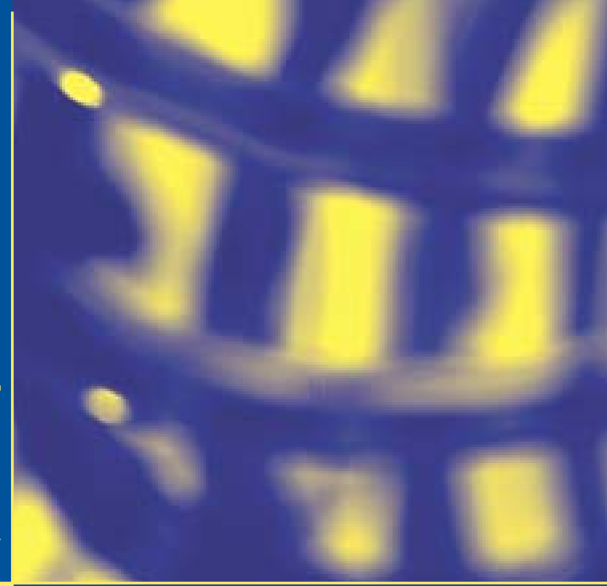
WORKFORCE INVESTMENT BOARD OF WILL COUNTY



State of the Workforce
2003

THE COUNTY OF WILL

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October 2003

We are pleased to present this State of the Workforce Report for Will County. Will County has experienced unprecedented growth in the last ten years and the growth is predicted to continue well into the next two decades. This growth has provided the County with the opportunity to ensure the continued economic vitality of the area. This State of the Workforce Report is being used to plan for future growth to ensure that the County remains economically competitive and that the residents enjoy a high quality of life.

This report not only highlights the significant opportunities enjoyed by Will County but also identifies some real challenges to be faced and addressed as we move forward in this new Century. These challenges are the basis for Will County's Workforce Action plan. We are confident that with the Will County Government – Workforce Investment Board partnership we can meet these challenges and continue to grow and prosper.

Brad Butler
Workforce Investment Board Chairperson
Senior Vice President
Merchants and Manufacturers Bank

Joseph L. Mikan
Will County Executive

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EXECUTIVE SUMMARY

Will County, Illinois has experienced unprecedented growth, but growth has its challenges. Will County's growth is characterized by changes, gaps and imbalances, some of which are common to the region and nation, and others of which are unique to the county. Identification of challenges provides a focus for continuous improvement. Challenges are the conditions which, if changed, will have the greatest impact on the quality of living and working. The county has many strengths as well. Strengths are leverage points that can be built upon to improve an area's relative and absolute position in the economy, leading to a better quality of living and working for all people and businesses. Will County's story is a combination of its strengths and challenges.

The Will County Story

A diverse industry base provides opportunity and security. Impact from the national recession has been limited and offset by the region's diverse industry base. Will County is part of the Chicago Metropolitan Region labor market and half of its resident workforce commutes to work locations outside of the county. Recessions and recoveries that impact the region thus impact Will County as well. Like the Chicago metropolitan region, Will County is not driven by one or two industry sectors. Unlike Detroit, whose fortunes ride on the automotive industry, and Northwest Indiana which is highly dependent on steel, the greater Chicago labor market is spread across a range of industries and sectors, offering more opportunities for workers who have transferable skills. Mass layoff statistics for Will County for the period September, 2001 through September, 2002 showed only a moderate loss of jobs that were fairly evenly spread across construction, manufacturing, and services.

The key for fast recovery from any recession is to ensure that workers do indeed have transferable skills. With a national, state, and regional shift towards a more services-based economy and a corresponding skill shift that requires technical knowledge and interpersonal skills, failure to develop such skills in anticipation of the shift will increase the divide between the "haves" and "have nots" and negatively impact the regional economy.

Skill gaps may negatively affect the economy. Filling gaps in skills and career awareness will help to keep Will County's positive indicators positive. The top occupations at all levels of educational preparation require a new set of "basic skills" that need to be taught and mastered at the K-12 level.

Growth is unbalanced. The older population is growing faster than the younger population; some communities are growing exponentially while others are declining; the fastest growing jobs are relatively low wage and low skill; some industry sectors are growing while others are reducing employment. Uneven growth is not a negative, but it has to be planned for. If the population is aging, strategies may be developed to keep older workers in the workforce to fill worker gaps. If the fastest growing jobs pay low wages, developing the skills of the workforce to advance beyond entry-level employment should be a priority. Career path identification will be key to these endeavors. Transportation and housing strategies need to consider where differential growth is expected to occur.

Fast growth is a mixed blessing. Will County is growing rapidly in population and diversity, which may strain schools, transportation, housing, and social services. Will County increased its population by 40.6% (144,952 people) in ten years. It is projected to be the fastest growing county in the state during the period from 2005 to 2020, increasing by yet another 38%. Nearly half of domestic in-migration is coming from Cook County, which demonstrates the need to take a regional approach to developing the workforce. Another large source of growth comes from foreign immigration; 7% of the county's population is of foreign birth, with nearly a quarter of those arriving between 1995 and 2000. Employment has also been on the rise – and in fact, has been growing at a faster rate than the population. From 1991 to 2001, total employment in the private sector increased from 78,164 to 119,019, or 58%. While growth is exciting and attracts yet more growth, the burgeoning population must be housed, employed, transported to work, their children educated, and their social needs met. The stresses of rapid growth are most noticeable in housing and transportation. Without planning, rapid growth leads to imbalances and gaps.

Prosperity is uneven, following a national trend toward "haves" and "have nots." "Haves" and "have nots" are distinguished not only by income, but also by education and skill. The data indicates that schools do not perform evenly; housing is less affordable in some areas than others; many youth and adults are not attached to the labor force despite the growth of jobs; between 1995 and 1998, the percentage of residents lacking health insurance increased from 13.9% to 18.7%, placing Will County above the national average. Although the rate of poverty in the county is small, small numbers in a large county reflect thousands of people. Addressing the needs of the poor is both a social issue and an economic issue. Human capital is too precious to be lost to unemployment or underemployment.

The infrastructure to support workers' ability to work is good, but is trending toward becoming inadequate. A workforce requires housing, transportation, health insurance, and child care to provide a reasonable quality of life and enable them to contribute to the economy. However, new housing starts are increasingly being located far from public transportation. One-way commutes are getting longer, and time wasted in traffic congestion is getting higher. The metropolitan region had a net loss of more than 46,000 rental units between 1990 and 1998. This is also true in Will County where rental housing for moderate income families (below $40,000 per year) is not keeping pace with job growth in the County.

Will County is doing very well. It is characterized by:

- Fast growth;
- Diverse industry base;
- A favorable location with extensive rail centers, two major interstates, and access to major shipping water ways;
- Lower business property taxes than in neighboring Cook, which contributes to the increasing number of jobs;
- An expanding intermodal transportation center;
- Considerable open land for development;
- A relatively young population;
- Increasing racial/ethnic diversity;

- Increasing educational attainment;
- The largest percentage of affordable housing in the region; and
- Only county in the region that has an adequate supply of available rental housing.

But Will County also has challenges:

- Many of the fastest growing jobs are relatively low wage and low skill;
- Schools have to accommodate unprecedented growth in some districts.
- Nearly 2 percent of the population doesn't speak English well;
- There are areas of very high and very low income;
- Nearly 12,000 people are in serious poverty; and
- Road congestion due to the lack of infrastructure and growing population.

INTRODUCTION

Project Background

The eight workforce development boards of the Chicago metropolitan workforce region contracted with the Corporation for a Skilled Workforce to develop workforce intelligence products that would allow for each of the local workforce areas and the entire region to:

- Differentiate each area from other individual neighboring workforce areas, the region as a whole, and the state;
- Identify critical workforce issues;
- Build a credible foundation for planning;
- Engage stakeholders;
- Raise career awareness for youth;
- Identify priorities for employment and training;
- Identify data gaps;
- Provide a baseline against which to measure progress in the future;
- Provide a solid foundation for identifying shared goals, planning strategies, and prioritizing action.

Parallel to the development of these products a series of local and regional meetings were held with key stakeholders to identify strategic issues. Those issues will be more clearly formulated and prioritized into strategic initiative briefs, again one for each local area as well as for the entire region.

Defining the Metropolitan Chicago Workforce Region

The metropolitan Chicago workforce region consists of eight different workforce development areas covering eight different counties. Those areas include:

Workforce Board	Workforce Area Covered
Chicago Workforce Board	City of Chicago
DuPage County Workforce Board	County of DuPage
Lake County Workforce Investment Board	County of Lake
McHenry County Workforce Investment Board	County of McHenry
The Workforce Board of Northern Cook County	North and Northwest suburbs of Cook County
River Valley Workforce Investment Board	Counties of DeKalb, Kane, and Kendall
Cook County Workforce Board	South and West suburbs of Cook County
Workforce Investment Board of Will County	County of Will

The metropolitan Chicago workforce region differs slightly from the Chicago Primary Metropolitan Statistical Area. The latter includes the eight workforce areas identified above plus Grundy County. Some charts use the term “rest of region” along with Will County and Chicago. “Rest of region” refers to Northern Cook, South and West Cook, River Valley, Lake, and McHenry; that is, the metropolitan region except for the City of Chicago and Will County.

How to Read the Report

The report is built around major “storylines” for the county. Supporting data is provided for each storyline, followed by implications at the end of each Section that describe what the conditions and trends mean for Will County. This is not an exhaustive recitation of all data that exists, and more timely data is being printed every day. Gathering workforce intelligence and creating action plans are on-going activities. The State of the Workforce report is a “freeze frame” along the data gathering/planning continuum that asks readers to pause and consider what needs to be changed to impact the trends and change the county’s story over time.

Use of Data

Prior to the release of the full suite of eight State of the Workforce Reports, the Corporation for a Skilled Workforce provided data files to each local steering committee. These files included detailed graphics, tables, and hundreds of key bullet points. Yet, many of these did not make it into the narrative reports because they did not significantly contribute to the area’s major storylines.

The more detailed data files will be available through the Will County Workforce Investment Board. This report features a more focused use of various graphics and tables.

Acknowledgements

The Workforce Investment Board of Will County and the Corporation for a Skilled Workforce thank all of the participants in this local planning process, including Workforce Investment Board members, members of the Strategic Issues and Trends Committee, key representatives of government, economic development, labor, education, and business and industry.

SECTION
1

A DIVERSE INDUSTRY BASE PROVIDES OPPORTUNITY AND SECURITY

The impact of the current national economic recession has been relatively limited in Will County compared to other parts of the country. The Chicago region offers rich and diverse opportunities. When employment is spread across many different sectors, a community is better able to ride out recessions and can make a faster recovery.

County Shares Regional Diversity, but with Larger Percentages of Construction, Hospitality and Tourism, and Retail Trade

Will County's industrial composition mirrors that of the Chicago region overall, although it is substantially higher in Retail Trade and Hospitality and Tourism and Construction. Its distribution is much lower than the region in its relative share of jobs in Business and Finance, Professional and Scientific Services and somewhat lower in Information and Admin. & Sup. & Waste Management.

Private Sector Employment Distribution by Industry 2001 Q1, NAICS

Source: Illinois Department of Employment Security

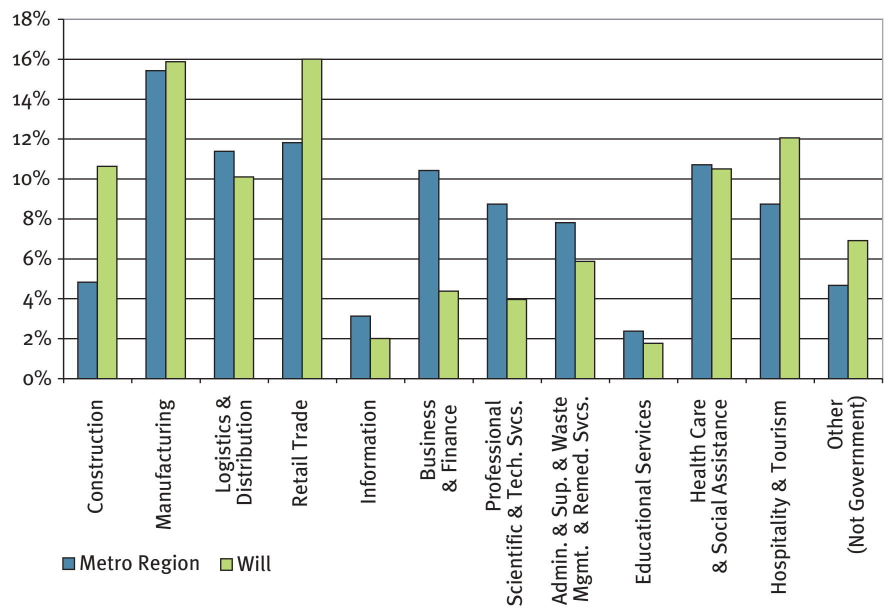


Figure 1

Will County has 3.4% of the metropolitan region's total employment, yet it has 7.5% of the region's employment in Construction, 4.7% of Hospitality and Tourism, and 4.6% of the region's Retail Trade employment.

Table 1: Private Sector Employment Totals by Industry (NAICS), 2001 Q1

Industry	Will Total	Metro Region Total	Will as % of Metro Region
Construction	12,646	168,205	7.5%
Manufacturing	18,880	537,773	3.5%
Logistics and Distribution	12,015	396,888	3.0%
Retail Trade	19,037	412,393	4.6%
Information	2,383	109,163	2.2%
Business and Finance	5,204	363,470	1.4%
Professional, Scientific and Technical Services	4,703	304,659	1.5%
Administrative and Support, and Waste Management Services	6,991	272,405	2.6%
Private Educational Services	2,097	82,836	2.5%
Health Care and Social Assistance	12,492	373,787	3.3%
Hospitality and Tourism	14,355	304,856	4.7%
Other (not Government)	8,216	6.9%	5.1%
Total Employment[1]	**119,021**	**3,488,894**	**3.4%**

Source: Illinois Department of Employment Security

Table 2: Government Employment Totals by Jurisdiction (NAICS), 2001 Q1

Jurisdiction	Will Total	Will as % Will Total Government	Metro Region Total	Metro Region as % of Metro Region Total Government	Will as % of Region
Federal Government	865	3.8%	61,251	12.8%	1.4%
State Government	2,269	9.9%	30,960	6.5%	7.3%
Local Government	19,825	86.3%	385,008	80.7%	5.1%
Total Government Employment	**22,959**	**100.0%**	**477,219**	**100.0%**	**4.8%**

Source: Illinois Department of Employment Security

Will also has a "competitive advantage," in government employment. Although having only 3.4% of all regional employment, it has 4.8% of the region's total government employment, with high rates for state and local, but a lower rate than its regional share of employment for federal jobs.

1 Total employment does not equal the sum of employment in industries due to non-disclosure within "other industries – not government" which includes mining, agriculture, utilities, other services and non-classifiable establishments.

NAICS[2] provides a more comprehensive, accurate view of the labor market than the old SIC system, although it currently provides no historical trend data. When comparing industries organized by SIC code for 2001 against the NAICS industry employment totals for the same year, Construction and Manufacturing report very nearly the same employment totals, but NAICS provides a much richer picture of other industries, particularly in how components of Services are described.

Table 3: Will County Employment by SIC Code

Industry Sector	1991	1996	2001
Agriculture	979	1,455	2,351
Mining	294	197	314
Construction	5,793	9,510	12,487
Manufacturing	18,304	19,170	19,296
Transportation, Communication, & Public Utilities	6,356	6,389	8,393
Wholesale Trade	4,062	5,329	8,697
Retail Trade	17,951	22,574	26,688
Finance, Insurance & Real Estate	3,495	4,307	4,328
Services	20,930	29,681	36,465
Non-classifiable Establishments	66	45	----
Total, All Sectors	**78,230**	**98,657**	**119,019**

Source: Illinois Department of Employment Security

Figures 2-5 compare private sector employment by industry in the county and the value of wages from each of those industries (employment times the average wage). Manufacturing contributes a larger share of total wages than it does total employment, reflecting the higher earnings in that industry, although its share of total wages is declining. Services, on the other hand, comprises a smaller percentage of all wages than its percentage of employment.

