

LABOR MARKET ASSESSMENT BUFFALO NIAGARA ENTERPRISE REGION

Prepared for:

Buffalo Niagara Enterprise

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BACKGROUND

This labor market evaluation is the product of a contract between the Wadley-Donovan Group and the Buffalo Niagara Enterprise. It is a summary of the labor market resources of an eight-county region in western New York consisting of Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, and Wyoming Counties. For purposes of this analysis, this eight-county area is referred to as *the Buffalo Niagara Region*. This analysis uses data obtained through a WDG-conducted survey of labor-related issues among employers in the region; interviews with representative employers, educators, elected officials, staffing services, and residential realtors; and a review of key statistical and other secondary-source information. The employer survey is designed to gather information from area employers on the availability, quality, and cost of labor. The interviews and secondary data supplemented this information.

The findings presented herein are those of WDG only. We have examined the region from a corporate perspective and our own knowledge of labor markets across the U.S.

In addition to the overall labor market assessment of the Buffalo Niagara Region, individual, county-level reports were also prepared for each of the eight counties in the region. These reports consist of an executive summary highlighting the labor-related assets and challenges in each county. Appendices to the report include GIS commute-zone maps, results from the employer survey, and key statistical and other secondary source information for the counties, MSA, region, state, and U.S.

This authorized study required independent research to review the labor-market resources of the region from the perspective of a locationally active company. For this study, WDG:

- Interviewed approximately 65 representative employers, educators, and government officials throughout the region.
- Prepared maps depicting the geographic concentration of selected demographic variables in 16 30-minute commute zones (two in each county). These maps are presented in Appendix A and in the county reports. The commute zone nodes are:
 - **Allegany County:** 12 Pennsylvania Avenue, Friendship and 200 Main Street, Alfred
 - **Cattaraugus County:** Vacant Plaza on Route 417, Allegany and the Ashford Office Complex, Route 219, Ashford
 - **Chautauqua County:** 247-335 Harrison Street, Jamestown and Chadwick Bay Industrial Park, Progress Drive, Sheridan
 - **Erie County:** 105 Crosspoint Parkway, Getzville and 465 Main Street, Buffalo
 - **Genesee County:** 4371 Federal Drive, Batavia and 700 Appletree Avenue, Bergen
 - **Niagara County:** 6311 Inducon Corporate Drive, Sanborn and 4890 IDA Drive, Lockport
 - **Orleans County:** The Holley Business Park, 88 Nesbitt Drive, Holley and The Medina Business Park, 11601 Maple Ridge Road, Medina
 - **Wyoming County:** Arcade Business Park, 7380 Route 98, North Arcade and 200 North Main Street, Perry

- Surveyed all employers across the region with 20 or more employees in all business sectors except for retail and public administration. Surveys were sent to employers with 50 or more employees in the retail sector and 100 or more in the public administration sector. Surveys were sent in the winter of 2004-2005. Findings from the employer survey are presented in Appendix B.
 - WDG distributed 2,467 surveys to employers in the Buffalo Niagara Region in December 2004. The mailing list was developed through InfoUSA, a private vendor, and modified with local input. 193 surveys were returned, for a 7.8% response rate. The rate of return was insufficient to provide a statistically valid sample and, therefore, does not allow WDG to draw firm conclusions on the condition of the region's labor market based on employer experiences. Results from the survey only represent the experience of responding employers. This data, however, does allow WDG to infer conclusions on the region's labor-force conditions.
- Prepared and reviewed statistical data on key location factors for each of the 16 commute zones, the eight counties, the region, the City of Buffalo, the Buffalo-Niagara MSA, New York, and the U.S. Research sources include, but are not limited to, the State of New York, U.S. Bureau of the Census, the U.S. Bureau of Labor Statistics, and the U.S. Department of Commerce. Environmental Systems Research Institute Business Information Solutions (ESRIBIS) Inc. – a leading demographic data vendor - was used for 2004 and 2009 demographic, occupational, and related data estimates and projections. Exhibits containing the gathered data are presented in Appendix C and throughout the body of the report.

A study of this nature can do no more than describe local conditions. The actual impact of these conditions for any given organizational activity will vary, reflecting the different characteristics and structure of each organization. WDG's principal findings and conclusions are recapped in the Executive Summary, followed by a presentation of findings on key labor market factors.

The Wadley-Donovan Group is the nation's oldest independent management consulting firm that specializes in location and economic development consulting. Its corporate clients include many of the world's leading companies. WDG's economic development practice provides expertise to workforce and economic development agencies and utilities in sales and marketing, strategic planning, database development, overall product development and assessment. Clients have included Rochester, NY, Tallahassee, Panama City, Tulsa, El Paso, Northeastern Pennsylvania, multi-county regions in Nebraska and Mississippi, Abilene (TX), Moore County (NC), Boise, Lee County (FL), Great Falls (MT), Lee County (FL), and the states of Delaware, Iowa, Kansas, Kentucky, Connecticut, Oregon, Wyoming, Wisconsin, and Maryland.

EXECUTIVE SUMMARY

The Buffalo Niagara Region is an eight-county area strategically located in western New York consisting of Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, and Wyoming Counties. The region is located along two Great Lakes (Erie and Ontario) and shares a border with Canada. Primary access to the region is provided by Interstate 90 (the New York State Thruway). The region has a total estimated population of 1,588,529. The City of Buffalo, located in Erie County, is the region's largest city and economic center. Approximately 73% of the region's population is contained in the Buffalo-Niagara Falls MSA, which consists of Erie and Niagara Counties. Also in the region are the Jamestown MSA (consisting of Chautauqua County) and two counties within the Rochester MSA (Genesee and Orleans County). Figures 1 and 2 show the region in the context of New York State and the Northeastern United States. Table 1 shows key demographic indicators for the counties comprising the study area, the region, state, and U.S.

TABLE 1
COMPARATIVE DATA ON THE REGION AND ITS COUNTIES, THE STATE, AND THE U.S

Source: ESRIBIS, Inc.

	Allegany Co.	Cattaraugus County	Chautauqua County	Erie County	Genesee County	Niagara County	Orleans County	Wyoming County	BNE Region	NY	US
Population 2004 (Est.)	50,157	83,820	139,495	948,249	60,117	218,924	44,240	43,527	1,588,529	19,316,116	295,628,353
Projected change (5-yr)	0.7%	-0.1%	-0.1%	-0.1%	-0.4%	-0.5%	0.3%	0.5%	-0.1%	2.2%	6.3%
Age 20-34 yrs.	20.8%	18.4%	18.6%	18.3%	17.9%	17.7%	19.2%	20.6%	18.4%	20.4%	20.7%
Median Age	35.5	38.3	38.9	39	38.6	39.3	37.1	37.6	38.8	36.7	36.0
No HS diploma	16.8%	18.8%	18.8%	17.1%	15.6%	16.7%	23.6%	24.4%	17.6%	20.9%	19.6%
12 to 15 years of ed.	66.0%	66.3%	64.2%	58.3%	68.2%	65.8%	63.5%	64.1%	61.2%	51.7%	56.0%
Median HH income	\$35,103	\$36,345	\$36,601	\$43,109	\$44,473	\$42,625	\$41,455	\$43,177	\$41,902	\$49,309	\$48,619
HHs earning < \$35K	49.8%	47.9%	47.6%	41.2%	37.8%	41.5%	40.6%	38.7%	42.2%	36.3%	36.0%
Workforce, 2004	24,090	42,459	65,150	463,708	30,799	107,804	20,059	21,948	776,017	9,355,135	147,445,200
% Unemployed, 2004	7.8%	7.4%	6.0%	6.3%	7.0%	7.2%	7.0%	6.6%	6.6%	5.8%	5.5%
Workforce Participation	60.1%	63.1%	61.3%	62.4%	66.6%	62.6%	59.0%	58.7%	62.2%	61.0%	63.7%
Proj. Wrkg Age Pop Growth (5-Yr) (20-34)	5.5%	1.7%	2.1%	0.1%	1.8%	1.3%	1.2%	-1.1%	0.8%	0.9%	3.8%

The region has international name recognition, primarily due to its premier tourist destination, Niagara Falls. Millions of visitors travel to the area each year to visit the world-famous natural wonder. However, historically, manufacturing has been the economic mainstay for the region, and while still a significant component of the economy, employment in this industry sector has declined relative to other sectors. However, manufacturing still accounts for approximately 25% of the region's total annual payroll and will continue to play a significant role in the region's changing economy. The decline in manufacturing, coupled with an aging and declining population, has placed the region in a period of transition during which it must diversify and expand its economic base.

The region has a number of significant assets that make it well prepared to adapt to a new economy.

- Surveyed employers report good availability of a number of skills, according to the survey results received, including desk clerks, accounting clerks, material-handling laborers, office clerks, unskilled manufacturing workers, accounting clerks/bookkeepers, secretaries/administrative assistants, call center agents/representatives, senior CAD drafters, clerical workers with advanced computer skills, and bench assemblers. Of importance, local employers report good availability of engineers, which often is not the case in other WDG-studied areas.
- The region has a well-educated workforce, with 61.2% of residents having at least a high school diploma and some post-secondary training less than a four-year degree.
- A broad base of small and large employers with considerable name recognition, including General Motors, DuPont, M&T Bank, Ford Motor Co., HSBC Bank USA, and General Mills.
- A strong employment base in the manufacturing and service sectors, resulting in a high concentration of production and administrative skills.
- The region has more than 25 post-secondary institutions graduating approximately 21,000 students annually. Innovative and commercially promising research is also being developed at the area's educational institutions, including, among others, the University of Buffalo's Center for Computational Research and the Buffalo Center of Excellence in Bioinformatics.
- Depending on their location within the region, a competitively paying manufacturing/distribution operation could potentially hire 85 to 2,675 qualified and screened workers. One or more competitively paying office operations could potentially hire from 65 to 2,500 qualified and screened workers. Employers in the southern portion of the region will also have access to workers residing in Pennsylvania.
- Several occupations that are projected to be in demand in six months and one year currently have good availability, including call center agents/representatives and material-handling laborers. Several other occupations are available but are slightly more difficult to find, including truck drivers and machine operators with no setup skills.
- The Buffalo Niagara International Airport offers excellent accessibility, with more than 20 locations that can be reached on non-stop flights.
- Employers report a strong work ethic and high productivity. Basic and fundamental computer skills are also rated highly.
- Labor costs that offer savings over other regions of similar size and sophistication. The earnings differential between the BNE region and the state and national averages is particularly pronounced in several key white-collar and professional sectors. Average annual earnings in the information sector are more than 91% lower than New York averages and 58.6% lower than national averages. Professional earnings are 79.2% lower than the state and 50.7% lower than national averages. Finance and insurance earnings are 37.4% below national averages and 174.3% below state averages (state averages are likely skewed by high earnings in New York City). According to surveyed employers, reported starting salaries for general business and office support

occupations range between \$8.85/hr. and \$10.50/hr. Starting salaries for production and maintenance occupations range between \$7.40/hr. and \$13.35/hr. Starting salaries for computer and information systems positions range between \$24,960 and \$45,760.

- The region has an excellent quality of life, evidenced by a low cost of living, short commute times, and numerous recreational and cultural opportunities.
- Employers report good labor/management relations despite the area's image as being heavily unionized. Studies and programs such as *Champions @ Work*, through the Cornell University School of Industrial and Labor Relations, document a dynamic of cooperation and productivity between employers, employees, and unions.

As mentioned previously however, the region is facing a period of transition. While the region's identity is largely tied to tourism and its manufacturing base, the area must reposition itself as it faces a changing economy. Other challenges faced by the region include:

- Stagnant population growth. Between 2004 and 2009, it is projected that the region will see a decline in population of -0.1%.
- A declining labor force. The workforce has declined by 1.6% since 1998.
- Slow growth in the key working-age population (ages 20-34). Over the next five years, this age cohort is only projected to increase by 0.8% versus 3.8% nationally. Similarly, the BNE region has an older population relative to the state and nation.
- Employers report some difficulty recruiting managers and professional talent from outside the region. One challenge is the limited opportunities for trailing spouses.
- Some state legislation that creates a difficult business environment for area employers; namely high workers' compensation insurance costs and taxes.
- The region has multiple, high-quality, post-secondary institutions; however, employers rarely use the area's training institutions for general or customized training programs. Additionally, employers almost never recruit at area post-secondary institutions.

Recommendations for Action

1. The region is urged to focus its economic development efforts toward transitioning to a more diversified economy based upon its current resources. Existing manufacturing firms have created a large, technically focused labor force. The region's excellent four-year colleges and universities have significantly added—and continue to add—to this rich talent infrastructure, aided by the community colleges and other post-secondary institutions. The region can also capitalize on its strong base in health care.
2. Continue and enhance marketing efforts that demonstrate that the Niagara Falls region is more than just a tourist destination. Emphasize the reasonable costs of labor coupled with the available skilled and technical workforce. The community must create an image of a technical and innovation center. This image would be built upon its current assets and the opportunities they offer to

companies. A concentrated effort must be made to enhance this image through greater retention of university graduates, creation of an exciting living and working environment for innovative individuals, and local commercialization of university and corporate research.

3. Develop business consortia in industries and areas where they do not exist. These business consortia should place a special emphasis on training, especially in response to an aging workforce that will need to be supplemented in the coming years. These consortia would be responsible for developing curricula that could be provided to high school students or adults interested in a career change. Members of the consortia would have first access to the graduates of consortia-sponsored training programs.
4. Support existing manufacturers through workforce-development programs designed to cope with the challenge of an aging workforce. Continue to promote manufacturing opportunities as early as possible in the area secondary schools. Vocational/technical training needs an emphasis in the high schools to engender a greater desire by high school graduates to attend post-secondary technical training. It is important to improve the image of vocational/technical education as an alternative to college.
5. As a means of retaining more college and university graduates in the region, it is urged that manufacturing and office employers support co-op and internship programs with local educators. While some employers do report utilizing these programs, it is important to expand their usage and emphasize their importance to the future of the workforce. Co-op and apprenticeship programs are an effective way of keeping graduating students in an area through the employment and professional bonds they have developed.
6. Similarly, on-campus recruiting needs to be expanded. While recent graduates may begin at lower positions than what is ideally sought after by the company, it is reported that companies that “grow their own” experience a high degree of loyalty from these employees. Additionally, graduates are familiar with the area and face no relocation challenges or misgivings.
7. A residential survey should be conducted in order to document the area’s not-employed residents (both unemployed and those residents not in the workforce) and underemployed residents. This would quantify the number of residents and the specific skill sets available to new and existing employers. It also would document the training programs desired among area residents, which will allow local training institutions to more specifically tailor their programs to the needs of the region’s residents.
8. For those employers that need to recruit for positions outside the area, assistance should be given to help with this process, including quality-of-life materials, home search and personal relocation services, background data on communities including public school systems, spousal employment opportunities, fast-track and/or discounted mortgages, and discount hotel rates for visits to the area.

FIGURE 1
THE STUDY REGION IN THE CONTEXT OF THE NORTHEASTERN U.S.

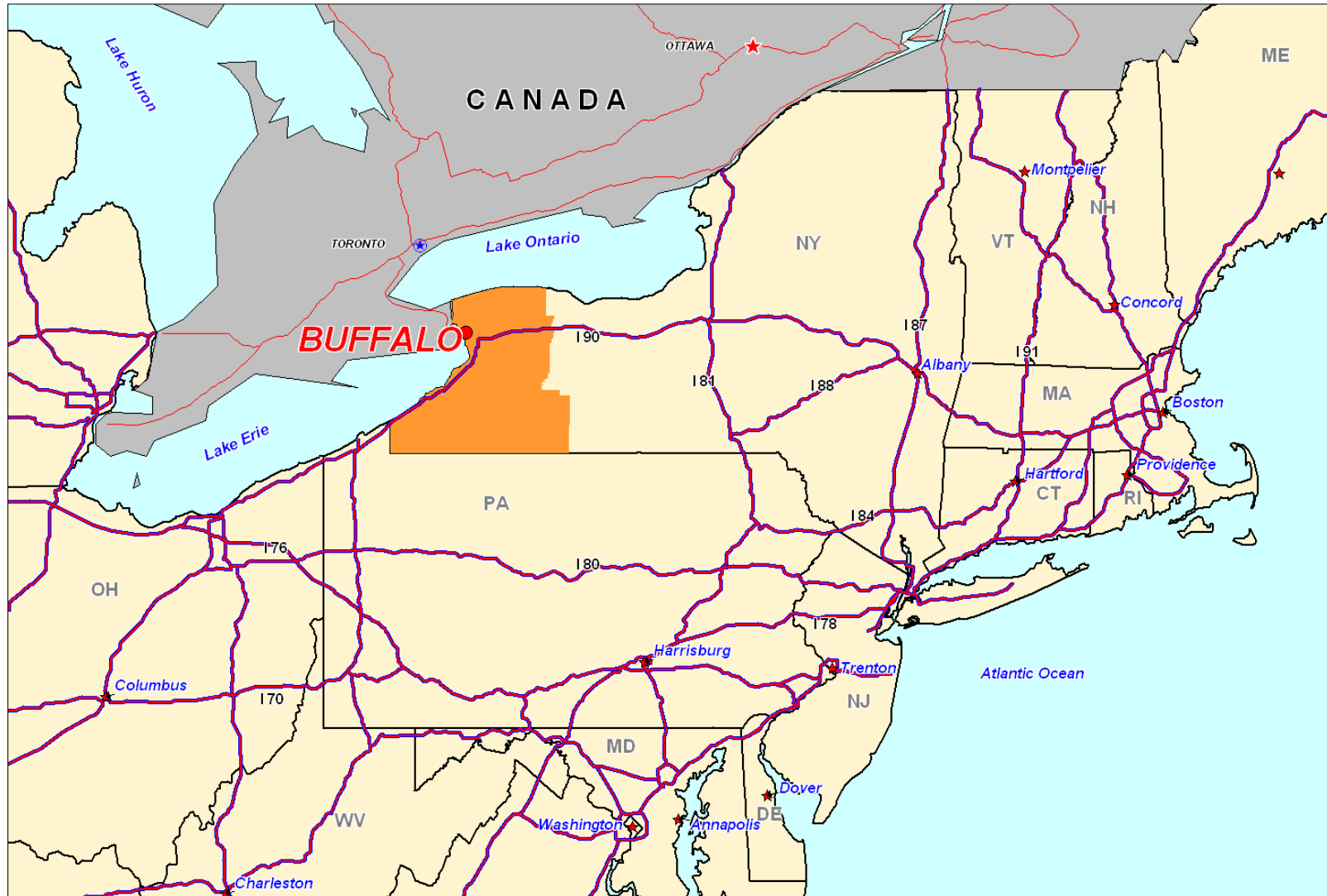
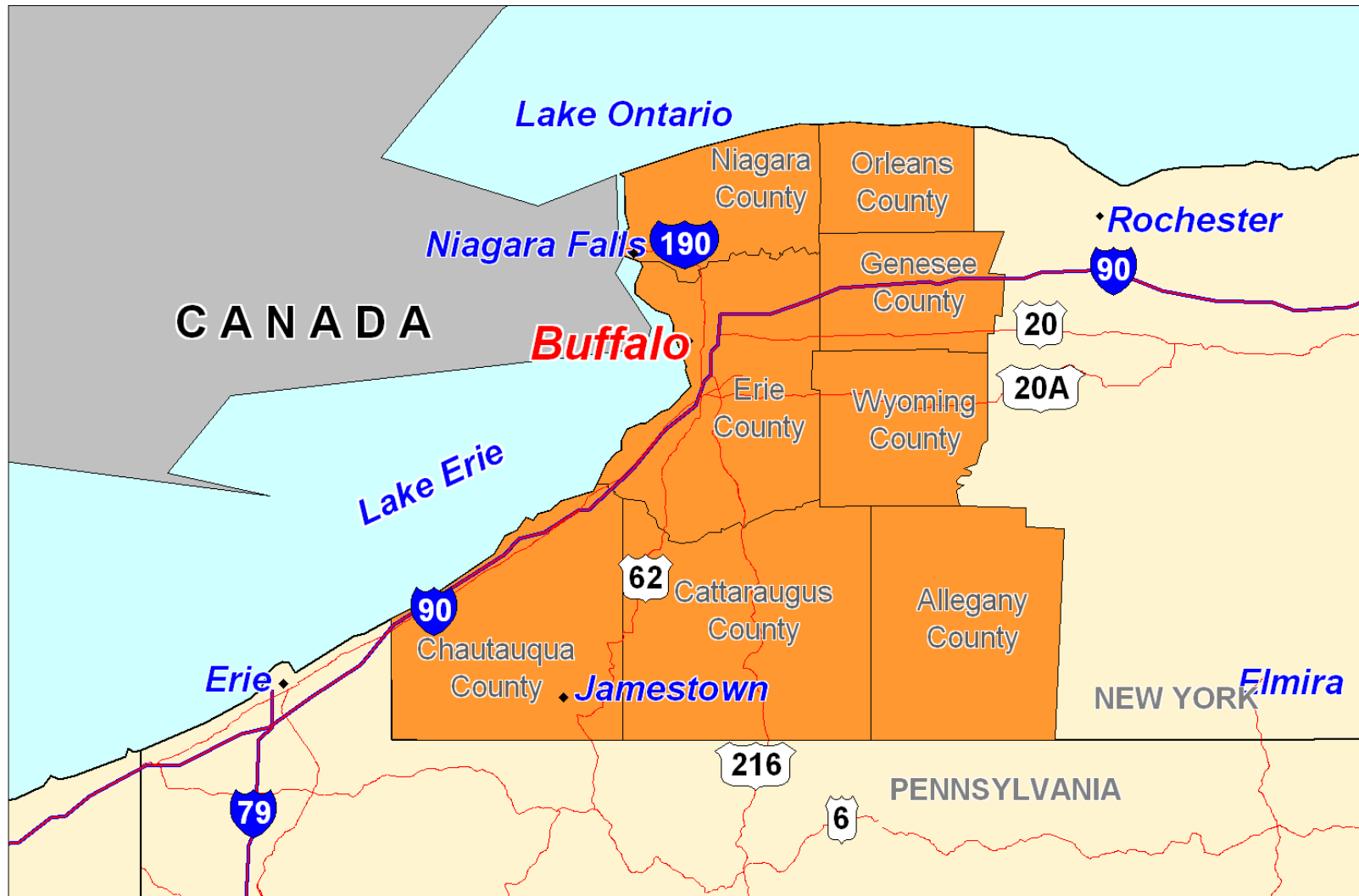


