



Northwest Wisconsin Workforce Investment Board Strategic Plan 2020-2024

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I. Introduction

This plan has been developed to help the Northwest Wisconsin Workforce Investment Board (NWWIB) set strategic priorities and guide our efforts to strengthen the region’s workforce.

This plan serves as a tool to help us in making decisions – it offers us a touchstone to refer to when deciding upon a course of action; it is our guide by which we set our course. It offers us full flexibility while pointing us in a determined direction. In this regard, the plan is meant to be a fluid and living document.

The plan has developed through an inclusive and collaborative process with feedback from our partners and regional stakeholders, informed by data and labor market information.

II. Who We Are

MISSION

The Northwest Wisconsin Workforce Investment Board will create, and continue to improve, an innovative and quality strategic direction for the regional workforce development system.

VISION

Northwest Wisconsin will have a workforce system that matches businesses to their workforce. Training will be available locally through industry initiatives and career pathways that are responsive to local labor dynamics and trends. The system will be recognized as the system of choice for constituents and economic growth.

The NWWIB is a private sector led 501(c)3 responsible for the oversight of the Workforce Innovation and Opportunity Act (WIOA) and other training and employment initiatives in the ten counties of Northwest Wisconsin; Ashland, Bayfield, Burnett, Douglas, Price, Iron, Rusk, Sawyer, Taylor and Washburn and the tribal nations of the Bad River Band of Lake Superior Chippewa Indians, Lac Courte Oreilles Band of Lake Superior Chippewa Indians, Lac du Flambeau Band of Lake Superior Chippewa Indians, Red Cliff Band of Lake Superior Chippewa Indians, and St Croix Chippewa Indians of Wisconsin. The board is comprised of business leaders, workforce development partners, and tribal representatives who are committed to creating a workforce system that meets the needs of the employers and workers in the region.

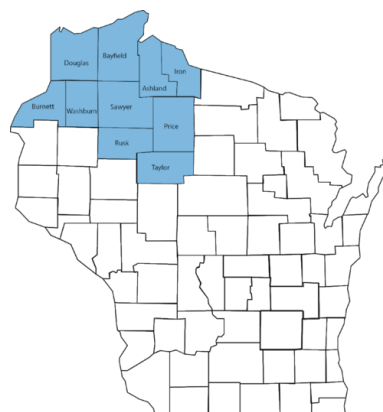


Figure 1: NWWIB serves the counties of Ashland, Bayfield, Burnett, Douglas, Price, Iron, Rusk, Sawyer, Taylor and Washburn.

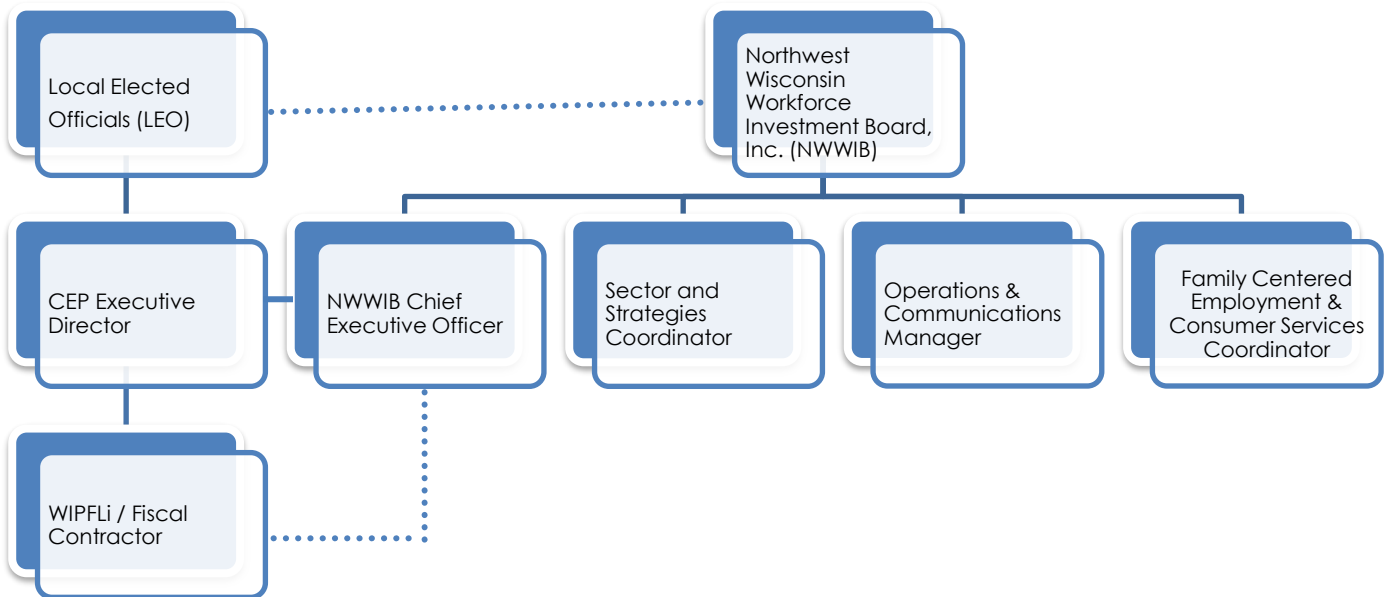
III. How We Operate

To help visualize the Workforce Development System within which NWWIB operates, we have included the Northwest Wisconsin Workforce Development System Chart (below).

You will notice at the top of the chart that our system is led by a Local Elected Official (LEO). In our region this position is held by an appointed individual. Board appointment is made by the LEO. The LEO holds primary fiduciary responsibility for the entire system and appoints members to the NWWIB.

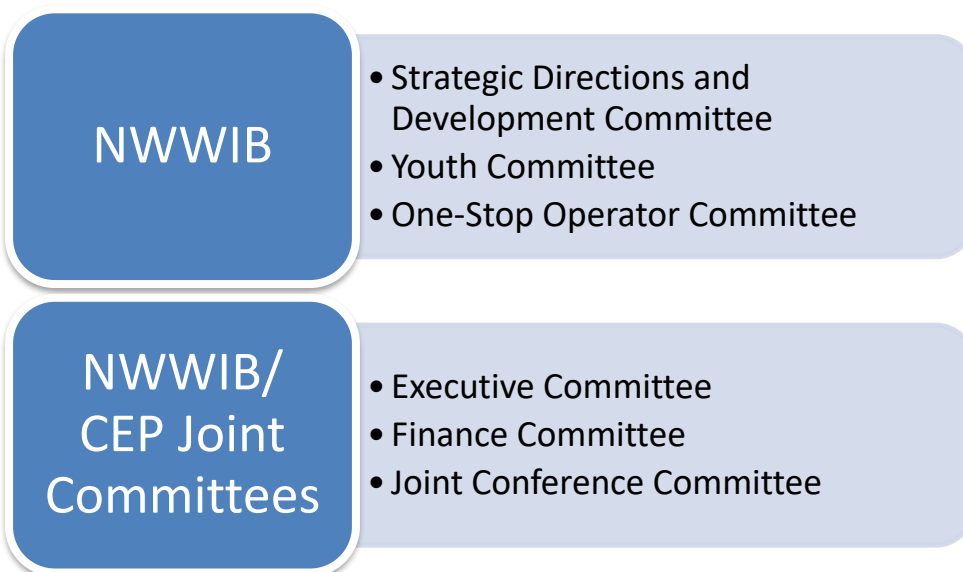
The Northwest Wisconsin Workforce Investment Board and Northwest Wisconsin CEP operate as separate entities. Both the NWWIB and the CEP receive administrative support from the Finance Director and related staff.

