

A. LABOR AND WORKFORCE ISSUES

In developing a profile of existing workers in the Glens Falls area region, The Pathfinders considered such factors as labor availability, productivity, unionization, attitudes, costs, and education. The analysis was based upon a household survey of workers in the Glens Falls area and interviews conducted by The Pathfinders with senior management and human resources professionals from companies located in the Glens Falls area. Each of these companies operates in the industrial, commercial, financial or service sectors. The interview sampling was sufficiently large to make valid workforce judgments.

The Pathfinders asked those employers to provide subjective views of their workers, in addition to objective and quantitative measurements of labor productivity, availability, attitudes, and costs. Employers with operations in other regions of the United States were asked to compare their experiences in those other areas with their experiences in the Glens Falls area region.

The Glens Falls area workforce received high marks for productivity. That is consistent with the fact that many of the companies interviewed stated that their local operation compared favorably with operations in other locations in terms of profitability and production, indicative not only of good management but also of a very productive workforce.

Based upon the experience of The Pathfinders in evaluating labor forces in numerous locations, a definite correlation between productivity, absentee rates, tardiness rates, and turnover appears to exist. That correlation goes beyond the fact that an absent worker is obviously unproductive. Rather, those factors are indicative of an employee's attitude toward the job. Overwhelmingly, companies in the Glens Falls area region judged absenteeism, tardiness and turnover to be manageable. Most stated that substance abuse incidence is low.



The Pathfinders has employed its experience in workforce assessments for corporate site-selection clients and civilian workforce assessments for the Department of Defense in locations that faced military base closures to produce this evaluation of the Glens Falls area workforce. The information presented in this report has been developed independently of the client, and the client has not influenced the findings.

The Pathfinders functions as a site-selection consultant to many of America's largest corporations, including companies such as AT&T, DuPont, Celanese, 3M Corporation, IMC Global, Singapore Aerospace, AIG, and Ciba-Geigy. The question that most often drives the search for a new business location is whether the candidate location has the workforce needed, and a workforce analysis has been a key component of the site searches conducted for these clients. Senior human resources executives from among corporate clients assisted in refining this methodology and report format. Companies making location decisions based upon these surveys have reported that when staffing actually began, the numbers reported by The Pathfinders proved to be accurate.

In a poll of its corporate clients, The Pathfinders found that those clients' experiences suggest that less than 10% of the new hires for new operations come from the ranks of the unemployed. Instead, these clients and other companies staff a new operation principally with individuals who are working but who desire better jobs and who appear to possess the skills, education, and experience to qualify them for those better jobs. By that definition, those individuals can be considered "underemployed" and are identified as such in this report.

The type of quality employer that the Glens Falls region is attempting to attract will typically hire people who come from this group. Further, this group's characteristics constitute the area's primary competitive advantages and underpin its appeal for its principal market targets: financial and corporate service centers and moderate-scale, high-technology manufacturing operations with an emphasis on further development of the existing medical devices, equipment and instruments manufacturing cluster.



SUMMARY OF FINDINGS

- The Glens Falls area, referred to in this report as the “labor shed”, has a household population of approximately 274,000 and a civilian labor force of approximately 155,000.
- The labor shed has a pool of approximately 7,000 unemployed persons who are actively seeking work.
- A new employer will be able to attract employees from an additional pool of about 11,000 workers. These individuals are currently employed and have indicated an interest in changing jobs.
- These potentially available workers are referred to in this report as the “underemployed” because they appear to possess the skills, experience, and education to qualify them for the pay rates at which they would take a new job; those abilities appear to be underutilized in their current positions; they may be under-compensated; or, they may be working involuntarily less than full time.
- The desired pay rates of these underemployed workers are reasonable when compared to their existing pay rates. The median current pay rate of the underemployed workers is \$20.19 per hour, and the median desired pay rate of the underemployed workers is \$24.45 per hour.
- About 25% of the underemployed workers would take a new job for \$15.80 per hour or less. At the upper end, the 25% most qualified and experienced will command more than \$32.01 per hour.
- Roughly 3,000 people, neither employed nor seeking work, might re-enter the workforce for the proper job.



- In total, the Glens Falls area has 21,000 available workers for new or expanding businesses.
- The core of the Glens Falls area labor shed includes workers residing within an approximate 35-mile radius of Glens Falls in Warren, Washington and Saratoga Counties in New York and Rutland and Bennington Counties in Vermont.
- This available workforce is especially well suited to employment in service, records management, information technology and customer care centers in the financial services sector and in high technology manufacturing operations in the medical instruments, devices and electronics fields.
- 47% of underemployed workers in the Glens Falls area have earned a Baccalaureate Degree or higher and another 17% have earned an Associate Degree.
- Available workers in the Glens Falls area are not inexpensive on the surface, but local employers confirm that their employees' education, training, workplace experience, skills, productivity and on-the-job performance create an operating advantage.



WORKFORCE METHODOLOGY

Published government statistics report wages and employment for the entire workforce of an area, even though most of that workforce has no interest in changing jobs. This report, prepared by The Pathfinders, includes data on those people in the area who desire to change jobs and who would be potential candidate workers for a new employer. As opposed to average wages, this report quantifies the number of those workers available for an employer in various wage ranges. Also included as potential workers are the unemployed who are actively seeking work and that segment of individuals who might consider entering, or re-entering, the workforce for a good job.

The first step in assessing the workforce of the Glens Falls area was to determine the boundaries of the area to be assessed. To accomplish this task, The Pathfinders applied the same reasoning that would be used during a site search for a corporate client considering the area as a potential location. The Glens Falls survey area includes those locations from which workers might be drawn to a new employer and is referred to in this report as the “labor shed”. This labor shed consists of Warren and Washington Counties in New York; portions of Saratoga County in New York; and, portions of Bennington and Rutland Counties in Vermont.

Once the labor shed was identified, a random sample of telephone numbers of qualified respondents in the labor shed was obtained for use in the Computer Assisted Telephone Interviewing or CATI system.

The Pathfinders then conducted telephone interviews with individuals throughout the Glens Falls region. Those individuals were proportionally stratified across age, household income, and zip codes. The purpose of these interviews was to ascertain availability for work with a new employer; determine desired pay rates; and, collect information on such factors as age, education, commuting patterns, experience, and skills. The data obtained as a result of those interviews enabled The Pathfinders to apply and employ a proprietary methodology which



accurately determined the existence of underemployment as defined in the introduction.

The Pathfinders applied a proprietary process to the analysis of the data to correct for invalid responses. For example, those persons indicating they would take a new job but also indicating the desire for increased or decreased pay that is unreasonable are not counted in the results.

This process considers that to be counted as underemployed, an individual must be currently employed and willing to take another job at a pay rate commensurate with personal skills, education, and experience.

Current pay alone is not the qualifying factor for underemployment status in this study. Individuals, for example, making \$7.50 per hour, possessing no high school degree or skills, and being in the workforce for less than one year may consider themselves to be underemployed but are not considered to be so in this report. On the other hand, education, skills, and experience may qualify the person making \$22.00 per hour as truly underemployed.

Sufficient interviews were completed with qualified individuals to produce results for that entire population group which vary by no more than plus or minus 5 percentage points. If the survey were repeated 100 times, 95 times out of 100 the results would be the same as those resulting from a survey of every individual in the entire population.

Irrespective of the fact that the methodology employed is scientifically proven to produce such results, it is perhaps even more important to note that companies making location decisions based upon these surveys have reported that when staffing actually began, the numbers reported by The Pathfinders proved to be accurate.



ASSESSMENT OF THE WORKFORCE

The Glens Falls area labor shed has a household population of approximately 274,00. The civilian labor force numbers approximately 155,000, and the labor shed contains approximately 7,000 unemployed people who are actively seeking work.

The results of this assessment determined that approximately 11,000 workers can be defined as underemployed: those individuals who are currently working but would take a better job if offered by a new or existing employer and who appear to possess the skills, education, and experience to qualify them to do so. Of these 11,000 underemployed workers, approximately 1,800 of them are currently working part-time and desire to change jobs and go to work full-time. Further, the results suggest that an additional 3,000 people who are not currently employed or actively seeking work would consider re-entering the workforce. In total, the Glens Falls area has approximately 21,000 available workers for new or existing employers.

