

**OTSEGO NOW**  
**Strategic Plan Update**  
**January 2018**



**OTSEGO now**  
HUB FOR ECONOMIC PROGRESS

During the spring of 2017, Otsego Now's existing staff left the Agency for a variety of unrelated reasons and interests. The Board of Directors began a search for a new Chief Executive Officer for the Agency and ultimately selected a new CEO in the late fall of 2017.

During this transition period, many of the projects which were initiated under the previously adopted Strategic Plan became stagnate and loss momentum. The Downtown Revitalization Project and the Food and Incubation Center Project, initially spearheaded by staff of Otsego Now, became priorities of the City of Oneonta and the Mayor took on the responsibility to head these programs. Similarly, in the Village of Cooperstown, the Mayor likewise requested that Empire State Development transfer certain Otsego Now projects to his supervision.

The newly appointed CEO was asked to quickly prepare his thoughts on:

1. What is his vision for the organization? How does this align with the regional development vision?
2. What did he see as the revenue model to support that efforts the organization must take to achieve that vision?
3. What role does the CEO play to achieve the vision? What role and skills does he need to build with staff around him? What role does he need the board to play to support him?
4. What projects does he see as top priority for the county?
5. What is his road map to achieving these top priority projects?
6. What are his goals and deliverables for 2018 and in 3-5 years?

### **Strategic Plan Vision**

The Vision for Otsego Now needs to be clearly aligned with that of the Mohawk Valley Economic Development Regional Council's Vision.

**Vision for Mohawk Valley Region:** According to the adopted Vision of the Mohawk Valley EDC:

"The Mohawk Valley Region will create a vibrant future by promoting and sustaining a diverse, integrated and dynamic economy that capitalizes on technology and innovation to drive collaboration, inclusiveness and efficiency in all endeavors: that is regionally networked and globally connected; that will cultivate, attract, and empower skilled workers; and that will foster an entrepreneurial spirit and the renewal of our communities, while preserving and building upon our abundant natural, cultural and geographical resources to secure a rewarding and affordable quality of life for all."

### **Otsego Now Will Fully Align with Mohawk Valley's Vision**

To fully aligned with the Region's Vision, Otsego Now will also capitalize on existing technology and innovation by looking at four of the five Economic Clusters found within the County: the Manufacturing and Technology Cluster, the Health and Hospital Cluster, the Educational Cluster and, the Agricultural Cluster. In addition, Otsego Now will work with each of the Economic Clusters for regional and global networks and through "cross-over development" of each of those sectors. Additionally, attracting new skilled workers to our region will also be a high priority as well as encouraging entrepreneurial spirit of both existing company executives as well as new start-up ventures.

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# Otsego County Strategic Prioritization Plan

In late November 2016, the Otsego County Board of Representatives adopted a Strategic Prioritization Plan. In this plan, the identified key fundamental priorities which included:

- Prioritize Broadband and Infrastructure Improvements
- Implement Policies Conducive to Attracting and Retaining Businesses
- Expand the Number and Diversity of Businesses
- Embrace the County as a Tourist Destination
- Grow Agriculture
- Ensure a Vibrant and Successful Retail Sector
- Provide Opportunities for Industrial and Other Emerging Uses

Specifically, the County identified as one of its Missions: ***To Diversify our Economy with the following key initiatives:***

- ***Create an infrastructure Task Force to strategically assess opportunities for new or expanded water and/or sewer infrastructure in the County to support housing and other business activities. The infrastructure Task Force should conduct an assessment of the electrical capability and grid stability within the County.***
- ***Foster relationships with the County's higher educational institutions to recognize their key role in creating economic vitality by attracting human capital and ingenuity.***
- ***Expand technical and financial assistance to entrepreneurs; utilize surplus public facilities to establish business incubator(s).***
- ***Collaborate with Otsego Now and other organizations to establish streamlined economic development assistance Countywide.***
- ***Utilize Otsego Now's strategic plan to help guide the County efforts and set priorities.***
- ***Create coordinated tourism and marketing plan for Otsego County.***
- ***Under the direction of the IDA, promote and partner in the development of an innovation center or other similar hubs in communities and/or buildings.***
- ***Study and implement ways to repurpose empty or obsolete commercial buildings in other public facilities.***



