

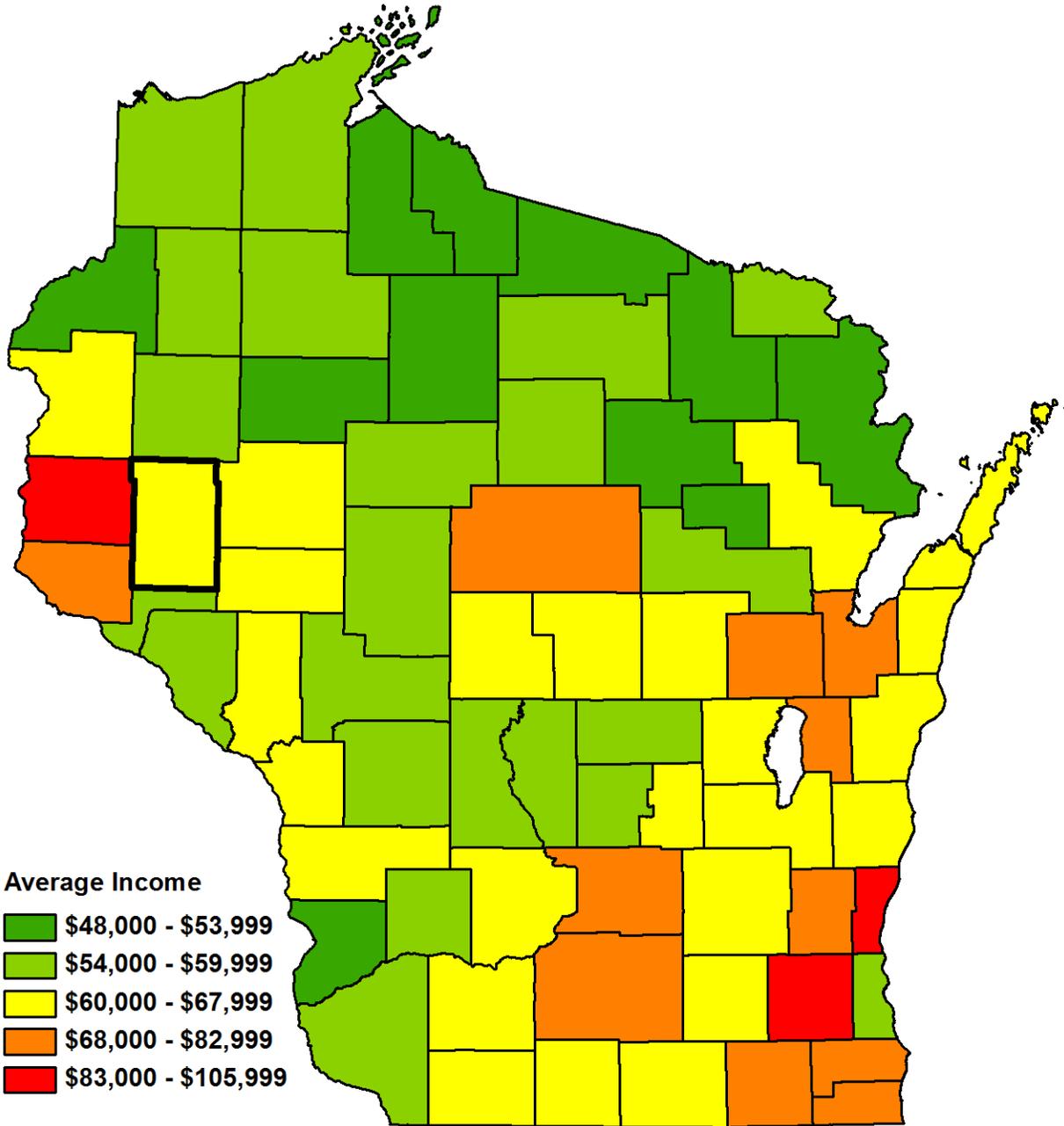


Dunn County

WORKFORCE & ECONOMIC 2015 PROFILE



Average Household Income By County



Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

2015 Dunn County Workforce Profile

National and State Economic Outlook

Robust economic growth after the Great Recession remains anticipated. The recession ended in June of 2009. This recovery has been the slowest of post-war cycles. U.S. gross domestic product (GDP) growth through this recovery cycle has averaged just over two percent per year. Most recoveries show growth rates in the three percent range.

