

# Workforce Plan 2024-2027

## Plan's Goal

The Western Wisconsin Workforce Development Board (WDB) receives most of its funding from the State of Wisconsin – predominantly from the U.S. Labor funding disseminated through the Workforce Development Board and also the re-entry services of the Department of Corrections. The alignment of our organization with the State of Wisconsin's plan for 2024-2027 is critical in our area receiving funding. The WDB's plan creates local-level strategies to advance the state's priorities, which are:

### Education focus

Reinvigorate Wisconsin's culture and value of education and innovation to fuel ideas, businesses, people, and the next generation for future economic well-being and ensure that individuals from all backgrounds have access to the education, training, and support they need to achieve their full potential.

### Employers focus

Engage all employers to drive, build, and utilize Wisconsin's workforce development system.

### Workforce focus

Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivize workforce participation, and by improving the sustainability of work for individuals and families.

### Organization and resource alignment focus

Advocate for resource alignment to maximize return on investment and use data for continuous improvement of the workforce system.

### Measurements

- MEASUREMENTS: Using the WIOA primary indicators of performance
  1. Unsubsidized Employment During the 2nd Quarter After Exit
  2. Unsubsidized Employment During the 4th Quarter After Exit
  3. Median Earnings
  4. Credential Attainment Rate
  5. Measurable Skill Gain
  6. Indicator(s) of Effectiveness in Serving Employers (# of employer serviced, repeat businesses, penetration)

### Strategies

- Coordination of services to specific populations across state agencies
- Review policies from a DEI perspective
- Identify gaps and opportunities

## About the Western Wisconsin WDB Area

The Western Wisconsin Workforce Development Board is a private, non-profit corporation, also known as Workforce Development Area #9 (WDA 9), of 11 areas, in the State of Wisconsin. We serve businesses and job seekers in WDA 9. This area is comprised of Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties.



The City of La Crosse is the economic hub of the region.

### WDB Mission

To develop demand driven and innovative workforce strategies that cultivate a skilled and competitive workforce that meets the needs of employers in our region.

### Vision

A region where businesses workforce needs are met and all individuals who want to work have self-sustaining employment.

### Value Statement

The WDB is committed to collaboration through strategic partnerships that share our values of honesty, integrity, innovation, accountability, and transparency.

## GOALS

### ***Goal 1: Satisfy the needs of business and job seeking customers.***

The best way to satisfy the needs of all customers is through development of sustainable talent pipelines in the region's demand industries. Program services targeting job seekers should be developed and implemented using current business intelligence and labor market information. The focus for business will be on growing sector partnership groups. The focus for job seekers will be on developing a training ecosystem that addresses workplace readiness and on using technology to increase access to program services and enhance the connection between job seekers and business.

### ***Goal 2: Create high impact workforce development solutions through results-driven collaboration.***

Efficient utilization and blending of resources are necessary to create a sustainable impact on businesses and jobseekers. The focus will be on building on existing programs and services to expand outreach into underserved populations and rural communities. Solutions will holistically address the needs of jobseekers to remove or reduce barriers to self-sufficiency. Technology will play an important role in creating the workforce of the future. Attention will need to be given to solutions that satisfy both the immediate needs and the future needs of business customers.

## SECTION 1: Local Analysis

Provide an analysis of the labor market data 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.

### SECTION 1.1: REGIONAL ANALYSIS: EXISTING WORKFORCE

The population in Western Wisconsin is projected to grow at a rate in alignment with the State of Wisconsin (1% growth) but lags the nation, which is projected to grow by 2%. In and out migration is an issue for Wisconsin with La Crosse having its own concerns.

#### Current Population

	2024	2027	Change	%
<b>8 Counties</b>	291,583	293,757	2,174	1%
<b>Wisconsin</b>	5,942,693	6,001,463	58,770	1%
<b>United States</b>	337,418,113	343,176,712	5,758,599	2%

When looking at groupings by age for Western Wisconsin, there is a pattern where every other grouping of five years has a decline in population. There are exceptions: three groupings for 50-64 year old individuals have declined and those nine years old and younger have declined.<sup>1</sup>

<sup>1</sup> Lightcast data

Workforce Development Plan 2024-2027

Age Cohort	2024 Population	2027 Population	Change	% Change	2027 % of Cohort
Under 5 years	15,538	15,410	-128	-1%	5.25%
5 to 9 years	17,272	16,477	-795	-5%	5.61%
10 to 14 years	18,261	18,582	321	2%	6.33%
15 to 19 years	19,915	20,011	96	0%	6.81%
20 to 24 years	22,084	21,363	-721	-3%	7.27%
25 to 29 years	16,337	16,694	357	2%	5.68%
30 to 34 years	16,625	15,750	-875	-5%	5.36%
35 to 39 years	17,201	17,715	514	3%	6.03%
40 to 44 years	17,963	17,869	-94	-1%	6.08%
45 to 49 years	16,113	17,980	1,867	12%	6.12%
50 to 54 years	16,416	15,536	-880	-5%	5.29%
55 to 59 years	17,791	17,653	-138	-1%	6.01%
60 to 64 years	20,062	18,670	-1,392	-7%	6.36%
65 to 69 years	19,053	19,477	424	2%	6.63%
70 to 74 years	15,628	16,845	1,217	8%	5.73%
75 to 79 years	11,443	12,639	1,196	10%	4.30%
80 to 84 years	7,160	8,239	1,079	15%	2.80%
85 years and over	6,721	6,848	127	2%	2.33%
Total	291,583	293,757	2,175	1%	100.00%

## Labor Force

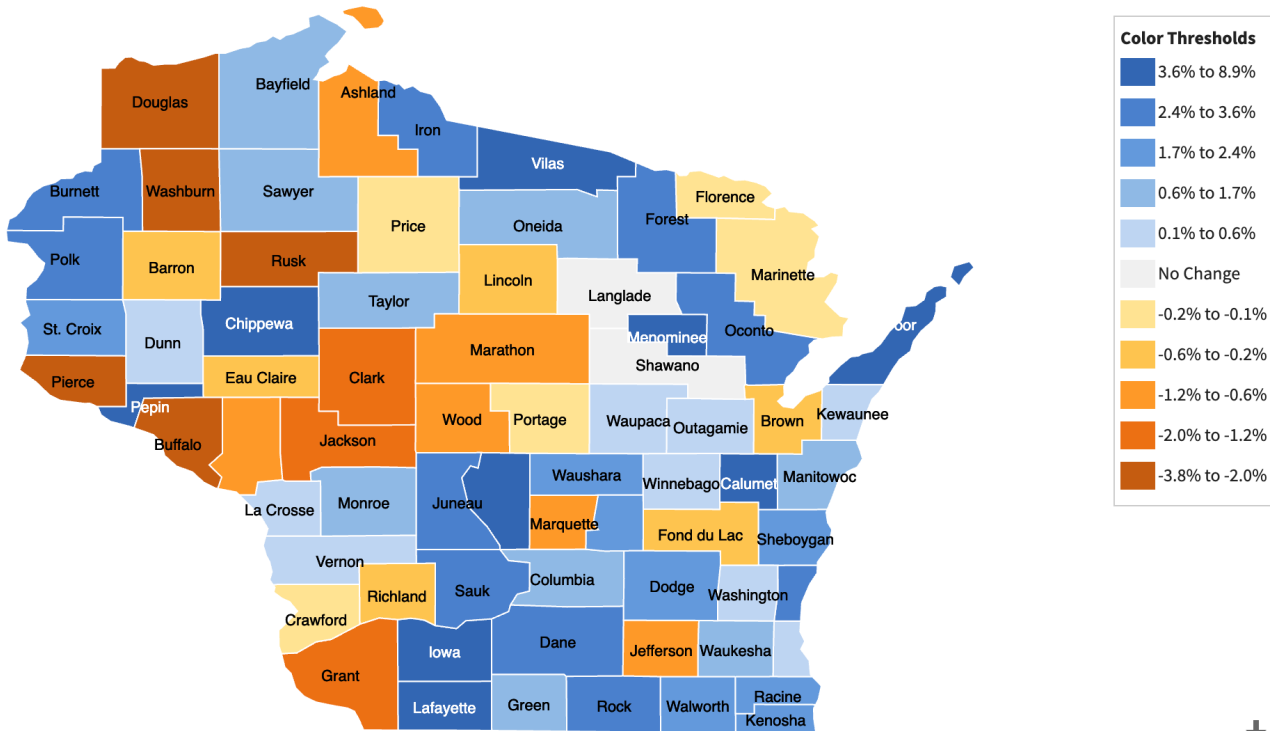
While Western Wisconsin has experienced a slight decrease in employment, the region has seen a notable change in the unemployment rate, outperforming the state average.

	2022	2021	Change
<b>Labor Force Participants</b>	155,268	157,490	1.41%
- <b>employed</b>	150,856	151,887	-0.68%
- <b>unemployed</b>	4,412	5,603	- 21.26%
<b>Unemployment Rate</b>	<b>2.8%</b> (vs 2.9% for WI)	3.6%	-22.22%
<b>Labor Force Participation Rate (LFPR)</b>	<b>63.5%</b> (state: 64.3%)		-1.3%

Average Earnings Per Job (2023): \$63,800 (\$18,700 below the national average of \$82,500)

## Change in Employment Statewide comparison<sup>2</sup>

12 month percent change in employment, Total, All Industries Total Covered Sep 2022-Sep 2023 (p)



Source: U.S. Bureau of Labor Statistics ([www.bls.gov](http://www.bls.gov))



<sup>2</sup> SOURCE: U.S. Bureau of Labor Statistics (BLS) [Quarterly Census & Employment Wages](#). QCEW is a quarterly count of employment and wages reported by employers.

## 2023 Quarter 3 Changes Employment and Wages by County<sup>3</sup>

Overall, most counties experienced either modest growth or slight declines in employment and wages, with a few exceptions such as Juneau and Trempealeau counties which experienced significant changes in either employment or wages or both. La Crosse and Monroe counties also saw

**STRATEGY AREA!**

*Identify reasons, barriers, and solutions to bringing those not in the labor force (back) into jobs.*

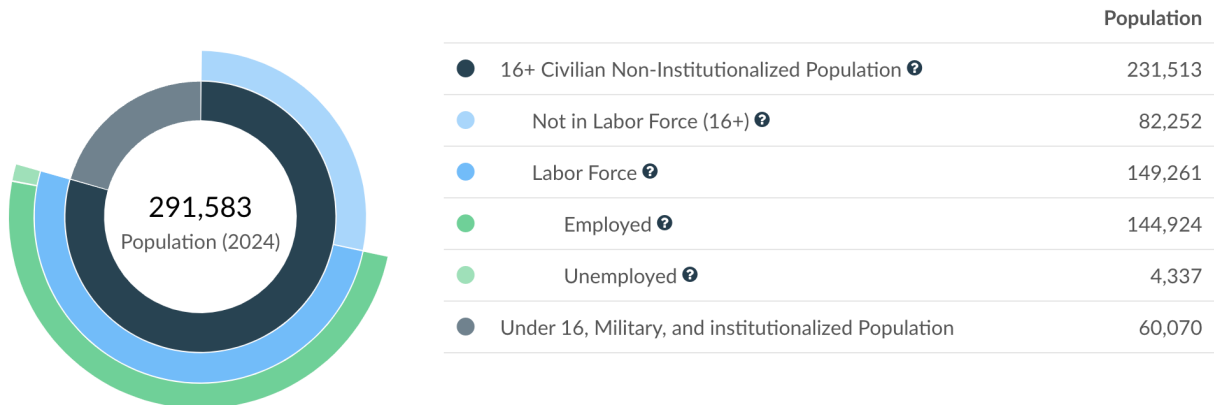
County	# of Establishments	# Employees	One-Year Employment Change	Average Weekly Wages	One-Year Wage Change
Buffalo	397	3722	-2.1%	\$ 909	-1.8%
Crawford	507	6698	-0.2%	\$ 834	0.6%
Jackson	480	7910	-1.8%	\$ 953	-1.4%
Juneau	742	9645	2.7%	\$ 914	0.1%
La Crosse	3499	69500	0.4%	\$ 1,059	1.0%
Monroe	1327	21222	1.2%	\$ 975	0.6%
Trempealeau	838	12591	-1.2%	\$ 919	1.8%
Vernon	801	8873	0.2%	\$ 878	2.0%

moderate growth in both employment and wages.

## Labor Participation Rate

There are a significant number of individuals not in the labor force are those not seeking work. This could be due to retirement, student or who have a barrier to working.

Jan 2024 Labor Force Breakdown



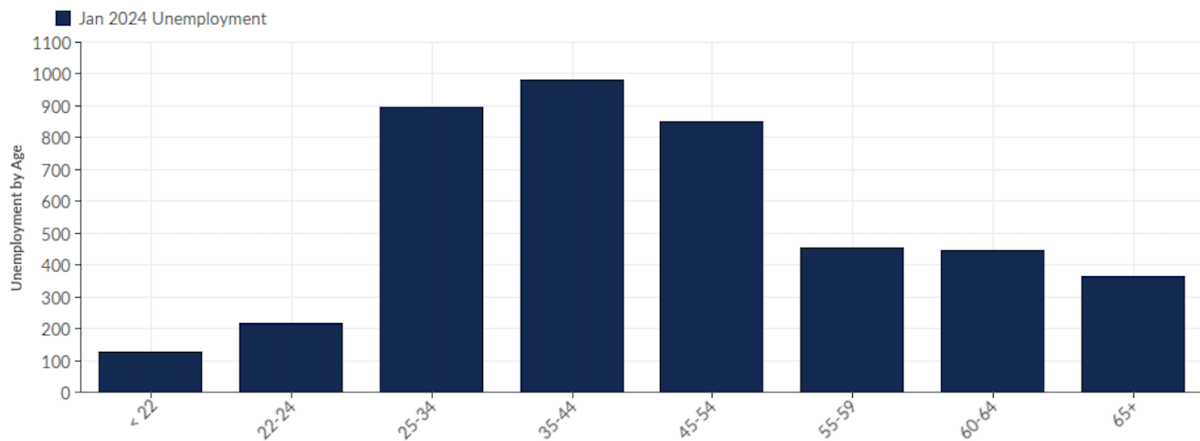
## The Unemployed

While unemployment is concentrated in those 24-55 years old, the largest group is

- 35-44 years old (22.60%)
- Male (70%)
- White (91.9%)
- Non-Hispanic or Latino (93.13%)

<sup>3</sup> SOURCE: U.S. Bureau of Labor Statistics (BLS) [Quarterly Census & Employment Wages](#).

## Unemployment by Age



Age	Unemployment (Jan 2024)	% of Unemployed
< 22	126	2.91%
22-24	215	4.96%
25-34	897	20.68%
35-44	980	22.60%
45-54	852	19.64%
55-59	456	10.51%
60-64	445	10.26%
65+	366	8.44%
Total	4,337	100.00%

## Barriers to Full Employment

Given the aging population in Wisconsin, staffing difficulties will be an ongoing challenge. Therefore, it is increasingly important to address barriers that prevent people from attaining their full employment potential. Although there is no single solution to demographically driven staffing challenges, four common barriers persist across areas and industries. These barriers are.

1. Transportation
2. Housing
3. childcare, and
4. access to broadband.

### Transportation

Means of Transportation can prevent individuals from pursuing opportunities and makes it difficult for employers to fill good paying positions.