2 NAICS is the North American Industrial Classification system which is replaced the Standard Industrial Classification (SIC) code system. The Illinois Department of Employment Security is publishing both series for the first quarter of 2001, but only SIC data is available prior to 2001.

Will County Private Sector Employment by Industry (SIC), 1991

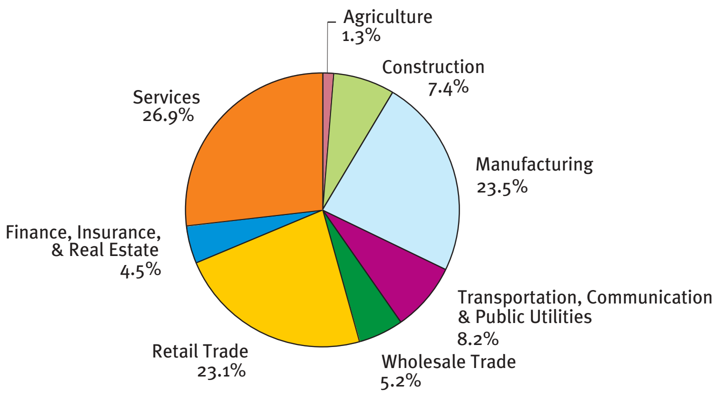


Figure 2

Will County Distribution of Wages by Industry (SIC), 1st Quarter 1990

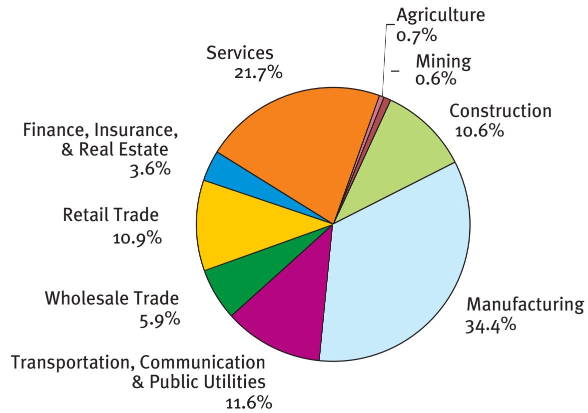


Figure 3

Will County Private Sector Employment by Industry (SIC), 2001

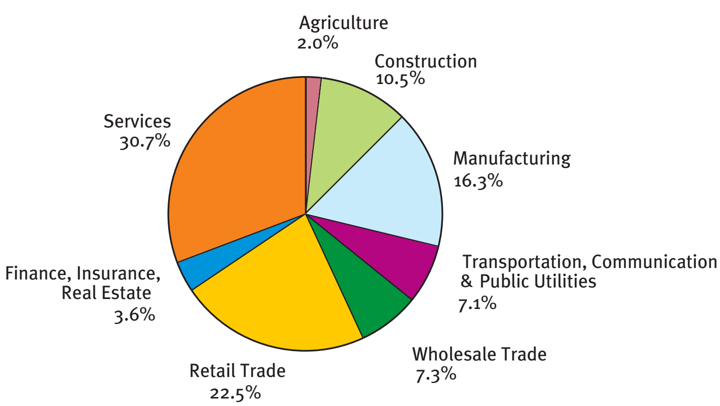


Figure 4

Will County Distribution of Wages by Industry (SIC), 1st Quarter 2001

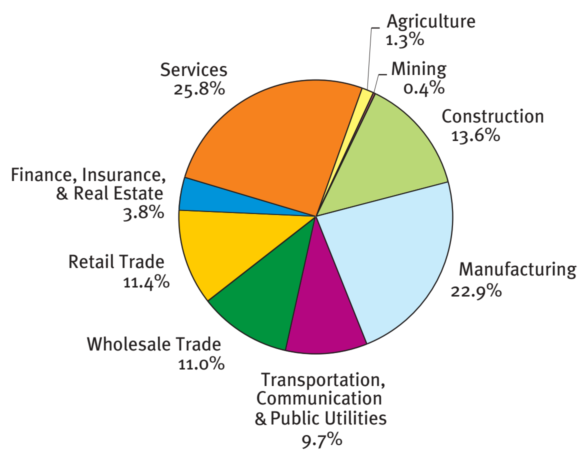


Figure 5

Table 4: Will County's Total Wages By Industry 1990 & 2001

Industry	Total Wages First Quarter 1990	Total Wages First Quarter 2001
Agriculture	$11,536,200	$49,512,060
Mining	$10,963,368	$16,540,264
Construction	$182,599,040	$540,237,568
Manufacturing	$592,932,392	$908,069,760
Transportation, Communication & Public Utilities	$201,046,560	$384,936,552
Wholesale Trade	$102,287,640	$436,867,704
Retail Trade	$188,686,680	$451,027,200
Finance, Insurance & Real Estate	$62,102,976	$150,337,408
Services	$373,844,380	$1,022,041,020
Non-classifiable Establishments	$184,080	***

Source: Workforce Development Center
**** Indicates information N/A or data is confidential*

The metropolitan region is sponsoring a series of industry summits over the coming months (Health Care has already been held and the Manufacturing summit will have taken place by the time this report is published) in order to learn more about sectors that leaders from across the region believe would be economically beneficial to the area. The distribution of employment in those sectors in Will County exceeds the regional average for two of the sectors, and falls below in the other four.

Table 5: Employment Distribution Compared to Region, 2001 (NAICS)

Industry	Percent of Employment in Will	Percent of Employment in Region
Business and Finance	4.4%	10.4%
Logistics and Distribution	10.1%	11.4%
Health Care	10.5%	10.7%
Hospitality and Tourism	12.1%	8.7%
Manufacturing	15.9%	15.4%
Technology- Information[3]	2.0%	3.1%
Technology – Professional and Technical	4.0%	8.7%

Source: Illinois Department of Employment Security

Following the summits, action strategies will be developed regarding these sectors, and the sectors will be the focus of a proposed cadre of Business Representatives that would work throughout the region to address the action strategies.

3 As best defined by NAICS, Technology is composed of Information and Professional and Technical, but it will be a single industry summit.

Movement of Firms and Jobs Maintains Diversity, but Largest Net Gain Goes to Construction, Manufacturing, and Retail Trade

All industry sectors gained in firms and employment in Will County over the last decade, despite the movement of companies and jobs in and out of the county. Data on firms from 1990-2000 show that despite the migration of hundreds of firms and thousands of jobs, the county maintained diversity across sectors, although the highest net gains due to migration were in construction, manufacturing, and retail trade. The "win or loss" due to migration is only part of the overall picture of growing and declining sectors, since firms that do not move may expand or contract.

Table 6: Employment Migration by Industry, Chicago MSA, 1990-2000

	Firms Moving Into MSA		Firms Moving Out of MSA	
Industry	**# of Firms**	**# of Employees**	**# of Firms**	**# of Employees**
Agriculture, Forestry	28	231	7	109
Mining	2	62	1	10
Construction	209	2423	91	1189
Manufacturing	121	3220	56	1244
Transportation, Communication & Public Utilities	68	1084	30	616
Wholesale Trade	128	1678	56	674
Retail Trade	78	2304	43	589
Finance, Insurance & Real Estate	43	638	30	289
Services	184	2460	110	1513
Public Administration	1	9	0	0
Total	**862**	**14109**	**424**	**6223**

Source: Dun & Bradstreet, Inc. and Northern Illinois University

The Region is "Average" in New Economy Indicators

Because Will County shares the Chicago metropolitan region's labor market, it also shares the region's mediocrity on new economy indicators. The Progressive Policy Institute (PPI) ranks states and metropolitan areas' progress in adapting to this new economy.[3] PPI maintains that to be successful in the new economic order, a state or region must *invest in knowledge infrastructure — world-class education, training, and technology*. Indicators are not provided for segments of a larger metropolitan area such as Will, but it can be assumed that at best, Will shares the overall labor market's ranking, and at worst, would score lower due to the distribution of industries and occupations between the city and the bedroom community suburbs.

The "New Economy" may be defined as "a world in which people work with their brains instead of their hands. A world in which communications technology creates global competition - not just for running shoes and laptop computers, but also for bank loans and other services that can't be packed into a crate and shipped. A world in which innovation is more important than mass production. A world in which investment buys new concepts or the means to create them, rather than new machines. A world in which rapid change is a constant. A world at least as different from

3 The Metropolitan New Economy Index, Atkinson, Robert D. and Gottlieb, Paul D., Progressive Policy Institute and The Center for Regional Economic Issues, April 2001 (www.ppionline.org)

what came before it as the industrial age was from its agricultural predecessor. A world so different its emergence can only be described as a revolution" (www.hotwired.lycos.com). Skills are indeed where the action is.

The Chicago Metropolitan Statistical Area (MSA) ranks in the middle of the top 50 MSAs, with an overall ranking of 19. Not bad, but not terribly good. It scores lowest (36th) in workforce education, which is a weighted measure of the educational attainment of the workforce considering advanced degrees, bachelor's degrees, or some college coursework. Its highest ranking is 6th place in broadband telecommunications capacity.

Training Decreases as Need Increases

American Society of Training and Development (ASTD) surveyed between 40 and 50 regional employers a year between 1998 and 2000, covering about 40,000 regional workers. The data shown also reflects the practices of larger companies, including U.S. Leaders so that local employers can better gauge their practices against those companies that are "making learning a central focus of efforts to stay competitive."

While U.S. companies overall and U.S. Leaders[5] are increasing the percentage of employees trained, City of Chicago companies have dramatically cut back, causing the overall regional score to also reflect a negative (although less extreme) change.

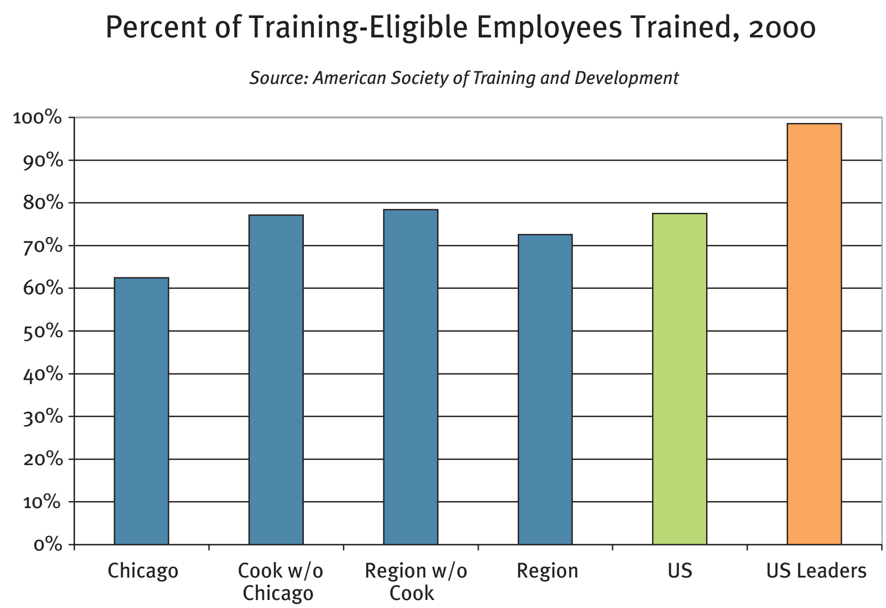


Figure 6

5 Definition of ASTD US Training Leaders - ASTD ranks all U.S. firms in their benchmarking training survey in four categories of training measures: Investment (mainly dollars spent), Time (mainly employee training hours), Reach (mainly the percent of employees trained), and Sophistication (mainly use of learning technologies). The ten percent of organizations with the highest combined scores across the four categories are identified as US Training Leaders. On the basis of 2000 numbers, 39 firms qualified. These data are seen as "what it takes for an organization to separate itself from the pack" and "make learning a central focus of efforts to stay competitive."

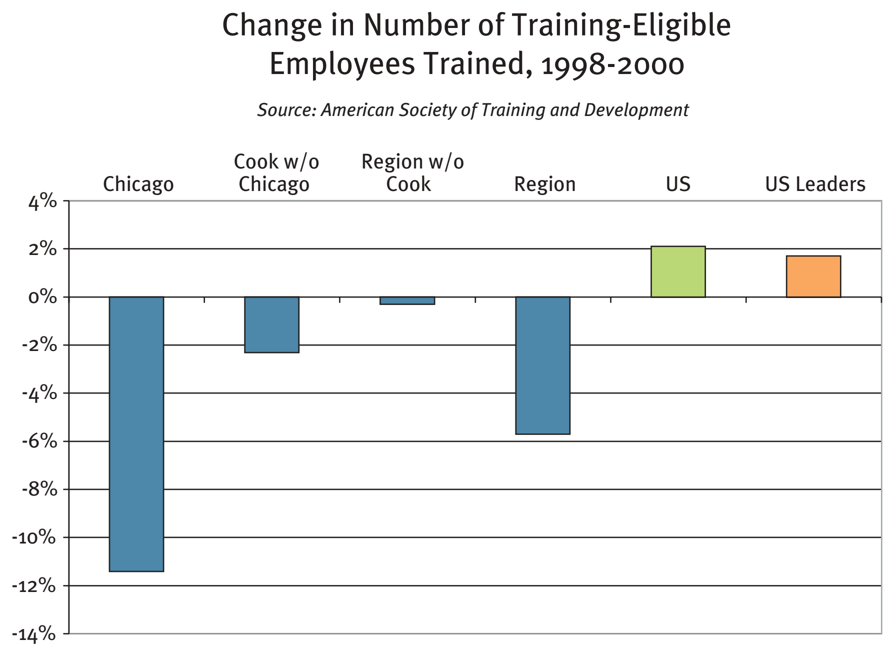


Figure 7

U.S. Leaders and the U.S. also surpass the region in terms of percentage of total payroll spent on training. The Region Without Cook in particular scores significantly lower than the other comparison areas examined in terms of the change in total training expenditures as a percent of payroll. Will County would be included in the Region Without Cook.

