



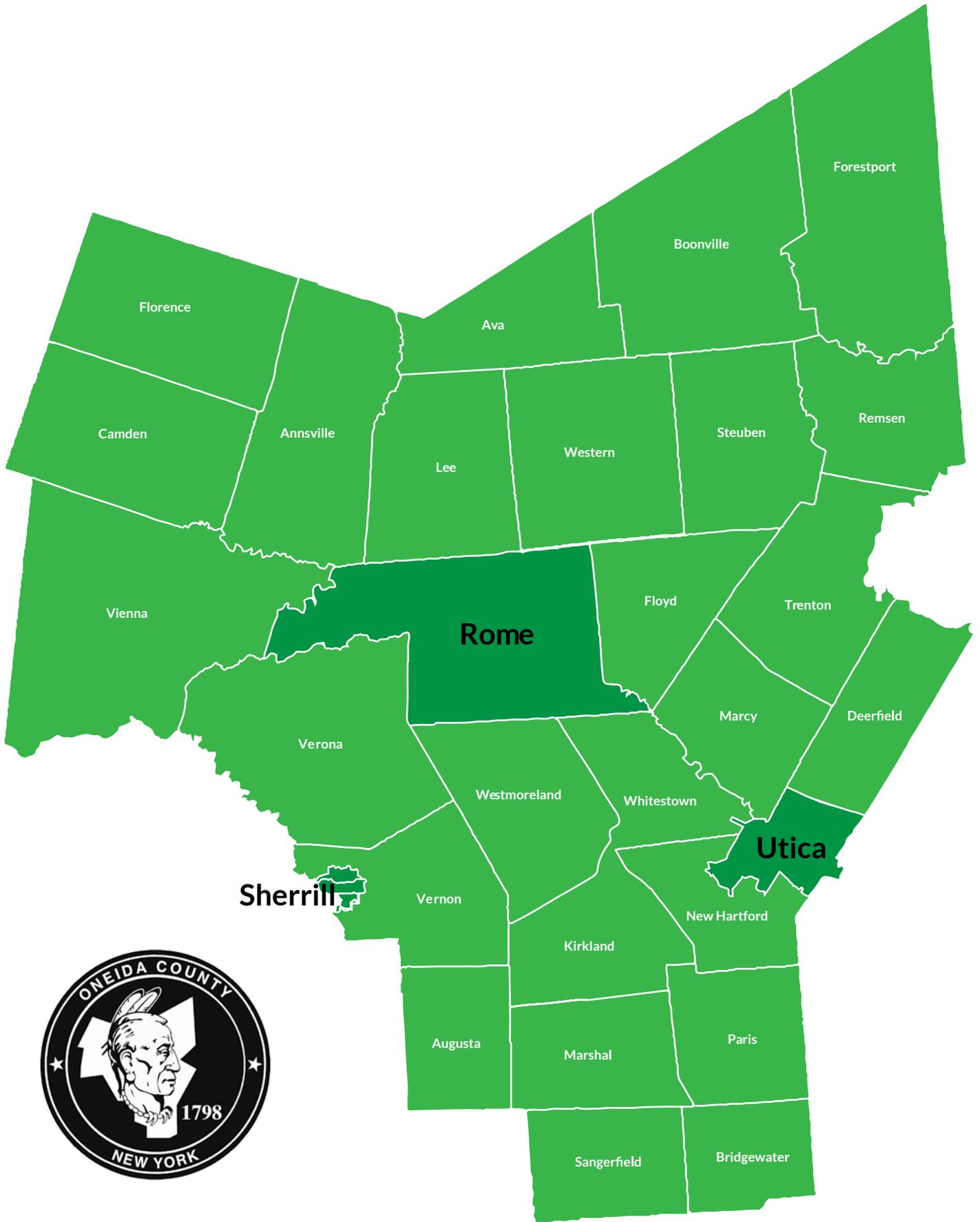
A PATH TOWARD PROSPERITY

Workforce Ready

Phase One of Oneida County's Vision 2020 Initiative

Oneida County Executive Anthony J. Picente Jr.