In essence, the Vision for Otsego Now can be summarized by the following:

1. Work with existing Clusters and businesses within the County to strengthen them and grow them. These include working with existing health care system providers and hospitals to see that have the required workforce needed to sustain their needs. This also requires that Otsego Now take a leadership role in cataloging all available jobs by skill and marketing those jobs to workers both within the County as well as outside. In addition, new housing development needs to be planned and developed for the attraction of new residents.
2. The existing Manufacturing Cluster must also be targeted for continued and ongoing assistance. Existing companies need to be continually surveyed and their needs for future growth, expansion or in some cases, just stabilization, must be addressed. For most businesses, supplemental capital is a priority, while others need assistance with tax abatement, while others may need additional manufacturing space. All need a continual supply of low cost energy.
3. Market and attract new companies which have the potential to add value to existing clusters and which are technologically transformative.

### **Revenue Model**

A realistic revenue model must be prepared and adopted by Otsego Now. This revenue model must first examine those expenditures which are not necessary at this time due to fiscal constraints as well as increasing revenues wherever possible. Renting out part of Otsego Now's offices to similar groups with shared goals should be undertaken. Existing leases when up for renegotiation should look to minimize utility costs currently being paid for by Otsego Now. Surplus land in existing industrial parks needs to be marketed and sold. New property, both vacant and with existing buildings, need to be acquired and developed by Otsego Now. The County of Otsego also needs to be approached to assist with the Agency's operations.

In addition, partnerships need to be developed with other organizations which can provide staff, funding or land. The Southern Tier East Regional Planning and Development Board has offered, for example, to pay for the majority of a project manager to be located in Otsego Now's offices. The County and City should notify the Agency of any property suitable for development which may be being taken by tax foreclosure. The City of Oneonta has offered that Otsego Now take ownership of the Oneonta Airport...these all afford an opportunity for increased revenues for Otsego Now. Finally, Otsego Now should also explore partnering with land owners and developers for joint venture projects which can produce additional revenues.

## **Issues Facing Otsego County**

1. Lack of Attention to Existing Industries
2. Lack of Infrastructure to Help Expanding or Attracting Businesses
  - Electric Supply and Distribution
  - Gas Supply and Distribution
  - Wi fi High Speed Internet
  - Water and Sewer to Areas Outside Urban Centers
  - Available Buildings/Sites for New or Expanding Companies
3. Poorly Addressed Marketing of County
  - Existing/Available Jobs
  - Available Trained Workers
  - County Businesses/Assets
4. Housing Stock
  - Availability
  - Distribution
  - Condition

In addition, and to support some of the issues facing Otsego County, Otsego Now staff in 2017 developed a matrix showing all of the economic development players within the region, and scored they programs with activities and services provided.

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# Otsego Now

## Economic Development Menu & Players 2017

Activities/Services	Organizations Involved in Economic Development Activities												
	Otsego Now	County Chamber	County	Oneonta	OCDC	CDO/WIB	MVEDD	Colleges	GO-EDC	Banks	SBDC	CADE	SCORE
Real property tax abatements	5												
Mortgage tax abatements	5												
Sales tax abatements	5												
Site development	3												
Grant-seeking	4		1	3									
Infrastructure (e.g. broadband)	1		1	1									
Business loans	1		1		1		3			5			
Small business assistance		3		3		1				?	4		?
Main Street revitalization				1									
ED programming/seminars		1					1		1		3		
Start-up/Entrepreneur support		1		1				3		?	4	1	?
Support for unemployed			?	?		3							
Workforce development	1	?		?		1						?	
Advocacy for small business		4									1		
Tax-exempt bonds	5												
Connecting/navigating expertise	3	3	?	1							3		
Grant writing for businesses													
Real estate for rent	yes												
Housing													

**Key**  
5 Nail it  
3 Do relatively well  
1 Try to do it, say they do it  
Blank Don't do it



As shown in the Chart, four categories stand out as having little to no one working substantively on the activities:

- Infrastructure
- Main Street Revitalization
- Workforce Development
- Grant Writing for Businesses
- Housing

Otsego Now needs to take a leadership role in developing partnerships and organizing groups to address each of these areas. With respect to infrastructure and grant writing for businesses, Otsego Now will take the lead in providing a framework to address these areas.