AVAILABLE WORKERS

Number of underemployed workers	11,000
Number of unemployed persons who are actively seeking work	7,000
Number of persons who are not working, but would consider re-entering the workforce	3,000
Total Number of Workers Available for Employers	21,000

The reader is cautioned that, while the number of underemployed workers identified in the region, as well as their skills, experience, education, and costs, is accurate, all of those individuals may not be acceptable candidates for an employer. Their previous work records, stability, integrity, intelligence, appearance, and other factors are not considered in this report.



These underemployed workers might also be termed upgraders. They desire to move into an upgraded job and appear to possess the skills, education, and experience to enable them to do so. The pay rates they expect to achieve range from under \$8.00 to over \$30.00 per hour.

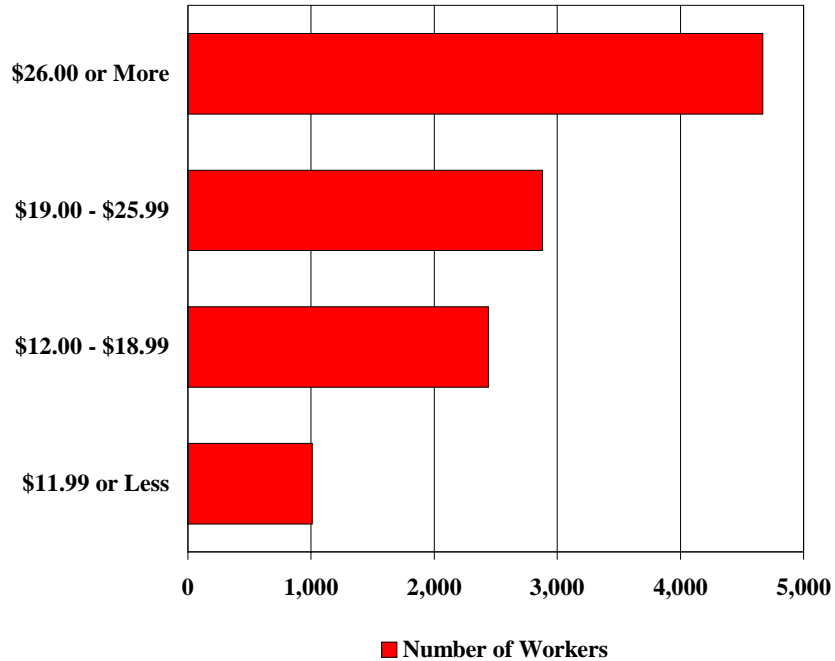
The following data represent the desired pay rates of the underemployed individuals in the labor shed. Many workers expressed their wage requirements in weekly, monthly, or annual terms, but all wage figures in this report are presented in hourly rates. Selected conversions may add perspective to the hourly rates. Figures presented below are rounded and based on a 40-hour work week.

CONVERSION CHART

Hourly	Weekly	Monthly	Annually
\$ 8.00	\$ 320.00	\$ 1,386.00	\$ 16,640.00
\$ 10.00	\$ 400.00	\$ 1,733.00	\$ 20,800.00
\$ 12.00	\$ 480.00	\$ 2,078.00	\$ 24,960.00
\$ 14.00	\$ 560.00	\$ 2,425.00	\$ 29,120.00
\$ 16.00	\$ 640.00	\$ 2,771.00	\$ 33,280.00
\$ 18.00	\$ 720.00	\$ 3,118.00	\$ 37,440.00
\$ 20.00	\$ 800.00	\$ 3,464.00	\$ 41,600.00
\$ 22.00	\$ 880.00	\$ 3,810.00	\$ 45,760.00
\$ 24.00	\$ 960.00	\$ 4,157.00	\$ 49,920.00
\$ 26.00	\$ 1,040.00	\$ 4,503.00	\$ 54,080.00
\$ 28.00	\$ 1,120.00	\$ 4,850.00	\$ 58,240.00
\$ 30.00	\$ 1,200.00	\$ 5,196.00	\$ 62,400.00



DESIRED WAGE RATES PER HOUR BY RANGE
11,000 Underemployed Workers



NUMBER OF UNDEREMPLOYED WORKERS AVAILABLE
AT SPECIFIC WAGE RATES PER HOUR (rounded)

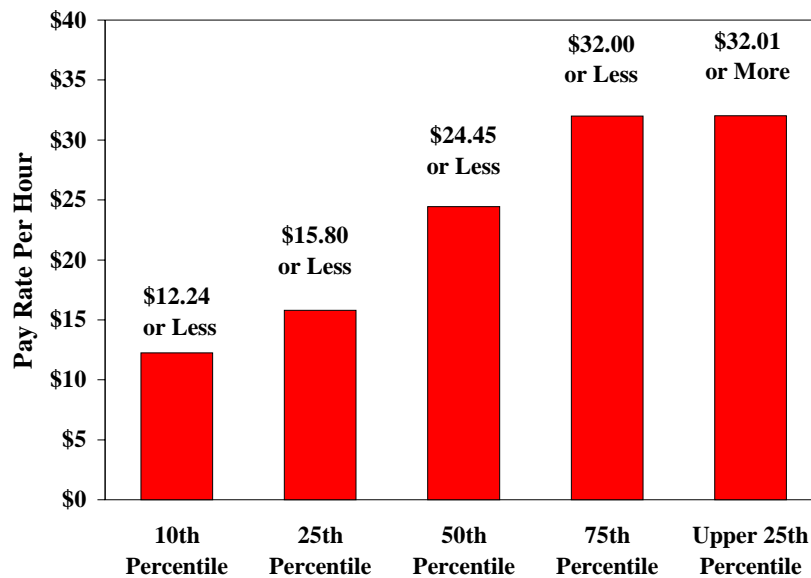
<u>\$7.99 or Less</u> 60	<u>\$8.00 - \$8.99</u> 60	<u>\$9.00 - \$9.99</u> 200	<u>\$10.00 - \$10.99</u> 550	<u>\$11.00 - \$11.99</u> 140
<u>\$12.00 - \$12.99</u> 480	<u>\$13.00 - \$13.99</u> 250	<u>\$14.00 - \$14.99</u> 500	<u>\$15.00 - \$15.99</u> 660	<u>\$16.00 - \$16.99</u> 250
<u>\$17.00 - \$17.99</u> 240	<u>\$18.00 - \$18.99</u> 60	<u>\$19.00 - \$19.99</u> 200	<u>\$20.00 - \$20.99</u> 800	<u>\$21.00 - \$21.99</u> 120
<u>\$22.00 - \$22.99</u> 500	<u>\$23.00 - \$23.99</u> 60	<u>\$24.00 - \$24.99</u> 600	<u>\$25.00 - \$25.99</u> 600	<u>\$26.00 - \$26.99</u> 600
<u>\$27.00 - \$27.99</u> 60	<u>\$28.00 - \$28.99</u> 60	<u>\$29.00 - \$29.99</u> 250	<u>\$30.00 - \$ 30.99</u> 200	<u>\$31.00 or More</u> 3,500



Utilizing the desired wage information as illustrated in the preceding charts, the following conclusions arise concerning the underemployed workers in the Glens Falls area:

- 10% of the underemployed workers will require \$12.24 per hour or less to change jobs.
- 25% of the underemployed workers will require \$15.80 per hour or less to change jobs.
- 50% of the underemployed workers will require \$24.45 per hour or less to change jobs.
- 75% of the underemployed workers will require \$32.00 per hour or less to change jobs.
- The upper 25% of the underemployed workers will require wages beginning at \$32.01 per hour and extending upward to over \$30.00 per hour. These are the most qualified and experienced workers.