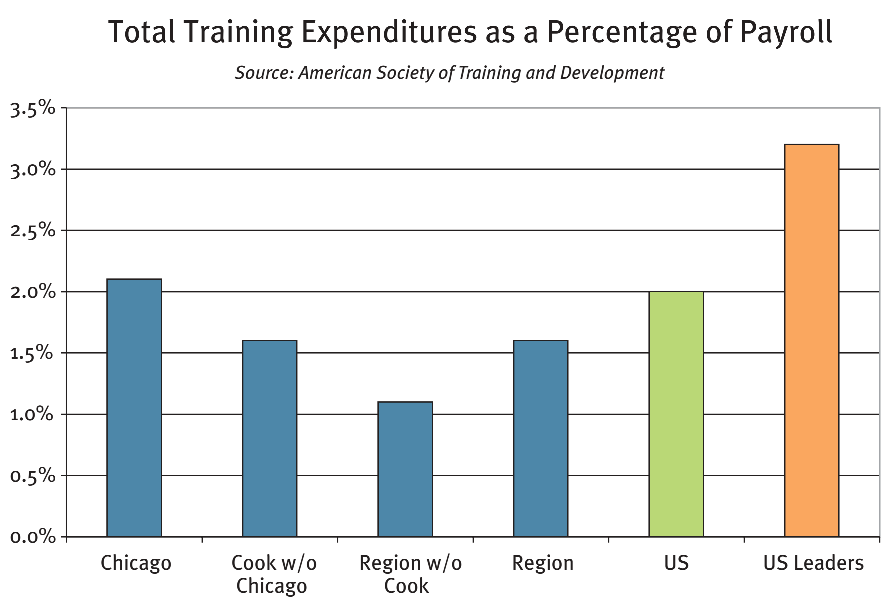


Figure 8

Change in Total Training Expenditures as a Percentage of Payroll, 1998-2000

Source: American Society of Training and Development

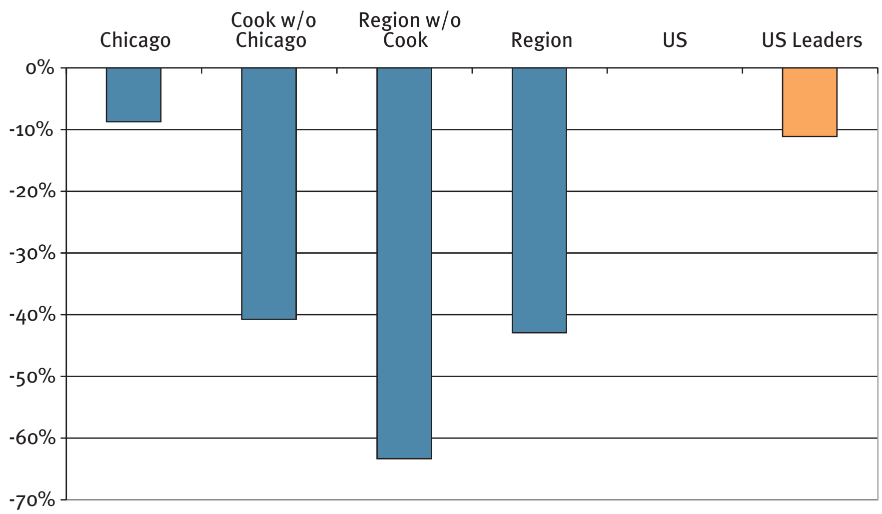


Figure 9

Bottom Line

- One of Will County's greatest assets is its location close to Chicago. It shares in the metropolitan region's diverse industry base. While it is advisable for an area to play to its competitive advantages (such as larger than average shares of employment in certain industries), the county must also be aware of which competitive advantages should be built upon to ensure high skill/high wage growth. Compared to the region as a whole, Will County has a greater percentage of workers in Construction, Retail Trade, and Hospitality and Tourism. Retail Trade and Hospitality and Tourism, however, tend to have lower skill requirements and lower wages than industries such as manufacturing and construction. Development of higher wage, higher skill employment will be required if the county wants to retain workers who currently commute to more desirable employment in the city.

- The key for fast recovery from any recession is to ensure that workers have transferable skills. With a national, state, and regional shift towards a more services-based economy and a corresponding skill shift that requires technical knowledge and interpersonal skills, failure to develop such skills in anticipation of the shift will increase the divide between the "haves" and "have nots" and negatively impact the regional economy. However, investments in worker training have been declining compared to industry leaders. Increasing investments and commitment to training of the incumbent workforce will be important to maintaining industry and the quality of life in Will County.

- Active participation in the industry summits and follow-up strategies is important. Will is part of a larger regional labor market. The success of the metropolitan area's economic development will determine the future of Will County's well-being.

SECTION 2

SKILL GAPS MAY NEGATIVELY AFFECT THE ECONOMY

Skills Gap

The top occupations at all levels of educational preparation require a new set of "basic skills." But focusing solely on the schools is only seeing a small part of the picture. Most of the people who will be working in the year 2020 are already finished with school and are in the workforce or disenfranchised from it. At a time when training existing (incumbent) workers is more important than ever, employers tend to do less of it (see Section One). The new economy tends to foster less company-provided training because workers tend to stay less time with any one employer; as a result, employers feel like they are investing in training for their competitors.[6]

This is echoed in a paper by the National Governor's Association (NGA)[7] that says workers can no longer rely on employers for training. During the 1990's, small firms (those with 500 or fewer employees) accounted for 75% of employment growth, but these firms usually don't possess the resources nor capability to invest in worker training. The result is declining investments in skill development. Of the private sector firms in Will County, 41.2% employ fewer than 50 workers, representing 45.9% of the private sector workforce; 45.6% are classified as "small" with less than 500 workers, and they collectively employ 84.3% of all workers (Economic Information and Analysis, IDES). The implication is that most of the incumbent workers in the county are unlikely to receive much training through their jobs.

The Aspen Institute's paper "Grow Faster Together or Grow Slowly Apart" noted that a skills gap:

- Leads to a slowing of the economy.
- Further widens the gap between haves and have nots
- Potentially increases tension around immigration, ethnicity, and race.

The Institute claims that government programs are not the sole answer because they are too far removed from the immediate needs of employers and the market and that training seems to have an impact primarily in increasing the number of hours worked, not by raising productivity and pay. "Today's most successful training programs are intimately connected to local markets and specific employers." This reinforces the importance of the industry sector based initiatives identified through the industry summit process.

Educational attainment in the county has been rising, although:

1. Educational attainment does not necessarily coincide with skill level, nor does it indicate if the skills learned are those required for the economy;
2. 12.2% of Will County's workforce lives outside the county. The educational attainment data from the U.S. Census describes people living in the county, not working in the county. Data in the report shows that Will "exports" higher level workers and "imports" lower skill workers.
3. As Will continues to grow through in-migration, its educational attainment level will depend on the levels of people moving in from elsewhere, including immigrants.

Educational Attainment of Population 25 Years and Older, 2000

Source: US Census Bureau 2000

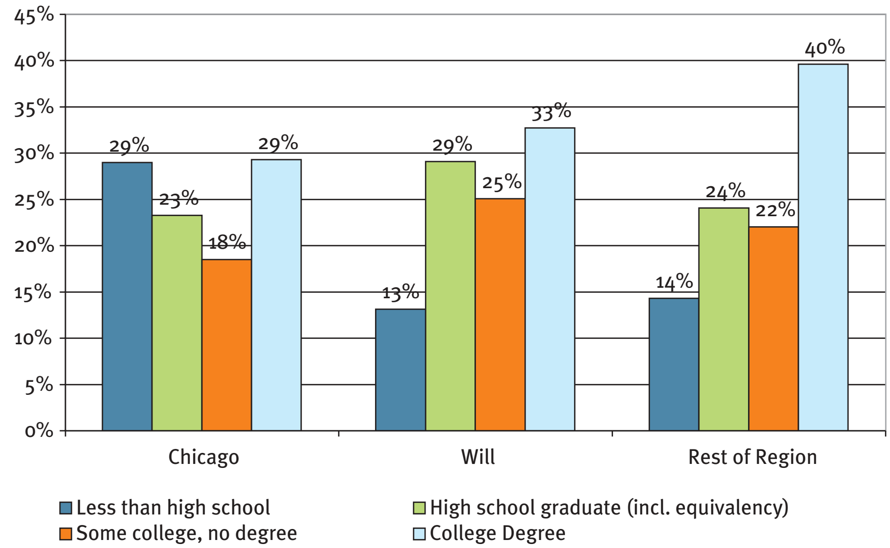


Figure 10

The percent of Will County's population with less than a high school diploma is slightly lower than the rest of the region, but so is the percent with a college degree. The total number of college graduates (associate degree or above) is 101,755. Of that number, 22.1% have associate degrees, 54.4% have bachelor degrees, and 23.5% hold graduate or professional degrees.

While the population is relatively highly educated, only 18.9% of all jobs in the county require a bachelor's degree or higher. For 71.9%, the educational requirements are a high school diploma or some on-the-job experience which is probably why Will "exports" many of its highest level residents to Chicago to work.

Distribution of Jobs by Educational Requirements

Source: Bureau of Labor Statistics, Illinois Department of Employment Security

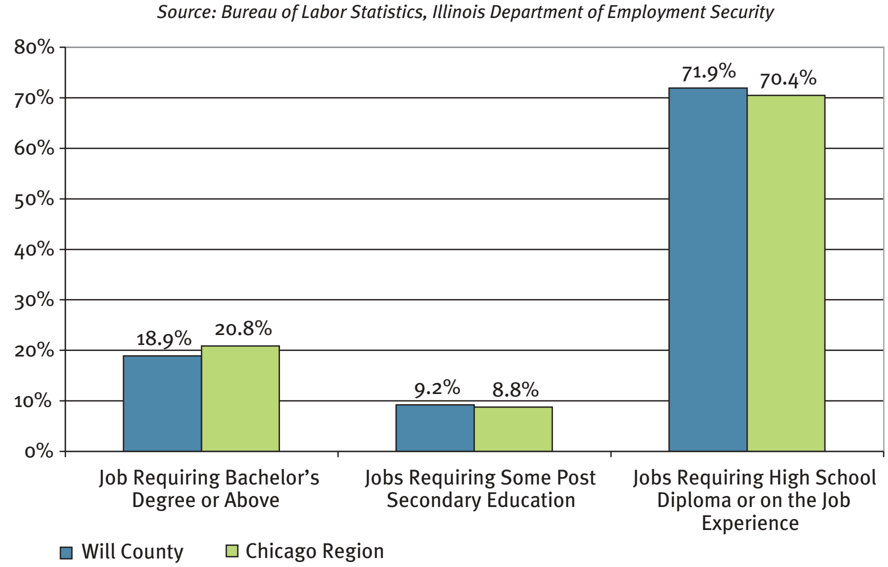


Figure 11

The Will County Quality Indicators for Economic Development reported that the percent of public high school students in the county pursuing postsecondary education rose from 57% in 1992 to 61% in 2001.

Opportunities by Education and Training Category

There are good jobs with growth potential and high wages at every level of educational preparation. The tables on the following pages list the top 20 occupations in Will County, as determined by ranking 509 occupations on their size (which is an indicator of opportunity for employment); growth over ten years; and annual average wage. There are jobs in Training Category 3 that pay more and are ranked higher than many requiring a bachelor's degree or higher further indicating good jobs at every level of educational preparation.

Education & Training Category 1 includes those jobs that require:

- First professional degree
- Doctor's degree
- Master's degree
- Degree plus work experience
- Bachelor's degree

Education & Training Category 2 includes those jobs that require:

- Associate's degree
- Postsecondary vocational award

Education & Training Category 3 includes those jobs that require:

- Work experience in a related occupation
- Long-term on-the-job training
- Moderate-term on-the-job training
- Short-term on-the-job training

Table 7: Will County Top 20 Occupations by Employment, Projected Growth, and Wages

Occupational Title	1998 Employment	Rank by Employment	Projected Ten Year Growth	Ranking of Occupational Growth Over 10 Years	Average Annual Wage	Rank by Wage	Education & Training Code	Overall Ranking
1. Computer Systems Analysts	649	53	97.6%	4	$59,290	44	1	101
2. Physicians and Surgeons	528	66	38.8%	39	$145,602	1	1	106
3. Marketing Managers	1,865	15	24.6%	126	$69,725	19	1	160
4. General Managers & Top Execs	4,258	1	21.3%	158	$116,512	5	1	164
5. Brick Masons and Block Masons	536	64	31.3%	71	$62,464	33	3	168
6. Computer Hardware Engineers	279	125	104.9%	2	$59,234	45	1	172
7. Engineer, Natural Sciences, & Computer Information Systems Managers	316	116	38.7%	40	$65,167	26	1	182
8. Computer Programmers	721	47	35.9%	51	$46,183	117	1	215
9. Construction Managers	363	103	26.9%	104	$66,169	22	3	229
10. Electricians	1,188	27	24.0%	132	$53,327	73	3	232
11. Sheet Metal Workers	250	136	29.6%	87	$63,382	31	3	254
12. Carpenters	1,429	20	21.1%	161	$52,901	76	3	257
13. Engineers, NEC	455	82	29.6%	85	$49,484	99	1	266
14. Registered Nurses	1,903	14	25.9%	111	$42,821	146	2	271
15. First Line Supervisors of Construction & Extraction Workers	564	60	19.4%	198	$77,344	13	3	271
16. First Line Supervisors of Mechanics & Repairers Workers	468	81	22.4%	150	$60,535	40	3	271
17. Commercial and Industrial Designer	225	149	49.0%	15	$44,924	123	1	287
18. Truck Drivers, Heavy	1,704	19	29.9%	83	$38,470	189	3	291
19. Heating, Air Conditioning, & Refrigeration Mechanics & Installers	432	86	30.5%	78	$43,744	137	3	301
20. Art Directors	206	168	31.0%	74	$54,827	65	1	307

Top 20 occupations were selected from a list of 509 occupations. The occupations were ranked against one another in the categories of current employment, growth rate, and average annual wage, and then an overall ranking was derived by adding the occupation’s rank from each category.

Source: Illinois Department of Employment Security, Bureau of Labor Statistics

Table 8: Top Ten Occupations in Education & Training Category 1

Occupational Title	1998 Employment	Rank by Employment	Growth Over Ten Years	Ranking of Occupational Growth Over 10 Years	Average Annual Wage	Rank by Wage	Overall Ranking
1. Computer Systems Analysts	649	53	97.6%	4	$59,290	44	101
2. Physicians and Surgeons, All Other	528	66	38.8%	39	$145,602	1	106
3. Marketing Managers	1,865	15	24.6%	126	$69,725	19	160
4. General Managers & Top Execs	4,258	1	21.3%	158	$116,512	5	164
5. Computer Hardware Engineers	279	125	104.9%	2	$59,234	45	172
6. Engineer, Natural Sciences, & Computer Information Systems Managers	316	116	38.7%	40	$65,167	26	182
7. Computer Programmers	721	47	35.9%	51	$46,183	117	215
8. Engineers, NEC	455	82	29.6%	85	$49,484	99	266
9. Commercial and Industrial Designer	225	149	49.0%	15	$44,924	123	287
10. Art Directors	206	168	31.0%	74	$54,827	65	307

Table 9: Top Ten Occupations in Education & Training Category 2

Occupational Title	1998 Employment	Rank by Employment	Growth Over Ten Years	Ranking of Occupational Growth Over 10 Years	Average Annual Wage	Rank by Wage	Overall Ranking
1. Registered Nurses	1903	14	25.91	111	$42,821	145	270
2. Computer Specialists, All Other	93	262	127.08	1	$53,027	74	337
3. Avionics Technicians	220	152	25.3	116	$50,142	89	357
4. Computer Support Specialists	377	100	90.15	5	$32,000	259	364
5. Diagnostic Medical Sonographers	126	228	24.4	129	$56,679	57	414
6. Professionals, Paraprofessionals, & Techn.	1095	30	22.03	153	$32887	244	427
7. Automotive Mechanics and Service Technicians	1031	34	24.32	130	$30,386	280	444
8. Licensed Practical and Licensed Vocational Nurses	376	102	23.4	140	$33,266	238	480
9. Paralegals and Legal Assistants	69	297	53.58	11	$38,962	179	487
10. Electrical & Electronic Technicians & Technologists	274	127	22.89	144	$31873	265	536

Table 10: Top Ten Occupations in Education & Training Category 3

Occupational Title	1998 Employment	Rank by Employment	Growth Over Ten Years	Ranking of Occupational Growth Over 10 Years	Average Annual Wage	Rank by Wage	Overall Ranking
1. Brick Masons and Block Masons	536	64	31.3%	71	$62,464	31	166
2. Construction Managers	363	103	26.9%	104	$66,169	21	228
3. Electricians	1,188	27	24.0%	132	$53,327	72	231
4. Sheet Metal Workers	250	136	29.6%	87	$63,382	30	253
5. Carpenters	1,429	20	21.1%	161	$52,901	75	256
6. First Line Supervisors of Construction & Extraction Workers	468	81	22.4%	150	$60,535	39	270
7. First Line Supervisors of Mechanics & Repairers Workers	564	60	19.4%	198	$77,344	12	270
8. Truck Drivers, Heavy	1,704	19	29.9%	83	$38,470	188	290
9. Heating, Air Conditioning, & Refrigeration Mechanics & Installers	432	86	30.5%	78	$43,744	136	300
10. Sheet Metal Workers	250	137	29.6%	88	$52,054	83	308

The top ten occupations for each Education and Training Code were selected from a list of 510 occupations which were divided into the three Education and Training Codes. The occupations were then ranked against one another in the categories of current employment, growth rate, and average annual wage, and then an overall ranking was derived by adding the occupation's rank from each category.