FIGURE 2
THE STUDY REGION IN THE CONTEXT OF THE STATE OF NEW YORK



LABOR MARKET ORIENTATION

1. **The Buffalo Niagara (BNE) Region is an eight-county area in western New York State.** The region is strategically located on two Great Lakes (Ontario and Erie) and along an international border. Table 2 lists the counties located in the region and current (2004) population estimates. The region is displayed in the context of the northeastern United States in Figure 1, and in the context of the State of New York in Figure 2. There is one metropolitan statistical area (MSA) located in the region—Buffalo-Cheektowaga-Tonawanda, NY (consisting of Niagara and Erie Counties)—and one micropolitan statistical area—Jamestown-Dunkirk-Fredonia, NY (consisting of Chautauqua County).
 - Erie County is the largest county, accounting for nearly 60% of the region’s population. The City of Buffalo, located in Erie County, is the largest regional population center, with an estimated 2004 population of 287,867.

TABLE 2
COUNTIES LOCATED IN THE BUFFALO NIAGARA REGION
AND CURRENT POPULATION ESTIMATES

Source: ESRI, Inc.

County	2004 Population (Est.)
Erie County	948,249
Niagara County	218,924
Chautauqua County	139,495
Cattaraugus County	83,820
Genesee County	60,117
Allegany County	50,157
Orleans County	44,240
Wyoming County	43,527
Buffalo Niagara Region	1,588,529

- Primary access to the region is provided by Interstate 90 (the New York State Thruway). Table 3 shows mileage and driving distances from Buffalo to select local and regional destinations.

TABLE 3
DISTANCE FROM REGIONAL CENTERS TO SELECT
LOCAL AND REGIONAL DESTINATIONS

Source: Microsoft MapPoint

Destination City	From Buffalo, NY	
	Highway Miles	Driving Time
Albany, NY	290.1	4 hrs, 42 mins.
Albion, NY	56.7	1 hr, 11 mins.
Batavia, NY	42.2	48 mins.
Belmont, NY	75.1	1 hr, 54 mins
Boston, MA	458	7 hrs, 21 mins.
Chicago, IL	541.7	8 hrs, 43 mins.
Cleveland, OH	192.2	3 hrs, 8 mins.
Detroit, MI	264.3	4 hrs, 34 mins.
Jamestown, NY	74.1	1 hr, 38 mins.
Little Valley, NY	59.5	1 hr, 17 mins.
Lockport, NY	30.3	39 mins.
Montreal, PQ (Can.)	379.4	6 hrs, 34 mins.
New York, NY	404.4	6 hrs, 40 mins.
Pittsburgh, PA	219.7	3 hrs, 35 mins.

- There are three airports within 90 miles from the region, including the Buffalo Niagara International Airport, the Niagara Falls International Airport, and Hamilton International Airport in Canada. Table 4 shows the locations that can be reached from Buffalo via daily direct flights. Frequent flights are offered from Buffalo to the metro New York City area.

TABLE 4
DAILY DIRECT FLIGHTS OFFERED FROM
BUFFALO NIAGARA INTERNATIONAL AIRPORT

Source: OAG, Inc.

Destination City	From Buffalo Niagara International Airport	
	Daily Direct Flights	Flight Time
Albany, NY	11	1 hr, 10 mins.
Atlanta, GA	12	2 hrs, 10 mins.
Baltimore, MD	7	1 hr, 5 mins.

TABLE 4, CONTINUED
DAILY DIRECT FLIGHTS OFFERED FROM BUFFALO NIAGARA INTERNATIONAL AIRPORT
 Source: OAG, Inc.

Destination City	From Buffalo Niagara International Airport	
	Daily Direct Flights	Flight Time
Boston, MA	4	1 hr, 25 mins.
Charlotte, NC	7	1 hr, 45 mins.
Chicago, IL	19	1 hr, 50 mins.
Cincinnati, OH	4	1 hr, 30 mins.
Cleveland, OH	4	1 hr, 5 mins.
Detroit, MI	6	1 hr, 10 mins.
Hartford, CT	6	1 hr, 30 mins.
Minneapolis/St. Paul, MN	1	2 hrs, 30 mins.
Newark, NJ	5	1 hr, 15 mins.
New York, NY	31	1 hr, 15 mins.
Philadelphia, PA	13	1 hr, 15 mins.
Pittsburgh, PA	6	1 hr
Tampa, FL	1	2 hrs, 40 mins.
Washington, DC	15	1 hr, 10 mins.
Las Vegas, NV	1	4 hrs, 45 mins.
Dallas, TX	2	3 hrs
Orlando, FL	2	2 hrs, 30 mins.

2. **According to estimates and projections provided by ESRIBIS, Inc., the Buffalo Niagara Region has a population base that is projected to remain stagnant.** Over the next five years, it is estimated that the region will see a decline in population of -0.1%, compared to a growth rate of 2.2% in New York State, and 6.3% nationwide. See Table 5. Complete demographic information is provided in Exhibit C-1.
- Allegany, Orleans, and Wyoming Counties are the only counties projected to see an increase in population over the next five years. Growth rates for these counties, however, are all under 1%.

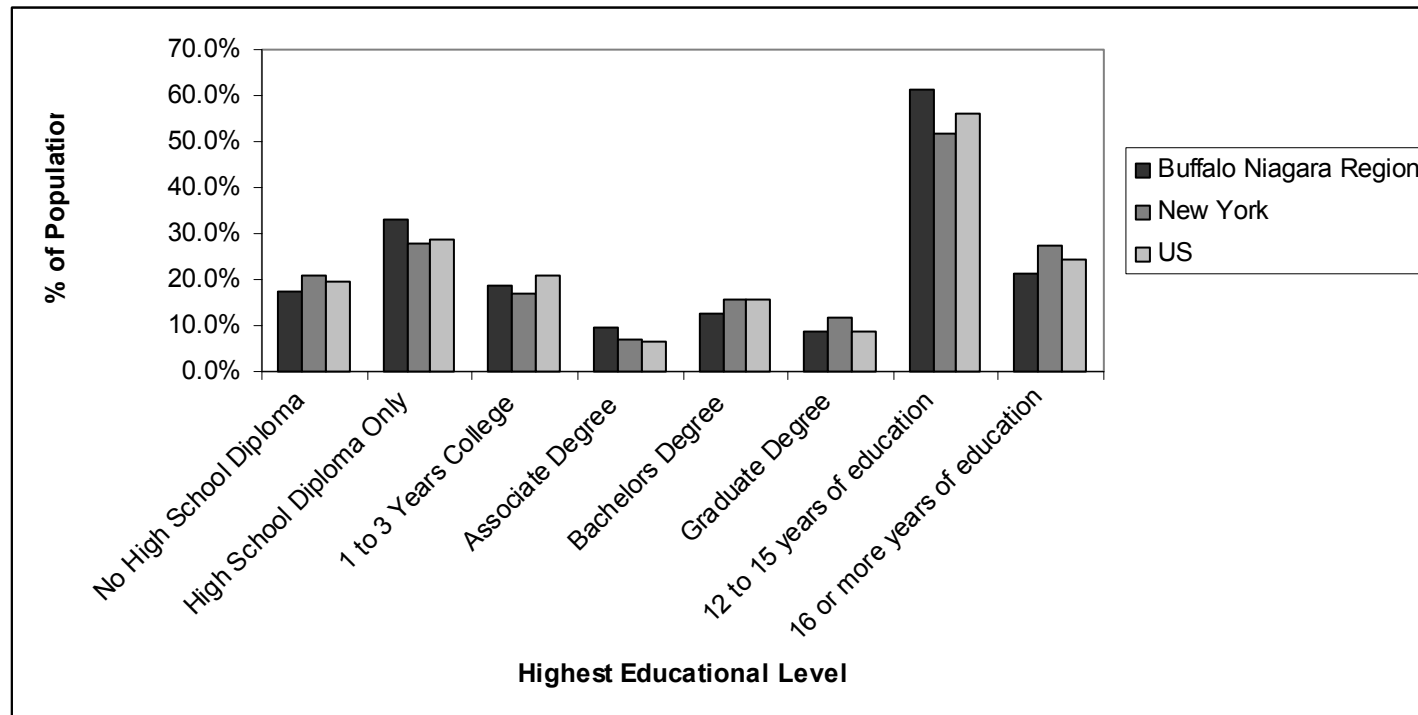
TABLE 5
POPULATION OF THE COUNTIES, REGION, STATE, AND U.S.

Source: US Bureau of the Census, ESRI, Inc.

	1990 Pop.	2000 Pop.	2004 Pop. (Est.)	2009 Pop	% Change '90 – '00	% Change '04 – '09
Allegany County	50,470	49,927	50,157	50,486	-1.1%	0.7%
Cattaraugus County	84,234	83,955	83,820	83,711	-0.3%	-0.1%
Chautauqua County	141,895	139,750	139,495	139,345	-1.5%	-0.1%
Erie County	968,532	950,265	948,249	947,125	-1.9%	-0.1%
Genesee County	60,060	60,370	60,117	59,886	0.5%	-0.4%
Niagara County	220,756	219,846	218,924	217,922	-0.4%	-0.5%
Orleans County	41,846	44,171	44,240	44,388	5.6%	0.3%
Wyoming County	42,507	43,424	43,527	43,728	2.2%	0.5%
Buffalo Niagara Region	1,610,300	1,591,708	1,588,529	1,586,591	-1.2%	-0.1%
New York	17,990,455	18,976,457	19,316,116	19,744,526	5.5%	2.2%
U.S.	248,709,873	281,421,906	295,628,353	314,308,848	13.2%	6.3%

3. **The Buffalo Niagara Region surpasses the State of New York and the U.S. in key educational attainment levels.** According to the 2000 Census, the percentage of residents with at least a high school diploma and some post-secondary training less than a four-year degree in the region (61.2%) is significantly higher than the percentage in New York (51.7%) and the nation (56%). Additionally, 82.4% of residents in the region have at least a high school diploma, compared to 79.1% in New York and 80.4% nationally. Educational attainment is detailed in Figure 3 and on pages 4 and 5 of Exhibit C-1.
- Genesee County has the highest education levels among the eight counties, with 84.4% of its population having at least a high school diploma, and 68.2% of residents having some post-secondary training less than a four-year degree.

FIGURE 3
EDUCATIONAL ATTAINMENT IN THE REGION, STATE, AND U.S.
 Source: U.S. Bureau of the Census



4. **Household incomes in the BNE Region are below the New York and national norms and are projected to grow at a slower rate.** In 2004, the estimated median household income in the Buffalo Niagara Region (\$41,902) was below the New York (\$49,309) and national (\$48,619) medians. Between 2004 and 2009, median household incomes in the region are projected to grow at a slower rate (13.9%) compared to New York (17.8%) and the U.S. (18.2%). Income data is provided on pages 3 and 4 in Appendix C-1.
- According to ESRIBIS, Inc., 42.2% of regional households earn less than \$35,000 annually, compared to 36.4% in New York and 36% in the U.S. Based on WDG’s experience, normally, the higher the percentage of households earning less than \$35,000, the more likely it is to have residents interested in upgrading their jobs and career advancement, working second jobs, or working as second-income earners.
 - Allegany County has the lowest median household income (\$35,103) among the eight counties.

- While Erie County does not have the lowest incomes in the region, it is impacted by the City of Buffalo. The median household income in the City of Buffalo is \$28,790, with over 60% of households earning less than \$35,000. This indicates a large income gap between the central city and the surrounding suburbs in Erie County. This issue is explored further in the Erie County report.
5. **The region has a significantly older population relative to New York and the United States.** In 2004, the median age in the BNE Region was 38.8 compared to 36.7 in New York and 36.0 in the nation. Some firms prefer to locate in areas with a median age that approximates or is below the national norm for optimal access to younger talent. Younger employees typically offer a higher energy level and technical awareness, learn faster, are more creative, and require lower healthcare costs and salaries than do older employees.
- Niagara County has the highest median age (39.3) among the eight counties, while Allegany County has the youngest median age (35.5).
 - Over the next five years, the number of residents between the ages of 20 and 54 is projected to decline by nearly 14,500. This is a decline of 1.9% versus increases in this age cohort in both New York State and the U.S.
6. **The region's largest industry sectors include healthcare, manufacturing, and educational services.** As can be seen in Table 6, the region's largest employment concentrations are found in the healthcare (15.4%), manufacturing (14.4%), and educational services (12.8%) industry sectors. These concentrations are evidenced in the region's major employers including, among others, Kaleida Health (5,243), Delphi Harrison Thermal Systems (5,000), Catholic Health System (4,314), General Motors (4,000), American Axle & Manufacturing (2,500), Moog, Inc (1,958), and Univera Health Care (1,380). In addition, the region is home to more than 25 post-secondary educational institutions.
- A complete list of major employers is provided in Exhibit C-11 in Appendix C.

TABLE 6
PERCENT EMPLOYMENT BY INDUSTRY FOR REGION, NEW YORK AND U.S. (2004)

Source: ESRIBIS, Inc.

Industry	Buffalo Niagara Region	New York	U.S.
Total	100%	100%	100%
Accommodation/Food Services	6.0%	5.0%	6.1%
Administration/Support/Waste Management Services	3.0%	3.4%	3.6%
Agriculture/Forestry/Fishing/Hunting	1.2%	0.6%	1.3%
Arts/Entertainment/Recreation	1.2%	1.8%	1.8%
Construction	4.7%	5.0%	6.9%
Educational Services	12.8%	12.1%	9.6%
Finance/Insurance	4.0%	6.2%	5.1%
Health Care/Social Assistance	15.4%	15.4%	12.2%

TABLE 6, CONTINUED
PERCENT EMPLOYMENT BY INDUSTRY FOR REGION, NEW YORK AND U.S. (2004)

Source: ESRIBIS, Inc.

Industry	Buffalo Niagara Region	New York	U.S.
Information	2.0%	3.7%	2.8%
Manufacturing	14.4%	8.6%	12.4%
Management of Companies/Enterprises	0.0%	0.0%	0.0%
Mining	0.1%	0.1%	0.4%
Other services (excl. Public Admin.)	4.6%	4.9%	4.7%
Professional/Scientific/Technical Services	4.4%	7.4%	6.1%
Public Administration	4.0%	4.4%	4.9%
Real Estate/Rental/Leasing	1.3%	2.3%	2.0%
Retail Trade	12.0%	10.5%	11.4%
Transportation/Warehousing	4.3%	4.9%	4.4%
Utilities	0.9%	0.7%	0.8%
Wholesale Trade	3.7%	3.2%	3.4%

7. **Between 1998 and 2002, the proportion of residents employed in the manufacturing sector declined by 2.1%.** Meanwhile, the proportion of employment increased in the transportation and warehousing, information, finance and insurance, professional, scientific and technical services, administrative support, educational services, and arts and entertainment sectors. See Table 7.

- While declining in employment numbers, manufacturing still accounts for nearly 25% of the region's total annual payroll.

TABLE 7
PERCENT EMPLOYMENT AND ANNUAL PAYROLL BY INDUSTRY FOR BNE REGION (1998-2002)

Source: U.S. Department of Commerce, County Business Patterns

NAICS	Industry Sector	1998	2002	2002 % of Total Annual Payroll
-----	Total	100%	100%	100%
11----	Forestry, fishing, hunting, and agriculture support	0.1%	0.4%	N/A
21----	Mining	0.1%	0.1%	N/A
22----	Utilities	0.7%	0.6%	N/A
23----	Construction	3.7%	3.7%	5.2%
31----	Manufacturing	19.0%	16.9%	24.8%
42----	Wholesale trade	5.5%	5.2%	7.1%

TABLE 7, CONTINUED
PERCENT EMPLOYMENT AND ANNUAL PAYROLL BY INDUSTRY FOR BNE REGION (1998-2002)

Source: U.S. Department of Commerce, County Business Patterns

NAICS	Industry Sector	1998	2002	2002 % of Total Annual Payroll
44----	Retail trade	14.1%	14.0%	8.4%
48----	Transportation & warehousing	2.9%	3.1%	3.1%
51----	Information	2.1%	2.3%	2.6%
52----	Finance & insurance	4.7%	5.4%	7.8%
53----	Real estate & rental & leasing	1.2%	1.3%	N/A
54----	Professional, scientific & technical services	4.1%	4.4%	5.1%
55---	Management	1.5%	1.3%	N/A
56----	Admin, support, waste mgt, remediation services	5.7%	6.5%	N/A
61----	Educational services	2.3%	2.7%	N/A
62----	Health care and social assistance	16.2%	16.2%	15.3%
71----	Arts, entertainment & recreation	1.2%	1.4%	N/A
72----	Accommodation & food services	8.9%	9.0%	3.1%
81----	Other services (except public administration)	5.0%	5.1%	2.9%
95----	Auxiliaries (exc corporate, subsidiary & regional mgt)	0.6%	0.7%	N/A
99----	Unclassified establishments	0.1%	0.0%	N/A

8. **The region's occupational ratio exceeds state and national figures in education, food preparation/serving, healthcare practitioner/technician, production, and transportation/material-moving occupations.** As seen in Table 8, the proportion of regional employment in these occupational categories exceeds state and national figures. Simultaneously, the region is under-represented in several key, knowledge-intensive, white-collar occupations, including architecture/engineering, business/financial, computer and mathematical, legal, and life/physical/social sciences. Additional occupational data from the 2000 Census is presented in Exhibit C-3.
- Education/training/library occupations in the region (8.0%) exceed the state (7.8%) and national (6.1%) figures largely due to the presence of more than 25 post-secondary institutions that are present across the eight counties. The largest institutions include SUNY at Buffalo, SUNY College at Buffalo, SUNY College at Fredonia, and Canisius College.

