MERC™
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# ECONOMIC UPDATE

Issue 17 Spring 2008

## Inside this issue:



## Calendar of Events

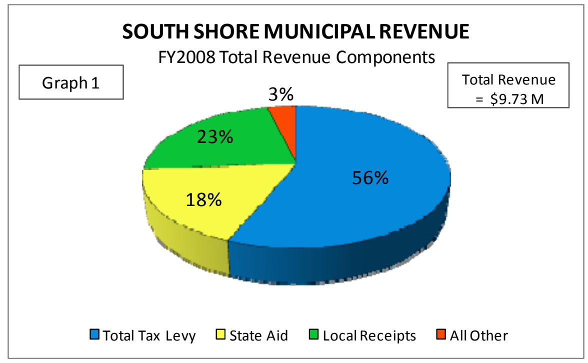
- New England Economic Partnership, *Federal Reserve, Boston May 26, 2008*
- MERC Advisory Board, *October 24, 2008 (tentative)*
- Cost of Living Survey: *April 10-12, 2008*
- Annual MERC Conference: *Sheraton, Framingham May 9, 2008*

**Contact MERC @ (508) 626-4033 for more information**

## South Shore Region Municipal Revenue and Expenditures

*By: Nicholas Lyman - MERC Intern III*

The South Shore region consists of eleven communities: Abington, Braintree, Cohasset, Hanover, Hingham, Milton, Norwell, Quincy, Randolph, Rockland, and Weymouth. The combined region's total municipal revenue for the fiscal year (FY) 2008 was about $973.6M, almost $30 million higher than in FY2007. Municipal Revenue includes the total tax levy (broken down into five subgroups), state aid, local receipts, and an "all other" category. Local receipts include vehicle excise taxes, licenses, and charges for services. The "all other" category includes free cash and other available funds. State aid consists of aid given directly to the respective communities for education and general government. Educational state aid given directly to regional and vocational school districts is not included. The five subgroups of the tax levy are personal property (composed of furnishings of second homes and inventories and equipment of unincorporated businesses), industrial, commercial, open space, and residential real estate. As seen in Graph 1, the South Shore region collected 56% or $546.1M of its municipal revenue from the total tax levy, of which 79% came from the residential tax levy.



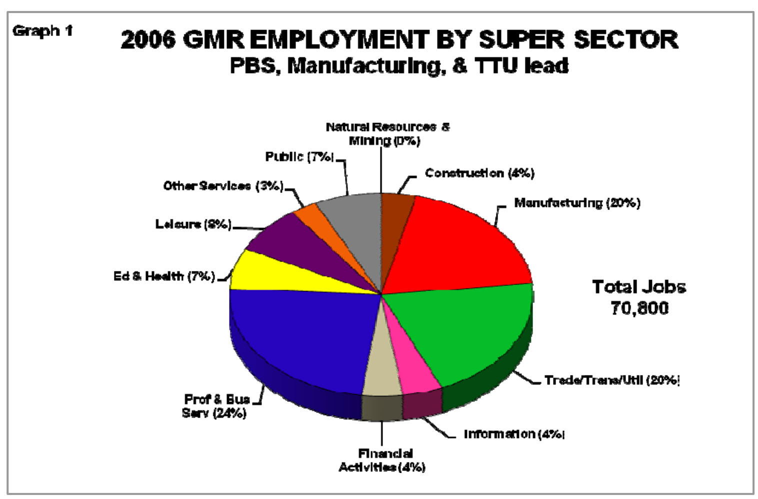

The remaining three components of municipal revenue in FY2008 were State Aid with 18%, Local Receipts with 23%, and "all other" with 3% of total municipal revenue. These percentages remained fairly consistent over the previous three years.

Graph 2 shows the average single family tax bill in FY2008 for each of the eleven communities. Cohasset was clearly the highest at $8,998, over $2,200 more than the community with the second largest tax bill, Norwell. Hingham and Milton were the only other communities above $6,000 at $6,336 and $6,015, respectively. The remaining seven communities fell between $5,172 in Hanover and $3,143 in Weymouth. (Continued on page 4)

## "Big Three" Greater Marlborough Supersectors Lead Recovery

*By: Sean Stevens - MERC Intern III*

In 2006, total employment in the Greater Marlborough Region (Hudson, Marlborough, Northborough, and Westborough) rose to 70,800 jobs, an increase of 3% over 2005. This increased total employment to within fifteen hundred jobs of the Greater Marlborough Region's (GMR's) most recent peak in 2001. The North American Industry Classification System (NAICS) groups establishments into 11 supersectors based on the processes used to produce goods and services. The "big three" NAICS supersectors in the GMR once again dominated employment in the region (Graph 1). Professional and Business Services (PBS) provided the largest percentage of regional employment, 24%. Manufacturing, and Trade, Transportation, and Utilities (TTU) each provided 20% of the GMR's total employment. PBS also experienced the most growth in 2006, increasing by 5.3% while TTU grew by 4.7% and Manufacturing grew only by 0.7%. Among all supersectors, only the Natural Resources and Mining (NRM) and Information supersectors declined in total employment from 2005.