### By the Numbers

- 11% of residents travel outside of the La Crosse-Onalaska Metro area live outside the county for work,
- 7.7% of those that work in the county reside in another county.
- 87.4% of employed county residents rely on a car to get to work despite having the La Crosse MTU system provides bus service covering the city of La Crosse and Onalaska,
- 75% of drivers drive alone despite the Scenic Mississippi Regional Transit System offers connections to surrounding counties.
- The average commute time is 18.6 minutes.
- Car-centered infrastructure leads to a difficult conundrum: qualified individuals could fill a job if they had transportation and could afford transportation if they had a job. Some employers address this issue by offering telecommuting options and transportation reimbursements.

### Childcare

Childcare is costly.

#### By the Numbers:

- In La Crosse County, the monthly cost of care ranges from \$847 for an infant to \$669 for a school age child.
- 16% of earnings are spent on infant care.
- Childcare availability is less of a barrier to employment compared to cost in La Crosse County.
- The county has a higher-than-average capacity per child. According to the YoungStar provider database, which tracks approximately 82% of providers in the state, there are 85 total providers with a potential capacity of 2,746 in La Crosse County.
- There are 16 childcare slots for every 100 children under the age of 14 in La Crosse County compared to 14 statewide.
- Additionally, even families that have childcare struggle with childcare disruptions.

#### Solution:

- Easing the cost and access burden would help more parents enter Employers could also help improve participation by providing flexibility to parents with childcare responsibilities.

### Broadband

Innovations in the work-from-home economy and virtual learning environment arose during the pandemic. Employers can use these innovations developed out of necessity to meet Wisconsin's workforce needs. For example, increased work-from-home options could alleviate talent shortages by providing flexible scheduling options that benefit workers. However, individuals and employers need high-speed internet access to reap the benefits of virtual options.



**POPULATION GROWTH BY RACE/ETHNICITY<sup>4</sup>**

**DEI STRATEGY AREA!**

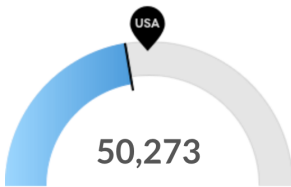
*All Race/Ethnicity areas are growing except individuals who are White Non-Hispanic: -885 individuals. This is offset by growth of individuals who are White Hispanic: +828*

Race/Ethnicity	2024 Population	2027 Population	Change	% Change	2027 % of Cohort
White, Non-Hispanic	259,862	258,977	-885	0%	88.16%
White, Hispanic	9,193	10,021	828	9%	3.41%
Asian, Non-Hispanic	7,399	7,909	510	7%	2.69%
Two or More Races, Non-Hispanic	5,107	5,801	694	14%	1.97%
Black, Non-Hispanic	4,334	4,612	278	6%	1.57%
American Indian or Alaskan Native, Non-Hispanic	2,764	2,854	90	3%	0.97%
American Indian or Alaskan Native, Hispanic	1,199	1,354	155	13%	0.46%
Two or More Races, Hispanic	873	1,136	263	30%	0.39%
Black, Hispanic	455	555	100	22%	0.19%
Native Hawaiian or Pacific Islander, Non-Hispanic	179	231	52	29%	0.08%
Asian, Hispanic	160	222	62	39%	0.08%
Native Hawaiian or Pacific Islander, Hispanic	59	86	27	46%	0.03%
<b>Total</b>	<b>291,583</b>	<b>293,757</b>	<b>2,174</b>	<b>1%</b>	<b>100.00%</b>

**Challenges Present Opportunities**

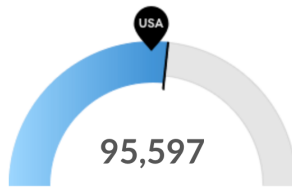
**Attracting and Retaining**

Our area does not have the millenials that other areas in the nation do. We have more awaiting retirement than the national average, yet we are significantly lower than the national average for diversity. We must create attraction strategies to cover the gap.



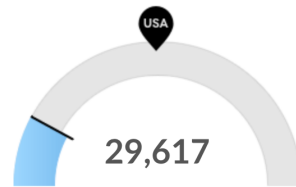
**Millennials**

Your area has 50,273 millenials (ages 25-39). The national average for an area this size is 58,857.



**Retiring Soon**

Retirement risk is high in your area. The national average for an area this size is 86,744 people 55 or older, while there are 95,597 here.

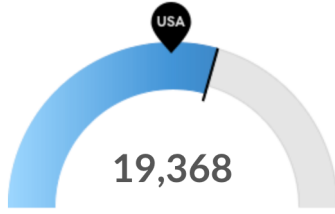


**Racial Diversity**

Racial diversity is low in your area. The national average for an area this size is 119,036 racially diverse people, while there are 29,617 here.

We attract more than the national average of veterans due to the exceptional benefits package we offer to veterans, particularly to those retiring from the military who sometime pursue a second career. Our extremely lower violent and property crime rates also make our area attractive.

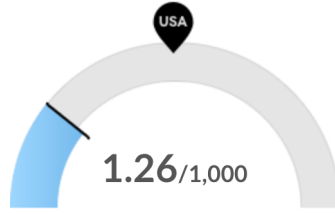
<sup>4</sup> SOURCE: Lightcast



19,368

Veterans

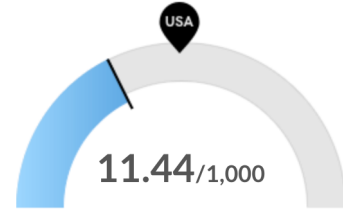
Your area has 19,368 veterans. The national average for an area this size is 15,132.



1.26/1,000

Violent Crime

Your area has 1.26 violent crimes per 1,000 people. The national rate is 3.6 per 1,000 people.



11.44/1,000

Property Crime

Your area has 11.44 property crimes per 1,000 people. The national rate is 18.22 per 1,000 people.

## Reducing Out-Migration

There are consistent counties from which we attract but also lose to. Many come in from Eau Claire (406) while we lose 481 moving to Eau Claire. Dane County sees 370 move here while 374 move to Dane County. We then gain individuals from:

- Sauk County
- Milwaukee County
- Cooke County, IL
- Crawford County

The only path to growth is to individuals and attract (“previous county”) vs see out migration (“following counties”).

Top Previous Counties	Migrations	Top Following Counties	Migrations
Eau Claire County, WI	406	Eau Claire County, WI	481
Dane County, WI	370	Dane County, WI	374
Sauk County, WI	267	Sauk County, WI	250
Milwaukee County, WI	245	Winona County, MN	186
Cook County, IL	200	Milwaukee County, WI	182
Houston County, MN	178	Houston County, MN	178
Winona County, MN	175	Waukesha County, WI	171
Waukesha County, WI	118	Wood County, WI	152
Hennepin County, MN	117	Hennepin County, MN	148
Crawford County, WI	114	Brown County, WI	136

### STRATEGY AREA!

*Are there opportunities with tourism to target these areas to bring people here to visit & show them how to stay?*

## SUMMARY OF OUR OVERALL WORKFORCE

- Our workforce declined (by 1.41%).
  - Available workers declined and unemployment increased
  - We continue to have a lower unemployment rate than the statewide average.
- The labor force participation rate (LFPR):
  - Decreased (by 1.3%)
  - is below the state average

It's likely that both the state and the national LFPR will continue to decline as the "baby boomer" population continues to age.

*DEFINED: Labor Force Participation Rate*

*16 and older non-institutional population (not incarcerated or in nursing facilities) that is in the labor force (working or seeking work).*

## Additional Factors

- Low unemployment rates and long-term declines in labor participation rates reflect challenges in filling open positions, especially in areas with aging and more rural populations.
- Employers are finding it difficult to find qualified applicants, despite efforts to boost pay and offer remote schedules, there are not enough people who are not already working to fill these jobs.
- Demographic trends and changing worker expectations regarding benefits, pay, hours, and workplace culture are causing jobs to go unfilled. Employers must rethink recruitment strategies (ex. flexible hours can keep older workers in the workforce longer, there is a potential untapped labor market among people with disabilities and those exiting the correctional system).
- [A report by Forward Analytics](#) showcases Wisconsin's migration challenges with a net loss of people to other states, which could contribute to workforce shortages. The 2020 census indicates that if the migration patterns from 2010-2020 continue, the number of working Wisconsinites will drop by about 130,000 by 2030. (Dospoy, 2022). Noteworthy points:
  - 2/3s of those leaving go to a neighboring state
  - High-income families (earning \$75,000+) were more likely to leave than low-income.

## SECTION 1.1 EXISTING INDUSTRIES<sup>5</sup>

Overall, most sectors saw increases in employment, with construction, trade, transportation, utilities, and leisure & hospitality experiencing notable growth. However, there were slight decreases in manufacturing and education & health services employment.

Industry	Monthly Employment 2022	Monthly Employment 2021	Change	Change Statewide
<b>TOTAL, ALL INDUSTRIES</b>	138,270	136,813	1.06%	3.36%
Natural Resources & Mining	2,831	2,764	2.42%	0.40%
Construction	5,423	5,218	3.93%	1.78%
Manufacturing	22,938	22,262	-0.11%	2.27%
Trade, Transportation, Utilities	29,938	29,185	2.58%	7.43%
Information	1,057	1,052	0.48%	2.40%
Financial Activities	6,330	6,270	0.96%	0.96%
Professional & Business Services	9,500	9,465	0.37%	2.05%
Education & Health Services	36,050	36,107	-0.16%	2.70%
Leisure & Hospitality	13,003	12,584	3.33%	0.96%
Other Services	3,567	3,486	2.32%	2.90%
Public Administration	8,338	8,412	-0.88%	1.85%

- Job Growth: 1,457
- Noteworthy changes beyond state average growth
  - Construction experiences the greatest gain with 205 more jobs

<sup>5</sup> Wisconsin DWD State Plan 2024-2027

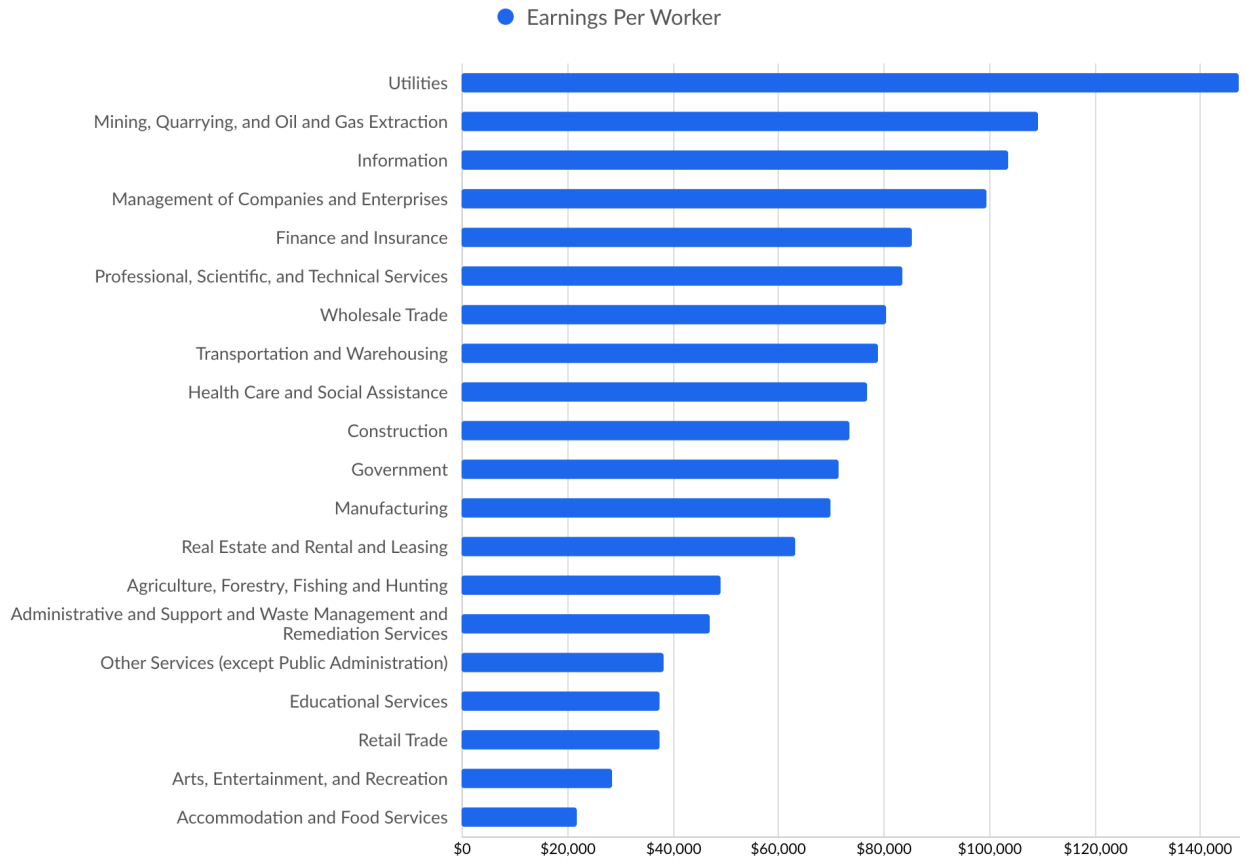
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- Leisure & Hospitality saw the second highest gain, however it was significantly impacted by the pandemic so it had tremendous opportunity for (re)growth
- Public Administration saw the greatest proportional decline with 74

It's likely that both the state and the national LFPR will continue to decline as the "baby boomer" population continues to age.

**WAGES**

- Wages grew from 2021: \$13.26 billion to 2022: \$14.00 billion
- Average Wage Growth: \$368.6 mil (5.6%). This was slower than the state average (8.0%)
- Natural Resources & Mining grew the fastest at 11.8%
- Manufacturing grew the slowest at 2.5%























**TOP EMPLOYERS AND TOP JOB POSTERS<sup>6</sup>**

Online profiles for your workers mention 16,280 companies as employers, with the top 10 appearing below. In the last 12 months, 1,368 companies in your area posted job postings, with the top 10 appearing below.

83% of employers have fewer than 20 employees.

<sup>6</sup> Lightcast

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Top Companies	Profiles	Top Companies Posting	Unique Postings
Gundersen Health System	3,750 	Gundersen Health System	1,309 
University of Wisconsin System	2,038 	Mayo Clinic	671 
Mayo Clinic	1,411 	Kwik Trip	654 
Kwik Trip	1,135 	Festival Foods	388 
Ashley Furniture	874 	University of Wisconsin System	367 
United States Army	789 	Walmart	307 
Western Technical College	741 	Trane Technologies	254 
Trane Commercial Systems	568 	GPAC	250 
Walmart	547 	Pilgrim's Pride	214 
School District Of La Crosse	541 	United States Department of Ve...	209 

## SECTION 1.1: REGIONAL ANALYSIS: EMERGING, IN-DEMAND INDUSTRY SECTORS

### Industry projections<sup>7</sup>

#### Long-Term Industry Projections 2020-2030

- Overall Growth: The total employment across all industries is projected to increase by 6.48% over the decade, indicating overall economic growth and expansion.
- Sectoral Trends:
  - Goods Producing: While the goods-producing sector is expected to see modest growth, the rate of increase is lower compared to service-providing sectors.
  - Service Providing: This sector shows the highest projected growth rate of 8.11%, indicating a significant shift towards service-based industries in the economy.
  - Information and Financial Activities: These sectors are expected to experience substantial growth rates of 17.27% and 13.55%, respectively, reflecting the increasing importance of information and financial services in the economy.
  - Leisure and Hospitality: This sector is anticipated to experience notable growth of 17.04%, likely driven by factors such as increasing consumer spending and tourism.
  - Other Services (except Government): This sector is projected to have the highest growth rate of 18.16%, indicating potential diversification and expansion within service industries.

