recommends distributing press releases announcing Westchester LDC supported projects that involve current businesses that are expanding or moving to a new or additional location in Westchester County. The press releases would include information that helps support the narrative of economic growth within Westchester County and the factors that led these companies to remain there. ZE Creative Communications' account team will work with the Westchester LDC to curate content. This effort is intended to convey the message that Westchester County's economic landscape is alive and well by creating a consistent stream of news about its continued growth. ZE Creative Communications would draft each press release for the Westchester LDC executive team to review, and ZE Creative Communications would then distribute the press releases to local, regional and trade media publications and pitch the news stories to editors and reporters as part of our routine follow-up.

Rapid Response and Ongoing Media Promotion

ZE Creative Communications will work with business reporters from a range of news outlets to pitch stories focusing on the growth of Westchester County's economic landscape. This initiative is intended to position the Westchester LDC as a thought leader and key driver of economic expansion in the region. ZE Creative Communications' account team will work with the Westchester LDC executive team to identify story angles and topics (emphasis would be placed on current Westchester County companies deciding to remain in Westchester County).

Opportunities could include:

- Op-Eds and letters to the editor
- Providing commentary about regional employment statistics
- Providing expert commentary about regional business issues

Annual State of the Agency Report and/or Press Conference

ZE Creative Communications recommends compiling a yearly report summarizing the agency's activities and successes for the year and how they have contributed to job growth and economic expansion. ZE Creative Communications will work with the agency to draft the report and disseminate to key audiences.

Moreover, should the LDC wish to publicize the report more globally to media outlets, ZECC will work with the LDC to develop a meaningful press conference and handle logistical coordination, invite key stakeholders and could also provide writing services for any speechwriting needed. ZE Creative Communications will also provide on-site staffing to help coordinate media coverage. This strategy is intended to emphasize the fiscal and economic health of Westchester County to further incentivize companies to maintain business operations in the County.

Westchester County Business Networking Event(s)

In an effort to promote the ancillary benefits the Westchester LDC provides, ZE Creative Communications recommends organizing an annual networking event that brings together the Westchester County business community.

Brochure and Other Printed Promotional Collateral

ZE Creative Communications will work with the Westchester LDC to develop a dual-pocket portfolio the executive team can use as leave-behinds when meeting with current Westchester County businesses and to post to the Westchester LDC website. The portfolio/brochure would include detailed information about unique benefits Westchester LDC provides, case studies analyzing how the Westchester LDC has helped area companies make the decision to remain there when a relocation or expansion decision was being made. This brochure will focus on how the Westchester LDC provided a tangible benefit and aspects of Westchester County that make it an ideal location to conduct business and how it offers a unique quality of life for employees. In developing new collateral, ZE Creative Communications recommends the following as content development guideposts:

- Highlight differentiators and position statistics/survey results to show a deeper understanding of industry
- Highlight capabilities and track record to indicate industry leadership
- Explain the context and narrative that details why Westchester County is the better choice
- Leverage case studies wherever appropriate

Production of the above is estimated to require roughly 10 to 12 weeks to develop, edit and finalize. We also suggest creating a digital leave-behind version as well as the printed version. The digital version can be loaded onto a customized Westchester County flash drive.

Digital Communications

In addition to print collateral and media engagement, it is imperative that the Westchester LDC continues expanding its digital footprint to specifically target alternative avenues where individuals get their news and information. ZECC can help support the Westchester LDC establish and advance messaging goals in the following ways.

Website Enhancements: Success of digital communications is reliant on having a well-functioning website to serve as the hub for information and redirects from various digital campaign components. ZECC will work with the Westchester LDC to identify areas for improvements to the current site as well as provide recommendations for additional functionality, messaging, graphics, etc., as needed. It will also be important to identify the pages of the site that receive the most and least traffic to determine if changes are needed to make them more of a resource.

Email Marketing: Email marketing has proven to be an extremely successful avenue for LDC's to reach their key audiences and advance messaging. Using platforms such as Constant Contact, Mailchimp or Hubspot, email campaigns can be developed with curtailed messaging depending on the targeted audience. ZECC can work with the LDC team to develop messaging and contact lists to reach new and existing audiences. Email marketing

campaigns are also a great way to repurpose collateral and other items generated from all other communication efforts.

Targeted Online Advertising: ZE Creative Communications can utilize data-driven advertising platforms to deliver targeted messaging. Through the use of digital reach advertising, someone who engages with an ad will see those ads reappear across multiple platforms, improving the odds the individual will engage with the specific call to action the advertisement promotes. Digital advertising is a great way to determine if messaging is resonating as the platforms can track data and personal profiles to reach targeted audiences within dedicated geographical zones while providing valuable data sets that can be used to alter campaigns and messaging as needed.

Search Engine Optimization: In addition to proactively pushing out content and messaging, ZE Creative Communications also recommends implementing a search engine optimization plan for the Westchester LDC that will direct those searching for governmental assistance and other resources to the agency. ZECC will work with the LDC and its website managers to develop a list of key phrases and search terms as well as an overall deployment strategy.