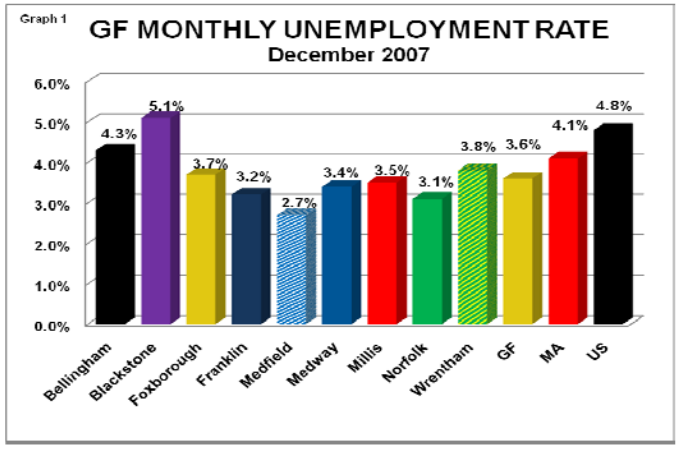


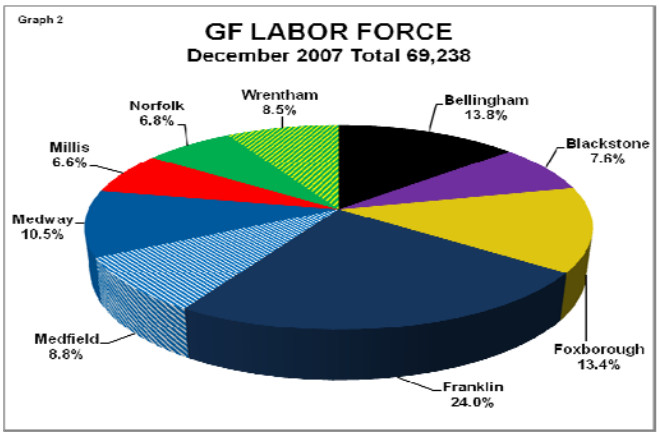

(Continued on page 5)

# Unemployment in the Greater Franklin Region

*By: Bruce Serret - MERC Intern II*

The Greater Franklin region consists of the following nine communities: Bellingham, Blackstone, Foxborough, Franklin, Medfield, Medway, Millis, Norfolk, and Wrentham. The MetroWest Economic Research Center (MERC) gathers data on the unemployment rates in the Greater Franklin (GF) region* on a monthly basis. Graph I shows the unemployment rates for the nine communities in Greater Franklin in December 2007. As we can see in the graph, the town of Medfield had the lowest unemployment rate of 2.7%, while the town of Blackstone had the highest rate of 5.1%. The average unemployment rate in Greater Franklin was 3.6%, which was lower than the Massachusetts unemployment rate of 4.1% and the United States rate of 4.8%. All of the communities in the Greater Franklin region, except for the town of Blackstone, had unemployment rates lower than the nation.




Graph 2 shows that in December 2007 the Greater Franklin labor force totaled 69,238. As shown in this graph, the town of Franklin contributed 24% of the total labor force, or approximately 16,500 people. The community with the second largest labor force in the area was Bellingham with about 9,500 individuals or 14% of the total labor force, followed by the town of Foxborough with about 9,000 individuals or 13% of the total labor force. These three communities combined made up more than half of the total labor force in Greater Franklin. The town with the smallest number of individuals in the labor force was Millis with approximately 4,500 individuals or 7% of the total labor force in Greater Franklin.

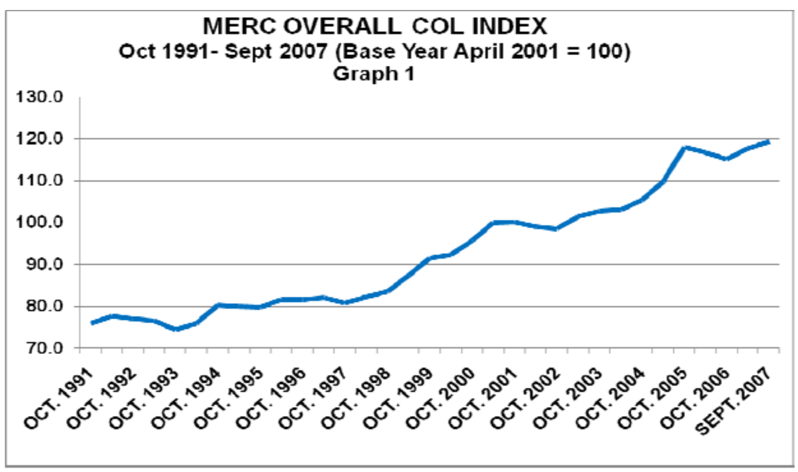
* *All of the data is currently subject for re-benching*

*(Continued on page 5)*

# MetroWest Cost of Living

*By: Lisa Shilale - MERC Intern II*

Twice a year the MetroWest Economic Research Center at Framingham State College (MERC) participates in a Cost of Living Survey conducted by the Council for Community and Economic Research, C2ER, in the months of April and October. However, in 2007 only, the survey was done in May and September. The results obtained from MERC's Cost of Living Survey are sent to C2ER and published in their report, which compares living costs in about 300 participating communities across the United States. To collect the cost of living data, MERC interns travel to over 100 establishments in the MetroWest area collecting prices of a market basket of 57 items that are representative of the items typically purchased by professional and executive households in the MetroWest area. The MetroWest region includes: Sudbury, Wayland, Natick, Framingham, Southborough, Ashland, Sherborn, Hopkinton and Holliston. In September 2007, MetroWest was one of the 302 communities that participated in the Cost of Living Survey nationwide.