The NWWIB oversees the policies and performance of the job centers, youth programs, and other WIOA and workforce initiatives. Within the Workforce Development system, the NWWIB has been structured to have a full board which serves as the overarching and directing body, and sub-committees which focus on priority areas (please refer to the NWWIB Committee Structure Chart).



- The connection from the NWWIB to the CEP Executive Director and CEP organization indicates Fiscal Agent designation. It also indicates direct oversight and financial accountability to WIOA and the NWWIB. The Local Elected Official retains financial liability.
- The dashed line from the Local Elected Official to the NWWIB reflects the role the Local Elected Official has in appointing the Board.
- The dashed line from the NWWIB to the Fiscal Contractor reflects the support role the Finance Contractor plays to the Board.
- The solid line from NWWIB Chief Executive Officer to the CEP Executive Director and CEP organization reflects the NWWIB’s policymaking and oversight responsibility.

The NWWIB relies heavily on its sub-committees to assist in carrying out its mission. See below for a brief outline of each of the NWWIB’s committees, their roles, and information about when they meet.



- The NWWIB Executive Committee is co-chaired by the NWWIB Chairperson and the appointed Local Elected Official (LEO) and is comprised of the three officers of each board and three at-large members appointed by the NWWIB and LEO Chairs
- Ad-Hoc Committees/Workgroups are established by the NWWIB Chair with approval from the board.

EXECUTIVE COMMITTEE:

The Executive Committee is a committee comprised of the NWWIB members and the Local Elected Officials (LEO) members. This Committee has conditional authority to act between LEO and NWWIB meetings in order to expedite operational decisions and cooperation between the two Boards. This Committee will have 12 members, 1/3 (four) the private sector, 1/3 (four) the public sector, 1/3 the LEOs. The NWWIB and LEO Board will review the business of this Committee at the regular Board meetings. This Committee is charged with the establishment of plans, priorities and goals of the agency and Workforce Development Area. The committee is responsible for the review of programming changes, proposals, new programs and projects proposed by the staff throughout the year. Requests by any group or organization, for the use of funds shall be reviewed by the committee. The Executive Committee meets monthly.

YOUTH COMMITTEE:

The Youth Committee is a committee comprised of members of the NWWIB and other community members with a special interest or expertise in youth policy. The Committee will elect its own chairperson. It shall be the responsibility of the Youth Committee to provide strategy and guidance to the agency in the administration of the various youth programs authorized and funded by WIOA.

STRATEGIC DIRECTIONS AND DEVELOPMENT COMMITTEE:

This Committee consists of a cross section of NWWIB members from the public and private sector. It will elect its own chairperson. The committee may recruit additional members to complement its pool of expertise. The additional members do not need to be NWWIB members but should be appointed by the Board.

Strategic Directions and Development Committee Goals (Responsibilities)

- Work to meet the workforce development needs of businesses in selected industries and

occupations with high wage career opportunities.

- Support initiatives which increase the labor supply for high demand industries, both current and future, in cooperation with state and local economic development partners.
- Work to create a bridge between educational institutions, business and industry by identifying skills needs and communicating them to educational partners.
- Create a public branding strategy for the workforce development system
- Create sustainability for our efforts
- Dedicate and identify resources to maintain customer service centers in each of the ten counties, or at minimum one for each industry cluster region.
- Provide information and assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

ONE-STOP OPERATOR COMMITTEE:

This committee consists of a combination of standing and elected members who contribute time, talent and/or treasure to the Job Centers. Standing members include regional executives with the authority to carry out functions and direct actions of local level staff. Members represent partners and constituent groups as identified in Section 121 in the Workforce Innovation and Opportunity Act.

STAFF

The NWWIB employs staff and consultants, as the Board deems necessary to carry out its mission and implement initiatives. The current staffing structure includes four staff and a shared administrative assistant and a fiscal contractor. Their duties are:

Chief Executive Officer: The NWWIB Chief Executive Officer provides the day-to-day operational leadership for the organization. The CEO hires and supervises all staff of the organization. The Chief Executive Officer is responsible for implementing the NWWIB's Strategic Plan and supporting the Board and its committees in the policy development and oversight of the region's workforce investment system. The Chief Executive Officer is hired by and reports to the NWWIB Board of Directors and NWWIB/ CEP Joint Conference Committee.

Operations & Communications Manager: The Operations & Communications Manager is responsible for the monitoring, coordination, and marketing of employment, training, and education initiatives in the region. The Operations & Communications Manager provides assistance to the Chief Executive Officer and the NWWIB in the areas of planning, operations and oversight, communication, and resource development. This position reports to the Chief Executive Officer of the Northwest Wisconsin Workforce Investment Board.

Sector and Strategies Coordinator: The Sector and Strategies Coordinator will serve as the Northwest Wisconsin Workforce Investment Board's lead contact for industry initiatives in the region. The Coordinator will develop workforce partnerships in the critical industries identified by the NWWIB Strategic Plan and other industries as identified by the Chief Executive Officer. The Coordinator will market the apprenticeship program, on-the-job training, and other employer supports for workforce development and adult education in the region and provide technical assistance to businesses.

This position reports to the Chief Executive Officer of the Northwest Wisconsin Workforce Investment Board.

Family Centered Employment and Consumer Services Coordinator: The Family Centered Employment (FCE) and Consumer Services Coordinator provides leadership for the NWWIB's 2Gen/FCE philosophy by championing its adoption within and beyond individual initiatives. This position convenes and facilitates a regional FCE Approach Core Team that will serve as the organizational champions of 2Gen/FCE and develop a 2Gen/FCE roadmap to guide the NWWIB's work going forward.

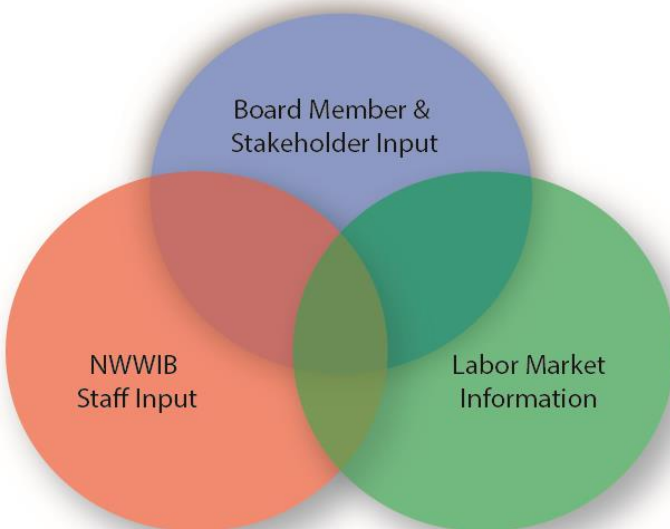
Executive Assistant: The Executive Assistant is responsible for the coordination and recording of the NWWIB activities and meetings. The Executive Assistant ensures terms are valid as well as ensures that Board Member correspondence and communication methods are accurate. This position reports jointly to the Chief Executive Officer of the NWWIB and the Executive Director of CEP.

IV. Strategic Planning Process

This plan builds upon NWWIB's past work and accomplishments to set a future course for successful workforce development in our region, designed to ensure that the area's workforce is ready to meet the needs of our employers.

