

West Central Wisconsin Workforce Development Board Local Plan revised 10.14.21: **2020-2023**



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The **Workforce Development Board of West Central Wisconsin (WCWWDB)** provides the strategic and operational oversight to develop a comprehensive and quality talent development system (the public workforce system) the nine counties of West Central Wisconsin : Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk and St. Croix Counties. This region is referred to as Workforce Development Area 8. We develop partnerships with business, education, and workforce partners to ensure the system is responsive to the evolving needs of business, workers and the communities we serve. The WCWWDB is a private, non-profit 501(c)(3).

I. **Workforce Needs, Labor Market Analysis and Assessment**

West Central Wisconsin Workforce Development Board PY 20-23 WIOA Regional Labor Market Data

1. Provide an analysis of regional labor and economic conditions in the local area including: a. Existing and emerging in-demand industry sectors and occupations; and b. The employment needs of employers in those industry sectors and occupations

(A) an analysis of the regional economic conditions including (i) existing and emerging in-demand sectors and occupations; and (ii) the employment needs of employers in those industry sectors and occupations.

Industries and Job Growth

According to Economic Modeling Specialists International (Emsi) software, from 2016-2026, 17 of the 20 North American Industrial Classification System (NAICS) industries in the West Central Wisconsin region project job growth. The region's largest industry, Manufacturing, had 34,683 jobs in 2016 and is projected to increase by 5,121 jobs by 2026. The increase in job opportunities will keep the Manufacturing industry the top employer in the region in 2026. The top three industries in the region will continue to be Manufacturing, Health Care & Social Assistance, and Government, accounting for almost 46 percent of all jobs in the region in 2026. However, Government and Health Care & Social Assistance switch places from 2016 to 2026 since Health Care & Social Assistance is projected to grow by 12 percent, while Government will remain flat.

- Total job growth is projected to increase by 17,347 jobs (8%) from 2016-2026.
- The top three industries in terms of the total number of jobs added from 2016-2026 are Manufacturing, Health Care & Social Assistance, and Accommodation & Food Services.
- The top industry, Manufacturing, is somewhat well diversified, with 67% of all 2016 manufacturing jobs in five unrelated subsectors, which are the top 5 subsectors for this industry in terms of the number of jobs: Food Manufacturing (6,603 jobs), Fabricated Metal Product Manufacturing (5,417 jobs), Plastics & Rubber Products Manufacturing (4,351 jobs), Machinery

Manufacturing (4,265 jobs), and Computer & Electronic Product Manufacturing (2,564 jobs). By 2026, these five sub-sectors are still projected to comprise over 64% of all jobs in the Manufacturing industry.

- Mining, Quarrying, and Oil & Gas Extraction is projected to increase by 49 percent with 223 additional jobs from 2016 to 2026. This industry also has the third highest average earnings per job at \$83,436.
- Management of Companies & Enterprises has the second highest average earnings at \$98,129 and is projected to have job growth of 33% (1,012 jobs) from 2016 to 2026.
- Utilities (-100 jobs), Information (-190 jobs), and Administrative & Support and Waste Management & Remediation Services (-1,369 jobs) are the only three industries projected to lose employment from 2016 to 2026.
- The Administrative & Support and Waste Management & Remediation Services industry is projected to decrease the most at -15% (1,369 jobs), going from 9,211 jobs in 2016 to 7,842 jobs in 2026.

Overall, the regional economy is diversified, ensuring economic resiliency in the future. Not one industry in 2016 accounted for more than 20 percent of all employment, and this status will remain the same in 2026. According to Emsi, six of the nine counties in the region (i.e. Chippewa, Dunn, Eau Claire, Pierce, Polk and St. Croix) are currently considered to have high industry diversity. This rating means that employment is more evenly distributed in these counties, which indicates they are more likely to be able to withstand economic shocks.

Industries that represent significant parts of the workforce and will also be adding a substantial number of jobs between 2016 and 2026 include Manufacturing; Health Care & Social Assistance; Accommodation & Food Services; Construction; and Transportation & Warehousing. Each of these industries will have at least 10,000 jobs by 2026; will individually be adding between 1,000 and over 5,000 jobs during the 10-year time span; and by 2026 will see job growth between 12 percent and 18 percent, depending on the industry. Collectively, these five industries will represent over half of all jobs in the nine-county region by 2026. Other notable industries in terms of job numbers include Retail Trade and Government, which had approximately 25,000 and 32,000 jobs, respectively, in 2016; however, these two industries will experience very little job growth compared to their relative sizes by 2026. Appendix A gives additional information for each 2-digit NAICS industry for 2016-2026.

Regional Clusters

Utilizing Emsi software to analyze key indicators such as earnings, growth, regional competitiveness, regional specialization, and gross regional product, the West Central Region has a total of 63 industry clusters as defined according to the methodology of Harvard Business School's U.S. Cluster Mapping Project. Each cluster is made up of several subsectors. The software breaks the clusters in the region into three categories: top clusters, average clusters, and bottom clusters. To be included among the top clusters, a cluster is required to have a score no lower than 58 out of 100 possible. Bottom clusters have a score not exceeding 42. Average clusters fall in between these numbers. To determine these thresholds, the average deviation (plus or minus 8) was applied to the average cluster score of 50.

Overall, the region has 10 top clusters, 37 average clusters, and 16 bottom clusters. Appendix B provides the full list of industry clusters found within the region and their ranking. Top clusters received a score

ranging from 88 (Local Education & Training) to 61 (Food Processing & Manufacturing; Insurance Services). The top clusters include some of the region's notable manufacturing industries like Plastics, Medical Devices, and Food Processing & Manufacturing, while also including service-oriented industries, such as Business Services, State Government Services, Local Health Services, and Local Government Services. Average clusters received a score ranging from 57 (Distribution & Electronic Commerce) to 43 (Hospitality & Tourism) and include production-oriented industries that are typical of the region, such as Local Motor Vehicle Products & Services, Vulcanized & Fired Materials, and Metalworking Technology. They also feature industries in burgeoning sectors, such as Distribution & Electronic Commerce, as well as Information Technology & Analytical Instruments. Non-Metal Mining is listed as an average cluster, as well, and its associated NAICS-classified industry (i.e. Mining, Quarrying, and Oil & Gas Extraction) is slated for significant future job growth from 2016-2026 according to Emsi, even though the number of jobs in this industry overall is relatively small. Bottom clusters received a score ranging from 42 (Forestry; Trailers, Motor Homes, and Appliances; Local Household Goods and Services) to 28 (Local Commercial Services) and focus on a variety of industries, including retail, outreach, personal services, the arts, and others.

Driver and Emerging Industries

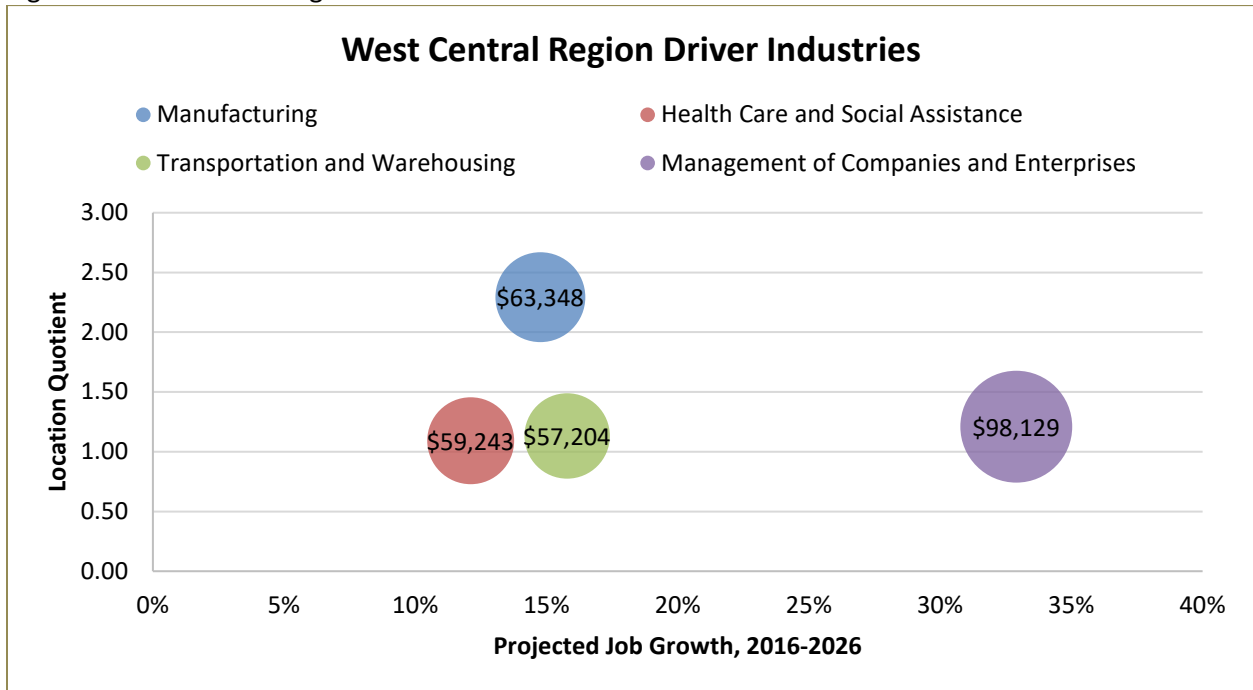
Driver and emerging industries in the West Central Region are identified by a combination of location quotient¹, projected job growth, and total earnings data. A driver industry is an industry that has a 2026 location quotient greater than 1.00, is expected to experience job growth over the next 10 years and offers employees a good potential earning. An emerging industry is an industry that has a 2026 location quotient below 1.00 but is projected to increase employment over the next 10 years offering high potential earnings for employees. The driver industries in the region are Manufacturing, Health Care & Social Assistance, Transportation & Warehousing, and Management of Companies & Enterprises (

Figure 1). The emerging industries in the region are Construction; Wholesale Trade; Finance & Insurance; and Mining, Quarrying, and Oil & Gas Extraction (Figure 2). It should be noted that several of the industries that are among the driver and emerging industries are represented in the top and average clusters identified above.

Both the Government and Professional, Scientific, & Technical Services industries show some indications of being emerging industries due to their high average earnings, and in the case of Government, a relatively high location quotient of 0.96; however, both of the industries fail to meet the mark. In the case of Government, this is due to the fact that its job growth from 2016 to 2026 is projected to be flat. In regard to Professional, Scientific & Technical Services, its location quotient is low (0.42) and its 2016-2026 job growth of 2% is negligible compared to the more than 6,600 jobs that existed in this industry in 2016. As a result of these factors, these two industries do not qualify as emerging industries.

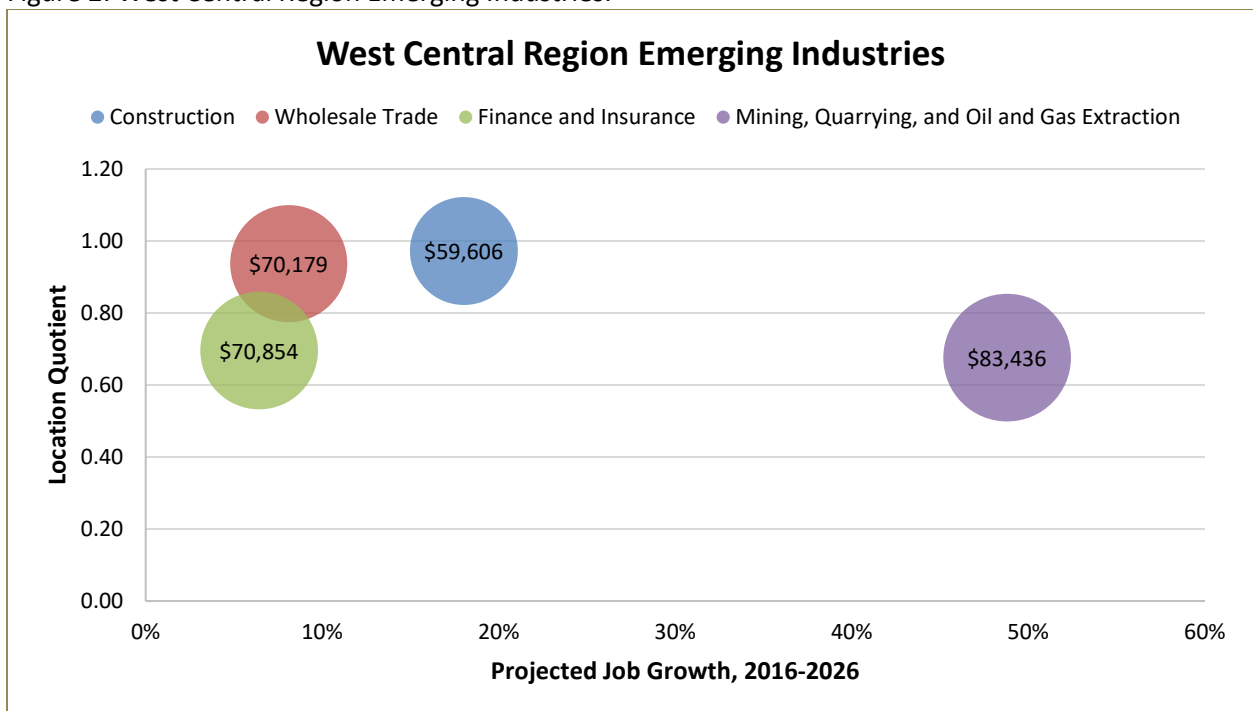
¹ According to Emsi, location quotient measures how concentrated employment is within industries in a region compared to the concentration of employment in those industries nationally. Location quotients above 1.00 indicate that employment in an industry is more concentrated in a region vs. nationally, while location quotients below 1.00 indicate that employment in an industry is less concentrated in a region vs. nationally.

Figure 1. West Central Region Driver Industries.



Source: Emsi, March 2020

Figure 2. West Central Region Emerging Industries.



Occupations

Based on data from the Wisconsin Department of Workforce Development (DWD), the top three occupational categories in the region in terms of the number of jobs in 2016 were Office & Administrative Support Occupations; Production Occupations; and Sales & Related Occupations. These three occupations accounted for 34.5 percent of all jobs in the region. By 2026, these categories will remain as the top three occupational categories in the region and account for 33.1 percent of all jobs, a slight decrease. See Appendices C.1 – C.3 for details on each occupation category for 2016-2026.

- Food Preparation & Serving Related (2,060), Personal Care & Service (1,770), and Transportation & Material moving (1,650) occupations are projected to have the highest total job growth during the 10-year period.
- Life, Physical, & Social Science (15.4%), Computer & Mathematical (15.0%), and Personal Care & Service (14.9%) occupations are projected to experience the highest percent increase in job growth over the 10-year period.
- Industries that have the highest openings due to replacements², with over 1,000 such openings each based on an annual average, include the following: Food Preparation & Serving Related (3,290); Office & Administrative Support (3,170); Sales & Related (2,880); Production (2,870); Transportation & Material Moving (2,040); Personal Care & Service (1,830); and Education, Training, & Library (1,070) Occupations.
- None of the occupational categories are expected to experience any decreases in job totals, according to DWD.

DWD has identified “Hot Jobs” in the West Central Region, which are jobs with projected high growth and meet the following guidelines: 1) Median salary above the state median; 2) Percentage change in growth must be above the state average; 3) Projected to have the most openings. The following are the top ten “Hot Jobs” in the region between 2016 and 2026, listed in the order of their rank.

1. Heavy and Tractor-Trailer Truck Drivers (400 jobs; 10.4% growth)
2. Sales Representatives, Wholesale and Manufacturing, Except Technical (510 jobs; 21% growth)
3. Maintenance and Repair Workers, General (210 jobs; 8.5% growth)
4. Registered Nurses (370 jobs; 9.1% growth)
5. General and Operations Managers (260 jobs; 11.9% growth)
6. Welders, Cutters, Solderers, and Brazers (160 jobs; 8.8% growth)
7. Construction Laborers (310 jobs; 18.5% growth)
8. Carpenters (190 jobs; 10.1% growth)
9. First-Line Supervisors of Retail Sales Workers (140 jobs, 9.1% growth)
10. Bus Drivers, School or Special Client (100 jobs, 8.2% growth)

² According to the Wisconsin Department of Workforce Development, replacements include workers who leave the labor force entirely (often due to retirements) or workers who leave their occupation for a different occupation.

Of these top ten “Hot Jobs”, several of them align with the industries discussed further above that are adding between 1,000 and over 5,000 jobs and growing in the range of 12 and 18 percent between 2016 and 2026. See Appendix D for more details on these jobs.

The employment needs of employers in those industry sectors and occupations is centered in Manufacturing, Healthcare, IT, Transportation and Logistics, Trades (Construction Focused), and Customer service occupations.

2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.

Employment Needs of Employers

In recent years, employers have expressed concerns about finding and keeping workers in the region. The inability to attract and retain a skilled workforce runs the risks of either forcing businesses to relocate or impeding their ability to grow and increase their profits and capacity. As many industries shift toward automation, more employers will be looking for skill sets that involve the programming of sophisticated machines. As such, the common element in the growing employment fields will be IT knowledge and experience, whether it be medical records, CNC programming, accounting software, logistical operations, or other applications.

According to the State of Wisconsin’s Workforce Innovation and Opportunity Act (WIOA) Combined State Plan, businesses are demanding worker skills in three general areas:

1. Technical Skills
2. Soft Skills
3. Employability Skills

Technical skills include the use of computers, the ability to read blueprints, the proficient knowledge of computer programs like AutoCAD and QuickBooks, and basic math and language skills. Soft Skills are different and are typically taught in K-12. These skills include listening, conflict resolution, and teamwork. The development of social media and other computer technology encourages less physical interaction and more virtual interaction leading to a decrease in these soft skills in younger workers. Finally, employability skills are basic skills that include showing up on time, daily attendance, safety, passing a drug test, and discretion.

If employers do not see this combination of skills in potential workers, they will likely become concerned that they will not be able to recruit the workforce they need. As per the WIOA Combined State Plan, one of the most frustrating skill set gaps for employers in the state is a lack of employability skills. While employers can easily provide training for technical skills, a lack of employability skills is likely harder to train for and could influence businesses’ decisions about investments they make, if workers with the right skills are difficult to find.

(B) an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

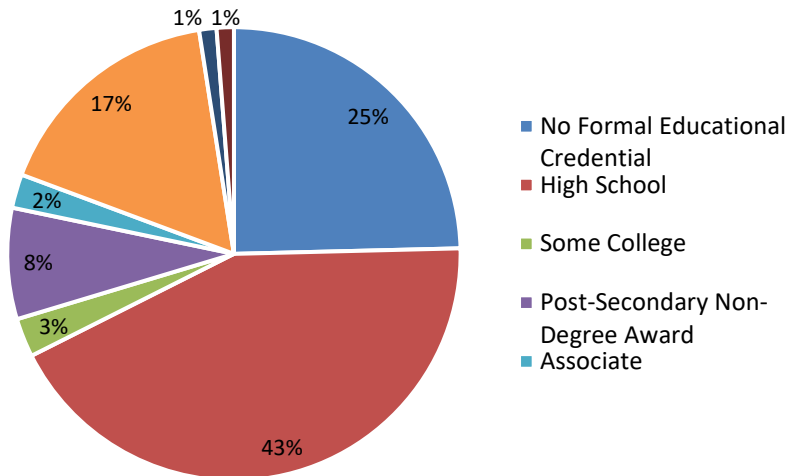
Educational Attainment

According to Emsi, the West Central Region had 310,905 people aged 25 years or older in 2016. While about 93 percent had attained at least a high school degree, almost 60 percent had gone on to higher education or training. By 2026, there will be 333,721 people in the region at least 25 years of age, and of this group, roughly 92 percent will have received a high school diploma or better. About 59 percent will have pursued post-secondary education/training or advanced degrees. Indeed, the top ten occupations in the region in terms of job growth between 2016 and 2026 include those that require higher education/training beyond high school. For example, large percentages of jobs in certain industries currently and in 2026 will require a bachelor's degree or higher, such as Management Occupations (87%), Healthcare Practitioners & Technical Occupations (60%), and Business & Financial Occupations (92%). Regarding Healthcare Practitioners & Technical Occupations, an additional 35 percent require a post-secondary non-degree award, some college or associate degree (See Figure 4 for more information). Overall, about 32 percent of all jobs in the region will require post-high school education or training by 2026 (Figure 3). While this percentage is not a majority, it still makes up a healthy portion of the job market. In accordance with the WIOA Combined State Plan's expectation that employers will seek workers with greater technical skills in the future, one can likewise predict that even more occupations will see more requirements for higher education or advanced training during the coming years.

Although this percentage represents a significant portion of jobs in the region, the numbers from Emsi above demonstrate that the 25+ population overall had acquired in 2016, and will have acquired by 2026, higher education levels than what is required for entry into many occupations. This trend suggests that this more highly educated population is and will more likely be underemployed, which can greatly affect income in the region and the attraction of a more educated workforce. Looking toward the future, jobs that require more advanced skills will not only attract better educated workers but will also increase the region's median annual wage as occupations that require higher education levels typically pay higher annual salaries. Ideally, the education levels that are required for job entry should match the population's education attainment percentages.

The graph below demonstrates the typical education that will be required for entry into all occupations in the region as of 2026.

Figure 3. Typical education for entry requirement (2026).



Source: Wisconsin Dept. of Workforce Development

Table 1 shows the median annual earnings by educational attainment from a national perspective and suggests the potential earnings that could be realized by workers who complete degrees at certain educational levels. Note that these dollar amounts are estimates and may vary based on location.

Table 1. Median annual earnings by educational attainment, U.S.

