



# Targeted Industry Analysis and Marketing Plan for the Tryon Technology Park & Incubator Center – **FINAL REPORT**

## Task 2 – Labor Market Analysis

prepared for the

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## Task 2 – Labor Market Analysis

### 2.a – Analysis of Workforce Characteristics

As a result of the initial Kick-off meeting, a forty-five minute commute estimation was determined to be the limit of the labor draw for the Tryon Site. In order to analyze workforce demographics, it became clear that the basis for analysis of this labor market area could not be simply counties or existing NYS labor markets, but a more select measurement was needed: Zip Code Tabulation Areas (ZCTA)s.

#### What exactly is a ZCTA?

ZCTAs as defined by the US Census Bureau are geographic areas that approximate the delivery areas for five-digit or three-digit ZIP Codes. ZCTAs more effectively illustrate demographic data than the Zip Code designation as some Zip Codes may only refer to postal centers with no quantifiable population. It is clearly understood that Census blocks are the fundamental geographic units that all subsequent tabulations are based. However, resources such as the US Census Bureau’s County Business Patterns and others do not provide key economic data at the Census block or tract level.

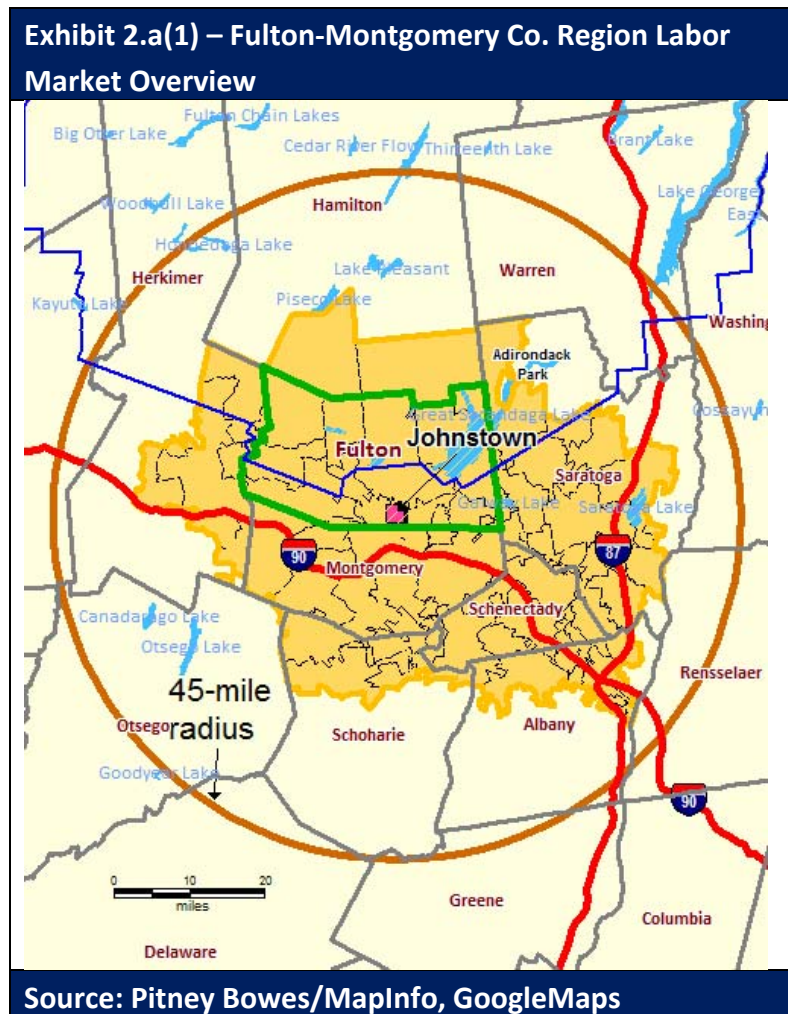
From initial GIS mapping, 174 ZCTAs were chosen from a 45-mile air radius search from Johnstown. Utilizing Google Maps and local experience, driving time from the centroid of each ZCTA to Johnstown was calculated, resulting in 67 qualifying ZCTAs that would make up the Fulton-Montgomery Co. Region Labor Market (LMA). Appendix Table 2.a(1) shows the data accompanied with checkmarks identifying the 67 qualifying ZCTAs, listed below.

12008	ALPLAUS	12072	FULTONVILLE	12202	ALBANY	12850	MIDDLE GROVE
12009	ALTAMONT	12074	GALWAY	12203	ALBANY	12859	PORTER CORNERS
12010	AMSTERDAM	12078	GLOVERSVILLE	12205	ALBANY	12863	ROCK CITY FALLS
12019	BALLSTON LAKE	12084	GUILDERLAND	12206	ALBANY	12866	SARATOGA SPRINGS
12020	BALLSTON SPA	12086	HAGAMAN	12207	ALBANY	13317	CANAJOHARIE
12025	BROADALBIN	12092	HOWES CAVE	12208	ALBANY	13329	DOLGEVILLE
12027	BURNT HILLS	12095	JOHNSTOWN	12209	ALBANY	13339	FORT PLAIN
12031	CARLISLE	12110	LATHAM	12110	ALBANY	13350	HERKIMER
12032	CAROGA LAKE	12117	MAYFIELD	12302	SCHENECTADY	13365	LITTLE FALLS
12035	CENTRAL BRIDGE	12118	MECHANICVILLE	12303	SCHENECTADY	13406	MIDDLEVILLE

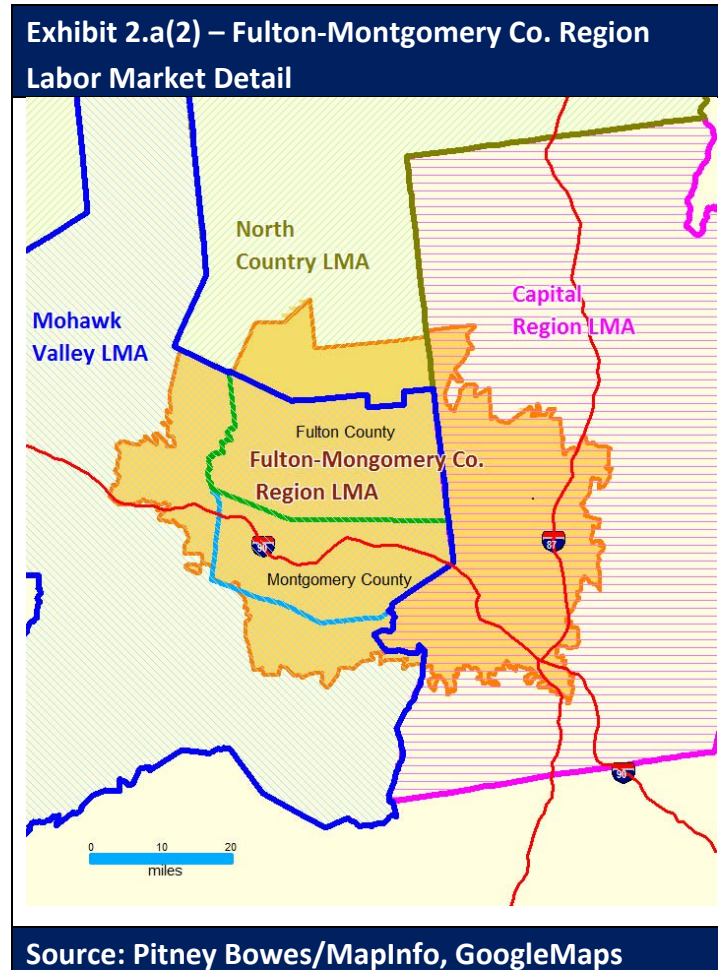


12043	COBLESKILL	12134	NORTHVILLE	12304	SCHENECTADY	13428	PALATINE BRIDGE
12053	DELANSON	12137	PATTERSONVILLE	12305	SCHENECTADY	13452	SAINT JOHNSTOWN
12056	DUANESBURG	12148	REXFORD	12306	SCHENECTADY	13454	SALISBURY CENTER
12065	CLIFTON PARK	12150	ROTTERDAM JCTN.	12307	SCHENECTADY	13459	SHARON SPRINGS
12066	ESPERANCE	12151	ROUND LAKE	12308	SCHENECTADY	13470	STRATFORD
12068	FONDA	12160	SLOANSVILLE	12309	SCHENECTADY	13475	VAN HORNESVILLE
12070	FORT JOHNSON	12166	SPRAKERS	12833	GREENFIELD CENTER		

As shown in Exhibit 2.a(1), the Fulton-Montgomery Co. Region LMA is an irregularly shaped polygon (shaded in dark yellow) that does not conform to any of the surrounding county boundaries.



As further illustrated in Exhibit 2.a(2), this shape also intersects three existing New York State Labor Market Areas: the Capital Region LMA, the North Country LMA; and, the Mohawk Valley LMA.



Summarizing the LMA, the following are noted<sup>1</sup>:

- LMA Population (2012): 639,923
- LMA Civilian Labor Force (2012): 362,063
- LMA Employed Labor Force (2012): 311,870

<sup>1</sup> Employment data for ZCTAs are only available from the US Census and have a 1 to 2 year lag time in reporting. Labor market data for Dec. 2014 is available from NYS but cannot be adapted to ZCTA use without wide-ranging interpolations. Older data is still useful given the reasonably tepid state of economic jobs recovery in NY state and the US.



- LMA Unemployed Labor Force (2012): 26,141
- LMA Unemployment Rate (2012): 7.2%
- Five Leading Occupations by Total Employment (2012):
  1. Healthcare support
  2. Food Preparation & Serving
  3. Personal care & Services
  4. Healthcare technicians
  5. IT & Computers
- Five Fewest Occupations by Total Employment (2012):
  1. Sales & Related
  2. Protective services
  3. Office & Administrative support
  4. Production
  5. Farming, Fishing & Forestry

## Workforce Demographics

In a similar analysis as the Task 1.b Econographics, the Fulton-Montgomery Co. Region LMA covers a number of key locational qualifiers important to a site selection. The 67 ZCTAs that comprise the LMA are totaled and compared to NYS means for each topic, and an index is derived by each result. A ranking of indices at the end of each section highlights the advantages or disadvantages of the Fulton-Montgomery Co. Reg. LMA which is further implemented in the succeeding SWOT analysis. Demographic data has been derived from the US Census Bureau 2012 American Factfinder. Appendix Tables 2.a.1(a) through 2.a.1(e) provide data analysis on the demographic topics shown below:

### Working Ages

- Age group 18-24
- Age group 25-44
- Age group 45-54
- Age group 55-65
- Composite age group 18-65



## Racial Diversity

- % White Alone 2012
- % Black Alone 2012
- % Amer. Indian Alone 2012
- % Asian Alone 2012
- % Other races 2012
- % Hispanic origin (any race) 2012
- Total non-white / white ratio 2012

## Age & Gender diversity

- Median Age
- % Males
- % Females
- Male/Female ratio 2012

## Commutation patterns

- Mean travel time to work (mins.)
- % Commute Outside County of residence
- % 2 or more vehicles available

## Educational Attainment

- Less than high school
- High school graduate
- Some college
- 2-year degree
- 4-year degree
- Graduate degree

Results of the demographic review of the Fulton-Montgomery Co. Region LMA are shown below. A target reference has been included to indicate which is the desired outcome, higher or lower. Strengths are in shaded highlight and checked:



Working Ages	Unit	F-M Co. Reg. LMA		F-M Co.
		Index	Target	LMA Reg. Strengths
<b>Age group 18-24 yr. 2012</b>	<b>10.7%</b>	<b>104.6</b>	<b>↑</b>	<b>■</b>
Age group 25-44 yr. 2012	24.9%	91.9	↑	
<b>Age group 45-54 yr. 2012</b>	<b>15.3%</b>	<b>103.8</b>	<b>↑</b>	<b>■</b>
<b>Age group 55-65 yr. 2012</b>	<b>13.0%</b>	<b>106.8</b>	<b>↑</b>	<b>■</b>
Age group 18-65 yr. 2012	63.9%	99.5	↑	
<b>Racial Diversity</b>				
% White Alone 2012	81.9%	141.6	↓	
% Black Alone 2012	7.6%	52.5	↑	
<b>% Amer. Indian Alone 2012</b>	<b>0.2%</b>	<b>116.3</b>	<b>↑</b>	<b>■</b>
% Asian Alone 2012	3.2%	42.1	↑	
<b>% Others 2012</b>	<b>2.3%</b>	<b>102.3</b>	<b>↑</b>	<b>■</b>
% Hispanic origin (any race) 2012	4.9%	27.2	↑	
Total non-white / white ratio 2012	0.22	30.2	↑	
<b>Median Age and Gender</b>				
Median Age	39.8	104.7	↓	
% Males	48.5%	100.3	↓	
% Females	51.5%	99.7	↑	
Male/Female ratio 2012	0.94	100.5	↓	
<b>Commutation patterns</b>				
Mean travel time to work (mins) 2012	22.5	71.4	↑	
<b>% Commute Outside County of residence 2012</b>	<b>36.1%</b>	<b>110.9</b>	<b>↑</b>	<b>■</b>
<b>% 2 or more vehicles available 2012</b>	<b>45.2%</b>	<b>142.1</b>	<b>↑</b>	<b>■</b>
<b>Educational Attainment</b>				
<b>% Less than High School 2012</b>	<b>6.7%</b>	<b>82.9</b>	<b>↓</b>	<b>■</b>
% High School (inc. GED) 2012	29.7%	108.5	↓	
% Some college, no deg. 2012	18.1%	110.6	↓	
<b>% AA Cert. 2012</b>	<b>11.3%</b>	<b>136.4</b>	<b>↑</b>	<b>■</b>
% Bachelors degree. 2012	17.9%	95.2	↑	
<b>% Graduate degree(s) 2012</b>	<b>14.4%</b>	<b>101.1</b>	<b>↑</b>	<b>■</b>
<b>% College Grads 2012</b>	<b>43.6%</b>	<b>105.5</b>	<b>↑</b>	<b>■</b>