#### Industry-Specific Insights

- Construction: The construction industry is expected to see significant growth of 9.47%, potentially driven by infrastructure projects and urban development.
- Manufacturing: While manufacturing is forecasted to grow by 4.72%, it indicates a slower rate compared to service-based sectors, possibly reflecting trends such as automation and outsourcing.
- Natural Resources and Mining: This sector shows a slight decline, likely influenced by factors such as resource depletion and environmental regulations.
- Government: The government sector is projected to grow at a moderate rate of 6.84%, reflecting the continued need for public services and administration.

<sup>7</sup> Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, December 2022

**Employment Dynamics**

Self-Employed: The data shows a slight decline in self-employment, indicating potential shifts in labor market dynamics or preferences towards traditional employment.

**Overall**

The analysis suggests a growing emphasis on service-based industries, particularly in information, financial activities, and hospitality, while highlighting the importance of construction and government sectors in driving employment growth. Additionally, trends such as automation and technological advancements may impact employment dynamics across various industries over the next decade.

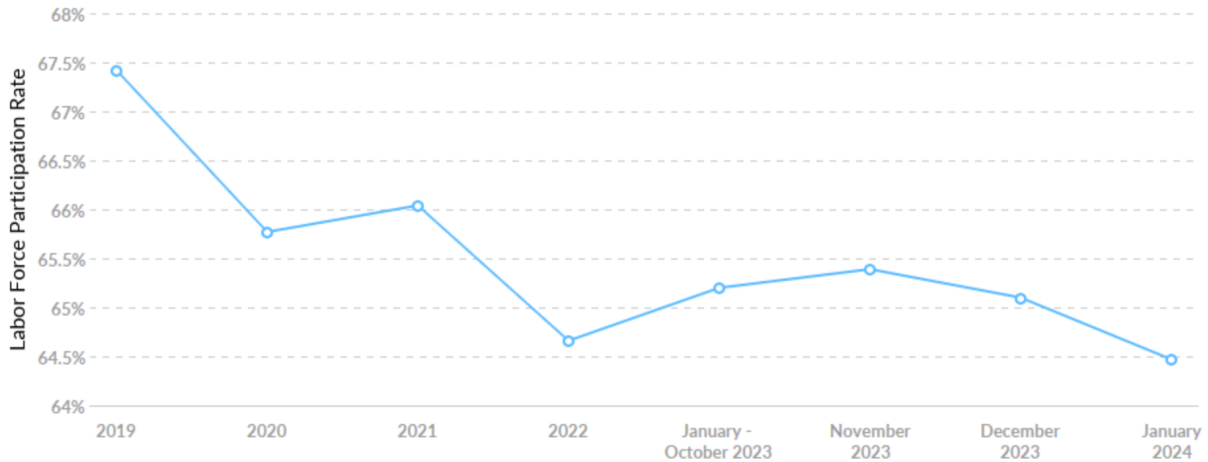
Industry	2020 Employment <sup>(1)</sup>	2030 Projected Employment	Employment Change (2020-2030)	Percent Change (2020-2030)
<b>Total All Industries</b>	154,728	164,757	10,029	6.48
<b>Goods Producing</b>	32,324	33,741	1,417	4.38
Natural Resources and Mining	5,842	5,774	-68	-1.16
Construction	4,941	5,409	468	9.47
Manufacturing	21,541	22,558	1,017	4.72
<b>Services Providing</b>	111,793	120,857	9,064	8.11
Trade, Transportation, and Utilities	29,226	31,312	2,086	7.14
Information	1,112	1,304	192	17.27
Financial Activities	6,097	6,923	826	13.55
Professional and Business Services	8,806	9,373	567	6.44
Education and Health Services	36,241	37,675	1,434	3.96
Leisure and Hospitality	11,215	13,126	1,911	17.04
Other Services (except Government)	6,558	7,749	1,191	18.16
Government	12,538	13,395	857	6.84
Self Employed	10,611	10,159	-452	-4.26
<b>(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.</b>				

## SECTION 1.1 & 1.3: REGIONAL ANALYSIS: EMERGING, IN-DEMAND OCCUPATIONS

### Occupation Projections

#### Labor Participations Continued Decline

Labor Force Participation Rate Trends

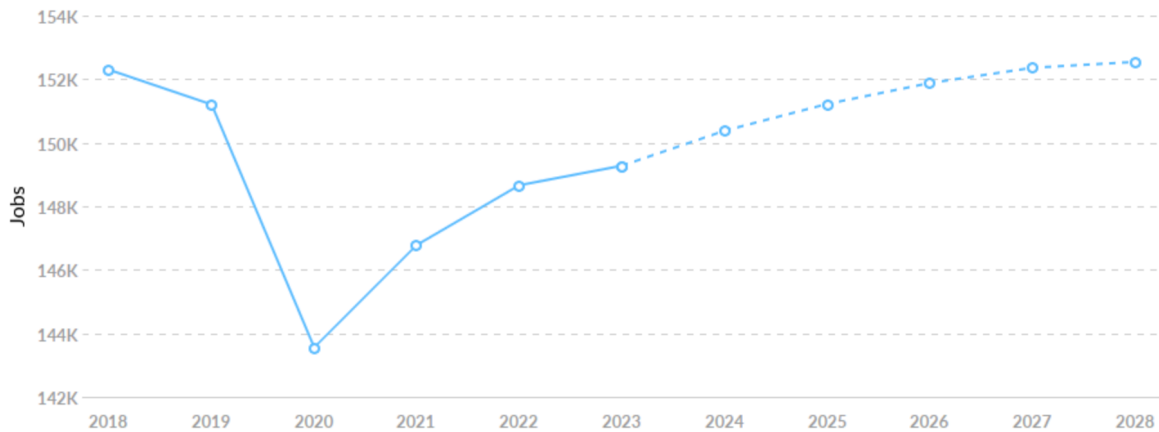


#### Jobs Continue to Grow<sup>8</sup>

Job growth may return to pre-pandemic levels by 2028. This is below the national growth rate of 5.6%.

#### Job Trends

From 2018 to 2023, jobs declined by 2.0% in WDA9 from 152,302 to 149,277. This change fell short of the national growth rate of 3.6% by 5.6%.



Regional employment is expected to grow by 6.5% over the 10-year period, or by 10,029 jobs. Statewide employment is projected to grow by 6.3% during the same timeframe. Growth is projected to be stronger in service-producing industries than goods-producing industries due to strong growth in trade, transportation, and utilities and leisure and hospitality. A significant part of that growth is recovery from COVID-19. This projection only forecasts levels of filled positions rather than potential demand, which further illustrates the issues associated with the aging population. While growth in the labor force is slowing, and in some counties even declining, job

<sup>8</sup> SOURCE: Lightcast

growth is expected to continue. Employers may experience difficulties finding replacement workers even if overall employment in the industry declines. Businesses are already having challenges filling the job openings vacated by retirees, but they will feel this difficulty when filling new openings as well. This could even end up constraining job growth by limiting expansions. Solutions will be different for each business but will likely include a combination of talent pipeline development, increased focus on talent attraction and retention, engagement of under-utilized populations, increased automation, and retainment of retirees in non-conventional work arrangements.

**Occupational Employment Projections<sup>9</sup>**

Occupation Title	2020 Employment	Projected 2030 Employment	Occupational Openings	Percent Change (2020-2030)
Total All Occupations	154,728	164,757	18,538	6.5%
Management	9,391	9,418	795	0.3%
Business and Financial Operations	7,759	8,554	782	10.3%
Computer and Mathematical	2,677	2,860	211	6.8%
Architecture and Engineering	1,733	1,867	138	7.7%
Life, Physical, and Social Science	1,179	1,297	122	10.0%
Community and Social Service	2,324	2,469	251	6.2%
Legal	465	510	36	9.7%
Education, Training, and Library	9,683	9,879	879	2.0%
Arts, Design, Entertainment, Sports, & Media	1,827	1,976	206	8.2%
Healthcare Practitioners and Technical	11,142	11,840	710	6.3%
Healthcare Support	7,717	8,554	1,063	10.9%
Protective Service	2,673	2,864	335	7.2%
Food Preparation and Serving Related	11,352	13,106	2,328	15.5%
Building & Grounds Cleaning & Maintenance	3,843	4,079	541	6.1%
Personal Care and Service	3,735	4,534	656	21.4%
Sales and Related	13,256	13,696	1,844	3.3%
Office and Administrative Support	17,292	17,116	1,878	-1.0%
Farming, Fishing, and Forestry	3,442	3,106	474	-9.8%
Construction and Extraction	5,555	6,264	649	12.8%
Installation, Maintenance, and Repair	6,566	7,195	714	9.6%
Production	15,688	16,180	1,749	3.1%
Transportation and Material Moving	15,429	17,393	2,177	12.7%

While industry projections provide a broad view of employment expectations, a more functional approach is projected occupational need. Occupational projections are separated into three categories: growth, labor force exits, and occupational transfers. Retirements will be a key driver in the labor force exits category. While actual retirement age varies among individuals, age 65 is used as a rough proxy for expected retirement. Considering this benchmark, Wisconsin is approximately at the halfway point of baby boomer retirement. The other category is occupational transfers, which can include workers that advance in careers or make lateral movements into different occupations. Generally, a higher need for replacements due to transfers can be expected in lower-paying occupations.

An examination of projected occupational employment reveals a higher need for replacements than filling new positions due to growth. Office and administrative support occupations provide a perfect example of the importance of replacements, as this occupation group has the third-highest number of projected openings but a declining total number of jobs. The need is entirely driven by labor force exits and occupational transfers. Personal

<sup>9</sup> DWD Wisconsin



care and service occupations stand out as the fastest growing field in the western WDA. It is expected to expand by 21% over 10 years. This growth rate is driven by the rapid recovery of service industries from the pandemic.

### **Hot Jobs & Employment Needs**

Hot Jobs are defined as occupations with high projected growth, median salary above the WDA median, and the most projected openings. In this dataset, Heavy and Tractor-Trailer Truck Drivers and Market Research Analysts and Marketing Specialists seem to meet the criteria for Hot Jobs, considering their high projected growth rates and significant number of projected openings.

1. Occupations with High Projected Growth:

- a. Based on the data, occupations like Heavy and Tractor-Trailer Truck Drivers, Industrial Truck and Tractor Operators, and Construction Laborers are projected to have substantial employment growth from 2020 to 2030. This growth ranges from 6.48% to 20.86%.
- b. Market Research Analysts and Marketing Specialists also stand out with a high growth rate of 19.26%.

2. Education Requirements:

The education levels required vary widely across occupations. For example, roles such as Heavy and Tractor-Trailer Truck Drivers and Construction Laborers typically don't require formal education, while roles like General and Operations Managers and Accountants and Auditors usually require at least a bachelor's degree.

3. Median Wages:

- a. Median wages also vary significantly among occupations. For instance, General and Operations Managers have a much higher median wage compared to Construction Laborers or Medical Assistants
- b. Software Developers and Software Quality Assurance Analysts and Testers have one of the highest median wages among the listed occupations.

### **Projected Total Openings:**

The projected total openings include exits, transfers, and growth. This metric provides a comprehensive view of the job market's demand for each occupation.

Workforce Development Plan 2024-2027

#	SOC Code	Occupation	# Jobs 2020	Projected Jobs 2030	Employment Change (2020-2030)	Percent Change (2020-2030)	Typical Education for Entry	Annual Separations Exits (4)	Annual New Openings	Annual Total Openings (6)	Median Wages (7)
<b>00-0000</b>	<b>Total, All Occupations</b>		<b>154,728</b>	<b>164,757</b>	<b>10,029</b>	<b>6.48</b>		<b>6,952</b>	<b>1,003</b>	<b>18,538</b>	<b>\$39,077</b>
1	53-3032	Heavy and Tractor-Trailer Truck Drivers	4,917	5,361	444	9.03	Postsecondary non-degree award	210	44	602	\$47,069
2	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,467	1,635	168	11.45	High school diploma or equivalent	46	17	168	\$54,517
3	53-7051	Industrial Truck and Tractor Operators	1,064	1,286	222	20.86	No formal educational credential	35	22	147	\$40,596
4	11-1021	General and Operations Managers	1,184	1,318	134	11.32	Bachelor's degree	25	13	116	\$101,735
5	47-2061	Construction Laborers	941	1,073	132	14.03	No formal educational credential	30	13	111	\$40,208
6	31-9092	Medical Assistants	767	873	106	13.82	Postsecondary non-degree award	34	11	106	\$39,295
7	13-2011	Accountants and Auditors	1,052	1,133	81	7.70	Bachelor's degree	30	8	103	\$65,502
8	53-1047	FirstLine Supervisors of Transportation & Material Moving Workers, Exec Aircraft Cargo Handling Supervisor	728	814	86	11.81	High school diploma or equivalent	28	9	90	\$59,334
9	13-1071	Human Resources Specialists	796	860	64	8.04	Bachelor's degree	22	6	83	\$59,053
10	21-1093	Social and Human Service Assistants	639	696	57	8.92	High school diploma or equivalent	27	6	83	\$46,368
11	13-1161	Market Research Analysts and Marketing Specialists	618	737	119	19.26	Bachelor's degree	16	12	78	\$48,619
12	47-2031	Carpenters	743	792	49	6.59	High school diploma or equivalent	22	5	75	\$51,170

Workforce Development Plan 2024-2027

#	SOC Code	Occupation	Employment 2020 (2)	Projected Employment 2030	Employment Change (2020-2030)	Percent Change (2020-2030)	Education (3)	Annual Separations Exits (4)	Annual New Openings	Annual Total Openings (6)	Median Wages (7)
13	47-2073	Operating Engineers and Other Construction Equipment Operators	552	647	95	17.21	High school diploma or equivalent	20	10	73	\$51,723
14	13-1111	Management Analysts	635	740	105	16.54	Bachelor's degree	22	10	72	\$65,753
15	49-9041	Industrial Machinery Mechanics	509	662	153	30.06	High school diploma or equivalent	18	15	65	\$53,548
16	41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	517	553	36	6.96	High school diploma or equivalent	13	4	64	\$57,643
17	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	531	607	76	14.31	High school diploma or equivalent	16	8	61	\$68,510
18	15-1256	Software Developers and Software Quality Assurance Analysts and Testers	654	721	67	10.24	Bachelor's degree	16	7	57	\$72,110
19	43-5061	Production, Planning, and Expediting Clerks	498	538	40	8.03	High school diploma or equivalent	18	4	56	\$45,279
20	49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	542	580	38	7.01	High school diploma or equivalent	16	4	55	\$44,098
21	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	518	573	55	10.62	High school diploma or equivalent	16	6	54	\$68,248
22	47-2111	Electricians	429	484	55	12.82	High school diploma or equivalent	13	6	53	\$63,203
23	47-2152	Plumbers, Pipefitters, and Steamfitters	452	500	48	10.62	High school diploma or equivalent	14	5	53	\$65,570
24	33-3051	Police and Sheriff's Patrol Officers	561	610	49	8.73	Moderate-term on-the-job training	15	5	50	\$47,964
25	13-2072	Loan Officers	526	584	58	11.03	Moderate-term on-the-job training	12	6	48	\$56,835

## Many paths to reach the top

Some examples of the many career paths across all industries.