The 57 items are broken down into six different sub categories, and they are: Grocery Items, Utilities, Health Care, Housing, Transportation and Miscellaneous Good and Services. For each participating community, C2ER calculates a sub-index for each of the 6 categories of goods and services. In this calculation every item is assigned a weight that reflects the relative importance of the item in that category. C2ER then calculates an overall Cost of Living Index which is a weighted average of these 6 sub-indexes.

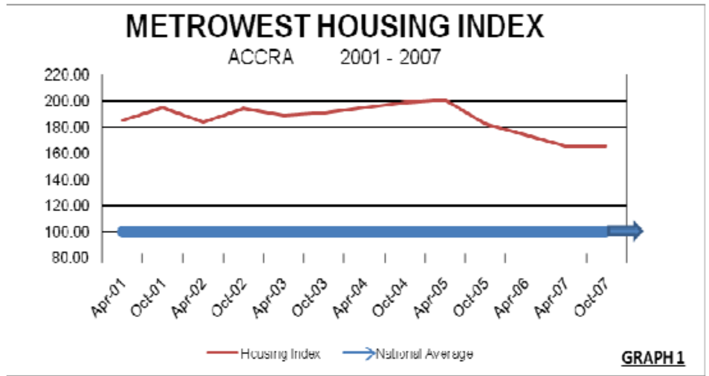
*(Continued on page 6)*

# MERC In-Depth: The 2007 MetroWest Housing Index Decline

*By: Garrett Mezzetti - MERC Intern II*

The Council for Community and Economic Research (C2ER) produces the ACCRA Cost of Living Index in order to compare relative living costs throughout the country. The Index is comprised of an Overall Cost of Living Index, as well as six sub-indexes. Each of these sub-indexes has a certain weight that represents the percentage of a professional or executive household's income allocated to the goods and services within that index. The Housing Index is an important determinant of the Overall Index with a weight ranging from 28%-30% over the past six years, implying that a substantial amount of a household budget is devoted to a place of residence. When the MetroWest Housing Index experienced a dramatic decline from 2005 to 2007, it led to a significant drop in the Overall Index value. In order to understand these fluctuations within the Housing Index, further analysis into the individual components that comprise the Housing Index is necessary.

First, a further explanation of the ACCRA Cost of Living Index is essential. Twice each year approximately 300 communities across the nation report price data on a specific set of goods and services. In order to maintain consistency within the data, C2ER specifies the exact details of what goods and services should be surveyed. The Metrowest Economic Research Center (MERC) at Framingham State College takes part in surveying local establishments to acquire the data necessary for the local indexes. After C2ER acquires this data, they compute an average cost of the goods and service for all U.S. communities taking part in the survey. This average is considered the national average, and is set at a base level of 100. All further measurements within the indexes are evaluated as a percentage of that average. Since these indexes are based on sample data, the resulting indexes are only <u>estimates</u> of living costs in these areas.



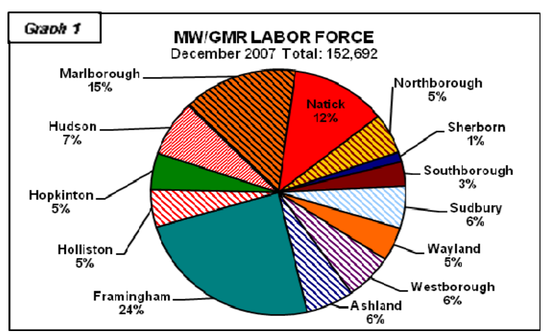

The Housing Index is calculated from two figures, the monthly cost of owning a house and the monthly payment to rent an apartment. C2ER defines the details of the house as a new house built on an 8000 square foot lot with 2400 square feet of living space. It must be located in an urban area and include all utilities. The monthly mortgage payment on this house, which consists of the payment to principal and interest, is based on the effective rate of a 30-year mortgage including all points and origination fees and assuming a 25% down payment. This value accounts for 82% of the Housing Index. The apartment is defined as a 950 square foot, unfurnished two bedroom apartment with 1 ½ - 2 baths. This rent payment excludes all utility payments except water. The rent payment accounts for only 18% of the Housing Index.

Graph 1 shows the Housing Index values from April of 2001 through October of 2007. A six year high of 200.8 was reached in April of 2005. This implies that it was roughly twice as expensive to rent or own a place of residence within MetroWest as it was in the rest of the nation in April of 2005. After this time period, the index begins a gradual 17% decline to an index value of 165.7 in October of 2007.

*(Continued on page 7)*

# MetroWest and Greater Marlborough Regions Labor Force

*By: Renee Leonard - MERC Intern II*




Every month, the MetroWest Economic Research Center (MERC) at Framingham State College collects and analyzes unemployment statistics data in the combined MetroWest and Greater Marlborough Region.* The thirteen communities in the combined MetroWest and Greater Marlborough Region include Ashland, Framingham, Holliston, Hopkinton, Hudson, Marlborough, Natick, Northborough, Sherborn, Southborough, Sudbury, Wayland, and Westborough. Determining whether an individual is in or out of the labor force, employed or unemployed is done by using criteria established by the U.S. Bureau of Labor Statistics (BLS). The BLS defines a person as unemployed if he or she does not have a job, has been actively searching for work during the past four weeks and is available to work. An individual over the age sixteen who currently holds a job or is searching for work is participating in the labor force. The difference between the labor force and the number of individuals employed represents the number of people unemployed.