DESIRED WAGE RATES BY PERCENTILE



**MEDIAN DESIRED PAY RATES BY SKILLS
OF UNDEREMPLOYED WORKERS
The Glens Falls Area Labor Shed**

Skills	Desired Pay
Office Operations	\$24.63
Warehouse/Materials Handling	\$22.17
Manufacturing/Assembly/Fabrication	\$24.33
Medical/Health Sciences	\$25.50
Maintenance/Installation/Repair	\$24.00
Technician/Quality Assurance	\$25.25
Information Technology/Telecommunications	\$31.63
Electronics/Engineering	\$31.63
Financial Services	\$25.50



FINANCIAL PROFESSIONALS AVAILABLE IN THE GLENS FALLS AREA

Available Financial Professionals Regional Workforce Surveys

Mean Annual Salary

Area	Total # Financial Specialists	# 25 to 40 Years of Age with College Degree	Mean Annual Salary		
			Loan Officer	Financial Analyst	Loan Counselor
Glens Falls Area	4,700	1,800	\$63,000	\$62,600	\$36,800
Albany	7,800	3,500	\$64,100	\$65,600	\$40,100
Buffalo	9,500	5,200	\$61,200	\$61,400	\$37,500
Rochester	8,700	4,800	\$57,100	\$60,500	\$36,900
Syracuse	5,500	2,800	\$59,300	\$61,300	\$36,300

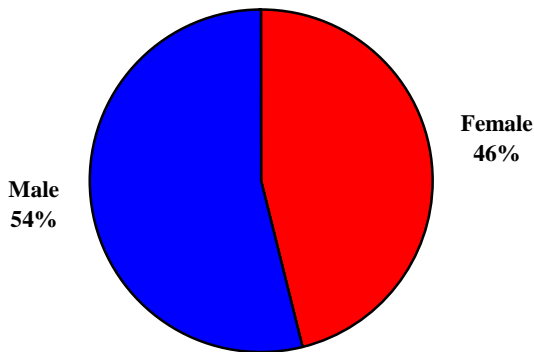


CHARACTERISTICS OF UNDEREMPLOYED WORKERS

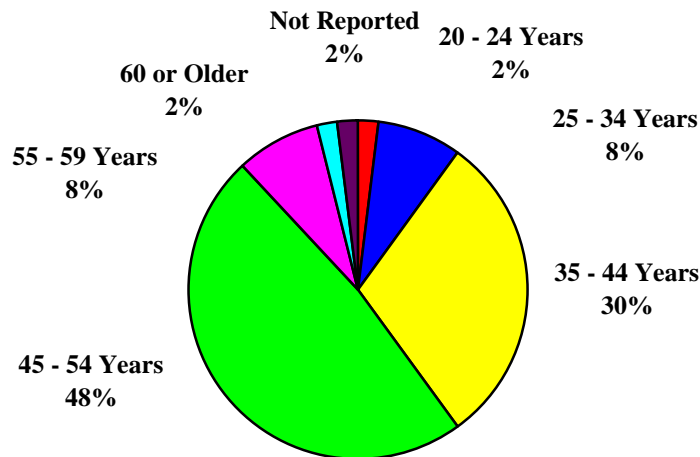
The Glens Falls Area Labor Shed

The following charts provide information on various characteristics of the underemployed workers in the labor shed. As these data relate solely to those individuals in the labor shed who are underemployed, they will vary from data representative of the population as a whole.

UNDEREMPLOYED WORKERS - GENDER



UNDEREMPLOYED WORKERS - AGE

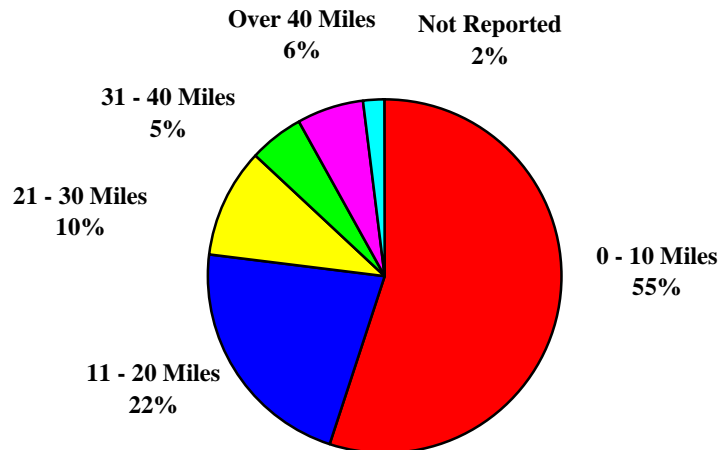


CHARACTERISTICS OF UNDEREMPLOYED WORKERS

LENGTH OF TIME IN CURRENT JOB

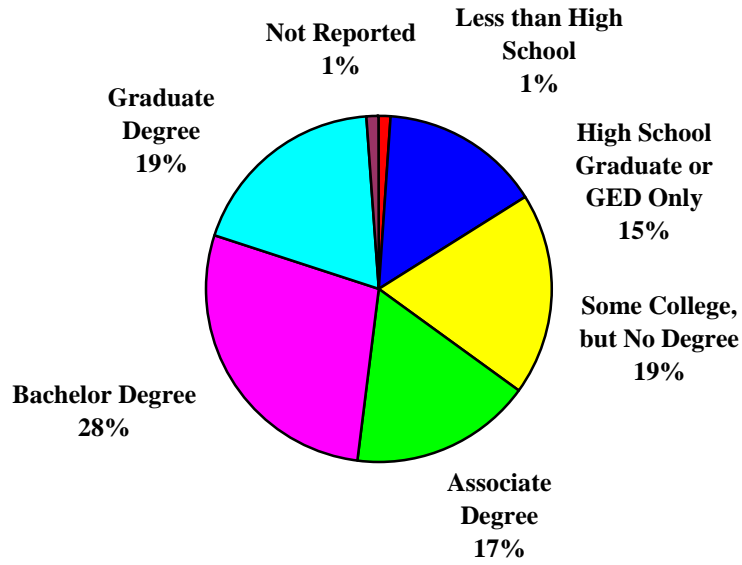


COMMUTING DISTANCES

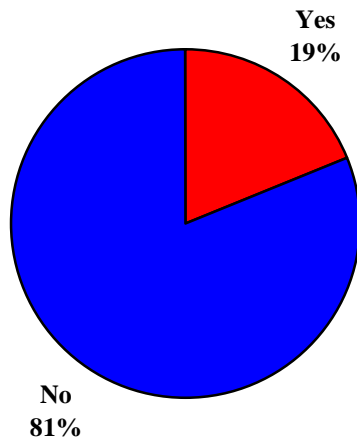


CHARACTERISTICS OF UNDEREMPLOYED WORKERS

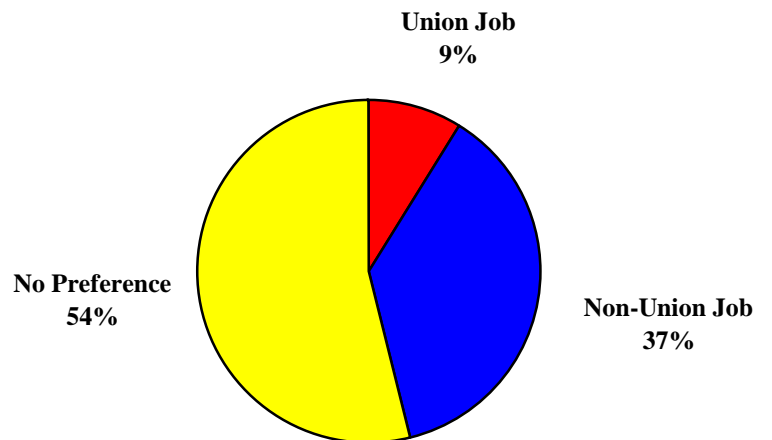
EDUCATION



MEMBER OF UNION



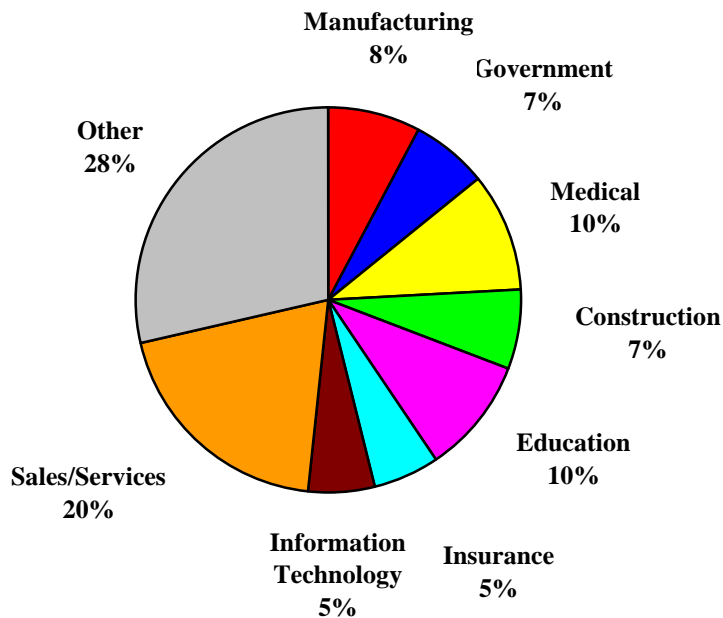
UNION PREFERENCE



CHARACTERISTICS OF UNDEREMPLOYED WORKERS

As indicated in the preceding chart, 19% or approximately 2,100 of the underemployed workers in the Glens Falls area are members of a union. Of that 2,100, the greatest percent of membership (25% or 525 individuals) is in the Civil Service Employees Association. Other unions such as Teamsters and IBEW were reported, but with very low representation.