Source: Illinois Department of Employment Security, Bureau of Labor Statistics

Developing 21st Century Skills

As the nation moves from a manufacturing to services economy and the need for a skilled workforce continues to grow, it is important to understand the skills needed by employers in the 21st Century.

There are many models outlining the skill sets needed in today's workplace, but one of the better framings comes from the Northwest Center for Emerging Technologies (NWCET) and the report *Building a Foundation for Tomorrow*[8] published in 2000. Originally intended to serve as the framework for information technology, these cross-cutting skills represent an excellent view for all new economy and industries.

Note: the authors are not promoting this list as the final, or one and only list. However, the authors think it is important for later narrative in the report that readers have an understanding of what is referred to as "21st century skills" or a "21st century workforce curriculum."
Full definitions of each skill set are contained in the appendices.

NWCET Employability Skills - Employers are often quoted by workforce professionals as saying "just give me someone with basic skills and I'll train him/her myself." Yet, employers are vague about their definition of basic skills and more than one employer means more than one definition. Workforce professionals will also agree to disagree on what is meant by basic skills. More often than not, employers are looking for people who have the right attitude, have good "work ethics," are good team players, and like to learn. The NWCET Employability Skills list includes:

- Communication Skills
- Organizational Skills
- Team Contribution and Leadership
- Professionalism
- Critical Thinking and Decision Making
- Customer Relations
- Self-Directed and Continuous Learning

NWCET Cross-Sector Core Skill Areas

- Project Management.
- Task Management.
- Problem-Solving / Troubleshooting

NWCET Core Curriculum[9]

- Analytical Skills and Problem Solving
- Business Organization and Environment.
- Coordination and Communication Skills.
- Project and Process Flow Skills.
- Core Computer Software and Hardware Skills
- Core Field of Study Skills

8 Project developed in part by the National Science Foundation. Partners included MicroSoft, The Boeing Company, American Association of Community Colleges, American Electronics Association, Educational Development Center, Department of Commerce, and Department of Labor, in addition to many others.

9 Referred to as "IT Core Curriculum" in publication; the author of this report has omitted the "IT" to more accurately reflect the all-industry need.

Bottom Line

- Incumbent worker training is critical, particularly in key industries. Understanding the new economy includes understanding 21st century skills and curriculum needs. These include employability skills, project management skills, and core skills in advanced subjects such as math and computer technology.
- Incumbent workers need assistance in developing personally-funded career development plans and direction in identifying future career paths since they are more likely to work for small employers and less likely to receive employer-provided training . Workers are not likely to get training on their jobs that will help them gain transferable workforce skills, so assisting them in helping themselves is important.
- Workers, students, parents, and educators need information to help them make intelligent, labor-market-based decisions. There are multiple paths to success and job seekers should have access to information about all avenues.

GROWTH IS UNBALANCED

Age Imbalance: The Older Population is Growing Faster than the Younger Population

The Aspen Institute[10] suggests that the entire nation is facing 21st century gaps: in workers, skills, and wages. Despite a fast growing population, the distribution of that population across age brackets is changing.

Table 11: Population by Age, 2000

Age	Chicago	Will	Rest of Region
9 and under	15.2%	17.1%	15.1%
10-17 years	11.0%	12.8%	11.8%
18-24 years	11.3%	8.2%	8.5%
25-34 years	18.5%	14.7%	13.9%
35-49 years	21.4%	25.6%	24.6%
50-64 years	12.4%	13.4%	14.7%
65+	10.2%	8.2%	11.3%

Source: US Census Bureau 2000

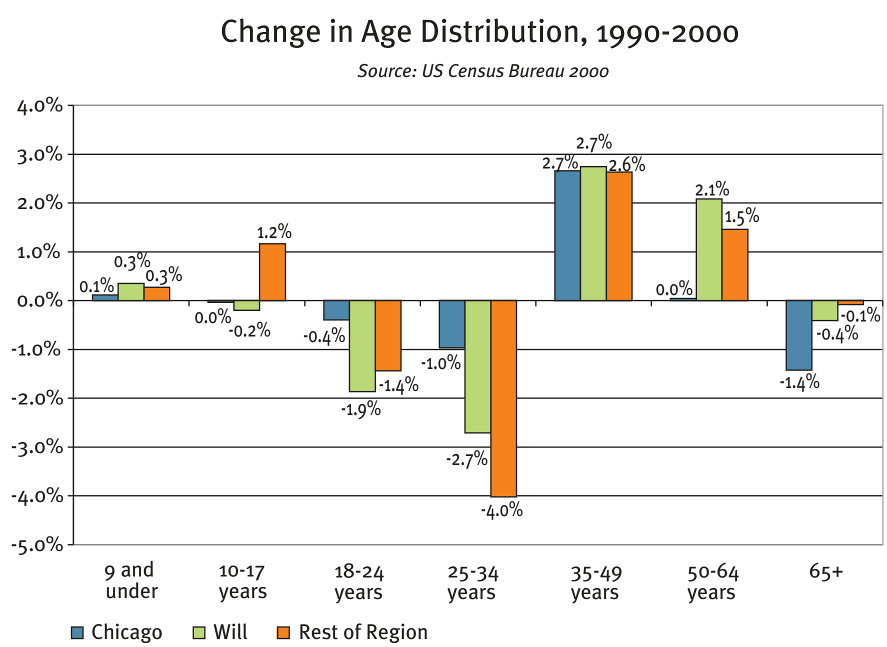


Figure 12

10 "Grow Faster Together or Grow Slowly Apart;" Aspen Institute; www.aspeninstitute.org

As compared to Chicago and the rest the region in 2000, Will County has a relatively young population. It has a higher percentage of its population in the "9 and under" and "10-17 years" age brackets than Chicago or the rest of the region. In addition, its population age 65 and over is over 3% lower than the rest of the region, and 2% lower than Chicago. But this situation may not last.

Between 1990 and 2000, Will County had a greater proportionate decrease in 18-24 year olds than the region in addition to its decline in 10-17 year old percentages. The population aged 45 and older is growing at a faster rate than those under 45 (0-44). If these trends continue, the picture of a comparatively younger population shown in the year 2000 chart will change, and the next census may show Will County as having a comparatively older population than the region. This has implications for worker replacement needs within the county as years go by. It emphasizes the role that immigration can play in alleviating worker shortages. However, despite the increase in the "9 and under" population, that age group will not reach working age fast enough to replace retiring baby boomers.

What the baby boomers will do is the great unknown, but because of their numbers, whatever they do will be significant. Will County has 68,308 people in the 50-64 year old age bracket. If the loss of retirement investments due to the current economic downturn keeps them in the workplace, a potential worker shortage may not be as problematic. If they retire and choose to move out of the county, their loss will be felt not only in the workplace where the skill gap will increase, but also in the housing market where the smaller number of younger, less affluent workers may not be able to afford the same housing cost.

The Aspen Institute notes that the aging population (a national trend, not just in Will County) creates a need for additional home care and elder services that have traditionally been provided by women under the age of 55. But in the next two decades, the number of elderly persons will rise nationally by 66% while the number of prime working age females will only rise by 3%. An increase in home and elder care services is necessary to allow adult children to be able to work, but on the negative side, adding low-wage home and elder care provider jobs to the economy has a perverse affect.

Geographic Imbalance: Some Areas are Growing Faster than Others

Will County has witnessed inequitable growth geographically, due in large part to available open land for expansion. The largest township, Joliet, grew slowly at only 2.64% (2,225 people), while there was huge growth in some smaller townships such as Plainfield (196.85%, or 30,299 people) and Wheatland (312.7%, or 33,603 people). One township, Florence, actually lost 10.83% of its population between 1990 and 2000, although this township is so small that the actual numbers lost are also small. In planning for growth, the dynamics of individual communities must be considered .

If a third airport is built, growth will be even more skewed. The following table shows the impact on municipalities for population in the year 2020 with and without a third airport.

Table 12: Population Projections for Will County Municipalities

	2020 Without 3rd Airport	2020 With 3rd Airport
Will County	738,046	822,743
MUNICIPALITIES		
Beecher	5,941	11,630
Bolingbrook	78,063	82,975
Braidwood	6,821	6,821
Channahon (Will only)	16,782	18,510
Crest Hill	22,311	22,311
Crete	11,216	13,497
Elwood	2,290	2,923
Frankfort	30,990	35,552
Godley (Will only)	472	472
Joliet (Will only)	132,835	132,957
Lockport	35,205	40,008
Manhattan	12,304	12,318
Minooka (Will only)	2,573	2,634
Mokena	22,843	23,204
Monee	9,423	11,954
New Lenox	42,858	43,664
Peotone	6,463	7,803
Plainfield (Will only)	33,645	33,645
Rockdale	1,617	1,617
Romeoville	43,321	50,448
Shorewood	21,426	21,902
Steger	12,214	12,750
Wilmington	6,945	7,316

Source: www.willcountyillinois.com, 06/25/02

Occupational Imbalance: Larger Growth Projected in Lower Wage Jobs

The fastest growing jobs in Will County are primarily in the low wage, low skill occupations. Looking at the top 15 occupations in terms of the size of employment, eight of them require only short term, on-the-job training and have high percentages of part-time positions and unemployed workers. The total projected increase in employment in these occupations between 1998 and 2008 is 3,985 new jobs, none of which will pay a median wage more than $22,267 per year. Meanwhile, the largest occupations that offer higher median wages ($39,227 per year and up), require an associate or bachelor degree, have few part-time workers and experience little unemployment, but are only projected to increase by 2,066 new jobs.

Table 13: Top 15 Jobs by Employment for Will County

SOC Title	1998 Employment	2008 Employment	% Change from 1998-2008	Median Wage	Part-Time Workers Quartile	Unemployed Workers Quartile	Education or Training Code	Education or Training Category
Chief Executives	4,258	5,164	21.3%	$103,424	Low	Very Low	4	Degree plus work experience
Retail Salespersons	4,215	5,172	22.7%	$20,523	Very High	Very High	11	Short-term on-the-job training
Cashiers	3,689	4,519	22.5%	$15,606	Very High	Very High	11	Short-term on-the-job training
Secretaries, Except Legal, Medical, and Executive	3,368	3,428	1.8%	$23,736	High	Low	10	Moderate-term on-the-job training
Office Clerks, General	3,131	3,720	18.8%	$22,267	High	High	11	Short-term on-the-job training
Elementary School Teachers, Except Special Education	2,567	2,775	8.1%	$39,227	Low	Very Low	5	Bachelor's degree
Landscaping and Groundskeeping Workers	2,353	2,813	19.6%	$19,215	High	Very High	11	Short-term on-the-job training
Managers, All Other occupation	2,319	2,393	3.2%	$55,428	Very Low	Very Low	8	Work experience in a related
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,199	2,468	12.3%	$19,064	High	Very High	11	Short-term on-the-job training
Waiters and Waitresses	2,138	2,539	18.8%	$12,781	Very High	Very High	11	Short-term on-the-job training
Stock Clerks and Order Fillers	1,950	2,062	5.7%	$16,899	Very High	Very High	11	Short-term on-the-job training
Registered Nurses	1,903	2,397	25.9%	$42,821	High	Very Low	6	Associate's degree
Marketing Managers	1,865	2,323	24.6%	$58,433	Very Low	Low	4	Degree plus work experience
Helpers, Construction Trades, All Other	1,854	2,221	19.8%	$22,552	Low	Very High	11	Short-term on-the-job training
Bookkeeping, Accounting, and Auditing Clerks	1,779	1,791	0.7%	$24,791	Very High	Low	10	Moderate-term on-the-job training

Source: Illinois Department of Employment Security, Bureau of Labor Statistics

In addition to unbalanced growth in the skill/wage level of employment in the county, the occupations of people living in the county are out of alignment with jobs that local employers offer.

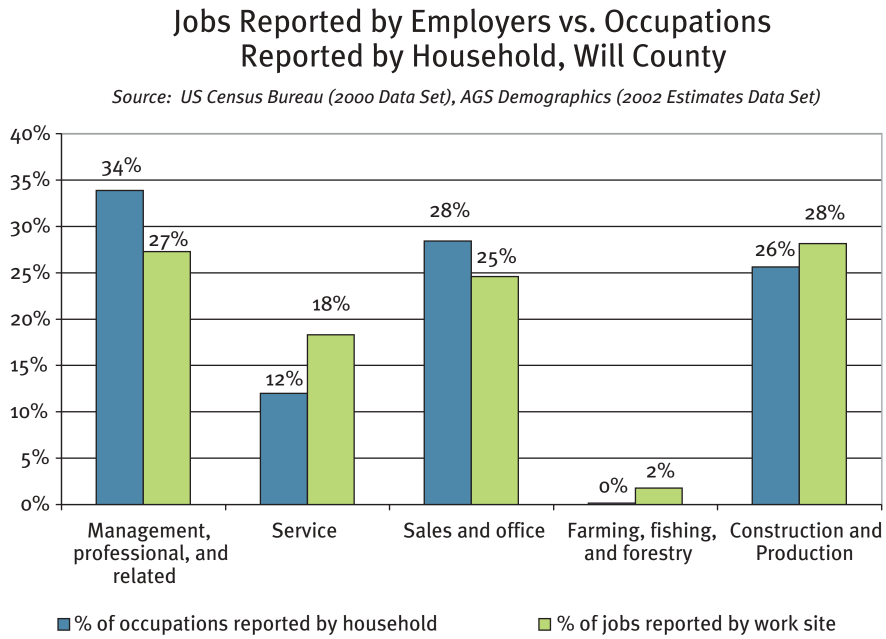


Figure 13

The chart above compares the occupational distribution of jobs in the county – as reported by employers – to the occupational distribution of jobs reported by residents of the county on the U.S. Census. It reflects differences in where people work versus where they live, which can be indicative of labor force or skill imbalances and predictive of commuting patterns.

Will County is an “exporter” of Management and Related Professions, as well as Sales and Office workers. It “imports” a relatively large percentage of its Service Workers, and a few of its construction and production employees. Professional workers have a greater tendency to live in Will but work elsewhere, while blue-collar workers may be more likely to work in Will but live elsewhere. Given the growth rates of lower skilled jobs, Will County may have to increase its “import” of service workers, which can exacerbate the already overcrowded highways.

Industry Imbalance: Services Growing Faster than Other Industries

While employment is growing across every industry in the county, some are increasing at a tremendous rate while others are barely changing at all. Between 1991 and 2001, manufacturing increased by only 992 jobs, while retail trade grew by 8,737 and services by 15,535. This certainly is consistent with the types of occupations that are growing the fastest.

The minimal increase in manufacturing employmen is worth noting. Manufacturing jobs tend to be higher paying and more likely to add additional jobs to the economy. According to Virginia's A.L. Philpott Manufacturing Extension Partnership (www.vpmep.org), “Every $1 million in final sales of manufactured products supports 10 jobs in the manufacturing sector and six jobs in other sectors such as services, construction, and agriculture. Because the service sector is more labor intensive than the manufacturing sector, $1 million in final sales of services supports 17 jobs.

However, since the service sector has a smaller multiplier effect on the rest of the economy, $1 million in its final sales supports only two jobs in sectors outside of services."

Will County employment, like most of the rest of the nation, is becoming increasingly more service-oriented. The graph depicts this movement.toward higher relative levels of services and retail trade employment compared to manufacturing.