The first chart (Graph 1) displays the proportion of labor force in the thirteen communities of the MetroWest and Greater Marlborough Region in December 2007. The labor force in the combined region of MetroWest and Greater Marlborough totaled 152,692 persons in December 2007. The Greater Marlborough Region (Hudson, Marlborough, Northborough, and Westborough) contributed 50,908 individuals, or approximately 33% of the labor force. The remaining communities in MetroWest contributed 101,784 individuals, or approximately 67% of the labor force. In the combined MetroWest and Greater Marlborough Region, Framingham contributed the largest proportion of the labor force with 24%. The second largest contributor was Marlborough with 15% followed by Natick with 12%. These three communities made up 51% of the total labor force, or over half of the labor force in the MetroWest and Greater Marlborough Region.

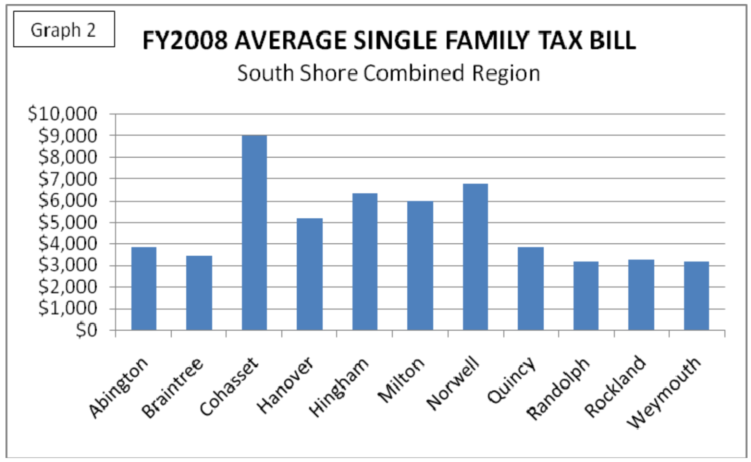
** All of the data is currently subject for re-benching*

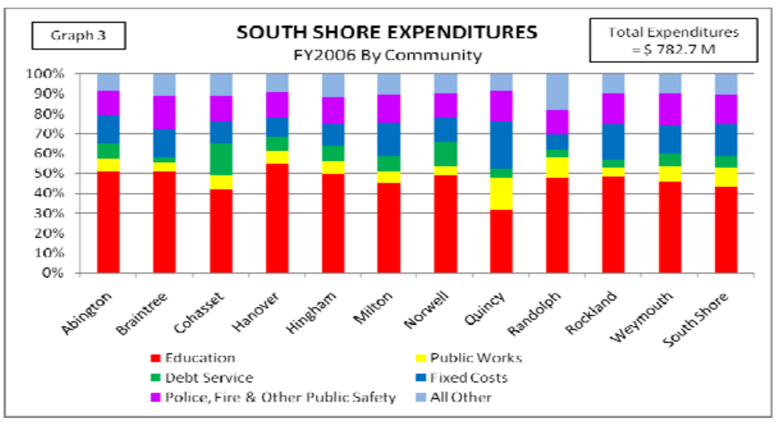
*(Continued on page 8)*

# South Shore Region Municipal Revenue and Expenditures

*(Continued from page 1)*

Municipal expenditures are broken into six major categories: Education, Public Works, Debt Service, Fixed Costs, Police, Fire & Other Public Safety, and "All Other." Expenditure data for FY2006 can be seen in Graph 3. Expenditures in the South Shore region in FY2006 totaled $782.7M. Quincy had the largest total expenditures of $224.2M, nearly double the next largest total (Weymouth). This is no surprise as Quincy's population is almost two times larger than any other community. Quincy also spent the largest amount on education, about $70.6M. Noteworthy, however, as a percentage of the general fund, Quincy spent the least amount of all the communities on education at 31.5%. Hanover spent the largest percentage of the general fund on education in FY2006, 55.1% or about $21M. As a whole, the South Shore region spent over 43% of the general fund on education. Public Works generally accounted for a small percentage of expenditures for all of the eleven communities. It did, however, total 16.5% in Quincy where it appeared as the largest percentage of the general fund in the South Shore region. The remaining communities fell between 10.5% in Randolph and 4.6% in Braintree. The community that spent the largest percentage of its fund on Debt Service in FY2006 was Cohasset at 15.9%, while the community that spent the smallest percentage was Braintree at 2.6%. Quincy recorded the highest percentage of the general fund spent on fixed costs at 23.3%, or $52.3M. Rockland had the next largest percentage of the general fund spend on fixed costs at 18.0%, while Randolph spent the smallest amount at 7.5%. Police, Fire & Other Public Safety have been combined into one category. Braintree was the town that spent the highest percentage of the general fund on Public Safety at 16.7%, or $13.1M. Quincy was not far behind as it spent 16.2% of the general fund on Public Safety. In total dollars, however, Quincy ($36.3M) spent almost three times as much as Braintree. The two communities with the smallest percentages of the general fund spent on Public Safety in FY2006 were Norwell (12.0%) and Randolph (12.2%), totaling $4.0M and $8.3M, respectively. "All other" is the final category of expenditures. The all other category ranged from about 8% in Quincy and Abington to about 18% in Randolph.