Education Level	Median Annual Earnings
Professional Degree	\$95,472
Doctoral Degree	\$90,636
Master's Degree	\$72,852
Bachelor's Degree	\$60,996
Associate Degree	\$43,472
High School Diploma	\$37,024
Less than High School Diploma	\$27,040

Source: U.S. Bureau of Labor Statistics Current Population Survey, 2017

In-Demand Occupation Requirements

Per data from the DWD, the top ten occupation categories in the West Central Region that will have grown the largest in terms of the number of jobs between 2016 and 2026 will be³:

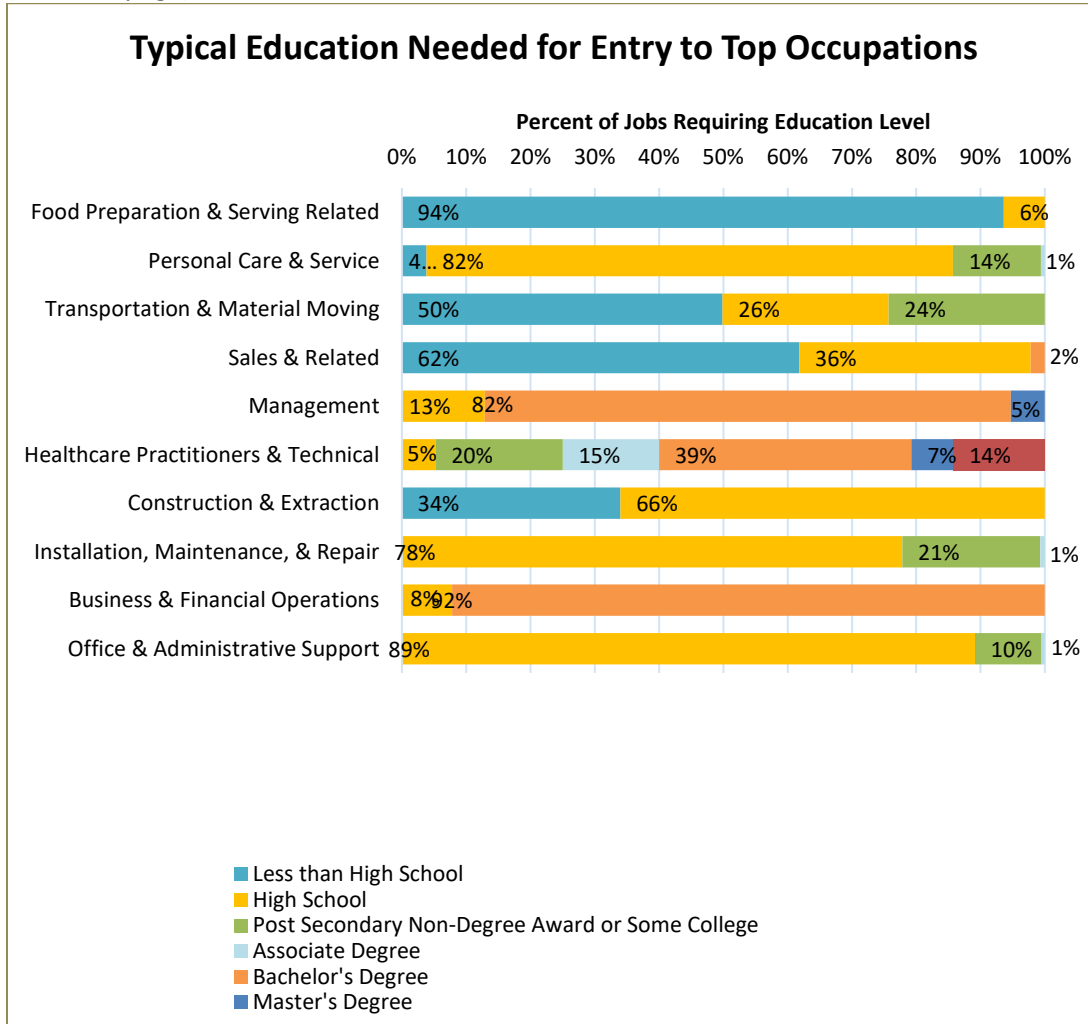
- Food Preparation & Serving Related (2,060 additional jobs; 11.3 percent growth)
- Personal Care & Service (1,770 additional jobs; 14.9 percent growth)
- Transportation & Material Moving (1,650 additional jobs; 10.3 percent growth)
- Sales & Related (1,560 additional jobs; 7.7 percent growth)
- Management (1,280 additional jobs; 10.8 percent growth)
- Healthcare Practitioners & Technical (1,220 additional jobs; 10.1 percent growth)

³ As noted, this list is organized based on the growth in the number of jobs, but percentage growth in each occupation category is also given for informational purposes.

- Construction & Extraction (1,060 additional jobs; 11.8 percent growth)
- Installation, Maintenance & Repair (940 additional jobs; 10.4 percent growth)
- Business & Financial (850 additional jobs; 11.6 percent growth)
- Office & Administrative Support (750 additional jobs; 2.7 percent growth)

The following graph (Figure 4) shows the typical educational attainment needed to enter the top ten in-demand occupations listed above.

Figure 4. Typical educational attainment needed to enter top ten in-demand occupations (2026)
(See next page)



Source: Wisconsin Department of Workforce Development.

(C) An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

3. Provide an analysis of the workforce in the local area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the local area, including individuals with barriers to employment.

Labor Force Participation, Employment and Unemployment

Since 1990, the region's labor force, in terms of pure numbers of participants, was at its highest in 2017. In that year the labor force consisted of 265,819 people. In 2018, the year for which data were most recently available from DWD, the labor force decreased slightly to 265,168 persons. Before these most recent years, the labor force has mostly been on an upward trend throughout the last three decades with a few exceptions. Declines included one-year drops in 1999 and again in 2004, but in both cases the labor force recovered the following year. A more prolonged, but relatively mild, reduction in the labor force took place during the Great Recession, when declines occurred in successive years from 2008 to 2010. The labor force gained back participants in 2011 but experienced a slight decline again in 2012 before recovering in 2013. Since then, each year has seen growth in the region's labor force with the very minor 2018 exception noted above.

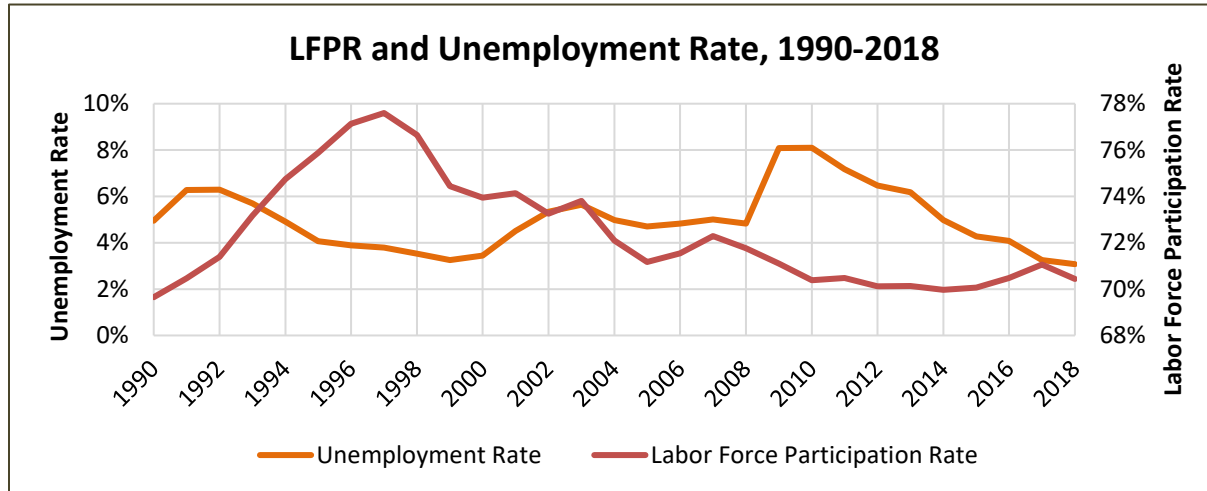
The labor force participation rate (LFPR) has remained at around 70 percent since 2010, with one exception in 2017 when it inched up to 71.1 percent. The LFPR had been increasing every year from 1990 to 1997. In 1997, it peaked at 77.6 percent, and then started on a gradual decline, moving slightly up and down thereafter. During the Great Recession the LFPR trended down modestly, from 72.3 percent in 2007 to 70.4 percent in 2010 before increasing again slightly in 2011. In the following years, as noted above, it has been relatively flat, with minor increases in 2016 and 2017, and then a small decrease in 2018, at which time the LFPR measured 70.4 percent.

Employment in the region has been steadily increasing since 1990. As of 2018, a total of 257,012 persons were working in the region. Until 2008, dips in employment were rare. One occurred in 1999 when employment decreased by 2,300 workers. With the Great Recession, more significant employment drops occurred, bottoming out at 233,222 people in 2010. Starting in 2011, employment has increased every year with the exception of 2018, when a slight decrease in employment from 2017 was realized. In 2015, the region finally surpassed a previous post-1990 high recorded in 2007.

The unemployment rate has varied over the last 30 years, and it has hovered between a high of 8.1 percent during the Great Recession to a low of 3.1 percent in 2018, the year in which the most recent DWD data were available. The median unemployment rate of the last 3 decades of 4.9 percent was seen in both 1994 and 1990. Since 1990, the unemployment rate increased in the region around the time of national recessions in the early 1990s and early 2000s. Another mild spike in the unemployment rate occurred in the mid-2000s. The biggest increase in the rate occurred in 2009 (8.1 percent) and stayed at 5 percent or higher until 2014, although annual decreases were experienced during this time span starting in 2011. From 2015 to 2018, the unemployment rate continued to fall each year until it reached its lowest point in a generation. This recent trend in the region reflects a national trend of a lowering unemployment rate during the post-Great Recession recovery.

The following graph (Figure 5) depicts both the LFPR and the unemployment rate in the region over the last three decades. The full dataset of labor force, employment, and unemployment data and percentages from 1990 to 2018 can be found in Appendix E.

Figure 5. Labor Force Participation and Unemployment, 1990-2018.



Source: Wisconsin Department of Workforce Development, LAUS, March 2020.

Age

The labor force will also be affected by changing demographics in the future. Corresponding with national trends, the West Central Region’s population will be getting older over the next twenty years, according to the Wisconsin Department of Administration. This development could have an effect on the LFPR in the future and could cause employers to be faced with a longer-term challenge of finding workers as the population continues to age. In 2020, eighteen percent of the regional population was comprised of residents aged 65 years and older. This percentage is expected to increase to 23 percent by 2040, while the population in their prime working years (ages 20-64) will decrease from 56 percent to 52 percent during the same time period. Table 2 below shows how the age distribution of the population will change from 2020-2040.

Table 2. Age distribution in the West Central WDA, 2020 - 2040.

Age Range	2020	2025	2030	2035	2040
Youth (0-19)	26%	26%	26%	25%	25%
Core Working Age (20-64)	56%	54%	52%	52%	52%
Senior (65+)	18%	20%	22%	23%	23%

Source: Wisconsin Department of Administration, 2013

Barriers to Employment

The Workforce Innovation and Opportunity Act identifies a number of populations that may experience significant barriers to employment. The West Central Region is no different than any other state or region in recognizing that many of its residents may experience difficulty gaining and maintaining employment. The West Central Region WIOA plan will develop a strategy to assist these individuals.

Among the individuals with significant barriers to employment, the following are most notable:

Disabled People: Based on 2018 U.S. Census Bureau estimates, out of a civilian non-institutionalized population of 286,491 people in the region aged 18 to 64 years, a total of 27,708 persons have a

disability (9.7 percent). Of this population, half is in the labor force. The unemployment rate among the disabled population in the labor force is 8.8 percent. In comparison, about 85.7 percent of people aged 18 to 64 without a disability in the region are in the labor force, and the unemployment rate among this group is 2.9 percent. These figures demonstrate a gap that could be filled by disabled workers who are in the labor force. While some people who have disabilities are not able to work full time or at all, many have a specific skill set that can be utilized and developed, thereby strengthening the region's workforce.

Veterans: According to 2018 Census data, the region has 13,829 veterans in the civilian population between 18 and 64 years of age. Of those, 10,891 are in the labor force, of which 3.0 percent are unemployed. The LFPR is 78.8 percent. These percentages compare similarly with numbers for non-veterans in the region (also aged 18 to 64 years), which had a LFPR of 81.6 percent and an unemployment rate of 3.2 percent.

Minority Groups: The U.S. Census reports that, according to 2018 estimates, there are 1,856 American Indians or Alaska natives in the region, which the WIOA Combined State Plan has identified as a group with a barrier to employment. Other notable groups include Asians, of which there are 8,091 persons in the region (1.72 percent), and persons of two or more races (1.77 percent). A total of 10,788 people identifies as Hispanic or Latino (2.29 percent), which the Census Bureau considers as an ethnicity as opposed to a race category. Altogether, 5.19 percent of the population is of a race other than white.

Institutionalized: Based on information from the U.S. Census, approximately 1.3 percent of the region's population is institutionalized (e.g. residing in correctional facilities, juvenile facilities, nursing facilities, or other institutions). Chippewa County has the largest percentage (over 35 percent) of the institutionalized population in the region, largely due to an adult correctional facility located in that county.

Low Income: There are approximately 67,031 individuals (14.7% of the population for whom poverty status is determined) who are considered low-income. Low-income is defined as earning less than 125% of the federal poverty wage, as indicated in the WIOA Combined State Plan.

Language Barrier: Per 2018 U.S. Census data, of the population aged 5 years and older in the region, a total of 23,141, or 5.2 percent, speak a language other than English at home. Among this group, 60.4 percent (13,980) report the ability to speak English "very well," while 39.6 percent (9,161) report that they speak English "less than very well."

Youth Workers: There were 65,582 eligible youth workers (ages 16 to 24) in 2018 in the region, according to U.S. Census data. Of those, approximately 70.1 percent participated in the workforce. The estimated 45,973 participating youth workers accounted for roughly 17 percent of the region's workforce in 2018. The LFPR for youth workers has been on an upward trend over the last five years, with a slight dip in 2018. This increase may reflect the recent growth in the national economy and recent confidence that workers, including youth workers, would be able to find jobs. Even with a generally increasing LFPR, the unemployment rate for the cohort has decreased from 11.0 percent in 2014 to 6.8

percent in 2018, which again, may be a sign of an economy that, up until this point, has been strong in the last few years (Table 3).^{4 5}

Despite these positive trends, unemployment among youth workers is higher compared to the 3.1 percent unemployment rate in the region’s workforce overall in 2018. Per the discussion above, considering that only 32 percent of the jobs in the region will require education or training beyond high school by 2026, yet approximately 59 percent of people aged 25 years or older at this time will have pursued post-high school education/training, this may suggest that well-educated members of the labor force will be working in jobs below their education level that are typically filled by youth workers. As a result, the lower level jobs may not be available leading to higher youth worker unemployment rates. This trend may be starting to set in currently, considering the discrepancy in the unemployment rates between youth workers and the population as a whole.

Table 3. Youth labor force participation and unemployment rates, 2014-2018.

Year	Population		Unemployment
	Age 16-24	LFPR	Rate
2014	65,307	69.2%	11.0%
2015	65,241	69.3%	10.7%
2016	65,240	70.2%	9.2%
2017	65,199	70.5%	7.9%
2018	65,582	70.1%	6.8%

Source: U.S. Census American Community Survey 5-year averages for 2014, 2015, 2016, 2017, and 2018

Other key data on groups that are more likely to experience barriers to employment include the following:

- In the West Central Region there are 4,416 youth, who comprise 4.2 percent of the civilian non-institutionalized population in the region under the age of 18, that have a disability, according to 2018 U.S. Census Bureau data.
- At total of 1,800 people were served in emergency shelters in the region between October 2015 - September 2016 (source: Smith, Adam, 2016. “Who is Homeless in Wisconsin? A Look at Statewide Data”. Wisconsin Homeless Management Information System Institute for Community Alliances, 11pp.)
- According to DWD’s 2018 Migrant and H-2A Worker Population Report, there were 597 migrant and seasonal farmworkers (includes dependents) in the region, as defined at section 167(i) of WIOA and Training and Employment Guidance Letter (TEGL) No. 35-14.
- According to 2018 U.S. Census Bureau data, in the West Central Region there are 20,699 individuals (4.5% of the estimated regional civilian noninstitutionalized population) who report

⁴ Please note that the information on youth employment in this section was based on calculations carried out using data from the 2018 U.S. Census Bureau’s American Community Survey 5-Year Estimates and Emsi.

⁵ It is important to note that the U.S., and the world, appears to be at the beginning phase of a major economic shock due to coronavirus that could have a very significant effect on the economy going forward.

having a cognitive disability. In the 18-64 age group, there are 12,619 individuals (2.7% of the estimated regional civilian noninstitutionalized population) with this disability.

Synopsis

According to the data presented above, the West Central Region has a diverse economy, with particular strengths in the industries of Manufacturing and Health Care & Social Assistance. These industries will be among those creating the most jobs between 2016 and 2026 and will join others as the driver industries in the region, which also include Transportation & Warehousing and Management of Companies & Enterprises. Emerging industries consist of Construction; Wholesale Trade; Finance & Insurance; and Mining, Quarrying, and Oil & Gas Extraction.

The workforce in the West Central Region is well-educated. In 2016, almost 60 percent of the population aged 25 years or older had pursued education or training beyond high school. By 2026, about 59 percent will have this status, and so this percentage will remain essentially unchanged. Despite this significant portion of workers that has pursued and/or achieved good quality education, estimates are that only 32 percent of the jobs by 2026 will require education or training post-high school. This situation puts the region in a predicament that many of its workers will likely be underemployed, which can have a number of effects. These include that the regional median income could be depressed because workers may be forced to work in jobs that pay them below what they should be earning based on their educational achievements, or youth could be “locked out” of job opportunities that their older peers have filled.

The LFPR increased from 1990 to 1997 in the region. Since this time period, it has gradually decreased before mostly leveling out since 2010. The unemployment rate has been affected by national recessions, particularly the Great Recession during which unemployment peaked at 8.1 percent. Throughout the recovery, the West Central Region has performed well, and the unemployment rate as of 2018 measured 3.1 percent. While a low unemployment rate is generally seen as positive, it may also suggest that employers are undergoing challenging times finding workers to fill positions, which complements much anecdotal evidence provided by employers in the region demonstrating the same trend. In addition, an aging population over the next twenty years could affect the LFPR and cause employers to have longer-term difficulties in finding employees that meet their needs.

If more jobs were offered that better utilized the education of the population, then not only might the income level of current residents be raised, but workers from outside the region might also be attracted to work in West Central Wisconsin. Indeed, based on the WIOA Combined State Plan, more employers will be demanding workers with greater technical skills in the future, and so new opportunities for higher wage-earning careers may continue to emerge. In the meantime, recent economic performance has been good overall, but major new threats, such as coronavirus, could swiftly impact the progress that has been made during the post-recession recovery.

Please find Appendices at the end of the Local Plan (page 49)

- Appendix A. Industry and Growth
- Appendix B. Industry Clusters
- Appendix C. Occupations, Growth, and Wages
- Appendix D. Top Ten Hot Jobs

Appendix E. Labor Force, Employment, and Unemployment

4. Provide an analysis of the workforce development activities (including education and training) in the local area, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the local area.

In WDA 8, there is a wide range of workforce development activities and programs, service providers, and training providers available for adults, dislocated workers, youth, and employers.

Some activities include but are not limited to:

* Career Services: All required WIOA elements for basic and individualized career services are provided through the various partners of the workforce system in WDA 8, with the majority provided by core partners within the one-stop system. Career services include a wide range of service types including those specific to adults, dislocated workers, and youth. Examples include assessments, job search assistance, career counseling, referrals to other programs and services, provision of labor market information, individual employment planning, career planning, financial literacy, mentoring, and more.

* Training Services: WDA 8 offers work-based learning opportunities as well as occupational training through career pathways, stackable credentials, and traditional programs. Training services are offered by multiple programs and partners within the local workforce system. Eligibility and program requirements are unique to each funding source. However, partners work together to coordinate service delivery to effectively maximize resources. Examples of services include on-the-job training, adult and youth apprenticeships, short-term training programs, post-secondary education programs, and more. Additionally, we have added industry tours back into our Regional BST.

* Business Services: WDA 8's Business Services Team (BST) coordinates activities and services with workforce system partners to provide comprehensive and streamlined approach that reduces duplication and maximizes resources to employers. The WDA 8 BST meets regularly to collaborate to ensure that employers receive the best services available. Services include, but are not limited to:

* Hiring: The WDA 8 BST offers a full range of services to assist businesses and employers with their hiring needs. Services include, but are not limited to: hiring assistance, job postings on Job Center of Wisconsin, tax incentives, labor market information, job accommodations, and more.

* Training: The WDA 8 BST offers several training programs and incentives to help local businesses and employers stay competitive in today's economy. Services include, but are not limited to: on-the-job training, work experiences, apprenticeships, youth apprenticeships, internships, externship as in some cases practicums.

* Retaining Talent: The WDA 8 BST provides educational opportunities for employers on retention issues to keep businesses informed. Services include, but are not limited to: incumbent worker training, human resource strategies, and more.

- * Expansion: The growth and expansion of area businesses contributes to the economic well-being of the region. The WDA 8 BST connects businesses and employers to expansion resources including tax credits, grants, capital finance, and our partner economic development agencies and Chamber of Commerce.

- * Mass Layoffs and Business Closings: When a business closes or experiences a mass layoff, a special process referred to as Rapid Response is used to quickly assess the reemployment needs of affected workers and to get information to those workers. Services include, but are not limited to: information sessions, planning sessions, onsite services for affected employees, and WIOA program onboarding.

Areas of strength in WDA 8's workforce activities include:

- * Collaboration and Partnerships: WDA 8 has many long-standing and newly developed collaborations and partnerships with community-based organizations, employers, chambers of commerce, County Economic Development Organizations, Regional Economic Development Organizations, industry associations, local government, and more. These have allowed WDA 8 to leverage additional programs, funding opportunities, and capacity to improve services to customers.

- * Performance: WDA 8 has a history of exceeding all performance measures. This reflects the high-quality programs and services delivered as well as skilled workforce development professionals and providers operating the programs.

- * Education and Training Providers: WDA 8 has numerous institutions of higher education including two technical colleges: Chippewa Valley Technical College, Wisconsin Indianhead Technical College, Universities of Wisconsin: UW Eau Claire, UW Stout, UW River Falls, and UW Barron.

These colleges and universities, along with our high-performing K-12 system, provide a wide array of programming to prepare students for in-demand careers. These institutions utilize career pathways and collaborate with local employers to provide input into curriculum and program design. We are also pleased that we are able to offer dual enrollment of High School Students, so that they may articulate credits while still in High School, advancing them early.

- * Service Providers: The workforce system in WDA 8 is comprised of non-profit, for-profit, and public service providers. This blend of service providers maximizes customer choice and brings a unique set of programs and services to the table through leveraging diverse resources. Additionally, the providers have established a reputation for quality programs, good customer service, and strong performance. The 2020-2022 service providers include Workforce Resource, Inc. and Dynamics Institute.

- * Youth Apprenticeship (YA) has a significant footprint in the West Central Region. We serve on multiple task forces and YA boards to ensure continuity, partnership and work to avoid duplicative efforts wherever possible. The WCWWDB strongly supports Apprenticeship and I expect will be an important strategy in our strategic planning.

Areas of weakness in WDA 8's workforce activities include:

- * Funding Levels: Federal workforce funding in Wisconsin and WDA 8 has significantly

declined over the past four years due to unusual economic conditions. With declining funding, program capacities have become more limited. Consequently, this has also impacted the level of funding available for training and support services. We have had to also reduce the total amount of tuition support per individual which is disconcerting.

* Silos and Competing Outcome Measurements: Having a variety of service providers, programs and services, and funding streams is overall a positive for WDA 8. However, the downside is that many of the programs and funding streams have their own unique set of eligibility requirements and outcome measurements which can be limiting as well as create confusion for the customer.

* Lack of Common Intake and Data Systems: Many of the programs and services in WDA 8 have their own set of reporting requirements. Each funder often has a unique data entry system and intake paperwork. The lack of having a common intake and data system across the workforce system creates an additional burden for both the customer and workforce development professional.

*Need to develop stronger linkages between young adult programming involvement and sector partnership efforts.

WDA 8 has the capacity to deliver high-quality workforce programs and services to employers and job seekers. The diversity of service providers, breadth of programs and services, and volume of partnerships and collaborations contributes to WDA 8's high performance. The WDB routinely measures customer satisfaction and looks for areas of continuous improvement to ensure services are being delivered effectively and efficiently.

There are numerous post-secondary training providers who offer a range of program types, costs, lengths, and job placement programs. There are literacy programs designed for those with very low basic skills, bridge programs for those who need to upgrade basic skills, short- and long-term training programs, technical and associate degree providers, two- and four-year colleges and universities.

Additionally, there are excellent service providers in the area for youth. The local technical colleges are the largest providers of effective training services and activities for youth including English as a second language instruction, GED and HSED completion programs, basic skill enhancement programs, occupational skills training, and youth apprenticeships. The technical colleges are adept in engaging youth and helping them see how their education will enhance their futures.

Our WDA currently carries the Federal Youth Build Program, and as a result we have excellence performance thus far, with the ability to duplicate programmatic curriculum developed through Youth Build and mobilize future efforts with this modeling.