CURRENT SECTOR OF EMPLOYMENT



* The “Other” category of current employment for the underemployed workers in the Glens Falls area includes those sectors with less than 5% representation. Those sectors are across a wide variety of categories including, among others, food service/production.



EXPERIENCE AND SKILLS – UNDEREMPLOYED WORKERS

The Glens Falls Area Labor Shed

The experience and skills categories used in this report are designed to provide accurate workforce data for employers which fall into one or more of the following four broad groups:

- manufacturing, assembly, fabrication or other industrial operations;
- back office, data processing, call centers, information technology, customer service or sales operations;
- distribution or transportation operations; and,
- biotechnology, pharmaceuticals or medical research operations.

The experience and skills categories are purposefully similar in order to present the most accurate worker availability for operations in one of those four groups.

An employee in the front office of a manufacturing operation will be considered to have “manufacturing” experience but may only have “office” skills. Someone with “manufacturing” experience may not have “manufacturing” skills, but could have “materials handling” skills if they work in shipping or receiving. “Sales and customer service” experience crosses many other experience and skills categories and ideally would be possessed by anyone with customer contact to any degree.

The similarities between the skills and experience categories are designed to ensure inclusiveness considering the multitude of tasks and job titles present in most business, government and institutional operations. Additionally, what may appear to some observers as redundancy is, in reality, a proven mechanism to cross-check the validity of responses and to identify the degree to which workplace and professional competencies are truly transferable to new positions and employers.



EMPLOYMENT EXPERIENCE OF UNDEREMPLOYED WORKERS**The Glens Falls Area Labor Shed****11,000 Underemployed Workers**

Experience*	Number of Persons	Percentage
Office Operations	7,800	71%
Warehouse/Distribution/Transportation	3,100	28%
Manufacturing/Assembly/Fabrication	3,750	34%
Medical/Health Sciences	2,750	25%
Maintenance/Installation/Repair	3,100	28%
Call Center	1,325	12%
Information Technology/Telecommunications	4,100	37%
Sales	5,400	49%
Financial Services	2,000	18%
Customer Care	5,700	52%
Credit/Loan Processing or Analysis	1,000	9%
Management/Account Management and Processing	6,150	56%

* Individuals polled may have experience in more than one job classification.



EMPLOYMENT SKILLS OF UNDEREMPLOYED WORKERS**The Glens Falls Area Labor Shed****11,000 Underemployed Workers**

Skills*	Number of Persons	Percentage
Office Operations	7,600	69%
Warehouse/Materials Handling	3,100	28%
Manufacturing/Assembly/Fabrication	3,960	36%
Medical/Health Sciences	2,750	25%
Maintenance/Installation/Repair	3,100	28%
Technician/Quality Assurance	2,860	26%
Information Technology/Telecommunications	4,500	41%
Electronics/Engineering	2,550	23%
Financial Services	2,000	18%
Management	7,370	67%

* **Individuals polled may have skills in more than one job classification.**



UNEMPLOYED WORKERS The Glens Falls Area Labor Shed

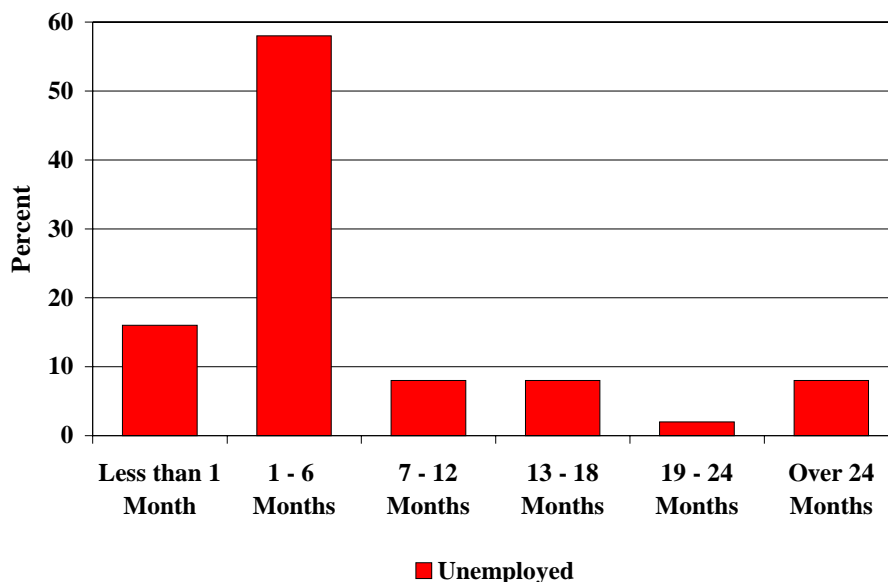
This report documents two groups of unemployed individuals in the Glens Falls labor shed who would be available workers for a new or expanding business. The groups are classified as:

- Individuals who are actively seeking work
- Individuals who are considering re-entering the workforce

Published statistics document 7,000 unemployed workers in the labor shed who are actively seeking work. However, this number could possibly be higher since some of these potential workers may not be counted on the rolls of the state unemployment agencies.

According to the results of the household survey, the chart below shows the length of time the unemployed, actively seeking work individuals have been unemployed.

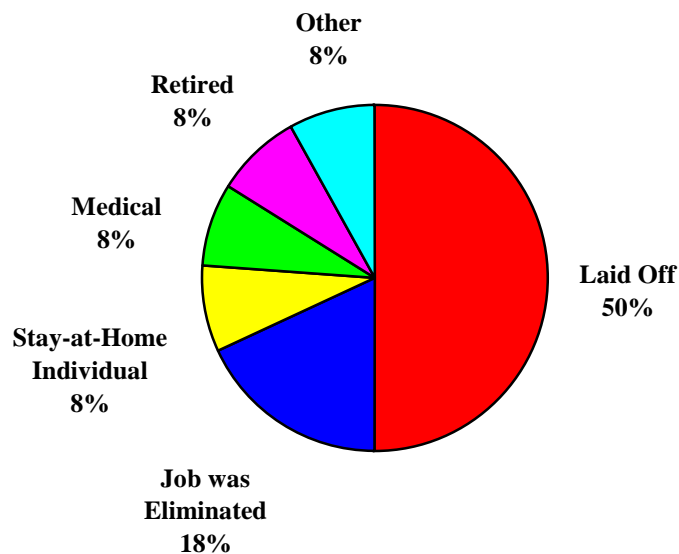
LENGTH OF TIME UNEMPLOYED Individuals Actively Seeking Work



Survey results indicate that 50% of these available workers were laid off from their jobs and 18% are unemployed due to company closures, relocations or job eliminations. Survey findings also indicate that 8% of the unemployed individuals who are actively seeking work are stay-at-home individuals and 8% are retired. The remaining 16% are unemployed due to medical-related conditions or other reasons.

REASONS FOR UNEMPLOYMENT

Individuals Actively Seeking Work



This survey indicates that 58% of the unemployed, actively seeking work individuals are male and approximately 59% have two-year degrees or higher. The average age of this group is 46. These available workers possess a variety of experience and skills in multiple categories.

The largest sector of recent employment was information technology. The median most recent pay was \$15.50 per hour, and the median desired pay rate for these available workers is \$24.00 per hour.