As with all economic growth, benefits have accrued. Job levels are up. Wages have increased. Home values are nearly back to prerecession levels. Wisconsin total non-farm jobs have increased by 200,000 since the trough in February 2010 through October 2015. The state's manufacturing industries have gained almost 50,000 jobs. Total nominal wages paid have increased by 17 percent since bottoming out in 2009. Aggregate household real estate values have all but full recovered from the national housing devaluations that began in 2006.

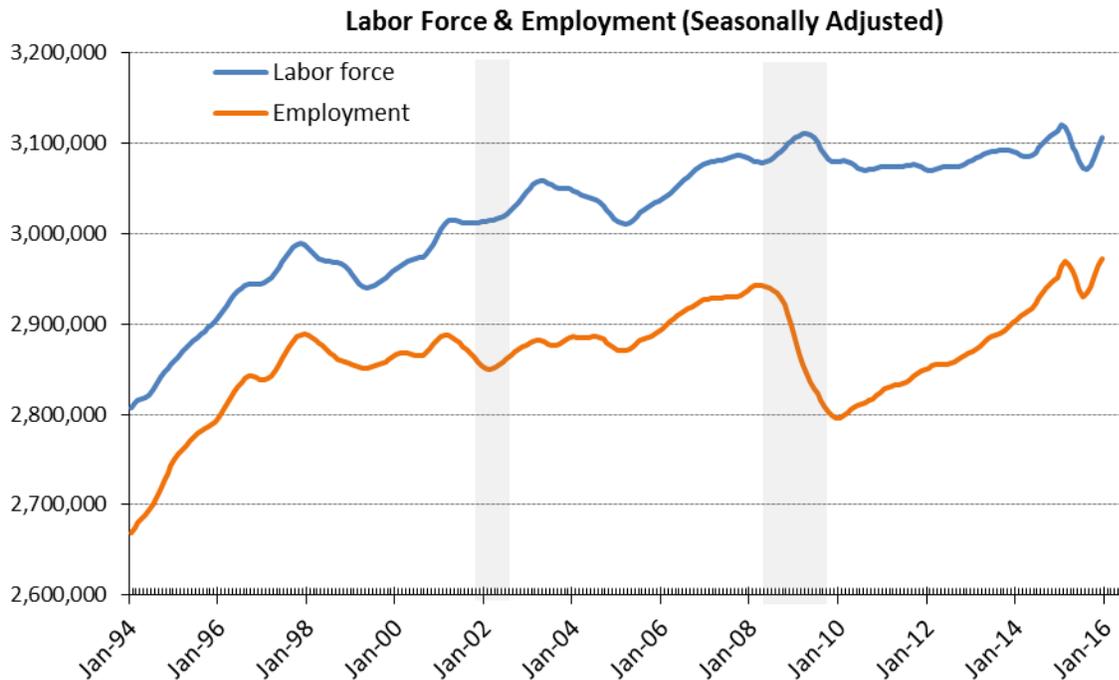
So what is it, six years after the recession ended, that is holding the national economy back from even stronger growth? A variety of factors are having an impact, such as: flat real wages, lack of business investment, focus of business investment, slower global economic growth, a stronger U.S. currency and its impact on U.S. and Wisconsin exports, and snug government capital and operations budgets.

The silver lining may be that the slower the growth, the longer the recovery will last. This recovery is 70 months old as of December 2015 with no expected downturn in sight. The average growth period of post-war business cycles is 58.4 months.

Workforce Outlook

On the workforce front, there is much discussion of the "skills gap" – the inability of employers to find and keep skilled workers. One anecdote often voiced is that Wisconsin companies could expand business if only they could find and retain skilled workers.

Wisconsin has never had more people employed and the unemployment rate is registering low levels not seen since the early 2000s. However, as has been discussed repeatedly over the years (Winters, Strang, & Klus, 2000; Winters, Gehrke, Grosso, & Udalova, 2009; Wisconsin Taxpayer Alliance, 2015), Wisconsin faces a quantity challenge and, as a consequence, a skills challenge.