A Path Toward Prosperity



This region, throughout our history, has reverberated with vitality and excitement. We have gone from a Continental Army outpost to a transportation hub on the Erie Canal. We came through the industrial revolution as a leader in silverware, copper and brass, knitting mills and factories that exhibited the fortitude of our region. After World War II, we became home to a major Air Force Base that fueled the economy. Built upon the backs of hard-working innovators from all walks of life, this region has not only weathered seismic shifts in our economy and culture but has always seized opportunities from the very beginning.

As the 20th Century was approaching its end, we faced a dramatically changing business and social landscape. We tackled these challenges with the same indomitable spirit. Today, we can see a region once again on the precipice of greatness. After trials and tribulations, the future is in our hands and its success depends on all of us.



Now is the time, once again, to seize the opportunities before us. That starts with understanding the obstacles that may lie between today and a prosperous future – a future so close we can almost touch it – then building the bridge to get there. Here in Oneida County, we have tremendous resources for building that bridge – our people, our institutions, our environment, and our character.

In 2013, I convened three committees to research and develop a plan focused on positive change for Oneida County. In order to capitalize on the vast opportunities at our doorstep, we had to first find a way to unite our resources and demonstrate our ability to enrich whatever came our way.

Known as Vision 2020, this group of more than 50 volunteers representing a number of key stakeholders has enthusiastically embraced the challenge of creating our path toward prosperity. They have developed a comprehensive action plan, a blueprint for a first-class workforce, enhanced housing, and accessible job opportunities.

Following is a report of this group's hard work and diligence – a plan that will yield benefits far beyond Oneida County's borders as we grab hold of the opportunities that are all around us. Together, we are ready.

A handwritten signature in black ink, which appears to read "Anthony J. Picente Jr." The signature is fluid and cursive.

-Anthony J. Picente Jr., Oneida County Executive

Message from the Co-Chairs

In launching the Vision 2020 initiative, Oneida County Executive Anthony Picente has challenged us all. It is time to unite and prove that we are ready to support the many new growth opportunities before us.

As co-chairs of this initiative, we have strived to align Oneida County's resources with the increasing demand for a broad range of skilled workers. Most important, we have collaborated with a talented group to develop a strategy that will address the needs of industry, while ensuring that all citizens of the County and beyond will benefit from economic growth.

The first tenet of the phase one plan – Workforce Ready – is to strengthen our educational and workforce pipelines to be stronger than ever. The Education and Training Committee successfully developed a strategy that leverages the strengths of our local schools and colleges with the demands of our growing business community. We have tremendous people and institutional resources in this region that, strategically coordinated, will help prepare the workforce of the future.

As job opportunities grow and our workforce expands, so will the demand for a broader range of housing options. The Housing Committee analyzed the existing housing stock – considering type, location, price and other variables – to identify ways to promote housing development that will appeal to urban, suburban and rural living preferences.

Finally, the Access and Opportunity Committee defined strategies to open the doors for all to the expanding economic opportunities in Oneida County. We can take great pride in being home to such a diverse community, and the County is committed to eliminating barriers to job access that may exist due to education, language, income or other challenges.

With the Vision 2020 initiative and resulting Workforce Ready plan, County Executive Picente has inspired us to prepare this community for the changes that are already underway. As we come together and collaborate, we are collectively forging a new and prosperous economy and future for the Mohawk Valley.



*Randall J. VanWagoner, Ph.D., President,
Mohawk Valley Community College*



*David Mathis, Director, Oneida County Work-
force Development*

Vision 2020 Guiding Principles

- *Each recommendation will be supported by research and data.*
 - *All strategies and tactics will be designed to support the needs of a new economy, including job creation, education, housing, and diversity needs of future employers.*
 - *Established milestones will be immediately actionable and built to support long-term needs.*
- As a result, the following is a phase one action plan that:*
- *Is guided and resourced by Oneida County government.*
 - *Maximizes available resources.*
 - *Achieves optimum blend of efficiency and effectiveness.*
 - *Provides a set of recommended strategies and tactics to optimally position the County for economic growth in the very near future.*

Mission: *Oneida County's Vision 2020 Initiative will cultivate, attract and empower skilled workers, and will foster an entrepreneurial spirit and the renewal of our communities.*



Photo Credit: Utica Adult Learning Center

PART I: EDUCATION & TRAINING

To cultivate, attract and empower skilled workers, and foster an entrepreneurial spirit and the renewal of our communities.