Through the strategic planning process, the NWWIB has developed a comprehensive plan for meeting the challenges within the ten county region served by the board. The NWWIB's Strategic Directions and Development Committee played an instrumental role in developing strategies to meet the needs of employers and job seekers within our workforce development area. Central to this process was the collaboration among a wide range of stakeholders including business, labor, education, economic development, local government, and community-based agencies. Transforming this vision into a plan that can be set in motion has required stakeholders to work together to identify solutions to continue to work towards bridging the gap between regional workforce supply and demand.

METHODOLOGY



The strategic planning process began in 2019 with an update of the comprehensive, external environmental scan which included a review of region and labor market data prepared by the Wisconsin Department of Workforce Development - Office of Economic Advisors as well as ancillary information from Job Center Monthly reports, Board member surveys, small committee work and other means of data collection. Through an extensive review performed by Strategic Direction and Development Committee members, key issues, questions and priorities to be addressed as part of the strategic planning process were identified. This part of the process also included significant input gathered from business, community partners, and stakeholders at regional events and the Comprehensive Economic Development Strategy.

The regional data and labor market information was then used to guide the Strategic Directions and Development Committee's discussion regarding priorities and goal development. Armed with these overarching goals, the Committee worked with support from the NWWIB staff to define data-driven activities for each goal.

The committee worked together to develop goals, tactics, and benchmarks to determine success. The problems identified in the NWWIB's strategic plan addresses some of the critical issues that were apparent in the environmental scan and anecdotal information gathered from collaborative stakeholder events. The Strategic Plan Map contains an action plan

that addresses the goals and specific objectives that will be reviewed on an annual basis. Through quarterly reviews, the Committee will assess the progress that has been made to address each problem area. Strategies and tactics will be revised as needed in order to ensure that the plan is meeting the needs of the region. The Committee views the strategic plan as a compass; not an inflexible blueprint for action. The Board of Directors will also play a critical role in reviewing the progress of the plan and assuring that strategies, if needed to be changed, are done so appropriately to reflect the current economic conditions. Staff will perform the documentation required for their review as well as carrying out periodic monitoring of the plan’s progress and making reports to the Committee and Board.

IV-A. Northwest Wisconsin Regional Demographic Data

As noted in the previous section, the NWWIB staff and Committee members reviewed a number of labor market sources and data points to inform its strategic planning process. This section contains a compilation of some of this information and provides a snapshot and context for the planning process in terms of our regional economy and workforce.

Charts 1A through 1E below provide an overview of the population in the whole of the ten counties, giving context to the demographics of our local economy and the changes which have implications for our workforce development efforts.

Economy Overview

174,866

Population (2019)

Population decreased by 1,276 over the last 5 years and is projected to decrease by 379 over the next 5 years.

75,798

Total Regional Employment

Jobs grew by 1,522 over the last 5 years and are projected to grow by 1,969 over the next 5 years.

\$47.2K

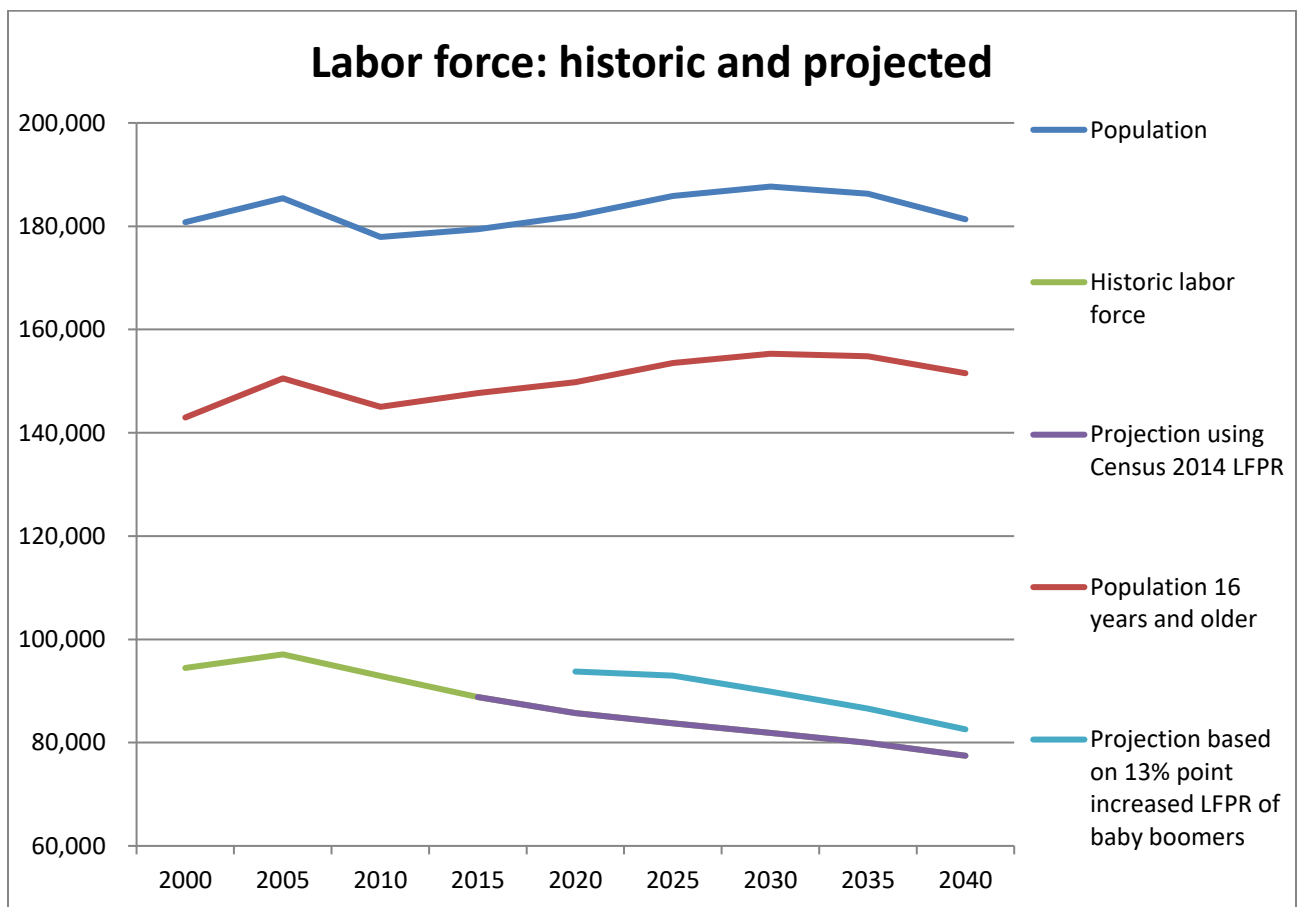
Avg. Earnings Per Job (2019)

Regional average earnings per job are \$20.1K below the national average earnings of \$67.3K per job.

Takeaways

- As of 2019 the region's population declined by 0.7% since 2014, falling by 1,276. Population is expected to decrease by 0.2% between 2019 and 2024, losing 379.
- From 2014 to 2019, jobs increased by 2.0% in WDA 7 from 74,276 to 75,798. This change fell short of the national growth rate of 6.9% by 4.9%. As the number of jobs increased, the labor force participation rate increased from 61.8% to 62.0% between 2014 and 2019.
- Concerning educational attainment, 13.8% of the selected regions' residents possess a Bachelor's Degree (5.0% below the national average), and 10.8% hold an Associate's Degree (2.7% above the national average).
- The top three industries in 2019 are Local Government, Excluding Education and Hospitals, Education and Hospitals (Local Government), and Restaurants and Other Eating Places.