The following summary table ranks the LMA indices by target reference with categories indicating LMA Strengths in shaded highlight:





	F-M Co. Reg. LMA		F-M Co. LMA Reg. Strengths
	Index	Target	
<b>% Less than High School 2012</b>	<b>82.9</b>	<b>↓</b>	<b>■</b>
<b>% 2 or more vehicles available 2012</b>	<b>142.1</b>	<b>↑</b>	<b>■</b>
<b>% AA Cert. 2012</b>	<b>136.4</b>	<b>↑</b>	<b>■</b>
<b>% Amer. Indian Alone 2012</b>	<b>116.3</b>	<b>↑</b>	<b>■</b>
<b>% Commute Outside County of residence 2012</b>	<b>110.9</b>	<b>↑</b>	<b>■</b>
<b>Age group 55-65 yr. 2012</b>	<b>106.8</b>	<b>↑</b>	<b>■</b>
<b>% College Grads 2012</b>	<b>105.5</b>	<b>↑</b>	<b>■</b>
<b>Age group 18-24 yr. 2012</b>	<b>104.6</b>	<b>↑</b>	<b>■</b>
<b>Age group 45-54 yr. 2012</b>	<b>103.8</b>	<b>↑</b>	<b>■</b>
<b>% Others 2012</b>	<b>102.3</b>	<b>↑</b>	<b>■</b>
<b>% Graduate degree(s) 2012</b>	<b>101.1</b>	<b>↑</b>	<b>■</b>
% Females	99.7	↑	
Age group 55-65 yr. 2012	99.5	↑	
Age group 18-65 yr. 2012	99.5	↑	
% Bachelors degree. 2012	95.2	↑	
Age group 25-44 yr. 2012	91.9	↑	
Mean travel time to work (mins) 2012	71.4	↑	
% Black Alone 2012	52.5	↑	
% Asian Alone 2012	42.1	↑	
Total non-white / white ratio 2012	30.2	↑	
% Hispanic origin (any race) 2012	27.2	↑	
Median Age	104.7	↓	
% Males	100.3	↓	
Male/Female ratio 2012	100.5	↓	
% High School (inc. GED) 2012	108.5	↓	
% Some college, no deg. 2012	110.6	↓	
% White Alone 2012	141.6	↓	



## Labor Composition

### Employment by Occupation

As with the above evaluations, data source is the US Census Bureau 2012 American Factfinder. While the State of New York’s Quarterly Census of Employment and Wages (QCEW) does provide 1st quarter 2014 data, it is only offered for the regional labor market areas and not by ZCTA. In 2012, the 311,870 persons in the Fulton-Montgomery Co. Reg. LMA were in a total of 587 occupations grouped into five categories as shown below:

<b>Management, Business, Science &amp; Arts</b>	<b>Empl. 2012</b>
Management	29,175
Educational, Training & Library	22,495
Business & Financial	16,670
Health diagnosing & treating practitioners	13,142
Information Technology & Computers	8,590
Architectural & Engineering	7,462
Community & Social services	7,224
Health technologists & technicians	6,261
Arts, Design & Entertainment	4,983
Legal	3,656
Life & Physical Sciences	3,620
<b>Total</b>	<b>123,278</b>
<b>Services</b>	
Food Preparation & Serving	17,174
Personal care & services	11,801
Building & Grounds maintenance	10,833
Healthcare support	8,859
Protective services	6,649
Total	55,316
<b>Sales &amp; Office</b>	
Office & Administrative support	49,247



Sales & Related	32,440
<b>Total</b>	<b>81,687</b>
<b>Natural Resources, Construction, &amp; Maintenance</b>	
Construction & Extraction	12,492
Installation, Maintenance & Repair	8,459
Farming, Fishing & Forestry	890
Total	21,841
<b>Production, Transportation &amp; Material Moving</b>	
Production	13,290
Transportation	9,319
Material Moving	7,139
<b>Total</b>	<b>29,748</b>

Appendix Tables 2.a.2 through 2.a.2(5) provide tabulations of individual occupation employment in the Fulton-Montgomery Co. Reg. LMA. Each table contains a market code from the Bureau of Labor Market Statistics (BLS) indicating the MSA or Non-MSA grouping method that the federal government uses in organizing occupational data. The codes are as follows:

- AST – Albany, Schenectady, Troy MSA
- UR – Utica Rome MSA
- CN – Capital/Northern Non-MSA (counties such as Fulton,. Montgomery, Hamilton, etc. that are not associated with any MSA but fall within the Capital District and the North Country).

*(NOTE: The Bureau of Labor Statistics categories do not match up with the NYS Labor Market Areas).*

In the summary table below, ranked occupational groups by the New York Dept. of Labor 10-year projected change rate for anticipated state-wide occupational employment growth. The top twelve ranking occupations (shaded) meet or exceed the State’s median growth rate of 9.1 percent.



Occupational Group	F-M Co.		
	Reg. LMA 2012 Empl.	NYS 2022- 2012 % Proj	NYS Rank
Healthcare support	8,859	27.3	1
Food Preparation & Serving	17,174	22.2	2
Personal care & Services	11,801	20.9	3
Healthcare technicians	6,261	19.5	4
IT & Computers	8,590	17.6	5
Healthcare diagnosing	13,142	15.3	6
Construction & Extraction	12,492	14.2	7
Building & Grounds Maintenance	10,833	13.8	8
Business & Financial	16,670	12.9	9
Community & Social Services	7,224	12.4	10
Life & Physical Sciences	3,620	12.2	11
Management	29,175	9.4	12
Legal	3,656	8.7	13
Installation, Maintenance & Repair	8,459	8.3	14
Transportation	9,319	8.2	15
Educational, Training & Library	22,495	8.1	16
Material Moving	7,139	8.0	17
Arts, Design & Entertainment	4,983	7.8	18
Architectural & Engineering	7,462	7.6	19
Sales & Related	32,440	6.7	20
Protective services	6,649	6.6	21
Office & Administrative support	49,247	5.0	22
Production	13,290	3.1	23
Farming, Fishing & Forestry	890	2.4	24
<b>Fulton-Montgomery Co. Region LMA</b>			
<b>2012 Employment</b>	<b>311,870</b>		
<b>Median NYS 2012-2022 Proj'd. Change %</b>	<b>9.1</b>		

For a more detailed view of the labor supply, refer to Appendix Table 2.a.6 where all 587 occupations are shown with their estimated numbers of employment by category.



## Employment by industry

Once again, the data source is the US Census Bureau 2012 American Factfinder. Industry projections from 2012 to 2022 have been obtained from the State of New York’s Quarterly Census of Employment and Wages (QCEW).

In 2012, the 311,870 employed persons in the Fulton-Montgomery Co. Reg. LMA were distributed among 13 major industry sectors. Appendix Table 2.a.3 provides tabular support of the employment picture. The following table ranks employment sectors by the New York Dept. of Labor 10-year projected change rate for anticipated state-wide industry employment growth. The top seven ranking occupations (shaded) meet or exceed the State’s median growth rate of 5.7 percent.

Industry Sector	F-M Co. Reg. LMA 2012 Empl.	NYS 2012- 2022 % Proj.	NYS Rank
<b>Arts, entertainment, and recreation, and accommodation and food services</b>	<b>25,742</b>	<b>24.7</b>	<b>1</b>
<b>Professional, scientific, and management, and administrative and waste management services</b>	<b>27,916</b>	<b>23.0</b>	<b>2</b>
<b>Construction</b>	<b>16,559</b>	<b>18.4</b>	<b>3</b>
<b>Other services, except public administration</b>	<b>13,876</b>	<b>16.7</b>	<b>4</b>
<b>Educational services, and health care and social assistance</b>	<b>87,069</b>	<b>15.1</b>	<b>5</b>
<b>Retail trade</b>	<b>38,690</b>	<b>8.3</b>	<b>6</b>
<b>Transportation and warehousing, and utilities</b>	<b>12,064</b>	<b>5.7</b>	<b>7</b>
Agriculture, forestry, fishing and hunting, and mining	2,452	5.1	8
Wholesale trade	7,287	4.1	9
Information	6,405	2.0	10
Finance and insurance, and real estate and rental and leasing	21,393	0.7	11



Manufacturing	23,724	0.1	12
Public administration	28,693	-2.7	13
<b>Fulton-Montgomery Co. Region LMA 2012</b>			
<b>Employment</b>	<b>311,870</b>		
<b>Median NYS 2012-2022 Proj'd. Change %</b>	<b>5.7</b>		

## Salaries & Wages

The 2012 employment wage picture reveals a range of payroll savings opportunities within the Fulton- Montgomery Co. Region. Salary data from the US Census Bureau 2012 American Factfinder have been tabulated in Appendix Tables 2.a.4 through 2.a.4(e). Hourly wages are computed by dividing the median annual salary figure by 2,080 hours per year.

For the 311,870 employed persons in 2012 in the Fulton- Montgomery Co. Region, the median annual wage was \$18.11 per hour compared to the \$17.73 per hour median wage for New York State. The LMA therefore produced a 102.1 cost index. The following table summarizes the individual employment occupation categories developed in the Appendix tables. Entries are highlighted that demonstrate Strength advantages over the state by virtue of a lower Index figure.

Occupational Category	F-M Co. Reg. LMA		F-M Co. Reg. LMA Strengths
	Hourly Wage	Index	
Management, Business, Science & Arts occupations			
Management	\$32.87	<b>96.7</b>	■
Business & Financial	\$25.07	<b>83.3</b>	■
IT & Computers	\$30.23	<b>89.6</b>	■
Architectural & Engineering	\$34.43	101.4	
Life & Physical Sciences	\$25.49	<b>94.8</b>	■
Community & Social Services	\$21.01	106.9	
Legal	\$33.35	<b>78.9</b>	■
Educational, Training & Library	\$21.45	<b>97.6</b>	■
Arts, Design & Entertainment	\$18.37	<b>83.7</b>	■
Healthcare diagnosing	\$29.78	<b>88.2</b>	■
Healthcare technicians	\$16.10	<b>82.9</b>	■



Services occupations			
Healthcare support	\$12.10	102.8	
Protective services	\$23.87	<b>93.9</b>	■
Food Preparation & Serving	\$5.91	<b>76.3</b>	■
Building & Grounds Maintenance	\$10.31	<b>97.1</b>	■
Personal care & Services	\$8.51	<b>57.2</b>	■
Sales and Office administrative support			
Sales & Related	\$13.19	98.6	■
Office & Administrative support	\$14.48	<b>94.6</b>	■
Natural resources, construction & maintenance occupations			
Farming, Fishing & Forestry	\$8.83	<b>90.7</b>	■
Construction & Extraction	\$19.19	109.3	
Installation, Maintenance & Repair	\$20.34	100.6	
Production, transportation & material moving occupations			
Production	\$16.91	116.4	
Transportation	\$14.23	<b>95.9</b>	■
<b>Fulton-Montgomery Co. Region LMA 2012</b>			
<b>Med. Hrly. Wage</b>	<b>\$18.04</b>	<b>101.7</b>	

The follow-up summary table ranks the Index and provides an assessment of the most important industry wage savings that will prove attractive for industry recruitment for the Fulton County and the Tryon site in shaded highlight:

Industry Sector	F-M Co. Reg. LMA		F-M Co. Reg. LMA Strengths
	Hourly Wage	Index	
Personal Care & Services	\$8.51	<b>57.2</b>	■
Food Preparation & Serving	\$5.91	<b>76.3</b>	■
Legal	\$33.35	<b>78.9</b>	■
Healthcare technicians	\$16.10	<b>82.9</b>	■
Business & Financial	\$25.07	<b>83.3</b>	■
Arts, Design & Entertainment	\$18.37	<b>83.7</b>	■



Healthcare diagnosing	\$29.78	<b>88.2</b>	■
IT & Computers	\$30.23	<b>89.6</b>	■
Farming, Fishing & Forestry	\$8.83	<b>90.7</b>	■
Protective services	\$23.87	<b>93.9</b>	■
Office & Administrative support	\$14.48	<b>94.6</b>	■
Life & Physical Sciences	\$25.49	<b>94.8</b>	■
Transportation	\$14.23	<b>95.9</b>	■
Management	\$32.87	<b>96.7</b>	■
Building & Grounds Maintenance	\$10.31	<b>97.1</b>	■
Educational, Training & Library	\$21.45	<b>97.6</b>	■
Sales & Related	\$13.19	<b>98.6</b>	■
Installation, Maintenance & Repair	\$20.34	100.6	
Architectural & Engineering	\$34.43	101.4	
Healthcare support	\$12.10	102.8	
Material Moving	\$11.33	104.9	
Community & Social Services	\$21.01	106.9	
Construction & Extraction	\$19.19	109.3	
Production	\$16.91	116.4	

## Labor Force Advantages Summary

The following is a summary of advantages that the Fulton-Montgomery Co. Region LMA demonstrates over NY State norms.

### Demographics

- Low percentage of high school dropouts
- Above average number of Associates certificates completions
- Above average number of college graduates
- Above average number of graduate degrees
- Above average number of job/Millennial entrants
- Above level number of executive age workers
- Above average number of senior/pre-retiree age workers
- Diverse racial makeup especially among Native Americans and other ethnicities
- Mobile workforce
- Adequate access to private transportation





## Occupational Employment

- Business & Financial
- Community & Social Services
- Food Preparation & Serving
- Healthcare Technicians
- IT & Computers
- Life & Physical Sciences
- Personal Care & Services

## Industry Employment

- Arts, entertainment, and recreation, and accommodation and food service
- Construction
- Educational services, and health care and social assistance
- Other services, except public administration
- Professional, technical, scientific, and management, and administrative and waste management services
- Retail trade
- Transportation and warehousing, and utilities

## Salaries & Wages

- Arts, Design & Entertainment
- Building & Grounds Maintenance
- Business & Financial
- Educational, Training & Library
- Farming, Fishing & Forestry
- Food Preparation & Serving
- Healthcare diagnosing
- Healthcare technicians
- IT & Computers
- Legal
- Life & Physical Sciences
- Management
- Office & Administrative support



- Personal care & Services
- Protective services
- Transportation

## Crosswalk of LMA Advantages

By comparing Occupational employment, Industry employment, and Salaries & Wages in a composite table, a clearer picture in what areas the Fulton-Montgomery Co, Region LMA has marketable strength. The following table provides the “Crosswalk” where industry employment and occupational /wage advantages have commonality.