Committee Chair:

Howard Mettelmen, District Superintendent Sole Supervisory District of Oneida-Herkimer-Madison Counties

Committee:

Pat Costello - President, IBEW-43
Steve DiMeo - President, Mohawk Valley EDGE
Ray Durso - Executive Director, Genesis Group
Greg Evans - President, Indium Corporation
Keith Fenstemacher - Former President & CEO, Mohawk Valley Health Network
Robert Geer - President, SUNYIT
Terry Humphries - Program Development Manager, Working Solutions of Rome
Todd Hutton - President, Utica College
Bruce Karam - Superintendent, Utica City School District
Kim Lambert - Senior Executive Associate to the President & Chief of Planning, Utica College

Dave Langone - Superintendent, Whitesboro Central School District
Kevin Marken - On Point for College
Dave Mathis - Director of Workforce Development, Oneida County
Darby O'Brien - Library Director, Utica Public Library
Shawna Papale - Senior Vice President of Economic Development and Administration, Mohawk Valley EDGE
Alice Savino - Executive Director of Workforce Investment Board, Working Solutions
Eve Van de Wal - Regional President, Excellus BCBS
Randy Van Wagoner - President, MVCC
Plus Task Force partners across our community

K-12: Ensure that 100 percent of the over 34,000 students in Oneida County are competitively prepared to enter the workforce.

HOW: Internships are recognized as an effective way to ensure that high school and college graduates are ready for the world of work. With that in mind, the K-12 education community, working in concert with business and industry, will strengthen opportunities for college and career development for our County's youth. Also, the Community Foundation has identified internships as a priority in advancing its 25/25 goal to increase the percentage of college graduates in our region by 2025. Oneida County will join them in a commitment to increase internship opportunities by doubling the number of internships in the 2014 summer program.

In addition, presidents of MVCC, SUNYIT, and Utica College pledged their support and commitment to increase the number of internships at those institutions by 10 percent.

Tactics to support this goal include:

1. Develop multiple career pathways that incorporate current and new career clusters and afford students the opportunities for sequential real-world learning experiences.
2. Implement appropriate facets of Alignment USA* to ensure strong community connections.

**Alignment USA is a unique and scalable framework that brings community organizations and resources into alignment so that their coordinated support of youth has a positive impact on public school success, children's health and the success of our community as a whole.*

COMMUNITY: Ensure that 100 percent of Oneida County community members are aware of the career opportunities in our region.

HOW: A county-wide committee will coordinate and facilitate the development of a unified communications and outreach plan targeting all community stakeholders.

Tactics to support this goal include:

1. Identify and appoint a county-wide committee.
2. Develop and implement a unified plan to promote job opportunities.
3. Identify funding and establish evaluation criteria



Photo Credit: MVCC

COLLEGES/UNIVERSITIES/COMMUNITY COLLEGE: Educate men and women for leadership in their professions and communities, and meet the workforce needs of Oneida County.

HOW: Oneida County educators will create a seamless pathway for students in K-12 to access and succeed in post-secondary learning in preparation for career and life. School districts will develop five new articulation and dual credit offerings to expand opportunities for students. In addition, degree program transfer agreements will be updated in high-demand programs like cybersecurity, engineering, healthcare, and business to optimize opportunities for students.

Tactics to support this goal include:

1. Collaborate with K-12 schools and community-based organizations to eliminate barriers to post-secondary programs.
2. Develop a strategic plan utilizing a cradle to career framework* to ensure that program revision, development and articulation meet the emerging needs of business, industry and overall community.

**The cradle to career framework contributes to improved student outcomes achieved after significant investments of time, talent and treasure by cross sector community leaders committed to prioritizing education through collective impact.*



Photo Credit: Dave Dellecese/SUNYIT

BUSINESS & INDUSTRY: Expand Oneida County's capacity for economic sustainability and build upon its long tradition of the entrepreneurial spirit.

HOW: In 2014-2015, Oneida County Workforce Development will work closely with the Department of Labor, the Workforce Investment Board, MV EDGE, local colleges, and other partners to help employers more easily access trained and well-prepared workers.

Tactics to support this goal include:

1. Working with economic development and workforce system partners, create a matrix that identifies jobs that will need to be filled by year, type of job, earning potential, numbers of positions that are projected to be available, and education/training required.
2. Develop outreach activities with K-12 schools, colleges, universities, community colleges and community agencies and workforce development partners to inform stakeholders of the opportunities in Oneida County.

