

Blueprint Executive Summary:

A Regional Planning Initiative of the Massachusetts Workforce Skills Cabinet

Berkshire County Regional Employment Board

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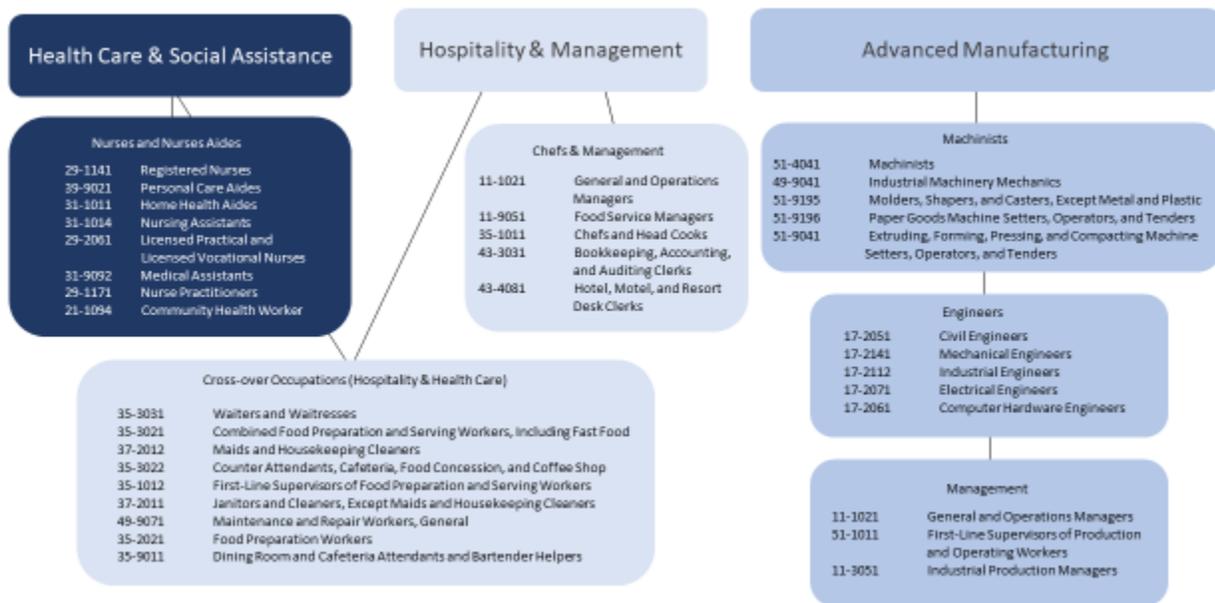
Introduction

Camoin Associates and Hodge Economic Consulting were hired by the Berkshire County Regional Employment Board to assist the Berkshire Regional Planning Team in their effort to prepare a Blueprint for workforce development as required by the State. The Blueprint contains the information requested by the State but this attachment is a summary of the key findings and a summary of the goals and actions to help guide implementation in a more user-friendly way.

Process

Camoin Associates and Hodge Economic Consulting assisted the Berkshire Regional Planning Team with facilitation of three large group meetings as well as three employer focus group meetings. These meetings provided background information and supplemented the data collection conducted by Camoin Associates and as provided by EOLWD. The outcome of these meetings included the determination of priority industries and occupations for which the Blueprint document is intended for focus on. These priority industries and occupations are detailed below.

Berkshire Region – Priority Industries & Occupations



Vision and Mission

The Berkshires Regional Planning Team went through a planning process that included identifying a vision, mission statement, goals and strategies for implementation.

The following is the vision statement developed by the Regional Planning Team:

The Berkshires are able to recruit and retain an effective workforce with jobs that offer competitive pay, high quality of life, economic mobility, and support a diverse and sustainable economy. In addition:

- Every Berkshire County employer has access to a skilled workforce.
- Every job seeker has access to meaningful employment.

- *The Berkshires are the premier place to live, work and play.*
- *The Region has become more intentionally connected to the Massachusetts and Tri-State innovation economy*

The following mission statements were developed for three core partner sectors of the Berkshires Regional Planning Team:

To promote economic vitality in Berkshire County by implementing creative solutions for business, workforce, and community challenges through a demand-driven, integrated system.