Source: Local Area Unemployment Statistics, Bureau of Labor Statistics

2015 Dunn County Workforce Profile

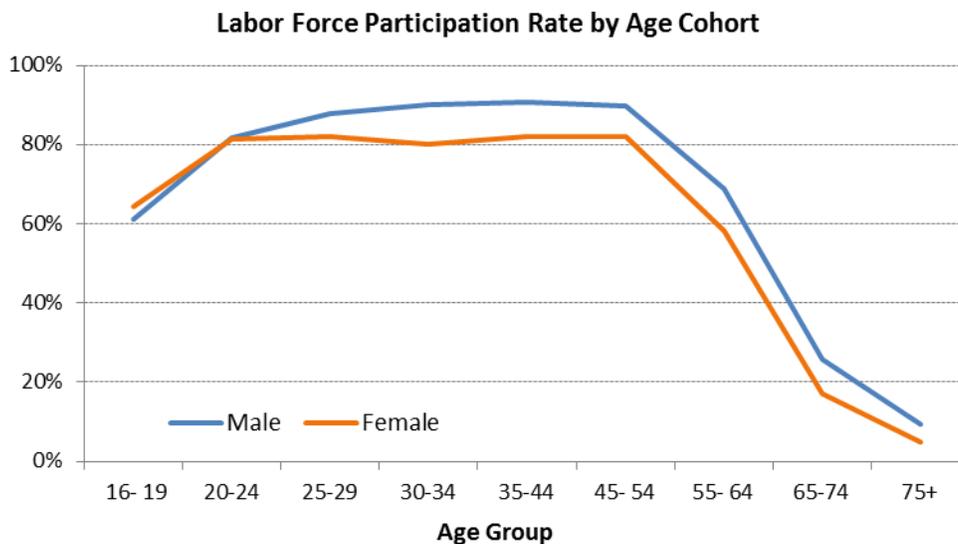
Businesses will be competing not only with each other for workers with similar skills, but also with entities of other disciplines. For example, one company may try to recruit a math teacher to become a computer programmer. Then the school will have to find another math teacher from, say, an insurance company, which, in turn, may try to recruit someone out of health care. The point is that without enough workers to go around, some businesses will end up short of talent.

This is true not only of highly skilled workers, but for all positions. Even retail and restaurant operations are displaying help-wanted signs.

During the late 1990s when the U.S. economic expansion was setting new longevity marks, there was a similar quantity challenge. The national unemployment rate fell to 3.8 percent in July 2000 and Wisconsin's unemployment rate fell to 3.0 percent in July of 1999. Two recessions alleviated the labor quantity constraints from 2001 to 2014. Now the U.S. unemployment rate is down to 5.0 percent (Wisconsin December 2015 seasonally adjusted unemployment rate was 4.3 percent), GDP is only growing at 2.0 percent, and businesses are already experiencing quantity challenges.

The major change in the labor force during this period is that now the Baby Boomers are fifteen years older and leaving the labor force in unprecedented numbers. The oldest Baby Boomers (born in 1946) will be 70 years old in 2016. The youngest (born in 1964) will be 52 years old, a mere three years from a rapid decline in their participation in the labor force.

Below is a graph of the labor force participation rate (LFPR) by age cohort. The LFPR drops precipitously after age 55. The bulk of the Baby Boomers are now over age 55.



Source: Bureau of Labor Statistics

Wisconsin's overall labor force participation rate peaked in the late 1990s and the employment-to-population ratio (e/pop) peaked in 1997 at 72.9 percent. The 2014 e/pop rate was above the 2010 low of 63.4 percent, at 64.7 percent.

The exit of Baby Boomers (people born between 1946 and 1964) from the labor market will affect future growth of Wisconsin's e/pop rate.

Population growth and age distribution will drive labor force availability in local and regional labor sheds. Below are county level demographic and economic characterizations. The primary factor driving economic trends in future years will be workforce developments and talent access.



Population and Demographics

Dunn County's 10 Most Populous Municipalities

	April 2010 Census	January 2015 Estimate	Numeric Change	Proportional Change
United States	308,400,408	320,289,069	11,888,661	3.9%
Wisconsin	5,686,986	5,753,324	66,338	1.2%
Dunn County	43,857	44,295	438	1.0%
Menomonie, City	16,264	16,194	-70	-0.4%
Menomonie, Town	3,366	3,452	86	2.6%
Tainter, Town	2,319	2,392	73	3.1%
Red Cedar, Town	2,086	2,140	54	2.6%
Elk Mound, Town	1,792	1,869	77	4.3%
Spring Brook, Town	1,558	1,600	42	2.7%
Dunn, Town	1,524	1,537	13	0.9%
Colfax, Town	1,186	1,255	69	5.8%
Colfax, Village	1,158	1,126	-32	-2.8%
Boyceville, Village	1,086	1,089	3	0.3%

*Eau Claire County portion

Source: Demographic Services Center, Wisconsin Department of Administration

Dunn County added 438 residents from April 2010 to January 2015, growing at a rate of 1.0%, slightly slower than the statewide growth rate of 1.2%. This ranks Dunn the 24th fastest growing among the state's 72 counties.