GOVERNMENT: Create a culture of optimism and engagement that fosters workforce and economic growth and prosperity.

HOW: Reduce barriers for the workforce development and growth of businesses and industries through advocacy for effective and efficient policies and practices.

Tactics to support this goal include:

1. Identify and recommend improvements to county and state policies and regulations to enhance workforce and training initiatives and the ease of doing business in Oneida County.
2. Lead an "Oneida County Symposium for Engagement" (OCSFE) involving elected county-wide officials, business and industry leaders, educational leaders, community leaders and stakeholders to articulate the many opportunities and resources our county has and promote a rich dialogue throughout the county to establish Oneida County as the "county of choice."
3. Create partnerships with neighboring counties as appropriate.

WORKFORCE SYSTEM PARTNERS: Ensure that unique training and program offerings meet business and industry demands.

HOW: Develop a single point-of-access system to collect and disseminate information regarding business and industry needs and establish communication networks to program providers and local businesses.

Tactics to support this goal include:

1. Gather and disseminate a comprehensive needs assessment to establish baseline needs for business and industry.
2. Coordinate workforce system partners.
3. Analyze current workforce training needs and coordinate available workforce and training programs.
4. Establish a communication network of workforce and training opportunities with business and industry to minimize duplication.

ECONOMIC DEVELOPMENT PARTNERS: Attract and assist businesses to locate, grow and prosper in Oneida County and promote our region's people, workforce and quality of life.

HOW: Develop a plan and a structure for information dissemination that fosters partnership, builds a strong county economy, and provides support and oversight for an "Oneida County Workforce/Training Planning Committee" to ensure coordinating and communicating of county workforce needs and training requirements.

Tactics to support this goal include:

1. Coordinate and communicate the workforce and training needs of businesses.
2. Create the Nano Workforce Advisory Board to assist MV EDGE and the community in preparation for the specific skills training and needs of this highly specialized industry.



Photo Credit: Utica Adult Learning Center

PART II: ACCESS & OPPORTUNITY

To support the needs of a diverse community in relation to new job opportunities that are being created through Oneida County's economic development efforts.

Committee Chair:
Tony Colon, President, TECHNO-LOGIC SOLUTIONS, INC.

Committee:

- Madeline Barlow - Utica MHA
- Chip Bassett - Principal Planner, Oneida County
- Sam Berardino - Financial Advisor, Morgan Stanley
- Patrice Bogan - Deputy Director of Health, Oneida County
- Shelly Callahan - Executive Director, MVRCR
- Sandra DePerno - Oneida County Clerk, Oneida County
- Michael Donaghue - Executive & CEO, Boy Scouts
- Phyllis Ellis - Health Director, Oneida County
- Sonny Greco - Chief of Staff, City of Utica
- Dietra Harvey - Chair Utica, NAACP
- Robert Maciol - Oneida County Sheriff, Oneida County Sheriff
- Sonia Martinez - Chairwoman, Mohawk Valley Latino Association

- Dave Mathis - Director of Workforce Development, Oneida County
- Pamela Matt - Executive Director, Utica Area Chamber of Commerce
- Jackie Nelson - Rome Community
- Morris Pearson - Director of Civic Responsibilities, MVCC
- Lara Sepanski-Pimentel - Executive Director, Literacy Coalition
- Jawwaad Rasheed - Support Magistrate, Oneida County Family Court
- Mickey Smith - Manager, Utica Adult Learning Center
- Ken Tompkins - Regional Director, Empire State Development
- Randy VanWagoner - President, MVCC
- John Zogby - Senior Analyst, Zogby Analytics
- Plus Task Force partners across our community

The term “diversity” has a different meaning to everyone. Therefore, this committee defined diversity as underrepresented populations, whether that be due to ethnicity, linguistics, socio-economic status, religion, disability, age, or education level.

Herein, “underrepresented” applies to persons and entities who, by virtue of their circumstances, are not afforded access to tangibles and intangibles, the net effect of which is an unequal opportunity to avail themselves of the existing resources intended to enhance their overall success and/or quality of life. This includes, but is not limited to, areas such as education, income, healthcare, housing, etc. This marginalization results from systemic inequities that may best be resolved by shifting our focus from a national perspective to a regional or local one.