TABLE 8
PERCENT EMPLOYMENT BY OCCUPATION FOR REGION, NEW YORK, AND U.S. (2004)
 Source: ESRIBIS, Inc.

Occupation	Buffalo Niagara Region	New York	U.S.
Architecture/Engineering	1.7%	5.8%	3.5%
Arts/Design/Entert/Sports/Media	1.3%	2.9%	1.9%
Building/Grounds Cleaning/Maint	3.4%	3.8%	3.5%
Business/Financial	3.4%	4.3%	4.2%
Community/Social Services	1.8%	1.9%	1.6%
Computer and Mathematical	1.5%	2.4%	2.5%
Construction/Extraction	3.9%	4.2%	5.6%
Education/Training/Library	8.0%	7.8%	6.1%
Farming/Fishing/Forestry	0.5%	0.2%	0.6%
Food Preparation/Serving-related	5.6%	4.4%	4.9%
Healthcare Practitioner/Technician	5.9%	5.4%	4.9%
Healthcare Support	3.2%	3.5%	2.2%
Installation/Maintenance/Repair	3.8%	3.2%	3.8%
Legal	1.1%	1.7%	1.2%
Life/Physical/Social Science	0.8%	1.1%	1.0%
Management incl Farmers/Farm Mgrs	7.6%	8.7%	9.1%
Office/Administrative Support	14.6%	14.8%	14.9%
Personal Care/Service	2.7%	3.1%	2.9%
Production	9.1%	5.6%	7.5%
Protective Service	2.4%	2.9%	2.2%
Sales/Related	10.9%	11.0%	11.4%
Transportation/Material Moving	6.8%	5.5%	6.0%

LABOR AVAILABILITY

1. **The Buffalo Niagara Region has a labor force of 571,512, which has been declining in recent years.** According to the U.S. Bureau of Labor Statistics, the regional labor force declined by 1.0% between 1999 and 2004 (the latest five-year period for which data is available). Comparatively, New York's labor force grew by 2.4% and the nation's grew by 5.8%.
 - The counties in the BNE Region varied in their growth rates (refer to Table 9 and pages 21 and 22 in Exhibit C-4). Wyoming County experienced the highest growth rate (5.2%), while Orleans County saw the biggest decline (-6.0%) in their labor forces.
 - Labor force participation in the region is higher than participation in New York State (61.0%) but lower than the national rate (63.7%). The labor force participation rate is the ratio of an area's civilian labor force (the total of employed and unemployed residents) to the population aged 16 years and over.
 - In 2004, the region's annual average unemployment rate was 6.6%, higher than the state (5.8%) and national (5.5%) rates.

TABLE 9
BUFFALO NIAGARA REGION LABOR FORCE CHARACTERISTICS
 Source: ESRIBIS, Inc., U.S. Bureau of Labor Statistics

	Labor Force, 2004	% Change 1999 – 2004	Unemployment Rate, 2004	Labor Participation, 2000
Allegany County	24,090	2.7%	7.8%	60.1%
Cattaraugus County	42,459	2.1%	7.4%	63.1%
Chautauqua County	65,150	-3.0%	6.0%	61.3%
Erie County	463,708	-0.8%	6.3%	62.4%
Genesee County	30,799	-4.6%	7.0%	66.6%
Niagara County	107,804	-2.0%	7.2%	62.6%
Orleans County	20,059	-6.0%	7.0%	59.0%
Wyoming County	21,948	5.2%	6.6%	58.7%
Buffalo Niagara Region	571,512	-1.0%	6.6%	62.2%
New York	754,069	2.4%	5.8%	61.0%
U.S.	9,355,135	5.8%	5.5%	63.7%

2. **The region is gaining a key labor force component at a rate comparable to the state rate but considerably slower than the national rate.** The proportion of residents between the ages of 20 and 34 is projected to increase region-wide by 0.8% between 2004 and 2009, compared to the state rate of 0.9% and the national rate of 3.8%. Locationally active companies prefer to see growth in this key-working-age group.
3. **The Main Street site in Erie County provides the largest labor pool of the 16 commute zones surveyed.** A 30-minute commute zone was developed for each of 16 sites (two per county) to estimate the labor force available to a company locating at each of these locations. Labor force data for these zones is shown in Table 10 and in the county reports. These zones are illustrated in Appendix A.

- Employers locating in the southern portion of the region will draw some of their labor force from Pennsylvania. As can be seen in Appendix A, the Jamestown commute zone and the Allegany Commute Zone both extend into Pennsylvania.

TABLE 10
BUFFALO NIAGARA REGION'S COMMUTE ZONES: LABOR FORCE CHARACTERISTICS

Source: ESRIBIS, Inc.

Commute Zone Location	2004 Labor Force
Allegany County	
12 Pennsylvania Avenue, Friendship	33,794
200 Main Street Alfred	26,197
Cattaraugus County	
Route 417, Allegany	41,383
Ashford Office Complex, Route 219, Ashford	35,598
Chautauqua County	
247-335 Harrison Street, Jamestown	61,548
Chadwick Bay Industrial Park, Progress Drive, Sheridan	45,958
Erie County	
105 Crosspoint Parkway, Getzville	543,401
465 Main Street, Buffalo	553,954
Genesee County	
4371 Federal Drive, Batavia	123,938
700 Appletree Avenue, Bergen	361,557
Niagara County	
6311 Inducon Corporate Drive, Sanborn	436,163
4890 IDA Drive, Lockport	475,796
Orleans County	
The Holley Business Park, 88 Nesbitt Drive, Holley	271,149
The Medina Business Park, 11601 Maple Ridge Road, Medina	108,378
Wyoming County	
Arcade Business Park, 7380 Route 98, North Arcade	50,793
200 North Main Street, Perry	61,849

4. **One or more competitively paying office operations could potentially hire 65 to 2,500 qualified and screened workers, depending on their facility's location in the region.** As seen in Table 11, these estimates are based on WDG's standard clerical/nonexempt labor-supply model applied to each of the 16 representative work sites. These estimates show the number of qualified clerical and administrative support employees an employer could potentially hire given a one-in-three selectivity and a one-

in-five selectivity ratio. The site located at 465 Main Street in Buffalo provides the largest clerical labor supply. Additional information on the labor yield by county is provided in the county reports.

TABLE 11
ESTIMATED CLERICAL AND ADMINISTRATIVE SUPPORT LABOR SUPPLY YIELD

Source: WDG estimate based on population and employment figures from ESRIBIS, Inc.

Commute Zone Location	Office/Clerical Labor Yield	
	1 in 3 Selectivity	1 in 5 Selectivity
Allegany County		
12 Pennsylvania Avenue, Friendship	140	85
200 Main Street Alfred	110	65
Cattaraugus County		
Route 417, Allegany	170	100
Ashford Office Complex, Route 219, Ashford	140	85
Chautauqua County		
247-335 Harrison Street, Jamestown	250	150
Chadwick Bay Industrial Park, Progress Drive, Sheridan	195	115
Erie County		
105 Crosspoint Parkway, Getzville	2,450	1,470
465 Main Street, Buffalo	2,500	1,500
Genesee County		
4371 Federal Drive, Batavia	520	310
700 Appletree Avenue, Bergen	1,560	935
Niagara County		
6311 Inducon Corporate Drive, Sanborn	1,975	1,185
4890 IDA Drive, Lockport	2,140	1,285
Orleans County		
The Holley Business Park, 88 Nesbitt Drive, Holley	1,200	720
The Medina Business Park, 11601 Maple Ridge Road, Medina	440	265
Wyoming County		
Arcade Business Park, 7380 Route 98, North Arcade	200	120
200 North Main Street, Perry	260	155

5. **One or more competitively paying manufacturing/distribution operations could potentially hire 85 to 2,675 qualified and screened workers, depending on their facility's location in the region.** As seen in Table 12, these estimates are based on WDG's standard manufacturing/distribution labor supply model applied to each of the 16 representative work sites. These estimates show the number of qualified employees a manufacturing/distribution employer could potentially hire given a one-in-three selectivity and a one-in-five selectivity ratio. The site located at 465 Main Street in Buffalo provides the largest manufacturing-related labor supply.

See the county-level reports for additional labor yield information by county. The number of total applicants for each site is significantly higher as the figures provided in Table 12 reflect *qualified and screened* applicants.

- In October, 2004, Chautauqua Works (Chautauqua County's Workforce Investment Board) placed a blind ad in a local newspaper for two days listing possible positions and anticipated wages. Approximately 500 responses were received. This is a conservative approach as many job seekers will not apply for positions without more company information.

TABLE 12
ESTIMATED LABOR SUPPLY YIELD FOR MANUFACTURING/DISTRIBUTION OPERATION

Source: WDG estimate based on population and employment figures from ESRI, Inc.

Commute Zone Location	Manufacturing/Distribution Labor Yield	
	1 in 3 Selectivity	1 in 5 Selectivity
Allegany County		
12 Pennsylvania Avenue, Friendship	180	110
200 Main Street Alfred	145	85
Cattaraugus County		
Route 417, Allegany	240	145
Ashford Office Complex, Route 219, Ashford	210	125
Chautauqua County		
247-335 Harrison Street, Jamestown	370	275
Chadwick Bay Industrial Park, Progress Drive, Sheridan	220	165
Erie County		
105 Crosspoint Parkway, Getzville	2,660	1,600
465 Main Street, Buffalo	2,675	1,600
Genesee County		
4371 Federal Drive, Batavia	660	400
700 Appletree Avenue, Bergen	1,765	1,060
Niagara County		
6311 Inducon Corporate Drive, Sanborn	2,145	1,290
4890 IDA Drive, Lockport	2,350	1,400
Orleans County		
The Holley Business Park, 88 Nesbitt Drive, Holley	1,420	850
The Medina Business Park, 11601 Maple Ridge Road, Medina	600	360
Wyoming County		
Arcade Business Park, 7380 Route 98, North Arcade	280	170
200 North Main Street, Perry	340	200

6. **The region has more than 25 post-secondary institutions graduating approximately 21,000 students annually in a variety of disciplines.** Enrollment at the area's two-year institutions is approximately 29,700 annually. The region's four-or-more-year institutions have a combined enrollment near 70,400 students annually. More detailed information on post-secondary institutions, including degree and program information, is provided in this report's *Education and Training* section.

TABLE 13
GRADUATION AND ENROLLMENT FIGURES FOR LOCAL POST-SECONDARY SCHOOLS

Source: U.S. Department of Education, IPEDS

Less-than-Four-Year Institutions	City	County	Total Fall Enrollment (2004)	Total Graduates (2004)
Cattaraugus County BOCES School of Practical Nursing	Olean	Cattaraugus	74	40
Cheryl Fells School of Business	Niagara Falls	Niagara	14	9
Olean Business Institute	Olean	Cattaraugus	112	33
Jamestown Business College	Jamestown	Chautauqua	327	99
Jamestown Community College	Jamestown	Chautauqua	3,713	696
Bryant and Stratton Business Institute-Buffalo	Buffalo	Erie	566	105
Trocaire College	Buffalo	Erie	982	148
Villa Maria College Buffalo	Buffalo	Erie	459	91
Genesee Community College	Batavia	Genesee	5,940	611
Niagara County Community College	Sanborn	Niagara	5,236	758
Erie Community College	Buffalo	Erie	12,284	1,692
More-than-Four-Year Institutions	City	County	Total Fall Enrollment (2004)	Total Graduates (2004)
Houghton College	Houghton	Allegany	1,458	352
SUNY College of Technology at Alfred	Alfred	Allegany	3,469	823
Hilbert College	Hamburg	Erie	1,062	238
Medaille College	Buffalo	Erie	2,278	784
Saint Bonaventure University	St. Bonaventure	Cattaraugus	2,806	702
SUNY College at Fredonia	Fredonia	Chautauqua	5,260	1,240
Canisius College	Buffalo	Erie	5,065	1,403
D'Youville College	Buffalo	Erie	2,490	650
SUNY College at Buffalo	Buffalo	Erie	11,157	2,466
Niagara University	Niagara Falls	Niagara	3,548	986
Alfred University	Alfred	Allegany	2,367	609
Alfred University- NY State College of Ceramics	Alfred	Allegany	N/A	N/A
Daemen College	Amherst	Erie	2,205	381
SUNY At Buffalo (UB)	Buffalo	Erie	27,255	6,262

7. **Based on the survey responses from local employers, there is good availability of several skills.** Among the 24 occupations for which sufficient data was received from the completed employer surveys, it was reported that 12 of these can be recruited satisfactorily. See Table 14 and Exhibit B-6 in Appendix B. Among those occupations that can be recruited satisfactorily are a number of clerical and manufacturing-related skills.
- In WDG's experience, many employers across the country report very limited availability of engineers. In the BNE region, however, employers report good availability of engineering skills.

TABLE 14
SELECT OCCUPATIONS WITH SATISFACTORY-TO-GOOD AVAILABILITY,
AS REPORTED BY REGIONAL EMPLOYERS
(5=PLENTIFUL; 1=UNAVAILABLE)
 Source: WDG Employer Survey, Winter 2004

Occupation	Responses	Average	Median
Desk clerks	10	3.5	3.0
Accounting clerks	11	3.5	3.0
Engineers, other	11	3.5	3.0
Material-handling laborers	28	3.3	3.0
Office clerks	14	3.3	3.0
Unskilled workers (manufacturing, repair)	12	3.3	3.0
Accounting clerks/bookkeepers	43	3.2	3.0
Secretaries/administrative assistants	30	3.2	3.0
Call center agent/representatives	15	3.1	3.0
CAD drafters, senior	13	3.1	3.0
Clerical workers with advanced computer skills	19	3.1	3.0
Bench assemblers	13	3.0	3.0

- Some occupations can be recruited, but with slightly more difficulty. Surveyed employers rated eleven occupations as having borderline availability. See Table 15. These include several professional skills (i.e., accountants, experienced management, customer service manager, LAN administrators, sales, non-retail) as well as several production-related skills such as machine operators with no setup, shipping clerks, truck drivers, and machine operators with setup/CNC.
- Employers report one occupation as having poor availability. There is limited availability of registered nurses in the local labor market, according to area employers. The shortage of nurses is not unique to the region, as it is a national problem.

TABLE 15
SELECT OCCUPATIONS WITH BORDERLINE OR POOR AVAILABILITY,
AS REPORTED BY AREA EMPLOYERS
(5=PLENTIFUL; 1=UNAVAILABLE)

Source: WDG Employer Survey, Winter 2004

Occupation	Responses	Average	Median
<i>Borderline Availability</i>			
Customer service representatives	28	2.9	3.0
Machine operators, no setup	12	2.9	3.0
Accountants	17	2.9	3.0
Management, experienced	22	2.9	3.0
Customer service manager	14	2.9	3.0
Production supervisors	19	2.8	3.0
Shipping clerks	14	2.8	3.0
Truck drivers	14	2.8	3.0
LAN administrators	12	2.8	3.0
Sales (non-retail)	18	2.7	3.0
Machine operators, with setup/CNC	13	2.5	2.0
<i>Poor Availability or Unavailable</i>			
Nurses, registered	10	1.9	2.0

8. **Many employers believe that it is common for residents in the area to be employed below their skill levels more so than in the rest of the country.** Approximately 53% of responding companies believe that it is common for residents to be underemployed. This rating is significantly higher than what is typically seen by WDG in other studies nationwide.
9. **Employers have some difficulty recruiting managers and professional talent from outside the region.** Employers report a median score of 3.0 (on a scale where 1=unable to recruit and 5=easily recruited) and an average score of 2.6 on their ability to relocate talent from outside the region. One challenge to recruiting outside the area is the limited opportunities for “trailing spouses”. Employers provided a median score of 2.0 and an average score of 2.4 on the availability of job opportunities for trailing spouses. See page 2 of Exhibit B-1 in Appendix B.
10. **Employers rely on largely traditional recruiting techniques.** The three most commonly used recruiting methods, according to local employers, are newspaper advertising, walk-ins/unsolicited resumes, and referrals. Approximately 22.2% of employers recruit via the Internet. Only 4.6% of responding employers recruit at area tech schools and community colleges, while 11.4% recruit at area colleges and universities.

LABOR DEMAND

1. **Currently, the occupation in greatest demand by employers responding to the survey is call center agents/representatives.** This position accounts for 40.9% of the total demand for labor, as seen in Table 16. This is followed by material-handling laborers (8.6%), machine operators with no setup (5.0%), and truck drivers (3.8%).

TABLE 16
TOP OCCUPATIONS/POSITIONS CURRENTLY IN DEMAND BY SURVEYED EMPLOYERS

Source: WDG Employer Survey, Winter 2004

Labor Demand	# of Required Applicants	% of Total Area Labor Demand
Call center agent/representatives	260	40.9%
Material-handling laborers	55	8.6%
Machine operators, no setup	32	5.0%
Truck drivers	24	3.8%
Machine operators, with setup/CNC	23	3.6%
Heavy equipment operators	22	3.5%
Nurses, registered	19	3.0%
Sales (non-retail)	15	2.4%
Nurses, licensed practical	14	2.2%
Retail sales persons	12	1.9%
Production supervisors	12	1.9%
Customer service representatives	11	1.7%
Technicians, personal care	10	1.6%
Janitors	10	1.6%
Unskilled workers (manufacturing, repair)	9	1.4%

2. **In six months, the greatest demand among survey respondents will be for material-handling laborers.** In order to estimate future demand for various occupations, WDG asked employers to estimate the number of specific positions they would need to fill in six months' time. As can be seen in Table 17, the greatest demand will be for material-handling laborers, accounting for 13.3% of the total demand for labor. Also in demand will be truck drivers (10.2%) and building and construction trades (5.0%).

TABLE 17
ANTICIPATED DEMAND FOR WORKERS IN SIX MONTHS BY SURVEYED EMPLOYERS
 Source: WDG Employer Surveys, Winter 2004

Labor Demand	# of Required Applicants	% of Total Area Labor Demand
Material-handling laborers	61	13.3%
Truck drivers	47	10.2%
Building and construction trades	23	5.0%
Nurses, registered	22	4.8%
Heavy equipment operators	22	4.8%
Nurses, licensed practical	19	4.1%
Sales (non-retail)	19	4.1%
Unskilled workers (manufacturing, repair)	18	3.9%
Customer service representatives	17	3.7%
Call center agent/representatives	16	3.5%
Production supervisors	16	3.5%
Janitors	15	3.3%
Office clerks	14	3.1%
Hand pickers and packagers	14	3.1%
Machine operators, no setup	14	3.1%
Desk clerks	10	2.2%
Technicians, personal care	10	2.2%
Welders	8	1.7%
Bench assemblers	7	1.5%
Fork lift operators	7	1.5%
Accounting clerks	6	1.3%
Secretaries/administrative assistants	6	1.3%
Accounting clerks/bookkeepers	5	1.1%
CAD drafters, senior	5	1.1%
Machinists/manufacturing mechanic	5	1.1%

3. **In one year, the greatest demand among survey respondents will be for material-handling laborers.** The demand for material-handling laborers accounts for 12.3% of total demand. Also in demand will be truck drivers (7.8%), call center agents/representatives (5.2%), and registered nurses (5.2%).