Workforce Development should be worked on by the Chenango/Delaware/Otsego Workforce Development Board in concert with the NYS Small Business Development Center, the Chamber of Commerce and SUNY Oneonta, Hartwick College and the regional BOCES.

Otsego Now will identify and work with private and not-for-profit housing developers to adequately address the housing issues facing the County.

Main Street Revitalization is a much more complex issue, and involves City and Village Mayors, local organizations, and Main Street merchants.

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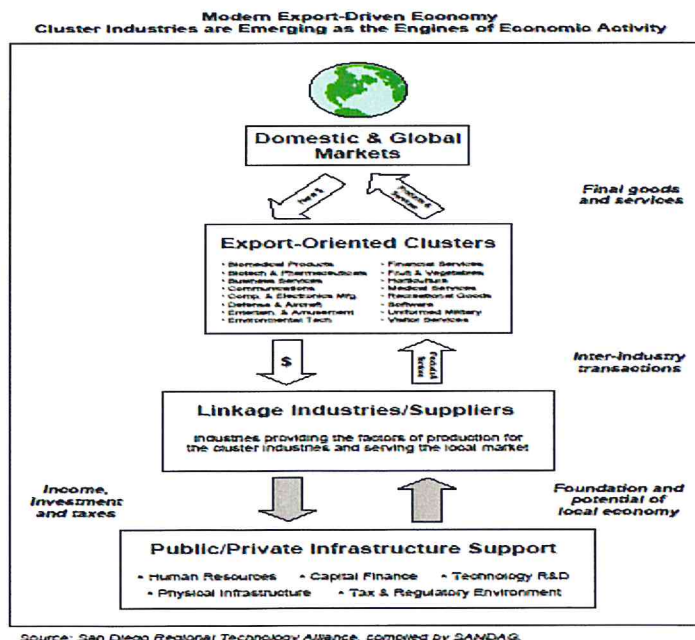
## Issue No. 1: Lack of Attention to Existing Industries

First and foremost, more attention needs to be focused on Existing Businesses.

### 1. STABILIZE AND EXPAND EXISTING COMPANIES

#### I. Cluster Development

Clusters are groups of inter-related industries that drive wealth creation in a region, primarily through export of goods and services. The use of clusters as a descriptive tool for regional economic relationships provides a richer, more meaningful representation of local industry drivers and regional dynamics than do traditional methods. An industry cluster is different from the classic definition of industry sectors because it represents the entire value chain of a broadly defined industry from suppliers to end products, including supporting services and specialized infrastructure. Cluster industries are geographically concentrated and inter-connected by the flow of goods and services, which is stronger than the flow linking them to the rest of the economy. Clusters include both high and low-value added employment.





Otsego Now will promote and encourage the further development and enhancement of existing Cluster Groups and assist to attract companies which will benefit from the existing clusters within the County.

According to DATA USA, the five most common sectors for employment in Otsego County are:

Clusters:

***1. Health Care Industry***

- Fox Hospital – 63 jobs openings
- Bassett Medical Center – 143 job openings

***2. Educational Institutions***

- Hartwick College - 24 staff positions (16 faculty, 8 staff)
- SUNY Oneonta – 21 professional staff positions

***3. Retail Sector***

***4. Manufacturing – Primarily Electronic/Energy Industry***

- Custom Electronics
- IOXUS
- Astrocom Electronics
- Mamco Precision Molding
- Opto Generic Devices
- Corning

***5. Agriculture Sector***

OTSEGO NOW will work on projects that support, enhance, grow and provide “cross-over” opportunities for each of the Clusters. Many governments and industry organizations around the globe have turned to this concept in recent years as a means to stimulate urban and rural economic growth.