The following data, among other resources, served as a baseline for analysis and needs assessment.

2010 Census Data for Oneida County:
 88% White
 6.6% African American
 4.9% Hispanic
 3.1% Asian
 0.3% American Indian

2012 Statistics for Minority/Women-Owned Business Enterprises (MWBE) Statewide:
 28.1% Women Owned
 1.7% Minority Owned

Oneida County:
 1,380 Businesses
 3.5% (48) Women Owned
 0.03% (5) Minority Owned

BUSINESS & ECONOMIC DEVELOPMENT: Promote and support entrepreneurship, business development, and job creation in the immigrant, refugee and the underrepresented populations within Oneida County.

HOW: Through communication and community outreach, connect underrepresented members of our county with job opportunities and business development services. Particular emphasis will be directed to programs and initiatives that connect businesses and job seekers to available assistance and opportunities generated by the developments at SUNYIT and NANO UTICA.

Tactics to support this goal include:

1. Create a team of job opportunity mentors who will go into communities throughout the county to increase awareness of emerging employment opportunities and help residents connect with workforce development services.
2. Establish a hub of 3-5 organizations to serve as centers that will provide information and referral services for existing and new business start-ups. Organizations for consideration include Empire State Development, Mohawk Valley Chamber of Commerce, cities of Utica and Rome, Mohawk Valley EDGE, Mohawk Valley Resource Center for Refugees.
3. Promote the benefits of being registered as an MWBE and DBE. Review process for becoming a minority- or women-owned business to identify potential barriers for existing businesses.
4. Establish a support network that connects existing minority- and women-owned businesses with resources for assistance in completing the MWBE/DBE application process.

COMMUNITY FAITH, CULTURE, ARTS & RECREATION: Showcase all ethnic, social, and faith groups within Oneida County via a single resource.

HOW: In 2014-2015, local partners will collaborate to better inventory our social, ethnic, cultural, youth, and faith-based groups, organizations, and businesses to capture and market the absolute abundance of cultural resources that Oneida County has to offer.

Tactics to support this goal include:

1. Bring together stakeholders to identify the initial listing of organizations, as well as champions to continue updating the database resource.
2. Develop the database so that it is user friendly and translatable into multiple languages using available online translation tools.
3. Develop an outreach campaign to promote participation in and usage of the database. Tactics may include a letter from the County Executive and advocates of the initiative, as well as mass media.
4. Host a facilitated forum of leaders from faith-based groups and other community organizations to further explore ways to celebrate our county's cultural resources.

EDUCATION: Increase availability and learner placement in appropriate English as a Second Language (ESL) courses.

HOW: In 2014-2015, workforce and community partners, along with all educational providers of English as a Second Language, will work to expand and streamline access to these programs. A number of strategies will be implemented to accomplish this goal, including determining when and where classes are being offered, and data on who is attending the classes; identifying opportunities to use technology to offer ESL classes at varying locations simultaneously; developing partnerships to increase class offerings and participating sites; identifying ways to promote ESL courses within underrepresented populations; and developing a structured pathway to transition English language learners from one level to the next so they reach their goals, and give providers a clear sense of their "roles".

Tactics to support this goal include:

1. Create and implement a survey to gather information on current ESL classes.
2. Identify and meet with community partners who could provide additional resources (space and classes) for ESL classes (e.g., Mohawk Valley Community College and other area colleges, Literacy Volunteers, Oneida County, Municipal Housing Authority, and other current ESL providers, etc.).



Photo Credit: Utica Adult Learning Center

3. Develop an outreach/communications program for full offering of ESL classes.
4. Develop a uniform pathway plan for all Oneida County ESL classes that will transition students between course levels.

NON-PROFIT & COMMUNITY SERVICES: Eliminate access barriers to translated resources and interpreters for persons who are limited English proficient, especially those that affect immigrant and refugee populations.

HOW: Identify sources for qualified interpreters and promote cultural competency training.