Education: *Our education partners will focus on aligning academic programs and curriculum to workforce and employer needs. We strive to promote accessibility to education and training while focusing on early career exploration, clearly defining career pathways, supporting internships and apprenticeships, and instilling a “why we work” culture into the Berkshires.*

Workforce: *Our workforce partners will provide a single-point of contact, easy-to-navigate workforce system for all stages of career development, supporting the needs of area employers and linking them directly to our resident workers. We will partner closely with education and economic development to implement a wide-range of customized workforce initiatives to meet the unique needs of the Berkshires.*

Economic Development: *Our Economic Development partners will support career pathways for Berkshire workers by ensuring the region provides training aligned with industry/employer needs, convening economic partners and the education/workforce communities, and committing that the employer community will provide high-quality job opportunities.*

Finally, the Regional Planning Team developed goals and strategies for implementation of the Blueprint. The following matrix outlines the goals and strategies which are intended to be completed over the next 5 years including participation from education, economic development, and workforce development partners.

Berkshire Region - Workforce Development Blueprint

	Goal	Timeframe	Strategies	Lead
Foundational - All Industries	1. Conduct asset inventory of workforce, economic, and education initiatives to identify partners, gaps, and duplications and align stakeholders	2018	a. Use findings to strengthen partnerships within and between each partner group. Establish regular meetings of key partners including economic development, workforce development, education, industry, and other stakeholders to discuss issues, coordinate on grants, implement Blueprint, and share data.	WD
			b. Develop, coordinate, and integrate common industry demand assessment tool to track changes in industry needs and connect to job seekers	WD
			c. Establish a single point of contact for all of the initiatives to ensure ease of access and coordination among job seekers, employers, education, economic development, and workforce development.	WD
	2. Increase engagement of Berkshire employers with area K-12 schools, colleges, and graduates by 5% each year	2018	a. Expand College and Career Readiness programming into middle schools	EDU
			b. Pilot Berkshire Business Internship program	WD
			c. Engage regional colleges around engineering training and pathways from high school STEM classes to internships, apprenticeships, and jobs. Work to align curriculum development to priority industries and economic growth and infusing career exploration into high schools.	WD
			d. Expand on-campus visits by Berkshire County employers to local schools and colleges. Host "life after" events for both after high school and after college to provide appropriate information about career opportunities, local companies, education opportunities. Continue annually if successful.	EDU/ED
	3. To attract and retain the number of those ages 22-40 in the Berkshire Workforce	2020	a. Pilot Berkshire Recruiter Initiative to connect atypical (experienced, educated, millennial, relocating, etc.) career center customers to employment, training, job club, and career center services.	WD
	4. To increase the labor force participation rate and employment share in priority industries	2022	b. Support 1Berkshire Initiatives in attracting/retaining millennials	WD/EDU
		2022	c. Establish a task force to make improvements to employee retention in the community including improved transportation, housing options, young professional networking opportunities, and other initiatives to make the Berkshires a viable location for people to live all along the socioeconomic spectrum.	ED
	6. To improve inter-city and intra-regional public transportation system	2022	a. Explore and assess public transportation system to meet needs of employers and workers.	WD
			b. Proactive with high speed rail	ED
c. Explore cross state border synergy			ED	

Berkshire Region - Workforce Development Blueprint

	Goal	Timeframe	Strategies	Lead
Industry and Occupation Specific	7. Develop set of career pathways for 3 priority sectors	2018	a. Strengthen and coordinate existing sector partnerships and activities	WD
			b. Launch and utilize Berkshire Innovation Center	ED
			c. Continue to collect and analyze employer needs and communicate with partners (Foundation from BCREB, BIC, CEDS, Compact, etc.)	WD
			d. Coordinate education and training providers to address gaps, leverage resources, and establish one well defined cross-sector pathways	WD
			e. Look for opportunities to connect career pathways between hospitality and healthcare for careers in food service/preparation, facility services, housecleaning.	WD
			f. Increase marketing for career pathways to inform potential entrants about future opportunities.	WD
	8. Increased number of trained/certified workers for prioritized occupations by 10%	2022	g. Create a CNA day program.	WD
		2022	h. Establish a top-notch hospitality sector training program that makes Berkshire County known for service and high-quality experiences– could make it an application process to make it very attractive and respected, develop certifications for customer service, consider hospitality “boot camp” intensive fixed period training with resulting certification.	WD
	9. Reduce supply gap ratio of priority occupations by 10%		j. Increase number of grant applications to the state for funding related to internship and apprenticeships. Leverage other resources to address training gaps	WD
			a. Create a cross border task force to identify opportunities for partnering and training opportunities that link with manufacturing and innovation occurring in the Tri-State economy. Increase number of internships, on-the-job training programs, and apprenticeship opportunities in priority industries and occupations.	WD
	10. Become more intentionally connected to the Massachusetts and Tri-State innovation economy	2020	b. Increase number of internships, on-the-job training, and apprenticeship opportunities in priority industries and occupations	WD
			c. Leverage resources to address training gaps	WD
			d. Implement Berkshire Initiative for Growth recommendations	ED
e. Establish regular meetings of the vo-tech providers to guide programming and connect with key partners in industry, workforce development, and economic development.			EDU	
11. Decrease the average age of those working in the manufacturing sector	2022	f. Reframe the conversation around working in the manufacturing industry and increase promotion of opportunities and career -pathways. Engage parents, counselors, teachers in opportunities and changes in manufacturing as a profession; create an “in the high school” program for manufacturing related industry to raise awareness among students who may be interested in pursuing; connect technology-inclined (IT) students with emerging opportunities in manufacturing; and, focus on students coming out of HS that are not going to college as potential applicants for entry-level positions.	EDU	
12. Decrease the number of job openings unfilled for longer than 6 months	2022	a. Cultivate an environment that attracts and retains employees by being responsive to business needs	ED	
		b. Increase short term certificate programs with partners that address non-credit and stackable credentials (Healthcare, Hospitality)	WD	
		c. Create a user friendly job opportunities webpage that connects to 1Berkshire and other initiatives.	ED	
13. Stabilize the economy to position the county to grow total number of jobs				