- 5. Describe the local WDB's strategic vision and goals for preparing an educated and skilled workforce (including individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in WIOA Section 116(b)(2)(A) to support economic growth and economic self-sufficiency.**

The West Central WI region continues to shift and will continue to change over the coming decades. The local Workforce Development Board WCWWDB is working to understand the imminent changes and develop strategies to address them with key community partners. The overall vision and mission of the WDB are:

Our Vision:

West Central Wisconsin is a region where:

Our diverse workforce meets the needs of area businesses and is productively employed in satisfying and rewarding jobs, and our businesses are profitable, sustainable community partners that provide satisfying, rewarding career opportunities for all workers, and our communities provide the environment to attract and retain the diverse talent and stable businesses necessary to provide a strong and enduring economic base, and

Our workforce development system effectively and efficiently matches the needs of workers to the requirements of area businesses.

Our Purpose

The Board provides leadership to align the needs of a diverse workforce with the needs of business for a strong, sustainable regional economy.

Our Mission: Our purpose in being a member of the West Central Wisconsin Workforce Development Board is: To identify the workforce development needs of my business/ organization, industry and community.

To become informed and inform others about the workforce development issues facing the region.

To assist in establishing goals, objectives and strategies to address those needs and issues.

To assist in providing policy guidance and oversight for the region's workforce development system.

To promote utilization of the region's workforce development services.

To advocate for the policies and resources necessary to address the workforce development needs of the region.

Targets:

- Act as a convener: Convening, brokering, and leveraging with local workforce development system stakeholders to address local workforce issues and to identify expertise and resources to leverage support for workforce development activities.

- Proven and promising practices: The WDB will lead efforts in West Central Wisconsin to identify, promote, and disseminate proven and promising strategies and initiatives to meet the needs of employers and workers. In addition to the priorities highlighted above, the WDB is also setting strategic goals to:

- Build awareness of the WDB and conduct greater outreach and outreach for the WDB and the WCWWDB with the goal of creating more community engagement. As it relates to the performance accountability measures that support economic growth and self-sufficiency, the WDBWCW and its service providers and partners work diligently to recruit and enroll all customers that would benefit from our services. WIOA performance measures are designed to measure the effectiveness and continuous improvement of the workforce service delivery systems. Specific categories of the WIOA core measures include: entered into unsubsidized employment upon exit, retention of employment after exit in the second and fourth quarters,

median earnings upon exit, credential attainment within one year of exit, measurable skills gain in real time, and indicators of effectiveness in serving employers. Individuals with barriers to employment are often referred to WIOA Adult, Dislocated Worker, and Youth services via on-site, internal partners. These partners currently consist of our OSO and partner organizations, Wagner-Peyser, Veteran’s, DVR, FSET and W2 teams. The WCWWDB is committed to maximizing both our mandated and non-mandated partner relationships to prepare WIOA candidates for success. Beyond recruitment and hard-skill acquisition, staff also assist their customers in creating an awareness of current workplace trends and expectations (soft skills), so that the customers are not only prepared to secure and retain their employment, but also to create new and further economic opportunity for themselves and their families.

Understanding that barriers to employment are broad, and that each client we come in contact with has a unique situation, we identify said barriers by utilizing the below table and then customize a plan for our client:

WIOA Barriers to Employment – Common Elements Core Partners	
ELEMENT	DEFINITION
Displaced Homemaker	Record if the participant has been providing unpaid services to family members in the home and who— <ul style="list-style-type: none"> • Has been dependent on the income of another family member but is no longer supported by that income, or • Is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a permanent change of station, or the service-connected death or disability of the member and <ul style="list-style-type: none"> • Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.
Low Income	The participant is a person who: <ul style="list-style-type: none"> • In the 6 months prior to application to the program has received, or is a member of a family that is receiving: • Assistance through the supplemental nutrition assistance program under the Food and Nutrition Act • Assistance through the temporary assistance for needy families program under part A of Title IV of the Social Security Act • Assistance through the supplemental security income program under Title XVI of the Social Security Act or state or local income-based public assistance. • Is in a family with total family income that does not exceed the higher of the poverty line or 70% of the lower living standard income level • Is a youth who receives, or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act. • Is a foster child on behalf of whom State or local government payments are made • Is an individual with a disability whose own income is the poverty line but who is a member of a family whose income does not meet this requirement • Is a homeless individual or a homeless child or youth or runaway youth or • Is a youth living in a high-poverty area.
Individual with a Disability	Record if the participant indicates that s/he has any “disability”, as defined in the Americans with Disabilities Act of 1990. A “disability” is a physical or mental impairment that substantially limits one or more of the person’s major life activities.

Cultural Barriers	Record 1 if the participant perceives him or herself as possessing attitudes, beliefs, customs or practices that influence a way of thinking, acting or working that may serve as a hindrance to employment
Migrant and Seasonal Farmworker Status	<p>Seasonal Farmworker:</p> <ul style="list-style-type: none"> The participant is a low-income individual (i) who for the 12 consecutive months out of the 24 months prior to application for the program involved, has been primarily employed in agriculture or fish farming labor that is characterized by chronic unemployment or underemployment; and (ii) faces multiple barriers to economic self-sufficiency A dependent of the person described above. <p>Migrant Seasonal Farmworker:</p> <ul style="list-style-type: none"> The participant is a seasonal farmworker and whose agricultural labor requires travel to a job site such that the farmworker is unable to return to a permanent place of residence within the same day A dependent of the person described above.
Exhausting TANF Within 2 Years	Record if the participant is within 2 years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act.
Single Parent	Record if the participant is single, separated, divorced or a widowed individual who has primary responsibility for one or more dependent children under age 18 (including single pregnant women).
Long-Term Unemployed	The participant has been unemployed for 27 or more consecutive weeks at program entry.
Ex-Offender	The participant is a person who either (a) has been subject to any stage of the criminal justice process for committing a status offense or delinquent act, or (b) requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction for committing delinquent acts, such as crimes against persons, crimes against property, status offenses, or other crimes.
Homeless Individual, Homeless Children and Youths, or Runaway Youth	<p>The Individual:</p> <p>(a) Lacks a fixed, regular, and adequate nighttime residence. This includes:</p> <ul style="list-style-type: none"> (i) Sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; (ii) Living in a motel, hotel, trailer park, or campground due to a lack of alternative adequate accommodations (iii) Living in an emergency or transitional shelter (iv) Abandoned in a hospital (v) Awaiting foster care placement <p>(b) Has a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, such as a car, park, abandoned building, bus or train station, airport, or camping ground.</p> <p>(c) Is a migratory child who in the preceding 36 months was required to move from one school district to another due to changes in the parent's or parent's spouse's seasonal employment in agriculture, dairy, or fishing work</p> <p>(d) Is under 18 years of age and absents himself or herself from home or place of legal residence without the permission of his or her family (i.e., runaway youth).</p> <p>This definition does not include an individual imprisoned or detained under an Act of Congress or State law. An individual who may be sleeping in a temporary accommodation while away from home should not, as a result of that alone, be recorded as homeless.</p>
Foster Care Youth	Record if the participant is a person who is currently in foster care or has aged out of the foster care system.
English Language Learner	The participant is a person who has limited ability in speaking, reading, writing or understanding the English language and also meets at least one of the following two conditions (a) his or her native language is a language other than English, or (b) he or she lives in a family or community environment where a language other than English is the dominant language.
Low Levels of Literacy	The participant is unable to read, write, and speak in English; compute and solve problems at levels of proficiency necessary to function on the job, in the family of the participant, or in society.

Once individual barriers are identified we work closely with the OSO network, case manager, leveraged programs and identify other community-based partnerships, mentor networks, and resources to ensure wrap-around services. This process creates the best possible alignment for the client's situation. Understanding that the dignity of work and self-sufficiency are likely important long-term goals.

6. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:

- What outreach activities are planned to increase business engagement in your local area?
- How will the Business Services Team be utilized for this purpose?
- How will the members (particularly business members) of the local WDB and Youth Council/committee support these efforts?
- How will sector partnerships be utilized for this purpose?
- What are the goals and objectives for these activities?

Employers are one of the primary customers of the public workforce system. To ensure an effective process that reduces duplication and unnecessary steps for employers, integrates workforce

development programs, and maximizes and leverages resources available, a multi-partner team has been engaged to meet local and regional needs. The WDA 8 BST includes business service staff and managers from one-stop partner agencies. The WDA 8 BST meets regularly to share trends they are seeing in the WDA, discuss future employer needs that could benefit from multi-partner engagement, and plan collaborative service delivery approaches. The WDA 8 BST meets with businesses one-on-one, at industry partnership meetings, and at numerous employer events to discuss hiring, training, and layoff strategies and activities. Oftentimes staff work collaboratively with economic development entities and Chambers of Commerce to identify and address employer needs.

To identify business requirements within the local area, staff engage in the following activities:

- Business services staff meetings with employers, industry associations, chambers, and other business groups;
- Serve on business and industry advisory groups and committees;
- Surveys to employers, industry associations, and other business groups;
- In-demand industry partnership and/or association meetings;
- State labor market data;
- Employer educational events;
- Presentations to chambers and business associations; and
- Service as board members for many of our partner organizations, including but not limited to: County Economic Development Organizations, Momentum West (REDO), Chamber of Commerce, advisory groups in higher educations, and CAP agencies to name a few.

Employer programs and services are designed to include employers of all sizes and all industries. Based on local demand, industry-specific offerings are made available if needed. Current strategies and service offerings include:

- **Hiring:** The WDB offers a full range of services to assist businesses and employers with their hiring needs. The WDB uses the Job Center of Wisconsin to post jobs and review resumes. Staff can also provide employers with current information on available tax incentives, labor market information, and labor laws. Information is provided to employers such as data related to a specific industry, hiring trends, and/or labor market forecasts, to assist employers in making informed decisions. Additional assistance around labor laws and job accommodations are also available upon request.
- **Training:** The WDB offers several training programs and incentives to help local businesses and employers stay competitive in today's economy. On-the-job training funds are available to help businesses offset the cost of training new hires that lack job-critical skills. OJT funds from Titles 1 and 4 are used to provide training wage reimbursements to employers who hire job seekers who have the aptitude and ability to do a specific job but who may not have previous on-the-job experience in that occupation or industry. Reimbursements are designed to help offset the extraordinary costs of training new hires and close the skills gap. The length of the on-the-job training and wage reimbursement is dependent on the amount of training needed and the complexity of the job. Other training services include apprenticeships, youth apprenticeships, internships, and work experiences.
- **Retaining Talent:** The WDA 8 BST provides educational opportunities for employers on retention issues to keep businesses informed. We also partner with our regional SHRM chapter and have access to the CVSHRM library for HR Professionals.
- **Mass Layoffs and Business Closings:** When workers are laid off due to a business closing or mass layoff, a special process referred to as Rapid Response is used to quickly assess the



reemployment needs of affected workers and to get information to those workers. Information sessions are held to discuss unemployment insurance benefits, alternative pension and insurance programs, occupational skills training course availability, reemployment services, and Veteran's benefits.

WDA 8 has a history of strong employer engagement and routinely works with hundreds of employers. In addition to providing the above-mentioned services, special focus will be given to the following activities:

- Continuing to refine the collaborative process of multiple one-stop partners working with the same businesses;
- Researching additional avenues to reach more employers with less capacity and resource constraints (e.g., virtual job fair); and
- Redesigning collaborative business services offered through the one-stop system such as onsite recruitments and job fairs.

The WDA 8 BST will actively participate in all of the above-mentioned outreach activities. Specifically, regarding refining the collaborative process and redesigning collaborative business services, the WDA will have the opportunity to take a leadership role as well as provide ongoing input and direction. The WDA 8 BST will participate in regional sector partnership efforts including Manufacturing Works/Gold Collar Careers, and upcoming Healthcare and Technology Sector Alliances in West Central Region.

Manufacturing Works/Gold Collar Careers in our Manufacturing Sector Alliance. It is comprised of business led owners, CEO's and other operators. We create connections to future workforce for manufacturing and advanced manufacturing opportunities on the behalf of regional employers for youth, parents, educators and business and industry. WDB staff also retain a position on the Manufacturing Works Board of Directors to ensure that we are bringing forward the issues that business and industry see as barriers. Furthermore we advertise the opportunities on the www.goldcollarcareers.com website and portal. We participate on several Youth Apprenticeship Boards, and WDB Staff also are part of advisory boards comprised of businesses for the Technical Colleges in our WDA. We utilize the workforce and education subcommittees of our Chambers of Commerce, and are active on their boards of directors, ambassadors, and other related functions. The WDB has a seat on the REDO for this region, entitled Momentum West. Finally we work with a variety of business based, community led cooperatives and associations to learn from our employer network and assist with the development of career pathways, curriculum recommendations, and eliminate barriers for our employers and future candidates for in demand employment opportunities.

WDB members will support the ongoing outreach activities through make connections through their existing networks, connecting the WDA 8 BST to their business and industry organizations, and sharing their experiences. Additionally, regarding the additional outreach opportunities planned, WDB members will play an active role in serving on ad hoc committees, lending their expertise, and vetting ideas and creating opportunities. Again, our Workforce Development Board is business and industry led.

The WCWWDB has recently procured a new One-Stop-Operator, and will be strategically aligning better partnership outreach, and overall streamlining of the OSO. Additionally, the WDBWCW has created a new structure wherein more formal adherence to Uniform Guidance will be in effect.

7. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local WDB's strategy, including:

Work-Based Learning Programs: Explain how the local area will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities during the planning period.

Due to past successes of participants and strong demand from employers, the WDB places an emphasis on work-based learning programs. Work-based learning has shown to be an effective way for participants to learn new skills, quickly acclimate to a new employer's processes and procedures, and improve retention outcomes. The WDB utilizes incumbent worker training, on-the-job training, internships, and work experiences and works with workforce system partners to promote these opportunities to job seekers and employers. Promotion occurs through various methods including in-person meetings, group presentations, newsletters, fliers, websites, and more. The WDB and its service providers set specific goals and funding objectives related to work-based learning. The WDB requires its service providers to spend no less than 35% of adult and dislocated worker program funds on training, which includes work-based learning, and no less than 20% of youth funds on work experience activities. Currently we have met or exceeded these goals for PY PY18-19.

Additionally, other workforce system partners have work-based learning objectives. The WDB and other workforce system partner help to promote these opportunities when speaking with clients and employers.

• Sector Partnerships Participation: Explain how the local area will utilize the relationships built by the Business Services Team to enhance or expand participation in Sector Partnerships and expand business services efforts. Indicate specific planned objectives and measurable outcomes for PY2020.

To determine the employment needs of the key industry sectors in the local area, the WDA 8 BST analyzes the results of focus group meetings, industry partnership meetings, local employer surveys, business services representative meetings with employers, discussions with Chambers of Commerce and Economic Development, state LMI data, and credible studies. Information is used to make informed decisions on service delivery and programming for employers. For example, the WDA 8 BST is in the process of analyzing the possibility of providing sector-based hiring initiatives for employers.

We currently have Manufacturing Works-Gold Collar Careers (ACTIVE) as our Manufacturing Sector Alliance for WDA8. This is an industry led model and it's own 501C that WDA8 Leadership has been overseeing in WDA 8 for at least 8 years. We are also in the midst of creating 'Healthcare Works' (Emerging) and are in the initial stages of convening local partners for this region-wide effort. We anticipate that our joint boards will further explore and likely identify sector strategies in PY2020, but currently we do not have any others officially in development (EXPLORING) Trades, Transportation/Logistics.



WCWWDB staff is a member of the board of directors for Manufacturing Works. Bridges to Healthcare is in process and we also drive a coordinating council for healthcare in the Opioid and Substance Abuse area. April 2021 we will be convening the WCWWDB to establish a work plan, task forces, including a business caucus that will be active in directing current and future sector strategies.

The Regional Business Services Team will meet monthly with required partners, to establish opportunities to collaborate with local and regional business and sector initiatives. Manufacturing Works, our one official sector alliance meets monthly and responds directly to the industry leaders that participate on the board of directors.

The One Stop Operator Committee will oversee the Regional Business Services Team, analyze collaborations and business activity and make recommendations to the Regional Business Services Team to assist in market penetration.

As we get lift-off with our new Healthcare Sector, 'Healthcare Works', we will be conducting monthly meetings, and will duplicate the same governance and member structure as Manufacturing Works.

In total we will have a minimum of 24 meetings per year with sector alliances, and 24 quarterly meetings with partners and local business members.

Finally we meet with partners and employers quarterly in every county that WDA 8 oversees. We are averaging 10 business connections per week with one FTE for WDA8, and monitor the connectivity and collaborative business outreach every other week during our WIOA bimonthly partner meetings.

•Sector Partnerships - Status and Objectives: Identify what sector partnerships the local area is currently engaged in or plans to engage in during PY2020? Indicate the current status of those partnerships, (active, emerging, or exploring), plus PY2020 planned objectives and measurable outcomes.

Active sector partnerships in WDA 8 currently include:

1. Healthcare
2. Manufacturing
3. Transportation/Logistics
5. Financial Services/Customer Service
6. Information Technology
7. Trades, Beginning with Construction

The WDB is open to developing or supporting new sector partnerships by leveraging resources and existing partnerships. Currently to avoid duplication of services, the WDB participate in, or supports existing sector partnerships that have been established by other local WDBs, economic development organizations, businesses alliances, and local Chambers of Commerce. By integrating segmented partnerships, more stakeholders are brought to the table which can lead to better results.

Based on our most recent strategic planning, the following sectors of focus were identified, which include but are not limited to: Hospitality, Tourism and Agribusiness are also under consideration.

Apprenticeship, On the Job Training, Experience based learning through Work Experience are on the docket for this program year. We also anticipate expect to utilize incumbent worker training, and customized training programs to aid in layoff aversion activities. Outcomes will be measured through performance, training goals and negotiated performance measures agreed to with our State Department of Workforce Development. Individual MOU's we have in place with our service providers also aid in ensuring we meet and/or exceed performance measures.

•Career Pathways: Explain how the local area will utilize information gathered through its Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in the local area. Indicate specific PY2020 planned objectives and measurable outcomes.

Throughout the career pathway development process, the WDB and technical colleges have taken an industry-driven approach by consulting with industry partners to identify regional industry needs including skill gaps and training needs. The role of workforce development has been three fold: to recruit employers to provide input to the development of career pathways; refer WIOA participants to career pathway opportunities; and provide wrap around services to career pathway users to facilitate the best chance of success. Technical college roles have also been three fold: to recruit employers for advisory councils, to develop the career pathway, and to develop the curriculum. The technical colleges consult with WDB and one-stop system partners, including the WDA 8 BST, for input.

Labor market information, Business input, and sector alliances are able to successfully move forward both current in-demand and long-term high demand occupations that will be needed for this labor force both now and for years to come. With the abundance of choices, we can match interest, aptitude and desire with each of our customers.

The WDB has facilitated sessions with healthcare, manufacturing, hospitality, retail, and information technology employers.

The WWDA has developed the Talent and Development Council (TDC) which utilizes executive run statewide associations representing literally thousands of Wisconsin-based employers which provides yet another avenue for input from our business community.

Finally, our Regional Business Services Team meets monthly to discuss what each partner is doing out there, how we can work in collaboration, speak to one another's offerings, and ultimately be able to work in concert with the communities we serve. Information is key, and the Regional Business Services Team does a nice job of representing opportunities coming from the business sector and developing those toward a career pathway, to train, upskill and create a work ready, competitive workforce.

We have an active Manufacturing Sector (ACTIVE) with Strategic Planning occurring in November of 2020. In addition, we are looking at creating healthcare and information technology sectors (EMERGING) over the coming PY. Transportation (EXPLORING) is another key area that we are trying to develop, and currently we sit on a County Based Transportation Commission in part to assist us in developing a more robust and informed pathway as we look at the architecture needed successfully



build out this sector partnership. We also have WDB members that represent the transportation/logistics sectors.

WCWWDB was involved in the Wisconsin Regional Career Pathways, made possible by the JPMorgan Chase New Skills for Youth (NSFY) grant. WDA 8 is one of four pilot regions working to deliver high-quality career pathways in high schools that reflect the needs and vision of a regional collaborative group of employers, education, and economic and workforce development. The regional collaboratives adopt, implement, promote, and monitor high school career pathways in high-skill, in-demand industry sectors. They act as an advisory group, on behalf of regional districts, to identify and overcome barriers that prevent students in the region from accessing the pathway. The NSFY regional career pathway development process ensures that high schools connect to regional workforce and economic development efforts where career pathways feature high-skill, in-demand careers. These pathways are created in partnership with local workforce and economic development boards, technical colleges, and other regional stakeholders to provide school districts with a “ready-made” academic and career plan that includes:

A sequence of courses; Work-based learning experiences; Industry-recognized certifications; and opportunities to gain college credit. Career Pathways in manufacturing, nursing, and construction were developed through the Regional Career Pathways effort.

We are working in real time with the Technical Colleges and the UW System schools, as well as other ITA approved training institutions to further develop career pathways that are relevant and easily accessible to in demand occupations, specifically rural occupations in the healthcare sector. We anticipate beginning to deliver these opportunities to eligible individuals in early 2021. Additionally, we are working on rural occupation and career pathway design in the following areas that include but are not limited to: Advanced Manufacturing, Technology Occupations, Robotics, AI and Transportation with technology emphasis. Again, we anticipate being able to begin delivering in these pathways in the early part of 2021. These pathways will require that the sector partnership surrounding these occupational areas move from development phase and into implementation.

IMPLEMENTATION & OUTCOME METRICS	QTR 1 2020	QTR 2 2020	QTR 3 2020	QTR 4 2020	SPECIFIC GOALS and UPDATES
WCWWDB STRATEGIC PLANNING OBJECTIVES					
1. Alternative access to Services and Education <ol style="list-style-type: none"> a. Develop Virtual Services b. Improve use of Technology in reaching and creating access to Education. c. Alternative Delivery Methods d. Remote or Varied Service Delivery 					

<p>2. Public Relations and Outreach</p> <ul style="list-style-type: none"> a. Community Education on Mission/Priorities b. Partners in Marketing c. Outreach to potential new at-risk populations. (I.e. Youth educational continuity) d. Market Successes 					
<p>3. Flexible Funding Strategies</p> <ul style="list-style-type: none"> a. Outside Government Funding b. Increase Funding Partnerships 					
<p>4. Promote Diverse Career Pathways</p> <ul style="list-style-type: none"> a. STEM Education for ALL b. Apprenticeship c. Promote Careers that do not require advanced degrees. d. Educational Pipeline - Jobs 					
<p>5. Board Development and Engagement</p> <ul style="list-style-type: none"> a. Consortium vs. WDB b. Re-evaluate Successes and Failures c. WDBWCW Onboarding d. Data: Business - Assessment 					
<p>6. Soft Skills and Job Readiness Preparation</p> <ul style="list-style-type: none"> a. Education and Life Skills b. OSO and Regional Partnership 					

Engagement c. Library Partners d. Work with Technical Colleges					
7. Business and Sector Engagement a. Business Owners b. Advancing partnerships with EDO's c. New partnerships – identify Partners					
Other:					

Legend

- **Career Pathways: Explain how the local area will utilize information gathered through its Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in the local area. Indicate specific PY2020 planned objectives and measurable outcomes.**

The Business Services Team or (BST) acts as a lens into the health of our local industries--providing on-the-ground intel from employers in real time. As such, the WDBWCW garners valuable insight from its BST via employer dialogue and data.

The BST collects and shares information via One-Stop system leadership meetings, industry partnership meetings, statewide BST meetings, and local meetings with partners and service providers throughout the region. These report-outs can also be made to stakeholders, including but not limited to: the WDBWCW Board of Directors, economic development partners, and regional and state leadership.

The WDBWCW also maintains a robust and responsive customer relationship management (Salesforce) system to capture data and analyze business activities from hundreds of local employers. This system is used in conjunction with Job Center of Wisconsin's Business platform, JCW Business. These systems can help to quantify activities, identify trends and help stakeholders make actionable decisions based on quantitative and qualitative information. We also participate in our local technical colleges' industry advisory committees to gain insight, identify and articulate career pathways and occupational alignment for the needs of industry.