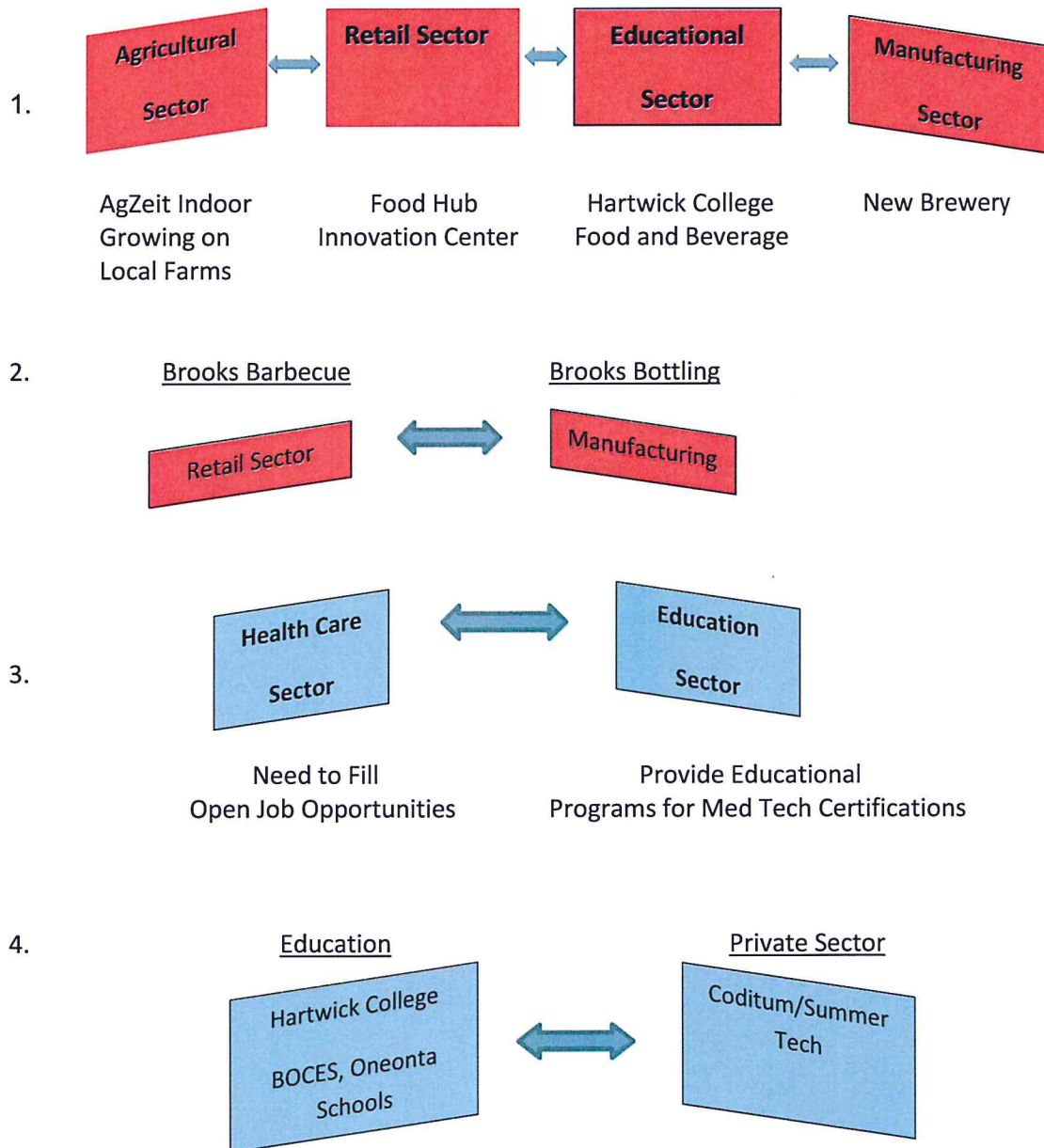
More specifically, cluster initiatives are organizations or projects that are organized as collaborations between a diverse number of public and private sector actors, such as firms, government agencies, and academic institutions.

***OTSEGO NOW will develop into the leading force to act as the catalyst for collaboration of Cluster Sector initiatives and projects.***

## Issue No. 1: Lack of Attention to Existing Industries

### II. Encourage Cross-Over Development

#### Examples of Cross-Over Projects



***OTSEGO NOW will develop into the leading force to act as the catalyst for collaboration of Cluster Sector Cross-Over initiatives and projects.***

## **Issue No. 1: Lack of Attention to Existing Industries**

### **III. Assist Existing Individual Manufacturing Companies with Financing Needs**

- a. **Stabilize Tax Burden on Companies Expanding/Investing Through Payment-in-lieu-of-tax Program (PILOTs)**
  - Corning Enterprises (2018)