Occupational employment	Industry employment	Salaries & wages
	Arts, Entertainment, and Recreation, and Accommodation and Food Services	Arts, Design & Entertainment
Building & Grounds Maintenance		Building & Grounds Maintenance
Business & Financial	Professional, Scientific, and <b>Management</b> , and Administrative and Waste Management Services	Business & Financial
Community & Social Services		
Construction & Extraction	Construction	
		Educational, Training & Library
		Farming, Fishing & Forestry
Food Preparation & Serving	Arts, Entertainment, and Recreation, and Accommodation and <b>Food Services</b>	Food Preparation & Serving
Healthcare diagnosing	Educational Services, and <b>Health Care</b> and Social Assistance	Healthcare diagnosing
Healthcare support		
Healthcare technicians	Educational Services, and <b>Health Care</b> and Social Assistance	Healthcare technicians
IT & Computers	Professional, <b>Scientific</b> , and Management, and Administrative and Waste Management Services	IT & Computers



Life & Physical Sciences	Professional, <b>Scientific</b> , and Management, and Administrative and Waste Management Services	Life & Physical Sciences Legal
Management	Professional, Scientific, and <b>Management</b> , and Administrative and Waste Management Services	Management Office & Administrative support
Personal Care & Services	<b>Other Services</b> , except Public Administration	Personal Care & Services Protective services
	Retail trade	Sales & Related
	Transportation and warehousing, and utilities	Transportation

From the above table, the industry clusters that begin to emerge as possible targets for the Tryon site are as follows. These are more closely examined in the target industry analysis of Task 3:

- Management
- Health Care
- R & D
- Information Technology
- Personal Services
- Food

## Other Key Factors

### Employment and Underemployment

Unemployment figures are available from the US Census American Factfinder 2012, but a lag in reporting makes them somewhat useless. The State of NY publishes 4th quarter 2014 unemployment by County, but in order to generate a figure for the Fulton-Montgomery Co. Region LMA, it is necessary to conduct an estimation exercise. From Exhibit 2.a(1), there are nine NY Counties that comprise the 67 ZCTAs of the LMA. They are as follows:



- Albany
- Fulton
- Hamilton
- Herkimer
- Montgomery
- Otsego
- Saratoga
- Schenectady
- Schoharie

Based on NYS Dept. of Labor - Unemployment Rate and Civilian Labor Force figures, there is a total employed labor force in the nine-county region of 434,600 persons as of December 2014. Using a weighted average approach, the estimated Unemployment Rate for this region is 5.1 percent. The table below shows the County data relationships.

County	4th Quarter 2014			Unemployment Rate %
	Civilian Labor Force	Employed Labor Force	Unemployed	
Albany	150,000	143,400	6,600	4.4
Fulton	24,500	22,800	1,600	6.7
Hamilton	2,600	2,300	200	8.2
Herkimer	29,300	27,000	2,300	7.9
Montgomery	22,100	20,600	1,500	6.8
Otsego	28,800	27,100	1,700	5.8
Saratoga	114,000	109,100	4,900	4.3
Schenectady	72,100	68,600	3,500	4.8
Schoharie	14,600	13,700	900	6.3
<b>9-County Weighted Average</b>	<b>458,000</b>	<b>434,600</b>	<b>23,200</b>	<b>5.1</b>

Given that this estimation is reasonable close in size to the Fulton-Montgomery Co. Region LMA, this Unemployment Rate will be used for further analyses.

## Underemployment

Six alternative measures of labor underutilization are generally used by the US Dept. of labor in the Current Population Survey (CPS) to describe United States as a whole. Two of these have relevance to this study:

- **U-3** -- total unemployed, as a percent of the civilian labor force (this is the definition used for the official unemployment rate)



- **U-6** -- total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers.

The U-3 figure is the 5.1% from the above table. For New York State as a whole, the U-3 is 6.4% as of December 2014. However, the U-6 underemployment is a significantly higher number, resulting in a factor of 1.93 over the U-3, or a true unemployment rate of 12.4 percent for the State. For the Fulton-Montgomery Co. Regions LMA, this U-6 unemployment rate would be calculated at 9.8 percent. At an employed labor force of 311,870 in 2012, the current U-6 unemployment rate (2012 was certainly much higher) would result in an available labor pool of as many as 34,000 persons. Although it would appear that the New York State available labor pool is beginning to tighten, would seem to be sufficient labor supply to satisfy staffing needs for most industries in Fulton County and the Tryon site.

### Additions to the Labor Force

A qualified well-educated labor force is essential for the promotion of any area, and the Fulton-Montgomery Co. Region is fortunate to have many educational facilities within its boundary. For the 67 ZCTAs of the LMA, there are 32 colleges and schools offering 1-year and 2-year certificates, Associates degrees, Bachelor’s Degrees Masters’ Degrees, Doctoral Degrees, Undergraduate Certificates and Post-Graduate Certificates. Appendix Table 2.a.5 lists the school location and degrees conferred for the year 2012-2013.

As shown in the summary table below, these institutions conferred a total of 20,705 awards in the year reported. It should be noted that the Bachelor’s was the leading category (51.8%) which is contrast to lower level of 4-year graduation for Fulton and Montgomery Counties (refer to Task 1.b).

Degree Awarded	2012 -2013	
	Number	%
1 - 2 yr. certificate	1,619	7.8
Assoc.	4,972	24.0
<b>Bachelor’s</b>	<b>10,735</b>	<b>51.8</b>
Master’s	2,156	10.4



PhD	478	2.3
Undergrad cert.	104	0.5
Post Grad Cert.	641	3.1
<b>Total</b>	<b>20,705</b>	<b>100.0</b>

Source: College Navigator, National Center for Education Statistics

Retention of an educated labor force is essential for economic sustainability. Although there are no available statistics on the local placement of college graduates versus out-migration to other locales, recent news stories the trend for “Millennials” moving back home after graduation is quite prevalent. Given the propensity of this trend, it would appear that most local graduates could be considered as additions to the workforce. Taking a conservative approach, if three-quarters of local graduates seek local employment, then about 15,000 persons per year may be considered as entering the workforce in the Fulton-Montgomery Co. Region LMA.

### Location/Market Access/Transportation

As centrally located between two metropolitan areas, the Fulton-Montgomery County LMA is largely dependent on the east-west nature of the I-90 corridor. Labor accessibility to the major urban centers of the Region, Amsterdam, Johnstown, and Gloversville, to a large extent will be influenced by the commutation pattern from the surrounding area, which has resulted in the somewhat elongated shape of the ZCTA polygon shown in Exhibit 2.a(2).

As shown in the Econographics section of Task 1 – Table #21, approximately 18.8% of the US population can be served within a six-hour travel radius (300 miles) of the Fulton-Montgomery Co. Region. This translates to 60 million people. When factoring in Canadian markets, this is significantly more. From Johnstown, the following Canadian cities are within the drive radius:

Canadian market	Population
Montreal (3.8 hours)	1.7 million
Ottawa (4.5hours)	0.9 million
Quebec City (6.0 hours)	0.5 million
Toronto (5.5 hours)	2.8 million
Total	5.9 million



While not considered as a primary US distribution center, the Fulton-Montgomery Co. Region offers an adequate market access for products or services produced locally with export capability.

With its proximity to natural wilderness, abundant recreational assets, affordable living, and accessibility to vibrant urban centers, the quality-of-life attractiveness of the Fulton-Montgomery Co. Region must be considered as a strong recruitment factor for attracting a quality labor supply.

### **Highway Travel**

The Fulton-Montgomery County Region is served by an excellent Interstate (I-90) and has numerous quality NY highways that move people and goods efficiently. Rtes. 5,5S, 29, and 67 offer east-west travel and Rtes. 10, 30 and 30A provide north-south movement.

NY Rtes. 29 and 67 offer reasonable travel means to and from the Saratoga submarket. NY Rte. 67 provides direct access between the cities of Johnstown to Amsterdam. NY Rte. 67 connects to Rte. 5 with further connection via Rte. 30 to the I-90 Exit 27 interchange in Amsterdam. However, Rte. 67 but suffers from serious road speed limitation through the residential section of Fort Johnson.

The larger industrial parks in Montgomery County are accessible from in the Thruway Exit 27 and do not require bridge crossing of the Erie Canal/Mohawk River. In order for the Fulton County industrial areas to be adequately served for truck freight, a connector road designed for truck movements heading north from the Thruway is needed.

### **Air travel**

#### Albany International Airport (ALB)

To most sophisticated corporate executives considering a new location, the availability of adequate air service is a key requirement. As shown in Task 1 Econographics Table #26, the weighted average travel time of 48 minutes (42.5 miles) to Albany International Airport is a reasonable commute. The airport is served by Air Canada, Cape Air, Delta, Southwest,



United, and US Airways/American Eagle. Non-stop flights are available daily to the following cities:

- Atlanta
- Baltimore
- Boston
- Charlotte
- Chicago
- Denver
- Detroit
- Fort Lauderdale
- Las Vegas
- Massena (NY)
- Minneapolis
- Newark
- Ogdensburg (NY)
- Orlando
- Philadelphia
- Tampa
- Washington

Nearly 2.4 million passengers utilized the airport in 2013. UPS and Federal Express have air freight operations there. Charter and general aviation services are also afforded.

## Fulton County Airport

As the only general aviation airport for the Fulton-Montgomery Co. Region, the Fulton County Airport may provide executive air travel alternatives to ALB. It is a County-owned public use airport with a single 4,000 ft. runway. In 2014, there was a total of 11,200 flight operations at the airport, with a 60/ 40 split of itinerant versus local flights. There were 34 fixed wing aircraft based at the field, none of which are jets. No helicopter operation are operated from the airport.

For business jet service, the most commonly recommended runway length is 6,000 ft. While the Fulton County Airport has accommodated smaller jets in the past, lengthening the runway should be an important priority for Fulton County. At a minimum, the FAA recommends 5,500 ft. but, if possible, a 6,000 ft. length should be considered. Fulton County has commenced the preparation of a new Airport Master Plan which will consider and evaluate the concept of extending the runway to better accommodate corporate aircraft.

## **Rail Travel**

Rail travel to the Region is provided by AMTRAK which make stops in Amsterdam (AMS). The location is served by Amtrak's Empire Service and the Maple Leaf lines which make two daily stops. For Albany to Amsterdam, service is at 1:00 PM and 4:00 PM with a travel time of





43 minutes. From Utica to Amsterdam, the schedule is 10:51 AM and 4:29 PM, with travel time of 61 minutes.

The station is an open-air facility with small shelters but no waiting room. Parking is free and there is one side platform. No baggage checking is provided.

For a rail-commuting labor force from either Albany or Utica, it would appear that the Fulton-Montgomery Co. Region is cannot be adequately served unless off-shift workers utilize the limited stops available.

The rail tracks are also used by CSX for freight movements. No freight stops are made in the Region as there presently are no switching yards in Montgomery County. The nearest major yard is located in Selkirk in Albany County.

Fulton County is currently conducting a an engineering evaluation to determine the feasibility of developing a rail spur to a 200+ acre shovel-ready site adjacent to the Johnstown Industrial Park. Preliminary findings are that it is feasible to not only establish rail siding to the site but to make public rail siding sites available to other businesses in the region.

### **Water Travel**

Of the single most identifiable features of the Fulton-Montgomery Co. Region is the Mohawk River. As part of the Erie Canal system, the Mohawk River offers commercial and recreational water travel opportunities. Historically important, barge traffic along the Erie Canal is once again growing. Quoting a TimesUnion.com article in May 2014, project cargo movements are on the rise, due in part to the ability to ship oversize components without the restrictions of road or rail transit. The nearly 100,000 tons of cargo shipped in 2013 last was the most in two decades, and more than double the amount shipped in 2012.

Recent cargo movements have included concrete vaults, soybeans, cheese, grain, transformers, and condensers. Steel and concrete components for the new Tappan Zee Bridge from Western NY suppliers are being considered for Erie Canal barge freight.

Shippers considering water versus other modes will need to consider that navigating the Mohawk River requires transit of several locks which may affect delivery schedules for certain cargoes. However, as river use increases, the need for an intramodal river port in the Region in the future may emerge.

### **Final Report**

#### **Task 2 – Labor Market Analysis**

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Water taxi service and commuter ferries are increasing in demand around the globe as alternatives to highway travel. It is not known whether the Mohawk River can be considered as a commuting path for workers due to freezing, lock times, flooding, etc., however, a study should be undertaken for commuter ferry or sightseeing boat use of the resource.

## 2.b – Employer Survey

The goal of this element is the gathering of market intelligence about the Fulton-Montgomery Co. Region from local employers by means of an online survey. A commercially available web-based survey firm, SurveyMonkey.com, was contracted to host the surveys.

The survey contained 19 questions with single- or multiple-answer choices, or open-ended essay types. Questions were centered on the following topics:

- Operations
- Transportation
- Labor Force
- Business environment

The Fulton-Montgomery County Regional Chamber of Commerce was instrumental in distributing a request to the over 1,100 chamber members to participate in the survey. A press release authored by the Fulton County Planning Board in both the Leader-Herald and local radio and subsequent newspaper advertisements during the survey period were also implemented.

The questionnaires were available from October 10, 2014 until November 21, 2014, resulting in 76 responses. DCG Corplan's projections for 15% of the cumulative 2,266 private sector establishments within Fulton and Montgomery Counties would have resulted in 340 responses. The low level response rate of only 3.4% may be indicative of the economic conditions in the area and a corresponding the lack of enthusiasm of employers.