Net migration, or people moving into the county minus those leaving, was negative for the period studied, as it was in about half of Wisconsin counties over the last five years. Population change due to net migration was -0.9% from 2010 to 2015, similar to the drop in the statewide figure of 0.8%.

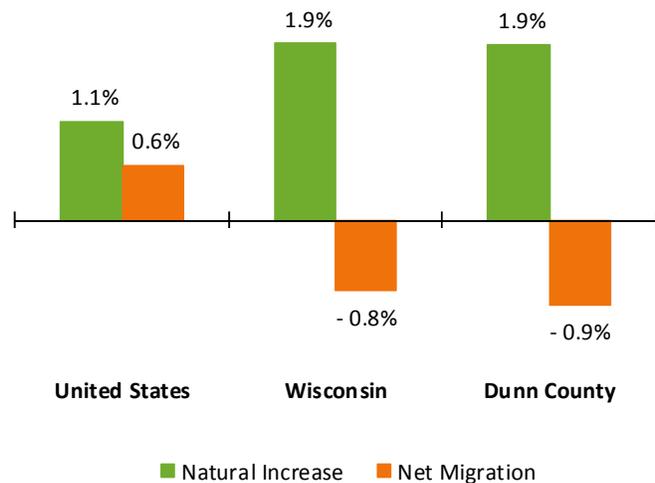
Growth due to natural increase (as seen on the graph below) was 1.9% in Dunn County, also similar to the statewide percentage gain. This highlights the low median age in the county. Dunn County's median age of 33.9 is ranked the 3rd lowest in the state (ACS, 2010-2014).

Of the two sources of population growth, natural increase tends to be more stable. Birth and death patterns normally don't change quickly over time, while net migration can prove more volatile. Previous county profiles tended to show the majority of growth due to net migration. That trend has since reversed, highlighting how quickly migration trends can change.

The City of Menomonie is Dunn County's largest population center, at 16,194 residents. Home to the University of Wisconsin - Stout, the city lost 70 residents from 2010 to 2015, although in the past it has tended to be the fastest growing municipality in the county.

The Town of Colfax was the fastest growing municipality of Dunn's ten largest, up 5.8% from 2010 to 2015. While that is a gain of only 69 people, it represents significant growth for this sparsely populated township. More peo-

Components of Population Change



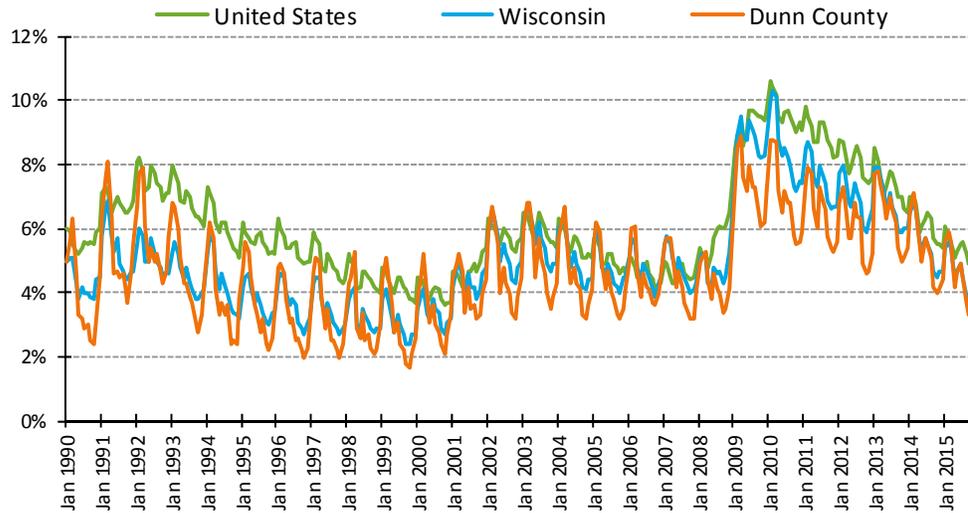
Source: Demographic Services Center, Wisconsin Department of Administration



Labor Force Dynamics

ple moving into the county are choosing to live in a rural area, with the lifestyle that it entails, while still living relatively close to city amenities and job opportunities; this is a common trend. Elk Mound also benefits from its location, equidistant to Menomonie and the much larger City of Eau Claire. Populations in other fast growing townships like Red Cedar, Spring Brook, and Tainter have also benefitted from this trend.