Both dialogue and data give the WDBWCW a clearer picture of the business landscape, including common challenges, choke points, talent needs and potential sector partnerships to support the development and evolution of Career Pathways in our region.

The WDBWCW and the One-Stop system partners will continue to call on the BST to:

- Collect quantifiable and qualitative data on business outreach and relationship-building activities using designated data systems;
- Maintain the network of its employer relationships and continue adding to the network
- Provide the aforementioned business services to employers in a coordinated fashion with other BST members to minimize duplication;
- Identify and explore new strategies to outreach to businesses in a collaborative and cost-effective manner (mobile and virtual platforms, web-based outreach, cross-industry events).
- Support the blending and outreach of work-based learning and bridgework of apprenticeship models

These efforts are intended to help maximize our federal WIOA performance metric goals.

- 8. Describe how the local WDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including: the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential Include how the local board will: a. Facilitate the development of career pathways; b. Facilitate, as appropriate, co-enrollment in core programs; and c. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

The local one-stop system has many years of experience designing, implementing, and modifying program access protocols to accommodate customers. The one-stop centers were founded with a goal of providing streamlined, non-duplicative, customer-focused services from the moment of first contact by a citizen or business. This is a continuing priority of the one-stop centers and has been throughout their history. Onsite leadership teams address program access and intake continually within their monthly meetings. Customer feedback from first time visitors is conducted through a formal survey process on an ongoing basis. Results are used to evaluate success and make improvements.

The providers of core services in the local area are all actively engaged partners in the one-stop center. Core partners meet routinely to solidify working relationships, partnerships, and processes as well as explore additional resources to support customers in WDA 8. Additionally, coordinated targeted outreach is conducted with local community-based organizations whose mission it is to serve those with barriers. This also helps bring that population to the one-stop system.

Since the passage of WIOA, additional attention is given to expanding access to individuals with

barriers to employment. This includes expanded outreach efforts in key areas, ensuring effective assistive technology is available, training staff, and more. We provide visitors in determining which programs and services will best meet their needs. This ensures that visitors learn about all partner programs and services in which they might be eligible. We drive compressed learning in 1-week blocks to provide classroom learning of Manufacturing and Healthcare occupations, as well as an overview of the trades, transportation careers and other in-demand sectors as available. This gives participants the opportunity to experience what each of these career pathways has to offer before deciding what their long—term career goals may look like.

The WCWWDB provides fully accessible program and program supports specifically to those with barriers in mind. Low-income individuals; Individuals with disabilities (including youth with disabilities); Veterans; Older individuals (aged 55 years and older); Ex-offenders or justice-involved individuals; Homeless individuals (including homeless youth); Youth who are in or have aged out of the foster care system; English language learners; Individuals with basic skill deficiencies (an individual is unable to compute or solve programs, or read, write, or speak English at a level necessary to function on the job, or in the individual's family, or in society); Individuals facing substantial cultural barriers; Single parents (including single, pregnant women); Native Americans, Alaska Natives, and Somali Refugees; Eligible migrant and seasonal farmworkers; Long-term unemployed individuals; Individuals within 2 years of exhausting lifetime TANF eligibility; and, displaced homemakers. Supportive services are provided to ensure full participation in our programs, ultimately leading to the best possible outcome for the customer.

In WDA 8, career pathways have been developed for several industry sectors and occupations, many more under development. The WDB actively participates in pathway development by providing input at industry advisory meetings, directly working with college leadership, and by providing ITA's in specific short-term demand-driven programs that align with established career pathways. The WDB has aligned its training policies to maximize the utilization of career pathways. The career pathway principles of aligning resources locally and regionally, targeting low income adults, and providing industry driven programs will continue to be incorporated into WDA 8 programming.

Job seekers are provided with career pathway information upon enrollment in WIOA programs so that job seekers can view long-term career pathways with educational options for vertical advancement. Career pathway awareness has increased in recent years as more pathways have been developed. Career planners in all core programs play a key role in educating job seekers on their options for industry-recognized credentials which helps the client make an informed choice that best meets their individual needs.

The West Central WI WDA has for years, built partnerships that add value, build co-enrollment opportunities and leverage the greatest amount of resources, both human and financial ensuring that our clients receive the very highest level and variety of services. An example of how this works in WDA 8 is as follows:

- **Co-enrollment**

The WCWWDB continues to work with its OSO, service providers and core partner agencies to streamline the process of co-enrolling customers in one or more WIOA core programs. The OSO provides training to Job Center and WIOA partners to increase understanding of 1) programs

and services offered by each WIOA core partner agency, 2) the eligibility requirements for participation in programs and/or to receive services or supports, 3) intake, assessment, and referral processes (where applicable) to new staff and through AJC affiliated training sessions. This also includes the development and maintenance of a resource guide that describes the core partner programs, services and contacts. Partner agencies meet to discuss co-enrollment and action plans to increase system and resource alignment at the administrative and field staff levels. This can also include the sharing of scheduled activities -- dates, times, locations, etc. for dissemination to staff and customers at the AJCs. The WCWWDB and the OSO monitor co-enrollment data via State reporting tools to evaluate effectiveness of co-enrollment goals and adjust strategies. Leveraging co-enrollments has been a key function of WDA 8 partnerships over the years. Please see below leverage table as an example:

Leverage Table WDA 8

FUNDS	ADULT		Dislocated Workers		IS YOUTH		OS Youth	
TOTAL SERVED	109		202		10		115	
	Co-Enrolled	Amount	Co-Enrolled	Amount	Co-Enrolled	Amount	Co-Enrolled	Amount
FSET	48	\$646,166	17	\$123,489	0	\$0	13	\$165,873
W2	10	\$62,044	0	\$0	0	\$0	6	\$35,284
W2 Emergency Assistance	6	\$4,775	0	\$0	0	\$0	1	\$754
Independent Living	0	\$0	0	\$0	1	\$5,810	1	\$505
Total Co-Enrolled	64	\$712,985	17	\$123,489	1	\$5,810	21	\$202,416

Total Leveraged Dollars: \$1,044,700

Entities carrying out core programs will improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry recognized certificate or certification, portable and stackable) by expanding our partnerships.

The WCWWDB supports the development of credential generating activities with business associations, educational entities, private training institutions and other industry groups throughout Wisconsin, utilizing the Regional Business Services model (RBST). The RBST also utilize Sector Partnerships, including Manufacturing Works (for manufacturing and advanced manufacturing) within our region, to help determine training needs. It is planned that this methodology can be developed to bring these opportunities to someone's home, personal computer or through various types of technology.

Core partners, as well as other community partners (Employers, Quarterly Meeting of the OSO, CAP Agencies, and other types of advisory councils etc.), have the opportunity to access to this technology that they often do not have access to within their own

business/ agency. WDA 8 will also seek additional funding, wherever possible in order to more effectively meet the needs of the participant and businesses. Fast Forward Grants have also been effective means by which to collaborate and offer a hybrid of traditional and deliver cutting-edge training programs.

Availability and access to activities leading to a recognized postsecondary credential will be improved via a research and recruiting initiatives facilitated by the WCWWDB, the OSO, and Regional BST. These entities continue to research notable post-secondary credential opportunities utilized within the State of WI. Results will be cooperatively considered by all partners and the WDB to pursue appropriate credential attainment enhancements in this local area. Outreach is an important part of our work here in WDA8. And all partners work diligently with our outreach to expand access to as many individuals as possible.

Being that we utilize career pathway methodology wherever possible, this will always result in a credential that is an industry-recognized certificate or certification, and is portable, and stackable. Career planners consistently stress the value of credentials to those we serve. For example, in one of our healthcare related career pathways, the ultimate goal may be to become an RN. Each milestone still awards a credential, i.e CNA's, then Medical Assistant, etc. Accomplishing the milestone along with the 'completion' of the credential at each stage of the stackable model also fosters a belief that one can become a successful completer and changes one's belief that success is in reach.

We often utilize the Fast Forward Grants to attain a stackable credential, which is also generally an industry recognized credential. Training providers in the West Central Region are well-aware of industry recognized credentials, and our WDB and most other regional workforce development partners require credentialed training now. Dual enrollment for high school aged individuals, and the incumbent workforce are also included in stackable credentialing.

(for additional information please see Pathways WI, and any WTCS career pathways models which require stackable credentialing)

9. Describe the strategy employed to work with adult education providers funded under Title II of WIOA and vocational rehabilitation providers funded under Title IV of WIOA to align resources available to the local area to achieve the strategic vision and goals described in question 5.

The WDB has strong partnerships with Adult Basic Education (ABE) programs offered by the local technical colleges Chippewa Valley Technical College and Wisconsin Indianhead Technical College and other community-based organizations. The WDB has a long-standing partnership with DVR and many of DVR's service providers across WDA 8. DVR and WIOA Title I career planners and business services staff routinely work together to coordinate service delivery, provide co-enrollment, and maximize benefits to clients and employers. With ABE providers and DVR as core one-stop partners and members of the Operations Team, coordinating service-delivery, aligning resources, and co-enrolling clients occurs on a regular basis.

Directors of ABE programs and DVR are involved in one-stop system planning meetings (Executive Leadership and Operations Teams) and information is shared on programs, services, and changes at all levels. Coordination with ABE and DVR programs has been happening since the one-stops were built over 20 years ago. DVR and ABE programs are an integral part of the one-stop system and WIOA planning and coordination has been part of daily business. Over the years, much work has been done to coordinate and align resources as much as possible for customer benefit.

The WDB recognizes the value that comes from partnerships and coordination. To that end, the WDB created a strategic objective to ensure maximum effectiveness: “Leveraging partnerships to better serve our clients.” The first strategy the WDB will undertake is creating a stakeholder map, defining levels of partnership, and developing a stakeholder engagement plan. Adult education and vocational rehabilitation providers will be a central component of this strategy. A key item that will be part of this effort is identifying opportunities to align resources to achieve client success.

To be less reliant on WIOA funds, the WCWWDB will be looking to leverage additional funding to ensure a broader reach for clients and to ensure sustainability.

10. Describe the strategies and services that will be utilized to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

Many first-time visitors to the one-stop system are often individuals who are receiving or are attempting to receive unemployment insurance. In some cases, the unemployment insurance program requires individuals to visit a one-stop center and attend a Re-Employment Services and Eligibility Assessment workshop. In other cases, individuals need assistance with understanding their eligibility for unemployment insurance or with their application. In both scenarios, DWD Job Service staff assist individuals in the workshop, the resource room, and/or through one-on-one meetings. In addition to DWD Job Service staff, other one-stop partner staff attend unemployment insurance training to be able to effectively help clients navigate the unemployment insurance program.

When a business experiences a mass layoff or a closure, the **Rapid Response Team** provides onsite information and/or workshops to affected individuals. Information sessions are often held to discuss unemployment insurance benefits, alternative pension and insurance programs, occupational skills training course availability, reemployment services, and Veteran’s benefits. Staff assist affected individuals with understanding their eligibility for the unemployment insurance program as well as how to apply for benefits. Additionally, there are other situations where a client or employer needs assistance with navigating the unemployment insurance program or understanding their responsibilities. In these cases, one-staff assist to the extent feasible and then refer the individuals to the unemployment insurance program.

Additionally, we will begin working with our libraries in PY20-23 and incorporating where appropriate Kiosks, or private offices within the libraries that clients can access as a self-serve portal that will connect them virtually to a case manager. We also anticipate creating a type of referral network or “call tree”. For example, a client comes to file for UI, does so successfully and then transfer the individual to WIOA intake specialist, a W2 worker for emergency

assistance, and FSET. We are offering these as strategies to partner with greater efficiency with our partners while eliminating some of our extraordinary infrastructure/bricks and mortar costs.

11. Describe how the local WDB will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the planning region and promote entrepreneurial skills training and microenterprise services.

The WDA has eight strong county-wide economic development entities which work closely with the WDB. There are also municipal economic development organizations and a regional economic development organization that the board coordinates with to provide employer services. WDB staff serve on local economic development boards and committees to provide input and help coordinate activities. Additionally, there is an economic development representative on the WDB. Members of the WDA 8 BST routinely work collaboratively with economic development entities to identify and address employer needs. This often occurs when a local employer is expanding their business, or a new employer is moving into the WDA. WDA 8 Business Service Team members assist with making presentations, providing information on available programs and services, and providing labor market information. Team members also frequently serve as a connector to workforce system partners including educational institutions, training providers, and other workforce service providers. There are existing resources in the area that already provide microenterprise and entrepreneurial training. The mechanisms in place to support these programs include educating job seekers who show interest on the available resources and making referrals, having the business resources educate one-stop system staff on available services, and educating the business resource staff on WDA 8's workforce programs and services which can support small business development.

12. Provide a description of the workforce development system in the local area that:

- Identifies the programs that are included in that system; and
- Describes strategies used by the local WDBs to engage with the required WIOA partners to provide core service alignment and to increase awareness of career pathways and the critical role that workforce development plays in ensuring that everyone has access to educational and career pathways that result in meaningful employment.

Programs available through the workforce development system include, but are not limited to:

- English Language Learner and English as a Second Language Programming
- FoodShare Employment and Training Programming
- Independent Living Programming
- Post-Secondary Career and Technical Education Programming
- Trade Adjustment Assistance
- Senior Community Service Employment Programming
- Unemployment Compensation Assistance
- Veterans Employment Services
- Windows to Work Programming
- WIOA Adult, Dislocated Worker, and Youth Programming
- WIOA Adult Education and Family Literacy Act Programming
- WIOA Vocational Rehabilitation Programming

- WIOA Native American Programming
- WIOA Rapid Response Programming
- WIOA Wagner-Peyser Labor Exchange and Re-Employment Services
- Wisconsin Works Programming
-
- Other Grant Funding Opportunities (i.e. WAGE\$, Opiod, etc.)
- Carl D. Perkins Career and Technical Education
- Department of Housing and Urban Development employment and training programs
- Migrant and Seasonal Farmworker
- YouthBuild
- TANF

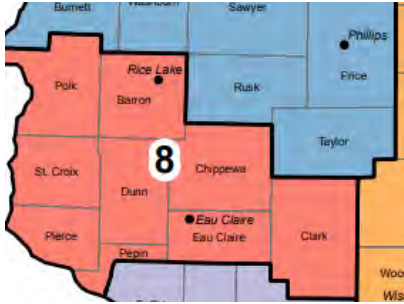
The providers of core services in the local area are all actively engaged partners in the one-stop center. Core partners meet routinely to solidify working relationships, partnerships, and align services as well as explore opportunities to leverage resources to best support customers. In WDA 8, career pathways have been developed for several industry sectors and occupations, with many more under development. Many core partners have aligned training policies to maximize the utilization of career pathways. The career pathway principles of aligning resources locally and regionally, targeting low income adults, and providing industry driven programs will continue to be incorporated into WDA 8 programming.

Job seekers are provided with career pathway education and information upon enrollment in WIOA programs so that job seekers can view long-term career pathways with educational options for advancement. Career pathway awareness has increased in recent years as more pathways have been developed. Career planners in all core programs play a key role in educating job seekers on their options for industry-recognized credentials which helps the client make an informed choice that best meets their individual needs. Job seekers receive labor market information with projected job openings and salary levels to assist their understanding of the various steps along a career pathway.

13. Describe the one-stop delivery system in the local area, in particular:

a. Identify the locations of the comprehensive physical one-stop center(s) (at least one) within the local area, and list the location(s) of your networked affiliate sites, both physical and electronically linked, such as libraries.

Comprehensive Locations:

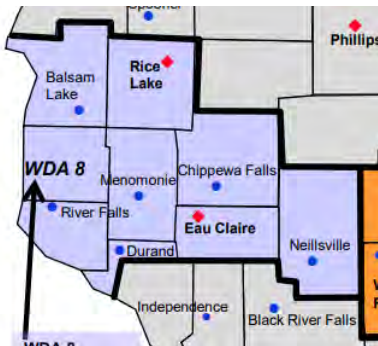


Eau Claire Job Center
221 W. Madison Street
Eau Claire, WI 54703

Barron County Job Center (Rice Lake)
331 S Main St # 6,
Rice Lake, WI 54868

Affiliate Locations (blue):

Dunn County Job Center
401 Technology Dr E,
Menomonie, WI 54751
(Corporate Headquarters)



Chippewa County Job Center
2829 County Highway I,
Suite 2A, Chippewa Falls, WI 54729

Clark County Job Center
501 Hewett St.,
Neillsville, WI 54456

Pepin County Job Center
403 - 3rd Avenue W,
Durand, WI 54736

Polk County Job Center
317A Main Street,
PO Box 278,

Balsam Lake, WI 54810

St. Croix Valley Job Center (St. Croix and Pierce)
704-B N Main Street,
River Falls, WI 54022

One-stops are located in each of our 9 counties with St. Croix Valley being on the border of St. Croix and Pierce Counties. Staff at the one-stop centers meet with clients on- and off-site, including locations within the greater workforce system such as libraries and technical colleges and University of Wisconsin locations.

b. Identify your key strategies for integrating the core programs, as well as all required partner programs (Title I, Job Corps, Migrant and Seasonal Farmworker, Native American, YouthBuild, Title II, Title IV, Title V, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Compensation, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education, Community Services Block Grant, Department of Housing and Urban Development employment and training programs, FSET, and TANF), within the local one-stop system of comprehensive and affiliate offices.

The WDB's designated one-stop operator and the one-stop system's Operations Coordinator are responsible for facilitating integration efforts and convening all required partners in the one-stop system. Primary activities include:

- Operations Team: Front-line supervisors or managers from each core and partner program meet bimonthly to discuss individual program updates, areas of common need, and strategies to align and/or integrate service delivery.
- WDA 8 BST: Business services representatives from all core and partner programs convene every 60 days to discuss business needs, employer services, and opportunities to align and/or integrate service delivery.
- All-Staff Meetings: Meetings for all staff who are part of core and partner programs are convened monthly to provide and/or receive workforce system updates, participate in shared training, and more.
- WIOA Planner Meetings: These are held twice per month to ensure continuity and best practice standards for coordinated services and career planning.
- Other: Lunch-n-learn events and topical educational and training events are held on an as needed basis for front line and supervisory staff of core and partner programs to enhance service delivery.

The following partner programs are located in WDA 8 and provide services onsite at one-stop locations, through service referrals, and/or through information provided by trained staff:

- English Language Learner and English as a Second Language Programming
- FoodShare Employment and Training Programming
- Independent Living Programming
- Post-Secondary Career and Technical Education Programming
- Trade Adjustment Assistance
- Senior Community Service Employment Programming
- Unemployment Compensation Assistance
- Veterans Employment Services
- Windows to Work Programming

- WIOA Adult, Dislocated Worker, and Youth Programming
- WIOA Adult Education and Family Literacy Act Programming
- WIOA Vocational Rehabilitation Programming
- WIOA Native American Programming
- WIOA Rapid Response Programming
- WIOA Wagner-Peyser Labor Exchange and Re-Employment Services
- Wisconsin Works Programming
- Other Grant Funding Opportunities (i.e. WAGE\$, Opiod, etc.)
- Carl D. Perkins Career and Technical Education
- Department of Housing and Urban Development employment and training programs
- Migrant and Seasonal Farmworker
- YouthBuild
- TANF

c. Describe the roles and resource contributions of each of the one-stop partners.

The roles and resource contributions can be found in the annually updated local WIOA memorandum of understanding for one-stops. A copy of the fully executed document is available by contacting WCWWDB Board Staff at 715-235-8393, or by visiting (www.wcwwdb.org)

d. Describe how the local WDB will facilitate meaningful access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.

All WIOA paperwork may filled out by individuals remotely, via mail or in-person. Career planners can email and/or text individuals for appointments and resources including Skype and Microsoft Teams which allows for at-home or remote usage by customers and in-office review by career planners. The one-stop system has a network of community partners that provide complimentary services in the WDA. These partners receive mailings monthly in paper-based and electronic formats. Partners display one-stop materials in their locations and the one-stop provides community partner print materials in the one-stop lobbies. Representatives of external partners are invited to present information on their services at one-stop inter-agency all-staff meetings and one-stop partner staff present information as needed. External partners are invited to inter-agency events and information sharing events on a regular basis. Relationship building and outreach remain a top method of communicating our services beyond the one-stop buildings. The one-stop website, website linkages to partner sites, and web-based programs allow for web-based linkages to services. Each of the major partners in the one-stop offer web access so customers can gain information from county websites, technical college websites, State of Wisconsin websites, and the one-stop website. Additionally, an ongoing partnership with the library system provides web linkages, materials, workshops, and reciprocal training. In-person appointments are always available.

We are currently piloting a self-serve kiosk system that may offer our libraries virtual linkage to individuals requiring services, including but not limited to WIOA, Wagner-Peyser, UI, FSET, and W2 wrap around services.

Due to COVID19 – WI Job Centers remain closed to the public but are always available for face to face appointment only meetings, or virtual case managed services.

e. Identify the types of assessments and assessment tools that will be utilized within the one-stop delivery system and how these assessments will be coordinated across participating programs to avoid duplication of effort and multiple assessments of customers being served by more than one partner program.

Career Planners may provide any number of assessments to support customers in developing a strategic employment and service plan. Tools can assess aptitudes, education levels, basic skill levels, career interests and goals, work history, potential barriers, financial needs and goals, supportive (wraparound) service needs and more. Some of the most used tools include:

- Career Employment Planning Toolkit: Job Fit Review
- CareerLocker
- Accuplacer
- O*Net Online
- SkillExplorer
- TABE (Test of Adult Basic Education)
- AAB
- WIOA Self-Assessment and Supportive Needs Tool

Although we have access to several tools, the tool of choice for the WCWWDB, is the **AAB**. Technical schools utilize a number of different tools as well. Currently we do not have coordination with institutions of higher learning with regard to utilizing a common tool. However coordinated services, leveraged programs and activities, and other co-enrollment opportunities in WDA8, do utilize the AAB as the assessment of choice for the programs operated in this area. At minimum we are aware of all of the assessments utilized in the West Central Region among partners and we communicate regularly about how we are utilizing said assessment tools. Prior to onboarding individuals into a training program with one of our regional training providers. It is understood that students will be assessed and the appropriate and/or recognized assessment will be accomplished prior to enrollment. We continue to have discussions with our workforce, education and industry partners in hopes that one day we may come to an agreement on a common assessment tool for West Central Wisconsin and throughout the State of Wisconsin.

f. Describe strategies that will be utilized in the one-stop system to improve accessibility and services for limited English proficient individuals/English Language Learners

The WCWWDB adheres to local, State and Federal guidance to provide accessibility services for English Language Learners (ELL). It is widely known that limited English proficiency is a significant barrier to promotion, competitive wages, fewer connections to employers, and can ultimately make workers vulnerable to abuse in the workplace once they gain employment.

English as a Second Language instruction should be customized for individuals unique and different needs. We have our standard help lines and translating services, employ a small number of bilingual staff but we are taking this issue seriously and broadening the scope of our services for ELL. Gratefully we have good relationships with both of our Technical Colleges, who provide hands on time and mentoring for ELL individuals. We make many referrals for ELL to our Wisconsin Technical College System. We can refer individuals in our nine-county region to a number of these campuses, generally within a small distance from our Job Centers. We also serve immigrants and refugee populations in West Central Wisconsin.

Supportive services, such as help with removing barriers of transportation or child-care, can make it easier for workers to enroll and participate in education, work experience or on the job training, leading up to and including job placement.

Community outreach is an excellent way of engaging immigrant communities. Providing recruitment materials in multiple languages, tapping into community networks, or our refugee services in Barron County are good options. Leveraging community organizations and providing services at locally trusted establishments provide a greater success factor.

Collaboration with other service organizations. Collaboration across sectors allows service providers to leverage resources and make training and supports more accessible to students and their families.