- Brooks Bottling (2019)



- b. **Provide Grant Assistance to Expanding Companies Through Small Cities Grant Funding and Empire State Development Capital Grant Funding**

- ASATI Sports Structures

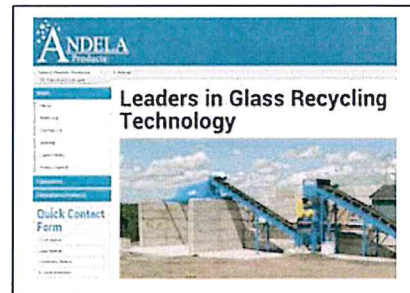




- Custom Electronics



- Andela Products (2018)



- Brooks Bottling (2019)

- c. Look to build and/or rehabilitate industrial manufacturing building for lease to potential manufacturing tenants thereby reducing the capital outlays and allowing companies to write-off lease payments on corporate taxes.

- Potential Sites being evaluated in Richfield Springs (2018)
- Find Tenant for 116 Commerce Drive in Oneonta Business Park (2018)

- d. Coordinate and Market Local Revolving Loans Funds including Otsego County's Revolving Loan Fund, Broome County's Revolving Loan Fund, the Capital District Community Loan Fund and SBA 504 and Loans from NY Business Development Council.

***OTSEGO NOW, will the support of Otsego County, The City of Oneonta and Towns and Villages Throughout the County will provide Payment-in-lieu-of-tax support where appropriate as well as providing grant assistance to companies expanding.***

## **Issue No. 2: Lack of Infrastructure to Help Expanding or Attracting Businesses**

### **INFRASTRUCTURE IMPROVEMENTS/INDUSTRIAL PARK DEVELOPMENT**

The Otsego Now's prior Strategic Plan called for the development and implementation of "Transformational" projects. The most important transformational projects for Otsego County involve the expansion of key infrastructure to support future economic growth in the County. Energy (power) for companies to expand operations or attracting new industries is critical to the County.

Currently, energy (power) is, to a certain extent, at its maximum usage. Very little surplus exists to handling emerging industries or expanding existing businesses.

In the past, Otsego Now and others involved in economic development would tend to offer financial assistance to companies looking to expand. Or perhaps work with municipalities to extend water and sewer. These types of services were within the bounds of the Agency and the municipal governmental officials.

However, while we can help finance, for example, Brooks Bottling expansion needs, and can offer available sites for their future manufacturing facility, we cannot, at this time, assure the company that there will be adequate energy available at the site to accommodate their operational needs. It is critical that this issue is addressed immediately.

To this end, Otsego Now must remain committed to working with our elected State and federal and County representatives to see that there are available funding sources to assist with large scale improvements to gas and electric upgrades for businesses to tap into.

In addition, while the County of Otsego has, for the past four years, put little to no funding toward economic development, it is critical that Otsego County now step up and start building a capital reserve to improve road and rail access into our planned and current industrial parks and sites. Roundhouse Road, for example, is estimated to cost \$1 million to bring the current road, which services various existing businesses, up to highway standards. To bring in rail access into the Oneonta Business Park, additional property must be acquired. The County could again play a major role toward this acquisition.

**To improve electric and gas supplies, energy distribution, road and rail improvements, and WiFi expansion would be the most transformational projects that Otsego Now and the County of Otsego could undertake in the next decade. These are the County's future economic growth and job creation number one priority.**

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**a. Continue with Efforts to Bring WiFi and Internet Service to All Areas of the County.**

Many Areas of the County are underserved or not served at all by WiFi and Internet service. Right now, local providers are driven by cost and rate of return on investment and as such, most of the sparsely populated areas are underserved. Otsego Now needs to take a leadership role in bring local providers, ESD and others together to plan out future improvements.