Unemployment Rates - Not Seasonally Adjusted

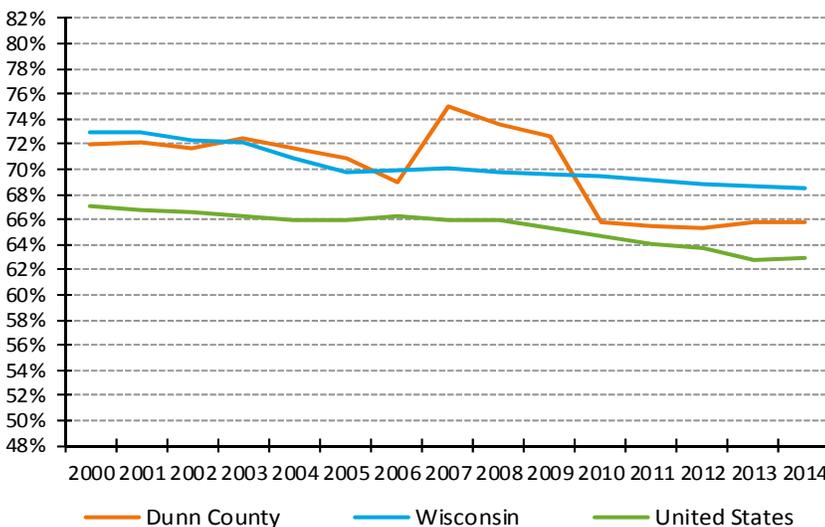


Source: Local Area Unemployment Statistics, Bureau of Labor Statistics

The graph to the upper right displays Dunn County’s monthly unemployment rate over the last 25 years, comparing it to the state and nation. Dunn’s rate of 3.3% is fairly low historically speaking, although not as low as during the booming economy of the late 1990s as seen above. While an improved economy is partially responsible for today’s low unemployment rates, the trend of slow labor force growth due to baby boomers leaving the labor force also impacts the rates.

The graph below is the fourteen-year trend in labor force participation rate (LFPR). LFPR is defined as the labor force (sum of employed and unemployed) divided by total population age 16 and older. Dunn County’s annual average LFPR was 65.8% in 2014, higher than the national average (62.9%) and lower than the statewide average (68.5%). In Dunn’s case, its younger population highly engaged in the labor force helps to increase the rate, but a large student population that is not

Labor Force Participation Rates



Source: Current Population Survey, U.S. Department of Commerce, Census Bureau

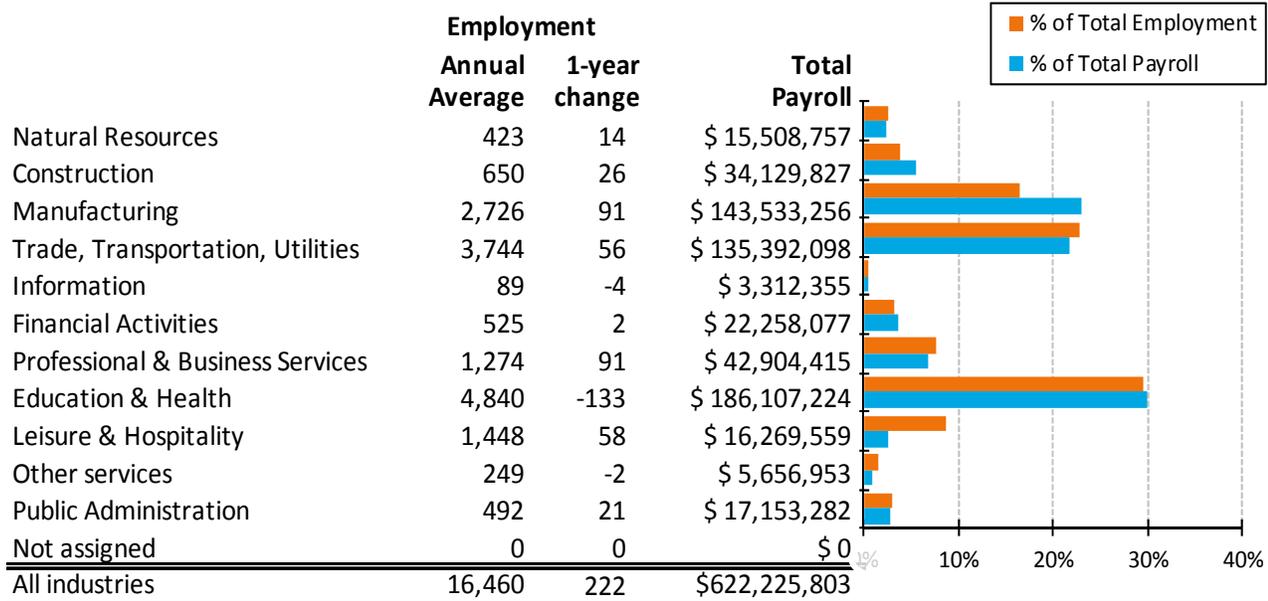
in the labor force brings the LFPR down.