<b>NURSE PRACTITIONERS</b> \$113,100 per year	Hot Job	↑
<b>REGISTERED NURSES</b> \$73,540 per year		↑
<b>LICENSED PRACTICAL AND LICENSED VOCATIONAL NURSES</b> \$47,690 per year		↑
<b>HOME HEALTH AND PERSONAL CARE AIDES</b> \$25,630 per year		↑
<b>ENTRY</b>		
<b>SOFTWARE DEVELOPERS AND SOFTWARE QUALITY ASSURANCE ANALYSTS AND TESTERS</b> \$91,810 per year	Hot Job	↑
<b>COMPUTER NETWORK SUPPORT SPECIALISTS</b> \$69,460 per year		↑
<b>WEB DEVELOPERS AND DIGITAL INTERFACE DESIGNERS</b> \$60,710 per year		↑
<b>COMPUTER USER SUPPORT SPECIALISTS</b> \$49,530 per year		↑
<b>ENTRY</b>		
<b>GENERAL AND OPERATIONS MANAGERS</b> \$117,070 per year	Hot Job	↑
<b>FIRST-LINE SUPERVISOR OF PRODUCTION AND OPERATING WORKERS</b> \$63,390 per year		↑
<b>PRODUCTION, PLANNING, AND EXPEDITING CLERKS</b> \$47,510 per year		↑
<b>HELPERS - PRODUCTION WORKERS</b> \$34,010 per year		↑
<b>ENTRY</b>		

Source: BLS, Occupational Employment & Wage Statistics, Wisconsin Median May 2020

See what's new at

# WisConomy



Scan the QR code to visit WisConomy.com and take advantage of our wealth of jobs data.

## SKILL EXPLORER

- ⇒ Look beyond job titles
- ⇒ Explore new occupations that share similar skills and knowledge



STATE OF WISCONSIN  
**DWD**  
Department of Workforce Development

**JOB CENTER**  
of WISCONSIN

A proud partner of the American Job Center® network

## HOT JOBS to 2030

Hot Jobs pay above the WDA median wage, are expected to grow faster than average, and have the most projected openings.



# Hottest jobs by occupational groups

Explore more about these occupations at [SkillExplorer.wisconsin.gov](https://SkillExplorer.wisconsin.gov)

Occupational Group	Median Wage	Education*	Annual Openings	Occupational Group	Median Wage	Education*	Annual Openings
<b>Management</b>				<b>Office and Administrative Support</b>			
General and Operations Managers	\$101,735	Bachelor's degree	116	Production, Planning, and Expediting Clerks	\$45,279	High school	56
<b>Business and Financial Operations</b>				<b>Construction and Extraction</b>			
Human Resources Specialists	\$59,053	Bachelor's degree	83	First-Line Supervisors of Construction Trades and Extraction Workers	\$68,510	High school	61
Management Analyst	\$65,753	Bachelor's degree	72	Carpenters	\$51,170	High school	75
Market Research Analysts and Marketing Specialists	\$48,619	Bachelor's degree	78	Construction Laborers	\$40,208	No formal education	111
Accountants and Auditors	\$65,502	Bachelor's degree	103	Operating Engineers and Other Construction Equipment Operators	\$51,723	High school	73
Loan Officers	\$56,835	Bachelor's degree	48	Electricians	\$63,203	High school	53
<b>Computer and Mathematical</b>				<b>Installation, Maintenance, and Repair</b>			
Software Developers and Software Quality Assurance Analysts and Testers	\$72,110	Bachelor's degree	57	Plumbers, Pipefitters, and Steamfitters	\$65,570	High school	53
<b>Community and Social Service</b>				<b>Transportation and Material Moving</b>			
Social and Human Service Assistants	\$46,368	High school	83	First-Line Supervisors of Mechanics, Installers, and Repairers	\$68,248	High school	54
<b>Healthcare Support</b>				<b>Handing Supervisor</b>			
Medical Assistants	\$39,295	Postsecondary	106	Heavy and Tractor-Trailer Truck Drivers	\$47,069	Postsecondary	602
<b>Protective Service</b>				<b>Industrial Truck and Tractor Operators</b>			
Police and Sheriff's Patrol Officers	\$47,964	High school	50	First-Line Supervisors of Transportation & Material Moving Workers, Exc Aircraft Cargo Handling Supervisor	\$59,334	High School	90
<b>Sales and Related</b>							
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	\$57,643	High school	64	Industrial Truck and Tractor Operators	\$40,596	No formal education	147
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$54,517	High school	168				

\*Education: is the typical education needed for entry, what most workers need to enter the occupation

Source: DWD, Office of Economic Advisors, Long-term Projections 2020-2030 and Occupational Employment & Wages Statistics

## Top Declining Industries

Sorted by largest job loss

The following is important for layoff diversion strategies. Proactive measures such as reskilling and upskilling programs, targeted economic incentives, and efforts to foster innovation and competitiveness may be necessary to address the challenges posed by declining employment in certain industries.

NAICS	Description	2023 Jobs	2028 Jobs	2023 - 2028 Change	2023 - 2028 % Change [Sorted Highest to Lowest]
484121	General Freight Trucking, Long-Distance, Truckload	2,639	2,207	(432)	(16%)
337121	Upholstered Household Furniture Manufacturing	438	128	(310)	(71%)
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	1,574	1,349	(225)	(14%)
722513	Limited-Service Restaurants	3,111	2,891	(220)	(7%)
111000	Crop Production	3,017	2,837	(180)	(6%)
623110	Nursing Care Facilities (Skilled Nursing Facilities)	1,527	1,349	(177)	(12%)
455110	Department Stores	293	123	(170)	(58%)
327215	Glass Product Manufacturing Made of Purchased Glass	419	284	(136)	(32%)
903999	Local Government, Excluding Education and Hospitals	7,564	7,437	(127)	(2%)
561320	Temporary Help Services	787	661	(126)	(16%)
524292	Pharmacy Benefit Management and Other Third Party Administration of Insurance and Pension Funds	1,000	881	(119)	(12%)
312120	Breweries	284	184	(100)	(35%)
221112	Fossil Fuel Electric Power Generation	401	302	(99)	(25%)
722511	Full-Service Restaurants	4,341	4,253	(87)	(2%)
522110	Commercial Banking	1,257	1,173	(84)	(7%)

Several industries are projected to experience a decline in employment over the specified period.

- Upholstered Household Furniture Manufacturing, with a 71% decrease, stands out as the industry with the highest percentage decrease in employment.
  - The reasons behind the decline in employment can vary across industries. Factors such as automation, changes in consumer preferences, technological advancements, and economic conditions may contribute to these trends.
  - For example, the decline in employment in Upholstered Household Furniture Manufacturing could be attributed to factors like outsourcing, increased competition, or shifts in demand for furniture products.
- General Freight Trucking, Long-Distance, Truckload, and Temporary Help Services are also expected to see significant declines in employment, with decreases of 16% and 16%, respectively.
- Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing, Crop Production, and Glass Product Manufacturing Made of Purchased Glass, which are also experiencing declines in employment, albeit to a lesser extent.

### Stable or Marginal Changes

Some industries, such as Full-Service Restaurants and Commercial Banking, are projected to experience marginal decreases in employment, indicating relatively stable conditions within these sectors.

**Local Government,**

Excluding Education and Hospitals, shows a minor decrease of 2%, suggesting a relatively stable employment outlook in the public sector.

**Considerations for Planning and Policy:**

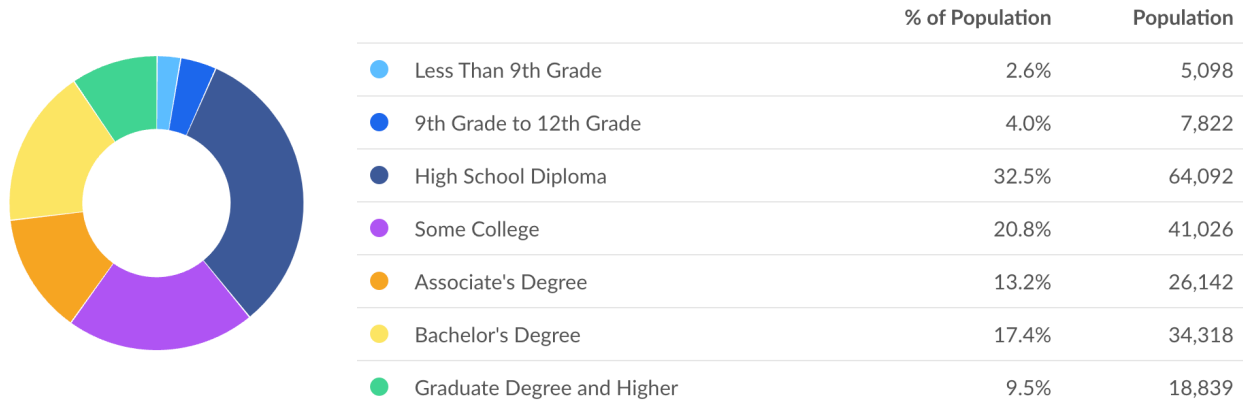
Policymakers, business leaders, and stakeholders may need to consider these projected changes in employment when planning workforce development initiatives, economic diversification strategies, and policies aimed at supporting affected industries and workers.

**SECTION 1. 2 & 1.3 KNOWLEDGE & SKILLS NEEDED**

**Educational Attainment**

Concerning educational attainment, 17.4% of the selected regions' residents possess a Bachelor's Degree (3.7% below the national average), and 13.2% hold an Associate's Degree (4.3% above the national average).

**Educational Pipeline**



In 2022, there were 4,669 graduates in WDA9. This pipeline has shrunk by 5% over the last 5 years. The highest share of these graduates come from "Nursing Assistant/Aide and Patient Care Assistant/Aide" (Certificate), "Biology/Biological Sciences, General" (Bachelor's), and "Psychology, General" (Bachelor's). This aligns with several of the "Hot Jobs" identified later in this report.

School	Total Graduates (2022)	Graduate Trend (2018 - 2022)
University of Wisconsin-La Crosse	2,545	
Western Technical College	1,316	
Viterbo University	748	
The Salon Professional Academy-Onalaska	60	

[Jump to Detailed Program Table](#)

● Certificate ● Associate's ● Bachelor's ● Master's or Higher

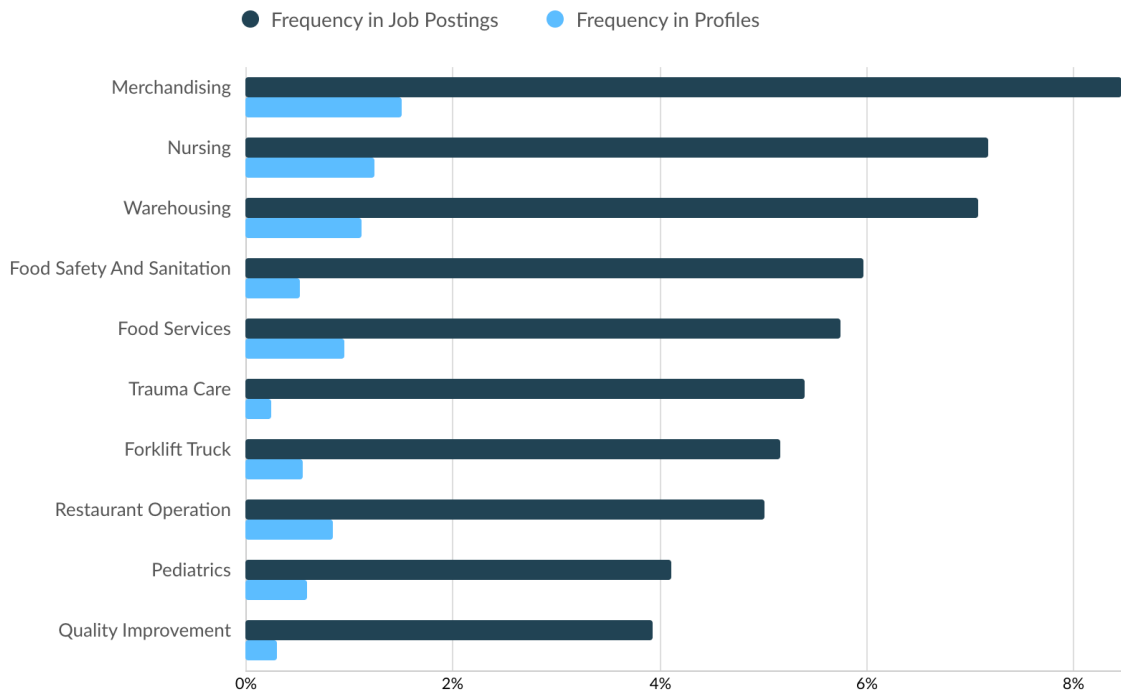
**In-Demand Skills**

The following provides insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in today's workforce. Along with

Lightcast's job posting analytics, this comparison leverages Lightcast's dataset of more than 100M online resumés and profiles. All resumés and profiles used in these comparisons have been updated within the last three years.

*\*The skills associated with workforce profiles represent workers of all education and experience levels.*

Top Specialized Skills



**Specialized Skills in Demand:**

The data highlights several specialized skills that are frequently mentioned in job postings and profiles. These include Merchandising, Nursing, Warehousing, Food Safety and Sanitation, Food Services, Trauma Care, and others.

- Among these, Merchandising, Nursing, and Warehousing are the most mentioned specialized skills in job postings, each accounting for about 7-8% of total postings.

**Skill Growth Projections:**

- The data also provides insights into the projected growth of these specialized skills. Skills like Nursing, Restaurant Operation, Food Services, and Merchandising are expected to experience significant growth in demand, with growth rates ranging from 15% to 28%.
- This indicates a growing need for professionals with expertise in these areas, likely driven by factors such as industry trends, demographic shifts, and evolving consumer preferences.

**Relative Stability of Skills**

- Some specialized skills, such as Forklift Truck operation, demonstrate relatively stable demand, with a growth rate of around 5.5%. This suggests that while there is ongoing demand for these skills, the rate of growth may not be as pronounced as for other skills.
- Skills like Trauma Care and Pediatrics also show moderate growth rates, indicating steady demand in these specialized areas.



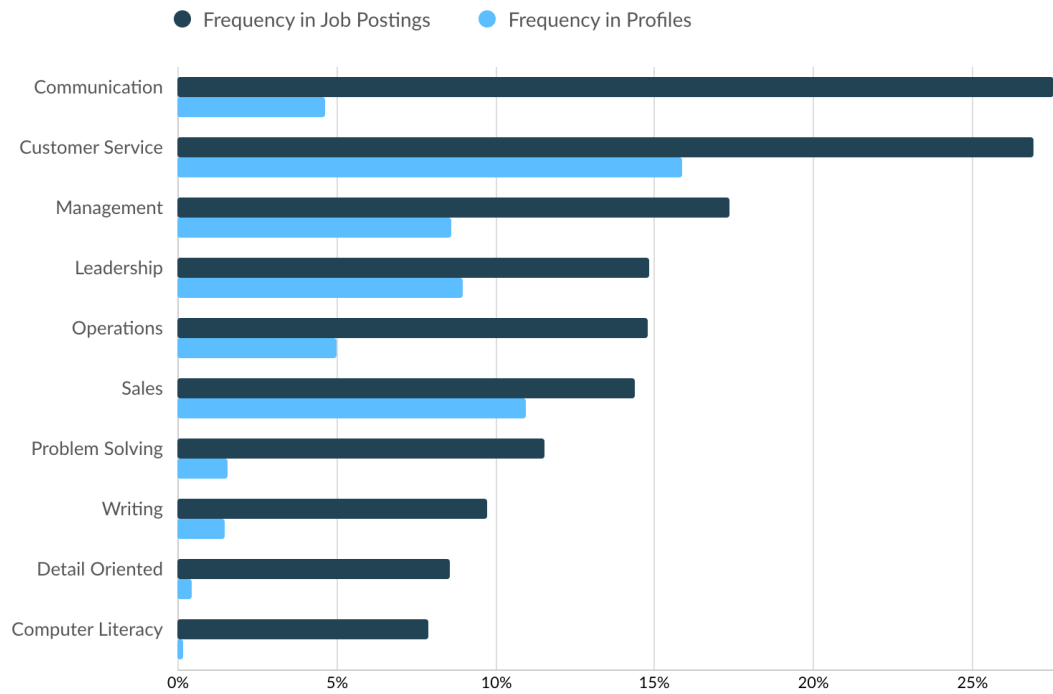
## Importance of Common and Software Skills

- While specialized skills are crucial for specific roles, the data also emphasizes the importance of common skills such as Quality Improvement, as well as software skills like Restaurant Operation. These skills are often sought after across various industries and professions.
- Quality Improvement and Restaurant Operation are projected to experience significant growth, indicating their increasing importance in the job market.