TABLE 18
ANTICIPATED DEMAND FOR WORKERS IN ONE YEAR BY SURVEYED EMPLOYERS
 Source: WDG Employer Surveys, Winter 2004

Labor Demand	# of Required Applicants	% of Total Area Labor Demand
Material-handling laborers	71	12.3%
Truck drivers	45	7.8%
Call center agent/representatives	30	5.2%
Nurses, registered	30	5.2%
Hand pickers and packagers	28	4.8%
Sales (non-retail)	25	4.3%
Heavy equipment operators	24	4.1%
Bench assemblers	22	3.8%
Nurses, licensed practical	20	3.5%
Technicians, personal care	20	3.5%
Unskilled workers (manufacturing, repair)	20	3.5%
Machine operators, no setup	18	3.1%
Production supervisors	17	2.9%
Janitors	17	2.9%
Accounting clerks/bookkeepers	16	2.8%
Customer service representatives	13	2.2%
Building and construction trades	13	2.2%
Office clerks	12	2.1%
Welders	12	2.1%
Accounting clerks	11	1.9%
Management, experienced	11	1.9%
Machine operators, with setup/CNC	10	1.7%
Clerical workers with advanced computer skills	9	1.6%
Accountants	9	1.6%
Fork lift operators	9	1.6%
Machinists/manufacturing mechanic	6	1.0%

LABOR QUALITY

1. **Employers are generally satisfied with the level of basic skills seen among job applicants.** As seen in Table 19, the median score (on a five-point scale, where 1=poor and 5=excellent) for all basic skills among job applicants was a 3.0. However, average scores are slightly below 3.0 for the specific types of basic skills, except for team and cooperative skills, indicating that employers are dissatisfied with the basic skills among job applicants.
 - There are some employers that are particularly dissatisfied with the level of written communication skills among job applicants. This basic skill received a median score of 3.0, but its average score was 2.6, the lowest score received.

TABLE 19
EMPLOYER RATINGS ON LABOR QUALITY MEASURES (1=POOR; 5=EXCELLENT)
 Source: WDG Employer Survey, Winter 2004

Basic Skills of Job Applicants	Average	Median
Overall basic skills of all applicants	3.0	3.0
Written communication	2.6	3.0
Reading comprehension	2.9	3.0
Arithmetic/math	2.8	3.0
Thinking and judgment	2.9	3.0
Verbal communication/comprehension	2.9	3.0
Team and cooperative skills	3.1	3.0

2. **Surveyed employers report a good work ethic and level of productivity among employees.** Work ethic received a median score of 3.0 and an average score of 3.3. Meanwhile, worker productivity received a median score of 3.0 and an average score of 3.4. Productivity was also high compared to other facility locations among companies that have facilities located elsewhere. See Table 20.
 - Employers also gave high marks to employees' willingness to work overtime, to punctuality, and to overall employer/employee relations.

TABLE 20
EMPLOYER RATINGS ON LABOR QUALITY MEASURES (1=POOR; 5=EXCELLENT)
 Source: WDG Employer Survey, Winter 2004

Productivity and Work Ethic of Employees	Average	Median
Work ethic	3.3	3.0
Productivity	3.4	3.0
Productivity compared to that of company's other sites	3.4	3.0
Willingness to work overtime	3.6	4.0
Punctuality	3.3	3.0
Overall employer/employee relations	3.6	4.0

3. **Average annual turnover and daily absenteeism are low.** Employers report that the annual turnover is less than 10%, and daily absenteeism averages less than 5%. See Table 21.

TABLE 21
EMPLOYER RATINGS ON LABOR QUALITY MEASURES (1=POOR; 5=EXCELLENT)

Source: WDG Employer Survey, Winter 2004

Employee Turnover and Absenteeism (1=0-5%, 2=6%-9%, 3=10%-14%, 4=over 15%)	Average	Median
Average annual turnover rate	2.0	2.0
Average daily absenteeism rate	1.5	1.0

4. **Survey results show good basic computer skills among job applicants; however, they fall short of what is required by employers.** As seen in Table 22, employers report satisfactory to above-satisfactory computer skills including fundamental skills, basic keyboarding skills, word processing skills, accessing and using the Internet, Microsoft skills, and the overall training and learning capacity of applicants. Employers were less satisfied with the availability of more advanced computer skills and languages. Despite the generally good skills availability, skill levels generally fell below what is required by employers.
- The exception to this occurs among manufacturing and distribution personnel, where available skills match what is required by employers. The ratings provided for skills seen among manufacturing and distribution personnel are high compared to other areas studied by WDG.

TABLE 22
EMPLOYER RATINGS OF COMPUTER SKILLS IN THE WORKFORCE

Source: WDG Employer Survey, Winter 2004

<i>Office Personnel (Non-managerial)</i>	1=no skill needed 5=highest skill needed		1=poor; 5=excellent	
	Average Score Needed	Median Score Needed	Average Score Currently Seen	Median Score Currently Seen
Fundamental skills	3.9	4.0	3.4	3.0
Basic keyboard skills	3.9	4.0	3.5	3.0
Using word processing software	3.8	4.0	3.3	3.0
Using spreadsheet software	3.6	4.0	2.8	3.0
Using database software	3.4	3.0	2.6	2.0
Using accounting software	3.1	3.0	2.7	3.0
Accessing and using the Internet	3.5	4.0	3.4	3.0
Cisco	2.7	3.0	2.7	3.0
Linux	2.6	3.0	2.6	3.0
Microsoft	4.1	4.0	3.6	4.0
Novell	3.1	3.0	2.8	3.0
UNIX	2.6	3.0	2.5	3.0
Overall training or learning capacity of applicants	3.6	4.0	3.4	3.0

TABLE 22, CONTINUED
EMPLOYER RATINGS OF COMPUTER SKILLS IN THE WORKFORCE
 Source: WDG Employer Survey, Winter 2004

	1=no skill needed 5=highest skill needed		1=poor; 5=excellent	
	Average Score Needed	Median Score Needed	Average Score Currently Seen	Median Score Currently Seen
<i>Office Personnel (Non-managerial)</i>				
MANUFACTURING job applicants				
Basic keyboarding skills	3.0	3.0	2.5	3.0
DISTRIBUTION job applicants				
Basic keyboarding skills	3.2	3.0	2.7	3.0

EDUCATION AND TRAINING

1. **Employers are pleased with the quality of graduates from local post-secondary institutions.** As seen in Table 23, surveyed employers report that the overall quality of graduates and programs offered by local training and educational institutions is very strong. SUNY at Buffalo, Canisius College, and the Cornell School of Industrial and Labor Relations received the highest rankings.

TABLE 23
EMPLOYER RATINGS OF THE QUALITY OF GRADUATES AND PROGRAMS
FROM REGIONAL EDUCATIONAL INSTITUTIONS
(1=POOR; 5=EXCELLENT)

Source: WDG Employer Survey, Winter 2004

Training and Educational Institutions	Responses	Average	Median
Area High Schools	93	3.1	3.0
Alfred University	31	3.7	4.0
Canisius College	38	4.0	4.0
Cornell University School of Industrial and Labor Relations	26	4.1	4.0
Daemen College	21	3.5	3.0
D'Youville College	23	3.3	3.0
Hilbert College	26	3.3	3.0
Houghton College	21	3.1	3.0
Medaille College	19	3.4	3.0
Niagara University	33	3.8	4.0
Saint Bonaventure University	28	3.8	4.0
SUNY College at Brockport	22	3.5	3.5
SUNY at Buffalo	61	4.1	4.0
SUNY College at Fredonia	34	3.8	4.0
SUNY College of Technology at Alfred	33	3.5	3.0
Bryant and Stratton Business Institute-Buffalo	30	3.0	3.0
Buffalo State College	25	3.6	4.0
Empire State College	22	3.4	3.0
Erie Community College	41	3.3	3.0
Genesee Community College	25	3.4	3.0
ITT Technical Institute	20	3.0	3.0
Jamestown Community College	27	3.3	4.0

TABLE 23, CONTINUED
EMPLOYER RATINGS OF THE QUALITY OF GRADUATES AND PROGRAMS
FROM REGIONAL EDUCATIONAL INSTITUTIONS
(1=POOR; 5=EXCELLENT)

Source: WDG Employer Survey, Winter 2004

Training and Educational Institutions	Responses	Average	Median
Niagara County Community College	28	3.2	3.0
Trocaire College	12	3.1	3.0
Villa Maria College	16	2.8	3.0
Private vendors (e.g., training and development consultants)	40	3.5	4.0

2. **Despite the high marks given to area training providers, employers have very limited experience working with the region's educational institutions for general and customized training programs.** All of the institutions received a median score of 1.0 (where 1=never and 5=continuously) on the utilization frequency of area training programs. The most commonly used institutions included SUNY at Buffalo and area high schools. See Table 24.

TABLE 24
EMPLOYER RATINGS OF UTILIZATION FREQUENCY OF TRAINING PROGRAMS
FROM REGIONAL TRAINING PROVIDERS
(1=NEVER; 5=CONTINUOUSLY)

Source: WDG Employer Survey, Winter 2004

Institution	Responses	Average	Median
Area High Schools	107	1.6	1.0
Alfred University	102	1.1	1.0
Canisius College	102	1.3	1.0
Cornell University School of Industrial and Labor Relations	101	1.2	1.0
Daemen College	101	1.1	1.0
D'Youville College	102	1.1	1.0
Hilbert College	102	1.1	1.0
Houghton College	102	1.1	1.0
Medaille College	101	1.1	1.0
Niagara University	101	1.1	1.0
Saint Bonaventure University	101	1.2	1.0
SUNY College at Brockport	100	1.1	1.0
SUNY at Buffalo	107	1.7	1.0
SUNY College at Fredonia	104	1.2	1.0
SUNY College of Technology at Alfred	102	1.2	1.0

TABLE 24, CONTINUED
EMPLOYER RATINGS OF UTILIZATION FREQUENCY OF TRAINING PROGRAMS
FROM REGIONAL TRAINING PROVIDERS
(1=NEVER; 5=CONTINUOUSLY)

Source: WDG Employer Survey, Winter 2004

Institution	Responses	Average	Median
Bryant and Stratton Business Institute-Buffalo	101	1.1	1.0
Buffalo State College	88	1.1	1.0
Empire State College	102	1.1	1.0
Erie Community College	104	1.3	1.0
Genesee Community College	104	1.3	1.0
ITT Technical Institute	100	1.0	1.0
Jamestown Community College	106	1.3	1.0
Niagara County Community College	102	1.2	1.0
Trocaire College	100	1.0	1.0
Villa Maria College	99	1.1	1.0
Private vendors (e.g., training and development consultants)	107	1.9	1.0

3. **Regional post-secondary institutions graduate more than 21,000 students per year. There are approximately 25 two-year and four-year post-secondary institutions, with a combined enrollment of more than 100,000 students.** (See Exhibit C-5 in Appendix C for a complete listing of post-secondary institutions and the programs offered [where data was available].)
- The University of Buffalo (UB) is the largest four-or-more-year, post-secondary institution in the region. UB is also the largest public university in the state and part of the State University of New York (SUNY) system, with an annual average enrollment of 27,255 and 6,262 graduates. The university offers more than 300 graduate and undergraduate degree programs, including accounting, biomedical sciences, business administration, medicine, clinical laboratory science, computer science and engineering, electrical science and engineering, management information systems, and medical technology.
 - UB is the location for the only SUNY schools of architecture, law, and pharmacy, and SUNY’s only comprehensive school of engineering.
 - UB is helping to develop other industries through innovative research efforts. The Buffalo Center of Excellence in Bioinformatics & Life Sciences uses high-end technology, including supercomputing and visualization, with research in genomics, proteomics, and bioimaging to promote major contributions in science and health care. The Center for Computational Research provides education, outreach, and technology transfer to local industry in areas that require high-end computing, storage, networking, and visualization. Such areas include, among others, science, engineering, media, finance, art, law, visualization, architecture, medicine, and management.

- UB is affiliated with 10 hospitals throughout the BNE region, including: Buffalo General Hospital, the Women’s and Children’s Hospital of Buffalo, Erie County Medical Center, Millard Fillmore Gates Hospital, Millard Fillmore Suburban Hospital, Roswell Park Cancer Institute and Veterans Affairs Western New York Healthcare System at Buffalo, Mercy Health System, Sisters of Charity Hospital, and Niagara Falls Memorial Medical Center.
 - There are several UB initiatives to strengthen the regional economy, including the UB School of Management Center for Entrepreneurial Leadership, which helps established firms to grow and promotes entrepreneurial endeavors. The Center for Industrial Effectiveness (TCIE) works with management and union teams to make businesses more efficient. Since their founding in 1987, TCIE has helped 300 client firms improve their production methods and management techniques and bolster their competitiveness and market share.
 - Erie Community College is the largest two-year post-secondary institution, and is part of the 64-campus SUNY system. Average annual enrollment is approximately 12,300. The community college graduates more than 1,600 students annually. It is the third largest public community college in the SUNY system. ECC offers over 55 degree programs and seven specialized certificate programs. Associates degrees are offered in four academic areas: allied health, business and public service, engineering and technology, and liberal arts.
 - Coursework offered includes biomedical equipment technology, computer information systems, computer science, electrical engineering technology, medical laboratory technology, manufacturing technology, office technology, and business management.
 - ECC provides customized training programs to companies such as Ford, DuPont, Motorola, and GM.
4. **The Board of Cooperative Educational Services (BOCES) served a total of 1,630,671 students statewide with career, technical, and basic education opportunities during the 2003-2004 school year.** BOCES is a regional, public-education, service organization established by the state legislature in 1948. There are 38 BOCES statewide that provide quality, cost-effective, educational services to school districts in New York State. Vocational and technical education programs are provided to high school students and adults. Programs and services vary, reflecting the local needs of each area. However, all of the BOCES operate programs in six service categories: career and technical education; special education; instructional support; and non-instructional support. The BNE region is served by five BOCES, including the Orleans-Niagara BOCES, Livingston-Genesee-Steuben-Wyoming BOCES, Erie 1BOCES, Erie 2-Cattaraugus-Chautauqua BOCES, and Cattaraugus-Allegany-Erie-Wyoming BOCES.
- The five BOCES serving the BNE region had a combined enrollment of approximately 7,500 students during the 2003-2004 school year in the career and technical education programs. In addition to general education students in grades 11 and 12, most BOCES provide career and technical skills for special-needs students, and operate large programs for adults, both to enhance current job skills and to develop new ones.
 - BOCES also does training on behalf of private industry and the federal government.

- The General Education category of BOCES services is comprised of programs that enhance school districts' instructional programs. Included in this category are arts and environmental education, instruction for gifted and talented students, summer school, distance learning, and alternative education. The five BOCES serving the BNE region had a combined enrollment of approximately 1,320 students during the 2003-2004 school year in the general education programs.

LABOR COST

1. **Published average industry earnings in the BNE Region are below state and national averages.** Table 25 shows that the region's overall earnings (\$29,488) are 64.7% of the New York average (\$45,586), and 84.1% of the national average (\$35,081).
 - The earnings differential between the BNE Region and the state and national averages is particularly pronounced in several key white-collar and professional sectors. Average annual earnings in the information sector are over 91% lower than New York averages and 58.6% lower than national averages. Professional earnings are 79.2% lower than the state and 50.7% lower than national averages. Finance and insurance earnings are 37.4% below national averages and 174.3% below state averages (state averages are likely skewed by high earnings in New York City).

TABLE 25
AVERAGE ANNUAL EARNINGS BY INDUSTRY, 2002
 Source: U.S Department of Commerce, County Business Patterns

NAICS	Industry	Buffalo Niagara Region (8 Counties)	New York	U.S.	% Difference vs. NY	% Difference vs. U.S.
-----	Total	\$29,488	\$45,586	\$35,081	-54.6%	-19.0%
11----	Forestry, fishing, hunting, and agriculture support	N/A	\$28,961	\$27,480	N/A	N/A
21----	Mining	N/A	\$54,685	\$51,445	N/A	N/A
22----	Utilities	N/A	\$76,500	\$64,550	N/A	N/A
23----	Construction	\$41,693	\$47,522	\$39,208	-14.0%	6.0%
31----	Manufacturing	\$43,229	\$41,459	\$40,320	4.1%	6.7%
42----	Wholesale trade	\$40,470	\$51,369	\$44,798	-26.9%	-10.7%
44----	Retail trade	\$17,785	\$22,589	\$21,640	-27.0%	-21.7%
48----	Transportation & warehousing	\$29,454	\$34,748	\$35,535	-18.0%	-20.6%
51----	Information	\$33,544	\$64,152	\$53,187	-91.2%	-58.6%
52----	Finance & insurance	\$42,273	\$115,970	\$58,095	-174.3%	-37.4%
53----	Real estate & rental & leasing	N/A	\$39,068	\$32,340	N/A	N/A
54----	Professional, scientific & technical services	\$34,738	\$62,235	\$52,337	-79.2%	-50.7%
55----	Management of companies & enterprises	N/A	\$96,117	\$70,287	N/A	N/A
56----	Admin, support, waste mgt, remediation services	N/A	\$29,923	\$25,567	N/A	N/A
61----	Educational services	N/A	\$30,075	\$26,636	N/A	N/A
62----	Health care and social assistance	\$27,754	\$36,028	\$33,501	-29.8%	-20.7%

TABLE 25, CONTINUED
AVERAGE ANNUAL EARNINGS BY INDUSTRY, 2002
 Source: U.S. Department of Commerce, County Business Patterns

NAICS	Industry	Buffalo Niagara Region (8 Counties)	New York	U.S.	% Difference vs. NY	% Difference vs. U.S.
71----	Arts, entertainment & recreation	N/A	\$34,108	\$26,499	N/A	N/A
72----	Accommodation & food services	\$10,252	\$16,511	\$13,047	-61.0%	-27.3%
81----	Other services (except public administration)	\$16,836	\$26,164	\$21,937	-55.4%	-30.3%
95----	Auxiliaries (exc. corporate, subsidiary & regional mgt)	N/A	\$58,438	\$52,072	N/A	N/A
99----	Unclassified establishments	N/A	\$35,940	\$29,308	N/A	N/A

N/A = Not disclosable or not reported—data do not meet disclosure standards

2. **Table 26 shows median annual earnings in locations across the region for select occupations.** Earnings in Batavia (Genesee County), Fredonia (Chautauqua County), Jamestown (Chautauqua County), Dunkirk (Chautauqua County), and Olean (Cattaraugus County) are generally lower than national averages. Meanwhile, earnings for several occupations in Buffalo and Niagara Falls (Erie County) exceeded national averages.

TABLE 26
MEDIAN ANNUAL EARNINGS IN REGIONAL LOCATIONS FOR SELECT OCCUPATIONS
 Source: SalarySource.com

Occupation Description	Batavia (Genesee County)	Buffalo (Erie County)	Niagara Falls (Erie County)	Fredonia (Chautauqua County)	Jamestown (Chautauqua County)	Dunkirk (Chautauqua County)	Olean (Cattaraugus County)	US
Accounting Clerk	\$28,535	\$30,377	\$30,229	\$27,953	\$28,745	\$26,971	\$28,449	\$29,426
Assistant, Administrative	\$35,633	\$38,169	\$37,835	\$34,678	\$35,792	\$33,560	\$35,420	\$37,010
Civil Engineer	\$59,099	\$64,133	\$62,896	\$58,303	\$60,179	\$55,039	\$59,554	\$62,214
Computer Programmer	\$50,196	\$54,507	\$53,634	\$49,156	\$50,744	\$47,529	\$50,214	\$52,611
Electronics Technician	\$35,878	\$38,346	\$38,055	\$34,876	\$35,998	\$33,755	\$35,624	\$37,209
Engineering Technician	\$40,197	\$43,304	\$42,795	\$39,214	\$40,478	\$37,950	\$40,056	\$41,926
Maintenance Specialist	\$33,922	\$36,623	\$35,985	\$32,996	\$34,050	\$31,929	\$33,697	\$35,182
Machinist General	\$35,503	\$38,054	\$37,708	\$34,562	\$35,672	\$33,447	\$35,301	\$36,895
PC Support Specialist	\$50,553	\$54,657	\$53,911	\$49,398	\$49,398	\$47,799	\$50,460	\$52,820
Secretary - Executive	\$40,215	\$43,346	\$42,825	\$39,240	\$40,505	\$37,975	\$40,084	\$41,958
Analyst, Systems	\$65,532	\$71,017	\$69,630	\$64,738	\$66,818	\$60,732	\$66,125	\$68,931
Tool & Die Maker	\$43,071	\$46,690	\$45,986	\$42,140	\$43,501	\$40,763	\$43,048	\$45,130
Assembler	\$23,680	\$25,206	\$25,087	\$23,506	\$24,043	\$22,612	\$23,804	\$24,334

3. **Table 27 shows average annual salaries and starting salaries for select occupations as reported by area employers.** Reported starting salaries for general business and office-support occupations range between \$8.85/hr. and \$10.50/hr. Starting salaries for production and maintenance occupations range between \$7.40/hr. and \$13.35/hr. Starting salaries for computer and information-systems positions range between \$24,960 and \$45,760.

