

RESOURCE PROFILE FOR THE FINANCIAL SERVICES INDUSTRY

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CENTRAL UPSTATE NEW YORK



Moran, Stahl & Boyer
Site Selection and Economic Development Consultants



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This profile was prepared by Moran, Stahl & Boyer, a leading economic development and site selection consultant, as an objective overview on the Central Upstate New York/Creative Core Region as a potential destination for financial services businesses.

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■ INTRODUCTION AND OVERVIEW

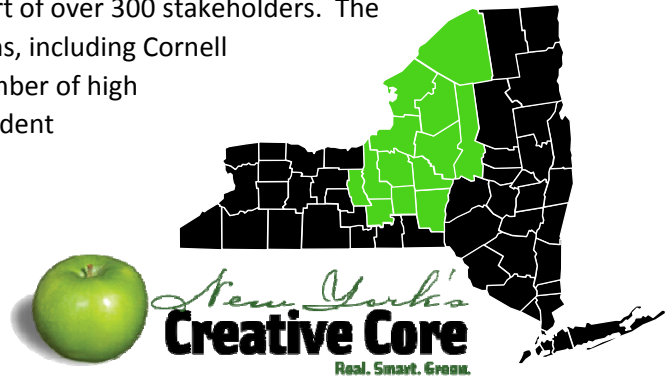
The Creative Core is the new branding for Central Upstate New York that covers a twelve county area and has the collaborative support of over 300 stakeholders. The region is host to several leading academic institutions, including Cornell University and Syracuse University, along with a number of high caliber smaller schools with an overall combined student population of over 140,000.

The region's population includes over 1.5 million residents with the largest concentration in the Greater Syracuse area and in Utica/Rome to the east, in addition to smaller cities such as Ithaca, Watertown, Cortland and Oswego.

The region is known for its natural beauty from the St. Lawrence River to the north, Lake Ontario to the west, as well as the Finger Lakes and the foothills of the Adirondacks within the region. There are not only places for exhilarating recreation but also a rapidly expanding wind turbine population that will position the region as a location for renewable energy.

Another striking asset of the region is its people. They have not only a reputation for their innovation and technical contributions but also great customer service. Employers make emphatic comments about the commitment people have toward their jobs. There is a sense of pride in the quality of work performed that is a key factor in the area's reputation for high productivity.

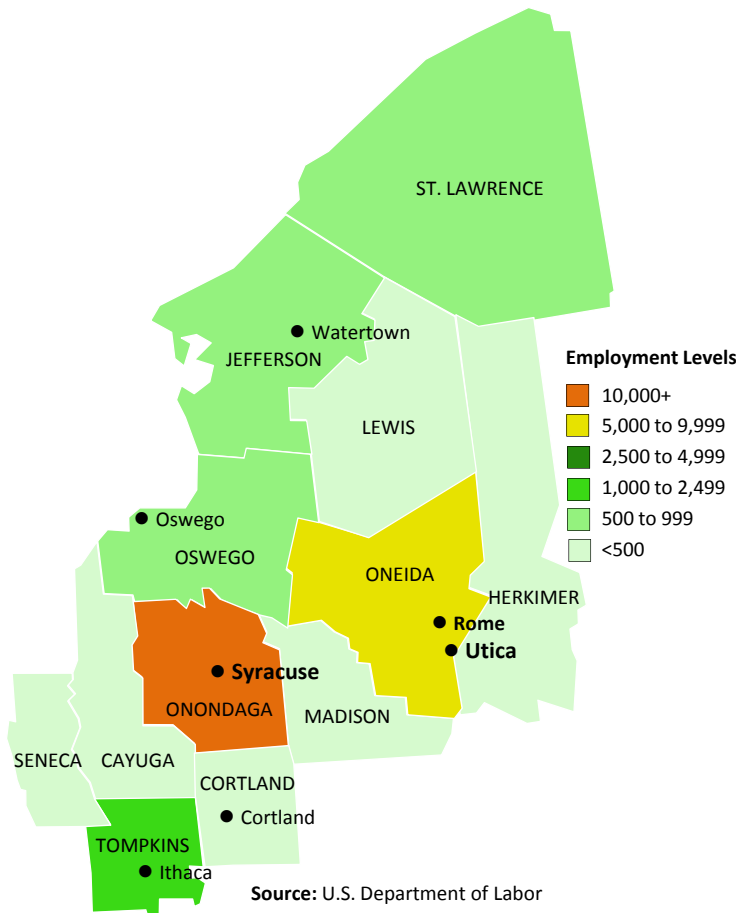
The region provides an opportunity for financial services companies to gain access to both top talent and real estate at a cost that can be millions of dollars less than other major Northeast metropolitan areas. Details are provided on page 10.



Financial Services Industry Within the Region

The region has had a strong financial services industry presence since the mid-1800's when banks and insurance companies were established locally to serve the large agricultural industry and emerging manufacturing operations. Currently, there are nearly 24,000 financial services-related jobs in the twelve county area with a primary concentration in Greater Syracuse and in the Utica/Rome area. As noted below, the strongest segments include insurance companies (headquarters and back office/regional office operations) and banking (retail and back office operations). The region hosts many of the leading firms in the industry as noted below.