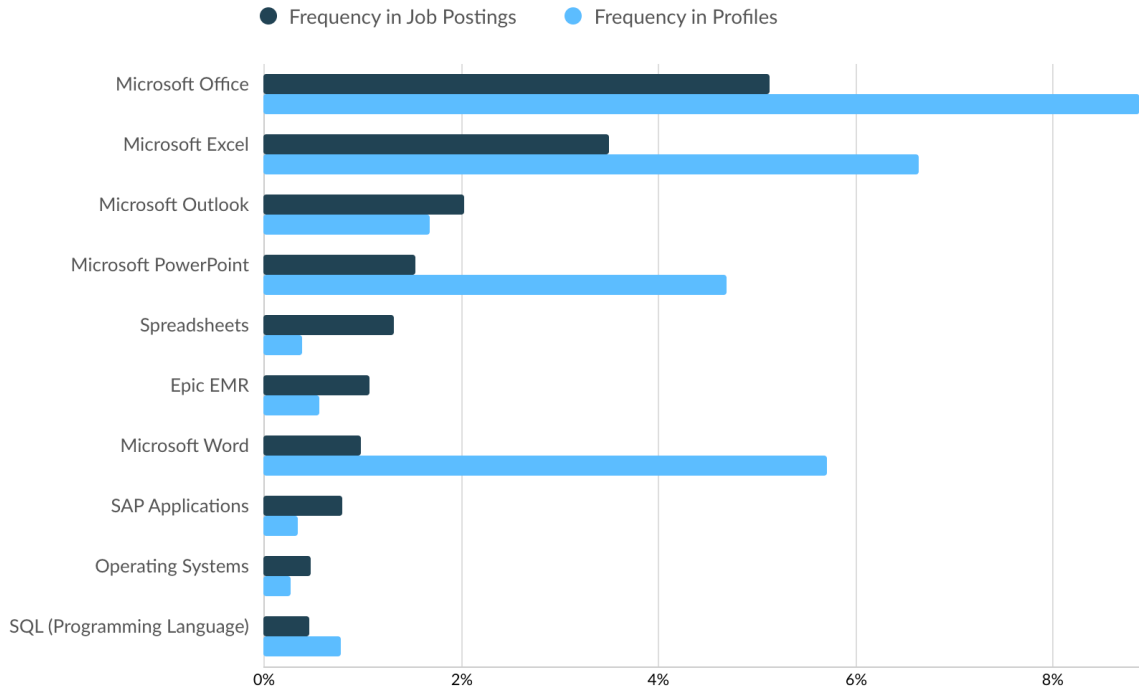
## Implications for Job Seekers and Employers

- For job seekers, understanding the demand for specialized skills and their growth projections can help in career planning and skill development. Focusing on high-demand areas such as Nursing or Restaurant Operation could enhance job prospects.
- Employers can use this data to tailor their recruitment strategies and invest in training programs to develop talent in areas experiencing rapid growth.

Top Common Skills



Top Software Skills



**increasing diversity. Engaging those with barriers.**

The following data from the U.S. Census Bureau showcases opportunities to employ those who are underemployed.

**Community Context**

USA Totals shown until state and/or region is

**Selected Region Contains: 8 Counties**

Buffalo County	Wisconsin
Crawford County	Wisconsin
Jackson County	Wisconsin

**Households**

**123.3K**

**Population**

**305K**

**Population with 3+ Components of Social Vulnerability**

Community Resilience Estimates 2022

**20.26%**

[Explore CRE Equity Supplement](#)

**Household Characteristics**

ACS 2018-2022 5-Year Estimates

**Below Poverty:**

**14K**

or 11.3%

**1+ Disability:**

**29.5K**

or 23.9%

**Without Vehicle:**

**7.8K**

or 6.3%

**With Broadband:**

**104.3K**

or 84.6%

Workforce Development Plan 2024-2027

	La Crosse	Trempealeau	Buffalo	Juneau	Jackson	Monroe	Vernon	Crawford	TOTAL	%
<b>Race/Ethnicity</b>	<b>120486</b>	<b>30760</b>	<b>13317</b>	<b>26718</b>	<b>21145</b>	<b>46274</b>	<b>30714</b>	<b>16113</b>	<b>305527</b>	
White	105307	25830	12577	24008	17939	40608	29179	15018	<b>270466</b>	89%
Black	1927	81	43	548	440	620	121	265	<b>4045</b>	1%
American Indian	440	82	31	355	1319	493	41	41	<b>2802</b>	1%
Asian	5599	109	19	147	73	352	89	68	<b>6456</b>	2%
Native Hawaiian / Pacific Islander	16	0	12	1	0	63	9	1	<b>102</b>	0%
2+	385	649	274	52	651	1467	715	426	<b>4619</b>	2%
Hispanic	3051	3957	327	727	678	2560	464	260	<b>12024</b>	4%
White, not Hispanic	385	52	8	52	45	111	96	34	<b>783</b>	0%
<b>Primary Language</b>	<b>96133</b>	<b>28535</b>	<b>12681</b>	<b>25418</b>	<b>19766</b>	<b>43305</b>	<b>28702</b>	<b>15328</b>	<b>269868</b>	<b>88%</b>
English Only	91806	26121	12301	24397	18880	39721	25694	14823	<b>253743</b>	83%
Spanish	822	1912	242	428	393	1435	299	76	<b>5607</b>	2%
Other Indo-European		404	133	484	235	1795	2650	410	<b>6111</b>	2%
Asian & Pacific Island		60	5	62	69	240	55	10	<b>501</b>	0%
Other	3505	38	0	47	189	114	4	9	<b>3906</b>	1%
<b>Gender</b>										
Male	60168	15606	6755	14477	20958	23692	15666	8405	<b>165727</b>	<b>54%</b>
Female	60126	15073	6574	12218	11303	22516	15145	7718	<b>150673</b>	<b>49%</b>
<b>Disability Status</b>	<b>16313</b>	<b>3181</b>	<b>1882</b>	<b>4313</b>	<b>2749</b>	<b>6173</b>	<b>3212</b>	<b>1863</b>	<b>39686</b>	<b>13%</b>
Hearing	4146	1148	687	1336	941	1997	1001	673	<b>11929</b>	4%
Vision	1777	529	268	520	414	1157	514	266	<b>5445</b>	2%
Cognitive	7497	853	527	1709	1028	2080	943	604	<b>15241</b>	5%
Ambulatory	6233	1414	934	2005	1271	3033	1409	986	<b>17285</b>	6%
Self-Care	2996	417	258	622	470	1124	649	333	<b>6869</b>	2%
Independent Living	5830	884	546	1332	841	2146	1318	556	<b>13453</b>	4%
% Disabled/county	14%	10%	14%	16%	13%	13%	10%	12%		

## SECTION 2.4: ANALYSIS OF WORKFORCE DEVELOPMENT ACTIVITIES

### Employer Needs

Western Wisconsin Workforce Development Boards ensures that the workforce has the best possible knowledge and skill set to bring to employers. There are many factors and challenges that are facing employers when acquiring a strong workforce provided with the proper technical skills. Because of the rapidly changing needs within employers the Western Wisconsin WDB has a strong relationship with the K-12 and higher education schools available, to address the demand for a highly skilled workforce quickly and accurately. The workforce and education systems remain flexible and responsive to address the ever-changing needs.

Based on partnerships and current data the most common job seekers' barriers to employment are:

1. Low Unemployment Rate creates challenges finding employees
2. Low teenage labor participation rate
3. Transportation barriers
4. Community Challenges: Housing, Childcare, Broadband

#### ***Our work on these needs include:***

Our WDB provided more than \$400,000 in car repairs using our ARPA funding. We continue to provide bus fares to those qualifying for our programs. Our partners created SMRT buses to provide transportation between rural areas and La Crosse.

- Housing is being addressed at the local level. Our WDB is working with homeless shelters to ensure that individuals with jobs are prioritized for beds so they can stay employed. Housing affordability is being trouble-shot at the local level with tools that municipalities and counties have available.
- Childcare shortages: the WDB is using the QUEST program to encourage more individuals to pursue early childhood education. We are also working on a program that would ensure that the large number of women who left jobs to care for children can find work-from home opportunities.
- Broadband dollars are making their way to rural communities that will assist with access and entrepreneurship.

### Training Needs

In reviewing the Hot Jobs / in-demand careers, it is clear that developing career pathways, work experiences, and on-the job training is critical to aligning our workforce with self-sustaining jobs. It is important to understand the availability of training and education options available to job seekers. Western Technical College has several career pathways established and is continuing to revamp the structure of its offerings to match needs and time availability. A complete list can be found at [www.westerntc.edu/career-pathways](http://www.westerntc.edu/career-pathways).

The pathways that align with hot jobs include: accounting, building science & energy management, computer aided design, health information technology, health office professional, IT classes, Leadership classes, and more.

### Strengths

There are comprehensive, well-established programs for adults, dislocated workers, and youth in WDA

- Partnerships are well-established among agencies with well-trained staff. One of the greatest strengths within WDA 9 is the coordination of services among internal and external partners.
- Organizations work well with each other whether it is for business services, rapid response, or dislocated worker
- WIOA Youth is a life changing program but the developing of relationships, processes, and keeping the youth engaged is challenging. A strong support system of others helping is key to success. The weakness is the qualifications – sometimes unnecessary – to get students enrolled.

### Weaknesses

- Aligning business needs with training options. The rapid and ever-changing infusion of technology in the workplace makes it difficult to keep training options completely up to date. Large systems are not agile

enough to respond quickly to changes. The Western Wisconsin WDB is working on strengthening this area by subcontracting a Business Services Coordinator who works as a liaison focusing on articulating business needs with technical college partners, other services providers, and area employers. The Business Services Coordinator also facilitates a connection to job seekers and training options available for in-demand industries.

- Stronger co-enrollments
- Turnover in WIOA Youth staffing due to the complexity of the program is a weakness in delivering students work-experiences.
- An inability to turn people away from WIOA programs who do not demonstrate behavior or desire to upskill and/or change jobs to one that is self-sustaining as a result of receiving services
- Our One-Stop-Operator is finally getting developed as it should. While communication occurs among partners, the full training, strategizing, and collaborating beyond the Resource Room conversations has not occurred. The positive to this is there is now new vision with the Workforce Development Board as to how to use the OSO to achieve greater, shared goals and collaboration.
- Turnover of lead staff at the Workforce Development Board has created challenges delivering strong programs and vision for its role in the system
- The lack of marketing dollars results in using the most expensive form of marketing – a person sharing information and having to repeatedly reconnect to not be forgotten about. Ex. guidance counselors have so much to do that we do not remain top of mind.

## SECTION 2.5: WDB'S VISION FOR ECONOMIC DEVELOPMENT AND SELF-SUFFICIENCY

### Vision: Being in Economic Development Conversations

When the number one pain point for business is workforce and a barrier to expansion, Workforce Development should be at the table to help.

- **OBSTACLE:** We are not at the table. We don't have the tools businesses need. Our executive directors have not been in these conversations for a decade.
- **GOAL:** develop the toolkit. Engage with counties and economic development organizations

### Vision: Strategize with Partners Delivery of Services with Training

- **OBSTACLE:** People with barriers have complicated lives and often life emergencies and services to assist begin before training is booked. This results in people exiting due to losing contact before they fully complete their career path. People must be willing to change jobs to be accepted into the program to achieve the wage raises needed for successful outcomes.
- **GOAL:** call a meeting with partners to work through this issue

### Vision: Ensure Career Planners are Properly Trained

Career planners must be trained to teach others. Ensuring there are training dollars available for this to occur is vital to increased efficiency, effectiveness and outcomes

- **GOAL:** discuss with partners dollar for training, awareness of classes, and how we can also share best practices across many organizations

## SECTION 2.6: OSO ROLE IN #5 OCCURRING

Our OSO will be transforming to capture all of the collaborating needed to function as a seamless system. We do not have that now. It begins with the updating of MOUs. It begins with a common brand, website, etc.

The OSO's role is to develop training across all organizations. Developing how that training occurs should be built into the Memorandum of Understanding (MOUs). It should be regularly scheduled trainings with input from all partners. With the exception of Vision I, these are OSO to-dos. Additionally:

- As in the WIOA State plan, the OSO will develop a performance management dashboard to continuously remind the partners how we are performing.

- In accordance with the WIOA state plan, the OSO will use surveys of customer satisfaction to ensure seamless, high-quality service. Inefficiencies will be identified and points of dissatisfaction.

## **SECTION 2.7: DESCRIBE THE WORKFORCE DEVELOPMENT SYSTEM:**

Identifies the programs that are included and how the WDB will support the State Plan

### **A. Programs Included**

We have a comprehensive Job Center in La Crosse that is on a bus line. In addition to Wagner-Peyser supported staff and WIOA supported staff, there are Veterans Services and Vocational Rehabilitation staff presence in the center along with FSET and W2 staff. Resource Room staff are cross trained to provide Wagner-Peyser services and make the appropriate referrals to various partners.

### **B. New Initiatives to Support the State Plan**

Part of developing our OSO beyond what was just a contract to take minutes, is implementing, collectively, tools that assist all partners and our businesses. These include:

- looking at the Great Jobs model to assist businesses in attraction of workers.
- Sharing DWD Initiatives with partners to ensure full maximization of what is being developed.

## **SECTION 2.8: HOW WE'LL WORK WITH ENTITIES CARRYING OUT WIOA CORE PROGRAMS TO:**

### **A. Expand Access to Employment, Training, Education and Supportive Services, Particularly People with Barriers**

- Develop ongoing relationships with organizations that have contact with individuals with barriers
- Work with employers who see employees in need of services and refer them and family members to our programs and services
- We have identified and need to strengthen relationships with English as a Second Language classes for program enrollment

### **B. Facilitate Career Pathways and Co-Enrollment**

- We will look into a Comprehensive Career Pathways system, using Northwest Wisconsin's leading work that aligns our education providers with businesses to ensure gaps are filled
- Add co-enrollment tracking to our OSO Performance Management Dashboard
- Ensure part of OSO training is each organization presenting their programs to other service providers

Develop stronger relationships with the K-12 education systems beyond the guidance counselors to ensure higher-level buy-in. Continue communicating and involving those connections.

### **C. Improve Access to Postsecondary Credentials**

We have very strong relationships with the postsecondary institutions where we receive referrals from these organizations for individuals who may qualify for our programs and services. Our work with high school guidance counselors is also a place where we can catch those moving on to post-secondary training.

## **SECTION 2.9: ENGAGE EMPLOYERS, ESPECIALLY SMALL AND IN-DEMAND**

### **A. Strategies**

- Our job and career fairs appeal to businesses of all sizes. We just began putting them into a database so companies can sign up to receive additional information and we can continue having conversations.
- Connecting through the more than five Chambers of Commerce organizations in our area

## B. Coordination of Programs and Economic Development

- We will offer our business services coordinator to business retention and expansion visits (BREs) to ensure we are listening with a well-rounded, economic development approach in those conversations
- Our Business Services Coordinator attends Chamber events and economic development meetings

## C. Strengthen Linkages between OSO and Unemployment Insurance

Western Wisconsin WDB provides training on core programs and UI programs such as Re-employment Services and Eligibility Assessments (RESEA) and utilize the Rapid Response Events Tracking Systems (RRETS). This ensures staff can provide information on these programs to customers. Training is provided to all partners on the various programs internally with the one-stop operators and utilization of DWD training identified in the State Plan.