Chart 1A: The Labor Force



Source: DWD, Office of Economic Advisors, August 2019

2019 Labor Force Breakdown

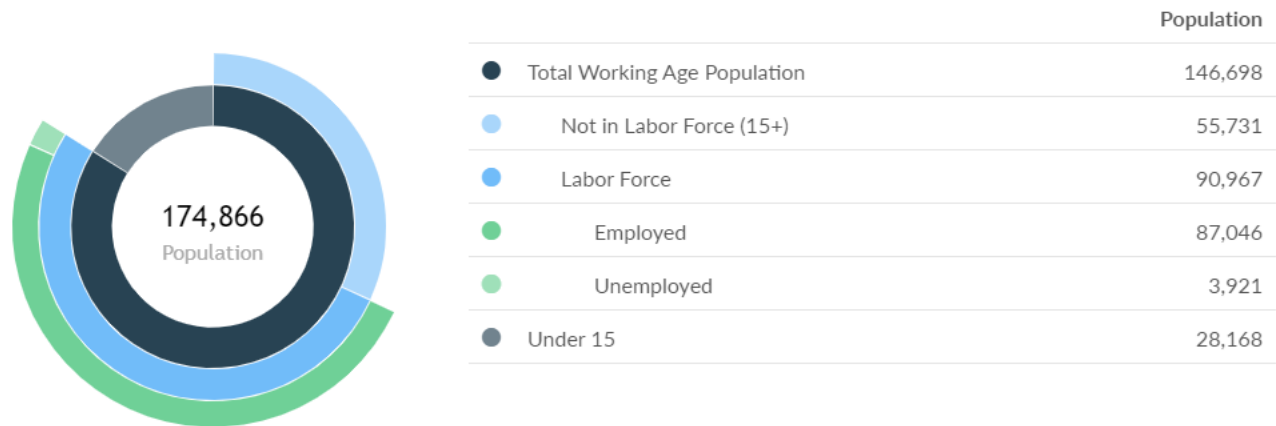


Chart 1B: Population by Age Cohort

Age Cohort	2018 Population	2024 Population	Change	% Change	2018 % of Cohort
Under 5 years	8,593	8,953	360	4%	4.90%
5 to 9 years	9,366	9,120	(246)	(3%)	5.34%
10 to 14 years	10,223	9,606	(617)	(6%)	5.83%
15 to 19 years	9,921	9,816	(105)	(1%)	5.66%
20 to 24 years	8,688	7,353	(1,335)	(15%)	4.96%
25 to 29 years	8,356	8,079	(277)	(3%)	4.77%
30 to 34 years	8,585	9,006	421	5%	4.90%
35 to 39 years	9,501	8,846	(655)	(7%)	5.42%
40 to 44 years	9,048	9,900	852	9%	5.16%
45 to 49 years	10,038	9,406	(632)	(6%)	5.73%
50 to 54 years	11,876	10,061	(1,815)	(15%)	6.78%
55 to 59 years	14,891	11,718	(3,173)	(21%)	8.50%
60 to 64 years	15,527	15,075	(452)	(3%)	8.86%
65 to 69 years	13,696	15,538	1,842	13%	7.82%
70 to 74 years	10,226	12,641	2,415	24%	5.84%
75 to 79 years	7,171	8,850	1,679	23%	4.09%
80 to 84 years	4,758	5,608	850	18%	2.72%
85 years and over	4,770	4,910	140	3%	2.72%
Total	175,238	174,487	(751)	0%	100.00%

Source: EMSI Dataset 2109.4; QCEW Employees + Non-QCEW Employees + Self-Employed + Extended Proprietors

The Northwest Wisconsin Demographic Profile (Charts 1A, 1B and 1C) identifies the total population for the ten-county region as 175,238. As this data indicates, Northwest Wisconsin has an aging population and has a large population of “working-class” households; nearly 80% of the region’s individuals have a per capita income below \$45,000 per year. On the other hand, the region has seen a 9.4% increase in per capita income in the past ten years; higher than the rest of the state average. Total personal income (TPI) includes income from three main sources: net earnings; dividends, interest and rent; and transfer receipts. Net earnings make up the vast majority of income in the Northwest Workforce Development Area (WDA) as it does elsewhere, with the remaining percentage divided between the other two components. In the Northwest WDA, just over half of TPI is from net earnings, a significantly lower percentage than the statewide average of 65.0%. Government transfer receipts

make up much of the remaining income from benefits like Social Security, unemployment insurance, Medicaid, Medicare, and public assistance. This was much higher than the state and national percentages. Given this, and the low proportion of income from earnings, this indicates an older population on average. This fits given the aging demographic of the Northwest Wisconsin region.

Chart 1C: Population by Race/Ethnicity

Race/Ethnicity	2018 Population	2024 Population	Change	% Change	2018 % of Cohort
White, Non-Hispanic	157,288	154,977	(2,311)	(1%)	89.76%
American Indian or Alaskan Native, Non-Hispanic	7,866	8,016	150	2%	4.49%
Two or More Races, Non-Hispanic	3,859	4,224	365	9%	2.20%
White, Hispanic	2,482	2,882	400	16%	1.42%
Black, Non-Hispanic	1,279	1,462	183	14%	0.73%
Asian, Non-Hispanic	1,179	1,385	206	17%	0.67%
American Indian or Alaskan Native, Hispanic	701	796	95	14%	0.40%
Two or More Races, Hispanic	294	384	90	31%	0.17%
Native Hawaiian or Pacific Islander, Non-Hispanic	164	207	43	26%	0.09%
Black, Hispanic	81	99	18	22%	0.05%
Asian, Hispanic	25	30	5	20%	0.01%
Native Hawaiian or Pacific Islander, Hispanic	20	26	6	30%	0.01%
Total	175,238	174,487	(751)	0%	100.00%

Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - Emsi 2019.4 Class of Worker

The data in Chart 1C shows the demographics by gender and race/ ethnicity. As shown our region is primarily White, Non-Hispanic with American Indians as the next largest population. A review of this data also suggests that the career centers have served people of color in proportion to their representation in the unemployed population. However, there is still room for improvement in serving those populations, especially those who are not attached to the labor market or currently collecting unemployment insurance. Programmatically, this translates into continued need for culturally appropriate services and training for these vulnerable populations in our region. Gender diversity in our region is nearly exactly equal (Chart IE).

According to information from the Bureau of Labor Statistics, the unemployment rate for youth 16-19 is 14.9%. This is nearly triple the unemployment rate for adults 25 and older (5%), and youth of color fare far worse than their white counterparts when it comes to unemployment. These numbers indicate the challenges involved in developing young adult work readiness skills and the continued need for finding suitable employment for this underserved population.