FINANCIAL SERVICES EMPLOYMENT BY COUNTY



Bank of America

HSBC



TRAVELERS

BNY MELLON

MetLife



Excellus

AXA EQUITABLE

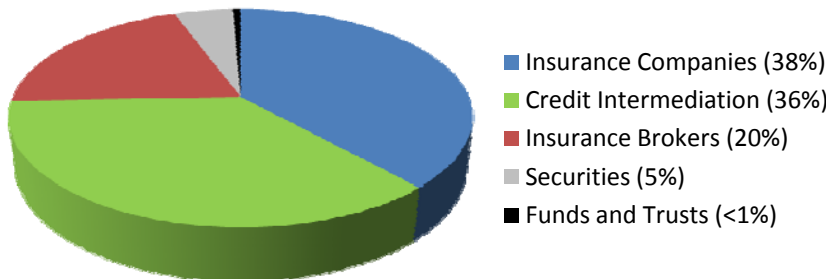
CNA

THE MAIN STREET AMERICA GROUP

Kemper Insurance Companies

KeyBank

COMPOSITION OF THE REGION'S FINANCIAL SERVICES INDUSTRY



Utica National Insurance Group

Nationwide

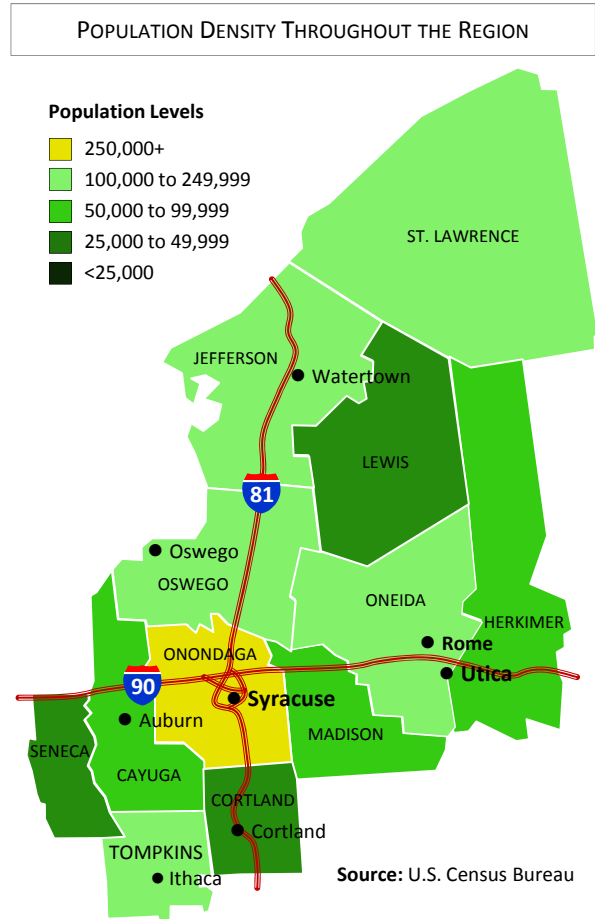
PRIMERICA

M&T Bank

■ **OVERVIEW ON DEMOGRAPHICS AND THE WORKFORCE**

Selected demographic data for each county within the region is presented below along with a comparison to national averages. Comments on the data include:

- The educational attainment rates in many of the more rural counties reflect the focus on agriculture, local services and manufacturing as an employment base.
- The high educational attainment in Onondaga and Tompkins counties reflect the substantial college and university presence. Tompkins County’s low median age can also be attributed to the college student residents.
- Low median incomes reflect the overall low cost of living in the area, particularly the low cost of housing.
- The high percentage of 20-34 yr. olds in Jefferson County is due to the presence of Fort Drum, the home of the Army’s 10th Mountain Division, near Watertown. There are significant family residences for the soldiers in training or deployed.



SELECTED DEMOGRAPHIC DATA BY COUNTY						
County	Population	Workforce as % of Population	Median Age	Median Household Income	% Population 20-34 Yrs. Old	% Adults w/4-Yr.+ Education Attainment
Cayuga	80,100	63.0%	39.5	\$48,990	20.1	18.0
Cortland	48,370	62.4%	34.6	\$47,150	23.3	24.1
Herkimer	62,350	62.6%	40.7	\$40,540	19.2	17.7
Jefferson	117,700	64.7%	32.0	\$43,440	27.0	18.7
Lewis	26,300	64.6%	39.0	\$42,700	19.8	14.3
Madison	69,800	64.3%	37.2	\$52,330	20.5	21.3
Oneida	231,600	60.5%	39.7	\$45,020	19.3	20.8
Onondaga	453,000	64.9%	37.9	\$50,120	20.0	31.9
Oswego	121,500	63.1%	36.8	\$43,640	21.3	15.5
Seneca	34,200	58.0%	39.3	\$45,020	21.5	18.4
St. Lawrence	110,000	55.9%	35.6	\$41,530	23.6	18.1
Tompkins	100,500	62.2%	28.5	\$47,770	33.7	52.7
U.S. Average	-	62.5%	36.7	\$52,175	20.2	27.4

Employer Interviews With Supplementary Information

Interviews with representatives from area financial services companies were conducted to gain insights into the workforce and the ability to recruit and retain talent.

Overall Situation and Impressions of the Local Labor Market

The employers interviewed rated the quality and overall supply of labor in the Syracuse area from good to excellent and superior. They noted high work ethic and commitment resulting in low absenteeism (particularly when flex day policy is available for dealing with family issues), lower than average attrition, high tenure and high productivity compared with other company locations. Local employees place a high value on jobs from this industry and the culture is loyal to employers if the work situation is reasonable.