TABLE 27
ANNUAL SALARIES OF SURVEYED EMPLOYERS

Source: WDG Employer Survey, Winter 2003

Occupation	Cost					
	Average Annual Salary			Starting Rate		
	Responses	Average	Median	Responses	Average	Median
General Business and Office Support						
Accounting clerks	16	\$25,636	\$25,875	16	\$22,870	\$21,580
Accounting clerks/bookkeepers	44	\$26,378	\$25,000	39	\$22,364	\$21,840
Call center agent/representatives	14	\$21,838	\$18,720	13	\$19,561	\$18,720
Clerical workers with advanced computer skills	17	\$24,065	\$22,880	13	\$21,297	\$20,800
Customer service representatives	27	\$24,804	\$24,960	22	\$21,969	\$20,900
Office clerks	16	\$21,076	\$20,280	14	\$19,124	\$18,408
Secretaries/administrative assistants	30	\$25,427	\$24,960	26	\$22,193	\$21,400
Shipping clerks	15	\$22,812	\$21,320	13	\$19,960	\$18,720
Management and Supervisory						
Customer service manager	11	\$50,453	\$50,000	8	\$42,425	\$42,500
Management, experienced	19	\$58,305	\$52,000	16	\$46,147	\$40,800
Production supervisors	17	\$33,124	\$33,280	14	\$29,577	\$29,560
Technical and Professional						
Accountants	16	\$40,211	\$35,000	15	\$34,505	\$32,000
CAD drafters, senior	11	\$36,764	\$37,440	9	\$31,103	\$31,200
Engineers, other	10	\$48,316	\$50,500	9	\$39,231	\$39,500
Nurses, registered	11	\$36,848	\$37,440	12	\$33,916	\$32,760
Sales (non-retail)	16	\$44,016	\$41,600	15	\$38,677	\$37,440

TABLE 27, CONTINUED
ANNUAL SALARIES OF SURVEYED EMPLOYERS

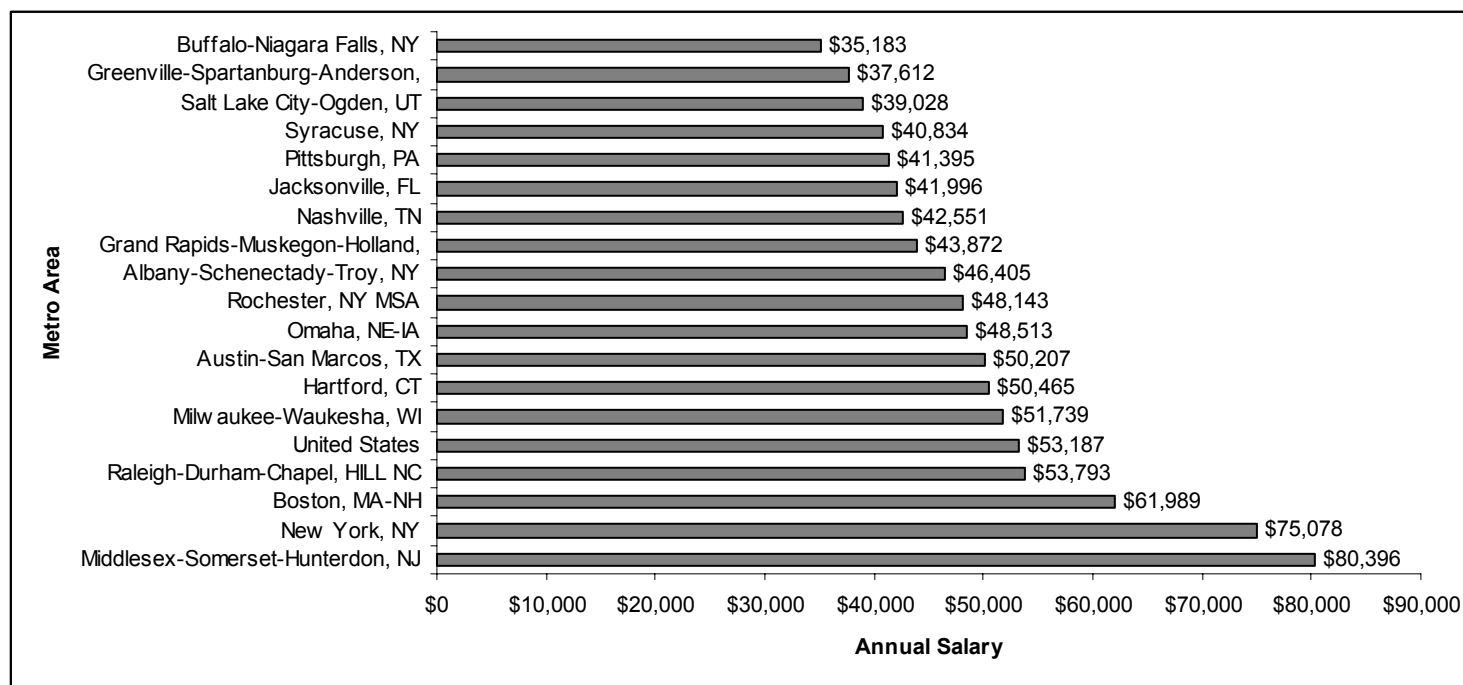
Source: WDG Employer Survey, Winter 2003

Occupation	Cost					
	Average Annual Salary			Starting Rate		
	Responses	Average	Median	Responses	Average	Median
Production, Maintenance and Distribution						
Fork lift operators	11	\$24,854	\$24,960	10	\$22,533	\$19,760
Janitors	12	\$21,537	\$21,819	11	\$17,063	\$15,413
Machine operators, no setup	12	\$21,637	\$21,840	11	\$18,436	\$18,720
Machine operators, with setup/CNC	12	\$30,292	\$31,200	12	\$25,473	\$22,360
Maintenance personnel, experienced	10	\$29,848	\$30,035	10	\$28,178	\$27,737
Material-handling laborers	27	\$23,889	\$20,800	27	\$21,107	\$18,720
Truck drivers	13	\$29,847	\$30,000	12	\$25,914	\$26,166
Unskilled workers (manufacturing, repair)	10	\$20,825	\$18,720	9	\$18,517	\$17,680
Computer and Information Systems						
Computer operators	7	\$34,990	\$31,757	7	\$28,555	\$24,960
Computer programmers	6	\$42,460	\$41,780	6	\$34,220	\$32,100
Computer support specialists	8	\$31,643	\$31,200	7	\$29,053	\$30,000
Database administrators	4	\$54,730	\$59,540	4	\$45,370	\$45,760
LAN administrators	14	\$42,099	\$40,000	14	\$35,994	\$35,596
LAN technicians	5	\$41,360	\$40,000	5	\$38,864	\$40,000
Network engineers	3	\$37,787	\$35,360	3	\$36,954	\$32,427
Systems analysts, computer	9	\$38,063	\$43,000	7	\$35,207	\$39,104

4. Earnings are lower in several key sectors and occupations relative to other metro areas.

- Earnings in the information sector in the Buffalo-Niagara Falls MSA are low compared to other metro areas. Earnings in this sector are 33.8% lower than the national average. See Figure 4.

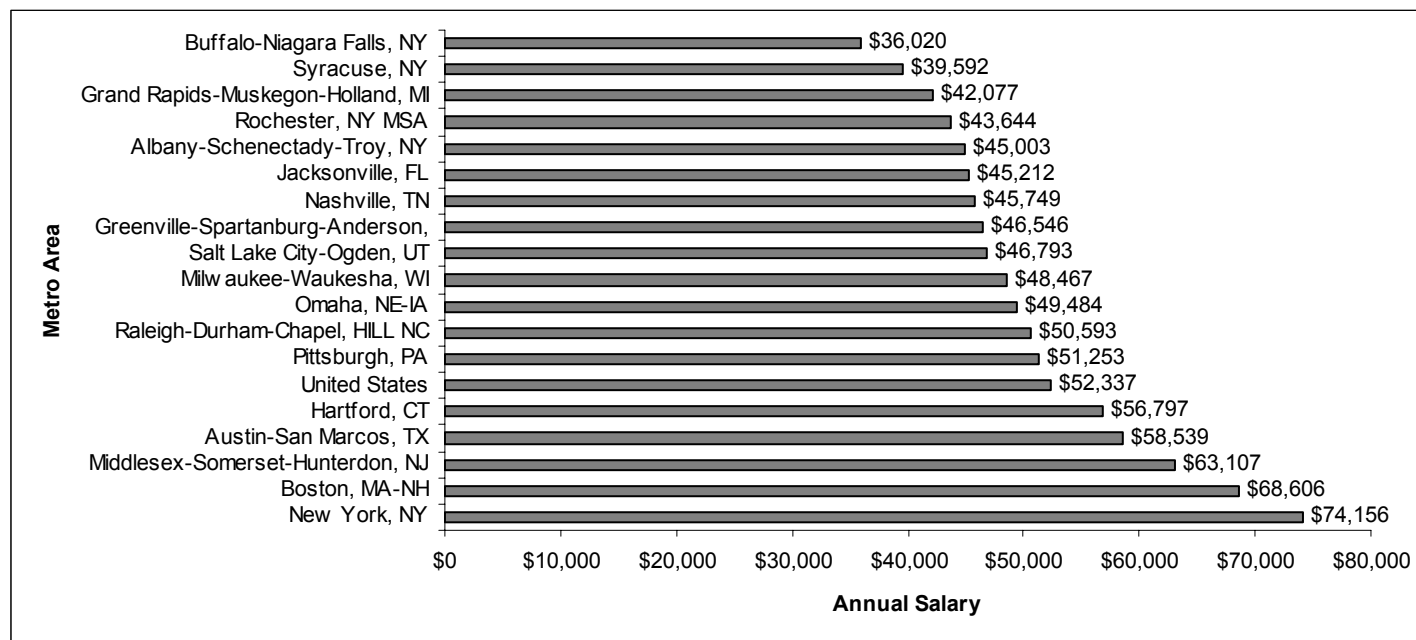
FIGURE 4
AVERAGE ANNUAL EARNINGS IN THE INFORMATION SECTOR FOR SELECT METRO AREAS (2002)
 Source: U.S. Department of Commerce, County Business Patterns



- The Buffalo Niagara Falls MSA also has the lowest average annual earnings in the professional, scientific, and technical services sector compared to other areas. See Figure 5.

FIGURE 5
AVERAGE ANNUAL EARNINGS IN THE PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES SECTOR
FOR SELECT METRO AREAS (2002)

Source: U.S. Department of Commerce, County Business Patterns



OPERATING ENVIRONMENT

1. **The operating environment in New York State has favorable elements.** A review of existing labor legislation reveals many elements that are advantageous to employers. New York has solid employment-at-will law. There are no statewide restrictions stronger than federal limitations in terms of EEO standards, sexual harassment, parental leave mandates, drug testing, and wrongful discharge. See Table 28 and Exhibit C-6.

TABLE 28
LABOR LEGISLATION IN NEW YORK
 Source: State of New York, Department of Labor

Labor Legislation	
Employment at will?	Yes
If yes, significant restrictions (from employers standpoint)	No
Restrictions on employee drug testing	No
Telephone monitoring restrictions for regulation of productivity (or customer service)	Yes: One-Party Consent
Plant Closing Law stricter than Federal?	No
ADA legislation stricter than Federal?	Yes
Ban on hiring replacement workers during a strike?	No
Striking workers entitled to unemployment insurance?	Yes
Relatively difficult for an employer to contest and win a workers' comp. claim?	No
Relatively difficult for an employer to contest and win an unemployment ins. claim?	No
Right to Work law in effect?	No
EEO hiring standards more restrictive than Federal?	No
Sexual harassment laws more restrictive than Federal?	No
Mandated parental leave legislation more generous than Federal?	No
Onerous provisions for wrongful discharge	No
Restrictions on applicant testing other than drug	No

2. **While there is favorable labor legislation, many companies feel they are negatively impacted by New York State's tax rates and policies.** According to a report released by the Tax Foundation in April 2004, New York's state and local tax burden, when measured as percentage of income, stands at 12.9%. This is the highest rate in the nation and well above the national average of 10%. Comparatively, New Jersey's tax burden was 10.1%, while Pennsylvania and Massachusetts both have a 9.4% burden. See Exhibit C-7 for a review of state tax policy.
 - Businesses in New York State pay roughly one in every three tax dollars, according to the Public Policy Institute of New York State, Inc. Additionally, they report that a Federal Reserve Bank of Boston analysis found that New York's corporate income tax is 82% higher than average and the fourth-highest nationally.

3. **The New York State minimum wage increased to \$6.00 per hour as of January 1, 2005.** It will increase to \$6.75 per hour as of January 1, 2006 and to \$7.15 per hour as of January 1, 2007.
4. **Surveyed and interviewed employers report high Workers' Compensation rates.** New York manufacturers paid average workers' comp costs that were 29.3% higher than the national average in the 12 months ending January 1, 2003, according to the annual analysis of manufacturers' workers' compensation costs by Actuarial & Technical Solutions of Ronkonkoma, New York. According to Actuarial and Technical Solutions, New York ranked 40th among 45 states evaluated (Five of the 50 states are self-insured and not rated). In Table 29, the index indicates the percentage above or below the U.S. average for workers' compensation rates.

TABLE 29
WORKERS' COMPENSATION COMPARATIVE COSTS, 2003* (INDEX U.S. AVERAGE=1)
 Source: Actuarial & Technical Solutions

State	Index	Rank	State	Index	Rank	State	Index	Rank
Arizona	0.385	1	Maryland	0.821	16	Alabama	1.105	31
Utah	0.467	2	Mississippi	0.838	17	Maine	1.114	32
Indiana	0.527	3	Georgia	0.869	18	Michigan	1.123	33
Oregon	0.561	4	Kentucky	0.883	19	Missouri	1.177	34
Virginia	0.578	5	Illinois	0.937	20	New Hampshire	1.205	35
New Mexico	0.584	6	Kansas	0.954	21	Alaska	1.214	36
South Carolina	0.587	7	Nevada	0.966	22	Connecticut	1.217	37
Arkansas	0.618	8	Montana	0.983	23	Hawaii	1.236	38
North Carolina	0.707	9	Minnesota	0.986	24	Oklahoma	1.262	39
Massachusetts	0.712	10	Louisiana	0.991	25	New York	1.293	40
South Dakota	0.715	11	Colorado	1.028	26	Vermont	1.339	41
Idaho	0.746	12	Pennsylvania	1.031	27	Delaware	1.453	42
Wisconsin	0.781	13	New Jersey	1.034	28	Texas	1.479	43
Iowa	0.815	14	Rhode Island	1.057	29	Florida	1.655	44
Nebraska	0.818	15	Tennessee	1.071	30	California	3.077	45

5. **Surveyed employers report slightly dissatisfied ratings of their experience with the local business climate.** As seen in Table 30, employers are the most dissatisfied with workers' compensation costs. Local government regulations and state training programs received the highest ratings.

TABLE 30
EMPLOYER RATINGS OF EXPERIENCE WITH LOCAL BUSINESS CLIMATE
(1=POOR, 5=EXCELLENT)

Source: WDG Employer Survey, Winter 2005

Local Business Climate	Average Score	Median Score
Local government regulations	2.8	3.0
Workers' compensation costs	2.1	2.0
Fairness of workers' compensation enforcement	2.4	3.0
Unemployment insurance costs	2.4	3.0
Fairness of unemployment insurance enforcement	2.5	3.0
State training programs	2.8	3.0

6. **Between 1989 and 2003, there were 245 union certification elections in the Buffalo Niagara Region.** Of those, the unions successfully won 156, or 63.7%. During this same period, there were 29 de-certification elections, of which the unions were successful in 10. See Exhibit C-8 for a complete listing of union elections.
- A review of existing union contracts in the eight-county region is provided in Exhibit C-9.
 - Local employers report that programs, specifically *Champions @ Work* through Cornell University's School of Industrial and Labor Relations, has played a positive role in labor/management relations in the region.

QUALITY OF LIFE

1. **A number of elements contribute to the area's excellent quality of life.** See Exhibit C-10 for quality-of-life indicators.
 - Over 75% of residents commute less than 30 minutes to get to their places of employment.
 - The median home value in the BNE Region is \$112,685, compared to \$219,050 in New York and \$154,762 nationally.
 - In addition to the premier tourist attraction, Niagara Falls, the region is home to numerous other parks and recreational opportunities. The Buffalo parks system was designed by Fredrick Law Olmstead, who also designed New York City's Central Park.
 - The region boasts more than 35 public golf courses and many private country clubs.
 - There are eight ski resorts south of the City of Buffalo.
 - The Buffalo Niagara Region is the proud home of both a national football team (Buffalo Bills) and former hockey team (Buffalo Sabres). Buffalo is also home to other professional sports teams, including indoor lacrosse and soccer.
 - Buffalo's Theatre District has more live stages than any region in the state other than Broadway.
2. **Employers give high ratings to the area's quality of life.** The highest ratings are provided for the availability of affordable homes, minimal traffic/road congestion, and recreation opportunities. See Table 31.
 - The only factor receiving a poor rating is the personal income tax rate.
 - Employers are slightly dissatisfied with the winter climate. However, in previous studies, employers report that in a typical winter, they may only lose one to two days per year of operations as a result of adverse weather conditions. Western New York is very well prepared to deal with any accumulating snowfall so that residents and businesses have very little downtime as a result of inclement weather.