English language skill-building with employers. Offering instruction in the workplace can make training more accessible and can also help workers avoid the additional barriers.

WCWWDB, the OSO, and American Job Center partners ensure all required notices and postings are displayed prominently in the American Job Center system buildings. WCWWDB utilizes a Babel notice in American Job Centers and with client paperwork. A Babel notice is a short notice included in a document in multiple languages informing the reader that the communication contains vital information and explains how to access language services to have the contents of the communication provided in other languages.

Outreach material are designed to engage target populations by using similar demographic images. WIOA outreach flyers and hiring information is provided in both English and Spanish. WIOA service providers aim to recruit qualified bilingual staff who can provide first-hand assistance when feasible. Additional services, including translation, are available upon request.

Career planners and one-stop partners refer clients to English Language Learning providers as needed. WCWWDB uses the Wisconsin Relay System and a Language Line to provide on-demand language interpretation services.

Board staff works directly with the OSO to ensure that signage is displayed and accessible in all of our Job Centers. We do both scheduled and random checks to ensure compliance throughout the public workforce system. We strongly adhere to our policies, procedures, and governance on this subject.

g. A description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

The WCWWDB will take steps to ensure that appropriate auxiliary aids and services are made available when necessary to afford an individual with a disability an equal opportunity to participate in and enjoy the benefits of services as well as provide the following notification on our outreach collateral: Auxiliary aids and services are available upon request to individuals with disabilities.”

All eight WCWWDB facilities are accessible for individuals with disabilities. Yearly training is conducted with the Job Center Partners for the purpose of understanding technology and materials available for customers with disabilities. Additionally, the Career Services team has identified a staff member to spearhead accessibility needs for job seekers utilizing services. In addition, the WCWWDB follows uniform policy and procedure ensuring that communications with applicants, participants and members of the public with disabilities are as effective as communications with others as well as an internal grievance process provided for prompt and equitable resolution of complaints alleging any action prohibited by regulations implementing the Americans with Disabilities Act.

We have close and functional relationships with our Department of Vocational Rehabilitation partners.

h. A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers.

The local WDB understands the importance of having eligible providers of services that deliver high quality, relevant training that meets the current and future needs of the business community, while serving the interests of the workers and job seeking population. As the primary service provider, the WCWWDB works hand-in-glove with the Board to ensure that a high level of quality service is delivered in the community. The Board receives regular updates from the WDB Staff and management team on program metrics. Detailed updates are also given the Executive Committee of the WDB on a monthly basis. On an annual basis the WDB reviews and votes on the annual plan, which is designed to detail how the WCWWDB will meet the needs of employers and the job-seeking population. The WIOA management team gets together on a weekly basis to discuss challenges and opportunities facing the Wisconsin Job Centers in WDA 8 and has a continuous improvement mindset as it relates to internal quality assurance.

The OSO also notes that It is in everyone’s best interest to make sure that the providers of services are well informed about the issues facing the workforce and business community. To do this, the local WDB

convenes with many of its partners in the WDB activities, which are designed to inform people on various workforce related topics and connect individuals and organizations throughout the county. The WDB provides four Director level meetings per year and hosts 32 quarterly meetings per year where specific workforce topics are addressed in depth. A diverse group of stakeholders is invited to attend and participate in these meetings, including some of the training providers. As a result the WDB is better informed of the needs of business and the challenges facing the workforce system and can communicate that back to the eligible provider of services.

i.

Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. Include any ITA limitations established by local WDB policies and how they are implemented in a manner that does not undermine WIOA's requirement that training services are provided in a manner that maximizes customer choice in the selection of an ETP. Also, describe any exceptions to ITA limitations that are provided for individual cases, if included in WDB policy.

WCWWDB will continue to support WIOA customer training through Individual Training Accounts in accordance with the law and applicable local policies. Eligible program participants who seek training services may, in consultation with Job Center staff, select a training vendor from the list of providers approved through the DWD (ETPL) process. In addition, WCWWDB provides navigation support from training vendors not yet approved on the ETPL. If the training vendor takes the necessary steps to comply with the ETPL requirements, access to training choices increases. It's common for WCWWDB staff to work with training vendors that are new to the ETPL system to ensure training candidates receive quality training they choose participate in. Vendors are asked to provide their applications to the the Wisconsin Department of Workforce Development who has created and implemented a seamless process for those vendors that are interested in becoming WIOA approved credential training providers.

Training services for customers identified as in need of such services, will be provided by the educational entities that are on the Eligible Training Provider list maintained by the state. Customized training contracts will be utilized and the funding for those training services will be coordinated with those that have an Individual Training Account under the WIOA program. Training and training funds will be primarily utilized only in areas identified as in-demand occupations or growth industry sectors.

In order to ensure customer choice in training, clientele work with Case Managers to select training providers from the ETPL.

The following section describes current limitations to ITAs. These limits do not limit customer choice as they cover the cost of most career pathways and in-demand trainings and provide generous payment formulas for consumer access.

Payment limits also are in line with tuition needs local post-secondary training options and many

online institutions.

Cost-Based Payment Formula: (Training Cost Per School Term = Total Tuition, Books, Fees and Supplies minus Other Grants Received)

- a) **Allowable payment limits:** see link to at [https://dwd.wisconsin.gov/wioa/ DETW-18813-E](https://dwd.wisconsin.gov/wioa/DETW-18813-E) for WDB #8 <https://dwd.wisconsin.gov/wioa/etpl/pdf/ita-limit-forms/WDA8-ita-limit-form.pdf>

b) A customer may receive WIOA funding for no more than four years at a time.

c) Exceptions require administrative approval from the WDBWCW, generally approved by the CEO in consultation with the fiscal department.

j. Outreach to Individuals with Barriers to Employment: Describe how you will engage your WCWWDB and Youth Council/committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups? What additional strategies will be utilized to reach out to these groups? What are the objectives and goals for this effort?

WCWWDB, in collaboration with the OSO and local job center and community partners, will utilize its referral network, informational sessions, and other relevant media platforms to seek out individuals with barriers to employment. We are seeing greater employer interest in connecting with local youth by working directly with several different Youth Apprenticeship (YA) and educate on bridging them to Registered Apprenticeship (RA). As Youth Apprenticeship grows throughout the state and employers learn more about minor labor laws, WCWWDB expects to even more robust engagement.

These services are offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups. The OSO also ensures compliance with said groups. (Our OSO currently has support in the form of committee membership from DVR, Veterans, Job Service, the WDB, DOC, Service Providers, and other community-based organizations).

Referral Network – Local partners share information regarding services available through other programs outside of their area of responsibility via orientations or when the need for additional assistance is identified and beyond the current program’s scope of service. This would allow job seekers to take full advantage of available services that will lead to moving the individual into employment and a closer to economic self-sufficiency.

Informational Sessions – Local job center programmatic staff hold presentations with local public assistance agencies, K-12 and postsecondary institutions, community service agencies, the criminal justice system and other mandated and non-mandated partners making them aware of the programs and services available to the individuals they serve and provides them with the opportunity to partner with the local job center network to better serve all citizens in the community. We have functional groups within our reentry partnerships with Eau Claire, Dunn and Clark County, and anticipate greater collaborations in the future.

The WCWWDB works continuously with its Board representatives to increase awareness of our key populations. These populations include: individuals with disabilities, formerly incarcerated individuals,



dislocated workers, economically disadvantaged adults and youth, returning veterans, out-of-school youth, long-term unemployed, youth aging out of foster care, and more. The WCWWDB staff presents information on our target audiences and customer groups, including those who face barriers to employment, to our members as part of WCWWDB meetings.

These presentations include customer stories, videos, talking points cards to demonstrate our impacts to these populations, as well as key demographic and performance data to keep our members well-informed of the services, strategies and resources we leverage to support our customers in attaining self-sufficiency in rewarding career pathways.

The education we provide to our Board members is regular, impactful and embedded in our strategic plan. The stories, data and impacts we present are carried on by our members to their networks. We do this through a variety of channels, including, but not limited to:

- Social media, as we ask and encourage our Board members to follow our accounts and share news and stories of our investments and impacts;
- Outreach campaigns targeted toward specific populations

The WCWWDB plays an active role in community networks, and continues to grow partnerships with organizations that show commitment to serving populations that face employment challenges. This relationship-building allows for more communication and information-sharing about the One-Stop system and the available services to support customers at any point of the career and education spectrum.

Moving forward, the WCWWDB will continue to maintain its vast network of partners and coordinate the alignment of services and outreach to these customer populations. Efforts will be made to cultivate new partners across the region to increase awareness of the One-Stop system and services through meetings with community partners, community presentations, and membership involvement with community, education and economic development organizations. The WCWWDB will continue to collaborate and meet regularly with the One-Stop Operator and the One-Stop system leadership team to identify outreach strategies to specific populations to increase customer awareness, traffic, participation in One Stop programs and activities that lead to help maximize federal WIOA performance metrics and outcomes. Another objective is to maintain adequate programmatic diversification, labor force and historic trend data.

All barriered populations seeking our services are served.

- 14. Provide a description of how the local WDB will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.**

Secondary and post-secondary education providers continue to represent some of our strongest partnerships. With educational programs being core to employment and training success, the WCWDB has placed a priority on coordinating workforce activities and service delivery with local educational programs. Career planners maintain strong connections with guidance counselors, academic advisors, and other key education staff, including staff at alternative schools, to share information and determine the most effective methods for connecting with students. When feasible, WIOA Title I outreach and activities are aligned with education activities for maximum input and reduced duplication. Career planners often educate clients about support services at local post-secondary providers, linking with a range of advisory groups and services.

The WCWDB actively promotes increased coordination of activities and services, as outlined in WIOA Title II, with its secondary and post-secondary education partners, which include but are not limited to Chippewa Valley Technical College, Wisconsin Indianhead Technical college (both are WCWDB board members) UW Stout, UW River Falls and UW Eau Claire

Through their Board of Director's membership which includes the above collaborators to second-tier workgroups comprised of WCWDB staff and education partners administrators, WCWDB leads the task of continuous improvement strategies. This strategy, that includes regularly scheduled meetings and discussions, ensures multiple layers of communication to circumvent duplication of services.

Examples of coordination include plans that identify, create, and develop career pathway opportunities within the local area by integrating efforts into WCWDB's sector-based strategies. Information developed through Wisconsin Career Pathways, used as a staff resource, is available at <https://dpi.wi.gov/pathways-wisconsin>.

Other opportunities include strengthening linkages between the American Job Center System and multiple services to individuals with at-risk clients, including cross referrals to providers and employers on workplace needs and barriers to employment, and cross-program or co-enrollment coordination for WIOA clients.

WCWDB worked with DWD, Wisconsin Technical College System and other state and local partners to implement recognized post-secondary credentials across programs that are endorsed by employers and align to career pathways. This also included work-based learning opportunities with employers such as on-the-job training programs (OJT), customized training, internships, pre-apprenticeship, and Registered Apprenticeships. Including DVR in these conversations and requesting their input, responds to better delivery of services under WIOA Title IV.

In addition, the WCWDB has staff members, and/or service provider staff assigned to advisory committees at Chippewa Valley Technical College and University of Wisconsin Stout, which provides another way to avoid unnecessary duplication of efforts. This allows for direct and intentional dialogue with business and industry, school faculty and the WDB to ensure that short term trainings are developed in demand driven occupations and the curriculum meets the needs of the employers. Standing agenda items also include K-12 updates provided by the WDB staff and postsecondary updates provided by the college staff. The K12 updates include information on the Department of Public Instruction regional career pathways project that connects students with careers using the Xello© platform and students with companies providing those

careers through the Inspire platform. All students are required to have a career plan before graduating and these two platforms help with the development of that plan. WCWWDB is working in conjunction with DPI, CESA 10 and CESA 11 and other organizations/institutions to develop the regional career pathways.

WCWWDB works with Youth Apprenticeship (YA) and serves on committees for the St. Croix Valley, Eau Claire and Chippewa Valley YA Chapters.

15. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. In particular, identify how the local area will expand services to dislocated workers utilizing all sources of formula and discretionary funds targeted to the dislocated worker population.

The WCWWDB subcontracts for Career Service Specialist services throughout the 9-county region. Subcontractors and service providers are available in job centers and on an itinerant basis to those in need throughout the region and are accessible 100% of the time through virtual case management platform. West Central WDB enrollment numbers and program performance have historically been in first or second position for the State of WI. WCWWDB also serves more individuals per dollar than most every other WDA in the state. The area technical colleges and other postsecondary training providers have ensured that quality training in in-demand occupations is available to all.

Activities and services available in the local area for adults and dislocated workers include:

- Assessments;
- Basic skill instruction;
- Career exploration and readiness;
- Case management services
- Childcare and transportation assistance;
- Disability related services and programs;
- Economic support programs;
- English as a second language instruction;
- Financial literacy services;
- Follow-up and retention services;
- GED and HSED;
- Internships;
- Job search assistance;
- Job skills training;
- Labor market information;
- Occupational skills training;
- On-the-job training;
- Rapid response and re-employment services;
- Referrals;
- Support services;
- Training (classroom, work-based learning)
- Workshops; and,
- Work experience, both paid and unpaid

- Discretionary Funds
- Multiple grant funded projects
- Youth Apprenticeship
- Pre-Apprenticeship
- Registered Apprenticeship
- Other

We continue to refine our One-Stop system services and investments through strategic planning. This includes an analysis of our customer profiles. Using demographic data, employer input, and insight from our One-Stop system service providers, we identify opportunities to coordinate and leverage resources to support our target populations, including dislocated workers. We have procured a new OSO for PY2020-2022 which we will be utilizing to create better access and synergy around multiple funding sources, and customer choice.

The WCWWDB is well positioned to support customers with career, postsecondary and work-based learning opportunities. We demonstrate this through our WIOA performance level achievements for adult and dislocated worker programs. With the surge of baby-boomer retirements, declining population rates and skills shortages, we continue to partner with One-Stop partners to design and offer work-based learning opportunities to prepare available adult and dislocated worker talent for industry talent needs.

The WCWWDB continues to assess the economic climate, including review of unemployment rates and the scale and frequency of company dislocations in the region. Based on this review, the WCWWDB will identify needs for discretionary funding requests such as dislocated worker grants, additional assistance grants to increase the capacity levels to serve dislocated workers. The WCWWDB also encourages program co-enrollment strategies to maximize and leverage resource sharing across WIOA programs. The WCWWDB will also utilize the option to transfer funds between the adult and dislocated worker programs when appropriate.

Finally, as previously mentioned we do a good job of co-enrolling individuals into multiple programs as to increase the quality and number of supports each person receives. With that said we do have corporate funds that can be used from time to time to offset extraordinary needs that may not be accessible based on a variety of factors. The WCWWDB has also acquired access to grants and funding sources beyond WIOA to assist in better serving individuals, especially barriered to access greater opportunities through new types of funding. Examples of this are the WAGE\$ grant (Apprenticeship), ILH (Healthcare), H1B Healthcare and Advanced Manufacturing, Technology and Transportation(pending). Opioid Grant, Reentry Grants, Windows to Work (DOC), Independent Living, SCEP, Retail and YouthBuild. We are doing everything possible to ensure that no individual is left behind, and that all have the very best opportunities to gain access to household sustaining, fulfilling careers, and to ultimately provide the dignity of work that employment brings.

16. **Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. Include an identification of successful models of such youth workforce investment activities. In addition, indicate how services to out-of-school youth will be expanded and enhanced to incorporate additional work-based learning opportunities.**

The WCWWDB works to ensure youth have access to a comprehensive menu of services to support their identified career pathway and postsecondary education goals. Services are provided directly by identified Title I service providers or in alignment with partners including technical colleges, One-Stop partners, businesses and/or community organizations. Service providers must identify the services they will provide to youth, and identify an entity to provide services when they are unable to do so. WDBWCW service contracts include assurance language that services must be accessible to all customers, including those with disabilities.

Activities and services available in the local area for youth include the required 14 youth program elements:

- a. [Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies;](#)
- b. [Alternative secondary school services or high school dropout recovery services;](#)
- c. Paid and unpaid [work experience;](#)
- d. [Occupational skills training;](#)
- e. [Education offered concurrently with and in the same context as workforce preparation and training;](#)
- f. [Leadership development opportunities;](#)
- g. [Supportive services;](#)
- h. [Adult mentoring;](#)
- i. [Comprehensive guidance and counseling;](#)
- j. [Financial literacy education;](#)
- k. [Entrepreneurial skills training;](#)
- l. [Career Awareness, Career Exploration, and Career Counseling;](#)
- m. [Postsecondary preparation and transition activities;](#) and
- n. [Follow-up services.](#)

The WCWWDB continues to evaluate and refine the design of its youth program platform. The aim is to blend traditional, work-based and career-oriented learning strategies to smoothen the transition from secondary education to postsecondary and/or the workforce. The current design embraces a career academy approach, with strong investments in career-related experiences like youth apprenticeship, pre-apprenticeship training, career readiness, work experience and stackable credentials for both in-school and out-of-school youth. The design also places an emphasis on additional resources and wraparound supports (TANFF and W2) to help youth take their next career steps confidently. Our goal for 2020-2023 includes better immersion into as many of the youth elements as possible, with an emphasis on gaining meaningful mentoring experiences. These investments can produce substantial and sustained improvements in the career pathway options and transitions to adulthood of youth.

WCWWDB and its service providers continue to scale up our career pathway design to introduce content specifically relevant to OSY such as financial literacy, soft skills, tenant preparation and

resources, food and nutrition management, and mentoring. Additionally, continuing education opportunities are explored through the Eligible Training Provider List, and work-based learning opportunities are explored and may include connections to available employment opportunities with area employers, pre-apprenticeship and registered apprenticeship programs. We will continue to enhance both the number served as well as the scope of services we are able to offer our youth.

WDA8 participates on and collaborates with local youth consortia. Our sector alliance, Manufacturing Works, works directly with students from high schools, educators and instructors, parents and guidance counselors, and most importantly business and industry leaders from the West Central Wisconsin region.

WDA8 has a strong history of providing work experience opportunities for youth program clients though paid and unpaid work experience, internships, Youth Apprenticeship and on-the-job training. With the pending retirements and skills shortages, businesses are increasingly providing more opportunities for work-based learning opportunities.

Fast Forward grants for WDA 8 have also been instrumental in connecting employers to out of school youth and young adults.

We continue to offer employment and training opportunities to our youth, by promoting the successes of the many unique programs that we provide.

We hold an annual event entitled Career Venture, which is held at the indoor sports arena in Eau Claire, WI. We have had as many as 100 employers and 12 school districts on board with this event at a given time. Career Venture offers 8-12 graders hands on experiences with our regional employers to work with simulators, hands on welding, CNC machines, and laser engravers, to drilling on fire hose and equipment, first responder activities, law enforcement, semi-truck walk throughs and training demonstrations via the mobile labs of local colleges. All of the career clusters that our technical colleges provide locally are represented at this event as well.

*We are also pleased to offer YouthBuild opportunities in WDA8.

The expansion/enhancement of work-based learning opportunities for out-of-school youth.

Out-of-school youth are served through the Job Centers themselves through individualized activities leading to employment and/or postsecondary placement. Wisconsin Career Pathways in addition to collaboration at a local level with technical colleges, work to increase the number of entry-level career pathways opportunities, including but not limited to short-term credentialed academies as recognized by industry. This model also supports where dual or stackable credentials can be achieved thus shortening the length of time from basic education to careers, jobs, or higher education. Cohort, individual and classroom learning are available. By utilizing career pathways we can better navigate youth to accomplishing outcomes as each level of the career ladder and create a more seamless transition for students enrolling in DVR or other services as they graduate and move toward next steps.

Services to Out of School Youth (OSY) will be expanded and enhanced to incorporate additional work-based learning strategies as follow:

1. Our business services manager is working directly with Chambers of Commerce in two of our communities to draw interest to graduating seniors and young professionals to work within our regional employer networks. The Chambers of Commerce partner with us to find available opportunities through their paid member networks which will ultimately direct the OSY toward work experiences, and/or experience based learning through internships, work experiences or apprenticeship.
2. We have begun to expand our business partnerships to include Chambers of Commerce and Local County Economic Development Agencies (EDO) and our Regional Economic Development Agencies (REDO). Currently we are working collaboratively to expand our business membership for Manufacturing Works, our regional sector strategy. This website targets Youth, Parents, Educators and Employers and will be instrumental in our outreach to improve access to our Out of School Youth while expanding the number of employers willing to engage our OSY in on boarding them through work experience opportunities. We are currently on schedule to complete 10 work experiences prior to July 1, 2021.
3. We are developing an outreach plan to provide better information about available careers to all job seekers, including OSY. We are doing this three ways. First, we are in the middle of production of a new website. This website redesign will be incorporated with all of our OSO partners and will house interesting ways for youth to connect to the many available opportunities within the public workforce system. Secondly, we are working with a local publication called Volume 1, and are in discussion with the Tri-County Advisor to improve efforts to message parents and youth to consider available occupations within our business member partnerships.

All program elements are offered to in-school and out-of-school youth.

The WCWWDB has a long history of work-based learning, which includes but is not limited to Work Experience (WE), On the Job Training (OJT) and as previously mentioned Youth Apprenticeships.

The Joint Boards continues to re-examine how to best utilize all resources available to their K-12/DVR customers, maintain solid relationships with business and industry while providing high quality experienced-based, hands on learning.

17. **Provide the local area's definitions of the "requires additional assistance" eligibility criterion for:**

- In-School Youth; and,
- Out-of-School Youth

This WDB does not currently have criterion for “requires additional assistance”.

18. **Provide a description of how the local WDB will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local WDB will carry out, consistent with subparagraphs (A) and (B)(i) of Section 107(d)(11) and Section 232, the review of local applications submitted under Title II.**

Collaboration is a core principle of the WCWWDB. We will utilize the Memoranda of Understanding (MOU) construct to formalize our relationships with core WIOA partners, including providers of adult education and literacy activities under Title II of WIOA. Key populations of the workforce system can benefit from these partner services to attain a secondary diploma or GED, and subsequently transition to postsecondary education and training or employment. We continue to work with the One-Stop Operator to put local processes in place for cross-referrals to increase customer access and achievements in education. One-Stop system service providers utilize basic skill assessment tools to identify customers who are basic skills deficient, do not meet the required grade levels for education programs, or do not have a high school diploma. The partners can coordinate the provision of adult education and literacy activities, including an assessed need for financial aid assistance for testing, supplies and tuition support, as part of a more comprehensive employment and education plan. WIOA requires local areas to coordinate the review of local applications submitted under Title II. The WCWWDB participates in the review of applications to assess and verify alignment and consistency with its Local Plan. Feedback and recommendations from the WCWWDB are shared with the Wisconsin Technical College System review team as part of the final decision and selection process.

19. **Describe how executed cooperative agreements and MOU(s) define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local One-Stop delivery system. This includes cooperative agreements [WIOA section 107(d)(11)] between the local Workforce Development Board (WDB) or other local entities [WIOA section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the Division of Vocational Rehabilitation, or other relevant entities [Title I of the Rehabilitation Act (29 USC 720 et seq.)], with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

The annually updated WIOA memorandum of understanding (MOU) for one-stops describes the service delivery system in WDA 8. One-stop partners work together to engage in integrated service delivery strategies to better serve job seekers and customers. Additionally, routine meetings and convenings with the below mentioned groups assist with sharing information, cooperative efforts with employers, and common staff training, among other collaborative benefits. The MOU’s incorporate acknowledgements from each of the Title partners, including Title IV.

The WDB's designated one-stop operator and the one-stop system's Operations Coordinator are responsible for facilitating integration efforts and convening all required partners in the one-stop system. This includes meetings with Title IV partners and OSO system representatives in the planning and coordination of services for youth and adults with disabilities.