## *MERC Interns - Spring 2008*

**Senior Intern**

**Nicholas Lyman**

**Sean Stevens**

**Intern II**

**Bruce Serret**

**Lisa Shilale**

**Garrett Mezzetti**

**Renee Leonard**

**Intern I**

**Stephanie Bogus**

**Andrew Gallant**

**Andres Gomez**

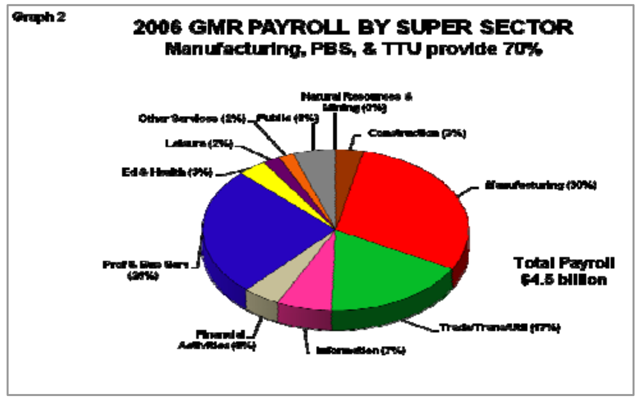
**Patrick Langan**

**Justin Smith**

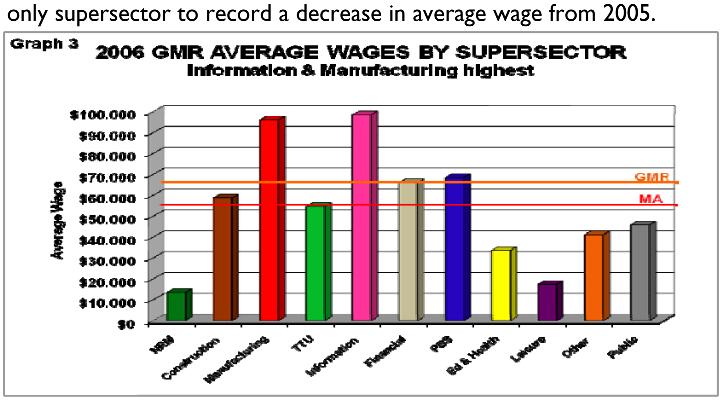
# “Big Three” Greater Marlborough Supersectors Lead Recovery

*(Continued from page 1)*

While total employment in GMR rose by 3% in 2006, total payroll jumped 7.5% to nearly $4.5 billion. This difference resulted in an increased average wage offered by the region. Manufacturing produced the largest share of the GMR’s total payroll, 30% (Graph 2). The other two of the “big three” supersectors in the GMR, PBS and TTU, produced 26% and 17% respectively. The Manufacturing and TTU supersectors each grew 10% in payroll from 2005. Comparing Graphs 1 & 2 you can see that some supersectors in the region have incongruent employment to payroll ratios. For example, the Leisure and Hospitality supersector provides 8% of total employment while producing a mere 2% of the region’s total payroll. Since 2001, the number of jobs provided by Leisure and Hospitality has grown 12% while the payroll produced has grown only 3%. This discrepancy projects itself onto the average wage offered by this supersector, as seen in Graph 3 below.




The average wage in the GMR rose 4% in 2006 to $63,300, as indicated by the top horizontal line in Graph 3. The GMR average wage exceeded by 21% the Massachusetts average wage of $52,400, as indicated by the lower horizontal line in Graph 3. The Information and Manufacturing supersectors dominated, offering average wages of $98,600 and $96,100 respectively. Surprisingly, PBS was the only supersector to record a decrease in average wage from 2005.

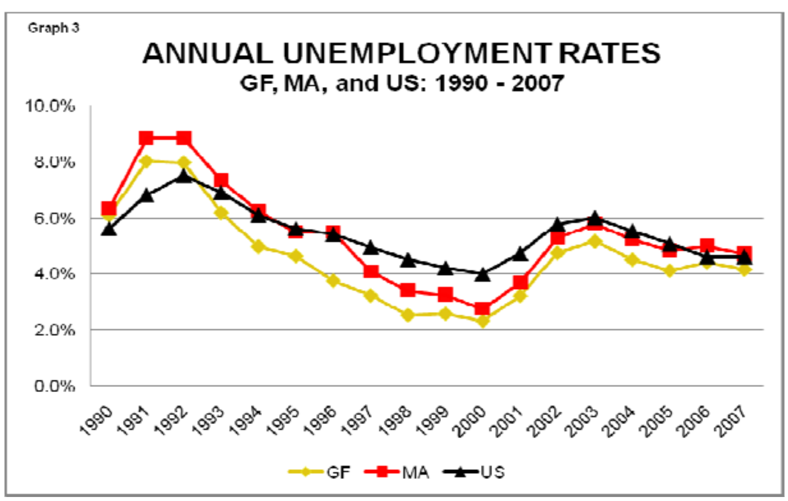



In 2006, the premier agent of growth in the GMR was the city of Marlborough. From 2005 to 2006, Marlborough experienced more growth in total employment than any other GMR community with 4% and accounted for nearly 60% of jobs produced in the GMR. In fact, Marlborough, which accounts for 40% of the GMR’s total employment, has created 65% of new jobs in the GMR since the region’s most recent trough in 2003. While Marlborough’s total employment grew 4% in 2006, Marlborough’s total payroll grew 10% to over $2 billion. This has resulted in an average wage of $69,700, exceeding the average wage offered by the state or any other GMR community.