- **Length of Time in Central Upstate New York** – most of the employers have been in Central Upstate New York 20+ years and some substantially longer such as Unity Mutual Insurance since 1903 and Utica National Insurance Company since 1914. The recession had a moderate impact on the financial services industry in the region and a number of the local employers are now beginning to hire.
- **Unionization** – none of the financial services firms are unionized.
- **Average Absentee Rate and Attrition** – each employer noted that absenteeism and attrition rates are low, typically from 2 to 5%. Company loyalty is fairly strong amongst the mid and higher positions, particularly when opportunities for career growth exist.
- **Average Commute Time** – average time is about 20 minutes with a small fraction of employees traveling over 45 minutes from remote areas.
- **Mode of Transportation** – most employees in this industry drive to work. Some of the call center staff that commute into the metro areas use public transportation.
- **Number of Weather-Related Days Impacting Operations** – Severe weather in Central Upstate New York is a result of significant snow fall. However, the number of impact days is only 1 or 2 each year and in the worst case “we have a ‘skeleton’ crew working but it does not impact our ability to serve our clients”. This is a result of efficient snow removal in the region, the ability of people to drive in winter conditions, and the pride people have in getting to work when there is inclement weather.
- **Skills Easiest to Recruit** – entry level customer service, accounting and other positions requiring a business-related degree. There are several local colleges, such as Le Moyne College in Syracuse and SUNY-Oswego, that are very good schools for recruiting business talent. There is sufficient IT staff available if the software platform is a state-of-the-art system; tougher to recruit staff for older/legacy systems.
- **Skills Hardest to Recruit** – actuaries are a challenge because there is a limited supply in the region (<100). Some employers hire accomplished math majors and train them in actuarial science while others recruit into the area. Executive level talent and upper management is not plentiful because there are not a substantial number of large headquarters operations in the area.
- **Skills Hardest to Retain** – there was no significant retention issue noted by local employers due in part to the local culture of company loyalty and employers seeking to hire from within and offer promotions.
- **Recruiting Tools Available** – **EssentialNYJobs.com** is a web site clearing house for job postings throughout New York State that includes access to other job-related sites.

- **Amenities Offered** – for operations located in the downtown Syracuse area, few amenities are required to be competitive other than access to free parking. There is ample food and shopping opportunities for the noon hour and attractive areas to walk and exercise. Some employers have their own cafeterias. Daycare is provided within the community either by major daycare operations or private homes that have been certified.
- **Access to Business Services** – there is local access to a good supply of business services including contract programming services.
- **Training and Educational Resources** – there are over 140,000 students attending both public and private colleges and universities (see next page) within the region with a wide range of programs. Several schools have actuarial science as well as insurance and banking programs. Local employers also take advantage of locally available specialized training for banking and investment positions.
- **Cost of Labor** – Central Upstate New York State compares favorably with other Upstate New York cities and is significantly lower in cost than the major Northeast financial centers in Boston, Hartford, New York City and Philadelphia.

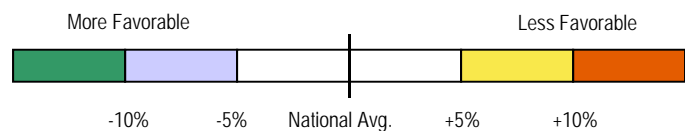


Armory Square Area

This is a multi-block section of downtown Syracuse of restored buildings that house fine restaurants, retail, museums and other points of interest.

COMPARISON OF LABOR COST INDEX AND MEAN ANNUAL SALARY FOR SELECTED POSITIONS								
Location	Accountant	Actuaries	Insurance Claim/Policy Processing Clerks	Insurance Underwriter	Loan Officer	Customer Service Representative	Systems Analyst	Software Engineer
U.S. Average	\$67,430	\$97,430	\$35,740	\$63,330	\$63,210	\$32,410	\$80,430	\$90,170
NY Capital Region	\$71,150	\$89,730	\$36,810	\$71,680	\$66,230	\$32,910	\$75,600	\$75,660
Boston	\$74,410	\$100,550	\$41,170	\$70,540	\$74,280	\$37,900	\$90,000	\$103,080
Buffalo	\$65,590	\$98,100	\$33,490	\$70,940	\$52,200	\$30,210	\$69,610	\$73,560
Hartford	\$67,530	\$99,870	\$37,940	\$78,880	\$60,890	\$37,410	\$84,070	\$84,360
New York City	\$86,760	\$104,560	\$39,650	\$78,370	\$82,890	\$37,260	\$89,520	\$97,060
Philadelphia	\$76,440	\$126,070	\$38,910	\$70,460	\$59,190	\$37,490	\$88,580	\$90,940
Rochester	\$71,750	-	\$33,910	\$51,860	\$62,480	\$30,110	\$71,760	\$82,810
Syracuse	\$68,100	\$79,020	\$33,610	\$66,470	\$66,420	\$32,400	\$73,170	\$82,210