Respondents were presented with a letter of introduction to DCG Corplan and the project, shown as follows:



**County of Fulton**  
 FORT JOHNSTOWN BUILDING  
 1 EAST MONTGOMERY STREET  
 JOHNSTOWN, NEW YORK 12095

Telephone (518) 736-5660  
 Fax (518) 762-4597

PLANNING DEPARTMENT

JAMES E. MRAZ, Director

**TO: FULTON AND MONTGOMERY COUNTY BUSINESSES**  
**FROM: JAMES E. MRAZ, PLANNING DIRECTOR** *JEM*  
**DATE: SEPTEMBER 29, 2014**  
**RE: TARGETED INDUSTRY ANALYSIS**

The Fulton County Board of Supervisors recently hired DCG Corplan from West Orange, NJ to prepare a Targeted Industry Analysis and Marketing Plan for the Tryon Technology Park and Incubator Center Project. This initiative will identify industry clusters that would find Tryon a favorable site to operate a business and develop strategies to market Tryon to those industry clusters.

DCG Corplan's work requires input from local businesses. To obtain this input, DCG Corplan is asking local businesses to complete a survey. The survey responses will provide DCG Corplan with important information to use in preparing the Targeted Industry Analysis. It would be greatly appreciated if you would take the time to complete and return the survey.

Thank you in advance for your cooperation.

If you have any questions regarding the survey, the Targeted Industry Analysis or the Tryon Project, please feel free to contact me.

JEM/cme

Although low in number of total number of participants, the survey was quite successful in illustrating a number of key concerns among employers. The following 19 questions and their corresponding result answers illustrate a number of important market issues.

## Survey Questions and Responses

### Operational Description

**#1. Please describe the nature of your business (pick the category most closely associated with your industry)**

Answer Options	Response Percent	Response Count
Agriculture, forestry, fishing & hunting	1.4%	1
Mining, quarrying, oil & gas extraction	0.0%	0



Utilities	0.0%	0
Construction	6.8%	5
Manufacturing	6.8%	5
Wholesale trade	1.4%	1
Retail trade	5.5%	4
Transportation & warehousing	1.4%	1
Information Technology	4.1%	3
Finance & insurance	16.4%	12
Real estate & rental & leasing	8.2%	6
Professional, scientific & technical services	8.2%	6
Management of companies or enterprises	0.0%	0
Administrative support and waste management	0.0%	0
Educational services	5.5%	4
Health care & social assistance	12.3%	9
Arts, entertainment & recreation	1.4%	1
Accommodation & food services	5.5%	4
Public Administration	1.4%	1
Other services	13.7%	10
	<b><i>answered question</i></b>	<b>73</b>
	<b><i>skipped question</i></b>	<b>3</b>

**#2. Approximately what percentage (%) of your customer base is located within**

<b>Answer Options</b>	<b>Response Average</b>	<b>Response Total</b>	<b>Response Count</b>
Fulton/Montgomery Region	68.53	4,523	66
Within 1-hour drive	20.88	1,044	50
Within 1 day drive	18.19	582	32
National	20.41	449	22
International	5.10	102	20
	<b><i>answered question</i></b>	<b>67</b>	
	<b><i>skipped question</i></b>	<b>9</b>	



**#3. If you are a manufacturing/production firm, please identify where your business' primary raw material comes from and where your finished product is distributed to (please select one for raw materials and one for finished product). If you are a service firm, please indicate your service area.**

Answer Options	Raw Material	Finished Product	Service Area	Response Count
Fulton/Montgomery Region	1	4	13	16
Within 1 hour drive	1	4	7	12
Within 1 day drive	1	2	6	9
Nationally	4	5	5	11
International	4	2	3	6
			<b>answered question</b>	<b>23</b>
			<b>skipped question</b>	<b>53</b>

**#4. What raw materials or services necessary to your business are not currently available in the Fulton/Montgomery area? If a service firm, what types of ancillary or support services are not currently available in the area?**

Answer Options	Response Count
	24
	<b>answered question</b> <b>24</b>
	<b>skipped question</b> <b>52</b>

Key Responses

(Summarized by DCG Corplan)

- Chemicals
- Dry cleaning materials
- Employee training services
- Marketing consulting
- Newsprint
- Paper
- Printing services



**#5. What is the single most important potential improvement you could make to your firm's supply chain to strengthen your business?**

Answer Options	Response Count
	23
<i>answered question</i>	<b>23</b>
<i>skipped question</i>	<b>53</b>

Key Responses

(Summarized by DCG Corplan)

- Able to buy the supplies needed locally
- Better marketing
- Communication and advertising
- Financial support from local businesses who are located in Fulton County
- Food delivery service that includes healthy food choices at a reasonable cost
- Labor pool and taxes
- Lower shipping costs
- Lower the tax burdens on businesses
- Lower the workman's compensation
- Lower unemployment insurance
- More buyers for single family homes with better incomes and credit scores
- More client traffic
- Unique value added food processing facility access for local entrepreneurs



## Transportation Description

### #6. What transportation modes does your business currently utilize?

Answer Options	Receive Raw Materials	Distribute Finished Product	Response Count
Truck/Tractor Trailer	13	9	16
Rail	0	0	0
Intermodal	1	2	2
Air	3	2	3
Ocean freight	3	1	3
UPS, FedEx, Express/expedited services	11	13	18
Other	3	3	6
Other (please specify)			9
	<b>answered question</b>		<b>24</b>
	<b>skipped question</b>		<b>52</b>

#### Key Responses to Others

(Summarized by DCG Corplan)

- Cargo vans
- Couriers
- Public transportation to and from the Tryon site could be an important investment for the 2 cities and would expand the potential employment force.

### #7. Please rank your business' overall transportation costs for each transportation mode identified in Question #6, with 1 being the highest unit cost (Select N/A for non-applicable)

Answer Options	1	2	3	4	5	6	7	N/A	Rating Average	Response Count
Truck/Tractor trailer	8	5						11	1.4	24
Rail		3						19	2.0	22
Intermodal		1	3		1			17	3.2	22
Air	1		3	3				15	3.1	22
Ocean freight				3	3			16	4.5	22
UPS, FedEx, Express/expedited services	9	4	1			2	1	8	2.3	25
Other	2	2	1		1	1	2	14	3.8	23
	<b>answered question</b>									<b>25</b>
	<b>skipped question</b>									<b>51</b>



**#8. Please rate the quality of the transportation modes your firm uses**

Answer Options	Excellent (1)	Very Good (2)	Satisfactory (3)	Poor (4)	N/A	Rating Average	Response Count
Truck/Tractor Trailer	6	6	3	1	8	1.9	24
Rail					15	N/A	15
Intermodal			1		13	3.0	14
Air	1	1		1	12	2.3	15
Ocean freight	1	2			12	1.7	15
UPS, FedEx, Express/expedited services	10	9	2		6	1.6	27
Other	2	2	1	2	10	2.4	17
						<b>answered question</b>	<b>29</b>
						<b>skipped question</b>	<b>47</b>

**#9. Please identify specific problems, issues or challenges with any of the transportation modes your business currently uses**

Answer Options	Response Count
	13
<b>answered question</b>	<b>13</b>
<b>skipped question</b>	<b>63</b>

Key Responses

(Summarized by DCG Corplan)

- Courier pickup for interoffice mail twice per week only
- Dealing with 3rd parties where contact/delivery information is not provided to them
- FedEx is a good partner
- High fuel costs
- Occasional delivery issues to rural locations
- The lack of a unified public transportation system between the 2 cities and major employment points is a major drawback to employment in a county that wants to reduce the number of unemployed.





## Labor Force Description

**#10. Are the majority of job applicants ready for work, or do they require training? (if specialized training needed, please indicate)**

Answer Options	Response Percent	Response Count
Ready for Work	13.2%	5
Minor Job Training Necessary	42.1%	16
Extensive Generalized Training	23.7%	9
Specialized Training (Equipment, Procedures)	34.2%	13
Please describe specialized job training required		13
	<b>answered question</b>	<b>38</b>
	<b>skipped question</b>	<b>38</b>

Key Responses

(Summarized by DCG Corplan)

- Banking, compliance, policies, ethics
- Certified Home Health Aide certificate
- Computer skills, general work habits
- Electrical technicians, welder ,fork truck operators,, saw operators, molding operators, shipping and receiving clerks, administrative assistants
- Flooring installation training required
- Majority of training ends up being soft skills.
- Medical services and RX delivery, CPR and equipment use
- Nearly all of the job applicants are unemployable -- starting wage averages about \$10 per hour for factory help
- Ornamental plant mechanical & hand digging & processing for shipment
- Pressing skills for fine clothing
- Real Estate license
- Training to use specialized software



**#11. What is the hiring radius for the key positions in your business?**

Answer Options	Management / Supervisory	Technical / Skilled	Non-Skilled	Response Count
Fulton/Montgomery Region	20	20	27	32
Within 1-hour drive	17	17	6	23
Within 1 day drive	4	2		5
National	3	2		4
International	1	1	1	3
Primarily on-line recruiting sources (non-geographic)	2	1	1	3
			<i>answered question</i>	<b>39</b>
			<i>skipped question</i>	<b>37</b>

**#12. What technical skills does your firm seek/need? Select all appropriate skills**

Answer Options	Response Percent	Response Count
Engineering (mechanical, chemical, etc.)	11.8%	4
Lab Science (biologists, chemists, etc.)		0
Electrical	17.6%	6
Carpentry	17.6%	6
Metal Working	5.9%	2
Engine/motors	8.8%	3
Computer - Hardware/Software	47.1%	16
Plumbing	14.7%	5
Heating/cooling/ventilation/refrigeration	14.7%	5
Finance/Accounting	52.9%	18
Marketing	44.1%	15
Legal	8.8%	3
Equipment operations	35.3%	12
Machinist	11.8%	4
Administrative	58.8%	20
Management/Executive	44.1%	15
Other (please specify)		7
	<i>answered question</i>	<b>34</b>
	<i>skipped question</i>	<b>42</b>



Key Responses

(Summarized by DCG Corplan)

- Basic plant science
- Direct care to individuals
- Medical
- Sales
- Social work

**#13. What educational attainment level does your business desire when filling positions in the following categories?**

Answer Options	High School / GED (1)	Vocat'l. / Education Certificate (2)	Assoc.' Degree (3)	Bachr's Degree (4)	Master's Degree (5)	PhD (6)	Rating Average	Response Count
Engineering (mechanical, chemical, etc.)		2		4			3.3	6
Lab Science (biologists, chemists, etc.)				1			4.0	1
Electrical		3	2	1			2.7	6
Carpentry	1	4	2				2.7	7
Metal Working		2	2				2.1	4
Engine/motors		2	2				2.5	4
Computer - Hardware/Software	4	2	3	3			2.4	12
Plumbing	1	3	3				2.3	7
Heating/cooling/ventilation/ref rigeration		1	3				2.8	4
Machinist	2	2	2				2.0	6
Equipment operations	5	4	2				1.7	11
Finance/Accounting	2	1	5	12			3.4	20
Marketing	2	2	5	5	2		3.2	16
Legal			1	3	1	2	4.6	7
Administrative	3	2	7	7	1		3.1	20
Management/Executive	1	2	3	6	3		3.5	15
Other (please specify)								5

**answered question 33**  
**skipped question 43**



## Key Responses

(Summarized by DCG Corplan)

- Agriculture/plant science
- Educational Certificate for personal care aides
- Real Estate License
- Social work – Masters level

### #14. How easy/difficult is it for you to find employees with the skills needed for your business?

Answer Options	Very Difficult (1)	Difficult (2)	Readily Available (3)	Not Applicable (4)	Rating Average	Response Count
Engineering (mechanical, chemical, etc.)	2	2	2	9	2.0	15
Lab Science (biologists, chemists, etc.)			1	11	3.0	12
Electrical		5	2	8	2.3	15
Carpentry		5	5	7	2.5	17
Metal Working		1	3	8	2.8	12
Engine/motors		3	3	7	2.5	13
Computer Skills - Hardware/Software	1	11	7	2	2.3	21
Computer Skills - Coding/Programming	3	3	5	6	2.2	17
Plumbing	2	2	4	9	2.3	17
Heating/cooling/ventilation/refrigeration	2	3	5	8	2.3	18
Equipment operations	3	3	6	8	2.3	20
Machinist skills	2	1	4	8	2.3	15
Finance/Accounting	1	7	13	3	2.6	24
Marketing	3	7	6	5	2.2	21
Legal	1	1	6	7	2.6	15
Administration	2	10	9	2	2.3	23
Communications/verbal	4	6	5	3	2.1	18
Math	2	2	4	7	2.3	15
Foreign Language	3	2	2	8	1.9	15
Other (please specify)						4
					<b>answered question</b>	<b>33</b>
					<b>skipped question</b>	<b>43</b>



Key Responses

(Summarized by DCG Corplan)

- Agriculture/plant science availability
- Generally difficult
- Generally very difficult
- Social work – very difficult

**#15. If you believe your business has trouble finding workers with the skills needed to work, please tell us more about your needs**

Answer Options	Response Count
	15
<i>answered question</i>	<b>15</b>
<i>skipped question</i>	<b>61</b>

Key Responses

(Summarized by DCG Corplan)

- Aging population and not a lot of trained younger employees
- Bi-lingual for the Hispanic population, people ready, willing and able to do particular position
- CNC operators impossible to find
- Customer service (human interaction), problem solving skills
- Educated work force is not located in surrounding area
- Entry level positions are difficult to fill based on lack of skills, past negative experience or drug or other criminal history
- Finding executive level professionals with the desired experience is difficult
- Flooring installers for commercial applications very difficult to find
- Industrial sewing and textile cutting machine operation
- Inter personal sales skills, organizational skills
- It is difficult to find people who want to work
- Labor pool is small
- Lack of skilled laborers in the area is limited
- Potential candidates are from an hour away or further
- Qualified individuals for jobs and clean record difficult
- Talent pool is scarce
- Very few dry cleaners in the area
- Workforce solution tends to have the job changers and non-workers