# Unemployment in the Greater Franklin Region

*(Continued from page 2)*

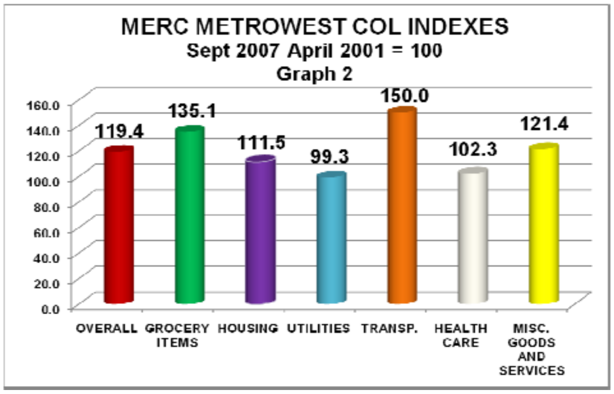
Graph 3 shows annual unemployment rates for the Greater Franklin region, Massachusetts and the United States from 1990 through 2007. The unemployment rate in Greater Franklin experienced two peaks in the 18 year period, as shown in the graph. The first peak occurred in 1991 when the unemployment rate in Greater Franklin reached 8%, which was the highest unemployment rate for the region in the 18 year period. This high unemployment rate was followed by another relatively high rate at slightly less than 8% in 1992. After 1992 the unemployment rate declined until the year 2000 when the region reached its lowest rate of 2.3%. The unemployment rate in Greater Franklin started to climb after the year 2000, and in 2003 it experienced its second peak with a rate of 5.2%. After 2003 the unemployment rate declined for two years in a row until 2005 when the region experienced a rate of 4.1%. The unemployment rate increased in 2006 to 4.4%, and by 2007 the rate was at 4.2%. When comparing the unemployment rates in Greater Franklin to the Massachusetts rates, the graph shows that the region’s rates were consistently lower than the state rates throughout the 18 year period. Greater Franklin also recorded lower unemployment rates than the United States, except from 1990 through 1992 when the region had higher rates than the nation (see Graph 3).



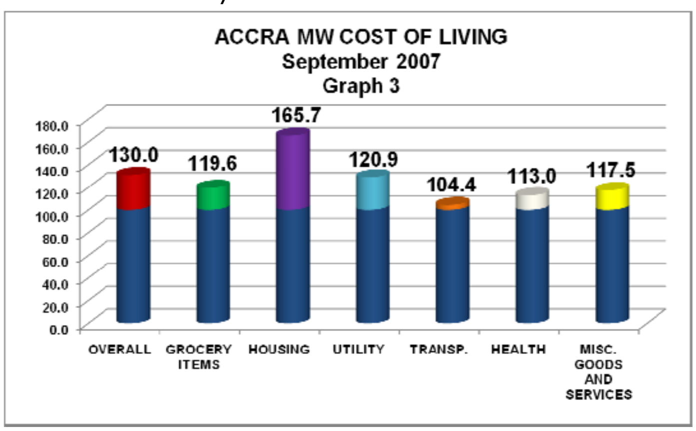
# MetroWest Cost of Living

(Continued from page 2)

MERC also uses the data it collects to track the cost of living in MetroWest over time. The MERC indexes use a base of April 2001, for which the index equals 100. Graph 1 shows the Overall MERC MetroWest Cost of Living Index from October 1991 to September 2007. As you can see in this graph, the cost of living shows a steady increase from October 1991 with an Overall Index of 75.9 to the October 1998 value of 83.9. Then, the cost of living shows a faster rate of increase that reached its peak in October 2005 with an Overall Index of 118.0. The index fell in October 2006 to 115.2, and increased again, ending in September 2007 with an Overall Index of 119.4. In October 1993, the cost of living was at its lowest value since October 1991, Overall Index of 74.5.




Graph 2 shows the Overall MERC MetroWest Cost of Living Index and the six sub indexes for September 2007. Again, we are using April 2001 as the base. The Overall MERC index for September 2007 is 119.4, or approximately 19% higher than it was in April 2001. Transportation had the highest index at 150.0, meaning that the cost of transportation increased by about 50% between April 2001 and last September. Next highest to Transportation is the Grocery Items Index which rose 35.1% since April 2001. The sub indexes that show the least change from April 2001 are Health Care and Utilities. The Health Care Index only increased by 2.3%, and the Utilities Index decreased by 0.7%.




Graph 3 shows the ACCRA Cost of Living Indexes for MetroWest for September 2007. C2ER was previously called ACCRA, and despite the organization's name change the index has remained the ACCRA index. The base for this index is the average cost of the market basket, which is calculated by C2ER from all the communities participating in the Cost of Living Survey. This national average, which equals 100, is shown by the blue part of the bar. All six-sub indexes are significantly above the national average, which is consistent with past C2ER survey results. The overall cost of living in MetroWest was about 30% higher than the national average. MetroWest's highest sub-index in the C2ER results was the Housing Index. The housing value of 165.7 means that the housing costs in MetroWest in September 2007 were about 66% higher than the national average. However, as seen in Graph 2, the cost of Housing in MetroWest was only approximately 11.5% higher in September 2007 then it was in April 2001. The next highest sub-index is Utilities with a value of 120.9, about 21% higher than the national average. The sub-indexes to show the lowest values were Transportation and Health Care. However, transportation has the highest index when compared to the base year of April 2001. The cost of Transportation in MetroWest was 50% more expensive in September 2007 than it was in April 2001, yet the September 2007 index was only about 4.4% higher than the September 2007 national average.