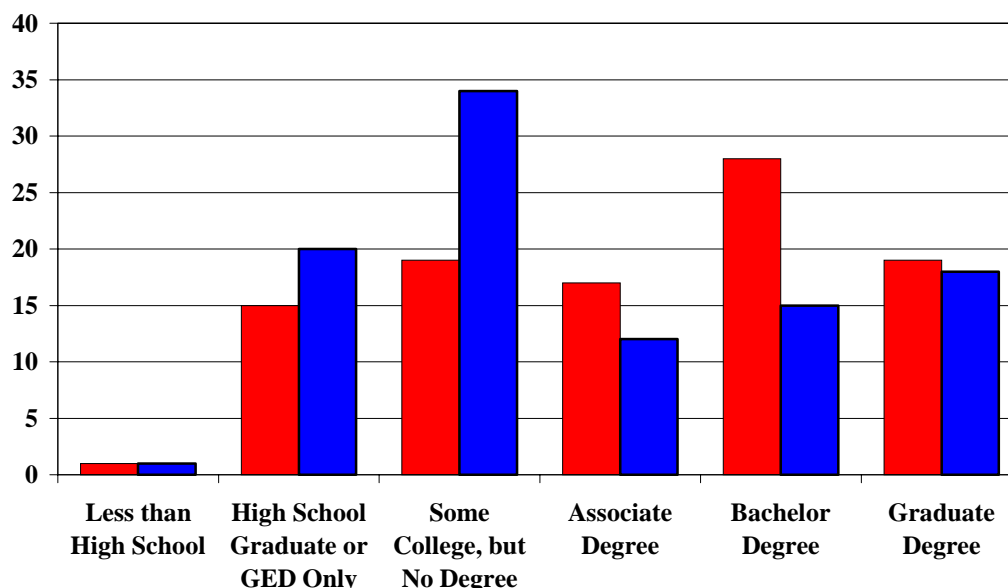
Furthermore, the survey results suggest that an additional 3,000 people, who are not currently



employed or actively seeking work, would consider re-entering the workforce. About 79% of these additional individuals are female, and the group is two years older on average than the underemployed. The education of this additional group roughly mirrors that of the underemployed members of the workforce, albeit with a somewhat higher concentration of “Some College, but No Degree”.

EDUCATION LEVELS

Underemployed / Considering Re-entering Workforce



This group of available workers exhibits competitive measures of experience and skills in the areas of financial services and medical/health care. The wages required by this group to re-enter the workforce fall across a broad spectrum of pay rates, with \$14.03 per hour as the median. The lower quartile would take \$10.23 or less, and the upper quartile desires \$17.19 per hour or more.

The determinations for these two segments of the workforce have a larger statistical variance than that for the underemployed.



**FACTORS AFFECTING JOB DESIRABILITY
THE GLENS FALLS AREA LABOR SHED
21,000 TOTAL AVAILABLE WORKERS**

In an effort to identify those factors most important to the Glens Falls area’s total available workers relative to consideration of an employer’s desirability, the surveyed individuals were asked to rate the following job factors on a scale of 1 to 5, with 5 being “extremely important” and 1 being “not important”. The table below presents the ratings for each factor. Please note this table is reflective of the 21,000 total available workers in the Glens Falls area, which includes the underemployed, the unemployed actively seeking work and those considering re-entering the workforce.

Factor	5 Extremely Important	4 Very Important	3 Important	2 Somewhat Important	1 Not Important
Salary	49%	37%	9%	4%	1%
Location	40%	37%	19%	3%	1%
Insurance Benefits	48%	24%	17%	6%	5%
Retirement Benefits	47%	33%	15%	2%	3%
Paid Sick Leave & Holidays	47%	30%	18%	4%	1%
Physical Working Environment	30%	36%	28%	5%	1%
On-Site Child Care	5%	9%	13%	10%	63%
Paid Training Programs	24%	34%	26%	11%	5%
Flexible Work Schedule	36%	27%	28%	5%	4%
Opportunity for Advancement	47%	33%	16%	2%	2%
Financial Stability of the Company	60%	26%	10%	2%	2%
Reputation of the Company	43%	34%	18%	4%	1%
Size of the Company	3%	10%	35%	26%	26%



In the table below, the factors are presented in order by “extremely important”. Bear in mind that the scores should be viewed in relation to each other. In other words, respondents ranked opportunity for advancement as more “extremely important” as a job factor than paid training programs, although such a ranking does not mean that workers in the Glens Falls area consider paid training programs to be unimportant in their evaluation of new job opportunities.

Factor	Extremely Important
Financial Stability of the Company	60%
Salary	49%
Insurance Benefits	48%
Retirement Benefits	47%
Paid Sick Leave & Holidays	47%
Opportunity for Advancement	47%
Reputation of the Company	43%
Location	40%
Flexible Work Schedule	36%
Physical Working Environment	30%
Paid Training Programs	24%
On-Site Child Care	5%
Size of the Company	3%



NATIONAL COMPARATIVE OBSERVATIONS

As a matter of course in site-selection projects, The Pathfinders evaluates published government workforce statistics. Those statistics, however, depict the entire workforce while only a minority segment of those workers will be considered for or have an interest in new jobs with a company. The characteristics of the select, underemployed workforce group represented in this report may vary significantly from the workforce as a whole as reported in published government data.

Accordingly, the information presented in the workforce report for the Glens Falls region covers those members of the workforce who are, by virtue of their underemployment, potential candidates for new jobs. Existing employers, or new employers recruited to the Glens Falls region, typically will not depend heavily on the unemployed to staff a new operation or to fill vacancies in existing operations caused by turnover or expansions. Companies look to the ranks of people who are already employed but are seeking to better themselves. Those individuals in that category who appear to possess the education, skills, and experience to merit a better job are classified as underemployed.

The workforce report issued by The Pathfinders documents the availability of underemployed workers as well as the skills, experience, education, and costs of individuals in that hidden workforce in the Glens Falls region. This section of the report provides a comparison of the characteristics of the labor shed's underemployed workforce with the underemployed workforces in other communities previously surveyed throughout the nation. A prospect company considering the Glens Falls region as a location will judge its workforce on a comparative basis. This section of the report will allow local economic development professionals to view the region's workforce in relation to others across the country. The comparative data for other locations used in the following charts and tables reflect information accumulated over the past eighteen months. The Pathfinders maintains a continuing database of over 600 surveyed counties and communities and more than 30 million workers.



Locations Used In Comparative Analysis

In the various charts that follow this page, this labor shed is compared with others for the purpose of making the data meaningful. In the charts, figures for this labor shed are shown alongside the “lowest”, “median” and “highest” figures from other workforce surveys conducted by The Pathfinders. The comparisons are with communities and counties representing both larger and smaller and those similar in size to this labor shed. They are also scattered throughout the nation, and a partial listing of locations from which the “low”, “median” and “high” data reported are derived includes:

Albany, NY	Cullman County, AL	LaSalle, IL	San Angelo, TX
Albuquerque, NM	Culpeper County, VA	Lea County, NM	San Marcus, TX
Allegany County, MD	Danville, IL	Lebanon, KY	Scranton, PA
Amarillo, TX	Daytona Beach, FL	Lee’s Summit, MO	Sequin, TX
Anderson, IN	Decatur, AL	Lexington, KY	Seneca County, NY
Ardmore, OK	Eastern Shore, MD	Long Island, NY	Shasta County, CA
Atascadero, CA	Elizabethtown, KY	Longview, TX	Shelby County, AL
Atlanta, GA	Evansville, IN	Louisville, KY	Shreveport, LA
Auburn, AL	Fairfield County, OH	McDowell County, NC	Sikeston, MO
Baldwin County, AL	Fargo, ND	Moberly, MO	Silver City, NM
Bay County, FL	Fauquier County, VA	Mobile, AL	Spartanburg, SC
Bedford, TX	Glens Falls area, NM	Mohawk Valley, NY	Spokane, WA
Binghamton, NY	Glens Falls area, WA	Monroe County, NY	Springfield, IL
Birmingham, AL	Grays Harbor, WA	Montgomery, AL	Sullivan County, NY
Boone County, IN	Greene County, NY	Moorhead, MN	Sumter County, SC
Bowie, TX	Grenada, MS	Muncie, IN	Syracuse, NY
Bryan/College Station, TX	Hazleton, PA	New Braunfels, TX	Tallahassee, FL
Buffalo, NY	Henderson, KY	New York City, NY	Taylor, TX
Bullitt County, KY	Hendricks County, IN	Ontario County, NY	Terre Haute, IN
Cambridge, MD	Hernando County, FL	Oswego County, NY	Tioga County, NY
Campbellsville, KY	Hudson Valley, NY	Owsley County, KY	Tipton County, IN
Cape Girardeau, MO	Huntsville, AL	Paducah, KY	Tomball, TX
Casper, WY	Hurst, TX	Pampa, TX	Tupelo, MS
Centralia, IL	Hutto, TX	Panama City, FL	Tuscaloosa, AL
Champaign County, IL	Independence, MO	Pensacola, FL	Ulster County, NY
Chattanooga, TN	Indianapolis, IN	Polk County, NC	Vermillion County, IN
Cheyenne, WY	Jackson, MS	Prescott Valley, AZ	Vineland, NJ
Cleveland County, NC	Jackson County, MO	Reno, NV	Warren County, VA
Clinton, SC	Jay County, IN	Rutherford County, NC	Watertown, SD
Conroe, TX	Lake Havasu, AZ	Rutherford County, TN	Wilkes-Barre, PA
Corpus Christi, TX	Laramie, WY	Salem, IL	Williamsport, PA

The workforce report documented the number of underemployed workers in the labor shed



who would be available for an employer at various pay rates ranging from \$8.00 per hour or below to \$30.00 per hour or above and who appear to have the skills, experience, and education to justify the desired pay rates. The table below shows that 25% (lower quartile) of the underemployed workers in the labor shed would take a new job for \$15.80 per hour or less. In locations surveyed over the past eighteen months, the lowest desired pay rate in the lower quartile of underemployed workers was \$9.16 per hour or less, the median \$10.72 or less, and the highest desired pay rate was \$12.96 per hour or less.