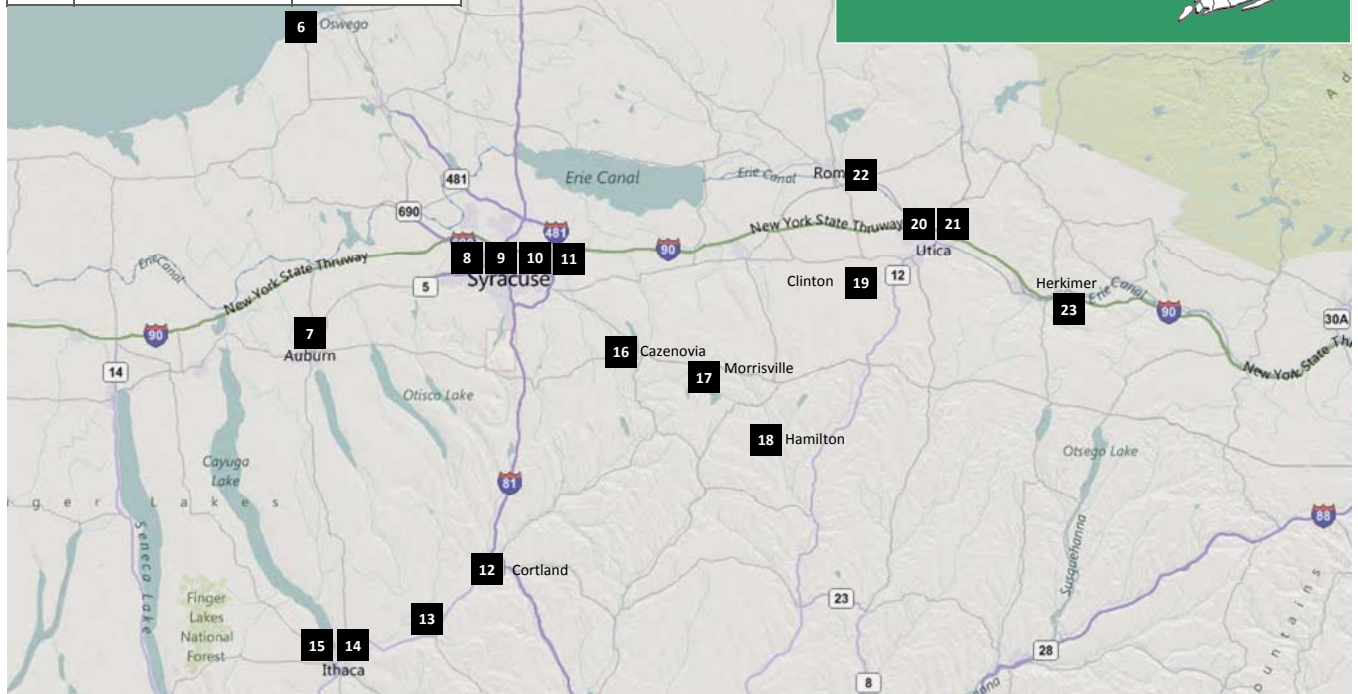
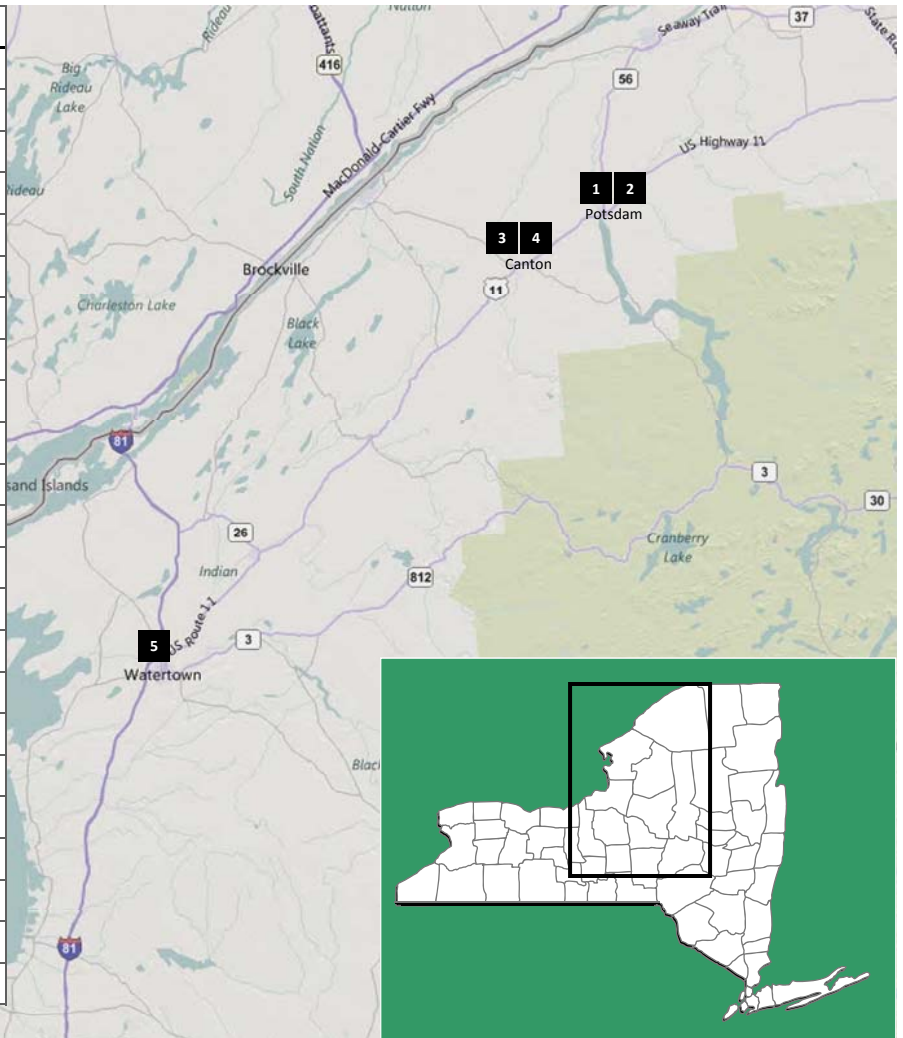
Data Source:
U.S. Bureau of Labor Statistics (2009)



■ EDUCATION RESOURCES (COLLEGES AND UNIVERSITIES)

The region has a broad diversity of education resources available for financial services operations. There are over 140,000 students attending colleges and universities within the region.

	College/University	Location
1	Clarkson University	Potsdam
2	SUNY - Potsdam	Potsdam
3	SUNY - Canton	Canton
4	St. Lawrence University	Canton
5	Jefferson County CC	Watertown
6	SUNY – Oswego	Oswego
7	Cayuga CC	Auburn
8	Syracuse University	Syracuse
9	Le Moyne College	Syracuse
10	Onondaga CC	Syracuse
11	Bryant & Stratton	Syracuse/Liverpool
12	SUNY - Cortland	Cortland
13	Tompkins Cortland CC	Dryden
14	Cornell University	Ithaca
15	Ithaca College	Ithaca
16	Cazenovia College	Cazenovia
17	Morrisville State College	Morrisville
18	Colgate University	Hamilton
19	Hamilton College	Clinton
20	Utica College	Utica
21	Mohawk Valley CC	Utica
22	SUNY – Institute of Tech.	Rome
23	Herkimer County CC	Herkimer



College and University Statistics

Listed below are the 2009 graduates from each institution by academic program area that relate to financial services operations.