***"[a] leading example of economic development assistance among the state colleges...that directly benefits employers, Chambers of Commerce, nonprofit organizations, school districts, legislators, residents, and community group"*** - Massachusetts State Senate Task Force Report on Public Higher Education, commending MERC on its program.

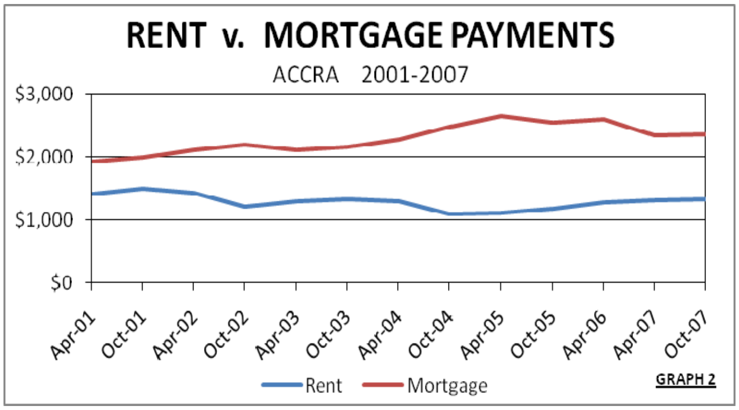
***February, 2008***
***UNEMPLOYMENT RATES***
*Not Seasonally Adjusted*
*(Preliminary Data)*

| | |
|---|---|
| ***495/MW*** | ***3.8%*** |
| ***Blackstone Valley*** | ***5.2%*** |
| Blackstone | 6.2% |
| *Douglas* | *5.6%* |
| Grafton | 4.6% |
| *Hopedale* | *4.1%* |
| Mendon | 4.3% |
| *Millbury* | *5.0%* |
| Millville | 5.7% |
| *Northbridge* | *6.2%* |
| Sutton | 4.9% |
| *Upton* | *5.0%* |
| Uxbridge | 5.8% |
| ***Greater Franklin*** | ***4.6%*** |
| Bellingham | 5.0% |
| *Blackstone* | *6.2%* |
| Foxborough | 4.3% |
| *Franklin* | *4.0%* |
| Medfield | 3.6% |
| *Medway* | *4.3%* |
| Millis | 4.9% |
| *Norfolk* | *4.4%* |
| Wrentham | 5.1% |
| ***Greater Marlborough*** | ***4.0%*** |
| Hudson | 4.7% |
| *Marlborough* | *4.2%* |
| Northborough | 3.6% |
| *Westborough* | *3.2%* |
| ***MetroWest*** | ***3.3%*** |
| Ashland | 3.5% |
| *Framingham* | *3.7%* |
| Holliston | 3.5% |
| *Hopkinton* | *3.5%* |
| Natick | 3.0% |
| *Sherborn* | *2.9%* |
| Southborough | 2.9% |
| *Sudbury* | *2.9%* |
| Wayland | 2.9% |
| ***Milford*** | ***5.0%*** |
| ***South Shore*** | ***4.4%*** |
| Abington | 4.9% |
| *Braintree* | *4.5%* |
| Cohasset | 3.2% |
| *Hanover* | *3.8%* |
| Hingham | 3.3% |
| *Milton* | *3.7%* |
| Norwell | 3.6% |
| *Quincy* | *4.4%* |
| Randolph | 5.0% |
| *Rockland* | *5.3%* |
| Weymouth | 4.8% |
| ***Massachusetts*** | ***5.0%*** |
| ***United States*** | ***5.2%*** |

# MERC In-Depth: The 2007 MetroWest Housing Index Decline

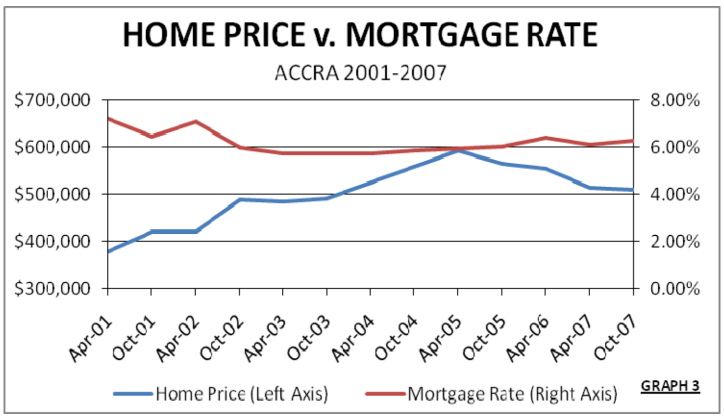
*(Continued from page 3)*

The steady decline of the Housing Index from 2005 to 2007 could have been caused by two main factors, either rent payments or mortgage payments dropped substantially. Graph 2 shows that over the six year period being analyzed, average rent payments were somewhat stable, only fluctuating from $1100 to $1500. However, from 2005 to 2007, the period where the index dropped 17%, rent payments actually increased from $1113 to $1333. So we can conclude that a significant drop in mortgage payments was what caused gradual decline of the index from 2005 to 2007. Graph 2 illustrates this result, with mortgage payments decreasing from $2655 in the April of 2005 to $2364 in the October of 2007. And as stated before, the mortgage payment has a far heavier weighting on the Housing Index than the rent payment. So the decline in the Housing index was largely the result of the decrease in average mortgage payments over this time period.