Even within manufacturing and services, some sectors are growing while others are declining. In Manufacturing, for example, transportation equipment increased 128% between 1991 and 2001. Printing and Publishing also saw dramatic growth. Meanwhile, Stone, Clay, and Glass Products employment decreased by 34% between 1991 and 2001 and Rubber and Misc. Plastics Products declined by 21% with ups and downs over the intervening years.

Growing service industries include Amusement and Recreation, which increased by 545% between 1991 and 2001, in large part due to the gaming and related industries. The list of the top 20 employers in Will County includes the Empress Casino (1,669 employees) and Harrah's (1,575 employees). Given the tremendous growth in population, it is not surprising that Education Services has grown dramatically. The top 20 employers include Valley View School District (1,475), Joliet Public Elementary Schools (800), Joliet Junior College District (600) and Joliet Township High School District (590) according to the Will County Center for Economic Development (www.c-e-d.org).

Will County residents who are familiar with the congestion on the highways will not be surprised to learn that Automotive Repair and Parking was also a high growth sector. Business Services was a high growth sector, increasing by 184% from 1991-2001.

No service sectors had any significant declines other than Hotels, Rooming Houses, and Camps (-11%). This can likely be explained by the fact that the two casino hotels probably classify themselves as Amusement and Recreation, not as hotels.

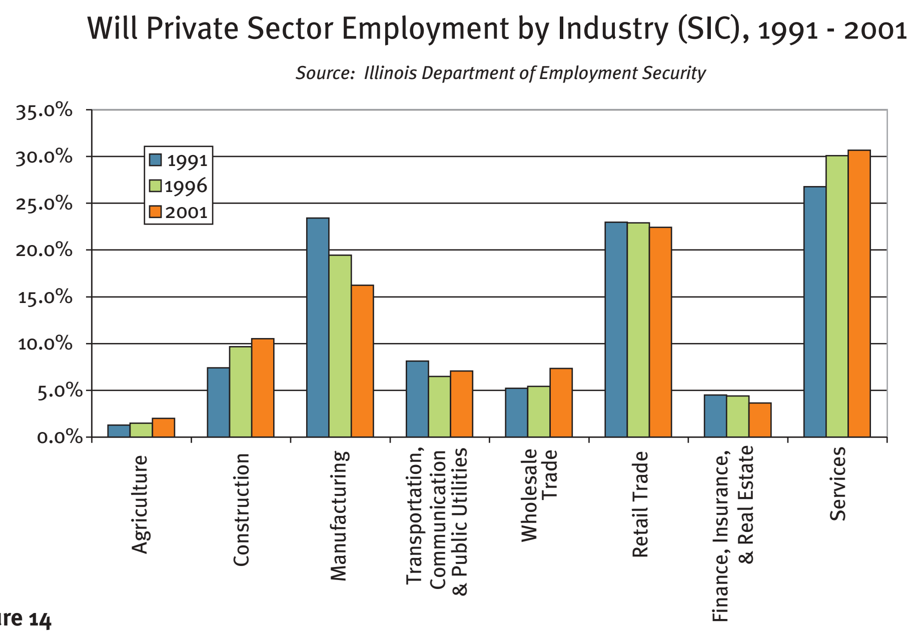


Figure 14

Bottom Line

- An aging population will have a large impact on labor force availability and participation. Strategies may be needed to attract older workers to remain or reenter the workforce. The need for elder care services, health care, and other support systems required for an older population will rise.
- A strategy to deal with worker shortages created by retirements is to increase productivity so that the economy can continue to grow without job growth. This means investing in both worker training and technological advances to foster greater gains.
- Uneven growth has implications for schools and social support systems that must meet the expanding needs. Mapping the locations of community-based services against the locations of populations that most need the services may pinpoint gaps.
- The shift to a more service-oriented economy means economic developers must nurture high wage/high skill service jobs to offset the reductions in manufacturing. The community needs to ensure that the service jobs it nurtures are high skill/high wage jobs that are part of the "new economy."
- The skills needed for work in the new economy are different than those needed a generation ago. The skill sets required for occupations in high skill services sectors may require a different focus on skill sets needed in both K-12, postsecondary, and workplace learning.

SECTION 4

FAST GROWTH IS A MIXED BLESSING

The Population is Growing More Rapidly than Regional Average

The population of the Chicago metropolitan region is shifting out of the urban center and into the surrounding counties. In 1990, Chicago had 35.8% of the region's total population, while today it claims only 33.6%. Will County, on the other hand, is increasing its share of the regional population, climbing from a 4.8% share in 1990 to 6.1% in 2000. The county currently stands at 502,266 individuals, but this figure is expected to double by 2030 to over one million people.

Table 14: Total Population, 1990 & 2000

	1990	2000	% Growth
Illinois	11,430,602	12,419,293	8.6%
Metro Region[11]	7,378,521	8,235,233	11.6%
Cook[12]	5,105,067	5,376,741	5.3%
Chicago	2,644,280	2,754,500	4.2%
Northern Cook	1,085,902	1,123,089	3.4%
South and West Cook	1,373,876	1,473,479	7.2%
DuPage	781,666	904,161	15.7%
River Valley	434,816	547,632	25.9%
Lake	516,418	644,356	24.8%
McHenry	183,241	260,077	41.9%
Will	357,313	502,266	40.6%

Source: US Census Bureau 2000

11 Total of the following counties: Cook, DuPage, Kane, Kendall, DeKalb, Lake, McHenry and Will.

12 Cook County is composed of three workforce areas – Chicago, Northern Cook and South and West Cook. Due to Census tabulation areas, the workforce areas are an aggregation of data and the total of these three regions does not exactly equal the total for Cook County. The discrepancy ranges from –0.1% in 1990 to –0.3% in 2000, and is not significant for the level of data analysis contained in this report.

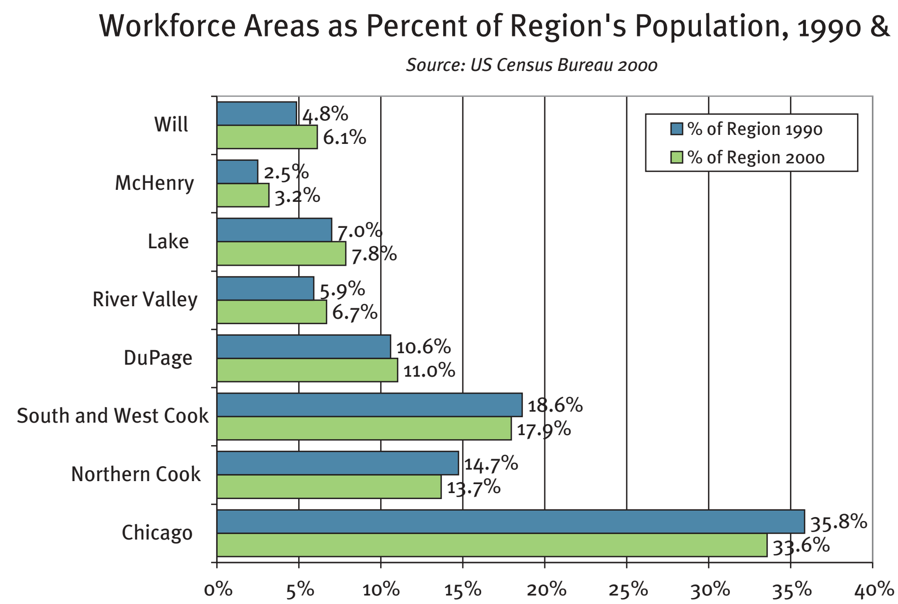


Figure 15

The source of most in-migration is Cook County, with nearly half of the new residents moving south from Cook. Nothing could better support the need for regional approaches to workforce development than the fact that today's Cook County workforce could be tomorrow's Will County workforce.

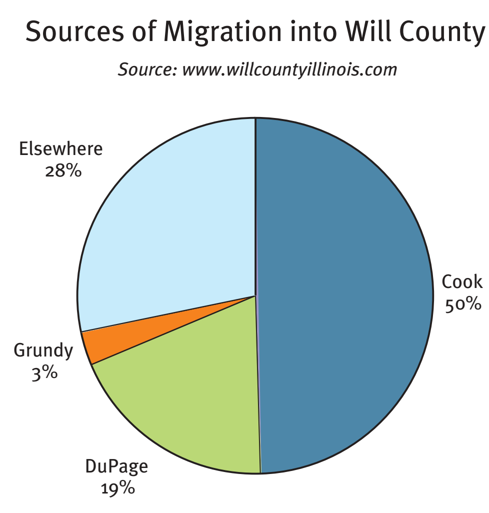


Figure 16

In the last decade, Will County had the second highest growth rate in the region, having increased its population by 40.6% in ten years. While McHenry had a slightly higher rate of growth, Will had the highest numerical increase of any of the eight workforce areas with 144,953 additional people: an average of nearly 14,500 people per year for ten years. Will is projected to be the fastest growing county over the next 15 years, increasing by yet another 38%.

Table 15: Ten Fastest Growing Counties in Illinois 2005 to 2020 (in percent)

County	Projected Growth
Statewide	7.4%
Will County	38.0%
Menard County	27.2%
McHenry County	27.1 %
Kane County	24.5 %
Kendall County	24.4 %
Monroe County	22.1 %
Jersey County	17.8 %
Woodford County	16.0 %
Grundy County	15.0%

Source: www.ilworkinfo.com

The Composition of the Population is Becoming More Diverse

A large number of Will County's new residents are foreign-born, with nearly a quarter of those individuals, or 7,735 immigrants, recently entering the country between 1995 and 2000. While this represents a fairly small number when compared with the rest of the region, it is still a significant number of people.

Immigration is positive news for the region. D'Vera Cohn wrote in the Washington Post (December 2, 2002) that immigrants are critical to the American economy. "The U.S. economy would have stumbled in the past decade without the new arrivals, and most immigrants contribute more in taxes than they use in services." National data reveals that nearly one in four hold a technical, managerial, or professional job. With birth rates falling in the U.S., immigrants accounted for all the growth among workers under age 35. Ensuring that these new entrants find employment and develop their skills is important for all communities, including Will County.

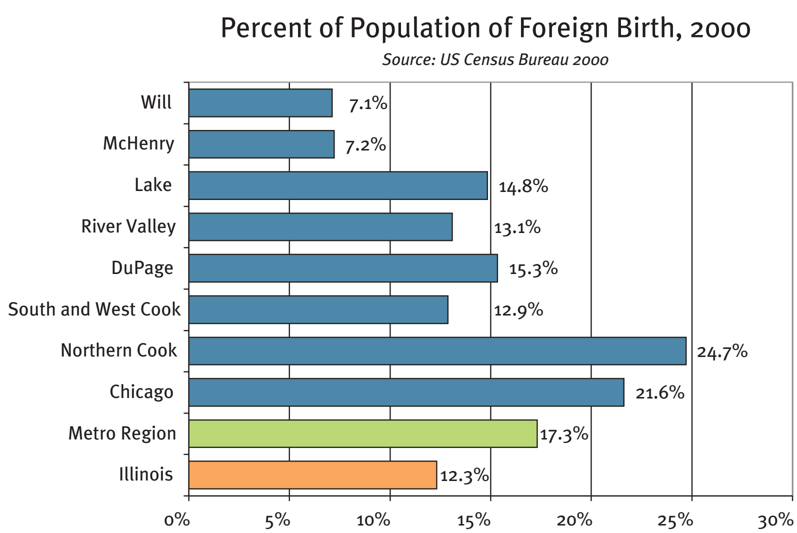


Figure 17

Percent of Foreign Born Population Entering USA Between 1995 and 2000

Source: US Census Bureau 2000

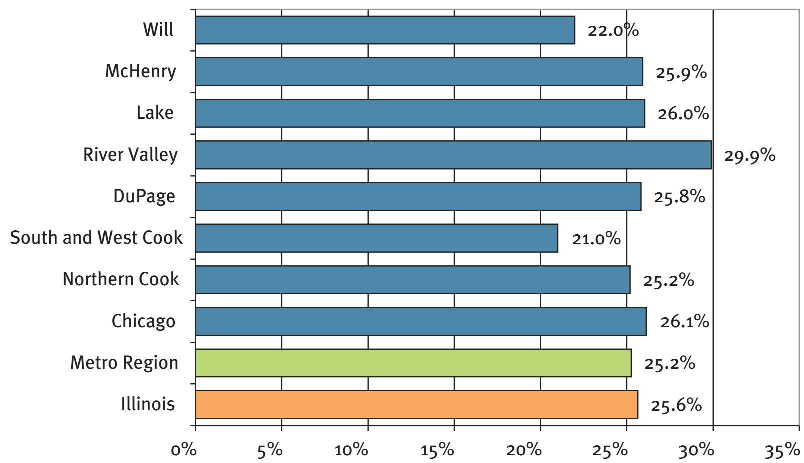


Figure 18

A significant challenge immigrants face is the language barrier. While Will has the smallest percentage of residents who speak English "not well" or "not well at all" among the 8 workforce areas in the Chicago metropolitan region, that small percentage still represents over 10,000 individuals who may not be able to communicate well enough to successfully function in the local economy and social fabric. The situation is likely to increase over time, as the U.S. continues to welcome immigrants in order to meet its workforce needs.

Percent of Population Who Speak English "Not Well" or "Not At All," 2000

Source: US Census Bureau 2000

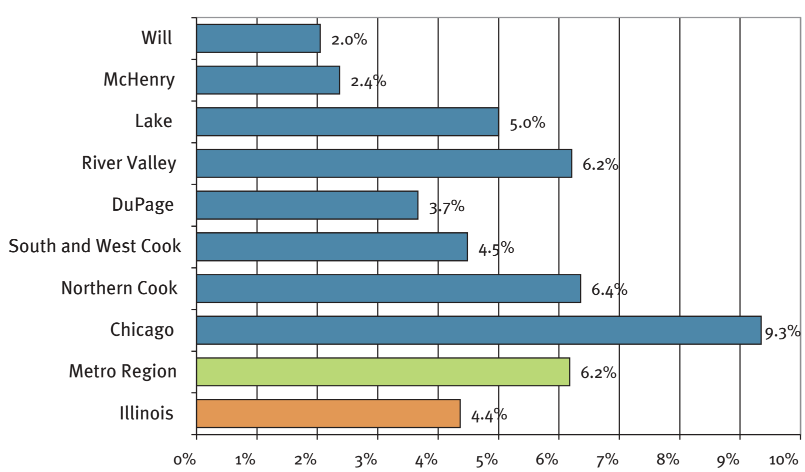


Figure 19

Immigration is creating more diversity in a county that otherwise has very little. Diversity is often viewed as an indicator of vitality, so it can add to the "economic allure" of an area for employers seeking to locate or expand.

Of Will's population of 502,266 people, 411,067 are white. Ten percent (10%) are black, 2% Asian, and 4% "other." However, race is not the only way a population can be diverse. Growing ethnic diversity is a real positive. The number of individuals of Hispanic origin has more doubled since 1990, increasing from 19,973 individuals ten years ago to 44,138 at the time of the 2000 census. Whereas only 4% of the county was Hispanic in 1990, that percentage has now reached 9%.