GRADUATES BY PROGRAM AREA FOR SCHOOLS WITHIN THE REGION

College/University	Enrollment	Business Admin.			Accounting			Finance		Math		Computer/IT		
		A	B	M	A	B	M	B	M	B	M	A	B	M
Clarkson College	3,200		32	56		15				8	2		13	8
SUNY - Potsdam	4,300		53							24			21	
SUNY Tech - Canton	3,320	41			16							12	6	
St. Lawrence University	2,400									29			6	
Jefferson Com. College	3,300	56			8							16		
SUNY – Oswego	8,100		139	21		52		26		13			30	2
Cayuga CC	4,800	55			10							9		
Syracuse University	19,650		36	109		89	27	134	17	21	25		101	183
Le Moyne College	3,525		30	40		45		26		16				
Onondaga CC	12,050	125			4							26		
Bryant & Stratton	1,420	50			24							16		
SUNY - Cortland	7,325									8				
Tompkins Cortland CC	3,700	72			21							21		
Cornell University	20,650		467							29	53		92	100
Ithaca College	6,700		133	28		12	14			8			11	
Cazenovia College	1,120	2	65											
Morrisville State College	3,380	46			7							11	22	
Colgate University	2,850												5	
Hamilton College	1,880									14			9	
Utica College	3,275		47			13	11		58	19			3	
Mohawk Valley CC	6,670	17			25					4			8	
SUNY – Institute of Tech.	2,935		80	44		23	8	13		5			60	26
Herkimer County CC	3,725	45			41								15	
Total Graduates		509	1,082	298	156	249	60	199	75	198	80	134	379	319

Note: A = Associates Degree B = Bachelors Degree M = Masters Degree

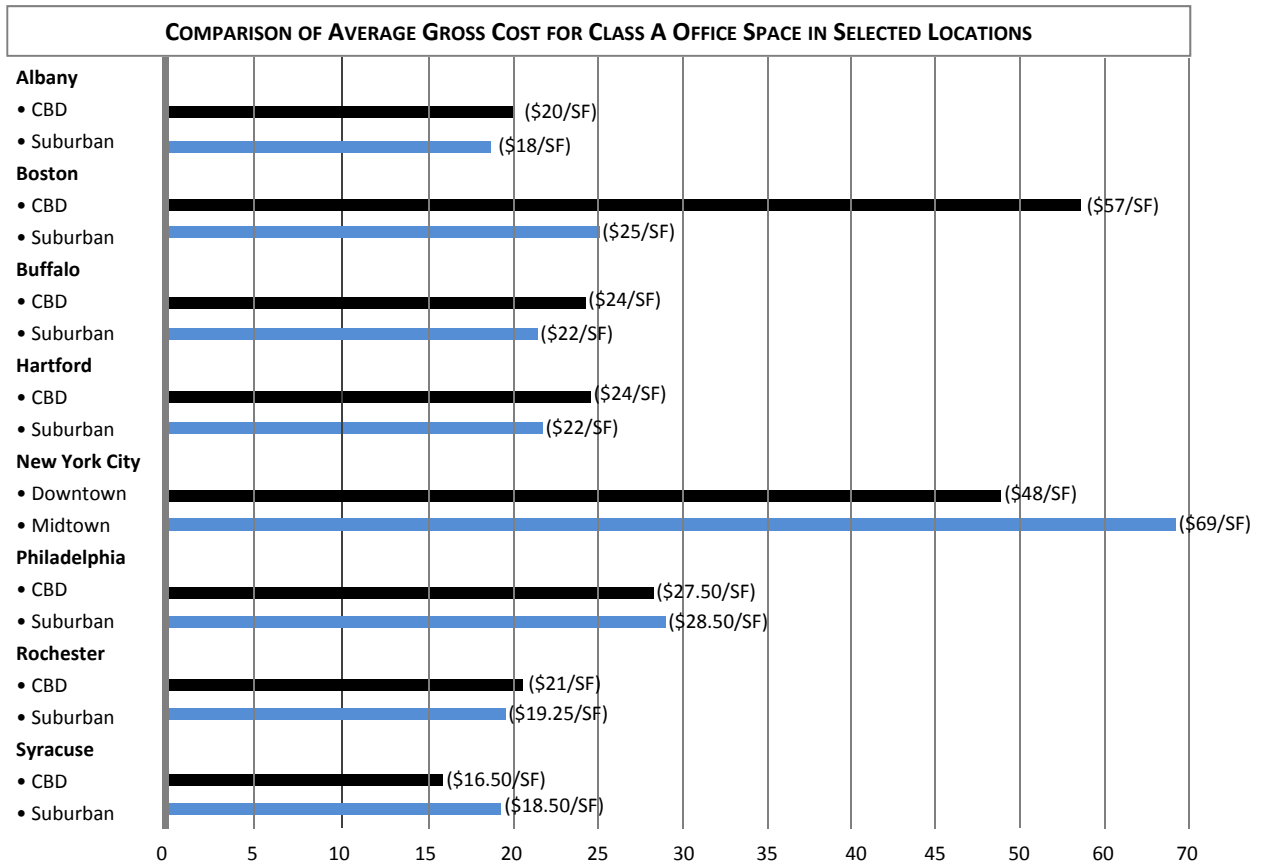
Source: U.S. Department of Education (2008/2009 school year)