Appendix A: Previous Report Review

Reports and information reviewed:

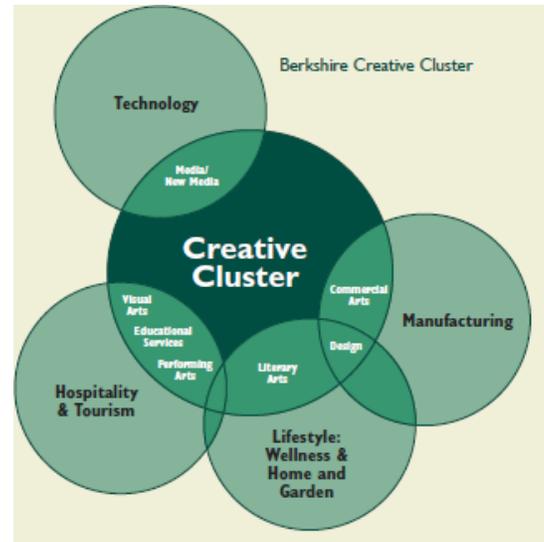
- The Berkshire Blueprint by The Berkshire Economic Development Corporation
- The Berkshire Creative Economy Report
- Initiatives with Momentum – Jobs and The Economy
- What’s Happening in Berkshire County by Bob Vinson, LMI Works
- Let’s Get to Work – Building a Pathway to Sustainable Incomes

Findings

The Berkshire Blueprint by The Berkshire Economic Development Corporation

- Community action plan to boost innovation and competitiveness
- Plan to increase income growth in region
- Plan to improve economic development climate in the following areas,
 1. Support entrepreneurship and innovation
 - a. Strengthen entrepreneurship support system
 - b. Promote investment and recruitment to region
 2. Internal and external marketing campaigns
 - a. Identify and communicate a unified strategy and vision
 3. Align education and training program with cluster needs
 - a. Connect institutions with employers
 - b. Promote industry specific opportunities such as internships and programs
 4. Develop cluster institutions for collaboration
 - a. Create cluster networks
 - b. Raise regional awareness
 5. Invest in high-quality infrastructure
 - a. Downtown development
 - b. Upgrade educational and cultural facilities
 - c. Ensure available commercial and industrial real estate
 6. Stabilize reverse population trend
 - a. Marketing campaign to attract and retain talent

- Focus on the **Creative cluster** including,
 - Nonprofits,
 - Individual artists, and
 - Commercial businesses,
 - All of which produce and distribute creative products/services
- Support cluster development
- Support of other clusters include,
 - **Plastics**
 - **Hospitality and Tourism**
 - **Healthcare**
 - **Financial Services**
 - **Energy Technology**
 - **Forest Products**



What's Happening in Berkshire County by Bob Vinson, LMI Works

- Key industry sectors identified as,
 - Manufacturing
 - Health Care and Social Assistance
 - Professional, Scientific, and Technical Services
 - Leisure and Hospitality
- Low unemployment rate around 3.1%
- Lowest since early 2000's
- Berkshire workforce area – most businesses are 0 to 19 employees (89%)
- Median age in Berkshires nearly 46 years old, which is higher than MA at about 39 years old
- Low percentage of foreign born population at 5.6% compared to 15.5% in MA
- Higher poverty rate in Berkshires at 9.7% compared to 8.2% in MA