Chart 1E: Population by Gender

Gender	2018 Population	2024 Population	Change	% Change	2018 % of Cohort
Males	88,501	88,298	(203)	0%	50.50%
Females	86,737	86,190	(547)	(1%)	49.50%
Total	175,238	174,487	(751)	0%	100.00%

Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - Emsi 2019.4 Class of Worker

Chart 1D: Personal Income Summary

CA1 Personal Income Summary: Personal Income, Population, Per Capita Personal Income

Per capita personal income (Not Adjusted for Inflation)

Bureau of Economic Analysis

County

GeoName	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	5-year Chg	10-year Chg	5-year % Chg	10-year % Chg
Ashland, WI	\$31,419	\$31,726	\$32,417	\$31,972	\$33,888	\$33,133	\$33,431	\$34,209	\$34,093	\$34,292	\$ 1,159	\$ 2,873	3.5%	9.1%
Bayfield, WI	\$35,046	\$36,014	\$36,459	\$37,602	\$38,979	\$37,764	\$37,709	\$39,864	\$39,203	\$39,945	\$ 2,181	\$ 4,899	5.8%	14.0%
Burnett, WI	\$33,544	\$34,152	\$34,492	\$35,023	\$35,221	\$36,129	\$36,587	\$37,025	\$37,376	\$37,966	\$ 1,837	\$ 4,422	5.1%	13.2%
Douglas, WI	\$32,228	\$33,074	\$34,458	\$35,048	\$34,779	\$35,280	\$35,684	\$35,596	\$35,773	\$36,697	\$ 1,417	\$ 4,469	4.0%	13.9%
Iron, WI	\$32,550	\$32,932	\$34,009	\$36,668	\$40,884	\$42,552	\$41,788	\$44,662	\$45,522	\$46,905	\$ 4,353	\$ 14,355	10.2%	44.1%
Price, WI	\$34,749	\$34,235	\$35,519	\$36,638	\$36,380	\$36,907	\$36,810	\$38,400	\$38,025	\$39,454	\$ 2,547	\$ 4,705	6.9%	13.5%
Rusk, WI	\$28,534	\$28,256	\$29,510	\$29,606	\$30,351	\$30,690	\$30,707	\$31,915	\$31,865	\$33,424	\$ 2,734	\$ 4,890	8.9%	17.1%
Sawyer, WI	\$35,933	\$36,011	\$38,881	\$36,184	\$37,786	\$37,973	\$38,083	\$38,949	\$38,919	\$39,154	\$ 1,181	\$ 3,221	3.1%	9.0%
Taylor, WI	\$31,954	\$31,892	\$32,158	\$32,075	\$31,357	\$31,526	\$31,710	\$32,964	\$33,307	\$34,260	\$ 2,734	\$ 2,306	8.7%	7.2%
Washburn, WI	\$32,097	\$32,137	\$32,859	\$35,346	\$35,465	\$36,826	\$38,254	\$39,830	\$39,600	\$40,337	\$ 3,511	\$ 8,240	9.5%	25.7%
Northwest WI	\$32,719	\$33,040	\$34,114	\$34,507	\$34,997	\$35,312	\$35,604	\$36,573	\$36,580	\$37,421	\$ 2,110	\$ 4,702	6.0%	14.4%
Metropolitan WI	\$43,782	\$45,036	\$45,301	\$45,032	\$44,240	\$43,924	\$44,775	\$45,577	\$45,104	\$45,804	\$ 1,180	\$ 1,322	2.7%	3.0%
Non-Metro WI	\$35,669	\$35,959	\$36,788	\$36,916	\$36,888	\$37,187	\$37,981	\$38,759	\$38,721	\$39,613	\$ 2,426	\$ 3,944	6.5%	11.1%
Wisconsin	\$41,591	\$42,589	\$43,015	\$42,860	\$42,285	\$42,140	\$42,979	\$43,784	\$43,430	\$44,186	\$ 2,046	\$ 2,595	4.9%	6.2%

Per capita personal income (2017 dollars)

GeoName	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	5-year Chg	10-year Chg	5-year % Chg	10-year % Chg
Ashland, WI	\$33,514	\$34,739	\$34,664	\$35,347	\$36,578	\$36,345	\$36,567	\$38,017	\$38,516	\$39,621	\$ 3,275	\$ 6,106	9.0%	18.2%
Bayfield, WI	\$38,694	\$41,083	\$40,449	\$40,407	\$42,666	\$41,434	\$42,689	\$43,703	\$44,396	\$45,438	\$ 4,004	\$ 6,745	9.7%	17.4%
Burnett, WI	\$34,083	\$34,629	\$36,608	\$37,306	\$37,924	\$38,237	\$38,698	\$40,695	\$40,341	\$40,774	\$ 2,537	\$ 6,691	6.6%	19.6%
Douglas, WI	\$36,551	\$36,557	\$37,296	\$37,466	\$37,653	\$37,693	\$38,644	\$40,260	\$40,044	\$40,846	\$ 3,153	\$ 4,295	8.4%	11.8%
Iron, WI	\$35,799	\$39,722	\$40,495	\$40,670	\$42,609	\$43,120	\$43,633	\$46,466	\$47,695	\$48,393	\$ 5,273	\$ 12,594	12.2%	35.2%
Price, WI	\$38,982	\$38,686	\$40,318	\$40,450	\$42,278	\$40,823	\$42,632	\$44,201	\$44,080	\$44,166	\$ 3,343	\$ 5,183	8.2%	13.3%
Rusk, WI	\$31,334	\$32,437	\$34,074	\$34,789	\$37,004	\$37,718	\$40,054	\$42,064	\$41,900	\$42,704	\$ 4,986	\$ 11,369	13.2%	36.3%
Sawyer, WI	\$37,376	\$39,098	\$40,167	\$40,353	\$41,874	\$41,465	\$41,668	\$43,005	\$43,173	\$43,724	\$ 2,259	\$ 6,348	5.4%	17.0%
Taylor, WI	\$34,351	\$34,040	\$35,259	\$35,478	\$37,039	\$37,256	\$37,947	\$39,523	\$38,427	\$38,313	\$ 1,057	\$ 3,962	2.8%	11.5%
Washburn, WI	\$37,649	\$37,733	\$39,201	\$40,527	\$42,789	\$42,217	\$43,808	\$45,079	\$44,645	\$45,307	\$ 3,089	\$ 7,657	7.3%	20.3%
Northwest WI	\$46,513	\$45,473	\$45,614	\$46,627	\$47,664	\$47,055	\$48,077	\$49,961	\$50,353	\$50,874	\$ 3,819	\$ 4,361	8.1%	9.4%
Metropolitan WI	\$38,255	\$38,107	\$38,899	\$39,707	\$40,760	\$40,454	\$41,534	\$43,034	\$42,950	\$43,395	\$ 2,496	\$ 4,695	6.2%	12.3%
Non-Metro WI	\$35,902	\$36,587	\$37,543	\$37,942	\$39,267	\$39,066	\$40,053	\$41,642	\$41,530	\$42,153	\$ 3,087	\$ 6,251	7.9%	17.4%
Wisconsin	\$44,303	\$43,514	\$43,834	\$44,800	\$45,851	\$45,328	\$46,371	\$48,163	\$48,437	\$48,941	\$ 3,613	\$ 4,638	8.0%	10.5%

Overall, when looking at youth education and employment data, it is imperative that the NWWIB continue to support student success and the development of pathways to career readiness and success for both in-school and out-of-school youth throughout our region, with special attention paid to vulnerable youth.