Academic Offerings That Related Directly to the Financial Services Industry

College/University	Description of Specific Academic Programs Related to Financial Services
SUNY - Oswego	<ul style="list-style-type: none"> • BS in Risk Management and Insurance within the Business School.
Le Moyne College	<ul style="list-style-type: none"> • Comprehensive accounting program. (local financial services employers recruit from this program). • Actuarial Science major as part of the mathematics program.
Onondaga CC	<ul style="list-style-type: none"> • Associate degree in computer forensics.
Utica College	<ul style="list-style-type: none"> • BS in Risk Management and Insurance within the Business School. • Cyber Security and Information Assurance major (covers both intelligence and forensics).
Mohawk Valley CC	<ul style="list-style-type: none"> • Banking and Finance Support Services major within the business school. • Offer courses in different types of insurance and banking as part of a Business Management degree.

■ COMPARISON OF REAL ESTATE COSTS

- Real estate costs were compared based on gross operating cost for Class A space in each location in both the central business district (CBD) and suburban locations with the exception of New York City that was based on Midtown and Downtown locations.
- Syracuse compared very favorably, in fact, it has the lowest average rates (\$16.50/SF CBD and \$18.50/SF in the suburbs).



Data Sources: published rates from CB Richard Ellis, CRESA Partners and Pyramid Realty (2010)

■ COMPARISON OF LABOR AND REAL ESTATE COSTS WITH SELECTED NORTHEAST METRO AREAS

In order to compare relative costs for labor and real estate, assume a financial services operation has 500 employees as outlined below and the total space requirement is 100,000 SF based on a gross space allocation per employee of 200 SF.

- Management (50 employees or 10% of total)
- Administrative Support (25 employees)
- Customer Service (250 employees)
- Processing Group (150 employees)
- Specialists (includes HR, IT, and any special-skilled professional) (25 employees)

COMPARISON OF LABOR AND REAL ESTATE COSTS					
Labor (Salary)	Central Upstate New York	Boston	Hartford	New York City	Philadelphia
> Management (50)	\$4,463,000	\$5,076,000	\$4,090,000	\$5,342,000	\$4,598,500
> Admin Support (25)	\$1,073,750	\$1,290,750	\$1,188,000	\$1,366,000	\$1,207,750
> Customer Service (250)	\$8,100,000	\$9,475,000	\$9,352,500	\$9,315,000	\$9,365,000
> Processing Group (150)	\$5,041,500	\$6,173,500	\$5,691,000	\$5,947,500	\$5,836,500
> Specialists (25)	\$1,878,750	\$2,218,625	\$1,898,625	\$2,297,750	\$2,092,250
Total Labor	\$18,678,250	\$24,234,375	\$22,220,125	\$24,268,250	\$23,100,000
Relative Annual Savings if Located in Central NY	-	\$5,556,125	\$3,541,875	\$5,590,000	\$4,421,750
Real Estate (100,000 SF)	Central Upstate New York	Boston	Hartford	New York City	Philadelphia
> Downtown	\$1,650,000	\$5,700,000	\$2,400,000	\$4,800,000	\$2,750,000
Relative Annual Savings if Located in Central NY	-	\$4,050,000	\$750,000	\$3,150,000	\$1,100,000
> Suburban (Midtown in New York City)	\$1,850,000	\$2,500,000	\$2,200,000	\$6,900,000	\$2,850,000
Relative Annual Savings if Located in Central NY	-	\$650,000	\$350,000	\$5,050,000	\$1,000,000
Total Annual Savings if Located in Central NY	-	\$6,206,125 to \$9,606,125	\$3,891,875 to \$4,291,875	\$8,740,000 to \$10,640,000	\$5,421,750 to \$5,521,750

Sources:

Labor: US Bureau of Labor Statistics (2009)

Real Estate: See real estate comparison on the next page.

This information is provided on an estimated basis for comparison purposes only and does not include any potential incentives that may be available. Actual savings will be based on a company's current situation and requirements for labor and real estate.

■ COMMERCIAL AIR ACCESS

The Syracuse Hancock International Airport, located just north of the City of Syracuse, is the major airport within the region. There is also commercial service within the region to the Ithaca Tompkins Airport through Continental Express, Delta and US Airways Express as well as commuter service from Albany, NY to Watertown, Ogdensburg and Massena through Cape Air.

The major air carriers that service the Syracuse airport include the following:

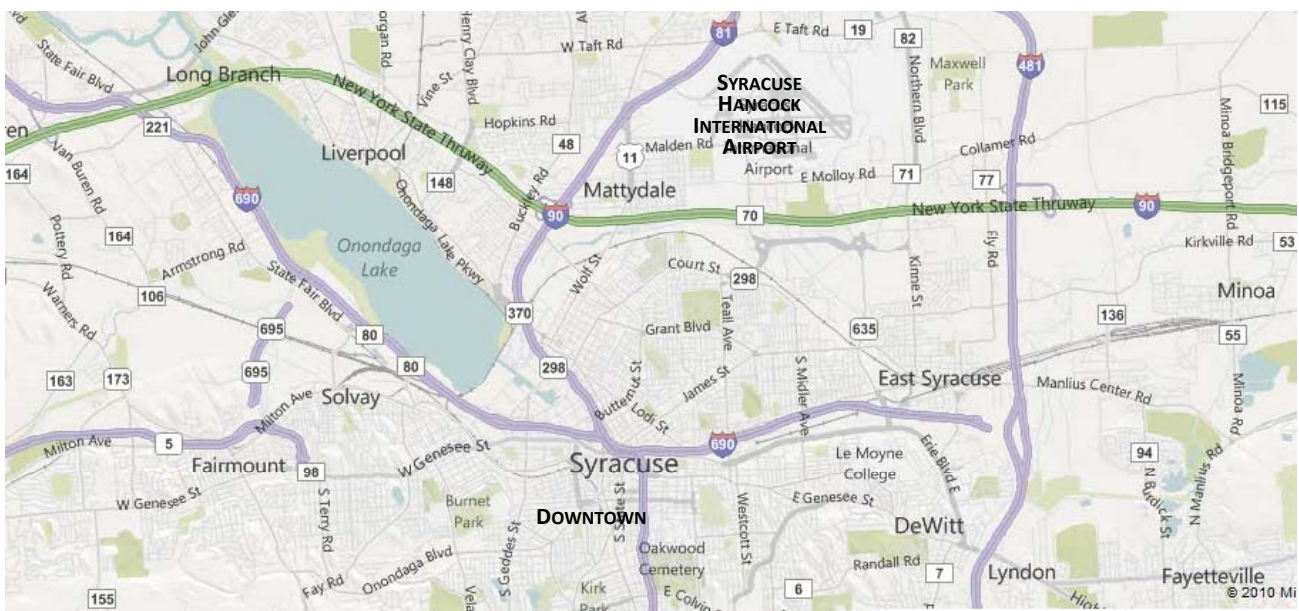
- Air Canada
- American Eagle
- Continental
- Delta and affiliates
- Jet Blue
- United Express
- US Airways and affiliates

Non-stop destinations and estimated travel times are provided in the table to the right. It is possible to engage in a late morning/noon meeting in Boston, New York, Toronto, Philadelphia, Washington, DC, Chicago and other destinations, and return to Syracuse the same day.



NON-STOP DESTINATIONS AND ESTIMATED TRAVEL TIME	
Destination	Estimated Travel Time
Atlanta, GA	2 hrs. – 30 min.
Boston, MA	1 hr. – 45 min.
Charlotte, NC	2 hrs. – 20 min.
Chicago, IL	2 hrs. – 20 min.
Cincinnati, OH	2 hrs. – 10 min.
Cleveland, OH	1 hrs. – 15 min.
Detroit, MI	1 hrs. – 55 min.
New York, NY	1 hrs. – 30 min.
Orlando, FL	3 hrs.
Philadelphia, PA	1 hrs. – 15 min.
Toronto, Ont.	1 hr.
Washington, DC	1 hrs. – 20 min.

Source: Based on posted travel times.



■ **QUALITY OF LIFE OPPORTUNITIES**

The living environment in Central Upstate New York State has three key attributes that make it very attractive for recruiting talent to the area:

- **Housing:** Cost of housing that is very reasonable and ranks at or right near the top of CNN Money Magazine’s quarterly survey of cities with affordable housing.

Location	Cost of Living Index	Housing Cost Index
Syracuse	82	43
New York City	167	250
Boston	162	232
Hartford	97	71
Philadelphia	105	85
U.S. Average	100	100



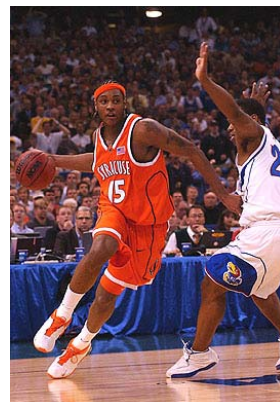
Location	Onondaga Co.
Asking Price	\$494,000
Size of Home	4,500 SF
Size of Lot	0.46 acres
Bedrooms/Baths	5 / 4.5
Age of Home	1992



Location	Onondaga Co.
Asking Price	\$344,140
Size of Home	2,926
Size of Lot	0.47 acres
Bedrooms/Baths	4 / 2.5
Age of Home	New









Source: Realtor.com (2010)


- **Education:** Quality education in New York State is a priority and there are several school districts in the region that rank very high in the State. Residents also have access to leading colleges and universities including Cornell University, Syracuse University, Colgate University, Clarkson University, Ithaca College and a number of state schools that business-related programs.
- **Recreation and Family Activities:** There are many options from the St. Lawrence Seaway to the north, the Adirondack mountains to the east, Lake Ontario to the West, the Finger Lakes and their highly acclaimed wine industry, college sports, festivals, cultural events, youth sports and many others.



■ **OFFICE SPACE AVAILABLE FOR LEASE**

There is a significant inventory of office space, particularly in downtown Syracuse, with a range in contiguous space available and class of space.

	Designation/Location	Building Details
	UA Towers 500 South Salina Street Downtown Syracuse	Maximum contiguous space: 26,000 SF Class of space: B Parking available: 350 spaces Lease rate: negotiable
	6040 Tarbell Road Dewitt (just north of Syracuse downtown)	Maximum contiguous space: 60,000 SF Class of space: B/C Parking available: 250 spaces Lease rate: \$10/SF/Yr.
	Sibley Building 400 Salina Street South Downtown Syracuse	Maximum contiguous space: 250,095 SF Class of space: B Parking available: 800 spaces Lease rate: \$16.50/SF/Yr.
	Washington Station 333 West Washington St. Downtown Syracuse	Maximum contiguous space: 62,914 SF (partial) Class of space: A (new LEED Certified Gold) Parking available: up to 1,200 spaces Lease rate: \$24/SF/Yr.
	White Memorial/Salina Place Buildings 100 East Washington St. Downtown Syracuse	Maximum contiguous space: 30,654 SF (partial) Class of space: A (historic, originally built 1888) Parking available: nearby public parking Lease rate: \$18/SF/Yr.
	Farmers & Traders Insurance 960 James Street Syracuse	Maximum contiguous space: 45,900 SF Class of space: B Parking available: adequate on-site parking Lease rate: \$18/SF/Yr.
	Blue Cross & Blue Shield 312 Warren Street South Downtown Syracuse	Maximum contiguous space: 256,000 SF Class of space: B Parking available: nearby public parking Lease rate: \$16/SF/Yr.
	AXA Equitable Towers 100-120 Madison Street Downtown Syracuse	Maximum contiguous space: 150,000 SF (partial) Class of space: A Parking available: nearby public parking Lease rate: \$16/SF/Yr.