LFPR over the last decade shows an overall downward trend, as the population skews older. Some of the baby boomer generation has already reached retirement age, and participation rates reflect this shift. Dunn’s LFPR was fairly middle of the pack, ranked 42nd highest in the state. While Dunn’s young population may blunt some of the impact of the retiring baby boomers on Dunn’s labor force, it’s important to remember that many of those younger workers are post-secondary students. During school they’re likely working in lower



Industry Employment and Wages

2014 Employment and Wage Distribution by Industry in Dunn County



Source: WI DWD, DET, BWITS, Quarterly Census Employment and Wages, June 2015

skill level jobs, and many leave after graduating. However, the county may benefit from this pool of possible workers available after graduation if it has the higher-skill jobs to absorb them. Employers will need to convince them to stay in Dunn County, often an easier prospect for an area than luring in workers from elsewhere.

Dunn County saw job growth of roughly 1.4% (222 jobs) from 2013 to 2014, ranking it 28th among the state’s 72 counties in by percent change. The longer term five-year growth from 2009 was even faster, at 7.0%. It ranked Dunn the 10th highest in terms of job growth percentage. Wages grew by 5.7%, higher than the statewide average of 3.8%. Dunn’s all industry wage was 86.2% of the statewide level, which is a couple of percentage points higher since the last county profile. Dunn’s all industry wage was \$37,802, up 4.3%; this ranked it 20th in Wisconsin by percent change.

Average Annual Wage by Industry Division in 2014

	Wisconsin Average Annual Wage	Dunn County Average Annual Wage	Percent of Wisconsin	1-year % change
All industries	\$ 43,856	\$ 37,802	86.2%	4.3%
Natural Resources	\$ 36,156	\$ 36,664	101.4%	3.3%
Construction	\$ 55,317	\$ 52,507	94.9%	4.6%
Manufacturing	\$ 54,365	\$ 52,653	96.9%	2.0%
Trade, Transportation & Utilities	\$ 37,362	\$ 36,162	96.8%	4.9%
Information	\$ 62,482	\$ 37,217	59.6%	-12.4%
Financial Activities	\$ 61,884	\$ 42,396	68.5%	3.9%
Professional & Business Services	\$ 52,386	\$ 33,677	64.3%	3.9%
Education & Health	\$ 44,829	\$ 38,452	85.8%	7.0%
Leisure & Hospitality	\$ 16,055	\$ 11,236	70.0%	3.2%
Other Services	\$ 25,847	\$ 22,719	87.9%	2.3%
Public Administration	\$ 44,462	\$ 34,864	78.4%	-0.8%

Source: WI DWD, Labor Market Information, QCEW, June 2015

Education and health services, the largest industry super-sector of employment listed in Dunn County, was down slightly from 2013 to 2014. However, it’s important to note that this jobs number may be somewhat misleading. Aurora Residential Alternatives operates homes for the elderly throughout the state but doesn’t break out employment to each site separately; thus, Aurora’s employment is all listed in Dunn County. As a result the health care sector numbers in Dunn are dominated by these

Employment Projections

West Central Workforce Development Area Industry Projections, 2012-2022
 Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk, and St. Croix Counties

Industry	2012	Projected	Change (2012-2022)	
	Employment	2022 Employment	Employment	Percent
All Industries	179,507	197,498	17,991	10%
Natural Resources	2,217	2,082	-135	-6%
Construction	6,251	7,672	1,421	23%
Manufacturing	31,604	31,062	-542	-2%
Trade, Transportation, and Utilities	36,849	39,788	2,939	8%
Information	1,730	1,697	-33	-2%
Financial Activities	7,060	7,668	608	9%
Professional and Business Services	15,691	19,602	3,911	25%
Education and Health Services	33,232	39,322	6,090	18%
Leisure and Hospitality	18,240	20,248	2,008	11%
Other Services	4,779	5,301	522	11%
Public Administration	12,122	12,750	628	5%
Self-Employed and Unpaid Family Workers	9,732	10,306	574	6%

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015.

nursing facilities jobs. Most of the jobs lost were in this sub-sector. Not only are they low paying relative to the rest of health care, the jobs in this sector listed in Dunn only pay about 85% of the statewide average. This accounts for the wide difference between health care wages in Dunn versus the state, which has a much more balanced mix of health care occupations. Also, clinics in smaller rural counties tend to have lower concentrations of highly paid specialists, a factor that normally lowers average health care wages there.