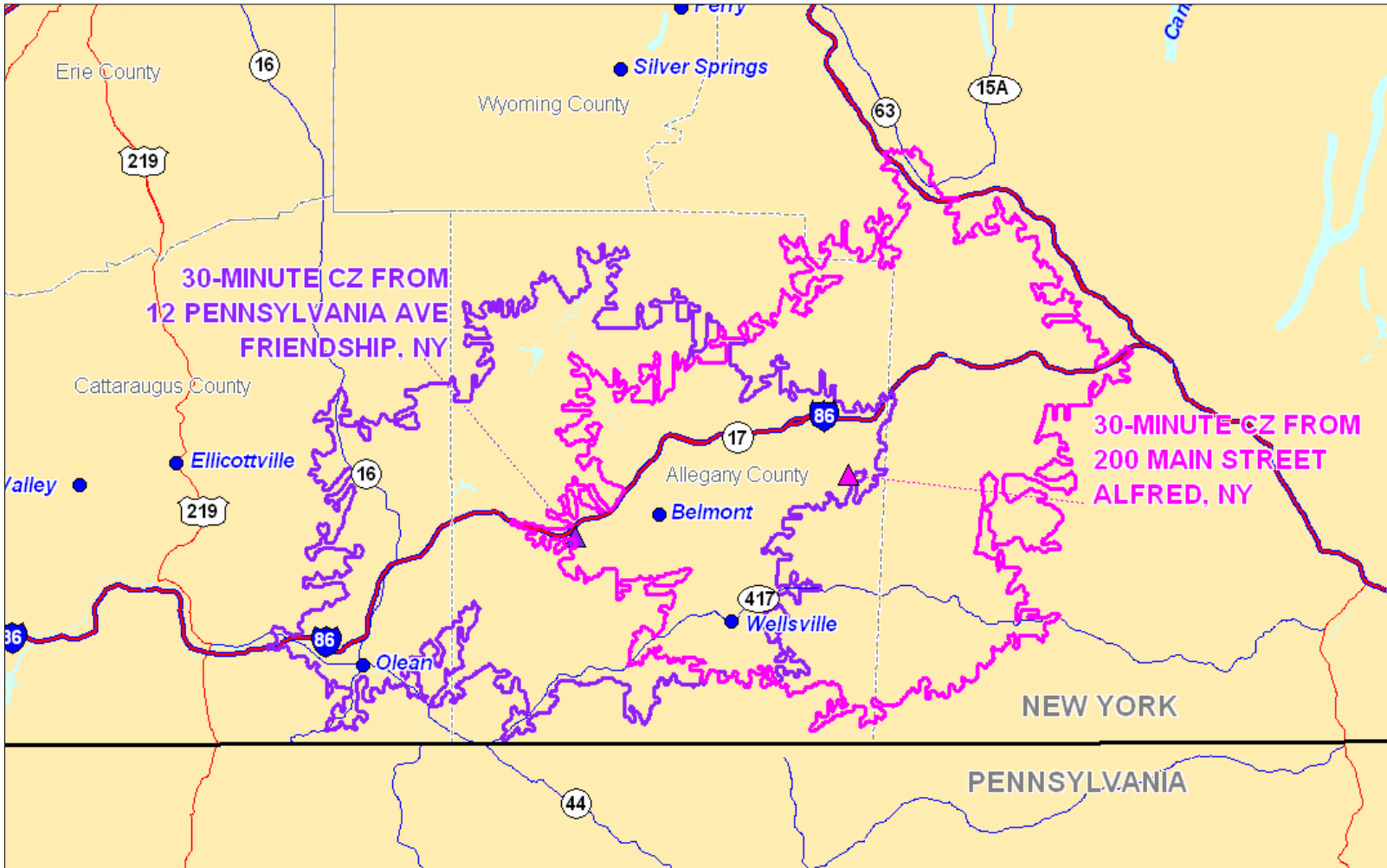
TABLE 31
QUALITY-OF-LIFE RATINGS FOR THE BNE REGION (5=EXCELLENT; 1=POOR)

Source: WDG Employer Survey, Winter 2004

Quality of Life	Average Score	Median Score
Availability of affordable homes	4.1	4.0
Traffic/road congestion	4.0	4.0
Recreation	3.9	4.0
Private education (K-12)	3.8	4.0
Availability of affordable rentals	3.8	4.0
Arts and cultural amenities	3.7	4.0
Safety from crime	3.7	4.0
Public education (K-12)	3.6	4.0
Health care services	3.5	3.0
Year-round climate	3.1	3.0
Winter climate	2.7	3.0
Personal income tax	1.9	2.0

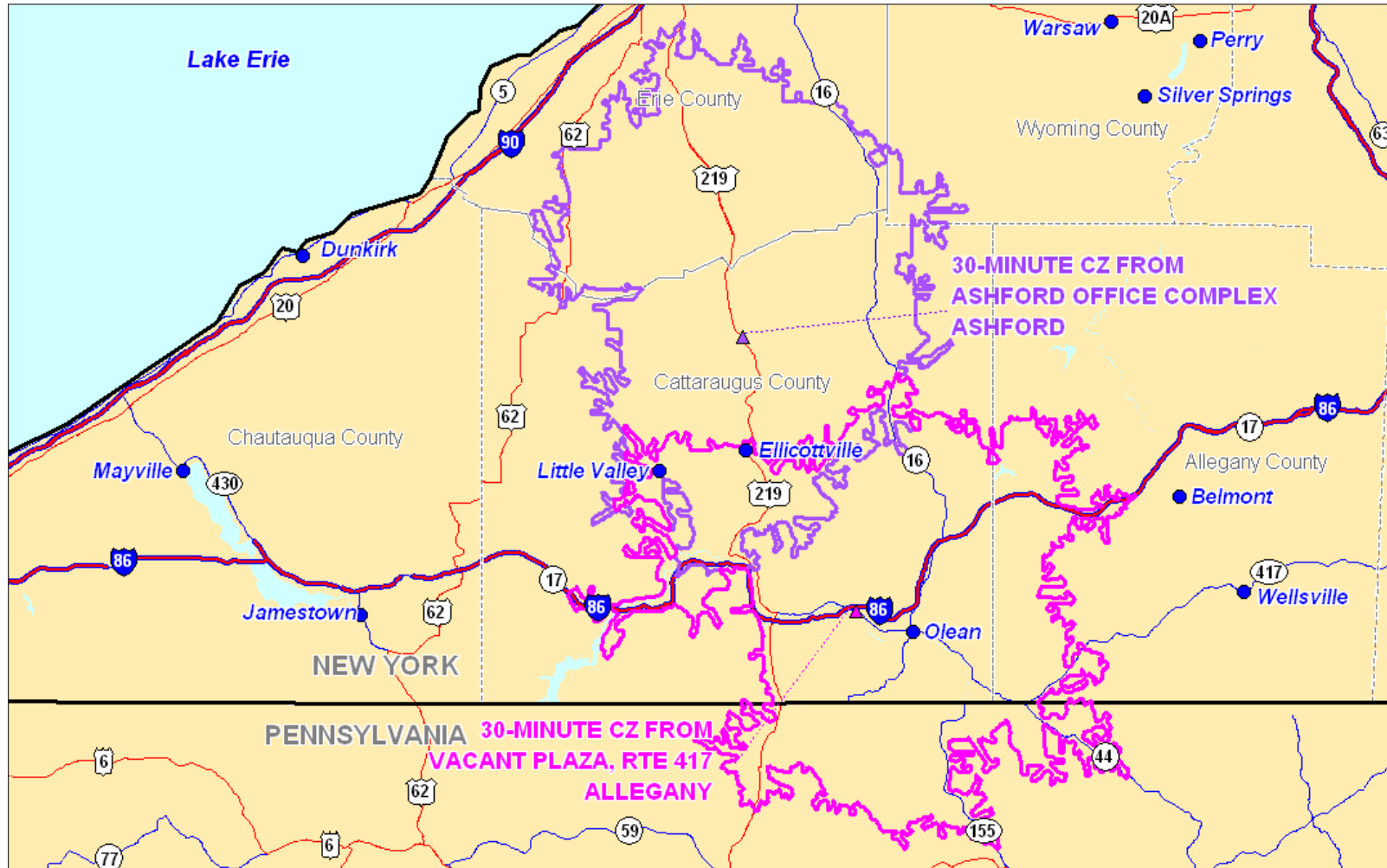
**EXHIBIT A-1
BUFFALO NIAGARA ENTERPRISE: ALLEGANY COUNTY
30-MINUTE COMMUTE ZONES FROM**

- ▲ 12 Pennsylvania Avenue, Friendship, NY
- ▲ 200 Main Street, Alfred, NY



**EXHIBIT A-2
BUFFALO NIAGARA ENTERPRISE: CATTARAUGUS COUNTY
30-MINUTE COMMUTE ZONES FROM**

- ▲ Vacant Plaza, Route 417, Allegany, NY**
- ▲ Ashford Office Complex, Route 219, Ashford, NY**



**EXHIBIT A-3
BUFFALO NIAGARA ENTERPRISE: CHAUTAUQUA COUNTY
30-MINUTE COMMUTE ZONES FROM**

- ▲ 247-335 Harrison Street, Jamestown, NY**
- ▲ Chadwick Bay Industrial Park, Progress Drive, Sheridan, NY**

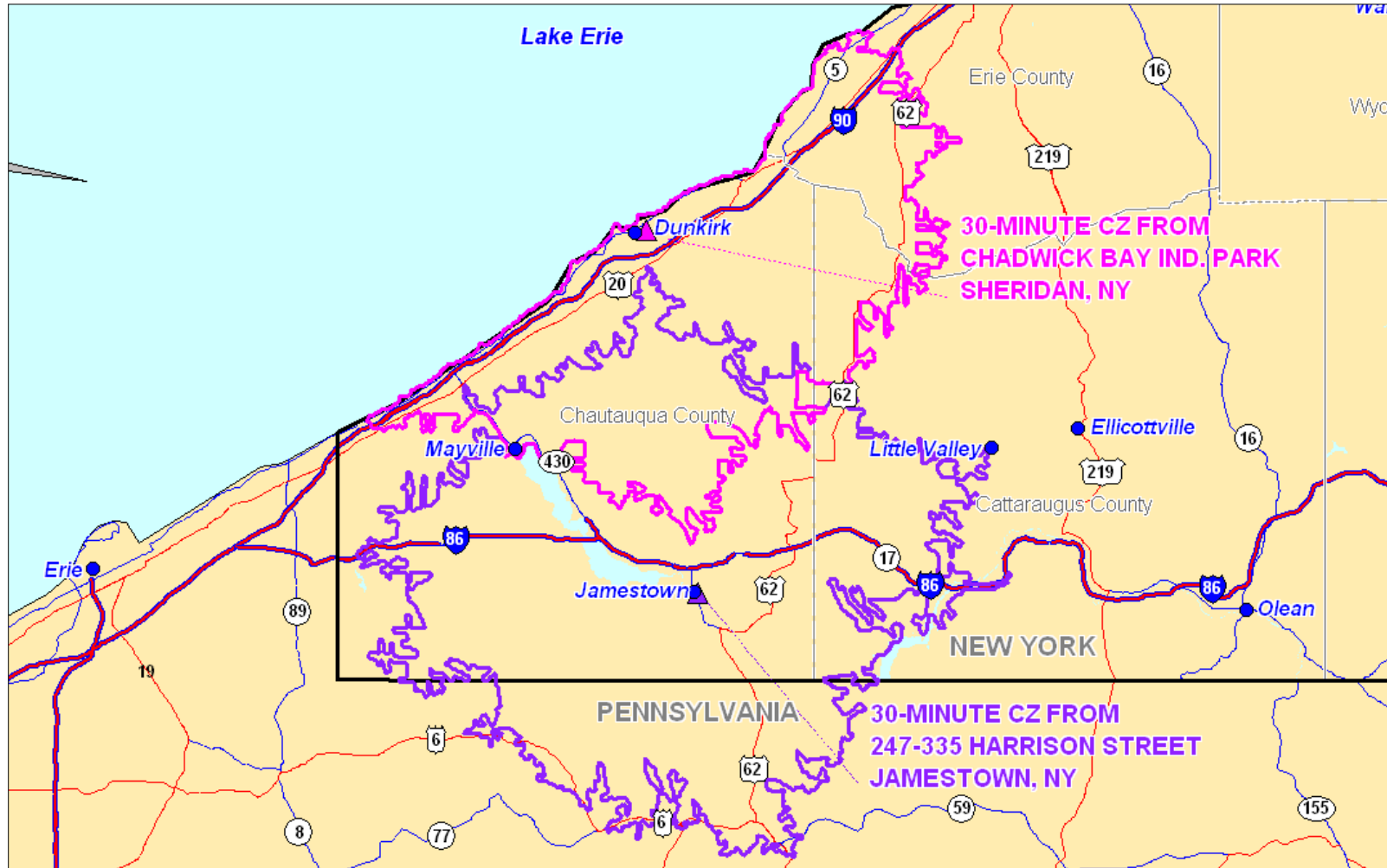
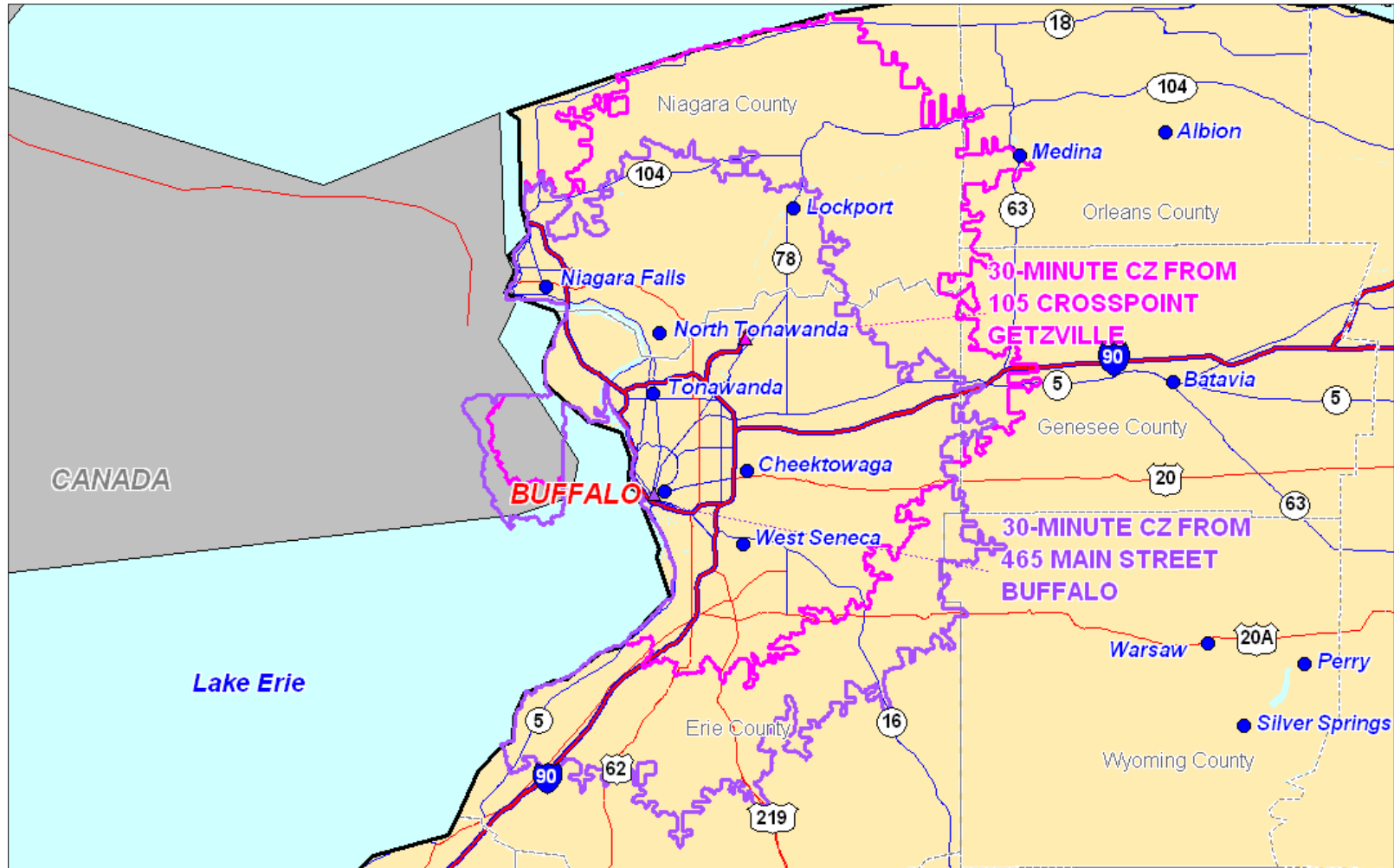


EXHIBIT A-4
BUFFALO NIAGARA ENTERPRISE: ERIE COUNTY
30-MINUTE COMMUTE ZONES FROM

- ▲ 465 Main Street, Buffalo, NY
- ▲ 105 Crosspoint Parkway, Getzville, NY



**EXHIBIT A-5
BUFFALO NIAGARA ENTERPRISE: GENESEE COUNTY
30-MINUTE COMMUTE ZONES FROM**

- ▲ 4371 Federal Drive, Batavia, NY
- ▲ 700 Appletree Drive, Bergen, NY



EXHIBIT A-6
BUFFALO NIAGARA ENTERPRISE: NIAGARA COUNTY
30-MINUTE COMMUTE ZONES FROM

- ▲ 6311 Inducon Corp. Drive, Sanborn, NY
- ▲ 4890 I.D.A. Drive, Lockport, NY

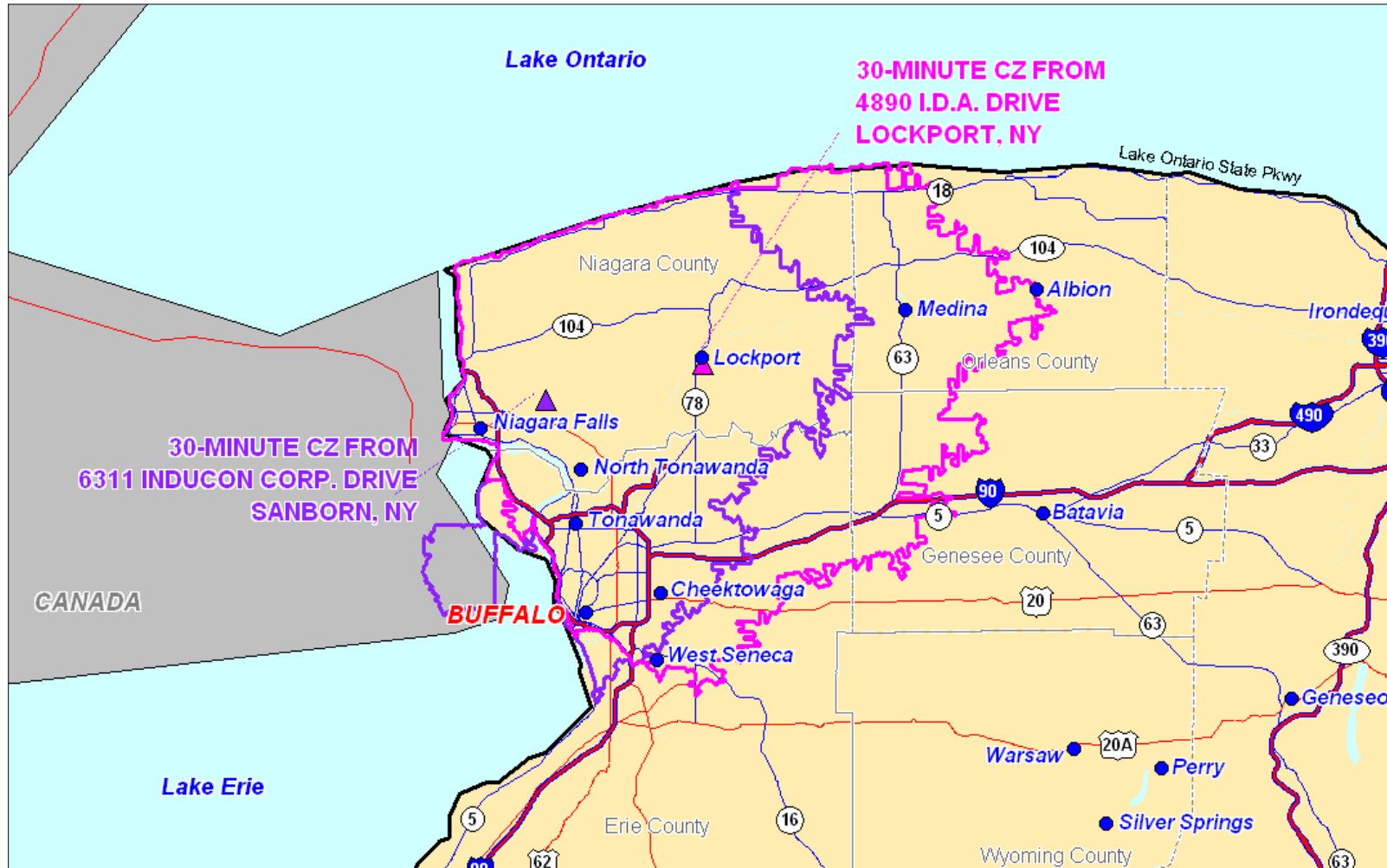
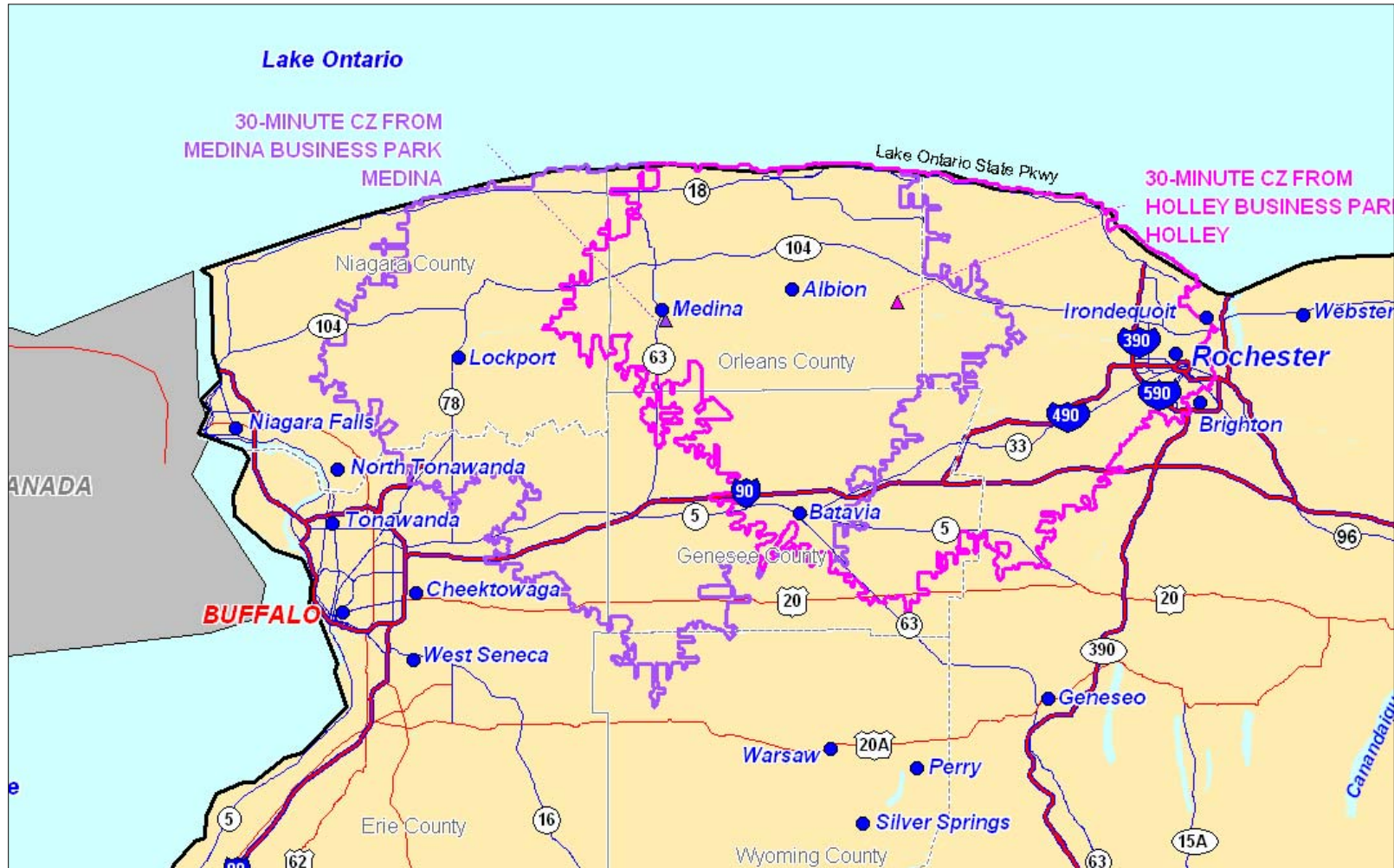