	Designation/Location	Building Details
	250 South Clinton Street Downtown Syracuse	Maximum contiguous space: 25,000 SF Class of space: A Parking available: 85 executive spaces on-site, adequate employee parking one block away. Lease rate: \$21/SF/Yr.
	224 Harrison Street Downtown Syracuse	Maximum contiguous space: 24,800 SF Class of space: B Parking available: adequate parking available Lease rate: \$13/SF/Yr.
	Nationwide Office Building 110 Elwood Davis Road Liverpool	Maximum contiguous space: 40,000 SF (partial) Class of space: B Parking available: adequate on-site parking Lease rate: \$14.50 /SF/Yr.
	Utica Business Park 117 Business Park Drive Utica	Maximum contiguous space: 80,000 SF Class of space: B Parking available: adequate on-site parking Lease rate: \$5/SF/Yr.
	314 South Jay Street Rome	Maximum contiguous space: 29,098 SF Class of space: B Parking available: adequate on-site parking Lease rate: \$8/SF/Yr.
	Dream Catcher Plaza Off Route 5 Oneida, NY	Maximum contiguous space: 56,000 SF Class of space: B Parking available: adequate on-site parking Lease rate: available on request

■ OVERVIEW ON AVAILABLE INCENTIVES

New York State's Excelsior Program

Under the program there are incentives available for financial services employers that include the following:

- **The Excelsior Jobs Tax Credit:** A credit of between \$2,500 and \$5,000 per new job to cover a portion of the associated payroll costs.
- **The Excelsior Investment Tax Credit:** Valued at 2% of qualified investments.
- **The Excelsior Real Property Tax Credit:** Available to firms locating in economically distressed areas and to firms that meet higher employment and investment thresholds.

Employers must create at least 100 new jobs to qualify for the Jobs and Investment Tax Credits and be located in an Investment Zone to receive the Real Property Tax Credit.

Local Industrial Development Agencies (IDA's)

These agencies can typically provide benefits in 4 ways:

- Issue tax exempt and taxable **Industrial Development Bonds** for financing the construction, rehabilitation and equipping of facilities.
- Issue **Payment In Lieu Of Taxes** agreements (PILOT's), which allows for property tax abatement for relocating or expanding companies
- **Sales tax abatement** on material and equipment used for the construction, rehabilitation or equipping of facilities (both state and local sales taxes)
- **Mortgage recording tax abatement** at the county level

Issuing Industrial Development Bonds is not a required component, as the other three benefits can be accessed without the bonding option. Additionally, PILOT agreements vary based on the different IDA's and their board adopted Uniform Tax Exemption Policy.

There are other local incentives available depending on the location chosen within the region. Contact CenterState CEO for further details. See **Table of Contents** page for contact information.

■ LISTING OF MAJOR FINANCIAL SERVICES COMPANIES WITHIN THE REGION (>100 EMPLOYEES)

Company	Scope of Operations	Location	Employment
ACS/AFSA Data	Student Loan Processing	Utica	1,000+
Alliance Financial Corporation	Banking	Central NY	500-999
AXA/Equitable	Insurance	Syracuse	500-999
Bank of America	Banking and back office operation	Central NY	1,000+
BNY Mellon	Back office operation	Central NY	1,000+
CNA Insurance	Insurance	East Syracuse	100-249
Citizens Bank	Banking	Syracuse	100-249
Community Bank NA	Banking	Central NY	250-499
Defense Finance and Accounting Services	Army payroll processing	Rome	250-499
EBS-RMSCO	Employee benefits	Liverpool	100-249
Empire Federal Credit Union	Credit Union	Syracuse	100-249
Excellus	Insurance and healthcare	Central NY	1,000+
Federal Reserve Bank of NY	Check clearing operation	Oriskany	100-249
First Niagara Financial Group	Banking	Central NY	250-499
First Source Federal Credit Union	Credit Union	Central NY	100-249
Group Health, Incorporated	Insurance	East Syracuse	100-249
Hanover Insurance	Insurance	Liverpool	100-249
Hartford Financial Group	Insurance and financial services	New Hartford/Syracuse	1,000+
Haylor, Freyor & Coon	Insurance	Syracuse	100-249
HSBC	Banking	Syracuse	1,000+
Kemper National Insurance	Insurance	DeWitt	100-249
Key Bank NA	Banking and Financial Services	Syracuse	500-999
Main Street America Group	Insurance	Syracuse	100-249
MetLife	Insurance claims processing	Central NY	500-999
M&T Bank	Banking and financial services	Syracuse	500-999
Nationwide Insurance	Insurance	North Syracuse	100-249
New York State Insurance Fund	Insurance claims	Liverpool	100-249
Oneida Savings Bank	Banking	Oneida	100-249
Peerless Insurance	Insurance	East Syracuse	100-249
Power Federal Credit Union	Credit union	Central NY	100-249
Primerica Financial Services	Loan Service	Syracuse	100-249
St. Paul Travelers Insurance	Insurance	Syracuse	250-499
The POMCO Group	Employee Benefits	Syracuse	250-499
Utica National Insurance Group	Insurance	New Hartford/Utica	500-999
Wausau Signature Agency	Insurance	North Syracuse	100-249
Wellpoint	Insurance	Syracuse	250-499