## Business Environment Description

### #16. What are your business' local growth plans?

Answer Options	1 -3 years (1)	3 years or more (2)	Rating Average	Response Count
Significant Growth	3	3	1.5	6
Expand Moderately	12	11	1.5	23
No Change	7	4	1.4	11
Contract		1	2.0	1
<i>answered question</i>				<b>36</b>
<i>skipped question</i>				<b>40</b>

### #17. Please rate the following business attributes on a scale of 1 to 5, where 1 is "poor" and 5 is "excellent"

Answer Options	1 Poor	2	3	4	5 Excellent	Rating Average	Response Count
Existing labor force	5	15	11	2	1	2.4	34
Availability of skilled/trained labor	6	11	10	2	1	2.4	30
Labor costs	1	4	13	7	4	3.3	29
Attracting & retaining young professionals	8	12	7	1	1	2.1	29
Employer training	1	6	12	5	3	3.1	27
Unionized labor	9	3	6			1.8	18
Access to NYS Thruway	1	2	6	10	10	3.9	29
Access to other major highways		2	7	12	8	3.9	29
Cost of doing business	11	2	11	6	2	2.6	32
Property taxes	16	5	10	1	1	2.0	33
Cost of municipal water & sewer	6	1	16	4	1	2.8	28
Cost of electricity	6	8	12	2	1	2.4	29
Cost of natural gas	7	6	13	1	1	2.4	28
Convenient location	1	4	11	7	5	3.4	28
Available shovel-ready sites	2	4	11	1	3	3.0	21
Business-friendly environment	4	11	3	7		2.5	25
Entrepreneurial environment	5	6	9	5	1	2.7	26
Support for local business	4	4	8	9	2	3.0	27



Municipal leadership	5	11	8	4	1	2.5	29
Availability of information technology resources	2	6	11	6	3	3.1	28
Availability of broadband and telecom resources	1	3	15	6	3	3.3	28
Strength of business organizations	1	3	15	5	3	3.2	27
						<b>answered question</b>	<b>35</b>
						<b>skipped question</b>	<b>41</b>

**#18. Please tell us about any NYS or local business incentive programs that your business currently uses**

Answer Options	Response Count
	10
<b>answered question</b>	<b>10</b>
<b>skipped question</b>	<b>66</b>

Key Responses

(Summarized by DCG Corplan)

- Job tax credits.
- Recent applicant for NYS EDC funding, awaiting award announcement
- SBDC, MCEDA
- Workforce solutions for trainees

**#19. Please recommend three (3) actions to be taken to make the Fulton/Montgomery Region a more attractive place to do business**

Answer Options	Response Percent	Response Count
A.	100.0%	26
B.	96.2%	25
C.	84.6%	22
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>50</b>

Key Responses

(Summarized by DCG Corplan)

- Address the BLIGHT/Sub-standard housing -- this will in itself take care of the other issues
- Adopt Smart Waters Initiative
- Available & developed water & sewer hook ups
- Better use of the Sacandaga Reservoir for tourism



- Better use of water/sewer resources through a county-wide effort
- Bring in new industries
- Build thru-way connector from Montgomery Co. to Fulton Co.
- Business friendly environment from municipalities
- Buy local promotions
- Change the social service system
- Clean up or demolish blighted commercial and residential properties
- Clean up the business district
- Consolidate: Levels of government, villages, cities, towns, school districts
- Consolidation-municipalities, schools
- Cooperate: Municipalities
- Cooperation and positive tone needed rather than public conflict and turf protection that exists now
- Cooperation between ALL levels of county government
- Cooperative planning with neighboring towns, cities, counties, etc. to bring in very large employers
- Create an environment where people want to stay
- Demolish: substandard housing
- Downtown revitalization (infrastructure repairs)
- Educate job seekers on HOW to work
- Financial assistance for small business
- Financial incentives from local municipalities.
- Hands-on, local-living leadership with vision is needed
- Higher salaries
- Improve roads
- Incentives and training available for hiring
- Increase employment
- Invest in the companies who are already here
- Keep prices low
- Lower property taxes
- Lower rents to attract more businesses
- Lower the number of residents on public assistance while providing welfare to work education and support
- Lower unemployment rates
- Lower workman's compensation rates
- Make it easy for small business to start up
- More clean up and property management in complete area
- More co-operation among municipalities to share services
- Need much more cooperation between municipal entities such as Cities & Towns

### Final Report

### Task 2 – Labor Market Analysis

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- Promote area convenient to Capital district, Saratoga area, Utica area
- Promotion funds specifically for Tryon Park vs other proposals, i.e. FM Rt 30 joint county proposals
- Push for fewer government regulations
- Quality of life issues need to be addressed---a good feel to a town will attract businesses--- business parks will not address quality of life issues
- Reduce government regulation
- Reinvent urban centers for liveability
- Smart growth design for expansion and growth
- Social attractions
- Stop public local elected official "cat fights" -- makes region look unstable & difficult to conduct business
- Target business for more Jobs either through expansion or new businesses
- Tax incentives for long term businesses not just to new businesses
- Tax relief, especially mandates
- Tell buyers about our having the best teachers in the state
- Thriving economy, so people don't need to worry about their job
- Training programs for locals
- Up-scale housing
- Water and sewer availability to develop throughout region (smart growth)
- Work with local government to come up with business incentive programs
- Work with the State to lower overall business taxes

## Survey Conclusions

### Operational

- Respondents were from a wide variety of businesses.
- The top 60% of respondents were from the Finance & Insurance, Other services, healthcare & Social Assistance, Real Estate & Rental & Leasing, and Professional/Scientific/Technical services sectors.
- Respondents indicated that nearly 70% of the customer base was within the Fulton-Montgomery Co. Region. Very few had international or even domestic US sales outside of the region.
- For manufacturers, raw materials are largely sourced outside of the region whereas finished goods are split between local, regional and national customers.

#### Final Report

#### Task 2 – Labor Market Analysis

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- For service-providing firms, local service territory tends to be the Fulton-Montgomery Co. Region.
- Supply chain comments indicated a lack local source availability for paper, newsprint, and chemicals, as well as shipping costs, financial support, and value added food processing.

### Transportation

- UPS, FedEx, Express/expedited services are the overwhelming most important transportation mode for respondents, followed by Truck/Tractor Trailer. Notably, no one mentioned rail services as important to their businesses.
- Truck/Tractor Trailer costs were the highest transportation costs followed by UPS, FedEx, Express/expedited services for the majority of respondents.
- Transportation difficulties included high fuel costs, delivery problems to rural areas, 3<sup>rd</sup> party logistics issues, and labor disputes.

### Labor Force

- Readiness for work responses indicated that about 42% of employers felt that minor job training was required for new hires especially in issues relating to equipment and procedures.
- Management, skilled, and non-skilled recruitment was primarily within the Fulton-Montgomery Co. Region, with some hiring coming from within a one-hour radius for upper-level employees.
- Most often sought skills included Administrative, Finance/Accounting, Computer - Hardware/Software, Marketing, Management/Executive and Equipment operations.
- Educational attainment levels most sought were ties for Bachelor's and Associates degrees, followed by Vocational/Technical and High School/GED. Graduate degrees accounted for only 6% of educational requirements.
- The most difficult skill sets for employers to find included Foreign languages, Mechanical/Chemical engineering, Communications/verbal, Software coding / programming, Marketing, Plumbing, Math, Electrical, CNC/Machinist skills, HVAC, and Computer hardware.
- The easiest skill sets for employers to locate included Lab sciences, Metalworking, Legal, Finance/Accounting, Engines/Motors, and Carpentry.



- The labor pool, according to many respondents is small and entry-level position are difficult to fill with qualified workers with good performance and work ethic experience.

### Business Environment

- By almost a two to one ratio, employers indicated plans for modest growth within the short- and medium-term cycles.
- The leading business attributes of the Region as noted by employers included (in order):
  - Access to NYS Thruway
  - Access to other major highways
  - Convenient location
  - Labor costs
  - Availability of broadband and telecom resources
  - Strength of business organizations
  - Employer training
  - Availability of information technology resources
  - Support for local business
  - Available shovel-ready sites
- The least attractive facets of working in the Region were (in order):
  - Cost of electricity
  - Cost of natural gas
  - Existing labor force
  - Availability of skilled/trained labor
  - Attracting & retaining young professionals
  - Property taxes
  - Unionized labor

In a final question, recommendations were sought for improvement methods for business in the Region. Responses were varied and tended to be somewhat marginalized, obviously allowing for personal grievances to emerge. While some of these comments on face value are inappropriate, there may be an underlying basis for frustration and negativity in the business community in its relationship with local government.



More important common themes for this last question are as follows:

- A reduction in property taxes.
- Consolidation of overlapping municipal or county services.
- Revitalize downtowns and business districts.
- More efficient use of water and sewer resources.
- Smart growth planning initiatives.
- Improve the housing stock.
- Promotion and marketing of the area.
- An increase in social attractions and quality of life investment.

## 2.c – SWOT Analysis

### Competitive Area Comparisons

It is important to recognize the role of competing areas when determining the Strengths, Weaknesses, Opportunities and Threats (*SWOT*) of a study area. Since markets are generally categorized by the federal government by virtue of their urbanized counties, Metropolitan Statistical Areas (MSAs) or Micropolitan Areas (Micros) would normally be utilized as targets for data collection and analysis.

In the following analysis, it must be pointed out that the basis for comparison is the two-county Fulton-Montgomery Co. Region, not the 67-ZCTA Labor Market Area. Since there are overlaps by the LMA into other metropolitan areas being evaluated, the comparison would not be possible, thereby relegating the basis back to the county levels.

Given that the Fulton-Montgomery Co. Region is being considered as a combination of the two Micropolitan Areas of Fulton and Montgomery Counties, some license has been taken with this approach to consider competitive areas not just MSAs or Micros in the definition. Accordingly, there are nine competitive regions that have been evaluated together with the Fulton-Montgomery Co. Region for the SWOT summary. Econographics tables similar to the Task 1.b Fulton-Montgomery Co. Region have been prepared for each of the following regions:



## ALBANY REGION

Albany Co.  
Rensselaer Co.  
Schenectady Co.

## ITHACA REGION

Cortland Co.  
Tomkins Co.

## SARATOGA REGION

Saratoga Co.  
Warren Co.

## BINGHAMTON REGION

Broome Co.  
Tioga Co.

## POUGHKEEPSIE REGION

Dutchess Co.  
Orange Co.  
Ulster Co.

## SYRACUSE REGION

Madison Co.  
Onondaga Co.  
Oswego Co.

## BUFFALO REGION

Erie Co.  
Niagara Co.

## ROCHESTER REGION

Monroe Co.  
Ontario Co.

## UTICA REGION

Herkimer Co.  
Oneida Co.

Similarly to the Task 1.b Econographics profile, data has been compiled for each region from the US Census Bureau, the Bureau of Economic Analysis, and recognized commercial sources (ACCRA, CoStar, Realtor.com, City-data.com, and others) for 26 individual categories within three broad sections – Demographics, Economics and Market Assessment. By a weighted averaging approach using population, households, or other common denominators, bottom-line evaluations of each region have been achieved that permit equal comparisons and benchmarking against the State of NY means for each entry.

Tables for each Econographics Regional analysis are located in the Appendix -- Refer to Tables 2.c(1) through 2.c(9). An Econographics Summary table precedes each group of regional tables. Each summary table features a convenient index column that indicates the region's strength or weakness versus the State average. Where higher than State average indices are sought as strengths, a red "up" arrow is shown as the target index; a blue "down" arrow indicates that a lower target is favorable. Each region's index is developed from the NYS benchmarking and a checkmark on the summary table shows if a strength level has been achieved. A totaling of the number of checkmarks divided by the 26 overall categories provides a regional score shown at the bottom of the table.

## Some Key Location Statistics

As shown in the following, wide differences prevail among the Fulton-Montgomery Co. Region and the competitive areas when viewed in terms of a few important location statistics:



- In six of the nine competitive areas, the population % change in growth is higher than that of the Fulton-Montgomery Co. Region.
- All nine other competing areas have a larger percent of adults with college degrees.
- None of the nine competing areas have a lower cost of living index than the Fulton-Montgomery Co. Region.
- None of the nine competing areas have a lower median hourly wage for goods-producing workers.
- Eight of the nine competing areas have a greater market access based on population reached within a within a one-day delivery time (300 miles).

Table 2.c(a) below provides a summary of selected location statistics developed in the Appendix Econographics Regional comparisons:

<b>Table 2.c(a) – Selected Location Statistics for Competitive Regions</b>					
<b>Competitive area</b>	Pop. Growth 2000-2020 % Change	% College Grads	Cost of living index	Goods-Producing Workers Median Wage/hr	Market Access (pop. millions)
Fulton-Montgomery Co. Region	<b>0.1</b>	<b>27.6</b>	<b>93.3</b>	<b>\$14.72</b>	<b>59.1</b>
Albany region	3.0	45.1	108.3	\$16.45	61.0
Binghamton Region	-0.8	37.5	101.2	\$14.95	69.1
Buffalo Region	-3.6	40.8	110.0	\$16.52	68.0
Ithaca Region	2.0	51.8	103.1	\$15.76	68.3
Poughkeepsie Region	5.7	39.7	129.4	\$17.89	65.3
Rochester Region	1.2	46.6	104.5	\$15.75	70.4
Saratoga Region	6.3	46.9	108.3	\$17.94	55.3
Syracuse Region	1.3	40.7	101.6	\$16.68	66.9
Utica Region	-0.9	35.2	100.4	\$15.85	63.8

**Source: Appendix Econographics Regional Analyses**



## Area Scoring Methodology

As indicated in Appendix Tables 2.c(1) through 2.c(10), selected key data within each topic group are utilized for scoring. In most instances, the 2012 US Census data projected from the three-year average of the American Community Survey (ACS) have been employed. Index values are computed by division of regional weighted average results for each category by the corresponding NYS average or figure. The same criteria and methodologies for the 26 categories of investigation discussed in Task 1.b are used for each regional assessment. Please refer to Task 1.b - Econographics for these descriptions.