Trade, transportation and utilities, the second largest industry super-sector by total employment, gained 56 jobs from 2013 to 2014. Wages in this super-sector are close to the statewide average and are up 4.9% in 2014.

Manufacturing is the third largest super-sector of employment in Dunn County, though it is actually the second largest in terms of total payroll, due to relatively high average wages. In fact, the manufacturing super-sector has the highest average wage in the county. Manufacturing gained 91 jobs from 2013 to 2014. Plastics and rubber products manufacturing and fabricated metal products manufacturing experienced the strongest growth, while food manufacturing saw a slight loss in jobs.

While studying past trends is valuable, DWD also produces projections of industry and occupation employment into the future. The data presented on this page and the next is produced every two years, following Bureau of Labor Statistics methodology. The current ten-year forecast examines employment over the period between 2012 and 2022 and has been published at both the state and Workforce Development Area level. The industry and occupational employment projections in this profile are for the nine-county West Central Wisconsin Workforce Development Area. This region includes more than just the area directly impacted by the Dunn County regional economy. Employment in Dunn County accounts for about 9% of employment in the region. However, employment and economic dynamics are similar enough within all parts of the region to comment on general trends.

Employment across all industries is expected to grow by 10% over the ten year period, or almost 18,000 workers. This projection only forecasts levels of filled positions rather than potential demand. This further illustrates the issues associated with the aging population—while growth in the labor force is slowing, and in some counties even declining, job growth is expected to continue. So while businesses are already having difficulty filling the job openings vacated by retirees, increasing difficulty will be felt filling new openings as well. This could even constrain job growth, if openings businesses already have can't be filled, they may not find enough employees to fill newly created positions, even if enough market demand exists to expand.

Employment Projections

West Central Workforce Development Area Occupation Projections, 2012-2022

Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk, and St. Croix Counties

Occupation Group	Employment				Average Annual Openings			Median Annual Wage
	2012	2022	Change (2012-2022)		Due to Growth	Due to Replacement	Total Openings	
All Occupations	179,507	197,498	17,991	10%	1,923	4,243	6,166	\$ 31,988
Management	7,640	8,451	811	11%	82	153	235	\$ 80,633
Business and Financial	5,611	6,233	622	11%	63	115	178	\$ 52,258
Computer and Mathematical	2,143	2,488	345	16%	34	36	70	\$ 58,701
Architecture and Engineering	3,150	3,307	157	5%	20	75	95	\$ 61,622
Life, Physical, and Social Science	863	953	90	10%	9	27	36	\$ 47,598
Community and Social Service	1,815	2,012	197	11%	20	42	62	\$ 44,525
Legal	752	913	161	21%	16	12	28	\$ 51,849
Education, Training, and Library	4,751	5,149	398	8%	40	106	146	\$ 45,573
Arts, Entertainment and Media	1,854	2,029	175	9%	20	46	66	\$ 32,900
Healthcare Practitioners	11,497	13,855	2,358	21%	236	232	468	\$ 56,984
Healthcare Support	5,919	6,771	852	14%	85	112	197	\$ 28,445
Protective Service	2,972	3,234	262	9%	26	93	119	\$ 36,477
Food Preparation and Serving	16,711	18,441	1,730	10%	173	620	793	\$ 18,343
Building & Grounds Maintenance	5,150	5,935	785	15%	78	105	183	\$ 25,637
Personal Care and Service	10,146	12,334	2,188	22%	221	161	382	\$ 21,692
Sales and Related	19,083	20,368	1,285	7%	130	593	723	\$ 22,657
Office and Administrative Support	25,723	27,883	2,160	8%	244	599	843	\$ 30,509
Farming, Fishing, and Forestry	1,557	1,470	-87	-6%	1	38	39	\$ 25,373
Construction and Extraction	6,398	7,544	1,146	18%	115	106	221	\$ 43,024
Installation, Maintenance, Repair	7,805	8,427	622	8%	66	180	246	\$ 39,729
Production	24,010	24,280	270	1%	91	486	577	\$ 31,688
Transportation & Material Moving	13,957	15,421	1,464	10%	151	304	455	\$ 29,346

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015

Solutions to this issue will be different for each business and will likely combine varying ideas. One possible solution is talent pipeline development, examples of which include implementing Wisconsin Fast Forward training grants and forming business alliances focused on marketing specific careers. Other solutions include investing in talent attraction and retention, engaging under-utilized workforces (like those with barriers to workforce entry), increasing automation, and retaining retirees in non-conventional work arrangements.