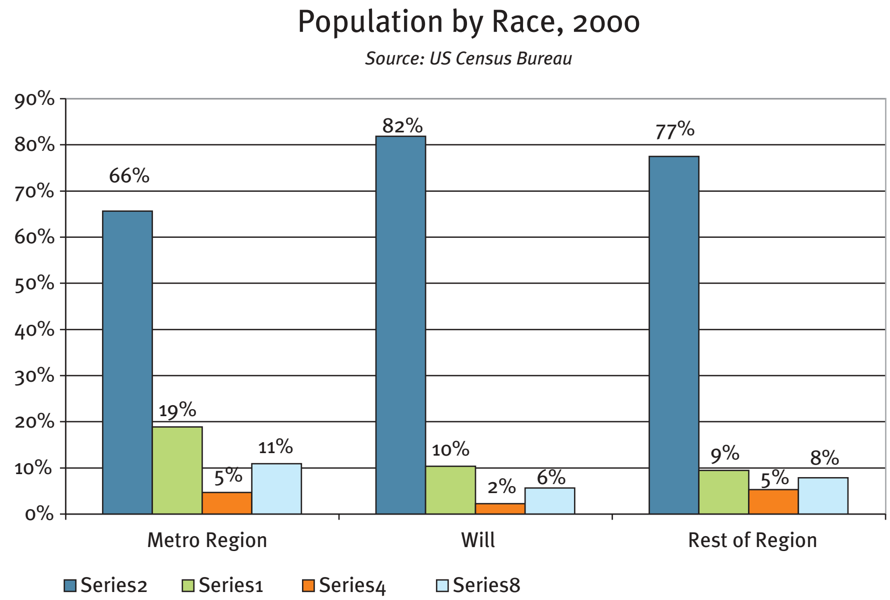


Figure 20

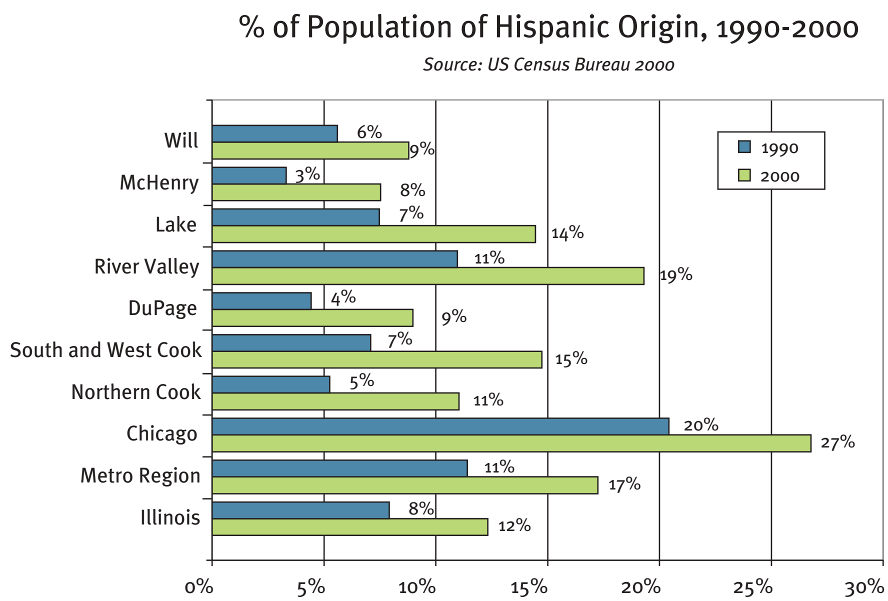


Figure 21

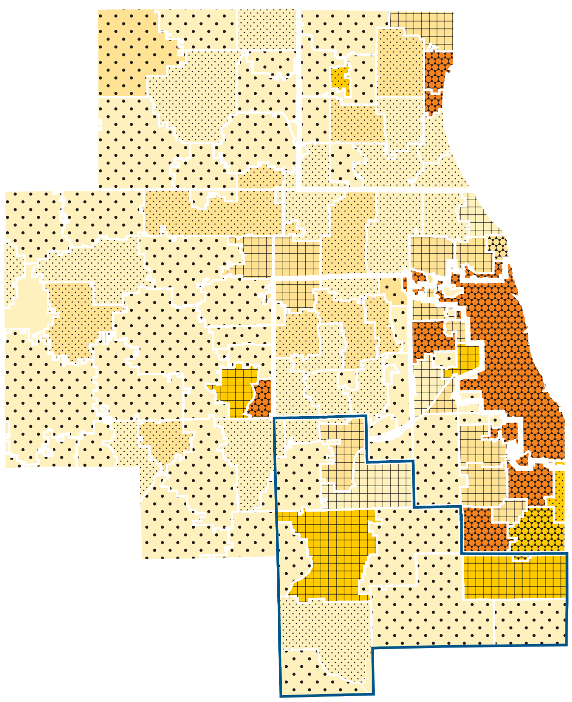
The number of young people represented by foreign-born residents may be of benefit to Will County, where the population aged 45 and older is growing at a faster rate than those under 45. Although the county currently has a relatively younger population compared to the rest of the region, data reveals a proportionate decrease in 10-34 year olds over the 90's and a proportionate increase in the 35 – 65+ year old population. The affect of immigrants and Hispanics may be seen in the age nine and under age bracket, where Will saw a small increasing percentage during that same time period. Additionally, minority rates in the public school population exceeds that of the general population, further evidence of the higher number of young people among minority populations. Will County has the fourth highest diversity rate among all eight areas in the metropolitan region in its public school population, with minority enrollment at 28.9%.

Teacher diversity in the schools can provide role models for minority youth and help them adjust better in a largely white/non-Hispanic community. While minority student enrollment is 28.9%, the percentage of minority teachers is only 5% , although percentages for both students and teachers vary across the county. While there are districts where the rate of minority students falls into the 59-77% category, there is no district where the rate of minority teachers exceeds 16%.

According to the Aspen Institute ("Grow Faster Together or Grow Slowly Apart," page 21), there is an unexpected negative relationship between the length of time immigrant children are in the U.S. and how well they fare. "The worsening of outcomes seems particularly acute for low education families and for people of color." Better integrating these young people into the American culture may ameliorate this negative relationship.

Percent of Minority Teachers Compared to Minority Students by Public School District, 2001-2002

Source: Illinois State Board of Education



% Minority Teachers

- 17% to 55%
- 7% to 16%
- 3% to 6%
- 0% to 2%

% Minority Students

- 75% to 100%
- 50% to 74%
- 25% to 49%
- 0% to 24%

Figure 22

Employment is Growing at a Faster Rate than Population

While the population has been growing quickly, employment is growing at an even faster rate. During the decade when population grew by 40.6%, employment grew by 52.3%. And just as people are redistributing themselves into the suburbs, so are the jobs.

Table 16: Change in Number of Jobs by Workforce Area, 1991-2001

	Will	McHenry	Lake	River Valley	DuPage	South & West Cook	Northern Cook	Chicago
1991	78,164	52,033	187,112	149,083	392,509	494,851	541,959	1,144,308
1996	98,612	65630	225,256	169,847	469,651	536,212	598,087	1,099,606
2001	119,019	75,051	273,413	203,094	532,021	544,545	620,572	1,139,561
Change, 1991-2001	40,855	23,018	86,301	54,011	139,512	49,694	78,613	-4,747

Source: Illinois Department of Employment Security

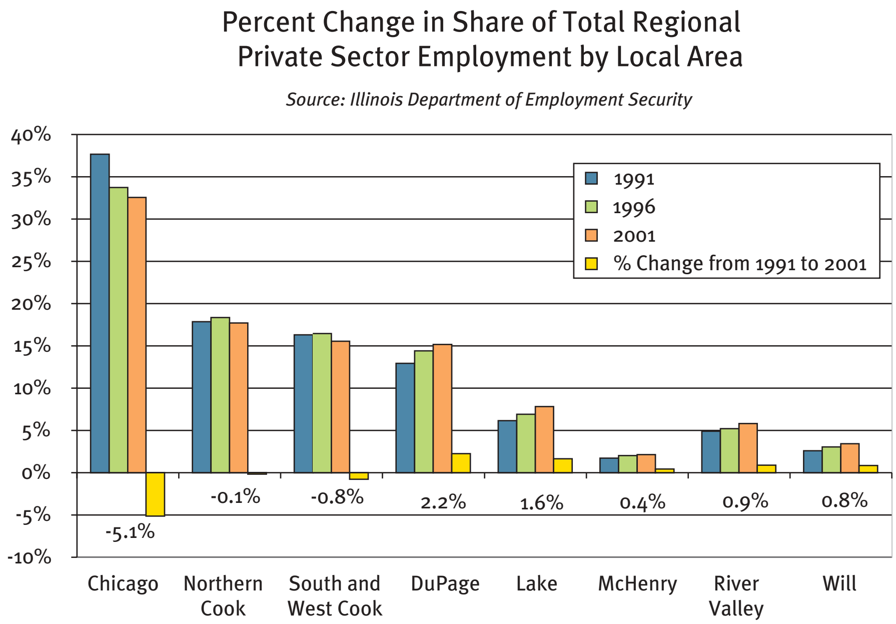


Figure 23

One of the goals identified in the Will County Land Resource Management Plan Policy Gateway in 2002 is that "Will County will have a strong and diverse economy, capturing at least its proportional share of regional economic growth." The county increased its share of regional employment between 1991 and 2001. According to the Will County 2020 Transportation Framework, Will County can expect a 3% annual increase in employment. If a South Suburban Airport comes to fruition, the growth rate is expected to be 4% annually. With jobs growing faster than the population, immigration, both domestic and foreign, is welcome and needed.

Bottom Line

- Regional approaches to workforce development are of paramount importance. Many current workers, and the majority the county's future workforce do not currently live there. The skills of Cook County workers are significant to Will's future since nearly half of in-migration comes from that county.
- Assisting immigrants in adapting socially and economically is critical, since the national and local economy are dependent on their labor, their cultural contributions, and their taxes. It is more than just teaching them to communicate well in English; it is also helping their children to excel by providing role models and mentors in school and in community activities.

SECTION 5

PROSPERITY IS UNEVEN

Recession Differentially Impacts Industries, Occupations, and Demographic Groups

EPI[13] stated that when national unemployment is at 6.5% or higher, it is even higher for cyclically sensitive occupations, industries, and demographic groups. Data from the Illinois Department of Employment Security (IDES) shows that the unemployment rate in Will County grew from a 5.2% average unemployment rate in 2001, to 6.8% in December of 2002. A statewide report of the characteristics of the insured unemployed for December, 2002 supports EPI's contention that industries, occupations, and demographic groups are differentially affected by the economic downturn.

Table 17: Unemployment Claimants by Race, December 2002

Race/Ethnicity	Percent of All Claimants in December, 2002
White	60.37%
Black	20.32%
Hispanic	16.79%

Source: Illinois Department of Employment Security

While minorities comprise a smaller percentage than whites, the percentages are far higher than those groups' incidence in the general population.

The following Mass Layoff Statistics (MLS) reflect Extended Mass Layoffs, which include layoffs with at least 50 separations that lasted more than 30 days and include seasonal, economic cutbacks, and layoffs with and without recalls. Note also that these data reflect layoffs at establishments located within the county, not necessarily workers who live in the county.

Table 18: Mass Layoff Statistics September 2001- September 2002 for WIA 10 – Will

Industry	Number of Layoff Events	Number of Workers Separated
Agriculture	0	0
Construction	5	430
Manufacturing	4	427
Transportation, Communication & Public Utilities	*	*
Wholesale Trade	0	0
Retail Trade	0	0
Finance, Insurance & Real Estate	0	0
Services	4	477
Total	**15**	**1,454**

* Suppressed to avoid potential disclosure of individual employers.
Source: Illinois Department of Employment Security

Between September 2001 and September 2002, the largest reportable layoffs were in construction, manufacturing, and services. But considering how much smaller construction and manufacturing are than services, it is easy to tell that they were differentially affected.

The unemployment rate hides a deeper issue. Higher unemployment results in greater underemployment. EPI asserts that "Overall, as unemployment rises there is a corresponding deterioration of job quality as people reluctantly accept temporary or part-time jobs, jobs that offer fewer hours, or jobs for which they are overqualified. In fact, this growth in underemployment is larger than the actual growth in unemployment ...[F]amilies in the bottom 40% of the wage scale are the most vulnerable group, with a 6.5% unemployment rate resulting in a 9% loss in annual earnings." Earnings declines for middle income families, on the other hand, are only 4.5% and only 3% for families in the upper 40%. Inequality grows more slowly when the labor market is doing well. The divide between the haves and the have nots increases when unemployment rises.

Poverty Exists in the Midst of Plenty

The 1990's were years of unprecedented high employment and prosperity. However, not everyone benefited. While only 2.4% of Will County residents were determined to have incomes less than 50% of poverty level at the time of the 2000 census, that small percentage represents nearly 12,000 people in extreme poverty. Remember, these 12,000 residents aren't at the poverty level, they are at 50% of that level (Figure 24).

Will County ties for third place in the region for the percentage of families who are in poverty. Its 5.3% rate represents 7,023 families who are very poor in a relatively affluent county (Figure 25). Income levels vary widely throughout the county and the region, with clusters of high and low income households. Figure 26 shows the median income in 2000 by zip code tabulation area (ZCTA) throughout the region.

While most of Will County falls into the $50,000 to $74,000 range, the far northwest corner (bordering DuPage) contains a few areas of higher median incomes, while the middle and southeastern sections have pockets of lower income.