GRAPH 2

Now that the cause of the 2005 - 2007 Housing Index decline has been explained, we must look at the data in further detail to discover what caused mortgage payments to decline so quickly. C2ER computes the mortgage payment as a function of the total purchase price of the house and the mortgage rate. So fluctuations in these two factors would affect the overall mortgage payment which in turn affects the Housing Index. Graph 3 illustrates both components of mortgage payments. The axis on the left displays the average total purchase price of the house, while the axis on the right displays the mortgage rate over the same time period. The mortgage rate was rather stable throughout the six year period. During the period of the 17% index decline, mortgage rates actually rose by about a quarter of a percent. So the only explanation would be that there was a considerable decline in housing prices that caused the change in the Housing Index. Graph 3 shows that from 2005 – 2007 the average price of the specified house dropped roughly $81,664 from $592,264 to $510,600. This substantial decline would explain the drop in mortgage payments, and therefore explains why the Housing Index could have such a persistent decline over a relatively short period of time.




GRAPH 3

Due to the degree of specificity used by C2ER to ensure that all price data being reported is based on identical specifications, the chance of error is small. However, due to the nature of pricing a theoretical house, there can be inconsistencies between periods if different sources are utilized. Therefore the extent of the fluctuations described may be slightly exaggerated, but the overall trend of the Housing Index suggests that these conclusions are reasonable.

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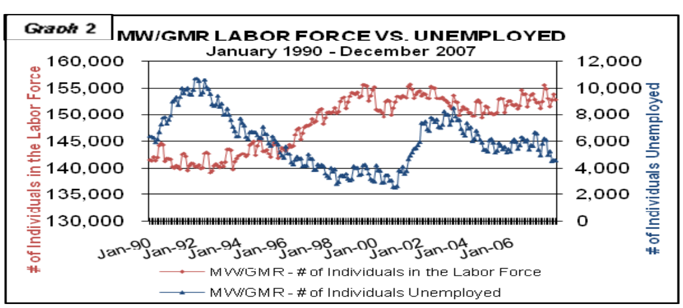
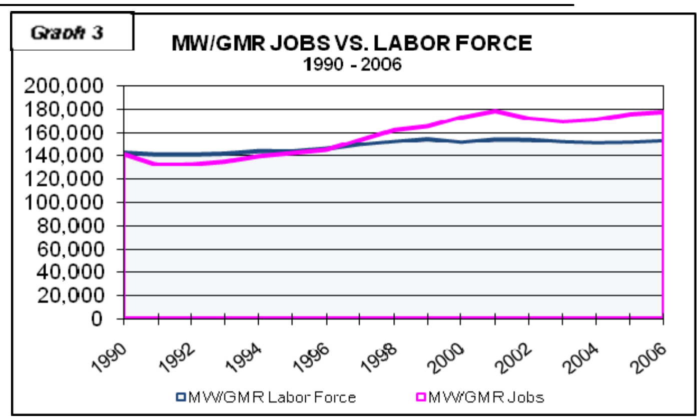
**To:**

# MetroWest and Greater Marlborough Regions Labor Force

*(Continued from page 3)*
Sherborn, with 1%, provided the smallest portion of the labor force followed by Southborough with 3%. Together, they made up approximately 4% of the total labor force in the MetroWest and Greater Marlborough Region.

Graph 2 shows the number of individuals in the labor force (shown in blue) and the number of individual's unemployed (shown in red) in the combined MetroWest and Greater Marlborough Regions between 1990 and 2007. The number of persons unemployed peaked in February 1992 at 10,681 and was followed by a decline until it reached its lowest point of 2,545 workers in November 2000. The number of unemployed began increasing again to reach its most recent peak of 8,490 in June 2003, and then began to decline again reaching 4,555 in December 2007. The total labor force reached its lowest point of 139,027 in September 1992. Labor force then began to increase until it reached its highest point of 155,586 in July 2001. It then fell once again to its most recent lowest point in September 2004 of 149,344. Since then, the labor force has started to increase to its current amount of 152,692 individuals in December 2007.




The last graph (Graph 3) displays the total number of jobs (shown in pink) and the total labor force (shown in blue) in the combined MetroWest and Greater Marlborough Region using data from 1990 to 2006. During this seventeen year period, the number of jobs reached its peak at 178,178 in 2001. Jobs then started to decline and reached 169,181 in 2003. Since then, the total jobs have begun to increase and have currently reached 177,381 in 2006. Between 1990 and 1996, the number of jobs fell below the number of individuals in the labor force, implying that the region was a net exporter of labor. During this period, the greatest difference between the number of jobs and the size of the labor force was 8,466 in 1991. Between 1996 and 2006, total jobs exceeded the number of individuals in the labor force. This implies that the region was a net importer of labor. During this period, the largest gap between total jobs and the labor force happened in 2006 with 24,735 more jobs than workers.