Primary activities include:

- WIOA Operations Team: Front-line supervisors or managers from each core and partner program meet monthly to discuss individual program updates, areas of common need, and strategies to align and/or integrate service delivery. Cross training, technical assistance and other best practices are encouraged, to ensure seamless delivery of all OSO partner services to individuals that benefit from said services.
- WDA 8 (R)BST: Business services representatives from all core and partner programs convene at least every 60 days to discuss business needs, employer services, and opportunities to align and integrate service delivery.
- All-Staff Meetings: Meetings for all staff who are part of core and partner programs are convened monthly to provide and/or receive workforce system updates, participate in shared training, and more.
- All-Career Planner Meetings: Career planners from core and partner programs are convened at least annually to participate in program updates, shared learning, and discuss co-enrollment and areas for alignment.
- Regular meetings of the OSO
- Other: Events and topical educational and training events are held on an as needed basis for front line and supervisory staff of core and partner programs to enhance service delivery.

The One-Stop Memorandum of Understanding (MOU) fulfills the Workforce Innovation and Opportunity Act requirements to document and reach agreement among State and other required parties for negotiating cost sharing, service access, service delivery and other matters required and essential to the establishment of the local one-stop delivery system. This MOU describes the responsibilities and commitment of the required partners to provide integrated workforce services at the:

Eau Claire and Barron County Comprehensive Job Centers.

Likewise, it includes our Affiliate Job Centers:

Clark County Job Center
Chippewa County Job Center'
Polk County Job Center
Pepin County Job Center'
Dunn County Job Center
St. Croix Valley Job Center (**Pierce** and **St. Croix** Counties)

This MOU is updated on an annual basis and One-Stop Operator on operationalizing the MOU to integrate services for both customers and businesses. Further information on the coordination and collaboration as well as specific services can be found in the State approved MOU located at:

<http://www.wcwwdb.org>

Workforce Development Area 8 - WCW

As prescribed by the Wisconsin Department of Vocational Rehabilitation, we ensure that the following are available:

(DVR) Provide individualized services to people with disabilities who want to work • Services include but are not limited to: • Vocational counseling • Skills development • Temporary work experiences • Supported employment • Education necessary to achieve career goals

Staff assists the disability community with direct referrals to DVR. In addition WIOA service provider staff will also work with individuals to gain access to employment through skills training, coaching, case managed activities and supportive services. With the delay in many being onboarded for services with DVR, we will work directly with those in need, regardless of DVR's priority of service. We have partnered in the past with University of Wisconsin Stout, and can readily access additional supports including but not limited to adaptive technology, educators, and career professional staff.

20. Provide a description of how the local WDB will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

Supportive services, including transportation, can play a critical role in the success of a client. The WDB in partnership with its service providers and many other one-stop partners ensures clients are informed on all available supportive services. The WDB also ensures WIOA Title I policies support clients' needs and budgets include adequate funding for the provision of supportive services. One-stop partners inform clients of support services they may be eligible to receive as well as make referrals to other programs and services for co-enrollment to maximize benefits.

Career planners maintain up-to-date knowledge of transportation options as this can be a key component in helping a client obtain and retain employment. Career planners assist clients navigate the public transportation system including assistance with researching modes, schedules, costs, and reserving rides. Transportation resources include bus passes, gas cards, taxi tickets, and ride-sharing gift cards, as allowable by each individual program.

21. Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

Over the years, much time and energy has been spent at the local level on planning and strategizing to coordinate Wagner-Peyser Act services and other one-stop programs and

services to avoid duplication. The system runs stronger when all partners are working together to reach common goals for shared customers.

The OSO Team meets regularly to discuss daily operations of the Centers, including WagnerPeyser services offered such as Reemployment Services and Eligibility Assessments (RESEA). When an agency is determining if a new service is needed, the rest of the agencies are consulted to determine if that service is already being provided. One specific strategy used in the past to avoid duplication involved combining networking groups and job clubs. Partners shared topics and facilitation to make sure all agencies were satisfied with topics that were offered. Additionally, coordinating RESEA sessions with WIOA Title I information sessions has resulted in streamlined services for job seekers.

One-stops currently include sign-in reception areas that offer a first level of screening for all services offered through the system. First-time visitors are always shown the resource room and provided with information on Wagner-Peyser-funded services.

22. Identify the administrator/administrative entity responsible for the disbursement of Title I funds in the local area, as determined by the chief elected official or the Governor.

WIOA Title I:

Administrator: West Central Wisconsin Workforce Development Board (WCWWDB)

Fiscal Agent: West Central Wisconsin County Boards Consortium, as appointed to its entity fiscal operator known as the 'WCWWDB'.

23. Describe the competitive process used to award the sub-grants and contracts in the local area for the WIOA Title I activities.

WCWWDB staff will be responsible for all procurements authorized by WDA 8. The WCWWDB will designate the type of funds, project goals and requirements, and any specific limitations prior to the solicitation. The RFP will be written and released by the WCWWDB administrative staff.

Prior to the issue of an RFP, the Department of Labor and the Department of Workforce Development's performance requirements and other contractual requirements to meet these goals will be established by WCWWDB Staff. The Workforce Development Area Plan, and the requirements of the Workforce Innovation and Opportunity Act (WIOA) for each Title, will be the guide for the delivery of services and activities. The WCWWDB staff will specify the services needed, standards to be met, and the administrative and budgetary limits in the RFP.

A public notice of the WCWWDB's intent to issue an RFP will be published on its website, and in some cases will be published in area newspapers, or a notice mailed or emailed to any potential bidder that has requested to be on the WCWWDB bidder's mailing list. The bid or RFP will be posted on the WCWWDB's web page.

A Proposal Review Committee or the Executive Board of the WCWWDB will evaluate and rate the proposals and make a recommendation to the WCWWDB for funding. Potential contractors may be given the opportunity to present their proposal and answer questions at the Bidder’s Conference prior to making their recommendation for funding. All contracts issued will be on a cost reimbursement basis. The WCWWDB reserves the right to waive all or parts of the competitive procurement process during the second year of each two-year WIOA funding cycle and utilize the “second year option” in a contract. Prior year service provision, budget, performance, and expenditures will be the primary consideration. It may also extend contracts up to four years prior to the procurement process being ‘required’ under WIOA. When conditions are not met by current or contracted service providers, a special procurement may be allowed and advisable to ensure required deliverables are met under WIOA.

The OSO is typically procured every two years.

Any Sole Source procurement will meet the requirements of the WIOA and the regulations issued by the law. All sole source procurements will be authorized by the WCWWDB and approved by the Department of Workforce Development (DWD).

(please refer to WCWWDB’s Procurement Manual for further details)

Uniform Guidance 2 CFR, Internal Procurement and Fiscal Policies of the WCWWDB and State guidance as directed by Wisconsin DWD ensure compliance for open competition and the associated activities surrounding the process.

24. Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.

PY20-21 Program Performance WDA8	Final	
	PY 2020	PY 2021
Wisconsin		
Adult Q2 Unsubsidized Employment	76	76
Adult Q4 Unsubsidized Employment	75	75
Adult Median Earnings	5800	5800
Adult Credential Attainment Rate	65	65
Adult Measurable Skill Gain	40	40
Dislocated Worker Q2 Unsubsidized Employment	81	81
Dislocated Worker Q4 Unsubsidized Employment	80	80
Dislocated Worker Median Earnings	8000	8000
Dislocated Worker Credential Attainment Rate	68	68
Dislocated Worker Measurable Skill Gain	45	45

Youth Q2 Employment/Education	75	75
Youth Q4 Employment/Education	74	74
Youth Median Earnings	3500	3500
Youth Credential Attainment Rate	60	60
Youth Measurable Skill Gain	32	32
WP Q2 Unsubsidized Employment	71	71
WP Q4 Unsubsidized Employment	70	70
WP Median Earnings	6200	6200
State Employer Penetration Rate	Pilot	Pilot
State Repeat Use of Business Services	Pilot	Pilot
WDA 08 - West Central (55065)		
Adult Q2 Unsubsidized Employment	78	78
Adult Q4 Unsubsidized Employment	77	77
Adult Median Earnings	5800	5800
Adult Credential Attainment Rate	68	68
Adult Measurable Skill Gain	42	42
Dislocated Worker Q2 Unsubsidized Employment	84	84
Dislocated Worker Q4 Unsubsidized Employment	83	83
Dislocated Worker Median Earnings	7500	7500
Dislocated Worker Credential Attainment Rate	74	74
Dislocated Worker Measurable Skill Gain	45	45
Youth Q2 Employment/Education	75	75
Youth Q4 Employment/Education	74	74
Youth Median Earnings	3700	3700
Youth Credential Attainment Rate	64	64
Youth Measurable Skill Gain	32	32

25. Provide a description of the actions the local WDB will take toward becoming or remaining a high-performing board, including but not limited to:

- **Local WDB Roles:** Identify the role of your Local WDB and Youth Council/committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will they be taking to ensure that these areas are a priority for the local area? What actions and commitments will you ask your local WDB or youth council/committee members (in particular business members) to make to support these initiatives?

-
- **Local WDB Participation:** Describe how the local WDB will make businesses in the local area aware of opportunities to participate on the local WDB to ensure representation of industry sectors with the greatest labor force demand. Describe how the local WDB will

maintain a minimum of at least 51% of businesses as active members and participants on the local WDB.

The role, actions and commitment of the WCWDB and its standing committees along with its collaborative partnership with other regional partners will support us in our efforts to become and remain a high-performing WDB in the following categories:

- a. Business services, sector partnerships, career pathways and work-based learning – by developing and maintaining a high-performing business engagement services. This will occur by convening, brokering and leveraging support among stakeholders, including local businesses, for workforce development activities conducted in the area. This work is enhanced by the regional business services team, involvement with Inspire/Xello and other means.
- b. Continue to analyze local area and regional economic conditions to be proactive in the provision of career pathway efforts. Staff of the workforce development system will benefit by being on the forefront of best and promising practices of the industry led, career pathway services. The focus on short-term industry recognized and stackable credentials will help us forge new pathways for consumers who are looking to enter an industry.
- c. The Board will continue to support the area and regional business community by leading efforts within the area and the region to engage with a diverse range of employers to promote business representation, develop effective linkages with employers, ensure workforce investment and opportunity activities meet the needs of employers and support economic growth in the region.

We discuss board certification and membership requirements several times per year both with the Executive Team and the Joint Boards. The County Consortium Chair works with WDB Staff to ensure board roster is consistent and compliant with both WIOA regulations and State policy from DWD. The chairpersons of the WDB also announce opportunities for board member engagement, and/or referrals to nominate to the WDB.

In addition to self-governance by the joint boards, and the communication with WDB Staff, the WCWDB also to the State an updated Board roster for certification every two years. When vacancies on the Board arise the open board seat is advertised and any time there is a board member change or vacant seat, we immediately communicate this to DWD.

The state provides the ratio of private sector members that we must meet in our membership and that is reviewed every two years as part of the certification process. The WCWDB is lucky to have an engaged Board and we do not have a difficult time retaining members or reaching a quorum. The sub-committees help Board members stay engaged between meetings and work on projects that they are passionate about. Board vacancies are communicated to DWD in between certification periods and new member information is provided when the seat is filled.

The Executive Team regularly oversees the composition of the WDB to ensure that a 51% or higher business majority is in place.

The WDB strives to maintain a balanced membership that is representative of our WDA. As board seats open up, opportunities are promoted to local and regional economic development and chamber partners to share with businesses. Additionally, local business services staff are also consulted to discuss outreach to potential businesses who have worked with the public workforce system.

26. Describe the process used by the local WDB to provide an opportunity for public comment, including comment by representatives of businesses and representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

The WCWWDB engages in a rigorous planning process to construct the WIOA Local Plan. Input for the Local Plan stems from:

- Strategic planning groups of the WCWWDB
- Meetings and communications with the WCWWDB's Board of Directors
- Meetings and communication with One-Stop System Partners
- Communication with Local Elected Officials on the requirements of WIOA and the WCWWDB's strategic planning
- Review and comment by One-Stop System Partners and the public

Note: WCWWDB meeting agendas are publicly posted and meetings are held as open meetings, and subject to the Wisconsin Open Meeting Laws.

The WCWWDB will make its Local Plan available for public comment for 30 days leading up to the submission to the State of Wisconsin Department of Workforce Development. Comments may be submitted via email or in writing. The Local Plan will be made available to the public (including representatives of business, education, and labor organizations) through:

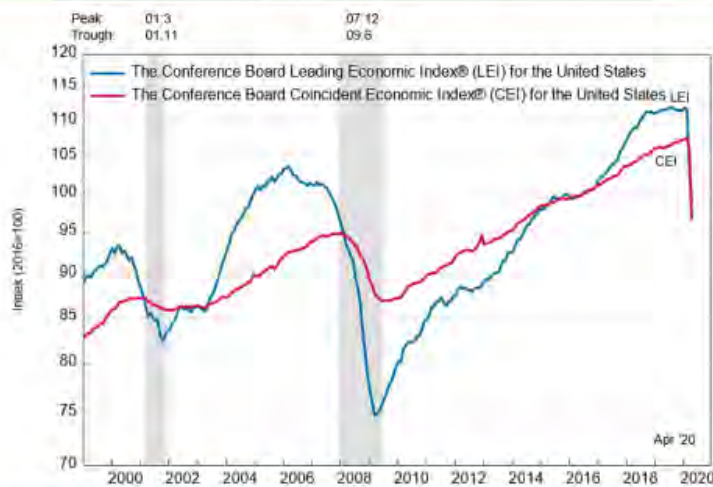
- WCWWDB's website; and,
- Public notice(s)

Comments and issues received will be discussed and used to better direct the implementation of the Local Plan. Once approved by the WCWWDB Board of Directors, the Plan is submitted to the Department of Workforce Development.

Appendices:

Appendix A. Current Indicators for WCWWDB as of May 2020

Leading Economic Indicators



LEI down -4.4% in April, following the largest drop in 60 yr history in March

Widespread declines, except for stock prices and interest rate spread – mostly due to stimulus

Consumer confidence held steady in May after a sharp decline in April, though short-term expectations have risen recently.

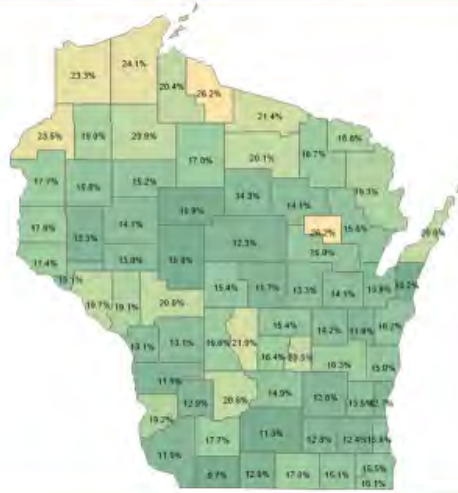
Source: The Conference Board



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Unemployment Rates – 4/20

West Central WDA – 15%



Source: BLS Statistics via WisEconomy.com



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US Unemployment Rate Seasonally Adjusted

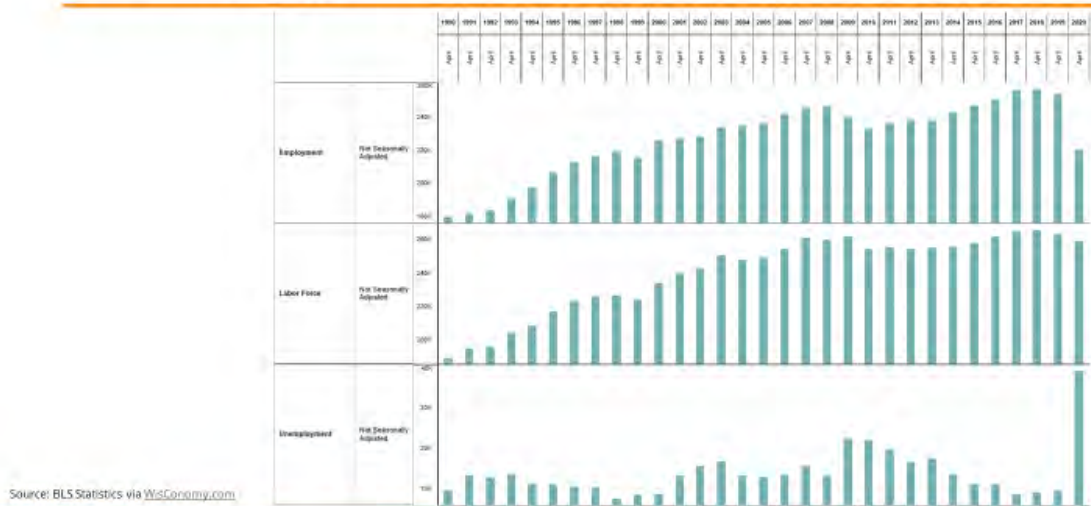


Source: BLS Statistics



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Unemployment Rates – West Central WDA



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Momentum 10-County Weekly UI Claims



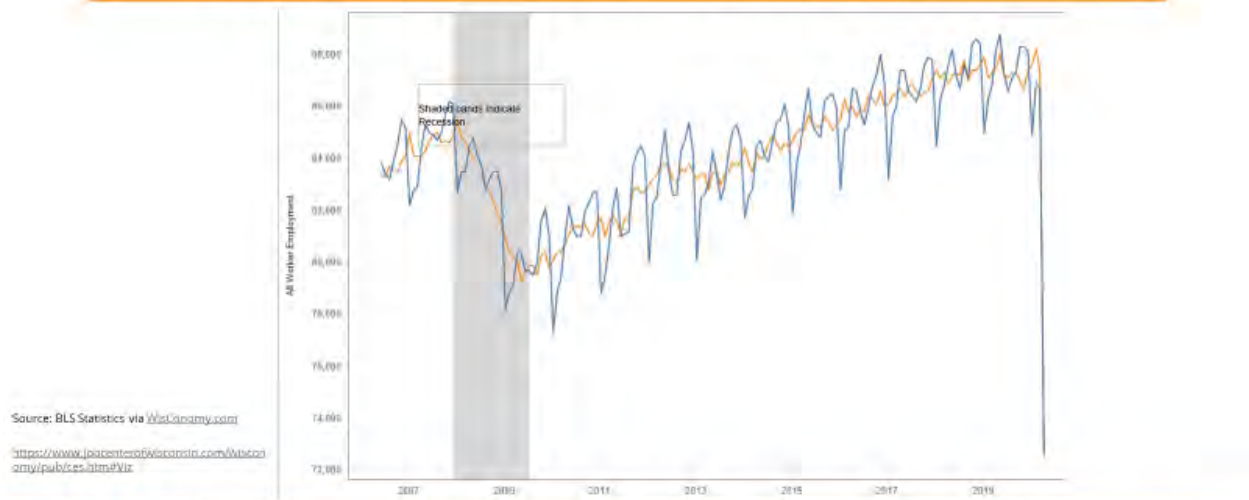
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US Average Weekly Hours of Production Employees in Manufacturing




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Total Nonfarm Jobs – Eau Claire MSA




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Taxable Sales Most Impacted by COVID-19

Percent change – March 2019 to March 2020

- All industries combined down 7.7%
- Motion Picture Industry (theaters) down 60.8%
- On the flip side, non-store retailers are up 67.5%
 - Largely due to marketplace provision in 2019 Act 10
- [Link to Statewide Data](#)

Industry	Mar-20
Grand Total	-7.7%
512 Motion Picture and Sound Recording Industries	-60.8%
524 Insurance Carriers and Related Activities	-52.9%
711 Performing Arts, Spectator Sports, and Related Industries	-52.9%
721 Accommodation	-52.6%
448 Clothing and Clothing Accessories Stores	-43.7%
322 Paper Manufacturing	-38.8%
813 Religious, Grantmaking, Civic, Professional, and Similar Organizations	-34.9%
722 Food Services and Drinking Places	-31.2%
336 Transportation Equipment Manufacturing	-29.7%
611 Educational Services	-29.3%
237 Heavy and Civil Engineering Construction	-29.1%
236 Construction of Buildings	-29.0%
713 Amusement, Gambling, and Recreation Industries	-28.2%
441 Motor Vehicle and Parts Dealers	-26.0%
332 Fabricated Metal Product Manufacturing	-25.3%
312 Beverage and Tobacco Product Manufacturing	-23.3%
334 Computer and Electronic Product Manufacturing	-20.5%
562 Waste Management and Remediation Services	-19.2%
921 Executive, Legislative, and Other General Government Support	-19.0%
622 Hospitals	-16.5%

Source: Wisconsin Department of Revenue – Research and Policy Division



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Appendices:

Appendix B. Industry and Growth

Source: Emsi, March 2020. Data sourced from the Wisconsin Department of Workforce Development and the Bureau of Workforce Information

NAICS	Description	Avg. Earnings Per Job	2016 Business Locations	2026 Location Quotient	2016 Jobs	2026 Jobs
72	Accommodation and Food Services	\$16,851	1,157	0.95	17,462	19,678

56	Administrative and Support and Waste Management and Remediation Services	\$35,790	530	0.54	9,211	7,842
11	Agriculture, Forestry, Fishing and Hunting	\$43,175	327	2.24	5,731	5,894
71	Arts, Entertainment, and Recreation	\$18,122	203	0.77	2,866	3,191
23	Construction	\$59,606	1,159	0.97	11,190	13,207
61	Educational Services	\$32,278	76	0.28	1,624	1,777
52	Finance and Insurance	\$70,854	613	0.70	5,990	6,375
90	Government	\$59,457	864	0.96	32,037	32,193
62	Health Care and Social Assistance	\$59,243	1,436	1.09	30,943	34,690
51	Information	\$56,486	139	0.39	1,774	1,584
55	Management of Companies and Enterprises	\$98,129	105	1.21	3,076	4,088
31	Manufacturing	\$63,348	815	2.29	34,683	39,804
21	Mining, Quarrying, and Oil and Gas Extraction	\$83,436	27	0.68	457	680
81	Other Services (except Public Administration)	\$26,790	972	0.90	8,958	9,730
54	Professional, Scientific, and Technical Services	\$65,219	824	0.42	6,631	6,771
53	Real Estate and Rental and Leasing	\$46,880	285	0.41	1,543	1,598
44	Retail Trade	\$33,946	1,450	1.16	25,078	25,644
48	Transportation and Warehousing	\$57,204	521	1.13	8,793	10,181
99	Unclassified Industry	\$0	0	0.00	0	0
22	Utilities	\$119,209	25	0.46	448	348
42	Wholesale Trade	\$70,179	623	0.94	7,034	7,604
	Total	\$51,717	12,151	--	215,529	232,876

Appendix B. Industry Clusters

Source: *Economic Modeling Specialists International (Emsi), March 2020.*

These clusters are specific to the nine-county west-central Wisconsin Workforce Development Area. The clusters in this analysis are defined according to the methodology of Harvard Business School's U.S. Cluster Mapping Project. Cluster icons used with permission of the U.S. Cluster Mapping Project (<http://clustermapping.us>). Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration. Emsi has made modifications to the Harvard clusters in order to integrate their additional data.