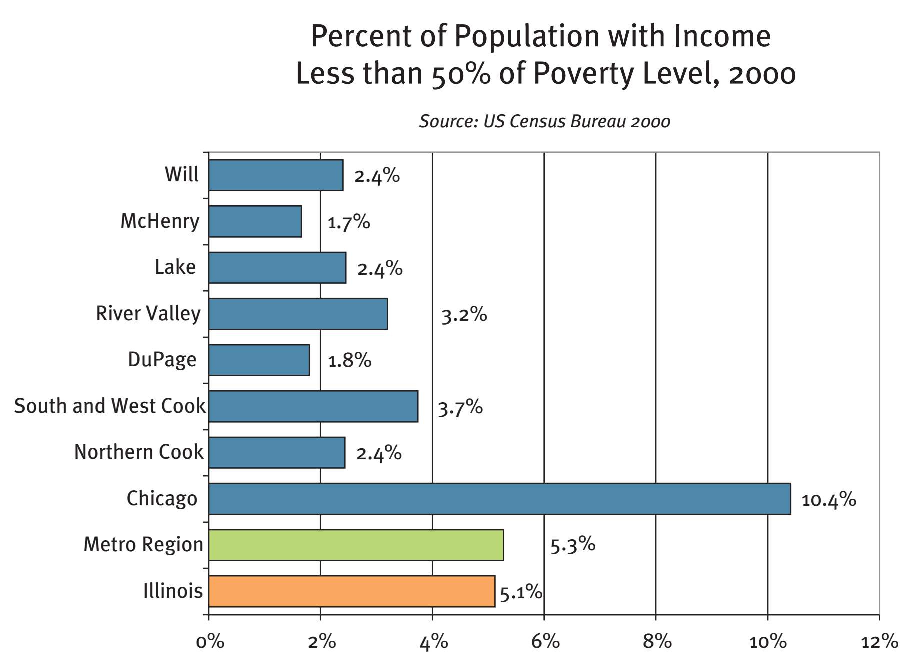


Figure 24

Percent of Families in Poverty, 2000

Source: US Census Bureau 2000

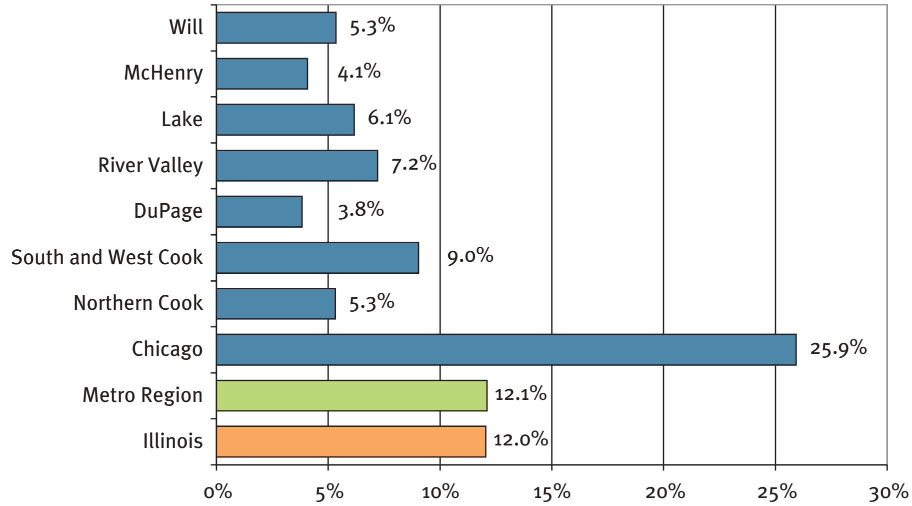


Figure 25

Median Household Income by ZCTA, Metro Region, 1999

Source: US Census Bureau 2000

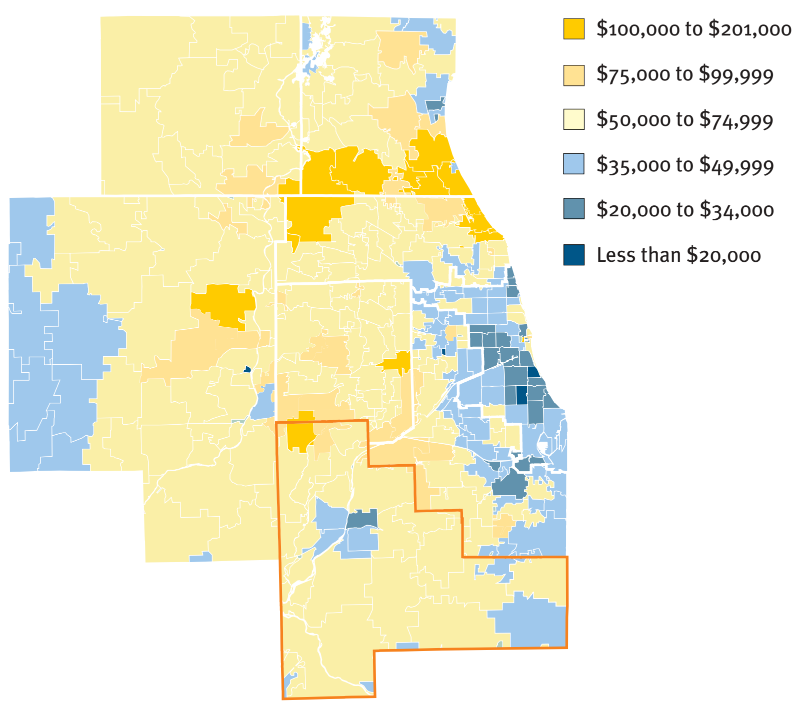


Figure 26

The kind of jobs held by low skill/low wage earners are often those without benefits. EPI[14] noted that benefits declined nationally in the late 1990s. The Aspen Institute ("Grow Faster Together or Grow Slowly Apart") noted that after two decades of growth and prosperity, the country still has "a third of all full-time workers without health insurance, more than half without employer-provided pension coverage, and one in five families unable to earn enough to escape poverty without social assistance." On a local level, "Regional Realities: Chicago Metropolis 2020" pointed out that between 1995 and 1998, the share of residents lacking health insurance in the region increased from 13.9% to 18.7%, resulting in a rate above the national average.

EPI's paper also noted that as wages fell for the typical worker, executive pay rose dramatically. "In 1965, CEOs made 26 times more than a typical worker; this ratio had risen to 72-to-1 by 1989 and to 310-to-1 by 2000. U.S. CEOs make about three times as much as their counterparts abroad." The list of the top 15 occupations by size in the county shows Chief Executives in the number one spot, with 4,258 individuals engaged in that occupation at a median wage of $103,424 per year. However, the next largest occupation in Will County is retail salespersons (4,215 people with a median income of $20,523 per year) followed by cashiers (3,689 individuals with a median income of $15,606 per year). The "haves" and "have nots" implications are striking. A Chicago Metropolis 2020 survey reported that 3 out of 4 residents in the region believe the region will be weakened if some residents are left behind in access to jobs. But it isn't just lack of job access that will weaken the region. It is lack of access to good jobs – including the skills required to qualify for those jobs.

Youth suffer poverty at a higher rate than adults. Since low income follows low school performance, the family financial situation may be fated to repeat itself.

Will County has the third highest rate of low-income students among the eight workforce investment areas in the region at 18.6%.

It also has between the 2nd and 3rd highest percent of students scoring below state standards on various sections of the state assessment test, with a range of 37.8% to 46.3% of its 11th graders below state standards in the five parts of the state assessment test. Will County students failed to meet state standards for science and math more frequently than they failed other parts of the test.

The National Assessment of Education Progress (NAEP) analyzed student achievement in 2000 relative to the poverty level of public schools, as measured by the percent of students eligible for free or reduced price lunch . They found that schools with high percentages of youth in poverty have lower test scores. Most importantly, students who are not personally eligible for the free lunch but who attend schools with high rates of poverty scored lower than those in schools with lower rates of poverty. In addition to lower scores, schools with higher poverty rates were found to have:

- Higher rates of absenteeism.
- A lower percentage of students with a "very positive" attitude toward academic achievement.
- Less parental involvement.

The following maps graphically depict the connection between low income and poor outcomes. The connection between poverty and performance is stronger than the connection between performance and teacher quality or instructional expenditures.

14 "The State of Working America, 2002-2003;" Economic Policy Institute; (www.epinet.org, 11/7/02)

% Low Income Students, 2001-2002 School Year

Source: Illinois State Board of Education

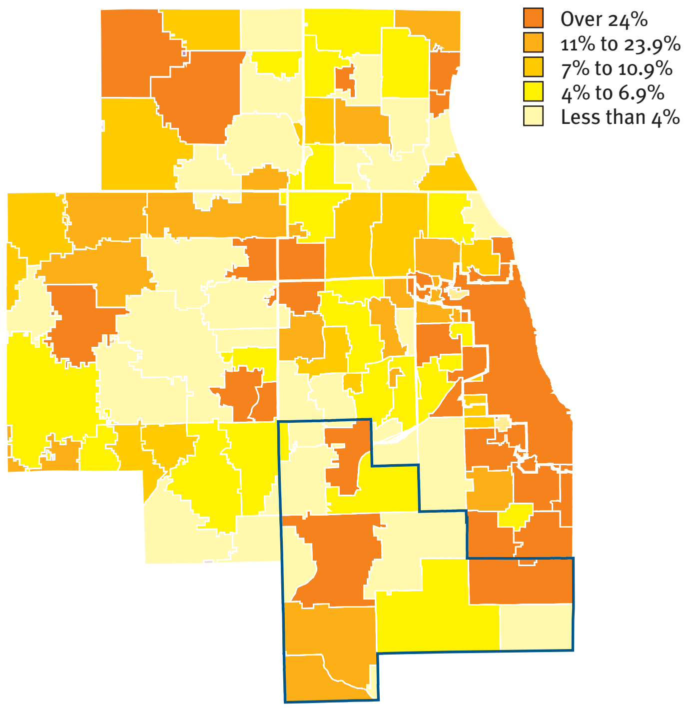


Figure 27

Dropout Rates for Public Schools by School District, 2001-2002 School Year

Source: Illinois State Board of Education

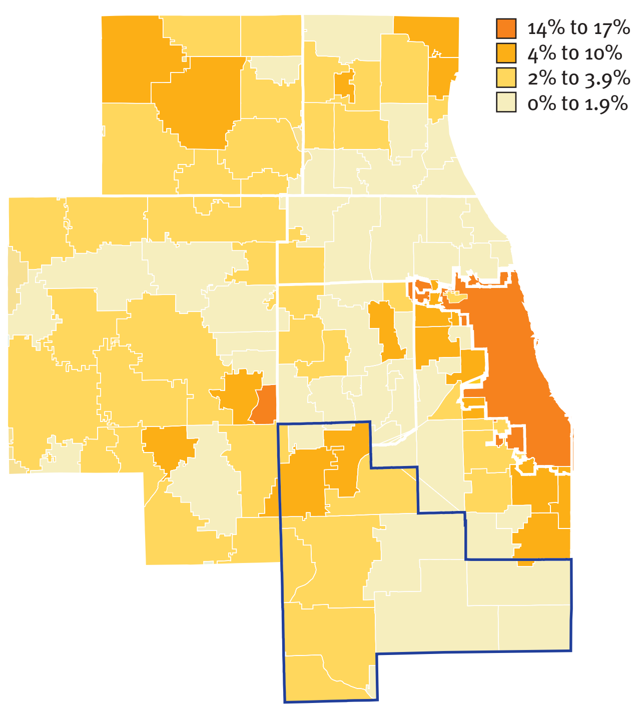
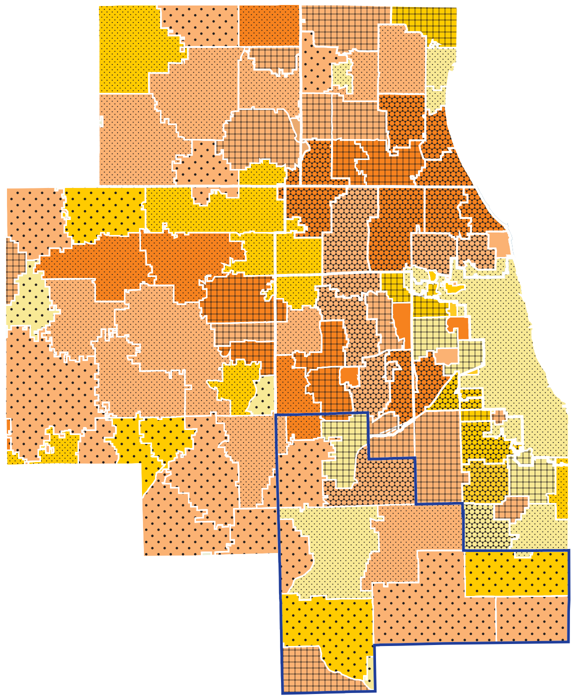


Figure 28

Teacher Quality Compared To Composite PSAE Scores, 2001-2002 School Year

Source: Illinois State Board Education



% of Teachers with Masters Degree or Higher

- 69% to 83%
- 56% to 68%
- 42% to 55%
- 19% to 41%

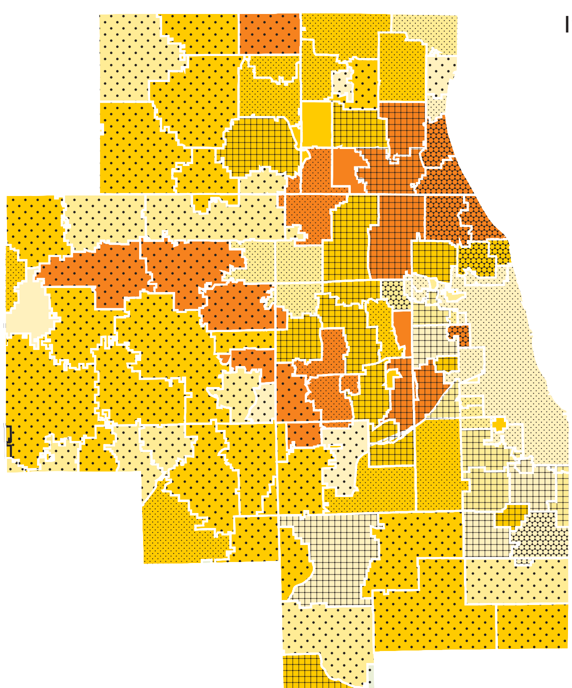
PSAE Overall Performance (% Meets or Exceeds Expectations)

- 70% to 90%
- 57% to 69%
- 42% to 56%
- Less Than 42%

Figure 29

Instructional Expediture Compared to Composite PSAE Scores 2001-2002 School Year

Source: Illinois State Board of Education



Instructional Expediture Per Pupil

- $7,500 to $9,100
- $6,000 to $7,499
- $4,500 to $5,999
- $3,000 to $4,499

PSAE Overall Performance (% Meets or Exceeds Expectations)

- 70% to 90%
- 57% to 69%
- 42% to 56%
- Less than 42%

Figure 30

Internet access constitutes another kind of divide that is contributing to the growing dichotomy between the "haves" and "have nots." MSNPC reported that as many as 50 million adults are in danger of becoming functionally illiterate because of lack of access to the internet. Gartner Group, Inc., a technology consulting firm, predicted that 75% of U.S. households would be linked to the internet by 2005. The study found that only 35% of low income adults had access compared to 53% in the middle income group, 79% in the upper-middle bracket, and 83% in the top bracket. The researchers pointed to not one, but three digital divides:

- Access to the internet;
- Knowledge of how to use it well enough to take advantage of its benefits; and
- Access through high-speed cable, DSL, or other broadband delivery systems.

While we do not have data on the ownership of home computers or internet access for Will County, we can assume that the poor in the county have the same barriers to access, resulting in the same kind of divide that disadvantaged individuals face everywhere.

Bottom Line

- Maintaining and growing the economy of Will County and the region will be dependent upon:
  - Growing the right kind of industries and employers: industries that contribute to the "new economy," require and reward skills, train the workforce, and provide benefits.
  - Developing the workforce for the right kinds of occupations: occupations that have employment and wage growth potential and that make use of high skills.
  - Ensuring various demographic groups are not left behind.
- Low income and underemployed individuals need skill development to help them maximize their earning power and to relieve social stressors caused by a "haves" and "have nots" society. EPI states in the "State of Working America" that the U.S. economy "has consistently produced the highest levels of economic inequality" and "..our willingness to alter these structural constraints in the labor market will determine the future living standards of working America."
- Poverty has a tendency to perpetuate itself. Strategies to meet the academic and social needs of low-income youth need to be expanded or created. There are examples around the nation of low-income schools that became high performance organizations.
- Low-income individuals need inexpensive or no-cost access to PCs and broadband internet connections to keep the digital – and economic – divide from growing.

SECTION 6

THE SUPPORT INFRASTRUCTURE IS RELATIVELY GOOD NOW, BUT MAY BE TRENDING TOWARD INADEQUATE

A workforce needs housing, transportation, health insurance, child care and elder care to permit workers to fully participate in the workforce and afford them a reasonable quality of life. One of the most important assets Will County offers is relatively affordable housing compared to the rest of the region.

Housing is Relatively Affordable

To determine housing affordability, the median housing cost of each zip code was divided by the median household income of the residents of that zip code. The resulting ratio determines whether housing in the area is affordable, in which a result of less than 2.5 is affordable, 2.5-3.5 is somewhat affordable, and 3.5 is not affordable.

Housing Affordability[18] Index by ZCTA, Metro Region, 1999

Source: US Census Bureau 2000

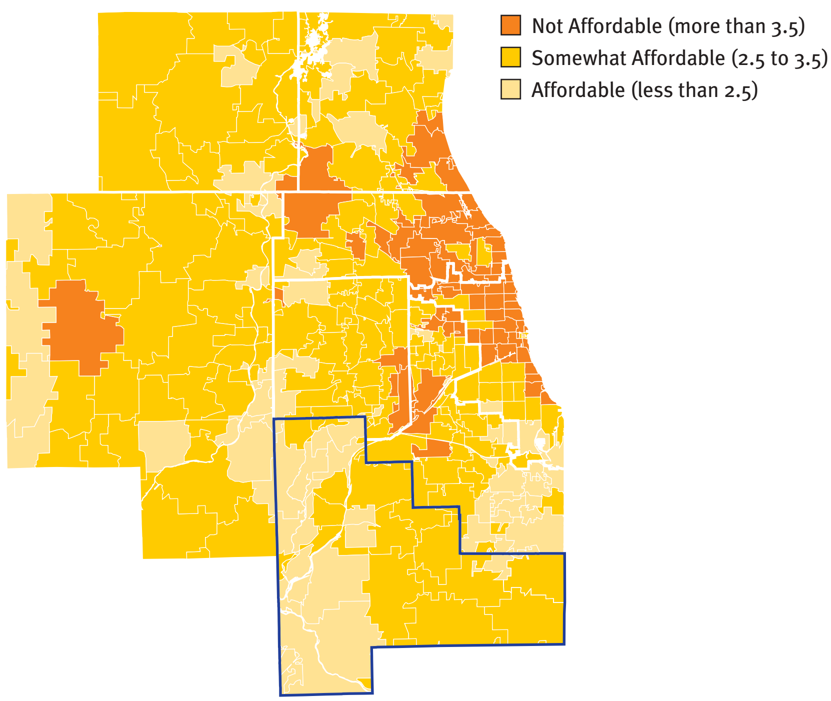


Figure 31

All zip code tabulation areas (ZCTAs) in Will County fall into the “Affordable” or “Somewhat Affordable” categories. Will County has the largest percentage of affordable housing ZCTAs in the metro region, particularly in the western half of the county. To add to its desirability, Will County is the only county in the region with an adequate supply of available rental housing (7% vacancy rate).