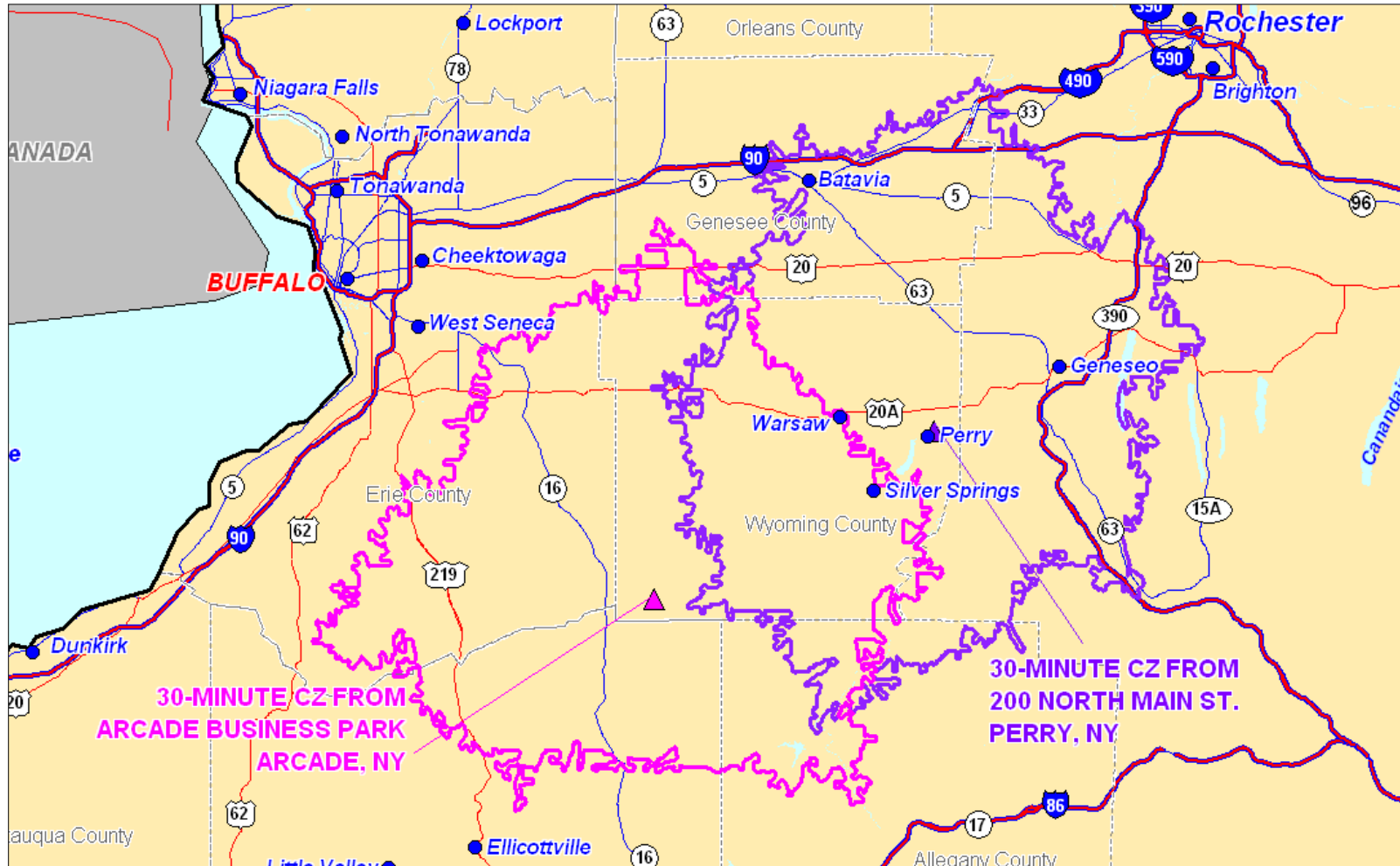
EXHIBIT A-7
BUFFALO NIAGARA ENTERPRISE: ORLEANS COUNTY
30-MINUTE COMMUTE ZONES FROM

- ▲ Medina Business Park, 11601 Maple Ridge Road, Medina, NY
- ▲ Holley Business Park, 88 Nesbitt Drive, Holley, NY



**EXHIBIT A-8
BUFFALO NIAGARA ENTERPRISE: WYOMING COUNTY
30-MINUTE COMMUTE ZONES FROM**

- ▲ Arcade Business Park, 7380 Route 98, Arcade, NY
- ▲ 200 North Main Street, Perry, NY



**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

BACKGROUND INFORMATION					
Total Responses		192			
Please describe your primary product or service:		A	See Exhibit B-2		
Please indicate the functions or operations at your location (select all that apply):		RESPONSES			
	Administrative center	73			
	Computer/data center	50			
	Customer service/call center	60			
	Distribution/wholesale	33			
	Education	14			
	Headquarters	78			
	Health Care	18			
	Hospitality/service	5			
	Manufacturing/repair/maintenance	102			
	Professional services	20			
	Regional, district or branch office	14			
	Research and development	22			
	Retail	10			
	Sales center/office	48			
	Other:	26	See Exhibit B-3		
EMPLOYMENT PROFILE					
Please provide the following employment-level information:		RESPONSES	AVERAGE	MEDIAN	TOTALS
	Current number of full-time employees	177	171	62	30,343
	Current number of part-time employees	123	32	6	3,965
	Current number of temporary employees	73	19	4	1,364
	Current number of alien workers	8	47	2	379
	Estimated full-time employees one year from now	147	169	60	24,808
	How many shifts?	155	4	2	
	Percentage of your company's labor force represented by one or more unions	41	71	76	

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

LABOR MARKET AREA				
Please estimate your employees' average, one-way commuting time in minutes:		RESPONSES	AVERAGE MINUTES	MEDIAN MINUTES
	Hourly and office non-exempt	170	20.0	20
	Management	171	21.8	20
EASE OF LOCATING AND RELOCATING MANAGEMENT AND PROFESSIONALS				
Please select the number that best rates your experiences (1=Poor, 5=Excellent)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Ease of relocating managers/professionals from outside area	121	2.6	3
	Employment opportunities for 'trailing' spouses	109	2.4	2
	Housing availability for relocatees/transferees	121	3.8	4
	Quality of life/climate as perceived by job candidates from outside area	123	3.2	3
Additional comments regarding employee relocation experiences:		46	See Exhibit B-4	
BASIC SKILLS OF JOB APPLICANTS				
Have you noted a deficiency in basic skills of job applicants?		RESPONSES	YES	NO
	Responses	162	82	80
If yes, what is the most common deficiency?		RESPONSES	See Exhibit B-5	
	Open-Ended Responses	71		
Please rate the basic skill levels you see among your non-managerial and non-professional job applicants. (1=Poor, 5=Excellent)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Overall basic skills of all applicants	165	3.0	3
	Written communication	163	2.6	3
	Reading comprehension	163	2.9	3
	Arithmetic/math	159	2.8	3
	Thinking and judgment	163	2.9	3
	Verbal communication/comprehension	163	2.9	3
	Bilingual skills	144	1.6	1
	Team and cooperative skills	162	3.1	3

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

COMPUTER SKILLS NEEDED BY JOB APPLICANTS				
Please indicate the level of computer skill generally NEEDED among job applicants for: (1=Low skills , 5=Highest skills)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
<i>OFFICE (non-managerial/non-professional) personnel</i>				
	Fundamental skills <input type="checkbox"/>	166	3.9	4
	Basic keyboard skills <input type="checkbox"/>	165	3.9	4
	Using word processing software <input type="checkbox"/>	164	3.8	4
	Using spreadsheet software <input type="checkbox"/>	162	3.6	4
	Using database software <input type="checkbox"/>	151	3.4	3
	Using accounting software <input type="checkbox"/>	147	3.1	3
	Accessing and using the Internet	162	3.5	4
	Cisco <input type="checkbox"/>	24	2.7	3
	Linux <input type="checkbox"/>	22	2.6	3
	Microsoft <input type="checkbox"/>	131	4.1	4
	Novell <input type="checkbox"/>	39	3.1	3
	UNIX <input type="checkbox"/>	25	2.6	3
	Overall training or learning capacity of applicants	117	3.6	4
<i>MANUFACTURING job applicants.</i>				
	Basic keyboarding skills	68	3.0	3
<i>DISTRIBUTION job applicants.</i>				
	Basic keyboarding skills	73	3.2	3

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

ACTUAL COMPUTER SKILLS OF JOB APPLICANTS				
Please rate the computer skill levels you CURRENTLY SEE among your job applicants for: (1=Poor skills, 5=High skills)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
<i>OFFICE (non-managerial/non-professional) personnel</i>				
	Fundamental skills	154	3.4	3
	Basic keyboard skills <input type="checkbox"/>	153	3.5	3
	Using word processing software <input type="checkbox"/>	153	3.3	3
	Using spreadsheet software <input type="checkbox"/>	152	2.8	3
	Using database software <input type="checkbox"/>	143	2.6	2
	Using accounting software <input type="checkbox"/>	128	2.7	3
	Accessing and using the Internet <input type="checkbox"/>	148	3.4	3
	Cisco <input type="checkbox"/>	23	2.7	3
	Linux <input type="checkbox"/>	21	2.6	3
	Microsoft <input type="checkbox"/>	113	3.6	4
	Novell <input type="checkbox"/>	34	2.8	3
	UNIX <input type="checkbox"/>	24	2.5	3
	Overall training or learning capacity of applicants	97	3.4	3
<i>MANUFACTURING job applicants.</i>				
	Basic keyboarding skills	73	2.5	3
<i>DISTRIBUTION job applicants.</i>				
	Basic keyboarding skills	72	2.7	3
PRODUCTIVITY AND WORK ETHIC OF COMPANY EMPLOYEES				
Please select the number that best describes your experience with the work ethic and productivity seen in the local labor force. (1=Poor, 5=Excellent)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Work ethic <input type="checkbox"/>	172	3.3	3
	Productivity	172	3.4	3
	Productivity compared to that of company's other sites	111	3.4	3
	Willingness to work overtime	170	3.6	4
	Punctuality	172	3.3	3
	Overall employer/employee relations	170	3.6	4

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

PRODUCTIVITY AND WORK ETHIC OF COMPANY EMPLOYEES, continued			
Do you require job applicants to pass a drug screen/test prior to employment?	RESPONSES	YES	NO
Responses	172	74	98
If yes, how would you characterize the problem of substance abuse among job applicants? (1=None, 5=Severe)	RESPONSES	AVERAGE	MEDIAN
Responses	88	2.0	2
EMPLOYEE TURNOVER AND ABSENTEEISM			
Please select the number that best describes your experience with turnover and absenteeism	RESPONSES	AVERAGE SCORE	MEDIAN SCORE
New-hire turnover rate (i.e., employed less than 1 year) <input type="checkbox"/> (1=0-10%, 2=10%-20%, 3=20%-30%, 4=Over 30%) <input type="checkbox"/>	160	1.7	1
Overall average annual turnover rate <input type="checkbox"/> (1=0-5%, 2=6%-9%, 3=10%-14%, 4=Over 15%)	166	2.0	2
Average daily absenteeism rate <input type="checkbox"/> <input type="checkbox"/> (1=0-5%, 2=6%-9%, 3=10%-14%, 4=Over 15%)	162	1.5	1
LABOR AVAILABILITY	See Exhibit B-6		
LABOR COST	See Exhibit B-6		
LABOR DEMAND	See Exhibit B-6		
Which skills/positions are most difficult to find?	RESPONSES		
Open-Ended Responses	117	See Exhibit B-7	
Does your company offer shift premiums? (Yes or No)	RESPONSES	YES	NO
Second shift	108	75	33
Third shift	84	56	28
UNDEREMPLOYED/OVERQUALIFIED JOB APPLICANTS			
Please provide your experience with the availability of OVERQUALIFIED job applicants:	RESPONSES	AVERAGE SCORE	MEDIAN SCORE
1=No applicants, 5=Large % of applicants	161	2.5	3
Do you think it is common for residents in the area to be employed below their skill levels? (more than in the rest of the country)	RESPONSES	YES	NO
Responses	163	86	77

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

RETIRED RESIDENTS WITHIN THE WORKFORCE				
Approximate number of your employees that are retired from another job/career?		RESPONSES	AVERAGE	MEDIAN
	Full-time	37	3.7	2
	Part-time	48	3.4	2
If you hire or employ retirees, what jobs do they hold in your company?		RESPONSES		
	Open-Ended Responses	66	See Exhibit B-8	
What has been your overall experience employing retired residents? Have those experiences been satisfactory or unsatisfactory? Please explain.		RESPONSES		
	Open-Ended Responses	70	See Exhibit B-9	
EMPLOYEE RECRUITING				
Please indicate the THREE most frequently used recruiting methods employed by your company or organization.		RESPONSES		
	Walk-ins/unsolicited resumes	77		
	Referrals	73		
	Employment agencies	36		
	'Temp to perm'	34		
	'Word of Mouth'	50		
	State employment office	38		
	Newspaper advertising	121		
	Colleges/universities	22		
	Tech schools	9		
	Internet	43		
	Radio/TV advertising	2		
	Other:	17	See Exhibit B-10	
Are bonuses given to employees who refer job candidates that are hired by the company?		RESPONSES	YES	NO
	Responses	161	34	127
Do you offer any incentive compensation programs?		RESPONSES	YES	NO
	Responses	155	63	92

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

EMPLOYEE RECRUITING, <i>continued</i>				
How often do you recruit at the following area colleges and universities? (1=Never, 5=Continuously)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Alfred University	128	1.3	1
	Canisius College	127	1.5	1
	Cornell University School of Industrial and Labor Relations	126	1.2	1
	Daemen College	128	1.3	1
	D'Youville College	128	1.3	1
	Hilbert College	127	1.2	1
	Houghton College	128	1.2	1
	Medaille College	125	1.2	1
	Niagara University	127	1.3	1
	Saint Bonaventure University	128	1.3	1
	SUNY College at Brockport	126	1.2	1
	SUNY at Buffalo	133	1.9	1
	SUNY College at Fredonia	126	1.3	1
	SUNY College of Technology at Alfred	125	1.3	1
	Bryant and Stratton Business Institute-Buffalo	127	1.4	1
	Buffalo State College	114	1.4	1
	Empire State College	125	1.2	1
	Erie Community College	129	1.6	1
	Genesee Community College	126	1.3	1
	ITT Technical Institute	127	1.2	1
	Jamestown Community College	131	1.3	1
	Niagara County Community College	130	1.3	1
	Trocaire College	127	1.1	1
	Villa Maria College	124	1.1	1

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

TRAINING AND EDUCATIONAL RESOURCES					
Please indicate those educational resources used by your firm for each of the following: (check all that apply)			RESPONSES		
	Clerical employee training <input type="checkbox"/> - Private Vendor		56		
	Clerical employee training <input type="checkbox"/> - College/ University		8		
	Clerical employee training <input type="checkbox"/> - Community Colleges		43		
	Production/construction/maintenance-level employee training - Private Vendor		49		
	Production/construction/maintenance-level employee training - College/ University		5		
	Production/construction/maintenance-level employee training - Community Colleges		29		
	Technical/professional employee training <input type="checkbox"/> - Private Vendor		75		
	Technical/professional employee training <input type="checkbox"/> - College/ University		27		
	Technical/professional employee training <input type="checkbox"/> - Community Colleges		39		
Do you have any formal in-house training programs?			RESPONSES	YES	NO
	Responses		169	132	37
If yes, for what topics, programs, or courses?			RESPONSES		
	Basic skills		47		
	Life skills		9		
	Safety		91		
	Computer		42		
	General business		24		
	Job-specific <input type="checkbox"/>		102		
	Leadership		35		
	Other:		26	See Exhibit B-11	
How do you MOST FREQUENTLY conduct training of your staff for job-specific skills?			RESPONSES		
	Using on-the-job trainers		29		
	Using company personnel		110		
	Using vendors or contractors		20		
	On-line		2		