The Berkshire Creative Economy Report

- Prominent role of arts and culture in regional economy
 - Tanglewood, Shakespeare & Company, Williamstown Theatre Festival, Barrington Stage Company, Hancock Shaker Village, Berkshire Theater Festival, Jacob's Pillow, MASS MoCA, the Norman Rockwell Museum, and The Clark
- Significant role in the economy – tourism revenue, economic impact
- The creative sector includes over 6,000 jobs
- Helps to revitalize downtown area
- Attracts businesses and residents to region
- Promotes the hospitality industry
- Increases economic competitive of other sectors in Berkshires
- Goals of creative business initiative include,
 - enhance the design segment of the Creative Economy, including the manufacture of products
 - attract Creative Economy businesses
- Creative marketplace initiative

- create new products that capitalize on the unique character of the Berkshire Creative Economy
- increase market access for existing creative products, particularly those of individual artists
- Creative work initiative
 - give residents understanding of the diversity of jobs and careers that exist within creative economy
 - enhance relationships between the creative economy (artists, institutions, and businesses) and students
- Creative linkage initiative
 - develop cohesion within the county's creative economy artists, organizations, and businesses
 - bring about strategic partnerships within the creative economy
- Secure a brand for Creative Economy
- Develop leadership and organizational capacity
- Make investments
- Educate community about economic potential of sector

Initiatives with Momentum – Jobs and The Economy

Regional Assets & Priorities (being leveraged)

- Build and support creative enterprises and **creative** workers
- Annual festivals associated with Tanglewood and Jacob's Pillow, along with MASS MoCA and the Clark, collectively draw hundreds of thousands of visitors every year
- Establishment of Berkshire Creative, with its extensive networking activity and other supports, has helped to build the region's creative economy
- Strong efforts to develop innovative approaches to **preserving agricultural** land
 - Initiatives to provides grants to farmers and landowners in Berkshire County to help defray the costs associated with land access, farm transition, and farmland protection
 - Initiatives to bring local farmers and food buyers together to boost sales of local farm products
 - Supports farmland preservation and conservation
- Region has many organizations focused on building the **larger food ecosystem**
 - Promoting new economic opportunities related to food
- Focused on **nature-based tourism** as well as **heritage and cultural tourism**
- Support innovative cultural tourism, agro-tourism, and eco-tourism assets

Regional Challenges (being addressed)

- Focus on the issue of addressing population decline
- Attracting and retaining talent in the region
- Inequities and the immigrant population
- Building an inclusive community
- Education improvement efforts
- Substance abuse, particularly opioid abuse
- Affordable housing
- Food security and access to healthy foods
- Transportation-related challenges

Let's Get to Work – Building a Pathway to Sustainable Incomes

- Focus to advance sustainable incomes
- Understanding collective impact – community readiness, community context, complex issues, collective impact approach
- Education and training programs needed
- How to properly address immigrant population
- How to provide livable wages, proper transportation, childcare, affordable housing
- Many for-profit, not-for-profit, and educational institution assets within the region



Appendix B: Data Tables

Overall Industry Trends in Berkshire County

Berkshire County, Industries by Growth						
NAICS (2-digit)	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	Current Wages, Salaries, & Proprietor Earnings
62	Health Care and Social Assistance	13,537	14,336	799	6%	\$47,238
54	Professional, Scientific, and Technical Services	3,428	3,574	146	4%	\$66,480
90	Government	8,922	9,061	139	2%	\$43,653
71	Arts, Entertainment, and Recreation	2,381	2,428	47	2%	\$25,939
56	Administrative and Support and Waste Management and Remediation Services	2,676	2,695	19	1%	\$35,957
11	Crop and Animal Production	394	412	18	5%	\$23,703
42	Wholesale Trade	1,059	1,067	8	1%	\$53,984
21	Mining, Quarrying, and Oil and Gas Extraction	73	77	4	5%	\$50,660
22	Utilities	265	267	2	1%	\$98,117
23	Construction	3,849	3,847	(2)	(0%)	\$47,628
52	Finance and Insurance	2,077	2,075	(2)	(0%)	\$77,573
48	Transportation and Warehousing	914	899	(15)	(2%)	\$36,059
81	Other Services (except Public Administration)	3,675	3,654	(21)	(1%)	\$25,646
53	Real Estate and Rental and Leasing	730	703	(27)	(4%)	\$39,472
55	Management of Companies and Enterprises	239	146	(93)	(39%)	\$64,493
61	Educational Services	4,184	4,082	(102)	(2%)	\$46,689
51	Information	744	634	(110)	(15%)	\$43,679
72	Accommodation and Food Services	7,143	6,999	(144)	(2%)	\$21,179
44	Retail Trade	8,519	8,194	(325)	(4%)	\$29,022
31	Manufacturing	4,715	4,373	(342)	(7%)	\$77,531
99	Unclassified Industry	0	0	0	0%	\$0
	Total	69,524	69,524	0	0%	\$43,418