Social Media: ZE Creative Communications recommends bolstering the Westchester LDC's social media presence, particularly on LinkedIn. These platforms provide great access to interested groups and individuals and provide another mechanism for the LDC to get its message out on its terms. Content can also be boosted across all social media platforms for at a relatively low cost, while maintaining the ability to target individuals based on key demographics.

Video Production for LDC Promotion and Highlight of Success Stories

Aside from media promotion, ZE Creative Communications can also provide comprehensive production support to share the Westchester LDC's story and the story of how established Westchester County businesses have flourished in the region with the assistance of the Westchester LDC. This initiative is intended to help Westchester County businesses hear from other businesses in the region about why staying in Westchester was beneficial and how the Westchester LDC was a major factor in their decision-making process. ZE Creative Communications recommends producing a series of four to five videos to be used in a range of platforms. Each video would be roughly 2 to 2:30 minutes in length. The videos would include:

- Three to four testimonials from Westchester County businesses that have grown in the region through the help of the Westchester LDC.
- A commercial-type video that focuses specifically on the benefits of the Westchester LDC, its services and its role in the future of the region

It is important to note that the testimonials and the overview of the Westchester LDC videos would also be merged to create one longer promotional video for the website. In addition, the footage produced will allow us to also create 30 second – 90 second pre-roll videos that could be used for online advertising.

Process

ZE Creative Communications will work with the Westchester LDC to first storyboard the videos—creating interview questions, scripts and detailing the look and feel of each video. ZE Creative Communications will then engage its strategic videography and production partners to film interviews and b-roll footage at the pre-identified businesses and other selected Westchester locations. Each testimonial video would be focused on an interview with the company's executive asking three primary questions:

- Why Westchester County for your business?
- How has your business grown in Westchester County?
- How has your work with the Westchester LDC helped facilitate your company's growth and expansion in Westchester County?



It is estimated that video production will take roughly 2 to 3 months based on availability of company executives and others needed to be interviewed and arrangements that would need to be made for b-roll footage.

Radio Advertising

Similar to video advertising, ZE Creative Communications recommends a robust radio advertising plan as well. ZE Creative Communications will record company executive voice overs during video filming for radio advertising content—both traditional AM radio and digital radio. ZE Creative Communications recommends creating separate radio pieces to parallel each of the videos. ZE Creative Communications will also utilize its advertising platform to ensure high-volume placement of the recordings and maximize reach.

SURVEY/WHITE PAPERS

ZE Creative Communications recommends issuing a report analyzing the health of Westchester County's economic landscape. This initiative is intended to position the Westchester LDC as the central leader of business issues in Westchester County and as an entity that has its fingers on the pulse of the regional economy. ZE Creative Communications can work with the Westchester LDC executive team to identify research analyst partners, draft pertinent questions and aggregate responses. The survey would be distributed to identified Westchester County businesses and would be intended to highlight the benefits of having a business in Westchester County and the ways in which the Westchester LDC helps foster those benefits—ultimately, priming businesses to stay and expand in Westchester County. Once the results of the survey are understood, ZE Creative Communications will work with the Westchester LDC to package the content and contextualize the story. ZE Creative Communications will also put together a tactical launch strategy to announce the findings.

An example white paper we supported with the Suffolk County IDA and Workforce Development Institute is attached.

FEES FOR SERVICES

The strategy laid out in this proposal is intended to portray the full scope of services that ZE Creative Communications can provide Westchester LDC in phases over a twelve (12) month period.

The fees quoted below are the approximate charges for these services and are based on pricing established with our other industrial development agency and local development corporation clients. We look forward to discussing the activities outlined in this proposal as well as its pricing to ensure we are meeting your needs and budget to the extent possible.

All written tasks, media relations work, non-graphic social media content and event coordination assignments (up to two per year) are included in the cost of our monthly retainer. **ZE Creative Communications is proposing a monthly retainer of \$6,500.**

Graphic Production, Video Production, Radio and TV Production

Production costs are assessed on a per-project basis. Once specifics of a project are defined, a quote will be provided to you for approval. However, to provide a base line of average costs to consider, below are some historic costs for certain projects:

- Print advertisements = \$850 for half-page ad; \$1,500 for full-page ad
- Flyers/single-page promotional materials = \$750
- Video production (non-tv commercials)
 - On-site film crew for filming the interview and b-roll, on-screen graphics, editing and musical licensing fees = approximately \$5,000
 - Creating 30-second pre-rolls for digital use = \$750-\$1000 per video (using b-roll from video testimonials).

Email Marketing, Search Engine Optimization and Website Development/Management

Price quotes for these projects will depend on the scope of work as they can vary significantly based on the goal and marketing budget.

These fees do not include:

- Messenger or overnight courier charges
- Purchase of email or mailing lists
- Travel expenses required
- Paid advertising costs are separate. Placement of paid advertising includes an agency commission of 15%