As shown in the Table 2.c(b) below, the Econographics Regional summaries resulted in remarkable similarity and multiple ties in scoring, with a range of a high of 69.2 (18 of 26 possible strengths) to a low of 50.0 (13 of 26 possible strengths). The Fulton-Montgomery Co. Region’s 9th place score of 53.8 (14 of 26) fell close to the lower third of the list, and slightly below the median score of 59.6 points.

<b>Table 2.c(b) - Econographics Summary of Regional Scores</b>		
Region	Score	Rank
Albany Region	69.2	1
Rochester Region	65.4	2
Buffalo Region	61.5	3
Poughkeepsie Region	61.5	3
Saratoga Region	61.5	3
Ithaca Region	57.7	6
Syracuse Region	57.7	6
Utica Region	57.7	6
<b>Fulton-Montgomery Co. Region</b>	<b>53.8</b>	<b>9</b>
Binghamton Region	50.0	10
<b>Median Score</b>	<b>59.6</b>	

By observation, it would appear that the Fulton-Montgomery Co. Region’s nearest competition by virtue of Econographics scoring would be Ithaca, Syracuse, and Binghamton



(3.8 points differential). As shown in the following, here are the 26 ranking categories in more detail with the Fulton-Montgomery Co. Reg.’s position shown in bold highlight.

The section is divided into the three Econographics groups: Demographics; Economics; and, Market Assessment. SWOT designations are determined by the Fulton-Montgomery Co. Region’s ranking position in quartiles, the 1st being the lowest and the 4<sup>th</sup> the highest overall. Narratives are provided that explain the importance of ranking position and observed recommendations. The SWOT designations are as follows:

- S** *Strengths* - performance worthy of continued promotion.
- W** *Weaknesses* - deteriorated performance, with unlikely capability of correction.
- O** *Opportunities* - emerging performance deserving of promotional development.
- T** *Threats* - weakening performance in danger of falling into deteriorated category and requiring immediate attention.

## Econographics Rankings

### Part One – Demographics

Population Growth (#1)			↑	Index Target				
Avg. % change, 2000-2020	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	333.5	1			147.1	333.5	4th Q	Strength
Poughkeepsie Region	300.4	2			65.7	147.1	3rd Q	Opportunity
Albany Region	161.6	3			-31.6	65.7	2nd Q	Threat
Ithaca Region	103.4	4			-193.1	-31.6	1st Q	Weakness
Syracuse Region	69.1	5						
Rochester Region	62.2	6						
<b>Fulton-Montgomery Co. Region</b>	<b>7.7</b>	<b>7</b>	<b>2nd</b>	<b>THREAT</b>				
Binghamton Region	-44.8	8						
Utica Region	-50.0	9						
Buffalo Region	-193.1	10						





*Resultant*

The second quartile and 7<sup>th</sup> place position for the Fulton-Montgomery Co. Reg. offers no indicators of significant growth. But it’s SWOT designation as a *Threat* poses some concern to bolster population gains in the future – most likely achievable by providing employment opportunities such as Tryon.

**Working Ages (#2)**

↑  
Index  
Target

Age group 18-65 yr. 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Ithaca Region	110.0	1			105.8	110.0	4th Q	Strength
Saratoga Region	106.5	2			101.0	105.8	3rd Q	Opportunity
Albany Region	106.5	3			98.1	101.0	2nd Q	Threat
Utica Region	103.7	4			95.2	98.1	1st Q	Weakness
Syracuse Region	103.3	5						
Poughkeepsie Region	98.8	6						
Rochester Region	98.8	7						
Binghamton Region	97.9	8						
Buffalo Region	97.8	9						
<b>Fulton-Montgomery Co. Region</b>	<b>95.2</b>	<b>10</b>	<b>1st</b>	<b>WEAKNESS</b>				

*Resultant*

The Fulton-Montgomery Co. Reg.’s last-place ranking and first quartile positioning in this category is driven by lower than average census of 18-65 age workers. Efforts should be made to retain younger families and matriculating students within the region and to encourage potential retirees to remain. As a generational effort not likely to be quickly achieved, this designated as a *Weakness*.



**Racial Diversity (#3)**

↑  
Index  
Target

Total non-white/white ratio 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Albany Region	233.2	1			111.7	233.2	4th Q	Strength
Syracuse Region	166.2	2			48.7	111.7	3rd Q	Opportunity
Utica Region	127.7	3			28.7	48.7	2nd Q	Threat
Saratoga Region	63.4	4			16.3	28.7	1st Q	Weakness
Poughkeepsie Region	51.3	5						
Rochester Region	46.1	6						
Buffalo Region	35.9	7						
Ithaca Region	26.3	8						
Binghamton Region	18.8	9						
<b>Fulton-Montgomery Co. Region</b>	<b>16.3</b>	<b>10</b>			<b>1st</b>	<b>WEAKNESS</b>		

*Resultant*

A first quartile and 10<sup>th</sup> place position for the Fulton-Montgomery Co. Reg. in this category reveals a fundamental lack of diversity which may impact the recruiting of certain industries, especially in consumer services and retail. This is a *Weakness*.

**Language Capability (#4)**

↑  
Index  
Target

% English Only Spoken at home 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT		
Binghamton Region	132.6	1			129.0	132.6	4th Q	Strength		
Buffalo Region	130.6	2			121.7	129.0	3rd Q	Opportunity		
<b>Fulton-Montgomery Co. Region</b>	<b>129.9</b>	<b>3</b>			<b>4th</b>	<b>STRENGTH</b>	101.5	121.7	2nd Q	Threat
Ithaca Region	126.2	4			98.1	101.5	1st Q	Weakness		
Rochester Region	126.0	5								
Poughkeepsie Region	117.3	6								
Saratoga Region	103.8	7								
Syracuse Region	100.8	8								
Albany Region	99.4	9								
Utica Region	98.1	10								



*Resultant*

A fourth quartile and 3<sup>rd</sup> place ranking for this topic indicates that new businesses will benefit from a literate workforce with adequate verbal skills. This is a *Strength*.

**Households and median income (#5)**

↓ Index Target

Median Household income 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Region</b>	<b>77.9</b>	<b>1</b>	<b>4th</b>	<b>STRENGTH</b>	87.5	77.9	4th Q	Strength
Binghamton Region	83.7	2			99.7	87.5	3rd Q	Opportunity
Buffalo Region	86.9	3			117.9	99.7	2nd Q	Threat
Ithaca Region	89.2	4			144.9	117.9	1st Q	Weakness
Rochester Region	91.4	5						
Utica Region	108.1	6						
Poughkeepsie Region	117.1	7						
Syracuse Region	118.1	8						
Albany Region	130.6	9						
Saratoga Region	144.9	10						

*Resultant*

The Fulton-Montgomery Co. Reg.’s 1<sup>st</sup> place rank and fourth quartile positioning makes clear that affordability of the region will become an important component in a marketing strategy. This is most definitely a *Strength*.

**Educational attainment (#6)**

↑ Index Target

% College Grads 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	169.7	1	<b>4th</b>	<b>STRENGTH</b>	142.3	169.7	4th Q	Strength
Albany Region	163.1	2			119.1	142.3	3rd Q	Opportunity
Syracuse Region	147.2	3			96.8	119.1	2nd Q	Threat
Utica Region	127.5	4			66.9	96.8	1st Q	Weakness
Ithaca Region	125.4	5						
Rochester Region	112.7	6						



Buffalo Region	98.7	7		
Poughkeepsie Region	96.2	8		
Binghamton Region	90.7	9		
<b>Fulton-Montgomery Co. Region</b>	<b>66.9</b>	<b>10</b>	<b>1st</b>	<b>WEAKNESS</b>

*Resultant*

A 10<sup>th</sup> place ranking and fourth quartile position for the Fulton-Montgomery Co. Reg. is largely attributable to significantly fewer than average 4-yr. and graduate-level degree holders. A higher than average number of Associate degrees is noted, most likely illustrating the more good-producing nature of the area. However, this is a *Weakness*.

**Housing (#7)**



Index Target

Median home value (\$) 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Region</b>	<b>36.4</b>	<b>1</b>	<b>4th</b>	<b>STRENGTH</b>	43.6	36.4	4th Q	Strength
Binghamton Region	37.8	2			72.6	43.6	3rd Q	Opportunity
Buffalo Region	42.3	3			115.0	72.6	2nd Q	Threat
Rochester Region	47.3	4			211.0	115.0	1st Q	Weakness
Ithaca Region	50.9	5						
Poughkeepsie Region	94.3	6						
Utica Region	102.0	7						
Syracuse Region	119.3	8						
Albany Region	182.8	9						
Saratoga Region	211.0	10						

*Resultant*

The Fulton-Montgomery Co. Reg.’s first-place rank and fourth quartile positioning in housing costs once again underscores the region’s affordability that will resonate with prospective employers. This is a *Strength*.



**Cost of living (#8)**



Index  
Target

Cost of living index 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Region</b>	<b>61.8</b>	<b>1</b>	<b>4th</b>	<b>STRENGTH</b>	68.1	61.8	4th Q	Strength
Binghamton Region	67.0	2			77.5	68.1	3rd Q	Opportunity
Buffalo Region	68.0	3			108.6	77.5	2nd Q	Threat
Ithaca Region	68.3	4			116.1	108.6	1st Q	Weakness
Rochester Region	69.2	5						
Poughkeepsie Region	85.7	6						
Utica Region	107.5	7						
Syracuse Region	108.9	8						
Albany Region	116.0	9						
Saratoga Region	116.1	10						

*Resultant*

As with income and housing, a 1<sup>st</sup> place cost-of-living rank and fourth quartile position propels the Fulton-Montgomery Co. Reg. into a leading candidate for operational savings. This is a *Strength*.

**Quality of life (#9)**



Index  
Target

Crime rate per 100K pop. 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Region</b>	<b>36.0</b>	<b>1</b>	<b>4th</b>	<b>STRENGTH</b>	42.0	36.0	4th Q	Strength
Binghamton Region	38.9	2			72.8	42.0	3rd Q	Opportunity
Ithaca Region	40.2	3			116.6	72.8	2nd Q	Threat
Poughkeepsie Region	47.6	4			170.5	116.6	1st Q	Weakness
Rochester Region	67.4	5						
Buffalo Region	78.3	6						
Saratoga Region	89.2	7						
Utica Region	125.7	8						
Syracuse Region	143.5	9						
Albany Region	170.5	10						



*Resultant*

In this first of three Quality of Life categories, the Fulton-Montgomery Co. Reg.'s 1<sup>st</sup> place rank and fourth quartile position for Crime Rate provides an indicator of the region safety and family-friendly environment. This is a *Strength*.

**Quality of life (#10)** ↑  
Index  
Target

Physicians per 100k pop. 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	164.8	1			143.7	164.8	4th Q	Strength
Albany Region	156.9	2			115.5	143.7	3rd Q	Opportunity
Syracuse Region	144.1	3			102.4	115.5	2nd Q	Threat
Utica Region	142.4	4			72.2	102.4	1st Q	Weakness
Rochester Region	118.6	5						
Buffalo Region	112.4	6						
Binghamton Region	104.1	7						
Poughkeepsie Region	101.8	8						
Ithaca Region	89.5	9						
<b>Fulton-Montgomery Co. Region</b>	<b>72.2</b>	<b>10</b>	<b>1st</b>	<b>WEAKNESS</b>				

*Resultant*

In the second of the Quality of Life categories, the last-place rank and fourth quartile position of available medical practitioners reveals a weakness in healthcare opportunities, likely requiring travel outside of the region for specialists. This is a *Weakness*.

**Quality of life (#11)** ↑  
Index  
Target

Arts, leisure, tourism & hospitality employ. per 100k pop. 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	165.9	1			136.8	165.9	4th Q	Strength
Albany Region	144.6	2			100.4	136.8	3rd Q	Opportunity
Utica Region	136.9	3			90.8	100.4	2nd Q	Threat
Syracuse Region	136.5	4			68.9	90.8	1st Q	Weakness
Buffalo Region	102.7	5						
Ithaca Region	98.2	6						
Binghamton Region	92.9	7						



Rochester Region	90.0	8		
Poughkeepsie Region	88.3	9		
<b>Fulton-Montgomery Co. Region</b>	<b>68.9</b>	<b>10</b>	<b>1st</b>	<b>WEAKNESS</b>

*Resultant*

In this last of the three Quality of Life categories, the 10<sup>th</sup> place rank and first quartile position of arts and leisure employment reveals a definitive lack of cultural drivers, despite the outdoor recreational opportunities of the Adirondack Park in Fulton County. This is still considered a *Weakness*.

## Part Two – Economics

### Labor market status (#12)

↑ Index Target

Labor force participation rate (%) 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	104.2	1			101.5	104.2	4th Q	Strength
Albany Region	104.0	2			98.7	101.5	3rd Q	Opportunity
Poughkeepsie Region	101.5	3			95.1	98.7	2nd Q	Threat
Rochester Region	101.4	4			94.6	95.1	1st Q	Weakness
Buffalo Region	99.6	5						
Syracuse Region	97.8	6						
Binghamton Region	96.0	7						
Utica Region	94.8	8						
Ithaca Region	94.7	9						
<b>Fulton-Montgomery Co. Reg.</b>	<b>94.6</b>	<b>10</b>	<b>1st</b>	<b>WEAKNESS</b>				

*Resultant*

With a labor participation rate in the Fulton-Montgomery Co. Reg. of only 59.9%, the last place rank and 1<sup>st</sup> quartile position indicates a structural flaw in employment that may be possibly only corrected by significant economic recovery. This is a *Weakness*.