Tactics to support this goal include:

1. Develop and promote a listing of all interpreter resources available within Oneida County. The resource listing should include: Compass Interpreters (a division of the Mohawk Valley Resource Center for Refugees), Techno-Logic Solutions, Inc., ITS, MIS, MAMI, Geneva Worldwide, LanguageLine Solutions, Pacific Interpreters, Language Link, and Resource Center for Independent Living (American Sign Language).
2. Implement a training program for all Oneida County service providers on how to use an interpreter, as well as cultural competency.
3. Inform Project Launch 211 committee of the need to ensure cultural and linguistic accessibility for the Oneida County 211 program.



Photo Credit: Utica Adult Learning Center

PART III: HOUSING

To meet the demands of a changing demographic associated with those employed by the nanotechnology industry.

Committee Chair:

Ferris J. Betrus Jr., Executive Vice President, Clinton Chamber of Commerce

Committee:

Jack Endryck - Endryck Group Business Info

William Guglielmo - President, Rome Chamber of Commerce

John Kent - Commissioner of Planning, Oneida County

Bob Lambe - Managing Partner, Pres Services

Luke Lewis - Lewis Custom Homes, Inc.

Dave Mathis - Director of Workforce Development, Oneida County

Donald Mc Harris - Mc Harris Appraisal Inc.

Mark Mojave - Owner Gerber's 1933 Tavern

Dominic Pavia - President, Pavia Real Estate

Brian Thomas - Acting Commissioner of Urban & Economic Development, City of Utica

Randy VanWagoner - President, MVCC

Plus Task Force partners across our community

The Housing Committee conducted a thorough assessment of existing real estate, labor force, and other related data to inform the development of a housing strategy for Oneida County. In addition, data was used from other communities that have seen a significant increase in workforce related to chip manufacturing.

It has been determined that Oneida County would benefit from the development of contemporary, rental/lease properties, such as single-family attached and zero lot line housing, townhouses, condominiums, traditional apartments and urban center loft apartments.

DEVELOPMENT: Create a housing inventory that will be attractive to the type of employee likely to be employed in the nanotechnology industry.

HOW: Implement policies and incentives similar to other communities that encourage and expedite development. Use technology to centralize and facilitate access to locations of developable properties.

Tactics to support this goal include:

1. Encourage local governments to modify their local land use statutes (zoning ordinances/local laws and subdivision regulations) to recognize where and under what conditions non-traditional housing units should be allowed.
2. In Oneida County, move forward with legislation to enact Section 485-a of the Real Property Tax Law which provides for a declining 12-year exemption from real property taxation and special ad valorem levies for non-residential properties that are converted to a mix of residential and commercial uses. This provides an incentive for property owners and developers to convert vacant and/or underutilized space to popular styles of housing such as loft-style apartments.
3. Propose that The Oneida County IDA change its Policy on Mixed Use and Market Rated Housing (such as zero lot line

housing, townhouses, condominiums, traditional apartments, urban center loft apartments, etc.) and make it standard policy to provide Payment-In-Lieu-of-Tax Agreements, Sales Tax Exemptions and Mortgage Recording Tax Exemptions for such projects in Oneida County.

4. Work with the State of New York and other financing entities (IDAs, IDCs, etc.) to identify creative new financing vehicles that will encourage private sector developers to undertake housing projects that will meet the needs of our nanotechnology workforce.

INVENTORY & GENERAL HOUSING MARKET: Identify existing and develop new opportunities for introducing alternative housing types to Oneida County communities that will meet the needs of our nanotechnology work force.

HOW: Provide a pro-active, positive environment at all levels of government and in our communities that will enable the private sector (homebuilders/developers) to provide a variety of contemporary, alternative housing types that will meet the needs of our nanotechnology workforce.

Tactics to support this goal include:

1. Develop a fact-based informational campaign designed to educate local government officials and the public on alternative housing types.
2. Provide case examples to raise awareness of advantages and benefits of integrating non-traditional housing with existing communities of predominantly owner-occupied single-family homes on individual lots.