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

TRAINING AND EDUCATIONAL RESOURCES, <i>continued</i>				
How frequently have you worked with each of the following for training programs, apprenticeships, co-op, or other programs? (1=Never, 5=Continuously)				
		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Area High Schools	107	1.6	1
	Alfred University	102	1.1	1
	Canisius College	102	1.3	1
	Cornell University School of Industrial and Labor Relations	101	1.2	1
	Daemen College	101	1.1	1
	D'Youville College	102	1.1	1
	Hilbert College	102	1.1	1
	Houghton College	102	1.1	1
	Medaille College	101	1.1	1
	Niagara University	101	1.1	1
	Saint Bonaventure University	101	1.2	1
	SUNY College at Brockport	100	1.1	1
	SUNY at Buffalo	107	1.7	1
	SUNY College at Fredonia	104	1.2	1
	SUNY College of Technology at Alfred	102	1.2	1
	Bryant and Stratton Business Institute-Buffalo	101	1.1	1
	Buffalo State College	88	1.1	1
	Empire State College	102	1.1	1
	Erie Community College	104	1.3	1
	Genesee Community College	104	1.3	1
	ITT Technical Institute	100	1.0	1
	Jamestown Community College	106	1.3	1
	Niagara County Community College	102	1.2	1
	Trocaire College	100	1.0	1
	Villa Maria College	99	1.1	1
	Private vendors (e.g., training and development consultants)	107	1.9	1

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

TRAINING AND EDUCATIONAL RESOURCES, <i>continued</i>				
Please select the number that best indicates your opinion of the quality of the following educational programs and graduates. (1=Poor, 5=Excellent)				
		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Area High Schools	93	3.1	3
	Alfred University	31	3.7	4
	Canisius College	38	4.0	4
	Cornell University School of Industrial and Labor Relations	26	4.1	4
	Daemen College	21	3.5	3
	D'Youville College	23	3.3	3
	Hilbert College	26	3.3	3
	Houghton College	21	3.1	3
	Medaille College	19	3.4	3
	Niagara University	33	3.8	4
	Saint Bonaventure University	28	3.8	4
	SUNY College at Brockport	22	3.5	4
	SUNY at Buffalo	61	4.1	4
	SUNY College at Fredonia	34	3.8	4
	SUNY College of Technology at Alfred	33	3.5	3
	Bryant and Stratton Business Institute-Buffalo	30	3.0	3
	Buffalo State College	25	3.6	4
	Empire State College	22	3.4	3
	Erie Community College	41	3.3	3
	Genesee Community College	25	3.4	3
	ITT Technical Institute	20	3.0	3
	Jamestown Community College	27	3.3	4
	Niagara County Community College	28	3.2	3
	Trocaire College	12	3.1	3
	Villa Maria College	16	2.8	3
	Private vendors (e.g., training and development consultants)	40	3.5	4

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

IMPROVEMENTS NEEDED AMONG LOCAL TRAINING AND EDUCATIONAL PROGRAMS		
Please indicate the skills or programs that need to be strengthened or instituted to better meet your requirements.		
Among area high schools:		RESPONSES
Basic skills		70
Reading/writing		79
Communication/speaking		91
Math		71
Life skills		50
Job preparedness		72
Job interview skills		49
Critical thinking		50
Vocational training		30
Work ethic		107
Computer/software		33
Other:		15
		See Exhibit B-12
At Community Colleges and Technical Centers:		RESPONSES
Basic skills		33
Reading/writing		35
Communication/speaking		61
Math		34
Life skills <input type="checkbox"/>		28
Job preparedness		62
Job interview skills		44
Critical thinking		58
Vocational training		23
Work ethic		76
Computer/software		29
Other:		16
		See Exhibit B-12
Among area's university and four-year colleges:		RESPONSES
Job preparedness		59
Job interview skills		35
Critical thinking		57
Computer/software <input type="checkbox"/>		24
Other:		22
		See Exhibit B-12

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

COMPANY-OFFERED BENEFITS				
Does your company offer any of the following benefits? (select all that apply)		RESPONSES		
	Subsidized daycare program	2		
	On-site daycare program	4		
	Life insurance (company paid)	120		
	Health insurance (company paid)	157		
	Dental insurance (company paid)	85		
	Optical insurance (company paid)	62		
	Long-term disability	99		
	Short-term disability	135		
	Tuition reimbursement	87		
	Pension	64		
	401(k)	124		
	Other:	42	See Exhibit B-13	
Percent of premium paid by the company for these benefits:		RESPONSES	AVERAGE PERCENT	MEDIAN PERCENT
	Daycare (%)	1	10.0	10
	On-site daycare (%)	0	0.0	0
	Life insurance (%)	104	97.2	100
	Health insurance (%)	142	75.6	75
	Dental insurance (%)	67	77.8	80
	Optical insurance (%)	48	78.0	80
	Long-term disability (%)	73	92.9	100
	Short-term disability (%)	93	93.6	100
Does the company contribute to:		RESPONSES	YES	NO
	Tuition reimbursement?	101	83	18
	Pension?	83	57	26
	401(k)?	123	102	21

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

COMPANY-OFFERED BENEFITS, <i>continued</i>				
Please indicate your company's vacation policy for HOURLY employees.		RESPONSES	AVERAGE days/year	MEDIAN days/year
	After 6 months (days)	68	5.7	5
	After 1 year (days/yr)	153	8.3	6
	After 5 years (days/yr)	148	14.4	15
	After 10 years (days/yr)	140	18.6	15
	After 20 years (days/yr)	125	20.9	20
Please indicate your company's vacation policy for SALARIED employees.		RESPONSES	AVERAGE days/year	MEDIAN days/year
	After 6 months (days)	81	9.2	5
	After 1 year (days/yr)	153	9.8	10
	After 5 years (days/yr)	145	14.6	15
	After 10 years (days/yr)	139	18.4	18
	After 20 years (days/yr)	125	20.9	20
How many paid holidays does the company offer?		RESPONSES	AVERAGE days/year	MEDIAN days/year
	Open-Ended Responses	148	8.6	8
COMPANY PROGRAMS/WORK SITE AMENITIES				
Please indicate those programs offered by your company.		RESPONSES		
	Health insurance for dependents	155		
	Tuition reimbursement for non-job-related courses	30		
	Daycare subsidy	2		
	Flextime	56		
	Telecommuting	12		
	Job sharing	15		
	Partial days off	111		
	Floating holidays	85		
	Effective employee suggestion systems	96		
	Frequent employee recognition programs	80		
	Company-sponsored picnics or similar events	132		
	Health club (on-site or membership)	18		
	Cafeteria	42		
	Lunch/break room	144		
	Other:	14	See Exhibit B-14	

**EXHIBIT B-1
BUFFALO NIAGARA ENTERPRISE
EMPLOYER SURVEY SUMMARY
NINE-COUNTY REGION**

LOCAL BUSINESS CLIMATE				
Please select the number that best describes your experience with the local business climate. (1=Poor, 5=Excellent)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Local government regulations	159	2.8	3
	Workers' compensation costs	161	2.1	2
	Fairness of workers' compensation enforcement	162	2.4	3
	Unemployment insurance costs	162	2.4	3
	Fairness of unemployment insurance enforcement	162	2.5	3
	State training programs	151	2.8	3
QUALITY OF LIFE				
Please select the number that best describes your personal experience of the area's quality of life. (1=Poor, 5=Excellent)		RESPONSES	AVERAGE SCORE	MEDIAN SCORE
	Public education (K-12)	157	3.6	4
	Private education (K-12)	130	3.8	4
	Recreation	161	3.9	4
	Arts and cultural amenities	157	3.7	4
	Availability of affordable homes	160	4.1	4
	Availability of affordable rentals	156	3.8	4
	Year-round climate	162	3.1	3
	Winter climate	61	2.7	3
	Health care services	162	3.5	3
	Safety from crime	159	3.7	4
	Traffic/road congestion	161	4.0	4
	Personal income tax	157	1.9	2
ADDITIONAL COMMENTS		RESPONSES		
	Open-Ended Responses	23	See Exhibit B-15	
RESPONDING EMPLOYERS		192	See Exhibit B-16	

**EXHIBIT C-1
DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, ESRI Business Information Solutions

	Allegany County	Cattaraugus County	Chautauqua County	Erie County	Genesee County	Niagara County	Orleans County	Wyoming County
Population								
1990	50,470	84,234	141,895	968,532	60,060	220,756	41,846	42,507
2000	49,927	83,955	139,750	950,265	60,370	219,846	44,171	43,424
2004	50,157	83,820	139,495	948,249	60,117	218,924	44,240	43,527
2009	50,486	83,711	139,345	947,125	59,886	217,922	44,388	43,728
Change 1990 - 2000	-1.1%	-0.3%	-1.5%	-1.9%	0.5%	-0.4%	5.6%	2.2%
Change 2000 - 2004	0.5%	-0.2%	-0.2%	-0.2%	-0.4%	-0.4%	0.2%	0.2%
Change 1990 - 2004	-0.6%	-0.5%	-1.7%	-2.1%	0.1%	-0.8%	5.7%	2.4%
Change 2004 - 2009	0.7%	-0.1%	-0.1%	-0.1%	-0.4%	-0.5%	0.3%	0.5%

Percent Minority

2000	2.6%	5.0%	7.1%	18.2%	4.9%	9.0%	11.7%	8.9%
2004	3.1%	5.6%	8.4%	20.3%	5.6%	10.1%	12.2%	10.1%
2009	3.8%	6.4%	10.0%	23.0%	6.6%	11.5%	12.8%	11.8%

Percent Distribution by Age Group (2000)

0-19	30.4%	29.4%	28.0%	26.9%	28.7%	27.5%	28.9%	26.6%
20-34	19.6%	17.3%	18.0%	18.6%	17.4%	17.5%	19.0%	20.3%
35-54	26.9%	29.3%	28.6%	29.5%	30.5%	30.5%	31.0%	32.3%
55-64	9.1%	9.4%	9.3%	9.1%	9.1%	9.1%	8.6%	8.7%
65-74	7.5%	7.7%	8.0%	8.0%	7.1%	7.8%	6.2%	6.2%
75 and over	6.5%	6.9%	8.0%	7.9%	7.3%	7.6%	6.2%	6.0%

Percent Distribution by Age Group (2004)

0-19	28.6%	27.3%	26.5%	26.1%	26.9%	26.3%	27.5%	24.9%
20-34	20.8%	18.4%	18.6%	18.3%	17.9%	17.7%	19.2%	20.6%
35-54	26.1%	28.8%	28.3%	29.4%	30.7%	30.2%	31.1%	32.4%
55-64	10.4%	10.8%	10.7%	10.4%	10.3%	10.5%	9.8%	9.9%
65-74	7.3%	7.6%	7.7%	7.5%	6.9%	7.4%	6.3%	6.1%
75 and over	6.7%	7.1%	8.2%	8.4%	7.3%	7.8%	6.1%	6.0%

**EXHIBIT C-1
DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, ESRI Business Information Solutions

	City of Buffalo NY	Buffalo-Niagara Falls, NY MSA	Buffalo Niagara Region	New York	US
Population					
1990	328,234	1,189,288	1,610,300	17,990,455	248,709,873
2000	292,619	1,170,111	1,591,708	18,976,457	281,421,906
2004	287,867	1,167,173	1,588,529	19,316,116	295,628,353
2009	285,969	1,165,047	1,586,591	19,744,526	314,308,848
Change 1990 - 2000	-10.9%	-1.6%	-1.2%	5.5%	13.2%
Change 2000 - 2004	-1.6%	-0.3%	-0.2%	1.8%	5.0%
Change 1990 - 2004	-12.3%	-1.9%	-1.4%	7.4%	18.9%
Change 2004 - 2009	-0.7%	-0.2%	-0.1%	2.2%	6.3%

Percent Minority					
2000	46.4%	16.4%	13.8%	36.1%	29.2%
2004	50.5%	18.4%	15.4%	38.8%	31.4%
2009	55.0%	20.9%	17.6%	41.9%	34.0%

Percent Distribution by Age Group (2000)					
0-19	29.4%	27.0%	27.5%	27.5%	28.6%
20-34	22.6%	18.4%	18.4%	21.1%	20.9%
35-54	26.9%	29.7%	29.6%	29.7%	29.4%
55-64	7.6%	9.1%	9.1%	8.9%	8.6%
65-74	6.8%	8.0%	7.8%	6.7%	6.5%
75 and over	6.7%	7.8%	7.6%	6.2%	5.9%

Percent Distribution by Age Group (2004)					
0-19	29.0%	26.1%	26.3%	27.1%	27.8%
20-34	22.4%	18.2%	18.4%	20.4%	20.7%
35-54	27.1%	29.6%	29.5%	29.6%	29.2%
55-64	8.5%	10.4%	10.4%	10.0%	9.8%
65-74	6.2%	7.5%	7.4%	6.6%	6.4%
75 and over	6.8%	8.3%	8.0%	6.4%	6.1%

**EXHIBIT C-1
DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, ESRI Business Information Solutions

	Allegany County	Cattaraugus County	Chautauqua County	Erie County	Genesee County	Niagara County	Orleans County	Wyoming County
Percent Distribution by Age Group (2009)								
0-19	26.7%	25.8%	25.1%	25.1%	25.6%	25.1%	26.4%	23.8%
20-34	21.8%	18.8%	19.0%	18.3%	18.3%	18.0%	19.3%	20.3%
35-54	24.9%	27.6%	27.1%	28.4%	30.0%	29.1%	30.4%	31.9%
55-64	12.2%	13.0%	12.6%	12.0%	11.8%	12.4%	11.3%	11.8%
65-74	7.4%	7.7%	7.8%	7.4%	7.2%	7.5%	6.4%	6.3%
75 and over	6.9%	7.2%	8.3%	8.7%	7.2%	7.9%	6.2%	5.9%

**Projected Percent Change in
Age Distribution (2004-2009)**

0-19	-5.9%	-5.9%	-5.2%	-3.8%	-5.3%	-4.9%	-3.9%	-4.1%
20-34	5.5%	1.7%	2.1%	0.1%	1.8%	1.3%	1.2%	-1.1%
35-54	-4.0%	-4.3%	-4.4%	-3.5%	-2.6%	-4.4%	-1.7%	-1.2%
55-64	18.4%	19.6%	18.1%	16.2%	13.9%	17.9%	15.3%	19.3%
65-74	1.0%	1.3%	1.8%	-1.0%	3.4%	0.3%	1.5%	3.9%
75 and over	4.1%	2.6%	0.5%	3.3%	-2.2%	0.3%	1.9%	-1.1%

Median Age

2000	35	37.3	37.7	37.9	37.3	38.1	36.2	36.7
2004	35.5	38.3	38.9	39	38.6	39.3	37.1	37.6
2009	36.4	39.8	40.3	40.5	40.1	40.8	38.2	38.9

Median Household Income

2000	\$32,063	\$33,340	\$33,366	\$38,582	\$40,527	\$38,218	\$37,832	\$39,877
2004	\$35,103	\$36,345	\$36,601	\$43,109	\$44,473	\$42,625	\$41,455	\$43,177
2009	\$38,415	\$40,066	\$40,610	\$49,668	\$49,234	\$48,469	\$45,754	\$46,884
Change '04 - '09	9.4%	10.2%	11.0%	15.2%	10.7%	13.7%	10.4%	8.6%

**EXHIBIT C-1
DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, ESRI Business Information Solutions

	City of Buffalo NY	Buffalo-Niagara Falls, NY MSA	Buffalo Niagara Region	New York	US
Percent Distribution by Age Group (2009)					
0-19	27.9%	25.1%	25.2%	26.5%	27.2%
20-34	22.8%	18.3%	18.6%	20.2%	20.2%
35-54	26.4%	28.5%	28.4%	29.0%	28.6%
55-64	10.2%	12.1%	12.2%	11.2%	11.2%
65-74	6.0%	7.4%	7.4%	6.6%	6.6%
75 and over	6.8%	8.5%	8.2%	6.6%	6.2%

**Projected Percent Change in
Age Distribution (2004-2009)**

0-19	-4.4%	-4.0%	-4.4%	-0.1%	3.9%
20-34	1.1%	0.3%	0.8%	0.9%	3.8%
35-54	-3.3%	-3.6%	-3.6%	0.2%	4.3%
55-64	18.6%	16.5%	16.8%	15.3%	21.7%
65-74	-4.1%	-0.8%	-0.1%	2.9%	8.4%
75 and over	-1.1%	2.8%	2.3%	4.5%	8.8%

Median Age

2000	33.95	38.0	37.7	35.9	35.3
2004	34.48	39.1	38.8	36.7	36.0
2009	35.11	40.5	40.2	37.6	37.1

Median Household Income

2000	\$26,313	\$38,513	\$37,699	\$43,582	\$42,615
2004	\$28,790	\$43,018	\$41,902	\$49,309	\$48,619
2009	\$32,638	\$49,428	\$47,707	\$58,077	\$57,486
Change '04 - '09	13.4%	14.9%	13.9%	17.8%	18.2%

**EXHIBIT C-1
DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, ESRI Business Information Solutions

	Allegany County	Cattaraugus County	Chautauqua County	Erie County	Genesee County	Niagara County	Orleans County	Wyoming County
Household Income Distribution (2004)								
Households	18,344	32,363	54,949	381,484	22,950	88,412	15,531	15,170
Less than \$35,000	49.8%	47.9%	47.6%	41.2%	37.8%	41.5%	40.6%	38.7%
Between \$35,000 and \$75,000	36.2%	37.6%	36.8%	34.5%	42.2%	36.1%	41.5%	44.2%
Greater than \$75,000	13.9%	14.5%	15.6%	24.3%	20.0%	22.4%	17.9%	17.1%

	Allegany County	Cattaraugus County	Chautauqua County	Erie County	Genesee County	Niagara County	Orleans County	Wyoming County
Educational Attainment Levels (2000)								
No High School Diploma	16.8%	18.8%	18.8%	17.1%	15.6%	16.7%	23.6%	24.4%
High School Diploma Only	39.6%	41.2%	36.5%	29.9%	38.1%	36.9%	39.7%	38.9%
1 to 3 Years College	16.2%	16.6%	18.3%	19.0%	18.1%	18.7%	15.9%	16.0%
Associate Degree	10.2%	8.5%	9.5%	9.5%	12.0%	10.2%	7.9%	9.2%
Bachelors Degree	8.7%	8.3%	9.7%	14.4%	10.1%	10.7%	8.2%	7.1%
Graduate Degree	8.5%	6.6%	7.2%	10.1%	6.2%	6.7%	4.8%	4.4%
12 to 15 years of education	66.0%	66.3%	64.2%	58.3%	68.2%	65.8%	63.5%	64.1%
16 or more years of education	17.2%	14.9%	16.9%	24.5%	16.3%	17.4%	13.0%	11.5%

**EXHIBIT C-1
DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, ESRI Business Information Solutions

	City of Buffalo NY	Buffalo-Niagara Falls, NY MSA	Buffalo Niagara Region	New York	US
Household Income Distribution (2004)					
Households	120,981	469,896	629,203	7,198,870	111,571,695
Less than \$35,000	60.4%	41.2%	42.2%	36.3%	36.0%
Between \$35,000 and \$75,000	27.6%	34.8%	35.8%	32.2%	35.1%
Greater than \$75,000	12.0%	24.0%	22.0%	31.5%	28.9%

	25.4%	17.0%	17.6%	20.9%	19.6%
Educational Attainment Levels (2000)					
No High School Diploma	25.4%	17.0%	17.6%	20.9%	19.6%
High School Diploma Only	29.1%	31.2%	33.1%	27.8%	28.6%
1 to 3 Years College	19.5%	19.0%	18.5%	16.8%	21.0%
Associate Degree	7.7%	9.6%	9.6%	7.2%	6.3%
Bachelors Degree	10.5%	13.7%	12.5%	15.6%	15.5%
Graduate Degree	7.8%	9.5%	8.7%	11.8%	8.9%
12 to 15 years of education	56.4%	59.7%	61.2%	51.7%	56.0%
16 or more years of education	18.3%	23.2%	21.2%	27.4%	24.4%