**DESIRED WAGES (per hour) – LOWER QUARTILE
UNDEREMPLOYED WORKERS**

Desired Wage Labor Shed	Lowest Desired Wage Locations Surveyed Past 18 Months	Median Desired Wage Locations Surveyed Past 18 Months	Highest Desired Wage Locations Surveyed Past 18 Months
\$15.80 or Less	\$9.16 or Less	\$10.72 or Less	\$12.96 or Less

Those underemployed workers in the upper quartile have more education, better skills, and greater experience. Yet based on current pay rates, they are considered to be underemployed. In the labor shed, the underemployed individuals in the upper 25% desire \$32.01 per hour or more. In locations surveyed over the past eighteen months, the lowest desired pay rate in the upper quartile of underemployed workers was \$16.91 or more, the median \$20.37 or more, and the highest was \$25.54 per hour or more.

**DESIRED WAGES (per hour) – UPPER QUARTILE
UNDEREMPLOYED WORKERS**

Desired Wage Labor Shed	Lowest Desired Wage Locations Surveyed Past 18 Months	Median Desired Wage Locations Surveyed Past 18 Months	Highest Desired Wage Locations Surveyed Past 18 Months
\$32.01 or More	\$16.91 or More	\$20.37 or More	\$25.54 or More



**Selected Comparative Wages for Current Financial Services Positions in an Active
Regional Service Center Site Search:**

SOC Code	Occupation Title	Glens Falls				
		Area	Rochester	Buffalo	Jacksonville	Syracuse
11-1021	General and Operations Managers	\$94,600	\$100,130	\$93,550	\$91,920	\$97,630
11-3011	Administrative Services Managers	\$64,500	\$69,350	\$71,460	\$62,070	\$73,420
11-3021	Computer and Information Systems Managers	\$87,640	\$102,270	\$87,630	\$94,110	\$87,820
11-3031	Financial Managers	\$89,900	\$92,930	\$93,350	\$89,810	\$89,260
11-3040	Human Resources Managers	\$70,880	\$77,190	\$76,270	\$69,530	\$70,820
11-3061	Purchasing Managers	\$65,890	\$81,200	\$71,240	\$62,020	\$74,740
13-1023	Purchasing Agents, Except Wholesale Retail and Farm Products	\$45,670	\$48,360	\$45,970	\$44,120	\$47,270
13-1071	Employment, Recruitment, and Placement Specialists	\$41,780	\$45,640	\$44,470	\$39,720	\$40,790
13-1072	Compensation, Benefits, and Job Analysis Specialists	\$48,500	\$48,330	\$48,970	\$46,310	\$48,450
13-1073	Training and Development Specialists	\$42,900	\$53,050	\$43,810	\$41,170	\$43,390
13-2011	Accountants and Auditors	\$54,300	\$53,980	\$55,700	\$51,550	\$55,150
13-2031	Budget Analysts	\$51,800	\$54,000	\$52,320	\$50,360	\$62,380
13-2071	Loan Counselors	\$32,480	\$48,990	\$39,440	\$30,640	\$36,920
13-2072	Loan Officers	\$52,760	\$64,940	\$52,280	\$53,140	\$51,140
15-1021	Computer Programmers	\$52,100	\$58,950	\$53,280	\$81,700	\$52,300
15-1041	Computer Support Specialists	\$40,900	\$41,690	\$34,280	\$41,770	\$39,280
15-1051	Computer Systems Analysts	\$59,000	\$65,120	\$57,650	\$64,160	\$61,130
15-1061	Database Administrators	\$58,870	\$63,620	\$64,990	\$57,120	\$59,820
15-1071	Network and Computer Systems Administrators	\$52,350	\$57,400	\$52,650	\$53,520	\$52,650
15-1081	Network Systems and Data Communications Analysts	\$55,230	\$62,810	\$56,420	\$70,620	\$54,400
43-1011	First-line Supervisors/Managers of Office and Administrative Support Workers	\$41,200	\$41,150	\$40,330	\$40,850	\$42,090
43-2011	Switchboard Operators, Including Answering Service	\$22,560	\$23,240	\$20,560	\$20,630	\$18,940
43-3011	Bill and Account Collectors	\$28,540	\$28,670	\$26,670	\$28,530	\$28,730
43-3021	Billing and Posting Clerks and Machine Operators	\$25,890	\$27,330	\$25,410	\$24,550	\$26,890
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$27,030	\$28,220	\$27,500	\$26,690	\$28,940
43-3051	Payroll and Timekeeping Clerks	\$29,450	\$29,790	\$30,500	\$28,640	\$30,560
43-3061	Procurement Clerks	\$28,460	\$29,630	\$28,920	\$30,790	\$25,460
43-4041	Credit Authorizers, Checkers, and Clerks	\$27,300	\$32,290	\$20,510	\$26,080	\$29,990
43-4051	Customer Service Representatives	\$28,560	\$28,640	\$25,440	\$26,200	\$29,570
SOC	Occupation Title		Rochester	Buffalo	Jacksonville	Syracuse



Code		Glens Falls Area				
43-4141	New Accounts Clerks	\$25,120	\$23,990	\$31,550	\$26,430	\$25,330
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	\$33,230	\$33,480	\$31,580	\$28,770	\$31,550
43-4171	Receptionists and Information Clerks	\$23,460	\$20,560	\$20,980	\$19,910	\$22,070
43-6011	Executive Secretaries and Administrative Assistants	\$34,300	\$33,050	\$32,260	\$31,470	\$33,190
43-6014	Secretaries, Except Legal, Medical, and Executive	\$28,380	\$25,510	\$26,250	\$24,350	\$26,110
43-9011	Computer Operators	\$28,190	\$29,790	\$31,750	\$31,090	\$27,750
43-9021	Data Entry Keyers	\$23,450	\$23,870	\$22,210	\$22,920	\$22,210
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	\$23,340	\$20,900	\$21,630	\$21,170	\$23,520
	Annual Payroll	\$1,640,510	\$1,796,530	\$1,685,440	\$1,681,870	\$1,694,930
		.9754	1.12	1.01	1.00	1.02

Despite the Glens Falls area's cost disadvantages in surface transportation, energy utilities, taxation, regulation and other typical decision factors, the quality and competitive costs of its labor force enhance its market position for corporate service centers such as the one noted above and for technology operations involved in higher order, complex processes. In this example, the Glens Falls area offers the lowest payroll cost of the 5 areas considered. Our baseline for this project was Jacksonville, Florida and Glens Falls appears to stand up well in that comparison.

The following charts compare the percentages of underemployed workers in the Glens Falls region who have experience in various fields of employment with the percentages of underemployed workers in locations surveyed over the past eighteen months who have the same type of experience. In the charts, the Glens Falls region is referred to as "labor shed".

The experience charts are followed by skills charts, which compare the percentages of underemployed workers in the Glens Falls region who possess various types of employment skills with the percentages of underemployed workers in locations surveyed over the past eighteen months who possess the same skills. In the charts, the Glens Falls region is referred to as "labor shed".