Source: EMSI

Top 20 Occupations by Job Growth in Berkshire County

Berkshire County, Top 20 Occupations by Growth										
SOC (5-digit)	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	Total Openings	Total Replacement Jobs	Total New Jobs	Avg. Hourly Earnings	Typical Entry Level Education
39-9021	Personal Care Aides	1,203	1,464	261	22%	315	54	261	\$11.70	No formal educational credential
31-1011	Home Health Aides	713	865	152	21%	241	89	153	\$12.35	No formal educational credential
25-1099	Postsecondary Teachers	916	976	60	7%	143	83	60	\$42.09	Doctoral or professional degree
25-3021	Self-Enrichment Education Teachers	454	500	46	10%	94	45	49	\$22.07	High school diploma or equivalent
29-1141	Registered Nurses	1,552	1,585	33	2%	218	185	33	\$39.72	Bachelor's degree
21-1093	Social and Human Service Assistants	495	525	30	6%	80	50	30	\$15.39	High school diploma or equivalent
31-1014	Nursing Assistants	1,052	1,081	29	3%	149	120	29	\$13.82	Postsecondary nondegree award
17-2051	Civil Engineers	259	284	25	10%	65	40	25	\$39.01	Bachelor's degree
47-2111	Electricians	371	394	23	6%	54	29	25	\$27.06	High school diploma or equivalent
53-3032	Heavy and Tractor-Trailer Truck Drivers	508	528	20	4%	66	44	22	\$20.81	Postsecondary nondegree award
29-2041	Emergency Medical Technicians and Paramedics	175	195	20	11%	36	15	21	\$17.15	Postsecondary nondegree award
37-2012	Maids and Housekeeping Cleaners	1,047	1,067	20	2%	146	126	21	\$12.29	No formal educational credential
39-9041	Residential Advisors	225	243	18	8%	55	36	19	\$13.24	High school diploma or equivalent
31-9091	Dental Assistants	159	176	17	11%	37	21	16	\$18.30	Postsecondary nondegree award
29-2061	Licensed Practical and Licensed Vocational Nurses	396	412	16	4%	73	57	16	\$24.36	Postsecondary nondegree award
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	96	112	16	17%	34	18	16	\$17.38	High school diploma or equivalent
11-9199	Managers, All Other	281	295	14	5%	45	32	14	\$28.87	Bachelor's degree
39-1021	First-Line Supervisors of Personal Service Workers	183	197	14	8%	33	18	15	\$18.64	High school diploma or equivalent
25-3099	Teachers and Instructors, All Other	213	227	14	7%	35	21	15	\$23.29	Bachelor's degree
27-2022	Coaches and Scouts	236	249	13	6%	54	41	13	\$20.91	Bachelor's degree

Source: EMSI

Top 5 Industries by Jobs, Growth, Location Quotient in Berkshire County

Top 5 Industries by 2017 Jobs	
	2017 Jobs
Health Care and Social Assistance	13,552
Government	8,880
Retail Trade	8,460
Accommodation and Food Services	7,150
Manufacturing	4,615

Source: Emsi

Top 5 Industries by 2017-2022 Job Growth			
	2017 Jobs	2022 Jobs	2017 - 2022 Change
Health Care and Social Assistance	13,552	14,402	850
Government	8,880	9,049	169
Professional, Scientific, and Technical Services	3,457	3,623	166
Arts, Entertainment, and Recreation	2,465	2,538	73
Administrative and Support and Waste Management and Remediation Services	2,707	2,746	39

Source: Emsi

Top 5 Industries by 2017 Location Quotient	
	2017 LQ
Educational Services	2.29
Arts, Entertainment, and Recreation	2.07
Health Care and Social Assistance	1.53
Accommodation and Food Services	1.20
Retail Trade	1.18

Source: Emsi

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