The most significant numerical growth is expected in Education and Health Services (6,090, 18% growth rate), and Professional and Business Services (3,911, 25% growth rate). Another super-sector with strong anticipated growth is the Construction sector (23%).

While industry projections have their uses, projected occupational growth offers a different view of employment. An examination of projected occupational employment growth reveals possible explanations for the moderate growth rates anticipated in a number of the region’s largest industry sectors. One first sees that the most significant occupational growth can be observed in a number of occupational categories largely concentrated in the Health Services sector, including Healthcare Practitioners, Healthcare Support, and Personal Care and Services workers. Significant growth is also anticipated in many other occupational sectors, supporting the narrative of long-range stability in many of the region’s largest industries. Another trend illustrated is that of labor constraints, as openings created due to replacement needs outnumber those generated by new growth by a factor of two-to-one in the region. This suggests that there will be increased importance placed on the

Personal Income

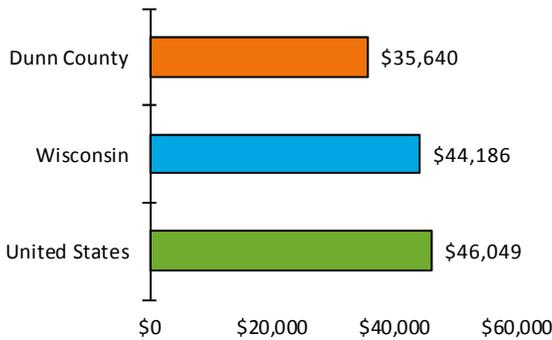
	2004 Nominal Per Capita Personal Income	2004 Per Capita Personal Income in 2014 dollars	2014 Per Capita Personal Income	Nominal Change in Per Capita Personal Income (2004 - 2014)	Inflation-adjusted Change in Per Capita Personal Income (2004 - 2014)
United States	\$34,316	\$41,709	\$46,049	34.2%	10.4%
Wisconsin	\$33,350	\$40,534	\$44,186	32.5%	9.0%
Dunn County	\$25,432	\$30,911	\$35,640	40.1%	15.3%

Source: Bureau of Economic Analysis

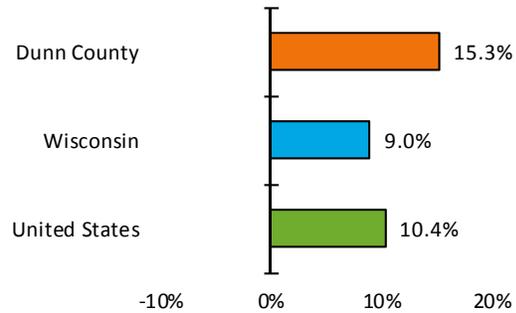
availability and skill sets of young workers entering the region’s workforce. It’s vitally important to realize that slow growth or declines in employment don’t-necessarily reflect on the health of those industries. Employment declines may be due to factors such as increased automation and productivity. There will be many openings simply due to retirements!

Dunn County’s inflation adjusted (real) per capita personal income (PCPI) grew by 15.3% from 2004 to 2014, much faster than both the statewide and national averages. PCPI is derived by dividing total personal income by total population; dividing by total population enables comparisons among areas with different populations. The Great Recession affected incomes throughout the nation, and Wisconsin felt the effects as well. Slow growth and even losses in real income persisted

2014 Per Capita Personal Income



2004 - 2014 Change in Per Capita Personal Income, Inflation-adjusted



Source: Bureau of Economic Analysis

throughout 2007-2009 and for some time after, though we are seeing growth in most counties again.

In 2014, the PCPI of \$35,640 in Dunn County was about 81% of Wisconsin’s PCPI, falling somewhat against the statewide average recently despite gaining ground in several years prior. Dunn’s PCPI ranked 65th among Wisconsin’s 72 counties. The lower wages paid in Dunn County are one likely factor in the difference between county wages and the statewide average.

Dunn’s PCPI is about 90% of the PCPI for other non-metropolitan counties in the state, a more reasonable comparison than to the statewide average, which is heavily influenced by higher wages paid in metro areas. Also, the relatively high concentration of college students tends to lower the PCPI. Of the students that do work, most work in low-paying or part-time jobs. This tends to lower the PCPI in counties where post-secondary students make up a high proportion of the population.

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