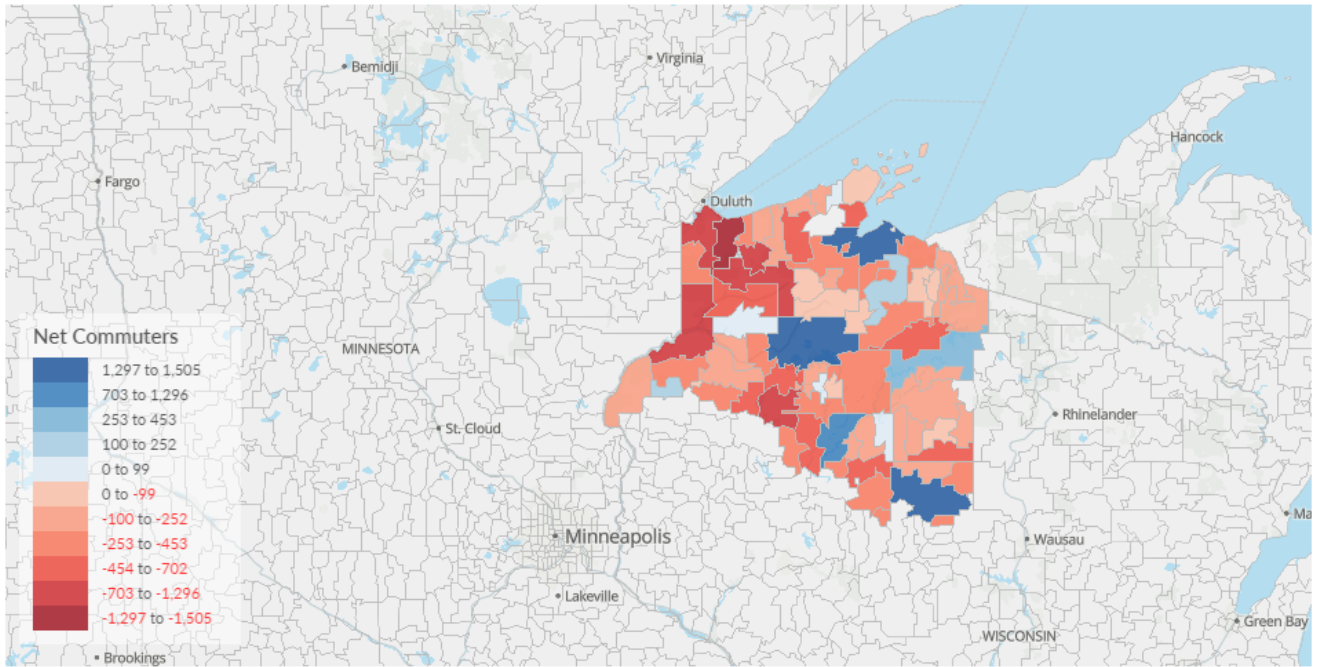
IV-B. About the Region's Current Employment and Industries

As part of our review of labor market information, we have compiled a variety of data points concerning our region's employment and job vacancies. The graphs below outline this data to help provide further context to the goals and activities stakeholders have identified for our focus areas. Chart 2A illustrates the commuting patterns of workers in our region. Charts 2B and 2C below indicate those occupations by occupation cluster with the greatest anticipated future vacancies.

Not all regional residents work in the region. In 2014, 59.8% of the Northwest Wisconsin residents worked in the region and 40.2% left the 10-county region to commute to work. Additionally, in 2014, 25.6% of the region's workforce commuted into the region from a county outside of the Northwest Wisconsin workforce development area. A large percentage of the region's residents face a commute longer than 20 miles (each way) every day.

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2019 Employment
54880	Superior, WI (in Douglas county)	15,272
54806	Ashland, WI (in Ashland county)	7,365
54451	Medford, WI (in Taylor county)	7,345
54843	Hayward, WI (in Sawyer county)	7,006
54848	Ladysmith, WI (in Rusk county)	3,941

Where Talent Lives

ZIP	Name	2019 Workers
54880	Superior, WI (in Douglas county)	16,115
54806	Ashland, WI (in Ashland county)	5,934
54451	Medford, WI (in Taylor county)	5,840
54843	Hayward, WI (in Sawyer county)	5,585
54801	Spooner, WI (in Washburn county)	3,236

Industry Cluster Regions

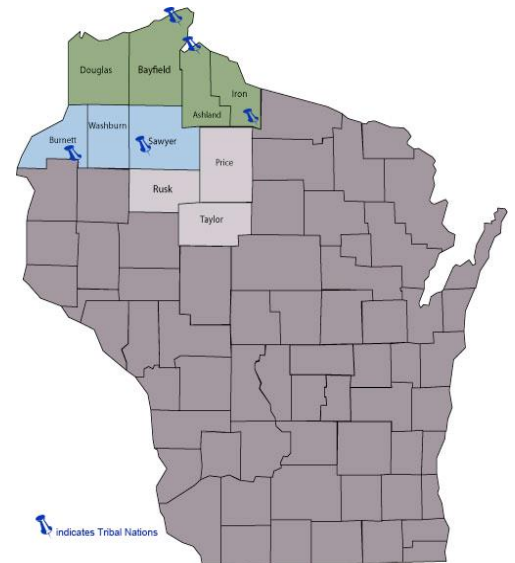
The NWWIB has compiled and analyzed Labor Market Information in order to clearly identify three distinct industry cluster regions (*Tribal Stakeholders Indicated on Map*):

- I. Ashland, Bayfield, Douglas, and Iron Counties
- II. Price, Rusk, and Taylor Counties
- III. Burnett, Sawyer, and Washburn Counties

Each of these cluster regions is projected to experience high growth in industries specific to their constituent counties that can be addressed individually and strategically in terms of workforce development needs. With this in mind, it is important to note that the strategic plan should remain flexible and responsive to emerging

industries and changes in employment patterns throughout the region.

Below are the top six industries in each industry cluster region as defined by the total number in the workforce in 2018. **The number indicated in parentheses is the forecasted percentage of workforce growth within that industry from 2018 - 2024.** Common to each region are the Manufacturing, Retail Trade, Government, Accommodation & Food Service, and Health Care and Social Assistance industry sectors, indicating that these industries are important to the economic welfare of the entire ten-county region and should be addressed on that same regional basis.



Price, Rusk, and Taylor Counties

1. Manufacturing (-1%)
2. Agriculture, Forestry, Fishing and Hunting (1%)
3. Government (-3%)
4. Retail Trade (2%)
5. Health Care & Social Assistance (11%)
6. Accommodation & Food Service (-1%)

Ashland, Bayfield, Douglas, and Iron Counties*

1. Government (0%)
2. Health Care and Social Assistance (9%)
3. Retail Trade (2%)
4. Accommodation & Food Service (1%)
5. Manufacturing (14%)
6. Construction (6%)

**Note that the Transportation and Warehousing industry in Douglas County is a large and important sector. Truck transportation accounts for nearly 2,422 jobs in this region*

Burnett, Sawyer, and Washburn Counties

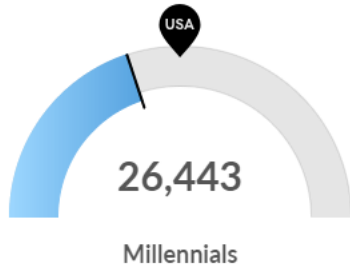
1. Government (0%)
2. Retail Trade (4%)
3. Manufacturing (6%)
4. Health Care and Social Assistance (8%)
5. Accommodation & Food Service (0%)
6. Construction (3%)

Educational Attainment

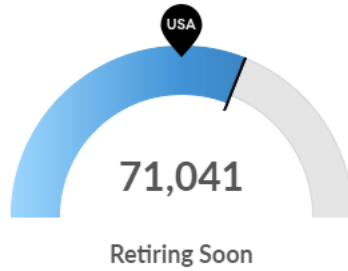
Concerning educational attainment, 13.8% of the selected regions' residents possess a Bachelor's Degree (5.0% below the national average), and 10.8% hold an Associate's Degree (2.7% above the national average).