Plans include continued education and collaboration between one-stop delivery partners and UI programs. This includes continuing to build a cohesive internal process for co-enrollments and in-depth training for all partners on services provided within the Job Center and Resource Room.

## D. Implement Incumbent Worker Training, Customized Training, Industry Sector Training, Career Pathways Initiatives, Business Intermediaries, and Other Business Strategies.

As we identify sectors to engage with we will:

- establish awareness of work- based learning available to employers.
- increase the number of opportunities available in work-based learning goal.
- The Western Wisconsin WDB will - promote and implement customized training programs that focus on short-term credentials that allow for job seekers to enter into a career pathway which still being able to work as they progress; this will be in conjunction with our service providers and established partnerships with Title II, Western Technical College.
- Create customized training that reflects in-demand occupations and key sectors
- Employers in our region value our help most in recruiting new employees, providing on-the-job-training assistance, and sharing Labor Market Information (particularly wage comparison data) with them.

Western Wisconsin WDB works with WIOA service providers and Business Service Coordinator (BSC) to identify the demand industries and sectors. The BSC works to establish relationships with area employers identifying those who are capable and willing to host a Work Base Learning Program including on-the-job training. Within these partnerships the BSC identifies who already has established internships or apprentice opportunities. If there are not already established programs the BSC will help connect area employers to development and utilization of internships and apprentice opportunities.

Current WIOA service providers, including but not limited to Career Planners, collaborate with the Business Services Coordinator and Western Wisconsin WDB Staff to identify and place job seekers in various Work Based Learning Programs.

Agreements are established with area employers to assist in local work-based learning opportunities for adult, dislocated workers, and youth program participants.

### *The Western Wisconsin WDB defines Work Based Learning Programs*

#### **On-the-Job Training Programs**

On-the-job training (OJTs) are limited term on-site training. This service is under contract with the Western Wisconsin WDB and/or the identified service provider. The participant wages are paid by the employer and partially subsidized by the program. The Western Wisconsin WDB emphasizes OJTs as a pathway to employment for participants with skill training needs. OJTs are considered a Work Experience within the Youth Program.

#### **Incumbent Worker Training Program**

Our goal is to create this within WDA 9.

### **Customized Training Programs**

The Western Wisconsin WDB has addressed customized training with The Upper Mississippi Manufacturing Alliance (TUMMA). It is anticipated that customized training with this industry group will be more widely used. Additional development of customized training will be addressed as needed within the communities served. Customized training within the WIOA funded programs is defined as training customized for a specific employer/individual for which the employer pays a significant portion of the cost of training.

### **Work Experiences**

The Western Wisconsin WDB has outlined a work experience as a short term paid or unpaid opportunity, examples of work experiences are below:

- **Internship**-a plan structured learning experience that takes place in the workplace for a limited period of time and is paid or unpaid.
- **Employment Opportunity**- A planned structured learning experience taking place in the workplace for a limited period of time and linking to academic and occupational learning that occurs inside or outside the workplace.
- **Job Shadowing**- Temporary unpaid workplace exposure where the individual observes the work environment and required job skills as a shadow to a competent worker.
- **Pre-apprentice programs**- a program designed to prepare an individual to enter and succeed in a registered apprentice program.

## **INCLUDING ENTREPRENEURIAL SKILLS TRAINING**

Referral procedures are in place for those seeking microenterprise and/or entrepreneurial training. Referrals and collaboration are established to the Small Business Development Center at UW-L, SCORE, and business incubators in the area (Coulee Region Business Center, the Food Enterprise Center – Viroqua, and any inventor or entrepreneur clubs in the area.

Participants interested in entrepreneurship are also encouraged to seek assistance and prepare for income during the preparation and start-up phase. Support services are offered to enrolled participants. Coordination with and referrals to the Small Business Development Center for those seeking the option of entrepreneurship.

The regional workforce system is tailored to meet the needs of regional economies. Therefore, it also must be and is aligned with primary and secondary education, higher education, and economic development entities. This alignment is achieved primarily through relationship building, networking, and collaborative programming, and services. 7 Rivers Alliance is the WEDC-recognized regional economic development entity in Western Wisconsin. There have been multiple collaborative initiatives between Western Wisconsin WDB and the regional economic development entity, including entrepreneurial development, regional labor market analysis and dissemination, and collaboration in the Regional Career Pathways Grant hosted by CESA 4. Western Wisconsin WDB is an active partner in various initiatives of local chambers of commerce and county economic development corporations, primarily focusing on gathering business intelligence and development of a talent pipeline.

## **SECTION 2.11 DESCRIBE THE ONE STOP DELIVERY SYSTEM**

### **A. Ensuring Continuous Improvement of Eligible Providers Through the System Ensuring Providers Meet the Needs of Business**

The Workforce Development Board is responsible for its metrics even through subrecipients and through partners through our One Stop Operator requirement. While we are pleased to have monthly meetings with our key partners in the comprehensive center, we have much more work to do in engaging outside these required partners:

- Western Wisconsin WDB
- Job Service
- Division of Vocational Rehabilitation
- Office of Veterans Employment Services



- Workforce Connections, Inc.

For continuous improvement, we will utilize surveys sent to participants and businesses through BST visits to ensure they have had a seamless experience.

## **B. Facilitate Access to Services through One-Stop Delivery System, including Remote Areas**

Plans for improvement include:

- Website / shared brand of the OSO
- Fewer individuals working one job fair booth
- Technology expansion / cost sharing
- Exploration of additional locations for in-person job services

## **C. Ensure physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities as required.**

The WDB attends EO meetings of all WDBs in Wisconsin and receives notifications that would cause our ability to service to be altered.

## **D. Attach or link a copy of the most recent OSO Delivery System MOU describing the roles of each partner.**

The WDB is beginning work on a PY24 MOU. The last MOU can be found [here >>](#)

## **SECTION 2.12 DESCRIBE THE TYPE AND AVAILABILITY OF ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES**

### **Basic Career Services – Self/Informational**

- Financial Aid Information and Application Assistance – Providing significant staff assistance in applying for financial aid including notifying workers that they may request financial aid administrators to use current year income data in determining need.
- Information about Eligible Training Programs (ETPs) – Providing the state/local WDA list of eligible training providers (including performance and cost information) to the customer.
- Information on Local Area Performance – Providing information, in understandable formats, about how the local area is performing on the local performance accountability measures and any other relevant information on local one-stop performance.
- Intake and Orientation – Providing introductory information about the Job Center, including programs and services, in an individual or group setting.
- Job Requirements Information – Reviewing with the customer; the knowledge, skills, and abilities, needed for a specific job or type of job and discusses how to develop them.
- Labor Market Information – Providing information on state or local labor market conditions, from data sources such as the Bureau of Labor Statistics (CLS), WisConomy, O\*Net, etc.
- Referral – Referral to non-WIOA services.

### **Basic Career Services – Self/Informational**

- Initial Assessment of Interests, Skill Levels & Supportive Service Needs – Initial assessment of skill levels (includes literacy, numeracy, and English language proficiency), aptitudes and interests, and supportive service needs given to all participants, which forms the basis of future services.
- Job Referral/Placement Assistance – Bringing one or a group of registered job seekers who are available for a posted job to the attention of an employer.
- Job Search Assistance – Assistance in planning and carrying out a successful job-hunting strategy.
- Resume Development – Assistance in creating or improving a resume.

- Unemployment Insurance (UI) Claim Assistance – Providing meaningful help with filing an initial UI claim or weekly claim certification. Meaningful help is help provided by staff who have completed the DWD’s UI certification training.

## Individualized Career Services

- Career Planning – Providing job, education, and career counseling, including assistance in choosing an occupation and identifying general steps to be taken to achieve success in that occupation.
- Comprehensive Individualized or Specialized Assessment – Providing additional individualized or specialized assessment of skill levels, service needs, employment barriers and appropriate employment goals which may include
  - Diagnostic testing and assessment tools, or
  - In-depth interviewing and evaluation
- English Language Learning – Participant is engaged in a program designed to help English language learners achieve competence in reading, writing, speaking and comprehension of the English language. The goal must be to aid in the attainment of a secondary school diploma or its recognized equivalent, transition to postsecondary education or training, or employment.
- Financial Literacy Services – Providing services to support participant’s ability to make informed financial decisions, including learning how to budget; open a checking or savings account; manage spending, credit and debt; evaluate financial products, services and opportunities; and avoid and resolve identity theft.
- Group Employment Counseling – Participant involvement in a group employment counseling session with a licensed counselor.
- Individual Employment Plan (IEP) Development or Review - Developing or reviewing a plan that identifies the participant’s employment goals, appropriate achievement objectives, supportive service needs, and the appropriate combination of services for the participant to achieve their employment goals.
- Individual Employment Counseling – Participant involvement in an individual employment counseling session with a licensed counselor.
- Integrated Education and Training Programs – Providing adult education and literacy activities (including English language acquisition or integrated English literacy and civics education) concurrently and contextually with workforce preparation activities and training for a specific occupation or occupational cluster.
- Job Development – Helping an individual get a job interview where there is no published job opening.

Out of Area Job Search Assistance – Providing funding or assistance relating to a job search for employment beyond normal commuting distance. May include paying for transportation, hotel stays.

Out of Area Relocation Assistance – Providing funding or assistance relating to relocation for employment beyond normal commuting distance.

Short-term Pre-vocational Services – Providing services to help participant develop soft skills to prepare for unsubsidized employment or training. Examples: learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct.

Work Experience – A planned, structured learning experience that takes place in a workplace for a limited time period.

Workforce Preparation – Providing services designed to help the participant acquire skills necessary for successful transition into and completion of postsecondary education or training, or employment. Examples: basic academic skills (through the grade 8.9 level); critical thinking skills; digital literacy skills; and competencies in using resources, using information, and understanding systems.

## Follow-Up Services

Additional Career Planning and Counseling  
 Additional Educational Opportunities Information  
 Employer Contact  
 Peer Support Groups

Referral to Supportive Services

**Training Services**

- Occupational Classroom training consisting of one or more courses or classes, which when successfully completed, leads to one or more of: a recognized postsecondary credential, employment, or measurable skills gain towards a recognized credential.
- Apprenticeship Training, when engaged in a registered apprenticeship program
- Combined Workplace Skills Training & Related Instruction
- Customized training for a specific employer or individual, for which the employer pays a significant portion of the cost of training.
- Entrepreneurial training.
- Job readiness training designed to improve skills in seeking and retaining employment.
- On the Job Training (OJT): onsite training program provided to a participant on a limited term basis prior to placement under employer contract. Subsidized wages are paid to the employer to promote skill development and successful job placement.
- Adult education and Literacy activities provided in combination with other training services described above.
- English language instruction

**SECTION 2.13 DESCRIBE THE TYPE AND AVAILABILITY OF ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES**

Our business services coordinator coordinates the Rapid Response Team upon notification of 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. Unemployment Insurance is engaged to assist affected individuals with understanding their eligibility for the unemployment insurance program as well as how to apply for benefits. When appropriate in the event of a multi-location event that crosses multiple WDAs, the local WDB coordinates with other WDAs providing services as well.

**SECTION 2.14 DESCRIBE YOUTH WORKFORCE ACTIVITIES INCLUDING FOR INDIVIDUALS WITH DISABILITIES. ID SUCCESSFUL MODELS.**

After completion of the workshops, the Western Wisconsin WDBWIOA Youth Career Planner will assist the youth in future planning, with an emphasis on finding a suitable work experience as appropriate. This may include but not limited to:

- Certifications
- Post-secondary schooling
- Job placement
- Apprenticeships

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

- Adult mentoring;
- Alternative secondary school services or high school dropout recovery services;
- Career awareness, counseling, and exploration (e.g., labor market information, assessments);
- Case management and coaching;
- Comprehensive guidance and counseling;
- Education offered concurrently with and in the same context as workforce preparation and training; Entrepreneurial skills training;
- Financial literacy services;
- Follow-up services;
- Leadership development opportunities;
- Occupational skills training;
- Postsecondary preparation and transition activities;
- Support services;
- Tutoring, study skills training, instruction, and dropout prevention and recovery services; and,

Work experience, both paid and unpaid (e.g., pre-apprenticeship programs, internships, on-the-job training)

The Western Wisconsin WDB is well positioned to provide each of the 14 youth program elements. Youth program elements will be made available to young adults, as appropriate and according to the Individualized Service Strategy (ISS). Western Wisconsin WDB, its contracted providers, and WIOA partners will implement activities to meet the 14 required program elements.

One of the Western Wisconsin WDB strengths is the strong relationship with the Division of Vocational Rehabilitation (DVR). DVR and the local school districts are collaborative partners while providing services to young individuals with disabilities. Western Wisconsin WDB works closely with the DVR in creating a seamless referral system. With a greater emphasis on serving out-of-school youth in Title I, creating a strong, seamless transition for DVR in-school youth is a win-win situation for youth with disabilities.

Western Wisconsin WDB and DVR work to place youth with barriers into work-based learning experiences. DVR is required to spend a portion of their budget on specific Pre-employment Transitional Services for students with disabilities who are in high school. The Western Wisconsin WDB and DVR have a strong history of providing work experience opportunities for youth participants through work experiences, internships, and on-the-job training. Through the Business Solutions Team many successful connections with employers are made.

Western Wisconsin WDB has adopted strategies to develop and retain a pipeline of talent. Those strategies include a stronger connection of the Business Solutions Team and economic development partners to the public school districts in WDA 9. Western Wisconsin WDB has strong sector partnerships - TUMMA (The Upper Mississippi Manufacturing Alliance). Western Wisconsin WDB partnerships with its employer alliance assist with increasing opportunities for work experiences for out-of-school and in school youth participants along with other work-based learning activities.

The Western Wisconsin WDB and sub-contractors has also been assisting DWD in developing effective linkages between existing youth apprenticeship opportunities and current and new adult apprenticeship opportunities. Western Wisconsin WDB will continue to build upon its relationship with the providers of youth apprenticeships in the region to increase work experience opportunities.

The Western Wisconsin WDB works to ensure funding is allocated to maximize opportunities and monitors spending as well as service provided to ensure success.

Recently, we had a WIOA Youth successfully placed into video production for a work experience identified by our Business Services Coordinator.

## **SECTION 2.15 DESCRIBE COORDINATING WITH SECONDARY AND POSTSECONDARY EDUCATION PROGRAMS FOR STRATEGIES, ENHANCE SERVICES AND AVOID DUPLICATION.**

Due to our subrecipient contract with Western Technical College and our involvement with job fairs, we are often aligned with programs at Western Technical College as long as our career planners are communicating effectively about needs.

Outreach efforts to secondary schools occur through career fair planning. There is constant communication with CESA 4, who is our youth apprenticeship coordinator.

## **SECTION 2.16 COORDINATING WIOA TITLE I WORKFORCE ACTIVITIES RE: TRANSPORTATION AND SUPPORTIVE SERVICES**

Geographical areas covered by the Western Wisconsin WDB are mostly rural in nature. Daily public transportation for most residents are limited with most commuters using cars. There are basic public bus services within some communities, however, they do not stretch to outlining areas. Supportive services are provided to participants when the need is identified. These can include but are not limited to referrals to programs which assist in repairing or purchasing automobiles. Gas cards or bus passes, as well as funding to obtain drivers license and first month of car insurance.