- Continue Efforts with MidTel to Provide WiFi Hotspots to the Village of Cooperstown and expand efforts to Oneonta and Richfield Springs (2018, 2019)
- Work with Otsego Electric Cooperative, Inc. to expand broad band service throughout their service Area (2018, 2019)

**b. Look at Expanding Electric and Natural Gas Capabilities and redundancies Throughout the County.**

A recent review by NYSEG of the Oneonta Business Park (Pony Farm) for a potential manufacturing company found:

**Availability of Electric Infrastructure:**

*At the Pony Farm and Corporate Drive location, NYSEG's preliminary evaluation based on a peak electric load of 3600 KW (3.6 MW) indicates that **it does not have adequate capacity** to serve this load reliably at this site for this specific project and also maintain safe and reliable service to our existing customers. Future transmission reinforcement projects are planned for our Oneonta division which will support further organic growth in the Oneonta area. However, the timing of these plans would not be expected to support the schedule for the additional load requested for this project.*

*Further investigation has led to the conclusion that the two substations in the Oneonta area only have 10 and 2 MW capacity left. These substations need to be upgraded.*

**Availability of Natural Gas Infrastructure:**

*At the Pony Farm and Corporate Drive location, NYSEG's preliminary evaluation based on a peak natural gas load of 30 MMBtus/hour indicates **it does not have adequate capacity** to serve this load at this site. Major upgrades to our natural gas distribution system would be required.*

**To this end, Otsego Now will:**

- work will **Four Corners Energy, LLC** to help plan future capital investments needed. **Four Corners Energy, LLC** is a one stop energy management resource for businesses, municipalities and not for profits.
- continue to work with our State elected officials to bring the electric and gas suppliers and the PSC together to help resolve this issue.

**c. Improve access to Oneonta Railyard Park by reconstructing Roundhouse Road, installation of lights and better signage (2018).**



The Oneonta Railyards currently only has access by Roundhouse Road, a poorly maintained road which is primarily not paved. It also has no street lighting or signage. To bring prospective businesses and developers to the Railyards clearly shows the lack of investment in the site.

- **Otsego Now** must work with the State of New York and Otsego County to reconstruct Roundhouse Road and install street lighting and signage. Staff have met with NYS ESD on this issue, as well as Senator Seward. This is a priority for 2018.

**d. Continue to Evaluate Sites for Potential Solar Energy Installations.**

There is the potential to install solar energy installations at several IDA owned sites, including the Oneonta Business Park, the IDA owned property in Richfield Springs, and at the soccer fields in Oneonta.

- Otsego Now will continue to work with Four Corners Energy, LLC to evaluate this potential and seek solar companies to work with on this project (2018).

**e. Continue to Explore New Industrial Sites in the Town of Maryland (2018).**

In 2016 and 2017, a possible site for a new industrial development park was identified in the Town of Maryland. With there are significant constraints to the development of this site, the IDA should continue to evaluate this area for a new industrial park.

- **Otsego Now** has recently toured the facility with the Town Supervisor, and has met with two new engineering firms regarding its development potential. In addition, staff have also met with NYS ESD regarding possible funding for this site's study. Efforts should continue in 2018 to evaluate its potential.
- f. Explore the Possibility to Accept Transfer of Ownership for the Oneonta Airport and Develop Property Adjacent to the Airport for New Industrial Development (2018).**
  - g. Continue Development of Oneonta Railyards Industrial Park and Develop Plan to Make Sites Available on a Continuing and Ongoing Effort.**
  - h. Develop Rail Siding Access at Various Locations Along Rail lines.**
  - i. Improve rail sidings at Otsego Industrial Park as well as Lutz Feed.**
  - j. Identify and Map public water and sewer distribution systems in the County. Received water and sewer distribution maps from City of Oneonta (2017).**
  - k. Explore Possibility of joint venturing development of new industrial development parks and buildings with private developers.**

## **Issue No. 3:      Poorly Addressed Marketing of the County**

### **MARKETING/IMAGE**

A. Update and Improve Otsego Now Web Page (2018)

B. Develop New Marketing Strategies to Attract New Businesses and New Residents (2018-2019)

- Otsego Now will take the leadership role in bringing together various partners to develop a new marketing strategy for Otsego County. Identified partners include the Otsego County Chamber of Commerce, the Chenango, Delaware and Otsego Workforce Development Board, the State University of New York at Oneonta, Hartwick College, and BOCES.