**Area business patterns (#13)**



Index  
Target

Goods/Service producing industries ratio 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Reg.</b>	<b>184.7</b>	<b>1</b>	<b>4th</b>	<b>STRENGTH</b>	122.0	184.7	4th Q	Strength
Binghamton Region	131.1	2			113.0	122.0	3rd Q	Opportunity
Utica Region	123.9	3			100.2	113.0	2nd Q	Threat
Syracuse Region	116.5	4			84.5	100.2	1st Q	Weakness
Poughkeepsie Region	115.6	5						
Buffalo Region	110.4	6						
Saratoga Region	102.1	7						
Rochester Region	99.6	8						
Ithaca Region	94.7	9						
Albany Region	84.5	10						

*Resultant*

With a 1<sup>st</sup> place rank, the Fulton-Montgomery Co. Reg. reveals an exemplary balance of Goods Producing versus Service industries, representing an excellent example of a stable economy. This is a *Strength*.

**Median hourly wages - Goods producing industries (#14)**



Index  
Target

Total Goods producing workers hrly. wages 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Reg.</b>	<b>92.8</b>	<b>1</b>	<b>4th</b>	<b>STRENGTH</b>	99.3	92.8	4th Q	Strength
Binghamton Region	94.2	2			101.8	99.3	3rd Q	Opportunity
Rochester Region	99.3	3			104.9	101.8	2nd Q	Threat
Ithaca Region	99.4	4			113.1	104.9	1st Q	Weakness
Utica Region	99.9	5						
Albany Region	103.7	6						
Buffalo Region	104.2	7						
Syracuse Region	105.2	8						
Poughkeepsie Region	112.8	9						
Saratoga Region	113.1	10						





*Resultant*

In measurement of Median hourly wages for workers in the Goods Producing industries, the Fulton-Montgomery Co. Reg. produces a 1st<sup>th</sup> place rank and fourth quartile position revealing leading levels of operational savings. This is a *Strength*.

**Median hourly wages - Service producing industries (#15)**

↓ Index Target

Total Service producing workers hrly wages 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Ithaca Region	79.1	1			81.6	79.1	4th Q	Strength
<b>Fulton-Montgomery Co. Reg.</b>	<b>80.4</b>	<b>2</b>	<b>4th</b>	<b>STRENGTH</b>	89.8	81.6	3rd Q	Opportunity
Utica Region	81.5	3			90.7	89.8	2nd Q	Threat
Binghamton Region	81.7	4			102.0	90.7	1st Q	Weakness
Rochester Region	89.4	5						
Buffalo Region	90.3	6						
Albany Region	90.7	7						
Syracuse Region	90.8	8						
Saratoga Region	101.4	9						
Poughkeepsie Region	102.0	10						

*Resultant*

Median hourly wages for Service producing industry results in a 2<sup>nd</sup> place rank and fourth quartile position and results in a competitive advantage for the Fulton-Montgomery Co. Reg. This is a *Strength*.

**Real Estate - Commercial and industrial (#16)**

↓ Index Target

Avg. Office Rent/sf 2014	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Reg.</b>	<b>38.3</b>	<b>1</b>	<b>4th</b>	<b>STRENGTH</b>	79.4	38.3	4th Q	Strength
Utica Region	67.2	2			87.1	79.4	3rd Q	Opportunity
Binghamton Region	78.0	3			94.1	87.1	2nd Q	Threat
Buffalo Region	83.6	4			99.5	94.1	1st Q	Weakness



Albany Region	86.6	5
Rochester Region	87.7	6
Poughkeepsie Region	92.4	7
Syracuse Region	94.6	8
Saratoga Region	99.2	9
Ithaca Region	99.5	10

*Resultant*

In this first of two real estate evaluations, office space rents for the Fulton-Montgomery Co. Reg. produce a 1<sup>st</sup> place rank and fourth quartile position, indicating the lowest of all competitive regions. It should be noted that are relatively few office rental quotations available for the region. Nevertheless, this is a *Strength*.

**Real Estate - Commercial and industrial (#17)**

↓ Index Target

Avg. Indus'l Rent/sf 2014	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Utica Region	42.8	1			49.5	42.8	4th Q	Strength
<b>Fulton-Montgomery Co. Reg.</b>	<b>43.8</b>	<b>2</b>	<b>4th</b>	<b>STRENGTH</b>	61.2	49.5	3rd Q	Opportunity
Buffalo Region	46.7	3			78.5	61.2	2nd Q	Threat
Rochester Region	57.9	4			128.8	78.5	1st Q	Weakness
Ithaca Region	61.1	5						
Poughkeepsie Region	61.2	6						
Syracuse Region	64.3	7						
Saratoga Region	83.3	8						
Albany Region	84.9	9						
Binghamton Region	128.8	10						

*Resultant*

As with the preceding Real Estate topic, the Fulton-Montgomery Co. Reg.'s 2<sup>nd</sup> place rank and fourth quartile location provides a leading position in industrial rents which propels the area close to the top of the list among competitive regions. This is a *Strength*.



**Real Estate - Commercial and industrial (#18)**

↓ Index Target

Avg. Commercial/Industrial Land Price/acre 2014	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Utica Region	37.7	1			59.3	37.7	4th Q	Strength
<b>Fulton-Montgomery Co. Reg.</b>	<b>43.3</b>	<b>2</b>	<b>4th</b>	<b>STRENGTH</b>	69.3	59.3	3rd Q	Opportunity
Rochester Region	57.4	3			98.1	69.3	2nd Q	Threat
Syracuse Region	59.2	4			171.7	98.1	1st Q	Weakness
Ithaca Region	59.5	5						
Buffalo Region	59.5	6						
Poughkeepsie Region	79.1	7						
Albany Region	97.5	8						
Saratoga Region	131.7	9						
Binghamton Region	171.7	10						

*Resultant*

Following in the affordable Real Estate topic trend, the Fulton-Montgomery Co. Reg.'s 2<sup>nd</sup> place rank and fourth quartile location provides a leading position in land prices which again propels the area close to the top of the list among competitive regions. This is a *Strength*.

**Electric Rates (#19)**

↓ Index Target

Commercial electricity rate (cents/kwh) 2013	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
<b>Fulton-Montgomery Co. Reg.</b>	<b>75.7</b>	<b>1</b>	<b>3rd</b>	<b>OPPORTUNITY</b>	75.7	75.7	4th Q	Strength
Albany Region	75.7	1			75.7	75.7	3rd Q	Opportunity
Buffalo Region	75.7	1			90.9	75.7	2nd Q	Threat
Poughkeepsie Region	75.7	1			98.0	90.9	1st Q	Weakness
Saratoga Region	75.7	1						
Syracuse Region	75.7	1						
Utica Region	75.7	1						
Rochester Region	95.9	8						
Binghamton Region	98.0	9						
Ithaca Region	98.0	9						



*Resultant*

Commercial electricity rates among the four major utilities are nearly even, and 1<sup>st</sup> place ties for seven regions results in a third quartile positioning for the Fulton-Montgomery Co. Region.

Reduced electric costs could be achieved through investment in renewables that would elevate the study area’s ranking to a higher level. This is an *Opportunity*.

**Electric Rates (#20)**



Index Target

Industrial electricity rate (cents/kwh) 2013	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Poughkeepsie Region	27.7	1			143.1	27.7	4th Q	Strength
Rochester Region	110.8	2			156.9	143.1	3rd Q	Opportunity
Binghamton Region	143.1	3			156.9	156.9	2nd Q	Threat
Ithaca Region	143.1	3			156.9	156.9	1st Q	Weakness
<b>Fulton-Montgomery Co. Reg.</b>	<b>156.9</b>	<b>5</b>			<b>3rd</b>	<b>OPPORTUNITY</b>		
Albany Region	156.9	5						
Buffalo Region	156.9	5						
Saratoga Region	156.9	5						
Syracuse Region	156.9	5						
Utica Region	156.9	5						

*Resultant*

There is more variability in industrial electric rates which results in a 5<sup>th</sup> place tie and third quartile positioning for the Fulton-Montgomery Co. Region. Again, an investment in renewables could produce significant operational savings vis-à-vis the competition. This is an *Opportunity*.



### Part Three – Market Assessment

#### Market potential (#21)



Index  
Target

% of US within 300-mile radius 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT	
Rochester Region	80.1	1			77.7	80.1	4th Q	Strength	
Binghamton Region	78.7	2			75.2	77.7	3rd Q	Opportunity	
Ithaca Region	77.8	3			70.2	75.2	2nd Q	Threat	
Buffalo Region	77.4	4			62.9	70.2	1st Q	Weakness	
Syracuse Region	76.1	5							
Poughkeepsie Region	74.3	6							
Utica Region	72.6	7							
Albany Region	69.5	8							
<b>Fulton-Montgomery Co. Reg.</b>	<b>67.3</b>	<b>9</b>			<b>1st</b>	<b>WEAKNESS</b>			
Saratoga Region	62.9	10							

#### Resultant

With the second to last rank in percentage of the US population reachable within a 300-mile radius, the Fulton-Montgomery Co. Reg. does not feature prominently versus the competing regions for the national distribution industry, the presence of Wal-Mart in Johnstown notwithstanding. This is *Weakness*.

#### Retail sales (#22)



Index  
Target

Retail sales per capita -- 2012 (est.)	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	181.3	1			110.1	181.3	4th Q	Strength
Albany Region	115.8	2			104.2	110.1	3rd Q	Opportunity
Poughkeepsie Region	111.4	3			100.7	104.2	2nd Q	Threat
Syracuse Region	106.4	4			92.7	100.7	1st Q	Weakness
Buffalo Region	104.2	5						
Rochester Region	104.1	6						
Binghamton Region	101.1	7						
Utica Region	100.6	8						



<b>Fulton-Montgomery Co. Reg.</b>	<b>99.1</b>	<b>9</b>	<b>1st</b>	<b>WEAKNESS</b>
Ithaca Region	92.7	10		

*Resultant*

Despite the near parity to the NY State average, the Fulton-Montgomery Co. Reg.’s 9<sup>th</sup> place rank and 1<sup>st</sup> quartile position in retail sales per capita indicates a significantly underperformance versus other competing regions in the category. This is a *Weakness*.

**Worker mobility (#23)**

↑ Index Target

Mean travel time to Work (mins) 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Poughkeepsie Region	99.1	1			70.8	99.1	4th Q	Strength
Saratoga Region	78.2	2			66.2	70.8	3rd Q	Opportunity
<b>Fulton-Montgomery Co. Reg.</b>	<b>72.1</b>	<b>3</b>	<b>4th</b>	<b>STRENGTH</b>	64.3	66.2	2nd Q	Threat
Albany Region	66.8	4			62.5	64.3	1st Q	Weakness
Buffalo Region	66.6	5						
Utica Region	65.7	6						
Syracuse Region	65.4	7						
Rochester Region	63.9	8						
Ithaca Region	63.5	9						
Binghamton Region	62.5	10						

*Resultant*

Although none of the competing region exceed the State’s average of 31.5 minutes to work, the Fulton-Montgomery Co. Reg. does feature among the highest commuting times thereby securing a 3<sup>rd</sup> place rank and fourth quartile position for this component of worker mobility. This is a *Strength*.



**Worker mobility (#24)**

↑ Index Target

Commute outside county of residence 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	128.4	1			100.0	128.4	4th Q	Strength
<b>Fulton-Montgomery Co. Reg.</b>	<b>120.9</b>	<b>2</b>	<b>4th</b>	<b>STRENGTH</b>	55.9	100.0	3rd Q	Opportunity
Albany Region	103.9	3			45.4	55.9	2nd Q	Threat
Poughkeepsie Region	88.3	4			30.5	45.4	1st Q	Weakness
Utica Region	57.6	5						
Binghamton Region	54.1	6						
Syracuse Region	51.6	7						
Ithaca Region	43.4	8						
Buffalo Region	36.3	9						
Rochester Region	30.5	10						

*Resultant*

In commutation patterns outside county of residence, the Fulton-Montgomery Co. Region once again indicates a dominant 2<sup>nd</sup> place ranking and fourth quartile position, thereby revealing the mobile nature of the workforce. This is a *Strength*.

**Worker mobility (#25)**

↑ Index Target

2 or more vehicles available 2012	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Saratoga Region	161.0	1			148.2	161.0	4th Q	Strength
Syracuse Region	149.4	2			142.3	148.2	3rd Q	Opportunity
Rochester Region	149.0	3			138.5	142.3	2nd Q	Threat
Utica Region	145.7	4			132.3	138.5	1st Q	Weakness
Buffalo Region	142.7	5						
<b>Fulton-Montgomery Co. Reg.</b>	<b>141.9</b>	<b>6</b>	<b>2nd</b>	<b>THREAT</b>				
Albany Region	139.4	7						
Binghamton Region	138.1	8						
Poughkeepsie Region	133.8	9						
Ithaca Region	132.3	10						



*Resultant*

In this last element of Worker Mobility, the ownership of two or more vehicles 6<sup>th</sup> place rank and second quartile position is somewhat low compared to other regions, although all areas exceed the State average in this category. Some efforts should be made to encourage car dealers to offer inducements for 2<sup>nd</sup> car ownership to local residents or to encourage investment in mass transit to increase mobility. This is a *Threat*.

**Airport Access (#26)**



Index  
Target

Travel time to nearest Int'l. airport (mins) 2014	Index	Rank	Quartile	SWOT	SWOT Index Ranges		Quartile	SWOT
Rochester Region	29.0	1			43.1	29.0	4th Q	Strength
Syracuse Region	39.5	2			91.0	43.1	3rd Q	Opportunity
Albany Region	42.8	3			121.4	91.0	2nd Q	Threat
Buffalo Region	44.1	4			163.2	121.4	1st Q	Weakness
Poughkeepsie Region	76.0	5						
<b>Fulton-Montgomery Co. Reg.</b>	<b>105.9</b>	<b>6</b>	<b>2nd</b>	<b>THREAT</b>				
Saratoga Region	105.9	6						
Utica Region	126.5	8						
Ithaca Region	137.5	9						
Binghamton Region	163.2	10						

*Resultant*

For access to major airports, the Fulton-Montgomery Co. Region has reasonable proximity to Albany International Airport (KALB) but other markets have the airport within their defined areas, resulting in nearly unfair comparisons. Car-pooling or mass transit promotion (rail, jitneys, bus services) should be encouraged to provide more timely connectivity to KALB if possible to even the opportunities for competition from other markets that are investing in light rail and other transit conveniences. This is a *Threat*.