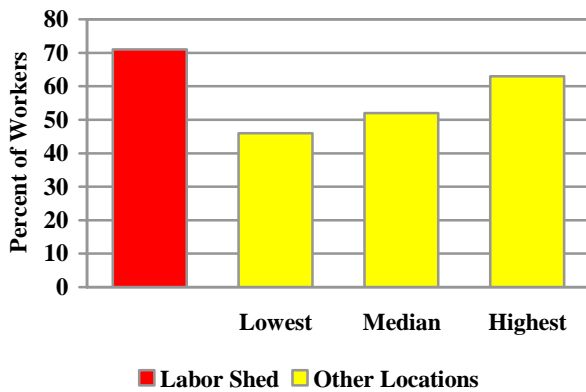


**COMPARISON OF EXPERIENCE
UNDEREMPLOYED WORKERS**

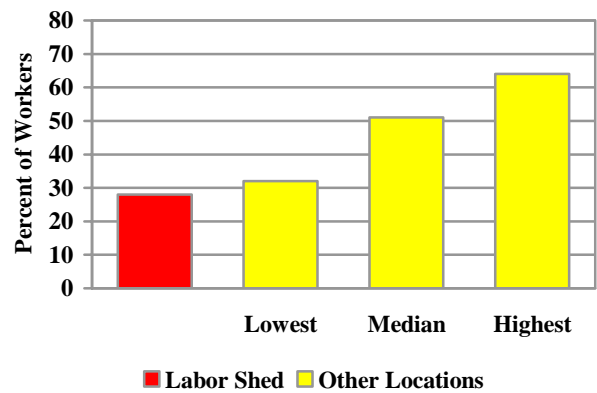
The Glens Falls Area /

Locations Surveyed Over the Past 18 Months

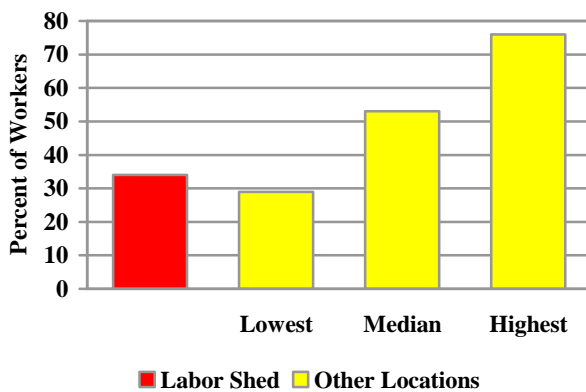
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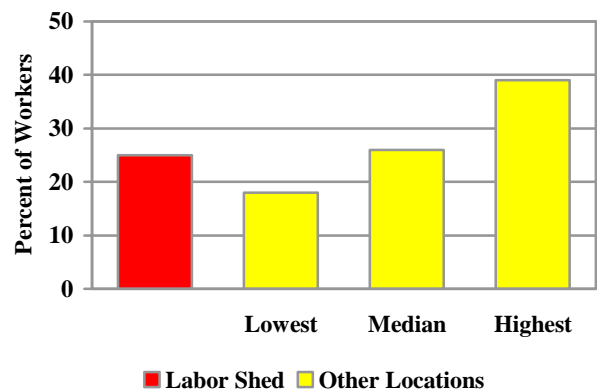
**WAREHOUSE / DISTRIBUTION /
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**MANUFACTURING / ASSEMBLY /
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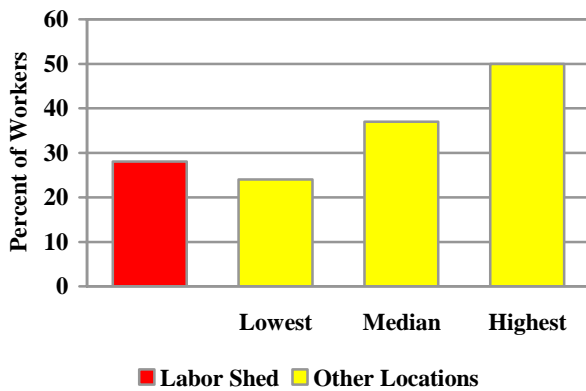
**MEDICAL /
HEALTH SCIENCES**



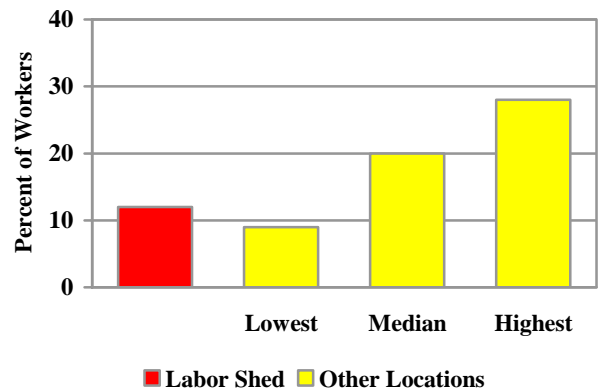
**COMPARISON OF EXPERIENCE
UNDEREMPLOYED WORKERS**

**The Glens Falls Area /
Locations Surveyed Over the Past 18 Months**

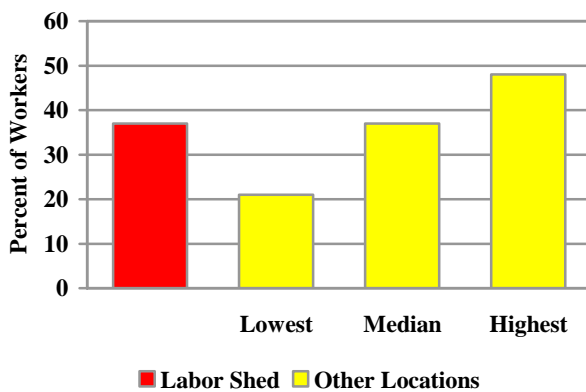
**MAINTENANCE /
INSTALLATION / REPAIR**



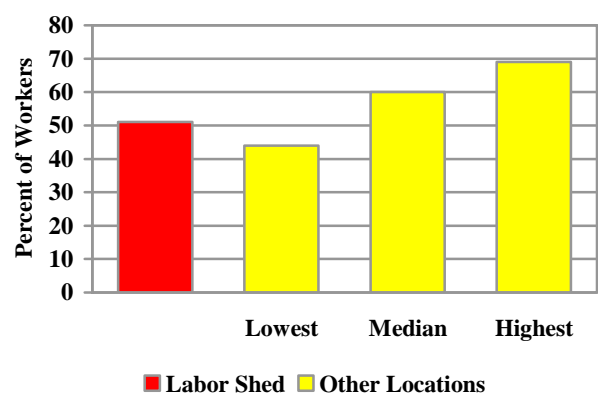
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**INFORMATION TECHNOLOGY /
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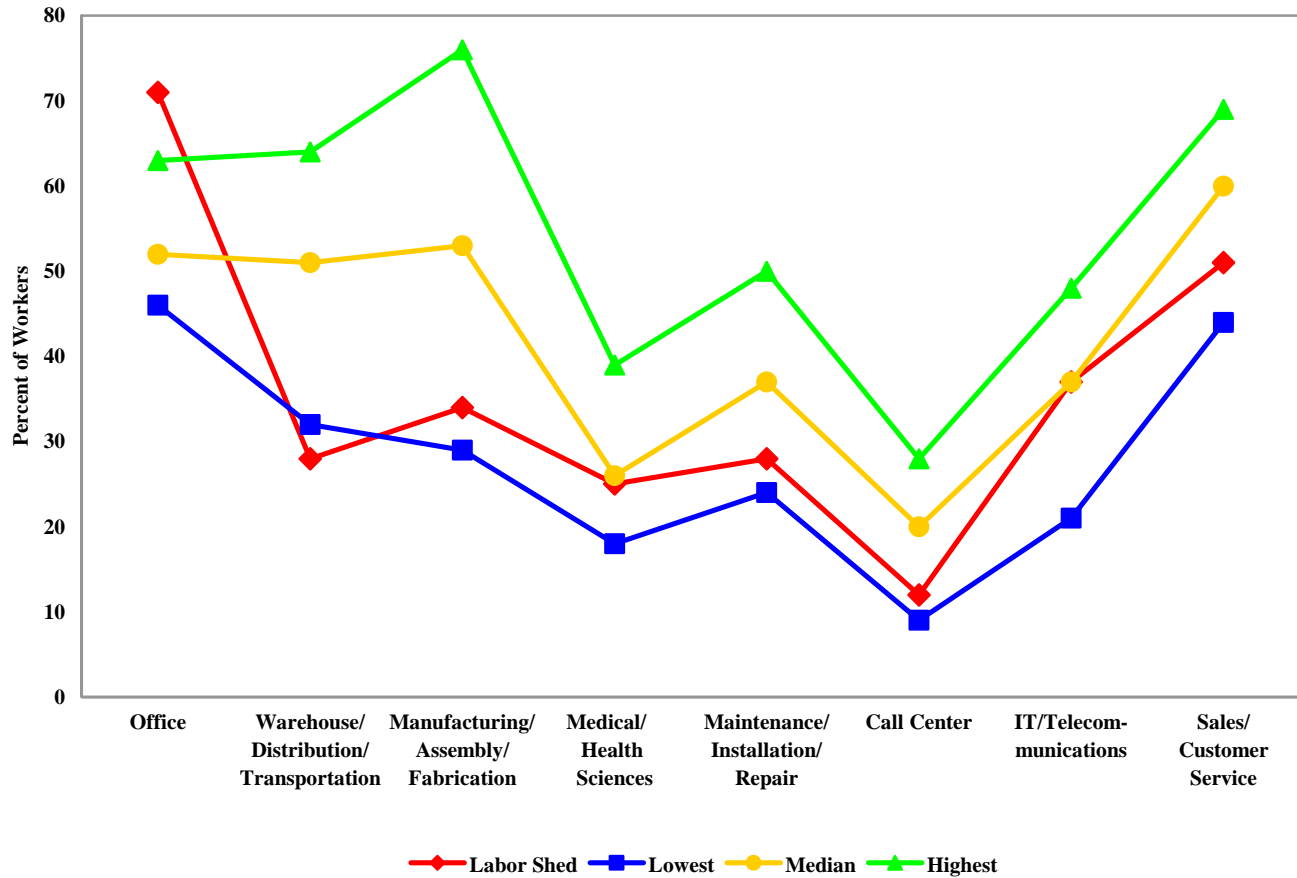
**SALES /
CUSTOMER SERVICE**