Oneida County: WHO WE ARE

SCHOOLS

Adirondack Central School
Camden Central School
Charter Schools
Clinton Central School
Faith Christian School
Greater Mohawk Valley STEM Hub
Holland Patent Central School
Jefferson-Lewis-Hamilton-Herkimer-Oneida BOCES
Madison-Oneida BOCES
New Hartford Central School
New York Mills Central School
New York State School for the Deaf
Notre Dame Elementary & Junior/Senior High
Oneida-Herkimer-Madison BOCES
Oriskany Central School
Parochial and Private Schools
Renssen Central School
Rome Catholic School
Rome City Schools
Sauquoit Valley Central School
Utica Academy of Science Charter School
Utica City Schools
Vernon-Verona-Sherrill Central School
Waterville Central School
Westmoreland Central School
Whitesboro Central School

HIGHER EDUCATION INSTITUTIONS

Hamilton College
Mohawk Valley Community College
Pratt MWP
St. Elizabeth College of Nursing
SUNYIT/CNSE
Utica College
Utica School of Commerce

BUSINESS AND INDUSTRY

Air Force Research Lab
Aviation/Military
Biosciences
Construction
Cyber Security
Data/Information Technology
Distribution Logistics
Education
Finance
Food Processing
Healthcare
Human Services
Insurance
Law Enforcement
Manufacturing
Nanotechnology
Not-for-profit
Real Estate
Retail
The Arts and Entertainment
Travel, Tourism and Hospitality

GOVERNMENT

Oneida County Government
Cities of Utica, Rome, and Sherrill
26 Towns and 19 Villages

WORKFORCE SYSTEM PARTNERS

Workforce Investment Board
Trade Apprenticeships
SUNYIT Small Business Development Center
Mohawk Valley Resource Center for Refugees
Colleges and Universities, Career Services and Corporate Training
Working Solutions

- ACCES VR
- ARC of Oneida County
- BOCES Consortium of Continuing Education
- Department of Labor
- MVCC
- Oneida County Workforce Development
- Resource Center For Independent Living
- Women's Employment and Resource Center
- Workforce Development Institute

ECONOMIC DEVELOPMENT PARTNERS

County IDAs (Industrial Development Agencies)
County IDCs (Industrial Development Corporations)
County LDCs (Local Development Corporations)
Empire State Development Corporation (ESDC)
Griffiss Institute
Mohawk Valley Regional Economic Development Council (MVREDC)
MV Economic Development District
MV EDGE

COMMUNITY GROUPS

Business Associations
Charitable Organizations
Faith-Based Organizations
Philanthropic Organizations
Senior Citizen Organizations
Service Organizations

The following is a sample of the studies, databases, and other resources that Vision 2020 Committee members researched and considered in development of their Phase One Vision 2020: Workforce Ready report.

- **Regional Planning Reference Materials (available at: <http://www.oneida-boces.org/collectiveimpacts>)**

- The Pulse, A Community Indicators Project for Herkimer and Oneida Counties
- The Community Foundation of Herkimer & Oneida Counties, Inc. - www.hocindicators.org
- Mohawk Valley Regional Economic Development - <http://regionalcouncils.ny.gov/content/mohawk-valley>
- The Power of COLLABORATION, Annual Report 2012
- Mohawk Valley EDGE - www.mvedge.org
- Transitional Career and Life Skill Development for Young Adults
- Educational Readiness for Crucial Transitions
- Maternal Care & Reducing Obesity Across the Lifespan
- United Way of the Valley and Greater Utica Area - www.unitedwaygu.org
- Center State Corporation for Economic Opportunity
- Marcy Nanocenter at SUNYIT/Business Development Update - www.marcynanocenter.com
- Putting Students First, Education Action Plan - www.NYPuttingStudentsFirst.com
- New NY Education Reform Commission Preliminary Recommendations
- Greater Mohawk Valley STEM Hub
- Draft Goals
- SEMI HTU
- OHM BOCES Community of Resources and Expertise (CORE) - www.oneida-boces.org/page/292
- STRIVE - Theory of Action Overview
- STRIVE - Theory of Action Frequently Asked Question - www.strivenetwork.org
- Alignment Nashville Overview - www.alignmentnashville.org
- State of the Council

- **Oneida County Youth Services Council**
- **Literacy Pipeline**
- **Literacy Coalition**
- **Greater Utica & Rome Board of Realtors**
- **Herkimer and Oneida Counties Census**
- **Profile of the NT Labor Force (National NT Infrastructure Network)**
- **Saratoga County IDA**
- **The Saratogian special report on Nanotechnology - June 23, 2013**
- **Local area real estate companies**
- **U.S. and Oneida County census data**





Workforce Ready

Phase One of Oneida County's Vision 2020 Initiative

vision2020oc.net



Oneida County Executive Anthony J. Picente Jr.

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