

COUNTY OF OTSEGO INDUSTRIAL DEVELOPMENT AGENCY  
REORGANIZATION COMMITTEE

February 15, 2017

Meeting Minutes

CALL TO ORDER

The COIDA Reorganization Committee meeting was called to order at 8:16 a.m. at the Otsego Now offices located at 189 Main Street, Suite 500, Oneonta, NY. Members present were Devin Morgan, Rick Hulse, Craig Gelbsman, Cheryl Robinson, and Sarah Harvey; and staff Elizabeth Horvath and Joe Hughes.

The following topics were discussed:

- *Define and Develop.* Ms. Robinson asked the Committee to develop a model, purpose, and charter for the newly formed Reorganization Committee that can be brought to the next IDA Board meeting to be voted on and adopted. The Committee will evaluate legal structure, staffing leadership, and financial model for design, proposal, and manage implementation of a sustainable economic development organization.
- *Duties and Responsibilities.* The Committee discussed at length the specific responsibilities of the Reorganization Committee which are:
  - Research economic development offerings, tools, and business models that have proven successful
  - Engage in a search and hire a full-time CEO
  - Engage county businesses to understand economic development needs
  - Determine the economic development activities to be supported
  - Design a sustainable business model to best serve the county's economic development opportunities and needs
  - Development economic development tools that will be used for supported activities
  - Re-evaluate the strategic plan for alignment with business model and supported activities
  - Design an internal organizational structure that supports the business model for all the supported activities and demands for economic development
  - Define roles and responsibilities
  - Manage the development of the business plan to achieve the business model and organizational structure
  - Present for approval to the COIDA Board and Otsego County Board
- *Strategic Plan.* The Committee discussed building and adjusting the strategic plan to further support economic development within the County. The Committee will look to serve the community going forward with additional outreach and engagement to local and regional stakeholders, including large and small employers, other organizations, and entrepreneurs. The Committee's goal with reevaluation of the Strategic Plan will look to achieve their viewed top priority, job creation.

- *Project Tracker.* The Committee will look to use the Project Tracker to help prioritize projects, staff, resources, and responsibilities.
- *CEO* – The Committee discussed engaging in a search for a full-time CEO. The Committee will look to create a job description in the next three months. The Committee recommends Otsego Now needing a full-time CEO, who preferably lives in Otsego County, to help drive the reorganization based on the new business model it will look to adopt.

## ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 9:33 a.m.