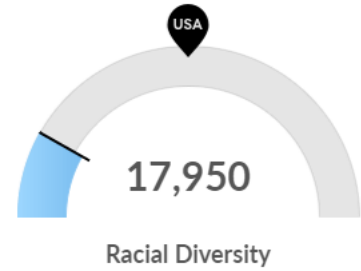
	% of Population	Population
Less Than 9th Grade	2.8%	3,562
9th Grade to 12th Grade	6.4%	8,244
High School Diploma	36.6%	47,107
Some College	22.7%	29,193
Associate's Degree	10.8%	13,896
Bachelor's Degree	13.8%	17,770
Graduate Degree and Higher	6.8%	8,760



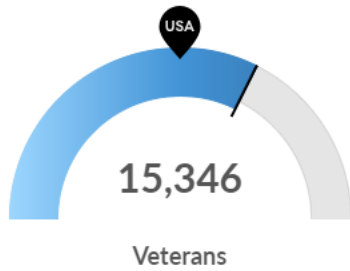
Your area has 26,443 millennials (ages 25-39). The national average for an area this size is 36,027.



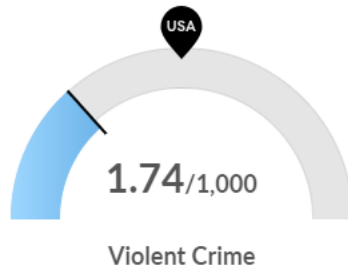
Retirement risk is high in your area. The national average for an area this size is 50,725 people 55 or older, while there are 71,041 here.



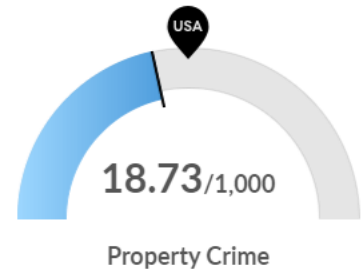
Racial diversity is low in your area. The national average for an area this size is 69,428 racially diverse people, while there are 17,950 here.



Your area has 15,346 veterans. The national average for an area this size is 10,190.

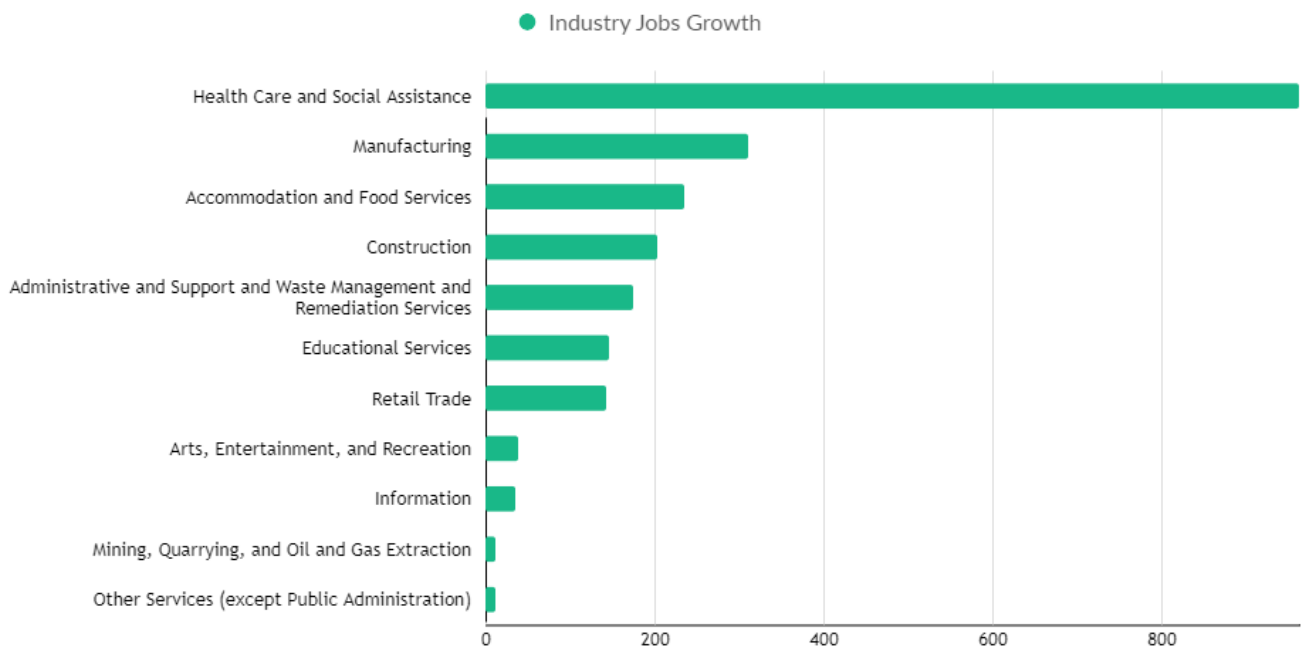


Your area has 1.74 violent crimes per 1,000 people. The national rate is 3.87 per 1,000 people.

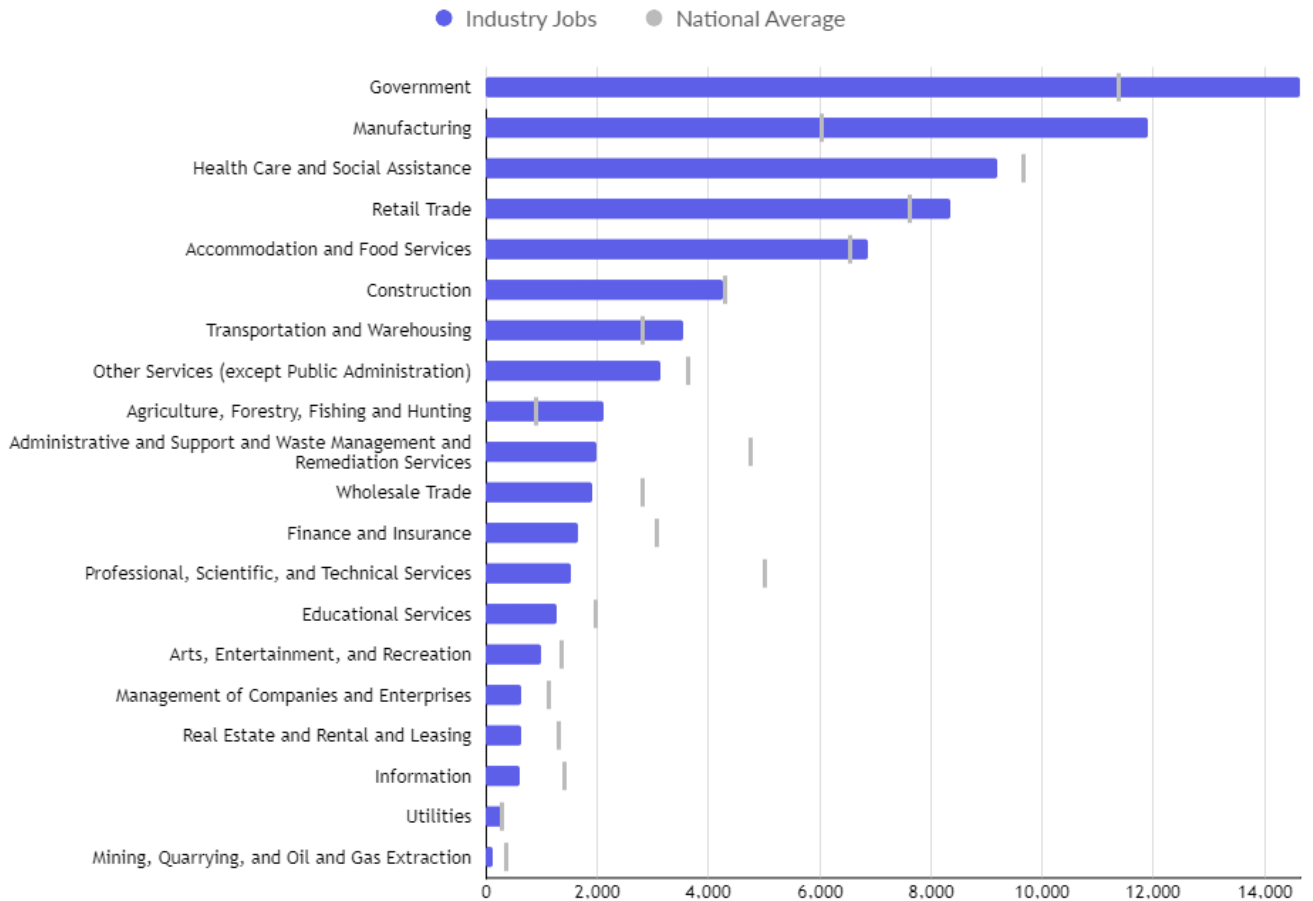


Your area has 18.73 property crimes per 1,000 people. The national rate is 22.98 per 1,000 people.