C. Inventory All Available Sites and Existing Buildings Suitable for Development

- TENTRR Attraction (2018)

D. Keep Up to Date Inventory of all Available Jobs by Type and Employer

E. Develop Marketing Materials

## **Issue No. 4: Lack of Suitable Housing Stock**

### **HOUSING STOCK**

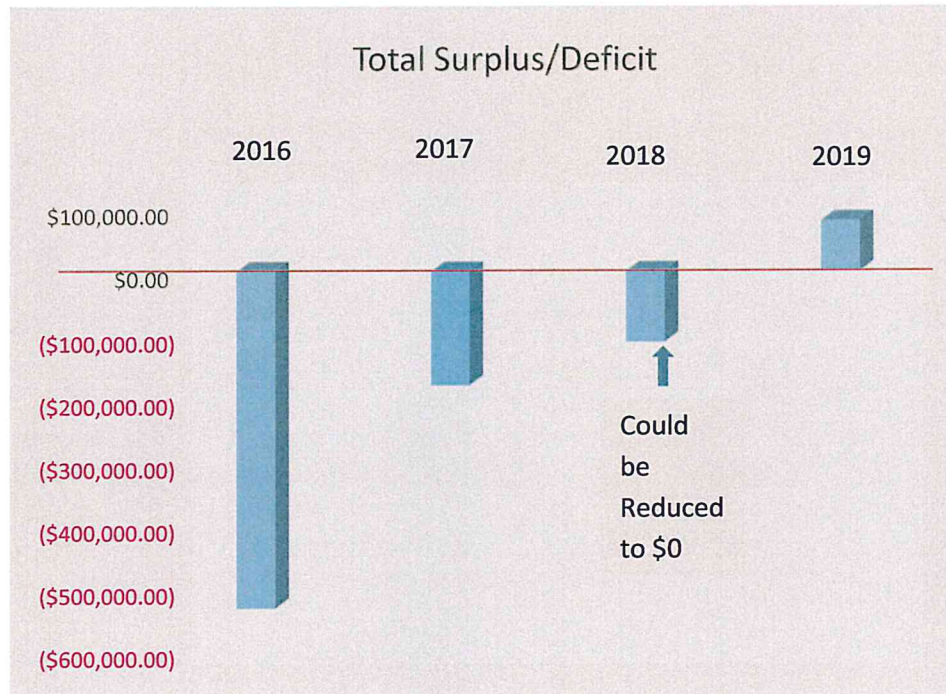
- As suggested in the County's Strategic Prioritization Plan, Otsego Now will ***create an Infrastructure Task Force to strategically assess opportunities for new or expanded water and/or sewer infrastructure in the County to support housing.***
  - Survey existing employers within the County to determine the need and type of housing for their employees.
  - Identify potential housing developers and work with them to identify potential sites and types of housing to be built.
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## OTSEGO NOW OPERATIONS

### Fund Balance

The current expenses for the Agency exceed to historic and projected income for its operations. Steps are currently being taken to reduce the overall expenditure levels including the down-sizing of staff, the elimination of various consulting firms (i.e. lobbyists and planning/grant writing consultants).



### During 2017:

- Elimination of Jackson Lewis, P.C. (Lobbyist Firm): Annual Savings \$60,000
- Elimination of Thoma Associates (grant administrators): Annual Savings \$18,000
- Downsizing of Otsego Now Staff: Annual Savings \$225,000 (partly shown as consultant fees)
- Termination of Various Internet Data and Services: \$10,000
- Waiver of Fines/Penalties: \$500

### Increase Revenues for 2018:

- Lease of Office Space to Otsego County Chamber of Commerce: \$10,000 (\$12,000 annually)
- Share New Planner/Project Manager with Southern Tier East Regional Planning and Development Board: Savings (increased revenue) \$50,000
- Look to Enter into a PILOT Agreement with Corning Enterprises: \$100,000 (2018)
- Sale of Property in Otsego Industrial Park - \$40,000 (2018); \$200,000 (2019)

### **New Revenue Sources Which Need to be Examined:**

- County-Owned Surplus Property

Have Otsego County transferred property acquired by back taxes to Otsego Now for future redevelopment through State grant programs. Once rehabilitated, either sell or rent properties out to the private sector.

- Solar farm rental agreements.

Working with Four Corner Energies, identify properties for solar farm installations (possible sites include Oneonta Business Park, the Oneonta soccer fields, Richfield Springs surplus property and potential site in Schenevus). In addition, Four Corners Energy will negotiate on behalf of Otsego Now with solar companies for rights to install equipment.