## Econographics Rankings Summary

Through this exercise, it becomes apparent that the Fulton-Montgomery Co. Region has difficulty in outpacing its competition for business excellence in some areas. However, cost advantages consistently emerge as a theme that will become important in bottom-line operational calculations to be performed in subsequent sections. The four SWOT resultant categories are shown in summary below:

### Strengths (S)

- % English Only Spoken at home
- Median Household income
- Median home value
- Cost of living
- Crime rate per 100K population
- Goods/Service producing industries ratio
- Total Goods producing workers hourly wages
- Total Service producing workers hourly wages
- Average Office Rent/sf
- Average Industrial Rent/sf
- Average Commercial/Industrial Land Price/acre
- Mean travel time to Work
- Commute outside county of residence

### Weaknesses (W)

- Age group 18-65 yr.
- Total non-white/white ratio
- % College Grads
- Physicians per 100k population
- Arts, leisure, tourism & hospitality employment per 100k of population
- Labor force participation rate
- % of US within 300-mile radius
- Retail sales per capita



## Opportunities (O)

- Commercial electricity rate
- Industrial electricity rate

## Threats (T)

- % Population change
- 2 or more vehicles available
- Travel time to nearest international airport

The ramifications of these ranking summaries will be discussed in greater detail in the next section, especially the polarized nature of the results. But, the Fulton-Montgomery Co. Region does have surprising advantages vis-à-vis its competition in several areas that will prove attractive to potential new business development.

## SWOT Matrix

### Collective Analysis

The four SWOT categories from the Econographics analysis indicate competitive advantages and constraints vis-à-vis specific nearby markets. Utilizing this information combined with Labor Force assessment, Employer Survey comments, and Observed conditions by DCG Corplan personnel, the SWOT review results in the following critical assessments for the Fulton-Montgomery Co. Region.

### **Fulton-Montgomery Co. Region Strengths (S)**

#### Econographics Outcomes -- including Task 1 (17)

- Adequate access to private transportation
- Affordable home values
- Favorable balance of Goods/Service producing industries
- High English language proficiency
- Low commercial electricity rates
- Low commercial office rent
- Low commercial/industrial land price per acre



- Low cost of living
- Low crime rate
- Low hourly production wages
- Low hourly services wages
- Low Industrial rent
- Moderate income levels
- Non-excessive household incomes
- Operational affordability
- Safety and security
- Worker mobility

#### Labor Force Assessment (4)

- Good number of college graduates
- Good mobility of working persons
- Racially/ethnically diversified for certain cultures
- Professional/technical, business, health care, and personal services skills

#### Employer Survey Comments (9)

- Availability of broadband and telecom resources
- Available labor supply in sciences, metalworking, engines/motors, and professional services
- Available shovel-ready sites
- Convenient location
- Cost savings over Capital region
- Good courier/expedited shipping assets
- Proximity to Albany and Utica markets
- Significant local customer base
- Support organizations for local businesses

#### DCG Corplan Observations (6)

- Abundant recreational opportunities
- AgriBusiness/Manufacturing background
- Cost savings opportunities
- Large land assemblage possibilities
- Nearby technology resources



- Proactive state economic development

In summary of the 36 strengths identified above, it is on the opinion of DCG Corplan that the following are the most the Fulton-Montgomery County Region's most promotion-worthy

Strengths:

1. Operational Cost Savings.
2. Lateral Markets Access.
3. Agricultural / Manufacturing / Technology Resources.

## **Fulton-Montgomery Co. Region Weaknesses (W)**

### Econographics Outcomes (6)

- Lack of local market cultural amenities
- Lack of local market overall racial/ethnicity diversity
- Limited US market access
- Low labor participation rate
- Low level of junior level workers
- Low retail sales per capita

### Labor Force Assessment (9)

- High construction wages
- High production wages
- Lack of racial diversity among Blacks and Hispanics
- Low Agricultural employment growth
- Low female/male ratio
- Low Manufacturing employment growth
- Low numbers of middle management-level workers
- Low Public Administration employment growth
- Older median age

### Employer Survey Comments (5)

- High cost of electricity
- High cost of natural gas
- High property taxes



- Unionized labor costs
- Untrained labor

## DCG Corplan Observations (8)

- High New York State business taxes
- Lack of Class A office development
- Lack of cultural amenities
- Lack of rail service
- Local lack of professional/technical workers
- Need to attract labor from wider area
- Restrictive highway access to/from I-90
- Winter weather transportation problems

In summary of the 28 weaknesses noted above, it is on the opinion of DCG Corplan that the following are the most the Fulton-Montgomery County Region's most critical Weaknesses:

1. Physical disconnection.
2. Development limitations.
3. Labor stagnation.

## **Fulton-Montgomery Co. Region Opportunities (0)**

### Econographics Outcomes (1)

- Renewables/Alternative Energy generation to reduce electricity costs

### Labor Force Assessment (6)

- Moderate level of bachelor completions
- Moderate number of arts, design, and engineering jobs
- Moderate number of installation, maintenance & repair jobs
- Moderate number of legal, education & training jobs
- Moderate number of transportation and material moving jobs.
- Moderate number of working-age persons



## Employer Survey Comments (7)

- Consolidation of overlapping municipal functions
- Improve the housing stock
- Improve water and sewer resources
- Increase social/cultural attractions
- Property tax reform
- Revitalize downtowns
- Smart growth planning initiatives

## DCG Corplan Observations (2)

- Non-restrictive land use policies
- Unrealized market potential

In summary of the 16 opportunities noted above, it is on the opinion of DCG Corplan that the following are the most the Fulton-Montgomery County Region's most achievable

## Opportunities:

1. Growth and diversification.
2. Workforce development.
3. Smart growth potential.

## **Fulton-Montgomery Co. Region Threats (T)**

### Econographics Outcomes (3)

- Access to air services
- Disposable personal incomes
- Population loss

### Labor Force Assessment (3)

- High college non-completions
- High level of high school or GED only completions
- High percentage of older working-age persons nearing retirement

## Employer Survey Comments (7)

- High business insurance costs
- Lack of locally sourced materials



- Logistics challenges
- Perceived lack of government support for business
- Poor marketing efforts to promote the Region
- Unpreparedness of new entry-level hires – poor soft skills
- Workforce lack of readiness

DCG Corplan Observations (6)

- Competition for professional/tech jobs from adjoining metros
- Lack of identity
- Lack of self-promotion
- Need to recruit executive from outside of the local market
- Not enough professional or business presence
- Roadway/rail/waterway investments are years behind

In summary of the 19 threats noted above, it is on the opinion of DCG Corplan that the following are the most the Fulton-Montgomery County Region’s most recognizable Threats:

1. Market timing & Economy.
2. Competition.
3. Image.

SWOT Matrix

The analyses can be summarized vis-à-vis the SWOT Matrix, as shown below. The two internal values of Strengths (S) and Weaknesses (W) are compared against the two external drivers of Opportunities (O) and Threats (T) as shown below:

SWOT Matrix	<i>Opportunities (O)</i>	<i>Threats (T)</i>
<i>Strengths (S)</i>	<b>S-O Strategies</b>	<b>S-T Strategies</b>
<i>Weaknesses (W)</i>	<b>W-O Strategies</b>	<b>W-T Strategies</b>

The outcome of the matrix is organized into four strategic groupings:



- S-O strategies: pursue opportunities that capitalize on strengths.
- W-O strategies: overcome weaknesses to pursue opportunities.
- S-T strategies: determine ways in which strengths can be used to reduce vulnerability to external threats.
- W-T strategies: establish a defensive plan to prevent weaknesses from being susceptible to external threats.

Each strategic grouping is evaluated via the SWOT matrix, with the concept of meeting the needs of the targeted industries. Individual topics from the matrix nodes are as follows: 10 (Highest Correlation); 5 (Moderate Correlation); and, 1 (Minimal Correlation). The shaded entries indicate those areas that are the most critical for successful implementation of strategies and narratives summarize the scoring outcome.

**Strength-Opportunities Strategies (S-O)**

<i>Strengths (S)</i>	<i>Opportunities (O)</i>		
	Growth & Diversification	Workforce Development	Smart Growth Potential
Operational Cost Savings	10	5	1
Lateral Markets Access	10	5	5
Agri/Mfg./Tech. Resources	10	10	5

10=High Correlation; 5=Moderate Correlation; 1=Minimal Correlation

The objective is to pursue opportunities that capitalize on strengths. The following describe key strategies that meet these criteria.

- Market the Region as low-cost alternative to either Albany or Utica markets, citing time to markets and labor draw.
- Target specific industries that are prevalent in both lateral markets but are not currently present in the Fulton-Montgomery Co. Region.





- Foster population growth and diversity with focus on marketing to “Millenials”, urbanites, or other transplants seeking a less expensive and recreation-oriented location to raise families.
- Develop a specialized “Grey Collar” labor force with unique skills geared to agri-science, advanced manufacturing, food development, R & D, and energy.
- Encourage “Smart growth” initiatives that promote compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices.
- Promote solar farm use for large undeveloped sites as well as forest biomass from Adirondack Park.

**Weaknesses-Opportunities Strategies (W-O)**

<i>Weaknesses (W)</i>	<i>Opportunities (O)</i>		
	Growth & Diversification	Workforce Development	Smart Growth Potential
Physical Disconnection	10	10	1
Development Limitations	10	1	5
Labor Stagnation	10	10	1

10=High Correlation; 5=Moderate Correlation; 1=Minimal Correlation

The objective is to overcome weaknesses to pursue opportunities. The following describes key strategies that meet this criterion with the highest degree of correlation.

- Development of an I-90 connector road into Fulton County is a priority.
- Investigate possibility of freight rail service to the Region, possibly as an intermodal facility.



- Investigate commuter bus routes expansion to allow for rush hour mass transit commutes to Albany and Utica, with north-south routing throughout the Fulton-Montgomery County Region.
- Investigate seasonal water taxi service along the Mohawk River in Montgomery County, with coordinated jitney or van service to work centers throughout the Region.
- New job training and educational focus should be on locally viable employment targets, capable of retaining the largest labor force possible, including tele-commuting industries that can overcome lack of worker motivation.
- Develop “soft” personal skills at the high school level to insure that work entrants are more properly prepared to enter the job market.

**Strengths-Threats Strategies (S-T)**

<i>Strengths (S)</i>	<i>Threats (T)</i>		
	Market Timing & Economy	Competition	Image
Operational Cost Savings	10	10	5
Lateral Markets Access	10	10	10
Agri/ Mfg./Tech. Resources	5	1	10

10=High Correlation; 5=Moderate Correlation; 1=Minimal Correlation

The objective is to determine ways in which strengths can be used to reduce vulnerability to external threats. The following describes strategies that meet these criteria.

- Dedicated efforts should be coordinated with academia to attract and graduate more “knowledge workers” to the area and, if necessary, to incentivize company retention that employ larger numbers of these workers.
- Sustainability of new company attraction will depend on continued monitoring of and adjustments to operational costs by local building owners, suppliers, and vendors to maintain the Fulton-Montgomery Co. Region’s affordability.



- Respond to local employer’s supply chain comments by proactively recruiting new vendors to the area to support local sourcing of materials and services.
- Meeting or exceeding the market offerings of other competitive areas, especially in the area of incentives will be of crucial importance. Judicious implementation of the Start Up-NY should be considered as other areas will also be competing for this program. PILOT or other property tax incentives for new investment should be considered.
- Leveraging of assets such as Tryon as a “technology park” aimed at attracting high tech. companies to the Region is a key strategy, but awareness of other regional attempts such as the Saratoga Technology + Energy Park (STEP) with its narrow focus have not been successful undertakings.

**Weaknesses-Threats Strategies (W-T)**

<i>Weaknesses (W)</i>	<i>Threats (T)</i>		
	Market Timing & Economy	Competition	Image
Physical Disconnection	<b>10</b>	<b>10</b>	<b>10</b>
Development Limitations	<b>10</b>	<b>10</b>	5
Labor Stagnation	5	<b>10</b>	<b>10</b>

10=High Correlation; 5=Moderate Correlation; 1=Minimal Correlation

The objective is to establish a defensive plan to prevent weaknesses from being susceptible to external threats. The following describes strategies that meet these criteria.

- Proactive marketing efforts should be instilled that will indicate the “Tri-Cities” (Amsterdam, Johnstown, and Gloversville) and the Fulton-Montgomery Co. Region’s specific location advantages as distinct and unique from other areas of New York State and the Northeast for use in business attraction. As a gateway location to the Adirondack Park, the Region’s many recreational and quality of life amenities are important elements in the marketing strategy.



- Organizations such as the Adirondacks Gateway Council (AGC) in Glens Falls already market business and recreational potential together under one umbrella – follow this lead for the Fulton-Montgomery Co. Region.
- Promotion of “Grey Collar” technical workers that can provide technology support in a number of industries to the lateral markets of Albany and Utica from a centrally located base will enliven the local job market.
- Announcements of new project development studies for cultural and recreational amenities, as well as healthcare facilities can be beneficial in combating image of complacency with current image perception by outsiders.
- Proactive efforts to attract higher earning workers to the Region by improving the housing stock among other investments will be necessary to counteract the “Blue Collar” perception of the area, especially among retailers.

## Task 2 – Conclusion

The SWOT review and summaries has provided a number of strategies that have implementation ramifications for the targeted industries selections and subsequent marketing efforts for the Tryon site. Clearly, the strategies that have emerged as a result of the highest correlations (10) are more pressing concerns. Other approaches that meet the moderate or minimal correlation could be developed but may not warrant similar attention. From this labor market analysis, six initial industry clusters have emerged, plus one more that is a pressing need for employers. Thus, a total of seven clusters are now being considered:

MANAGEMENT  
INFORMATION TECHNOLOGY  
HEALTH CARE  
PERSONAL SERVICES  
R & D  
FOOD  
ENERGY

The ramifications of these clusters will be explored in further detail in Task 3.