## **SECTION 2.17 DESCRIBE PLANS, ASSURANCES, STRATEGIES TO MAXIMIZE AND NOT DUPLICATE WAGNER-PEYSER ACT SERVICES AND OTHERS PROVIDED THROUGH ONE-STOP DELIVERY SYSTEM.**

Western Wisconsin WDB strives towards integrating programming with Wagner-Peyser Act teams. On-site services are provided at the La Crosse Job Center along with on-line or off site in person services provided when needed. The Business Services Team (bST) is a key collaborator to identify training opportunities to partners on Wagner-Peyser Act services. Participant experiences and identification and elimination of duplicative services is a top priority when collaborating with Department of Workforce Development (DWD).

Western Wisconsin WDB continues to work towards reviewing these partnerships and updating or implementing any areas of improvement with the Wagner-Peyser Act staff.

As the WDB becomes the OSO, we will continue meetings with the DET staff on customer satisfaction levels, customer needs, performance rates, scheduled events and activities, as well as service delivery coordination enhancements to incorporate technology, reduce bottlenecks and redundancies, and integrate new resources. Over the last year the region has undergone significant process improvements to develop coordinated and collaborative service delivery models between Wagner-Peyser and WIOA. Under WIOA Wagner-Peyser Job Center staff have the same performance goals as the WIOA funded staff.

## **SECTION 2.18 DESCRIBE HOW WDB WILL COORDINATE WIOA TITLE I WORKFORCE INVESTMENT ACTIVITIES WITH ADULT EDUCATION AND LITERACY ACTIVITIES UNDER WIOA TITLE II. INCLUDE HOW THE WDB WILL REVIEW LOCAL APPLICATIONS SUBMITTED UNDER TITLE II.**

Western Wisconsin WDB coordinates with Title II workforce investment activities such as adult education and literacy services carried out in the local area by working closely with the Wisconsin Technical College System and CESA 4 & 5. Those in need of services to improve basic skills to enter or retain employment will be provided information on:

- High School Equivalency Diploma (HSED)
- General Education Development (GED)
- Certifications

Pre-employment classes

Apprenticeships

Pre-apprenticeships

Western Wisconsin WDB also provides services for both In-School and Out-of-School Youth Programs which can include the above programs as well.

WIOA requires local areas to coordinate the review of local applications submitted under Title II.

The Western Wisconsin WDB participates in the review of applications to assess and verify alignment and consistency with its Local Plan. Feedback and recommendations from the Western Wisconsin WDB are shared with the Wisconsin Technical College System review team as part of the final decision and selection process.

## **SECTION 2.19 ATTACH COPIES OF COOPERATIVE AGREEMENTS FOR LOCAL SERVICE PROVIDERS FOR THE ONE-STOP DELIVERY SYSTEM.**

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 commitment of the parties to provide integrated workforce services at the Superior Comprehensive Job Center, and the Affiliate Job Centers in the Northwest Wisconsin (WDA 7) Workforce Development Area.

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.

## **SECTION 2.20 IDENTIFY THE ENTITY RESPONSIBLE FOR THE DISBURSAL OF GRANT FUNDS AS DETERMINED BY THE CHIEF ELECTED OFFICIAL (CLEO) (I.E. FISCAL AGENT)**

Western Wisconsin WDB is the administrative entity and fiscal agent responsible for the disbursement of Title I funds in Workforce Development Area 9 which includes Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon Counties.

## **SECTION 2.21 PROCESS FOR SUBRECIPIENTS AND CONTRACTS FOR WIOA TITLE I ACTIVITIES**

The WIOA Youth Program is held in house and does not place a Request for Proposal (RFP). The Adult/Dislocated Worker, Rapid Response, One-Stop Operator and Business Service Coordinator a Request for Proposal is issued. At this time, we have identified the RFP for one contract year with an option to extend for two additional years. The Executive Committee reviews the RFP and approves public posting. Members of the full board of directors are identified to review and score the submitted proposals. Upon scoring the Executive Committee reviews scoring and recommendations and will vote to approve issuing of the contracts. If the Executive Committee deems that there are no viable or responsive bids, then a sole-source procurement that is properly justified and documented in accordance with the Wisconsin State Procurement Manual and the Federal Procurement Regulations at 29 CFR 97.36(d)(4) may be considered.

## **SECTION 2.22 PROVIDE THE LOCAL LEVELS OF PERFORMANCE NEGOTIATED WITH THE GOVERNOR AND CHIEF ELECTED OFFICIAL**

Western Wisconsin WDB uses the Wisconsin Core Primary Indicators of Performance data to measure performance.

## Definitions of Primary Indicators of Performance

### **Q2 Unsubsidized Employment (Adult and Dislocated Worker)**

The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship, and military service.

### **Q2 Unsubsidized Employment or Education (Youth)**

The percentage of Youth participants who were employed or in education during the second quarter after exit. Employment, education, and training activities that count as success include Unsubsidized Employment, Registered Apprenticeship, Military, Occupational Skills Training, Postsecondary Education, and Secondary Education.

### **Q4 Unsubsidized Employment or Education (Adult and Dislocated Worker)**

The percentage of Youth participants who were employed or in education during the fourth quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship, and military service.

### **Q4 Unsubsidized Employment (Youth)**

The percentage of program participants who were in unsubsidized employment during the fourth quarter after exit from the program. Employment, education, and training activities that count as success include Unsubsidized Employment, Registered Apprenticeship, Military, Occupational Skills Training, Postsecondary Education, and Secondary Education.

### **Median Earnings**

The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct Unemployment Insurance wage record match, Federal or military employment records, or supplemental wage information.

### **Credential Attainment Rate**

The percentage of clients who obtain a recognized post-secondary credential during participation or within one year after exit from the program. Participants who receive a secondary school diploma or equivalent are successful if the client was also employed or entered post-secondary education within one year of program exit.

### **Measurable Skill Gain**

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic technical, occupational, or other forms of progress, towards such a credential or employment.

## SECTION 2.23 ACTIONS THE WDB WILL TAKE TO BECOMING OR REMAINING A HIGH-PERFORMING WDB

### **Local WDB Roles:**

***Identify the role of the Local WDB and Youth Council/Committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will be taken to ensure that these areas are a priority for the local area? What actions and commitments will be made of the local WDB or Youth Council/Committee members (those representing business) to support these initiatives?***

The Youth Council/Committee was broken up into the various Western Wisconsin WDB sub committees years ago. Each committee has youth as a component of their agendas, budgets, and approvals. These committees are the Executive Committee, Operations Committee and Strategy Committee.

The Business Services Coordinator is incorporated with these committees to ensure that collaboration and integration is happening regarding the WIOA Youth Program. Key partners include but are not limited to:

CESA 4 and 5

The Upper Mississippi Manufacturing Alliance (TUMMA)

Title II:Western Technical College

Other sector industry leaders

Local employers

State Business Services Team

Local Business Services Team

Career Pathways are identified, reviewed, and updated in collaboration with the local higher education systems, CESA 4 and 5 along with sector industry leadership. By collaborating with all entities, we can provide services based off the current labor needs within the market and communities. Working closely with the CESA organizations we can help in the development of future pathways. This also includes development and implementation of work-based learning opportunities. All Western Wisconsin WDB efforts and collaborations are to identify and address the needs of the workforce and employers. Strategic decision making is made based on current data along with direct input from partners and sector industry leaders. The Business Services Coordinator is a key component in leading the efforts.

Business Services and other workforce development activities are reported to the Board during the quarterly meetings. Members of the WDB and any workgroups created can provide feedback, support and suggestions for the initiatives as adopted in the strategic plan. Members are called upon to share their expertise and ideas around sector partnerships, career pathways, and work-based learning. Representatives of each industry partnership (TUMMA) participate in WDB meetings and work closely with WDB staff in carrying out workforce initiatives. When necessary, the local WDB has the authority to create ad hoc workgroups for the strategic goals.

## Local WDB Participation & Maintaining Minimum 51%

The WDB Board members that have time conflicts will leave our board. We actively begin filling those positions. Our slate of board members is submitted to the State for certification every two years. When vacancies on the Board arise the open board seat is filled by board and LEO recommendations being elected in. Still, we will be recommending we adopt WDA 8's process of advertising via social media, direct emails to industry and Chambers, and on our website. Previous efforts were through word-of-mouth pools of candidates. The state provides the ratio of private sector vs. public sector members that we must meet in our membership and that is reviewed every two years as part of the certification process.

## SECTION 2.24 DESCRIBE HOW TRAINING SERVICES OUTLINED IN WIOA SECTION 134 WILL BE PROVIDED THROUGH INDIVIDUAL TRAINING ACCOUNTS

***Include how contracts are coordinated with ITAs, the process for determining insufficient eligible training providers, the process used to select contracted services, and how local WDBs will ensure customer choice***

Training services, when determined appropriate, must be provided either through an Individual Training Account (ITA) or through a training contract discussed in TEGL 19-16 Section 8.

For WIOA-enrolled participants who have been determined eligible for training services, the primary method of providing training services will be through the establishment of an Individual Training Account utilizing the state-maintained Eligible Training Provider List. The ETPL provides eligible participants with a market-like choice of training programs. The Western Wisconsin WDB has prioritized ensuring participants have informed consumer choice in the selection of training providers by requiring that they have received career counseling including labor market information on occupational projections and have selected programs of training services which are directly linked to demand occupations in WDA 9 or in another area of Wisconsin to which they are willing to relocate. Training and training funds will be primarily utilized for identified in-demand occupations or industry sectors.

Payment limits are identified for each participant, as outlined in the local ITA policy. This policy can be found within the WDB Case Management Policy posted on the Western Wisconsin Workforce Development Board website [www.westernwdb.org](http://www.westernwdb.org)

Approvals of extenuating circumstances are reviewed and approved by either the Western Wisconsin WDB Executive Director and/or Western Wisconsin WDB WIOA Operations and Compliance Specialist. This will be done on a case-by-case basis. These amounts are reviewed as needed to keep with the needs of the participants and demand industry job openings.



## **SECTION 2.25 HOW THE OSO IS MOVING TO AN INTEGRATED TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT INFO SYSTEM FOR PROGRAMS UNDER WIOA**

The state provides software that makes it challenging for individual partners to share integrated technology for intake and case management..

## **SECTION 2.26 HOW WDB IS ENSURING THE OSO PRIORITIZES ADULT CAREER AND TRAINING SERVICES WILL BE PROVIDED TO RECIPIENTS OF PUBLIC ASSISTANCE, OTHER LOW INCOME INDIVIDUALS, AND INDIVIDUALS WHO ARE BASIC SKILLS DEFICIENT**

The WDB follows the DWD Priority of Service policy in Chapter 8 of DWD's WIOA Title I-A & I-B Policy & Procedure Manual which includes priority for adult career and training services to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

"Priority of service" means the right to take precedence over a person with lower priority in obtaining employment and training services. The person with priority receives access to a service earlier in time than a person with lower priority or – if the resource is limited – receives access to the service instead of the person with lower priority. Priority is not part of the eligibility determination; rather, it is meant to emphasize access to individualized career and training services for these higher-need populations. Priority of service is assessed at the time of eligibility determination, and participants are informed if they are to receive priority. If, during participation, the career planner learns of changes in an individual's status that allows them to receive a higher priority of service, the individual is given increased priority. For example, if someone who was not low-income at program entry becomes low income during participation, the individual starts receiving increased priority as soon as the career planner becomes aware of the change. Veterans and eligible spouses receive priority for all WIOA Title I programs. For the Adult Program only, priority for individualized career services and training services are also given to participants who are designated low-income (in accordance with DWD policy 12.3.2 Priority of Service), including public assistance recipients, and/or basic skills deficient for the Adult Program, including English Language Learners (ELL).

## **SECTION 2.27 DESCRIBE THE STRATEGIES, SERVICES, AND ACTIVITIES EMPLOYED WITHIN THE LOCAL AREA TO PROVIDE BUSINESS SERVICES THAT MEET THE NEEDS OF EMPLOYERS.**

***Include: customized screening and referral of participants in training services to employer. Customized employment-related services to employers, employer associations or other organizations on a fee-for-service basis that re in addition to labor exchange services available to employers under the Wagner-Peyser Act Employment Service.***

The regional Business Services Team (BST) coordinates activities and services with workforce system partners to provide a comprehensive and streamlined approach that reduces duplication and maximizes resources to employers. The WDA9 BST meets monthly to collaborate to ensure that employers receive the best services available. Services include, but are not limited to:

**Job & Career Fair Coordination:** The group coordinates more than five job fairs & careers fairs in the eight county area.

**Hiring:** The WDA9 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 WDA9 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, apprenticeships, youth apprenticeships, internships, work experiences, and more.

**Retaining Talent:** The WDA9 BST provides educational opportunities for employers on retention issues to keep businesses informed- Winning with Wisconsin and TD-CON are examples of this. Services include, but are not limited to: incumbent worker training, human resource strategies, and more.

**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 more.

WDA9 does not currently offer customized employment-related services to employers.

## **SECTION 2.28 DESCRIBE LIMITATIONS THE WDB IMPOSES ON INDIVIDUAL TRAINING ACCOUNTS SUCH AS THE LIMITATIONS OF THE DOLLAR AMOUNTS AND/OR DURATION**

***Describe exceptions to such limitations for individual cases, assurances limitations do not undermine training services, maximizes choice. Attach an updated form DETW-18813-E for the local WDB.***

From our WIOA Case Manager Report – Section I I

Individual Training Accounts (ITAs) are the primary method to be used for funding training services for Adult Program and Dislocated Worker Program participants.

Adult and Dislocated Worker program participants must meet all five of the following criteria to be eligible for training. 22 1.

- Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment
- Has the skills or qualifications to successfully participate in the selected program of training services
- Is unable to obtain grant assistance from other sources (e.g., state-funded training funds, Trade Adjustment Assistance (TAA), and/or federal Pell Grants) to cover the full costs of such training;

AND

Will be entering a program of training services that is:

- directly linked to employment opportunities in an in-demand industry and occupation as identified in either the local or regional plan for the local area or planning region serving the individual, or the local or regional plan for another local area or planning region to which the individual is willing to commute or relocate;
- OR
- directly linked to a specific employment opportunity or opportunities in either the local area or planning region where the individual resides, or another local area or planning region to which the individual is willing to commute or relocate. An ITA must be used to fund the training, unless the training is funded through a contract for services under one of the five "contract exceptions" as described in TEGL 19-16, section 8. Youth program participants interested in training who are age 18 and over are encouraged to be evaluated by the Adult services provider for enrollment in WIOA Adult, to maximize the 35% training criteria for Adult/DW, and to also maximize for the 20% work experience criteria for Youth.

<https://dwd.wisconsin.gov/wioa/policy/07/07.1.htm>

## **SECTION 2.29 WILL THE WDB USE THE OPTIONAL DEFINITION OF “BASIC SKILLS DEFICIENT”**

*A youth is “basic skills deficient” if he or she are [sic] unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual’s family, or in society.” If yes, include the local WDB’s policy for determining whether the criterion is satisfied.*

The criteria we use are as follows:

Adult Program - For the Adult Program only, priority for individualized career and training services must also be given to participants who are designated low-income and/or basic skills deficient. Individuals who are English Language Learners meet the criteria for "basic skills deficient."

Priority of service must follow this order:

- 1) Veterans and eligible spouses who are low-income or basic skills deficient.
- 2) Individuals who are low-income or basic skills deficient but are not veterans or eligible spouses.
- 3) Veterans and eligible spouses who are not low-income or basic skills deficient.
- 4) Anyone who does not belong to one of the groups above, but who belongs to a priority population established by DWD-DET or the local WDB. Neither DWD-DET nor WDA 9 have established any priority populations.
- 5) Everyone else.

