

Updated Details on the Implementation Plan and Timeline

Economic Development Merger Committee

Version as of 2/21/25

When the economic development merger committee was formed in November of 2024, the intention to present an implementation plan to the Brookings City Council in April of 2025 was shared. As the work of the committee has progressed, there have been questions related to the implementation plan. This document is intended to answer some of the most prevalent questions and address other related topics.

What will be included in the implementation plan presented to Brookings City Council in April?

The initial implementation plan will likely include the following recommendations and components:

- Mission and defined goals for the merged organization
- Timeline and key milestones for the remainder of 2025
- Recommended staff structure
- Recommended board structure and the relationship between board and staff
- President/CEO job description and search plan
- Projected funding needs for FY26

Why is the Brookings City Council being asked to take action on the plan?

As the most likely primary funding source for the merged organization, the City of Brookings will need to affirm their support for the implementation plan in order to prepare for the FY26 budget request cycle. While the City of Brookings is acting as a convening organization to ensure the merger occurs, the City and the Brookings City Council does not intend to control the implementation of the merger. The elements of the implementation plan identified above will be developed and endorsed by the full merger committee.

What has the merger committee accomplished thus far?

The merger committee has convened three times (December 16, January 10, January 31) and developed a “key takeaways” document after each meeting. The committee requested and received a wide range of documents from the existing organizations and has begun to evaluate current and historic budgets, organizational structures, and bylaws/policies/procedures.

The committee also established three subcommittees, focused on exploring specific topics and drafting recommendations for the full committee to consider. The subcommittees include: Communications, Finance and Budget, and Organizational and Board Structure. The Communications subcommittee has begun developing staff and public engagement plans (some of the details of which are highlighted among the milestones on page two). The Organizational and Board Structure subcommittee is conducting interviews with multiple peer communities. The subcommittee intends to complete the initial round of interviews by February 10 and share their initial findings and analysis at the February 14 committee meeting.

What can the community expect in the coming weeks and months?

As this work matures, a more concrete timeline and set of milestones has developed. A current timeline with high-level milestones is provided on page two of this document.

Timeline and Key Milestones | November 2024—December 2025

The milestones identified below are as February 21, 2025 and subject to change.

November and December 2024	The merger committee's formation is shared with staff and announced on November 26.
	Co-chairs begin meeting with staff and board members.
	Staff and board member engagement continues.
	The merger committee convenes for the first time on December 16.
January 2025	The committee meets on January 10 and January 31.
	Three subcommittees are formed and begin convening the week of January 27.
	Peer community interviews are conducted.
February 2025	Committee members begin meeting with staff and directors.
	The committee develops a domain and landing page to share public information about the process.
	The committee meets on February 14 and February 28.
March 2025	The committee will review a draft version of the implementation plan (including the components listed on page one) during the March 14 meeting.
	The committee will hold an all-staff forum to share updates and receive feedback.
	The committee will host a public forum in Brookings. The forum will be designed for board members and key stakeholders, but be open to the public.
April 2025	The draft implementation plan will be presented at the regularly scheduled study session of the Brookings City Council on April 15.
	The draft plan may be presented as an information only item at the Brookings City Council meeting on April 22.
May 2025	The merger committee will secure formal approval of the draft implementation plan from the four existing organizations prior to May 13.
	A resolution supporting the draft implementation plan will be considered at the Brookings City Council meeting on May 13.
	A search committee for the President/CEO of the merged organization will be formed and the search process will begin.
Summer and Fall 2025	The President/CEO of the merged organization will be hired.
	Under the leadership of the CEO, the merged organization will populate new board(s), build a brand identity, consider joint office space, realign the overall budget, and make necessary shifts in the bylaws/policies.
	The City of Brookings will direct FY26 funding to the merged organization.
	The merged organization will continue to prioritize the work of the organizations and the Economic Development Master Plan.