- Identify Properties for Future Purchase

There are several vacant buildings in the County which are currently available for purchase. Otsego Now should examine these for possible redevelopment and sale/lease.

- Work with partnerships

Whether it involves the partnering with the Chamber for shared offices and services, or Southern Tier East staff potential, or private developers and joint ventures, new partnerships are important when looking to reduce costs or bring in new revenue sources.

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### **Summary of Vision for Strategic Plan:**

1. *Work to Stabilize and Expand Existing Businesses and Institution Within the County with particular emphasis on cluster development.*

Continue to Use Otsego County's Strategic Prioritization Plan as a blueprint to:

2. *- Create an infrastructure Task Force to strategically assess opportunities for new or expanded water and/or sewer infrastructure in the County to support housing and other business activities. The infrastructure Task Force should conduct an assessment of the electrical capability and grid stability within the County.*
3. *- Foster relationships with the County's higher educational institutions to recognize their key role in creating economic vitality by attracting human capital and ingenuity.*
4. *- Expand technical and financial assistance to entrepreneurs; utilize surplus public facilities to establish business incubator(s).*
5. *- Collaborate with Otsego Now and other organizations to establish streamlined economic development assistance Countywide.*
6. *- Utilize Otsego Now's strategic plan to help guide the County efforts and set priorities.*
7. *- Create coordinated tourism and marketing plan for Otsego County.*
8. *- Under the direction of the IDA, promote and partner in the development of an innovation center or other similar hubs in communities and/or buildings.*
9. *- Study and implement ways to repurpose empty or obsolete commercial buildings in other public facilities.*

### **Revenue Model to Support Efforts**

1. *Continue to Use State and Federal Grants to Support Project Implementation and Business Expansion.*
  2. *Request that Otsego County Start an Infrastructure Funds for Road Improvements as well as matching funds for Wi Fi; electric and gas expansion.*
  3. *Have County/City transfer ownership of property acquired by taxes for future development.*
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4. *Look to sell shovel ready property to expanding businesses.*
5. *Aggressively promote Tax-Exempt Bond Issues and Pilots to area businesses.*
6. *Partner with Local Developer on future projects to share revenues on joint ventures.*
7. *Look to develop solar farms on IDA owned property.*

CEO's Role:

1. To provide a leadership role in bringing together various County, non-for-profit, business and educational institutions to fulfill strategic priorities.
2. To enlist private developers for both economic development and housing initiatives.
3. To work with utility companies to expand infrastructure and energy capacity within the County.
4. To work directly with businesses to assist with their expansion plans.
5. To help coordinate and implement a strategic marketing plan for the County.
6. To identify and obtain additional grant funding for the Agency as well as area businesses and not-for-profits.

Staff Needs and Skills:

1. Good Administrative Director for budget and fiscal management.
2. Project Manager for implementation of various economic development programs for businesses and follow-up with all grant and business activities.
3. Trust worthy and talented engineering and legal consultants.

Board of Directors Role:

1. Continue to seek feedback from business community and elected officials as to goals and objectives.
  2. Continue to identify new and emerging businesses to attract.
  3. Be advocate for Otsego Now.
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Top Priority for County:

1. Infrastructure Development: Wi Fi Internet, Gas and Electric Expansion; rail sidings; road improvements.
2. Work with Existing Businesses for future growth.

Road Map for Achieving Top Priorities:

1. Work with a concerted effort to identify capacity issues and road blocks, identify ways and costs to improve delivery, and work with business community to act as advocates to achieving these goals. Approach state representatives and state agencies to assist in this effort.
2. Continue to systematically meet with area businesses.

Deliverables In 2018:

1. TENTRR Locating in Oneonta.
  2. Corning Phase I Expansion with Pilot.
  3. Brooks Bottling Pilot.
  4. Sale of Property in Oneonta Business Park.
  5. Finish SEQRA review and site plan for Railyard Project.
  6. Develop Reality Plan for Andela expansion.
  7. Apply for Grant funds for Brooks Bottling.
  8. Apply for Grant funds for ASATI Sports Structures.
  9. Apply for Grant funds for Andela Products
  10. Develop Plan for Expansion of gas and electric capabilities.
  11. Start Wi Fi Internet to Cooperstown.
  12. Develop deliverables for Years 3-5.
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