Dislocated Worker Program – For the Dislocated Worker Program, priority is given to Veterans only. However, for federal reporting purposes, the Basic Skills Screening Tool must be completed to determine whether they are basic skills deficient, and the result is to be recorded in Manage Programs. Likewise, income and public assistance information is also completed and recorded for Dislocated Workers, but it does not affect priority of service.

Youth Program – For the Youth Program, priority is given to Veterans only. However, for eligibility and barrier identification purposes, the Basic Skills Screening Tool must be completed to determine whether they are basic skills deficient, and the result is to be recorded in Manage Programs. Likewise, income and public assistance information is also completed and recorded for Youth, but it affects eligibility, and not priority of service.

## **SECTION 2.30 WILL THE WDB APPLY THE ELIGIBILITY CRITERION “REQUIRES ADDITIONAL ASSISTANCE TO ENTER OR COMPLETE AN EDUCATIONAL PROGRAM OR TO SECURE AND HOLD EMPLOYMENT”**

*If yes, provide the area’s definitions of In-School Youth and Out of School Youth.*

Based on the following criteria the Western Wisconsin WDB has chosen not to implement this within its In-School or Out-of-School Youth Program:

### **10.3.6.9 Requires Additional Assistance (Applies to ISY and OSY)**

This eligibility barrier applies if individuals require additional assistance to:

- complete an educational program; OR
- secure or hold employment.

Local WDBs are not required to use this criterion as part of eligibility determinations. However, as Wisconsin's Governor's Council on Workforce Investment has declined to further define this category, local WDBs must include policy and procedure for applying this criterion in their local plans if they choose to use it as an eligibility criterion. Any policies and procedures should be reasonable, quantifiable, and based on evidence that the specific characteristic of the youth identified in the policy objectively requires additional assistance.

Note: Even if a local area chooses to use this category as part of ISY eligibility, it is to be used sparingly. In each local workforce area, not more than 5 percent of newly enrolled ISY participants can be found eligible based on the "needs additional assistance" category in any given program year. There is not a similar restriction for OSY eligibility. DWD-DET holds the local WDBs responsible for tracking eligibility determinations for ISY that are

based solely on this eligibility barrier and ensuring compliance with the 5 percent limitation. Any costs associated with serving participants who exceed the 5 percent limitation will be disallowed. In cases where the local WDB exceeds the 5 percent limitation, participants' eligibility determination dates will be placed in chronological order and only the first 5 percent will be covered by the limitation.

## **SECTION 2.31 WHAT IS THE FRAMEWORK FOR YOUTH PROGRAMS IN THE LOCAL ARE AND HOW THE 14 ELEMENTS REQUIRED ARE TO BE MADE AVAILABLE WITHIN THAT FRAMEWORK**

The WDB strives to provide programming for both In School Youth and Out of School Youth, depending on interest. Services are provided year-round and intake and enrollments activities are provided in-person and virtually. Outreach is conducted at local schools, social media, community-based organizations, and partner agencies to promote services. Collaboration is maintained through one-on-one relationships with organizations, participation and convening of youth and education-focused committees and workgroups, and presentations about services to those who may have interactions with eligible youth.

The WDB will continue to pursue discretionary grant funding, such as U.S. Department of Labor grants, to expand service and will work closely with partner agencies to collaborate and coordinate services.

For youth with disabilities, the Division of Vocational Rehabilitation is a critical partner. Case management by career planners ensures that youth are connected to appropriate services.

Activities and services available in the region for youth include the 14 WIOA program elements. The determination of what specific services a participant receives is based on the participant's assessments and individual service strategy. The 14 elements are:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies;
2. Alternative secondary school services or high school dropout recovery services;
3. Paid and unpaid work experience;
4. Occupational skills training;
5. Education offered concurrently with and in the same context as workforce preparation and training;
6. Leadership development opportunities;
7. Supportive services;
8. Adult mentoring;
9. Comprehensive guidance and counseling;
10. Financial literacy education;
11. Entrepreneurial skills training;
12. Career Awareness, Career Exploration, and Career Counseling;
13. Postsecondary preparation and transition activities; and
14. Follow-up services.

## **Section 3: Administrative Requirements**

### **SECTION 3.34 PLAN DEVELOPMENT ACTIVITIES**

The WDB formed a task force with our Regional Planning Commission, Major County Business Outreach, and Western Technical College, WDB Committees that include people with barriers and labor union representatives. We looked at our WIOA and WAI policies previous to completion. The task force jointly looking at data and questioned anything found within it. Our partners were made aware of the process and their feedback solicited on the draft. Comments on the plan will be accepted via email to a wide variety of partners.

### **SECTION 3.35 DESCRIBE THE PROCESS USED TO SOLICIT PUBLIC COMMENT INCLUDING BUSINESS AND LABOR ORGANIZATION REPRESENTATIVES**

The WDB will post the local plan for public comment for thirty (30) days via the following methods:

- Posting a notice and the plan on the WDB website; and
- Social media post about the plan
- Making a hard copy of the plan available in the WDA 9 American Job Centers. Comments can be made via email or in writing via mail to [info@westernwdb.org](mailto:info@westernwdb.org)
- Emailing a copy to our mailing list
- In writing: WDB, 2615 East Ave S, La Crosse, WI 54601
- Plan comment dates: April 15, 2024 – May 14, 2024.

A section will be added to the bottom of the local plan that will contain the comments received during the 30-day comment period.

I hereby attest that this WIOA Regional Plan was:

- Developed in partnership with the local WDB and appropriate chief elected officials;
- Put out for public comment for at least 30 days prior to submission to DWD for approval, and if comments were received that express disagreement with the Plan they are included with this submission; and
- Properly approved at the local level in accordance with the applicable local governance documents (e.g., bylaws, WDB-CEO Agreement, Consortium Agreement, or similar).

Printed name of chief elected official	Signature of chief elected official	Date
Printed name of local WDB chairperson	Signature of local WDB chairperson	Date
Printed name of local WDB Director	Signature of local WDB Director	Date

## Appendix Top 100 Industries for Western Wisconsin for Job Growth

WWDB Counties

NAICS	Description	2023 Jobs	2028 Jobs	2023 - 2028 Change	Change	2022 Average Earnings Per Job
	TOTALS & AVERAGES	189,712	197,575	7,863	4%	\$56,654
622110	General Medical and Surgical Hospitals	10,901	11,565	664	6%	\$103,156
524210	Insurance Agencies and Brokerages	2,017	2,465	448	22%	\$68,372
492110	Couriers and Express Delivery Services	1,450	1,862	412	28%	\$30,640
624120	Services for the Elderly and Persons with Disabilities	2,179	2,548	369	17%	\$29,985
903611	Elementary and Secondary Schools (Local Government)	7,760	8,079	319	4%	\$65,813
332710	Machine Shops	808	1,111	304	38%	\$73,127
455211	Warehouse Clubs and Supercenters	2,604	2,904	300	12%	\$33,195
323111	Commercial Printing (except Screen and Books)	1,456	1,735	279	19%	\$61,004
523940	Portfolio Management and Investment Advice	1,986	2,262	277	14%	\$43,118
336612	Boat Building	668	873	205	31%	\$71,042
622110	General Medical and Surgical Hospitals	(82)	68	150	24%	\$48,044
524210	Insurance Agencies and Brokerages	(676)	(564)	113	24%	\$46,244
551114	Corporate, Subsidiary, and Regional Managing Offices	2,802	2,977	174	6%	\$90,347
813110	Religious Organizations	1,875	2,049	173	9%	\$20,636
339920	Sporting and Athletic Goods Manufacturing	761	928	166	22%	\$70,245
112000	Animal Production	7,474	7,634	160	2%	\$28,957
311942	Spice and Extract Manufacturing	464	617	153	33%	\$61,058
722515	Snack and Nonalcoholic Beverage Bars	587	719	133	23%	\$20,112
311611	Animal (except Poultry) Slaughtering	439	570	131	30%	\$63,996
492210	Local Messengers and Local Delivery	418	549	131	31%	\$8,904
621111	Offices of Physicians (except Mental Health Specialists)	2,343	2,472	129	5%	\$94,279
522130	Credit Unions	1,166	1,294	128	11%	\$71,438
325411	Medicinal and Botanical Manufacturing	321	441	120	37%	\$97,164
334419	Other Electronic Component Manufacturing	282	398	115	41%	\$75,024
339114	Dental Equipment and Supplies Manufacturing	281	395	114	41%	\$87,512
493110	General Warehousing and Storage	2,388	2,499	111	5%	\$59,155
445110	Supermarkets and Other Grocery (except Convenience) Stores	2,372	2,479	107	5%	\$26,949
524126	Direct Property and Casualty Insurance Carriers	270	376	106	39%	\$91,873
485310	Taxi Service	507	609	102	20%	\$24,817
561990	All Other Support Services	383	483	100	26%	\$48,548
484110	General Freight Trucking, Local	843	940	98	12%	\$77,426
541513	Computer Facilities Management Services	273	370	97	36%	\$126,955
311811	Retail Bakeries	277	366	89	32%	\$15,783

Workforce Development Plan 2024-2027

<b>337126</b>	Household Furniture (except Wood and Upholstered) Manufacturing	262	348	86	33%	\$52,328
<b>561110</b>	Office Administrative Services	438	523	85	19%	\$56,544
<b>485410</b>	School and Employee Bus Transportation	368	448	81	22%	\$50,594
<b>337110</b>	Wood Kitchen Cabinet and Countertop Manufacturing	711	791	80	11%	\$51,753
<b>623311</b>	Continuing Care Retirement Communities	581	660	79	14%	\$41,548
<b>812112</b>	Beauty Salons	1,196	1,273	77	6%	\$29,157
<b>457110</b>	Gasoline Stations with Convenience Stores	2,817	2,893	76	3%	\$31,413
<b>811310</b>	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	524	599	75	14%	\$69,429
<b>337215</b>	Showcase, Partition, Shelving, and Locker Manufacturing	365	438	73	20%	\$57,234
<b>484122</b>	General Freight Trucking, Long-Distance, Less Than Truckload	1,064	1,137	73	7%	\$83,027
<b>902999</b>	State Government, Excluding Education and Hospitals	2,225	2,297	72	3%	\$96,997
<b>311352</b>	Confectionery Manufacturing from Purchased Chocolate	237	309	72	30%	\$51,537
<b>332311</b>	Prefabricated Metal Building and Component Manufacturing	193	264	71	37%	\$77,006
<b>311991</b>	Perishable Prepared Food Manufacturing	284	354	70	25%	\$51,499
<b>901200</b>	Federal Government, Military	1,071	1,142	70	7%	\$49,118
<b>541511</b>	Custom Computer Programming Services	398	468	70	18%	\$86,896
<b>531311</b>	Residential Property Managers	527	596	69	13%	\$41,465
<b>531110</b>	Lessors of Residential Buildings and Dwellings	1,518	1,586	68	4%	\$39,030
<b>332322</b>	Sheet Metal Work Manufacturing	240	307	68	28%	\$68,330
<b>813410</b>	Civic and Social Organizations	784	849	65	8%	\$16,708
<b>238210</b>	Electrical Contractors and Other Wiring Installation Contractors	772	836	64	8%	\$66,721
<b>812910</b>	Pet Care (except Veterinary) Services	393	457	64	16%	\$24,154
<b>332812</b>	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	235	299	64	27%	\$68,703
<b>531120</b>	Lessors of Nonresidential Buildings (except Miniwarehouses)	700	763	63	9%	\$78,876
<b>561720</b>	Janitorial Services	1,148	1,211	63	5%	\$25,317
<b>316210</b>	Footwear Manufacturing	294	353	59	20%	\$60,770
<b>444110</b>	Home Centers	846	904	58	7%	\$42,758
<b>311513</b>	Cheese Manufacturing	1,015	1,073	58	6%	\$60,690
<b>485320</b>	Limousine Service	382	438	56	15%	\$12,435
<b>531210</b>	Offices of Real Estate Agents and Brokers	956	1,011	56	6%	\$37,852
<b>321912</b>	Cut Stock, Resawing Lumber, and Planing	309	363	53	17%	\$57,989
<b>236118</b>	Residential Remodelers	759	812	53	7%	\$50,421
<b>333414</b>	Heating Equipment (except Warm Air Furnaces) Manufacturing	347	399	52	15%	\$64,414
<b>237110</b>	Water and Sewer Line and Related Structures Construction	197	248	51	26%	\$83,793
<b>488510</b>	Freight Transportation Arrangement	302	351	49	16%	\$101,516
<b>333131</b>	Mining Machinery and Equipment Manufacturing	150	198	49	32%	\$75,111
<b>311615</b>	Poultry Processing	576	624	48	8%	\$67,714
<b>321918</b>	Other Millwork (including Flooring)	252	300	47	19%	\$60,835

Workforce Development Plan 2024-2027

<b>236220</b>	Commercial and Institutional Building Construction	706	752	46	6%	\$84,486
<b>523150</b>	Investment Banking and Securities Intermediation	352	397	45	13%	\$142,695
<b>334118</b>	Computer Terminal and Other Computer Peripheral Equipment Manufacturing	106	150	45	42%	\$108,864
<b>311514</b>	Dry, Condensed, and Evaporated Dairy Product Manufacturing	1,028	1,072	44	4%	\$71,639
<b>238110</b>	Poured Concrete Foundation and Structure Contractors	452	495	43	10%	\$55,067
<b>541512</b>	Computer Systems Design Services	298	342	43	14%	\$75,230
<b>458110</b>	Clothing and Clothing Accessories Retailers	613	655	43	7%	\$22,385
<b>523160</b>	Commodity Contracts Intermediation	114	156	42	37%	\$55,581
<b>459510</b>	Used Merchandise Retailers	606	648	42	7%	\$18,219
<b>531390</b>	Other Activities Related to Real Estate	562	604	42	7%	\$48,194
<b>238990</b>	All Other Specialty Trade Contractors	667	709	42	6%	\$62,680
<b>311911</b>	Roasted Nuts and Peanut Butter Manufacturing	114	155	41	36%	\$61,885
<b>424810</b>	Beer and Ale Merchant Wholesalers	204	245	41	20%	\$67,184
<b>484230</b>	Specialized Freight (except Used Goods) Trucking, Long-Distance	168	209	41	24%	\$70,537
<b>621420</b>	Outpatient Mental Health and Substance Abuse Centers	209	249	40	19%	\$45,996
<b>561730</b>	Landscaping Services	812	852	39	5%	\$36,881
<b>811111</b>	General Automotive Repair	878	917	39	4%	\$50,804
<b>562991</b>	Septic Tank and Related Services	135	173	38	28%	\$58,278
<b>332721</b>	Precision Turned Product Manufacturing	158	194	36	23%	\$85,057
<b>713990</b>	All Other Amusement and Recreation Industries	444	480	36	8%	\$33,850
<b>901199</b>	Federal Government, Civilian, Excluding Postal Service	3,275	3,311	36	1%	\$99,403
<b>326121</b>	Unlaminated Plastics Profile Shape Manufacturing	163	199	36	22%	\$59,980
<b>425120</b>	Wholesale Trade Agents and Brokers	128	163	35	28%	\$84,358
<b>311511</b>	Fluid Milk Manufacturing	277	312	35	13%	\$65,365
<b>115210</b>	Support Activities for Animal Production	376	410	33	9%	\$50,336
<b>321215</b>	Engineered Wood Member Manufacturing	235	267	33	14%	\$69,172
<b>721110</b>	Hotels (except Casino Hotels) and Motels	1,677	1,709	32	2%	\$27,589
<b>457210</b>	Fuel Dealers	125	157	31	25%	\$53,671
<b>423720</b>	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	134	166	31	23%	\$87,399
<b>339991</b>	Gasket, Packing, and Sealing Device Manufacturing	137	168	31	23%	\$65,893