Top Growing Industries



Largest Industries



IV-C. Family Centered Employment / 2GEN Initiatives

This is an exciting time to rework the Northwest Wisconsin Workforce Investment Board's Strategic Plan. In March of 2019 the NWWIB adopted a new strategic framework that fosters innovation, builds community partnerships, and integrates a family-centered approach across traditional functional areas. The Board has implemented the 2Gen/ Family-Centered Employment (FCE) approach to improve services provided to families with children. This commitment to serve families holistically requires continued coordination across all workforce partners and agencies as well as education and human service programs.

Stakeholder insights and the employment and vacancy data points in earlier charts, taken together, identify some key challenges the region is experiencing in workforce development – these same challenges have existed since our previous strategic plan developed in 2016.

- a. Increasing difficulty recruiting the skills or talent needed
- b. A declining but still high regional employment rate
- c. An increase in the duration of unemployment
- d. An increase in the number of unemployed low-income residents
- e. A high unemployment rate for youth
- f. Changing employment trends, in terms of in-demand industries and top employers
- g. Rampant retirements and an aging workforce will present future challenges

NWWIB's leadership took these challenges into consideration in creating this strategic plan, and in outlining its six key goals, listed below. It recognizes the need to continue its approach of connecting job seekers with employment in our region's top industries and in serving our top employers more directly. It also recognizes the need to serve those struggling the hardest to maintain connections to employment: the long-term unemployed as well as those with the most limited educational levels and barriers to success and the least amount of access to services and resources

V. 2020 – 2024 NWWIB Strategic Issues

After its robust strategic planning process outlined above, NWWIB has arrived at six key issues that must be addressed in our region.

1. Establish a customer-centric system that promotes collaboration, access, and measureable outcomes.
2. All targeted sectors have a robust and demand-driven action plan. Increase overall services to the businesses in the region.
3. Incorporate technology and applied technological solutions to increase collaboration and innovation as well as the development of entrepreneurs.
4. Develop messaging and strategic partnerships to advance the initiatives and priorities of the NWWIB.
5. Build capacity to support implementation of the board's priorities and while implementing continuous improvement strategies.

In order to ensure the above issues are addressed, each will be assigned to the appropriate NWWIB sub-committee or tasks force which will then be responsible for developing the specific implementation strategies necessary to meet the goals/activities and will track performance using the benchmarks below.

Additionally, each committee will utilize the NWWIB Scorecard, Job Center Survey data, as well as other state and local tools and reports to regularly measure and evaluate efforts toward meeting the strategic goals.

The following Strategic Plan Map provides an at-a-glance view of our priorities and objectives.

IV. Contact Information

For information regarding this plan, please contact:

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Mission

The Northwest Wisconsin Workforce Investment Board will create, and continue to improve, an innovative and quality strategic direction for the regional workforce development system.

Overarching Principle

Access to employment with adequate pay is critical for families' stability and livelihood. Children who grow up in poverty tend to do worse in school, have poorer health outcomes, and do worse in the labor market as adults than children who do not (Sherman and Mitchell 2017). The absence of work is associated with high poverty rates for households, although nearly 20 percent of households in poverty in 2015 were working (Bureau of Labor Statistics 2017). These data demonstrate the importance of helping parents access good jobs that pay family-sustaining wages. Such jobs increasingly require education beyond high school, suggesting the need to help people access not only jobs but education and training as well. The public workforce system helps job seekers access training and jobs and can contribute to the economic stability of children, yet we know little about how the system meets families' needs.

Strategic Objectives

Establish a customer-centric system that promotes collaboration, access, and measureable outcomes	All targeted sectors have a robust and demand-driven action plan. Increase overall services to the businesses in the region	Incorporate technology and applied technological solutions to increase collaboration and innovation as well as the development of entrepreneurs	Develop messaging and strategic partnerships to advance the initiatives and priorities of the NWWIB	Build capacity to support implementation of the board's priorities and while implementing continuous improvement strategies
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Key Strategic Activities

<p>Continue and enhance the work the NWWIB is doing to increase access to child care^{1,2,7}</p> <ul style="list-style-type: none"> Improve image of child care as an occupation Work with Governor's Council on Workforce Investment to develop a credential for basic required coursework for early childhood education^{5,8} Assist entrepreneurs and communities in the development of child care sites⁷ Promote enrollment in Wisconsin Shares for eligible families^{1,7} 	Develop and facilitate specific programming for the re-entry population based on employer identified needs ^{1,4,5,6}	Support telecommute initiatives and shared work space efforts throughout the region ^{4,8}	Develop educational messaging about the "benefits cliff". Align with partners who can assist in our efforts ^{2,3}	Collect existing data on employer needs and identify any gaps in the data ³		
	Operate or partner on career camps for targeted sectors ^{2,4,5,6}				Quantify the regional demand for telecommuting and shared workspace ³	Align any new initiatives with targeted partners and strategic organizations ^{2,7,8}
	<ul style="list-style-type: none"> Explore ways to increase in-school youth programming and career pipelines. (waivers, CESA partnerships, additional resources)^{5,6} Work with Labor partners to develop industry exploration cohorts that focus on females, minorities and other non-traditional populations^{2,4,5,6,7} 	Explore transportation solutions (Uber, Lyft) that can be applied to consumer services to reduce programmatic costs ⁸	<ul style="list-style-type: none"> Recruit a workforce to serve as transportation providers in order to build a more robust rural travel network⁸ 	Update the marketing and outreach plan to reflect the new strategic priorities	<ul style="list-style-type: none"> Key indicators should reach beyond WIOA performance measures³ Develop ROI methodology on service provision, programs, Job Center visits, etc.³ 	
Educate communities and employers about the value and important of training programs focused on re-entry ^{2,4,6,7}	<p>DRAFT DWD / WIOA State Plan Vision, Goals, and Strategies - alignment indicated in superscript</p> <ol style="list-style-type: none"> Access: Establish a customer-centric focus to increase coordination, effectiveness, and access to workforce development programs. Alignment: Engage partner staff to increase system alignment Accountability: Facilitate meaningful outcomes through alignment of governance, accountability, and metrics Effectively Connect Employers and Skills Workers Increasing Access to Career Pathways Expand Opportunities for Work-Based Learning and Credential Attainment Increased Collaboration and Program Alignment Use Technology Solutions that Increase Collaboration and Innovation 			Utilize technology to measure outcomes and identify historical trends as well as upcoming systemic changes or trends ^{3,8}		
Increase collaboration and connections through Youth Apprenticeship ^{2,5,6}						
Collaborate with technical colleges to increase the number of entry-level career pathways opportunities. This includes the short-term credentialed academies ^{1,2,3,4,5,6}						