Local Education and Training: 88

NAICS	INDUSTRY	JOB	SCORE
611110	Elementary and Secondary Schools	651	35
611610	Fine Arts Schools	188	35
611692	Automobile Driving Schools	76	34
624310	Vocational Rehabilitation Services	471	43
903611	Elementary and Secondary Schools (Local Government)	11,629	94

Business Services: 74

NAICS	INDUSTRY	JOB	SCORE
485310	Taxi Service	25	34
485320	Limousine Service	56	34
485999	All Other Transit and Ground Passenger Transportation	103	35
518210	Data Processing, Hosting, and Related Services	20	57
533110	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	45	54
541310	Architectural Services	78	48
541320	Landscape Architectural Services	14	40
541330	Engineering Services	712	55
541340	Drafting Services	10	39
541511	Custom Computer Programming Services	294	52

541512	Computer Systems Design Services	545	53
541519	Other Computer Related Services	13	46
541611	Administrative Management and General Management Consulting Services	312	51
541612	Human Resources Consulting Services	29	46
541614	Process, Physical Distribution, and Logistics Consulting Services	70	42
541618	Other Management Consulting Services	19	47
541690	Other Scientific and Technical Consulting Services	456	47
541930	Translation and Interpretation Services	78	46
541990	All Other Professional, Scientific, and Technical Services	144	40
551112	Offices of Other Holding Companies	24	53
551114	Corporate, Subsidiary, and Regional Managing Offices	3,460	100
561311	Employment Placement Agencies	30	51

NAICS	INDUSTRY	JOB	SCORE
561421	Telephone Answering Services	73	37
561422	Teleoutreach Bureaus and Other Contact Centers	330	29

State Government Services: 69

NAICS	INDUSTRY	JOB	SCORE
902999	State Government, Excluding Education and Hospitals	1,637	69

Communications Equipment and Services: 68

NAICS	INDUSTRY	JOB	SCORE
334210	Telephone Apparatus Manufacturing	43	68

Plastics: 68

NAICS	INDUSTRY	JOB	SCORE
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326111	Plastics Bag and Pouch Manufacturing	32	53
326112	Plastics Packaging Film and Sheet (including Laminated) Manufacturing	55	49
326113	Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing	471	54
326121	Unlaminated Plastics Profile Shape Manufacturing	298	48
326150	Urethane and Other Foam Product (except Polystyrene) Manufacturing	231	44
326191	Plastics Plumbing Fixture Manufacturing	23	42
326199	All Other Plastics Product Manufacturing	3,260	74
339994	Broom, Brush, and Mop Manufacturing	106	51

Medical Devices: 67

NAICS	INDUSTRY	JOBS	SCORE
339112	Surgical and Medical Instrument Manufacturing	1,050	71
339113	Surgical Appliance and Supplies Manufacturing	316	56
339115	Ophthalmic Goods Manufacturing	28	41

Local Health Services: 64

NAICS	INDUSTRY	JOBS	SCORE
339116	Dental Laboratories	30	39
446110	Pharmacies and Drug Stores	637	42
446130	Optical Goods Stores	52	42
532283	Home Health Equipment Rental	42	43
621111	Offices of Physicians (except Mental Health Specialists)	3,539	96
621112	Offices of Physicians, Mental Health Specialists	36	46
621210	Offices of Dentists	1,532	60
621310	Offices of Chiropractors	469	42
621320	Offices of Optometrists	214	42
621330	Offices of Mental Health Practitioners (except Physicians)	167	40

NAICS	INDUSTRY	JOB	SCORE
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	543	46
621399	Offices of All Other Miscellaneous Health Practitioners	89	45
621420	Outpatient Mental Health and Substance Abuse Centers	231	45
621491	HMO Medical Centers	757	40
621492	Kidney Dialysis Centers	65	55
621498	All Other Outpatient Care Centers	122	84
621511	Medical Laboratories	28	36
621512	Diagnostic Imaging Centers	84	63
621610	Home Health Care Services	940	14
621991	Blood and Organ Banks	81	39
621999	All Other Miscellaneous Ambulatory Health Care Services	41	43
622110	General Medical and Surgical Hospitals	8,691	90
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	74	55
623110	Nursing Care Facilities (Skilled Nursing Facilities)	3,520	34
623210	Residential Intellectual and Developmental Disability Facilities	1,483	55
623220	Residential Mental Health and Substance Abuse Facilities	297	35
623311	Continuing Care Retirement Communities	279	37
623312	Assisted Living Facilities for the Elderly	1,756	24
623990	Other Residential Care Facilities	225	37
812210	Funeral Homes and Funeral Services	144	41
812220	Cemeteries and Crematories	17	35

Local Government Services: 62

NAICS	INDUSTRY	JOB	SCORE
903999	Local Government, Excluding Education and Hospitals	10,635	62

Food Processing and Manufacturing: 61

NAICS	INDUSTRY	JOB	SCORE
311111	Dog and Cat Food Manufacturing	83	49
311119	Other Animal Food Manufacturing	201	49
311224	Soybean and Other Oilseed Processing	34	46
311351	Chocolate and Confectionery Manufacturing from Cacao Beans	122	51
311352	Confectionery Manufacturing from Purchased Chocolate	91	48
311412	Frozen Specialty Food Manufacturing	221	40
311421	Fruit and Vegetable Canning	697	57
311512	Creamery Butter Manufacturing	428	83
311513	Cheese Manufacturing	1,479	71
311514	Dry, Condensed, and Evaporated Dairy Product Manufacturing	728	67
311920	Coffee and Tea Manufacturing	12	46
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	291	53
311942	Spice and Extract Manufacturing	200	51
311999	All Other Miscellaneous Food Manufacturing	287	55

NAICS	INDUSTRY	JOB	SCORE
312112	Bottled Water Manufacturing	104	47
312113	Ice Manufacturing	25	42
312120	Breweries	205	39
312130	Wineries	80	37
424510	Grain and Field Bean Merchant Wholesalers	42	43

Insurance Services: 61

NAICS	INDUSTRY	JOB	SCORE
524113	Direct Life Insurance Carriers	20	49
524114	Direct Health and Medical Insurance Carriers	1,065	62

524126	Direct Property and Casualty Insurance Carriers	173	65
524127	Direct Title Insurance Carriers	112	47
524128	Other Direct Insurance (except Life, Health, and Medical) Carriers	13	41
524291	Claims Adjusting	33	46
524298	All Other Insurance Related Activities	23	51

Distribution and Electronic Commerce: 57

NAICS	INDUSTRY	JOBBS	SCORE
423210	Furniture Merchant Wholesalers	21	44
423220	Home Furnishing Merchant Wholesalers	16	59
423420	Office Equipment Merchant Wholesalers	29	42
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	368	71
423440	Other Commercial Equipment Merchant Wholesalers	24	52
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	96	67
423460	Ophthalmic Goods Merchant Wholesalers	39	47
423490	Other Professional Equipment and Supplies Merchant Wholesalers	18	42
423510	Metal Service Centers and Other Metal Merchant Wholesalers	49	47
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	146	50
423690	Other Electronic Parts and Equipment Merchant Wholesalers	51	59
423810	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	257	54
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	682	51
423830	Industrial Machinery and Equipment Merchant Wholesalers	117	51
423840	Industrial Supplies Merchant Wholesalers	49	45
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	19	38
423920	Toy and Hobby Goods and Supplies Merchant Wholesalers	59	41
424130	Industrial and Personal Service Paper Merchant Wholesalers	270	63

424210	Drugs and Druggists' Sundries Merchant Wholesalers	83	46
424470	Meat and Meat Product Merchant Wholesalers	63	44
424590	Other Farm Product Raw Material Merchant Wholesalers	21	42

NAICS	INDUSTRY	JOB	SCORE
424690	Other Chemical and Allied Products Merchant Wholesalers	85	50
424710	Petroleum Bulk Stations and Terminals	40	51
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	33	49
424820	Wine and Distilled Alcoholic Beverage Merchant Wholesalers	151	46
424910	Farm Supplies Merchant Wholesalers	571	46
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	46	38
424940	Tobacco and Tobacco Product Merchant Wholesalers	102	45
424950	Paint, Varnish, and Supplies Merchant Wholesalers	23	41
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	38	42
425120	Wholesale Trade Agents and Brokers	186	51
454110	Electronic Shopping and Mail-Order Houses	1,117	53
493110	General Warehousing and Storage	2,807	67
493120	Refrigerated Warehousing and Storage	47	46
561499	All Other Business Support Services	88	36
561910	Packaging and Labeling Services	154	35

Local Motor Vehicle Products and Services: 56

NAICS	INDUSTRY	JOB	SCORE
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	248	49
423120	Motor Vehicle Supplies and New Parts Merchant Wholesalers	393	55
423140	Motor Vehicle Parts (Used) Merchant Wholesalers	31	42
441110	New Car Dealers	2,126	60

441120	Used Car Dealers	224	40
441210	Recreational Vehicle Dealers	86	49
441222	Boat Dealers	158	46
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	235	45
441310	Automotive Parts and Accessories Stores	603	42
441320	Tire Dealers	237	43
447110	Gasoline Stations with Convenience Stores	3,343	68
447190	Other Gasoline Stations	119	37
453930	Manufactured (Mobile) Home Dealers	47	42
488410	Motor Vehicle Towing	129	45
811111	General Automotive Repair	838	46
811112	Automotive Exhaust System Repair	24	40
811113	Automotive Transmission Repair	23	39
811118	Other Automotive Mechanical and Electrical Repair and Maintenance	30	40
811121	Automotive Body, Paint, and Interior Repair and Maintenance	500	43
811122	Automotive Glass Replacement Shops	93	41
811191	Automotive Oil Change and Lubrication Shops	118	37
811192	Car Washes	53	35
811198	All Other Automotive Repair and Maintenance	26	38

Local Utilities: 56

NAICS	INDUSTRY	JOB	SCORE
221122	Electric Power Distribution	359	59
221210	Natural Gas Distribution	49	59
454310	Fuel Dealers	197	42
517311	Wired Telecommunications Carriers	522	60
562212	Solid Waste Landfill	34	51
562910	Remediation Services	39	41

Vulcanized and Fired Materials: 56

NAICS	INDUSTRY	JOB	SCORE
326212	Tire Retreading	37	40
326299	All Other Rubber Product Manufacturing	180	48
327110	Pottery, Ceramics, and Plumbing Fixture Manufacturing	20	33
327211	Flat Glass Manufacturing	428	64
327215	Glass Product Manufacturing Made of Purchased Glass	190	49

Information Technology and Analytical Instruments: 56

NAICS	INDUSTRY	JOB	SCORE
334111	Electronic Computer Manufacturing	480	55
334112	Computer Storage Device Manufacturing	494	65
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing	140	45
334310	Audio and Video Equipment Manufacturing	71	50
334412	Bare Printed Circuit Board Manufacturing	1,175	58
334413	Semiconductor and Related Device Manufacturing	15	58
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing	166	42
334419	Other Electronic Component Manufacturing	162	41
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	51	47
511210	Software Publishers	127	56

Agricultural Inputs and Services: 56

NAICS	INDUSTRY	JOB	SCORE
111000	Crop Production	1,080	46
112000	Animal Production	3,504	62

115112	Soil Preparation, Planting, and Cultivating	163	40
115113	Crop Harvesting, Primarily by Machine	60	43
115114	Postharvest Crop Activities (except Cotton Ginning)	64	44
115115	Farm Labor Contractors and Crew Leaders	387	38
115210	Support Activities for Animal Production	145	41
325314	Fertilizer (Mixing Only) Manufacturing	272	56

Upstream Chemical Products: 54

NAICS	INDUSTRY	JOB	SCORE
325193	Ethyl Alcohol Manufacturing	36	54

Financial Services: 54

NAICS	INDUSTRY	JOB	SCORE
522120	Savings Institutions	144	40
522291	Consumer Lending	193	44
522298	All Other Nondepository Credit Intermediation	80	61
522310	Mortgage and Nonmortgage Loan Brokers	31	55
522390	Other Activities Related to Credit Intermediation	46	47
523120	Securities Brokerage	134	66
523920	Portfolio Management	58	57
523930	Investment Advice	238	60
523999	Miscellaneous Financial Investment Activities	20	60

Local Industrial Products and Services: 53

NAICS	INDUSTRY	JOB	SCORE
332710	Machine Shops	877	57
423930	Recyclable Material Merchant Wholesalers	170	41
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	33	42

532310	General Rental Centers	19	36
811219	Other Electronic and Precision Equipment Repair and Maintenance	30	44

Automotive: 53

NAICS	INDUSTRY	JOB	SCORE
331511	Iron Foundries	72	53
331512	Steel Investment Foundries	14	42
331524	Aluminum Foundries (except Die-Casting)	83	47
331529	Other Nonferrous Metal Foundries (except Die-Casting)	59	51
336211	Motor Vehicle Body Manufacturing	569	54
336310	Motor Vehicle Gasoline Engine and Engine Parts Manufacturing	15	49
336360	Motor Vehicle Seating and Interior Trim Manufacturing	25	50
336390	Other Motor Vehicle Parts Manufacturing	579	54
336999	All Other Transportation Equipment Manufacturing	233	52

Paper and Packaging: 53

NAICS	INDUSTRY	JOB	SCORE
322121	Paper (except Newsprint) Mills	64	48
322211	Corrugated and Solid Fiber Box Manufacturing	390	55
322219	Other Paperboard Container Manufacturing	59	44
322220	Paper Bag and Coated and Treated Paper Manufacturing	586	55
322291	Sanitary Paper Product Manufacturing	422	50

Local Financial Services: 53

NAICS	INDUSTRY	JOB	SCORE
522110	Commercial Banking	1,646	55
522130	Credit Unions	714	45
524210	Insurance Agencies and Brokerages	1,167	58
524292	Third Party Administration of Insurance and Pension Funds	322	50

541213	Tax Preparation Services	175	38
561440	Collection Agencies	30	44

Production Technology and Heavy Machinery: 53

NAICS	INDUSTRY	JOB	SCORE
332912	Fluid Power Valve and Hose Fitting Manufacturing	152	45
332919	Other Metal Valve and Pipe Fitting Manufacturing	21	39
333111	Farm Machinery and Equipment Manufacturing	450	51
333120	Construction Machinery Manufacturing	180	50
333241	Food Product Machinery Manufacturing	300	60
333243	Sawmill, Woodworking, and Paper Machinery Manufacturing	104	46
333244	Printing Machinery and Equipment Manufacturing	133	52
333249	Other Industrial Machinery Manufacturing	91	46
333318	Other Commercial and Service Industry Machinery Manufacturing	55	47
333413	Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	588	54
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	173	50
333612	Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing	40	46
333914	Measuring, Dispensing, and Other Pumping Equipment Manufacturing	73	52
333921	Elevator and Moving Stairway Manufacturing	61	44
333922	Conveyor and Conveying Equipment Manufacturing	177	46
333993	Packaging Machinery Manufacturing	291	51
333997	Scale and Balance Manufacturing	437	69
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	283	46

Metalworking Technology: 52

NAICS	INDUSTRY	JOB	SCORE
327910	Abrasive Product Manufacturing	257	58

332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	52	46
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	266	41
332813	Electroplating, Plating, Polishing, Anodizing, and Coloring	125	45
333511	Industrial Mold Manufacturing	600	57
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing	288	52
333517	Machine Tool Manufacturing	54	51
333519	Rolling Mill and Other Metalworking Machinery Manufacturing	40	55
333991	Power-Driven Handtool Manufacturing	34	51

Nonmetal Mining: 52

NAICS	INDUSTRY	JOB	SCORE
212319	Other Crushed and Broken Stone Mining and Quarrying	14	69
212321	Construction Sand and Gravel Mining	306	57
212322	Industrial Sand Mining	214	43

Transportation and Logistics: 51

NAICS	INDUSTRY	JOB	SCORE
481211	Nonscheduled Chartered Passenger Air Transportation	20	51
482110	Rail transportation	354	54
484121	General Freight Trucking, Long-Distance, Truckload	1,124	51
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	173	47
485510	Charter Bus Industry	11	42
488190	Other Support Activities for Air Transportation	135	47
488210	Support Activities for Rail Transportation	34	49
488510	Freight Transportation Arrangement	60	50

Oil and Gas Production and Transportation: 51

NAICS	INDUSTRY	JOB	SCORE
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324199	All Other Petroleum and Coal Products Manufacturing	15	58
486210	Pipeline Transportation of Natural Gas	18	44

Biopharmaceuticals: 51

NAICS	INDUSTRY	JOBS	SCORE
325412	Pharmaceutical Preparation Manufacturing	141	51

Local Real Estate, Construction, and Development: 50

NAICS	INDUSTRY	JOBS	SCORE
236115	New Single-Family Housing Construction (except For-Sale Builders)	1,001	46
236116	New Multifamily Housing Construction (except For-Sale Builders)	22	41
236117	New Housing For-Sale Builders	78	42
236118	Residential Remodelers	968	48
236220	Commercial and Institutional Building Construction	983	56
237110	Water and Sewer Line and Related Structures Construction	203	49
237210	Land Subdivision	21	40
237310	Highway, Street, and Bridge Construction	562	62
238110	Poured Concrete Foundation and Structure Contractors	655	55
238120	Structural Steel and Precast Concrete Contractors	101	48
238130	Framing Contractors	117	41
238140	Masonry Contractors	223	45
238150	Glass and Glazing Contractors	52	45
238160	Roofing Contractors	249	40
238170	Siding Contractors	151	42
238190	Other Foundation, Structure, and Building Exterior Contractors	47	44
238210	Electrical Contractors and Other Wiring Installation Contractors	1,270	60

238220	Plumbing, Heating, and Air-Conditioning Contractors	1,481	58
238290	Other Building Equipment Contractors	236	48
238310	Drywall and Insulation Contractors	366	45
238320	Painting and Wall Covering Contractors	485	46
238330	Flooring Contractors	181	40
238340	Tile and Terrazzo Contractors	98	42
238350	Finish Carpentry Contractors	481	45
238390	Other Building Finishing Contractors	75	40
238910	Site Preparation Contractors	876	51
238990	All Other Specialty Trade Contractors	654	48
327320	Ready-Mix Concrete Manufacturing	370	51
327390	Other Concrete Product Manufacturing	213	50
332322	Sheet Metal Work Manufacturing	715	55
337212	Custom Architectural Woodwork and Millwork Manufacturing	127	43
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	114	43
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	57	45
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	109	48
423390	Other Construction Material Merchant Wholesalers	50	45
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	192	48
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	67	50
423740	Refrigeration Equipment and Supplies Merchant Wholesalers	10	48
444110	Home Centers	1,403	46
444120	Paint and Wallpaper Stores	37	39
444190	Other Building Material Dealers	282	47
531110	Lessors of Residential Buildings and Dwellings	353	45
531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	115	47
531190	Lessors of Other Real Estate Property	25	45

531210	Offices of Real Estate Agents and Brokers	368	49
531311	Residential Property Managers	258	41
531312	Nonresidential Property Managers	18	49
531320	Offices of Real Estate Appraisers	47	42
531390	Other Activities Related to Real Estate	62	44
541191	Title Abstract and Settlement Offices	175	47
541370	Surveying and Mapping (except Geophysical) Services	23	39
562991	Septic Tank and Related Services	91	40

Construction Products and Services: 50

NAICS	Industry	Jobs	Score
236210	Industrial Building Construction	109	47
237120	Oil and Gas Pipeline and Related Structures Construction	47	57
237130	Power and Communication Line and Related Structures Construction	315	51

NAICS	INDUSTRY	JOBS	SCORE
237990	Other Heavy and Civil Engineering Construction	42	46
327993	Mineral Wool Manufacturing	31	42
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	26	47
332420	Metal Tank (Heavy Gauge) Manufacturing	60	48

Local Hospitality Establishments: 49

NAICS	INDUSTRY	JOBS	SCORE
453220	Gift, Novelty, and Souvenir Stores	158	33
611620	Sports and Recreation Instruction	168	33
713910	Golf Courses and Country Clubs	734	37
713940	Fitness and Recreational Sports Centers	694	38
713950	Bowling Centers	200	35

722310	Food Service Contractors	620	36
722320	Caterers	139	35
722410	Drinking Places (Alcoholic Beverages)	2,125	40
722511	Full-Service Restaurants	7,091	63
722513	Limited-Service Restaurants	5,419	41
722514	Cafeterias, Grill Buffets, and Buffets	120	35
722515	Snack and Nonalcoholic Beverage Bars	612	37

Lighting and Electrical Equipment: 48

NAICS	INDUSTRY	JOB	SCORE
335312	Motor and Generator Manufacturing	327	51
335314	Relay and Industrial Control Manufacturing	92	45
335929	Other Communication and Energy Wire Manufacturing	95	40
335931	Current-Carrying Wiring Device Manufacturing	31	41
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	181	51

Local Community and Civic Organizations: 48

NAICS	INDUSTRY	JOB	SCORE
624110	Child and Youth Services	183	38
624120	Services for the Elderly and Persons with Disabilities	2,537	68
624190	Other Individual and Family Services	464	40
624210	Community Food Services	63	38
624221	Temporary Shelters	134	38
813110	Religious Organizations	2,664	39
813211	Grantmaking Foundations	18	44
813212	Voluntary Health Organizations	41	33
813219	Other Grantmaking and Giving Services	19	40

813311	Human Rights Organizations	29	40
813312	Environment, Conservation and Wildlife Organizations	138	39

NAICS	INDUSTRY	JOB	SCORE
813319	Other Social Advocacy Organizations	81	41
813410	Civic and Social Organizations	689	32
813910	Business Associations	124	42
813930	Labor Unions and Similar Labor Organizations	147	36

Downstream Metal Products: 48

NAICS	Industry	Jobs	Score
332311	Prefabricated Metal Building and Component Manufacturing	298	32
332312	Fabricated Structural Metal Manufacturing	533	47
332321	Metal Window and Door Manufacturing	516	48
332323	Ornamental and Architectural Metal Work Manufacturing	96	46
332431	Metal Can Manufacturing	37	52
332439	Other Metal Container Manufacturing	103	44
332510	Hardware Manufacturing	91	43
332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing	301	50
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	958	54

Downstream Chemical Products: 48

NAICS	Industry	Jobs	Score
325520	Adhesive Manufacturing	114	49
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	46	45

Recreational and Small Electric Goods: 47

NAICS	Industry	Jobs	Score
337920	Blind and Shade Manufacturing	11	41
339920	Sporting and Athletic Goods Manufacturing	85	40
339999	All Other Miscellaneous Manufacturing	131	52

Wood Products: 47

NAICS	INDUSTRY	JOBS	SCORE
321113	Sawmills	207	41
321114	Wood Preservation	65	40
321211	Hardwood Veneer and Plywood Manufacturing	52	40
321213	Engineered Wood Member (except Truss) Manufacturing	316	60
321911	Wood Window and Door Manufacturing	514	50
321912	Cut Stock, Resawing Lumber, and Planing	46	43
321918	Other Millwork (including Flooring)	200	39
321920	Wood Container and Pallet Manufacturing	159	40
321992	Prefabricated Wood Building Manufacturing	40	41
321999	All Other Miscellaneous Wood Product Manufacturing	185	40

Local Logistical Services: 47

NAICS	INDUSTRY	JOBS	SCORE
484110	General Freight Trucking, Local	547	51
484122	General Freight Trucking, Long-Distance, Less Than Truckload	911	57
484210	Used Household and Office Goods Moving	122	41
484220	Specialized Freight (except Used Goods) Trucking, Local	1,024	46
485410	School and Employee Bus Transportation	678	39
485991	Special Needs Transportation	312	36
492110	Couriers and Express Delivery Services	642	47
492210	Local Messengers and Local Delivery	69	39
531130	Lessors of Miniwarehouses and Self-Storage Units	51	43

532111	Passenger Car Rental	26	35
532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing	36	37
562111	Solid Waste Collection	238	43
621910	Ambulance Services	112	46

Aerospace Vehicles and Defense: 47

NAICS	INDUSTRY	JOB	SCORE
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	37	47

Livestock Processing: 45

NAICS	INDUSTRY	JOB	SCORE
311611	Animal (except Poultry) Slaughtering	286	43
311612	Meat Processed from Carcasses	131	35
311615	Poultry Processing	1,455	47
424520	Livestock Merchant Wholesalers	107	40

