

2009-2011 Northwest Wisconsin Workforce Investment Board, Inc. Strategic Plan

Our Purpose

The Northwest Wisconsin Workforce Investment Board (NWWIB) is a regional body charged with oversight of the employment & training programs that comprise the workforce development system in the ten counties of Northwest Wisconsin; Ashland, Bayfield, Burnett, Douglas, Price, Iron, Rusk, Sawyer, Taylor and Washburn. The regional board, comprised of business leaders and workforce development professionals, is committed to creating a competitive workforce that meets the changing needs of the citizens and businesses of our area.

Our Structure

The NWWIB applies a “systems approach” to addressing workforce development issues. To fully address these issues, the Board developed a structure that cuts across the disciplines of economic development, education, and employment & training programs. The regional board understands that coordination of the disciplines is absolutely necessary to create a systemic delivery of services. The Board created the following strategic committees to best address the workforce needs of the region and work to find solutions to identified needs in the region.

- ✓ Executive Committee
- ✓ Joint Conference Committee
- ✓ One-Stop Operator Committee
- ✓ Strategic Direction & Development Committee
- ✓ Business Development Conference Committee
- ✓ Youth Council

Our Mission

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

Our Vision

By 2011, Northwest Wisconsin will have a system that employers, workers, job seekers and taxpayers will value as the system of choice for their workforce development needs.

Our Role

The Northwest Wisconsin Workforce Investment Board is responsible for providing leadership in workforce development services and programs for employers, incumbent workers, and job seekers in our region.

Our key roles are:

- ✓ developing policy and strategy
- ✓ acquiring and allocating funds
- ✓ purchasing and procuring services
- ✓ assessing need

Through these roles we:

- ✓ ensure a coordinated and strategic approach to workforce issues across the region
- ✓ raise the profile of workforce issues
- ✓ provide leadership across industry sectors
- ✓ increase opportunities for low-skilled and low-wage workers
- ✓ form partnerships with economic development

Our Consumers

Our consumers include employers, employees, and job seekers. Each year we provide more than 100,000 instances of services to individuals across the ten northwest counties.

These services are provided by CEP, Inc. and by Partner organizations, and include case management, support, training, labor market information access, and information services.

Legislation

We operate within a legislative framework made up of the following Acts of government:

- ✓ *Workforce Investment Act of 1998*
- ✓ *Wagner-Peyser Act of 1933*

- ✓ Adult Education and Family Literacy Act
- ✓ Rehabilitation Act Amendments of 1998
- ✓ Carl D. Perkins Vocational and Applied Technology Education Act
- ✓ Community Services Block Grant Act
- ✓ Older Americans Act of 1965
- ✓ State unemployment compensation laws
- ✓ Training activities carried out by the Department of Housing and Urban Development

Strategies

The NWWIB strategic plan is intended to be a far-reaching, comprehensive initiative that will foster collaboration among all interested parties in workforce issues: educators, employers, economic developers, elected officials, workforce professionals, community leaders, and charitable organizations. Communication is a key component to success and will be essential in accomplishing the ambitious future goals set forth by the NWWIB:

1. Meet the workforce development needs of businesses in selected industries and occupations in high wage and career opportunities.
2. Increase the labor supply for high demand industries, both current and future, in cooperation with state and local economic development partners.
3. Create a bridge between educational institutions and business and industry by identifying business skill needs and communicating them to educational partners.
4. Create a public branding strategy for the workforce development system.
5. Create sustainability for our efforts.
6. Dedicate and identify resources to maintain customer service centers in each of the ten counties, or at minimum one for each industry cluster region.

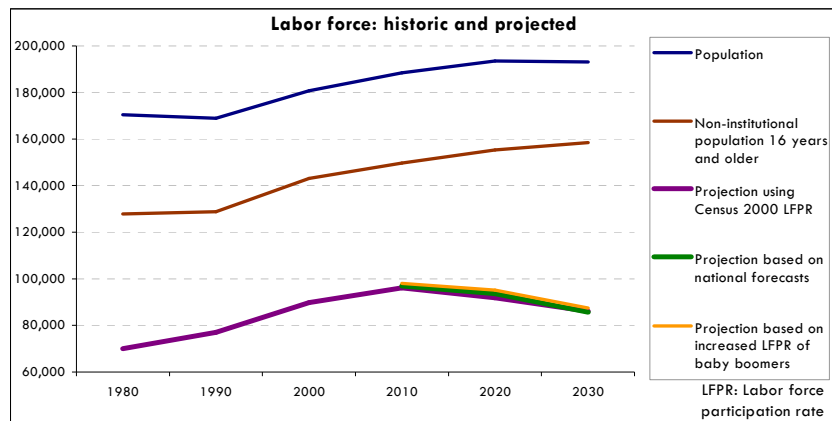
Challenges

Our strategic objectives and initiatives reflect the Board's priorities and respond to emerging challenges and trends in the wider region. These trends are outlined below.

Population Trends

Demographics

- ✓ Northwest Wisconsin's population is projected to increase to 193,400 by 2020 before it begins to gradually decline.
- ✓ The population aged 55 years and older in Northwest Wisconsin will increase 54% during the 20-year period from 2000 -2020 and 60% during the 30-year period from 2000-2030.
- ✓ The labor force aged 55 years and older in Northwest Wisconsin will decline 8% from 2000-2020 and 60% from 2000-2030.
- ✓ The labor force will plateau around 2015. It is not projected to shrink below Census 2000 levels until 2030
- ✓ In addition to diminishing numbers of older participants, the 30,000-31,000 residents aged 16-34 years in the workforce currently in the labor force is also projected to decline by 2015.