SUMMARY COMPARISON OF EXPERIENCE UNDEREMPLOYED WORKERS

The Glens Falls Area /

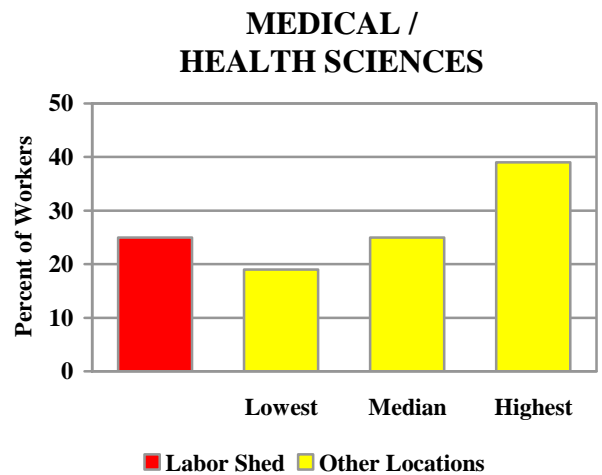
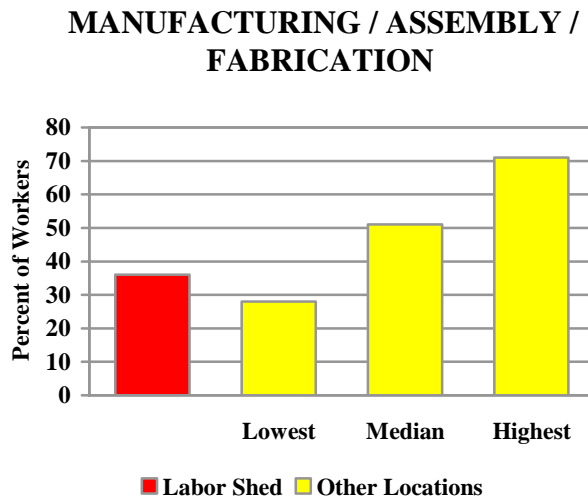
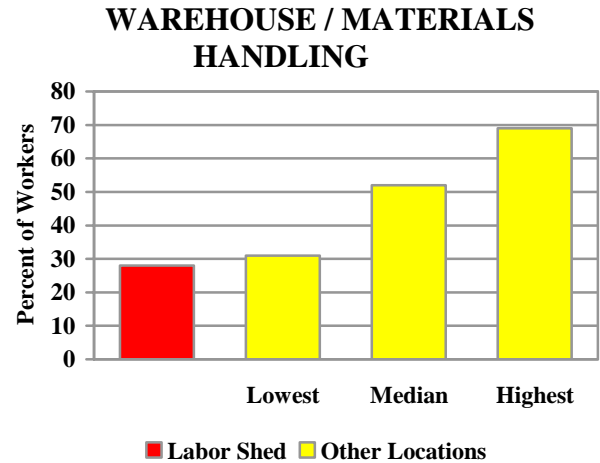
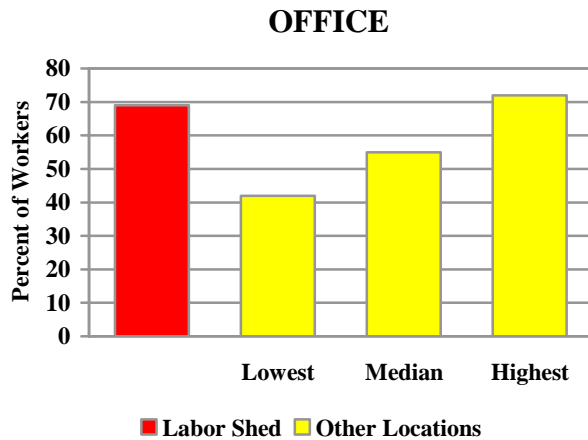
Locations Surveyed Over the Past 18 Months



COMPARISON OF SKILLS UNDEREMPLOYED WORKERS

The Glens Falls Area /

Locations Surveyed Over the Past 18 Months

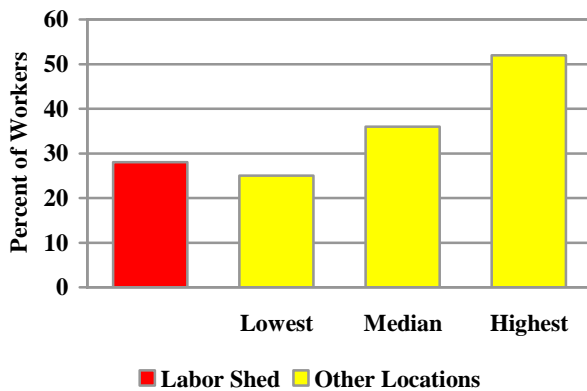


**COMPARISON OF SKILLS
UNDEREMPLOYED WORKERS**

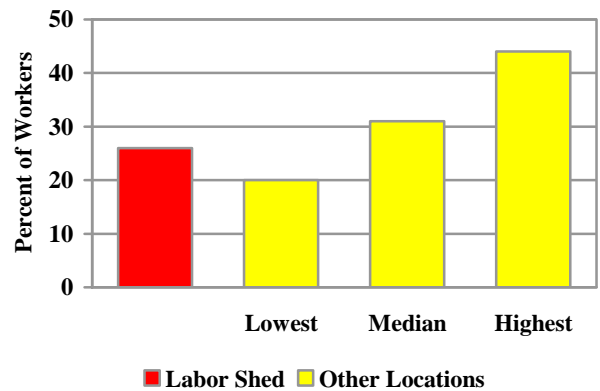
The Glens Falls Area /

Locations Surveyed Over the Past 18 Months

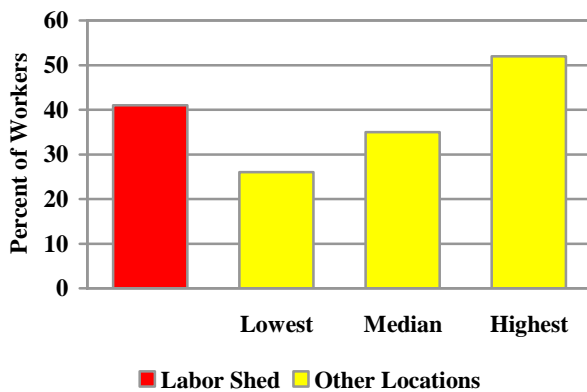
**MAINTENANCE /
INSTALLATION / REPAIR**



**TECHNICIAN / QUALITY
ASSURANCE**



**INFORMATION TECHNOLOGY /
TELECOMMUNICATIONS**



ELECTRONICS / ENGINEERING