Textile Manufacturing: 45

NAICS	INDUSTRY	JOB	SCORE
315190	Other Apparel Knitting Mills	81	45

Furniture: 45

NAICS	INDUSTRY	JOB	SCORE
321991	Manufactured Home (Mobile Home) Manufacturing	129	44
337110	Wood Kitchen Cabinet and Countertop Manufacturing	373	39
337122	Nonupholstered Wood Household Furniture Manufacturing	53	35
337127	Institutional Furniture Manufacturing	529	51
337211	Wood Office Furniture Manufacturing	16	40

337215	Showcase, Partition, Shelving, and Locker Manufacturing	114	47
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Environmental Services: 45

NAICS	INDUSTRY	JOBS	SCORE
562211	Hazardous Waste Treatment and Disposal	55	41
562219	Other Nonhazardous Waste Treatment and Disposal	91	47

Federal Government Services: 45

NAICS	INDUSTRY	JOBS	SCORE
901149	US Postal Service	856	49
901199	Federal Government, Civilian, Excluding Postal Service	397	55
901200	Federal Government, Military	1,189	38

Upstream Metal Manufacturing: 45

NAICS	INDUSTRY	JOBS	SCORE
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	52	48
331420	Copper Rolling, Drawing, Extruding, and Alloying	50	50
332111	Iron and Steel Forging	26	45
332117	Powder Metallurgy Part Manufacturing	59	45
332119	Metal Crown, Closure, and Other Metal Stamping (except Automotive)	219	42
332618	Other Fabricated Wire Product Manufacturing	12	41

Education and Knowledge Creation: 44

NAICS	INDUSTRY	JOBS	SCORE
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	79	45
611310	Colleges, Universities, and Professional Schools	152	42

611430	Professional and Management Development Training	293	47
611513	Apprenticeship Training	25	46
611691	Exam Preparation and Tutoring	66	34
611699	All Other Miscellaneous Schools and Instruction	27	36
611710	Educational Support Services	25	35
902612	Colleges, Universities, and Professional Schools (State Government)	3,509	40
903612	Colleges, Universities, and Professional Schools (Local Government)	2,096	51

Hospitality and Tourism: 43

NAICS	INDUSTRY	JOB	SCORE
453920	Art Dealers	32	37
561510	Travel Agencies	87	39
561520	Tour Operators	124	44
561591	Convention and Visitors Bureaus	25	38
561599	All Other Travel Arrangement and Reservation Services	23	43
711211	Sports Teams and Clubs	48	37
711212	Racetracks	120	36
711219	Other Spectator Sports	16	34

NAICS	INDUSTRY	JOB	SCORE
712110	Museums	49	34
712120	Historical Sites	11	36
713120	Amusement Arcades	150	34
713920	Skiing Facilities	104	34
713930	Marinas	84	38
713990	All Other Amusement and Recreation Industries	242	36
721110	Hotels (except Casino Hotels) and Motels	1,696	48
721199	All Other Traveler Accommodation	15	36

721211	RV (Recreational Vehicle) Parks and Campgrounds	120	33
721214	Recreational and Vacation Camps (except Campgrounds)	156	35

Forestry: 42

NAICS	INDUSTRY	JOB	SCORE
113310	Logging	309	42
115310	Support Activities for Forestry	20	39

Trailers, Motor Homes, and Appliances: 42

NAICS	INDUSTRY	JOB	SCORE
336212	Truck Trailer Manufacturing	12	42

Local Household Goods and Services: 42

NAICS	INDUSTRY	JOB	SCORE
423710	Hardware Merchant Wholesalers	107	44
442110	Furniture Stores	277	41
442210	Floor Covering Stores	91	42
442291	Window Treatment Stores	21	39
442299	All Other Home Furnishings Stores	101	34
443141	Household Appliance Stores	110	41
444130	Hardware Stores	377	39
444210	Outdoor Power Equipment Stores	61	39
444220	Nursery, Garden Center, and Farm Supply Stores	177	37
453110	Florists	115	34
561730	Landscaping Services	991	45
561740	Carpet and Upholstery Cleaning Services	54	37
811211	Consumer Electronics Repair and Maintenance	21	38
811213	Communication Equipment Repair and Maintenance	12	43

Water Transportation: 41

NAICS	INDUSTRY	JOB	SCORE
336612	Boat Building	34	41

Jewelry and Precious Metals: 41

NAICS	INDUSTRY	JOB	SCORE
339910	Jewelry and Silverware Manufacturing	12	41

Apparel: 41

NAICS	INDUSTRY	JOB	SCORE
314999	All Other Miscellaneous Textile Product Mills	141	40
315990	Apparel Accessories and Other Apparel Manufacturing	18	41

Outreach, Design, and Publishing: 41

NAICS	INDUSTRY	JOB	SCORE
511120	Periodical Publishers	41	36
511130	Book Publishers	29	41
541410	Interior Design Services	101	40
541420	Industrial Design Services	14	40
541430	Graphic Design Services	133	38
541613	Outreach Consulting Services	134	46
541810	Advertising Agencies	28	37
541850	Outdoor Advertising	21	36
541860	Direct Mail Advertising	109	43
541890	Other Services Related to Advertising	103	40
541910	Outreach Research and Public Opinion Polling	20	37

Leather and Related Products: 39

NAICS	Industry	Jobs	Score
314910	Textile Bag and Canvas Mills	44	39
316998	All Other Leather Good and Allied Product Manufacturing	14	40

Video Production and Distribution: 39

NAICS	INDUSTRY	JOBS	SCORE
512110	Motion Picture and Video Production	49	39

Printing Services: 39

NAICS	INDUSTRY	JOBS	SCORE
323111	Commercial Printing (except Screen and Books)	402	39
323113	Commercial Screen Printing	246	39

Local Retailing of Clothing and General Merchandise: 39

NAICS	INDUSTRY	JOBS	SCORE
448110	Men's Clothing Stores	15	38
448120	Women's Clothing Stores	215	35
448130	Children's and Infants' Clothing Stores	13	34
448140	Family Clothing Stores	183	34
448150	Clothing Accessories Stores	16	34
448190	Other Clothing Stores	107	36
448210	Shoe Stores	139	36
448310	Jewelry Stores	143	37
451130	Sewing, Needlework, and Piece Goods Stores	45	34

452210	Department Stores	1,280	24
452311	Warehouse Clubs and Supercenters	2,552	50
452319	All Other General Merchandise Stores	593	28
453310	Used Merchandise Stores	466	36

Local Personal Services (Non-Medical): 39

NAICS	INDUSTRY	JOBS	SCORE
446120	Cosmetics, Beauty Supplies, and Perfume Stores	129	36
446199	All Other Health and Personal Care Stores	88	44
453910	Pet and Pet Supplies Stores	135	37
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	435	46
532289	All Other Consumer Goods Rental	15	36
541921	Photography Studios, Portrait	56	35
541940	Veterinary Services	656	43
624410	Child Day Care Services	2,142	38
811490	Other Personal and Household Goods Repair and Maintenance	128	39
812111	Barber Shops	97	37
812112	Beauty Salons	1,006	35
812113	Nail Salons	115	38
812199	Other Personal Care Services	278	37
812310	Coin-Operated Laundries and Drycleaners	65	36
812910	Pet Care (except Veterinary) Services	202	37
812922	One-Hour Photofinishing	14	39
812990	All Other Personal Services	170	36

Local Entertainment and Media: 37

NAICS	INDUSTRY	JOBS	SCORE
443142	Electronics Stores	330	37

451110	Sporting Goods Stores	512	38
451120	Hobby, Toy, and Game Stores	102	34
451140	Musical Instrument and Supplies Stores	39	35
451211	Book Stores	67	33
511110	Newspaper Publishers	406	37
512131	Motion Picture Theaters (except Drive-Ins)	166	32
515112	Radio Stations	138	39

NAICS	INDUSTRY	JOB	SCORE
515120	Television Broadcasting	97	45
532282	Video Tape and Disc Rental	17	34

Performing Arts: 36

NAICS	INDUSTRY	JOB	SCORE
711110	Theater Companies and Dinner Theaters	73	37
711130	Musical Groups and Artists	29	34
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	123	34
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities	41	35
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	19	36
711510	Independent Artists, Writers, and Performers	209	37

Local Food and Beverage Processing and Distribution: 35

NAICS	INDUSTRY	JOB	SCORE
311811	Retail Bakeries	186	34
311812	Commercial Bakeries	13	41
424410	General Line Grocery Merchant Wholesalers	257	49
424420	Packaged Frozen Food Merchant Wholesalers	195	48

424430	Dairy Product (except Dried or Canned) Merchant Wholesalers	82	40
424450	Confectionery Merchant Wholesalers	53	42
424490	Other Grocery and Related Products Merchant Wholesalers	513	53
424810	Beer and Ale Merchant Wholesalers	312	44
445110	Supermarkets and Other Grocery (except Convenience) Stores	3,014	24
445210	Meat Markets	217	41
445291	Baked Goods Stores	421	54
445292	Confectionery and Nut Stores	18	35
445299	All Other Specialty Food Stores	226	38
445310	Beer, Wine, and Liquor Stores	237	36
446191	Food (Health) Supplement Stores	46	36
453991	Tobacco Stores	118	37
454210	Vending Machine Operators	107	48
454390	Other Direct Selling Establishments	250	44
722330	Mobile Food Services	52	37

Local Commercial Services: 28

NAICS	INDUSTRY	JOB	SCORE
339950	Sign Manufacturing	100	43
453210	Office Supplies and Stationery Stores	114	44
541110	Offices of Lawyers	674	53
541211	Offices of Certified Public Accountants	341	46

NAICS	INDUSTRY	JOB	SCORE
541219	Other Accounting Services	337	45
541350	Building Inspection Services	24	41
541380	Testing Laboratories	181	40

541620	Environmental Consulting Services	89	45
561110	Office Administrative Services	354	51
561320	Temporary Help Services	2,928	1
561410	Document Preparation Services	38	39
561431	Private Mail Centers	21	37
561492	Court Reporting and Stenotype Services	26	38
561611	Investigation Services	11	35
561621	Security Systems Services (except Locksmiths)	107	37
561622	Locksmiths	25	41
561710	Exterminating and Pest Control Services	89	44
561720	Janitorial Services	1,287	42
561790	Other Services to Buildings and Dwellings	109	36
561990	All Other Support Services	189	40
811212	Computer and Office Machine Repair and Maintenance	50	39
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	325	42
811411	Home and Garden Equipment Repair and Maintenance	32	38
811412	Appliance Repair and Maintenance	25	38
812320	Dry Cleaning and Laundry Services (except Coin-Operated)	25	34
812332	Industrial Launderers	123	42

Clusters that don't appear in the West Central Region are Tobacco, Music and Sound Recording, Metal Mining, Electric Power Generation and Transmission, Coal Mining, Fishing and Fishing Products, and Footwear.

Appendix C.1. Occupation Employment, Projections, and Change

Source: Wisconsin Department of Workforce Development, March 2020.

Appendices C.1. – C.3. are from the Wisconsin Department of Workforce Development table *Long Term: 2016-2026 Occupational Projections* for the West Central Wisconsin Workforce Development Area.

SOC Code	Occupation Title	2016 Employment (1)	2026 Projected Employment	Employment Change (2016-26)	% Change (2016-26)
00-0000	Total, All Occupations	212,690	229,550	16,860	7.9%
11-0000	Management Occupations	11,870	13,150	1,280	10.8%
13-0000	Business and Financial Operations Occupations	7,330	8,180	850	11.6%
15-0000	Computer and Mathematical Occupations	2,270	2,610	340	15.0%
17-0000	Architecture and Engineering Occupations	3,310	3,540	230	6.9%
19-0000	Life, Physical, and Social Science Occupations	910	1,050	140	15.4%
21-0000	Community and Social Service Occupations	2,820	3,100	280	9.9%
23-0000	Legal Occupations	780	810	30	3.8%
25-0000	Education, Training, and Library Occupations	12,690	13,290	600	4.7%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2,500	2,650	150	6.0%
29-0000	Healthcare Practitioners and Technical Occupations	12,050	13,270	1,220	10.1%
31-0000	Healthcare Support Occupations	5,980	6,640	660	11.0%
33-0000	Protective Service Occupations	3,860	3,990	130	3.4%

SOC Code	Occupation Title	2016 Employment (1)	2026 Projected Employment	Employment Change (2016-26)	% Change (2016-26)
35-0000	Food Preparation and Serving Related Occupations	18,250	20,310	2,060	11.3%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	6,260	6,800	540	8.6%
39-0000	Personal Care and Service Occupations	11,890	13,660	1,770	14.9%
41-0000	Sales and Related Occupations	20,170	21,730	1,560	7.7%
43-0000	Office and Administrative Support Occupations	27,840	28,590	750	2.7%
45-0000	Farming, Fishing, and Forestry Occupations	2,390	2,620	230	9.6%
47-0000	Construction and Extraction Occupations	9,010	10,070	1,060	11.8%
49-0000	Installation, Maintenance, and Repair Occupations	9,080	10,020	940	10.4%
51-0000	Production Occupations	25,380	25,750	370	1.5%
53-0000	Transportation and Material Moving Occupations	16,070	17,720	1,650	10.3%

(1) Employment is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment also includes jobs among self-employed. Employment is rounded to the nearest ten, with employment less than five rounded to zero. Totals may not add due to rounding.

Appendix C.2. Occupation Exits, Transfers, Growth, and Openings

SOC Code	Occupation Title	<u>Occupational Separations Rate, Annual Average</u>			
		Labor Force Exits (2)	Occupational Transfers (3)	Annual Growth	Occupational Openings (4)
00-0000	Total, All Occupations	10,650	14,060	1,690	26,400
11-0000	Management Occupations	420	540	130	1,090
13-0000	Business and Financial Operations Occupations	230	460	90	780
15-0000	Computer and Mathematical Occupations	40	120	30	190
17-0000	Architecture and Engineering Occupations	90	160	20	270
19-0000	Life, Physical, and Social Science Occupations	30	60	10	100
21-0000	Community and Social Service Occupations	120	200	30	350
23-0000	Legal Occupations	20	30	0	50
25-0000	Education, Training, and Library Occupations	540	530	60	1,130
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	110	140	20	270
29-0000	Healthcare Practitioners and Technical Occupations	340	340	120	800
31-0000	Healthcare Support Occupations	360	350	70	780
33-0000	Protective Service Occupations	190	210	10	410
35-0000	Food Preparation and Serving Related Occupations	1,440	1,850	210	3,500
37-0000	Building and Grounds Cleaning and Maintenance Occupations	400	410	50	860

SOC Code	Occupation Title	Occupational Separations Rate, Annual Average			
		Labor Force Exits (2)	Occupational Transfers (3)	Annual Growth	Occupational Openings (4)
39-0000	Personal Care and Service Occupations	950	880	180	2,010
41-0000	Sales and Related Occupations	1,270	1,610	160	3,040
43-0000	Office and Administrative Support Occupations	1,480	1,690	80	3,250
45-0000	Farming, Fishing, and Forestry Occupations	90	280	20	390
47-0000	Construction and Extraction Occupations	340	610	110	1,060
49-0000	Installation, Maintenance, and Repair Occupations	340	560	90	990
51-0000	Production Occupations	1,020	1,850	40	2,910
53-0000	Transportation and Material Moving Occupations	860	1,180	170	2,210

(2) Exits. Workers who leave the labor force entirely.

(3) Transfers. Workers who leave their occupation for a different occupation.

(4) Total Openings. Includes exits, transfers and growth.

Appendix C.3. Annual Wages by Occupation

SOC Code	Occupation Title	Annual Wages (5)						
		Entry	Experienced	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
00-0000	Total, All Occupations	\$20,360	\$50,750	\$18,230	\$23,180	\$33,830	\$49,290	\$69,510
11-0000	Management Occupations	\$45,080	\$111,540	\$38,320	\$55,760	\$80,540	\$106,010	\$150,060
13-0000	Business and Financial Operations Occupations	\$35,340	\$68,100	\$31,920	\$40,760	\$52,620	\$67,950	\$84,340
15-0000	Computer and Mathematical Occupations	\$39,050	\$71,890	\$35,870	\$44,420	\$56,990	\$72,830	\$90,640
17-0000	Architecture and Engineering Occupations	\$44,240	\$76,900	\$40,020	\$50,030	\$62,060	\$78,780	\$98,840
19-0000	Life, Physical, and Social Science Occupations	\$35,900	\$74,040	\$32,190	\$41,280	\$54,890	\$74,940	\$97,240
21-0000	Community and Social Service Occupations	\$22,250	\$49,860	\$19,550	\$25,780	\$41,420	\$52,150	\$61,660
23-0000	Legal Occupations	\$30,600	\$80,830	\$28,050	\$34,690	\$46,510	\$70,060	\$118,500
25-0000	Education, Training, and Library Occupations	\$26,660	\$57,930	\$23,420	\$30,790	\$46,170	\$59,990	\$73,370
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	\$21,320	\$47,270	\$18,600	\$24,500	\$35,090	\$48,030	\$63,000

SOC Code	Occupation Title	Annual Wages (5)						
		Entry	Experienced	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
29-0000	Healthcare Practitioners and Technical Occupations	\$34,410	\$87,800	\$29,270	\$42,920	\$58,850	\$77,630	\$105,900
31-0000	Healthcare Support Occupations	\$23,390	\$37,050	\$21,400	\$25,560	\$30,450	\$36,680	\$42,160
33-0000	Protective Service Occupations	\$24,100	\$47,970	\$20,620	\$28,090	\$37,990	\$50,040	\$62,560
35-0000	Food Preparation and Serving Related Occupations	\$17,250	\$22,280	\$16,270	\$17,260	\$18,900	\$22,650	\$29,140
37-0000	Building and Grounds Cleaning and Maintenance Occupations	\$18,900	\$31,280	\$17,480	\$20,330	\$24,820	\$32,420	\$39,510
39-0000	Personal Care and Service Occupations	\$19,040	\$27,110	\$17,620	\$20,280	\$22,890	\$25,990	\$34,400
41-0000	Sales and Related Occupations	\$17,460	\$45,520	\$16,900	\$18,870	\$24,420	\$42,220	\$64,780
43-0000	Office and Administrative Support Occupations	\$21,300	\$39,670	\$18,910	\$24,200	\$32,200	\$39,930	\$50,710
45-0000	Farming, Fishing, and Forestry Occupations	\$19,550	\$39,450	\$17,740	\$21,820	\$31,320	\$39,700	\$52,650
47-0000	Construction and Extraction Occupations	\$29,590	\$56,550	\$26,460	\$34,290	\$45,290	\$60,460	\$74,210
49-0000	Installation, Maintenance, and Repair Occupations	\$27,910	\$52,320	\$24,480	\$32,340	\$41,820	\$54,220	\$67,550

		<u>Annual Wages (5)</u>						
SOC Code	Occupation Title	Entry	Experienced	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
51-0000	<i>Production Occupations</i>	\$23,840	\$41,240	\$21,510	\$26,680	\$33,630	\$41,960	\$51,130
53-0000	<i>Transportation and Material Moving Occupations</i>	\$21,060	\$39,240	\$19,150	\$23,760	\$31,820	\$39,720	\$49,850

(5) Wages estimates from the Occupational Employment Statistics (OES) survey May 2016.

Appendix D. Top Ten Hot Jobs

Source: Wisconsin Department of Workforce Development. March 2020

Hot Jobs are determined by the Wisconsin Department of Workforce Development for workforce development areas in the state. Hot Jobs are high projected growth occupations that must meet the following criteria:

1. Median salary must be above the state median
2. Percentage change must be greater than the state average
3. Have the most projected openings

RANK	SOC Code	Occupation	Employment 2016 (1)	Projected Employment 2026	Employment Change (2016-26)	% Change (2016-26)	Education (5)	Annual Separations Exits	Annual Separations	Annual New Openings	Annual Total Openings (4)	Median Wages (6)
1	53-3032	Heavy and Tractor-Trailer Truck Drivers	3,830	4,230	400	10.4%	Postsecondary non-degree award	170	250	40	460	\$39,560
2	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical	2,430	2,940	510	21.0%	High school diploma or equivalent	90	180	50	320	\$56,790
3	49-9071	Maintenance and Repair Workers, General	2,460	2,670	210	8.5%	High school diploma or equivalent	100	140	20	260	\$36,880
4	29-1141	Registered Nurses	4,070	4,440	370	9.1%	Bachelor's degree	120	90	40	250	\$65,140
5	11-1021	General and Operations Managers	2,190	2,450	260	11.9%	Bachelor's degree	50	140	30	220	\$73,670
6	51-4121	Welders, Cutters, Solderers, and Brazers	1,810	1,970	160	8.8%	High school diploma or equivalent	50	150	20	220	\$39,080
7	47-2061	Construction Laborers	1,680	1,990	310	18.5%	No formal educational cred.	60	120	30	210	\$39,270

RANK	SOC Code	Occupation	Employment 2016 (1)	Projected Employment 2026	Employment Change (2016-26)	% Change (2016-26)	Education (5)	Annual Separations Exits	Annual Separations	Annual New Hires	Annual Total Openings (4)	Median Wages (6)
8	47-2031	Carpenters	1,880	2,070	190	10.1%	High school diploma or equivalent	70	110	20	200	\$39,620
9	41-1011	First-Line Supervisors of Retail Sales Workers	1,540	1,680	140	9.1%	High school diploma or equivalent	60	110	10	180	\$34,660
10	53-3022	Bus Drivers, School or Special Client	1,220	1,320	100	8.2%	High school diploma or equivalent	100	50	10	160	\$36,810

- (1) **Employment** is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment also includes jobs among self-employed. Totals may not add due to suppression.
- (2) **Exists.** Workers who leave the labor force entirely.
- (3) **Transfers.** Workers who leave their occupation for a different occupation.
- (4) **Total Openings.** Includes exits, transfers and growth.
- (5) **Typical education needed for entry** is what most workers need to enter the occupation.
- (6) **Wages** estimates from the Occupational Employment Statistics (OES) survey May 2016.

Appendix E. Labor Force, Employment, and Unemployment

Source: Wisconsin Department of Workforce Development. March 2020

Year				Labor Force	Unemployment
	Labor Force	Employed	Unemployed	Participation Rate	Rate
1990	190,670	181,237	9,433	69.6%	4.9%
1991	193,590	181,429	12,161	70.5%	6.3%
1992	197,460	185,048	12,412	71.4%	6.3%
1993	204,764	193,112	11,652	73.2%	5.7%
1994	210,574	200,241	10,333	74.7%	4.9%
1995	215,971	207,194	8,777	75.9%	4.1%
1996	222,446	213,794	8,652	77.1%	3.9%
1997	226,902	218,309	8,593	77.6%	3.8%
1998	227,263	219,250	8,013	76.7%	3.5%
1999	224,240	216,960	7,280	74.4%	3.2%
2000	234,571	226,482	8,089	73.9%	3.4%
2001	239,749	228,928	10,821	74.1%	4.5%
2002	242,474	229,517	12,957	73.3%	5.3%
2003	248,656	234,617	14,039	73.8%	5.6%
2004	247,626	235,307	12,319	72.1%	5.0%
2005	249,382	237,658	11,724	71.2%	4.7%
2006	255,051	242,730	12,321	71.5%	4.8%
2007	259,351	246,382	12,969	72.3%	5.0%
2008	258,259	245,787	12,472	71.8%	4.8%
2009	257,953	237,111	20,842	71.1%	8.1%
2010	253,773	233,222	20,551	70.4%	8.1%
2011	255,333	237,019	18,314	70.5%	7.2%
2012	255,213	238,691	16,522	70.1%	6.5%
2013	255,650	239,860	15,790	70.1%	6.2%
2014	256,783	243,996	12,787	70.0%	5.0%
2015	258,839	247,790	11,049	70.1%	4.3%
2016	262,214	251,515	10,699	70.5%	4.1%
2017	265,819	257,163	8,656	71.1%	3.3%
2018	265,168	257,012	8,156	70.4%	3.1%