Source: DWD, Office of Economic Advisors, January 2008

Occupational Openings

From Census 2000 we know how Northwest Wisconsin workers aged 48 years old in 2000 identified their primary occupation. By 2007 these workers would be 55 years old and beginning to consider retirement.

- ✓ The occupations most often held by the area's older workers are common to Northwest Wisconsin's occupational make-up.

- ✓ Workers in occupations on this list generally hold a high school diploma, or higher.
- ✓ Several of the occupations held by older workers are dominated by one sex. For instance, occupations such as secretaries, teacher assistants, and child care workers include only female workers while teachers and registered nurses are primarily held by female workers.
- ✓ Male workers dominate the occupations of janitors, carpenters, construction equipment operators, managers, and industrial mechanic.
- ✓ Many of these occupations also appear on the list of occupations projected to have the most openings from 2004 to 2014.

Training Needs

When considering a table of Northwest Wisconsin education and training categories, by number of occupations & job opening for 2004-2014

- ✓ The greatest number of job openings require short to moderate on-the-job training.
- ✓ The third greatest demand is for those individuals who have a bachelor's degree.
- ✓ In 2014 the number of jobs that require a Bachelor's degree or higher will increase.

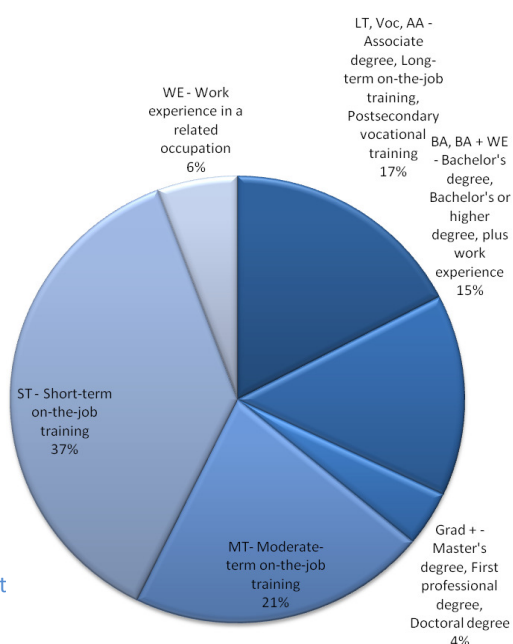
Training Needs (continued)

- ✓ In 2014 the number of jobs that require work experience or short-term training will stay just about the same.
- ✓ The number of jobs requiring long-term or vocational training will increase slightly in 2014.

Trends affecting service delivery

- ✓ Changes in the distribution and composition of the population will alter patterns of demand.
- ✓ There is an increasing demand for localized, flexible responses to support the needs of employers, employees and job seekers.
- ✓ As Northwest Wisconsin's economic growth continues, worker commuting will likely increase and it may well be that a portion of demand for labor in one county can be met by strategically engaging residents from other counties and states.
- ✓ 1 out of every 5 jobs is filled by a worker from outside the county where the job is located.
- ✓ 1 out of every 4 workers is filling a job outside of the county where the worker resides.

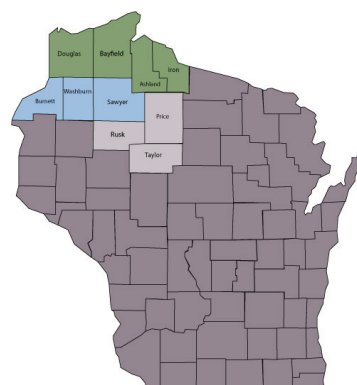
Share of jobs by educational attainment: 2014



Industry Cluster Regions

The NWWIB has compiled and analyzed Labor Market Information in order to clearly identify three distinct industry cluster regions:

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



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

Below are the top six industries in each industry cluster region as defined by the total number in the workforce in 2008 and by 2018 projections. Common to each region are the Construction, Retail, Government, and Health Care and Social Assistance industry sectors, indicating that these industries are important to the economic welfare of the entire ten-county region and should be addressed on that same regional basis.

Ashland, Bayfield, Douglas, and Iron Counties*

1. Government
2. Retail Trade
3. Accommodation & Food Service
4. Health Care and Social Assistance
5. Construction
6. Other Services, except Public Administration

**Note that the Transportation and Warehousing industry in Douglas County is a large and important sector. Truck transportation accounts for nearly 1,500 jobs in this region.*

Price, Rusk, and Taylor Counties

1. Manufacturing
2. Government
3. Agriculture, Forestry, Fishing,
4. Retail Trade
5. Health Care and Social Assistance
6. Construction

Burnett, Sawyer, and Washburn Counties

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

Our Strategy Map

The Strategy Map shows how we intend to achieve our purpose of delivering quality services and creating a competitive regional workforce. Through our mapping process, we have identified the target objectives that we need to achieve in order to carry out our mission. These target objectives, together with our strategic activities, form the basis of our strategy map.

Understanding the strategy map

Strategic objectives have been developed from four key perspectives:

- stakeholders
- internal processes
- learning and organizational development
- resource development

It is important to note that our strategic objectives are interrelated and that action in achieving one strategic objective will affect the others.

To assist in understanding the interrelationships and to enable the Board to meet stakeholder expectations, we need to ensure we have the resources, people and processes in place, which is why the strategy map should be read from left to right.