Will County is below the regional average for increase in severely crowded housing units (defined as dwelling with more than 1.5 occupants per room). The regional average was 68.4% and Will was 66.2%. Will County’s high occupancy rate as of 1999 was only .8%, the lowest in the region.

However, rental housing for moderate-income families (those below $40,000) is not keeping pace with job growth in Will County (Chicago Metropolis 2020). A further problem exists in the most southeastern ZCTA and one of the ZCTAs in the central part of the county. These areas showed lower median incomes (see the median income map) but have housing that is only "somewhat affordable."

Because of its affordability, Will County has the largest net out-commuting of the entire metropolitan region. Nearly half of the residents who work leave the county to work. Residents are caught in the increasing congestion on the roadways. Chicago Metropolis 2020 reports that region-wide:

- Only 9% of new housing between 1990 and 1995 was built within _ mile of a Metra or CTA station, compared to 46% prior to 1990.

- The share of new jobs located near transit stations declined from 49% in 1990 to 46% in 1995.

- Drivers experience at least 44 hours of traffic delay per year due to congestion, an increase from 31 hours in 1990.

The Northeastern Illinois Planning Commission adopted a guideline in 1990 that used an average auto-commute distance of 8 miles as desirable for people in moderate to low-income households. The Center for Neighborhood Technology noted in its report of September, 2002, "Changing Direction: Transportation Choices for 2030," that there is a jobs-housing imbalance, particularly from the communities with the least household resources. Low-income households are unable to find affordable housing near new job centers, or to find jobs near moderately-priced housing Transportation is the second highest expenditure for families behind housing, consuming about 19% of the average household budget. But whereas an investment in home ownership creates wealth, expenditures for transportation create debt.

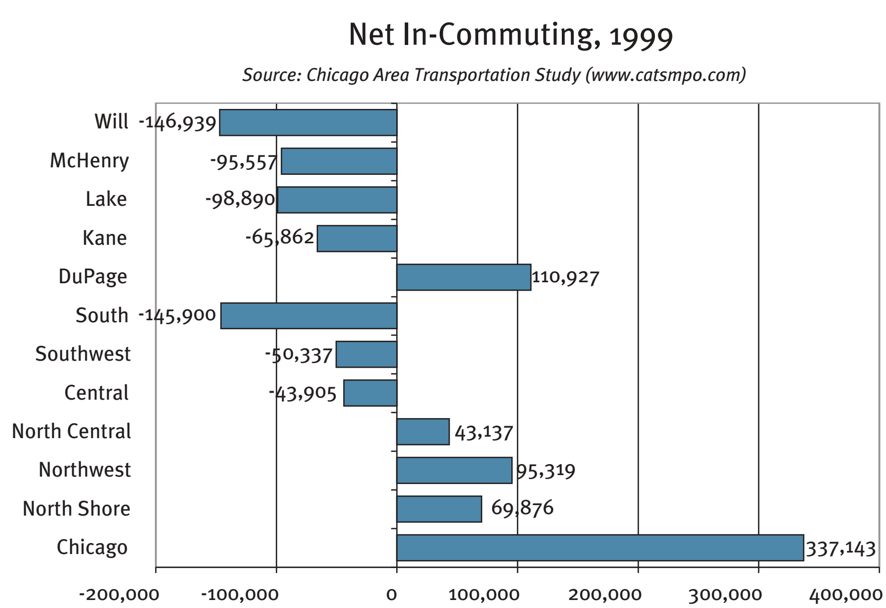


Figure 32

Commuting is Becoming More Difficult

Note: a map outlining the commuting areas that are referenced in the following pages may be found in the appendices.

Of all Will County residents who work, just over half (50.6%) work in Will County. The remainder commute out of the county for work – 17.4% to DuPage County, and 12.1% to Chicago.

Table 19: Workforce Destination of Will County-Resident Workers, 1999

Workplace Destination of Will County Resident Labor Force	Will County Resident Labor ForceWorking in Area	% of Will County Resident Labor Force
Chicago	42,032	12.1%
North Shore	3	0.0%
Northwest	21	0.0%
North Central	455	0.1%
Central	2,723	0.8%
Southwest	20,980	6.1%
South	37,303	10.8%
DuPage	60,446	17.4%
Kane	7,427	2.1%
Lake	0	0.0%
McHenry	0	0.0%
Will	175,218	50.6%
Total	**346,608**	**100.0%**

Source: Chicago Area Transportation Study (www.catsmpo.com)

Will County residents have the third highest travel time to work in the Metro Region, at 32 minutes (Figure 33). This is not surprising given the daily workforce departures to Chicago, Southwest Cook, South Cook, and DuPage.

Contributing to the congestion, 83% of Will County residents travel to work in their own cars, while another 8% car pool. Only 4% use public transportation (Figure 34). Around 42,000 Will County residents work in Chicago – 12.1% of the people who work. But only 4% of all workers use public transportation despite easy public transportation into the city. Increasing the use of public transportation could do much to alleviate road congestion. In addition to conserving household resources and increasing air quality, pedestrian traffic near public transit stations and stops can stimulate local economic development.

Figure 36 may explain why there is a reluctance to use public transportation if it takes longer on average than personal transportation. Possibly those using public transportation are traveling much further to work, require time-consuming transfers, or other reasons. To relieve traffic congestion on Highway 55, more needs to be understood about the factors that influence the use of public transport.

The number of registered vehicles in the county rose from 295,411 in 1992 to 345,644 in 1998. Vehicle miles traveled per capita rose from 7,663 to 8,139 between 1992 and 1997.

The ratio of future employment to population in Will County is the lowest of the suburban counties, which means that fewer people will both live and work in Will County compared to other counties. There will be more inter-county and long-distance travel, further congesting the roadways.

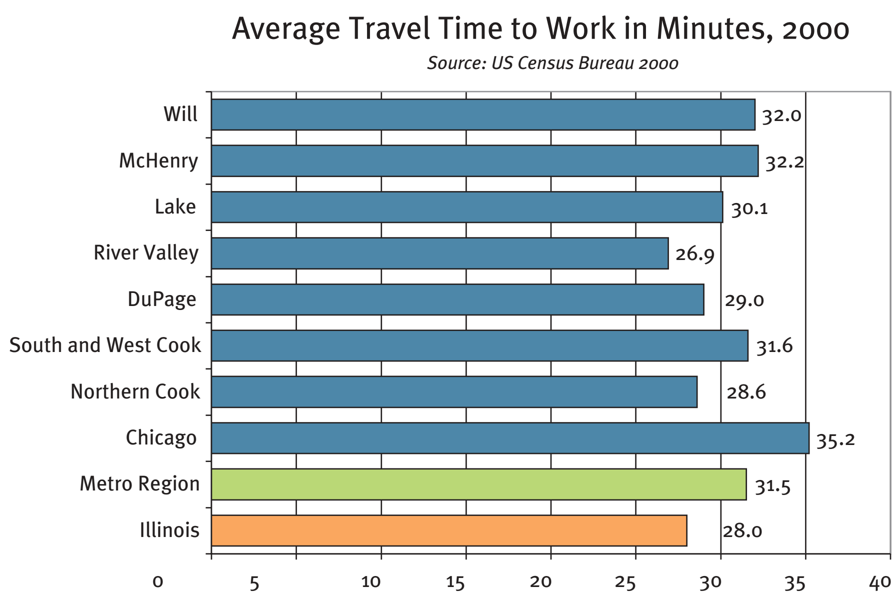


Figure 33

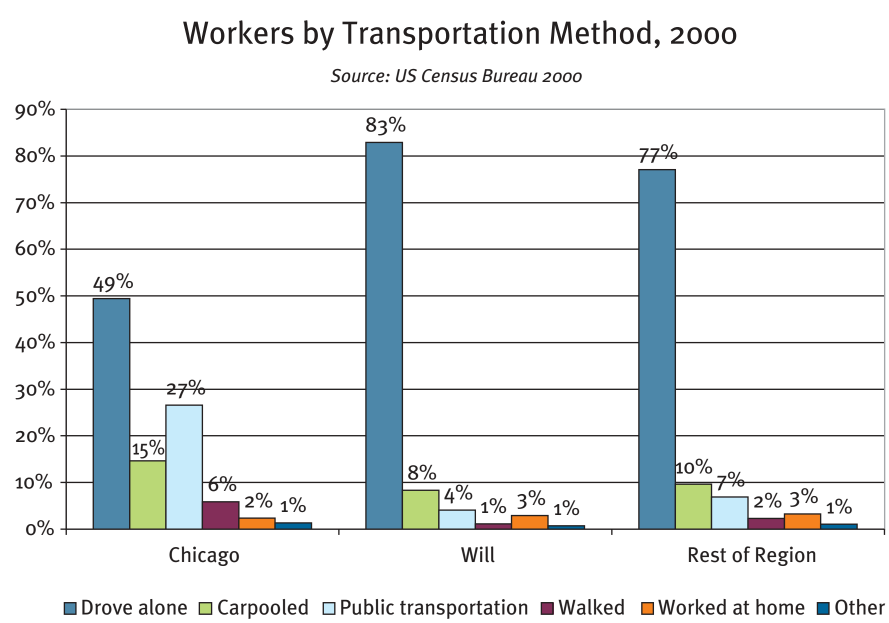


Figure 34

Travel Time for Workers Not Using Public Transportation, 2000

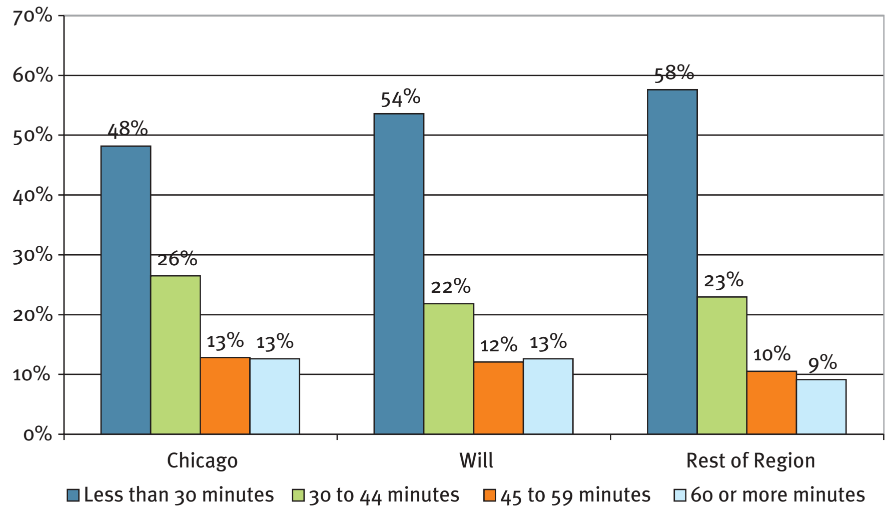


Figure 35

Travel Time for Workers Using Public Transportation, 2000

Source: US Census Bureau 2000

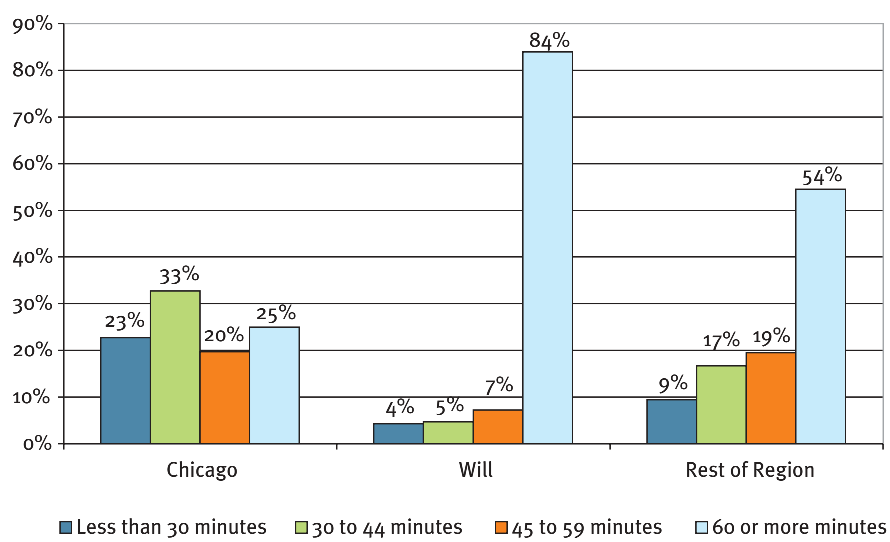


Figure 36

Child Care and Elder Care

Licensed childcare centers rose from 86 in 1999 to 102 in 2001. Licensed homes increased from 268 to 310 over the same two-year period. Information on elder care is not available, but given the aging population and other statistics cited earlier, would be worth investigating.

Bottom Line

- Will County attracts people and jobs because it has a good quality of life. Without attention being paid to how and where rapid development occurs, that quality of life is in danger of being lost to problems shared with the big city. The location of new development in proximity to public transportation must be taken into consideration, and carpooling and bus/train ridership promoted to relieve congestion, pollution, and traffic incidents.

- A shortage of rental housing in the county for those income groups who need it most may exacerbate a shortage of entry-level workers and increase the “haves and have nots” gap.

- Child care and elder care must be available at the community level, both to enable workers to work as well as to avoid additional commuting time and distance to take dependents to care situations.

RECOMMENDATIONS FOR ACTION

The State of the Workforce Report raises many issues that require action. There is no significance to the order of the recommendations, nor are they meant to be prescriptive or exhaustive. Rather, this is an attempt to help guide the community in "getting started" after reviewing this report and discussing a multitude of issues.

It should also be noted that in many cases initiatives are already underway to address some parts of specific recommendations. The next steps are to build on the existing efforts and to expand them to encompass the broader issues covered in the recommendations.

Target economic development efforts and incentives toward employers who bring high skill, high wage jobs with benefits and growth potential. The times of "any job is a good job" are past. The future of the local economy will be determined by the kinds of industries and jobs it attracts.

Provide assistance or incentives for small employers to invest in skill training. Small businesses are employing an increasingly large share of the labor force, but are less able to provide training to their workers. Small employers may need technical assistance and/or tax or other incentives to help them upgrade the skills and productivity of their workforces.

Develop regional skill alliances. The Chicago metropolitan area is one labor market. Approaching skill development as a region and targeting key industries is more likely to be successful than isolated training programs in each community.

Develop programs to assist low-wage workers and the underemployed with the training and supports they need to increase their earnings. Residents in the Chicago metropolitan area have voiced concern about leaving some youth and adults behind. Assisting disadvantaged individuals to move upwards not only improves their individual situations, but frees entry level jobs for the next generation of new workers. Supports include job training, child care (particularly 3rd shift, sick child, and emergency) transportation, career counseling, health care coverage, and substance abuse counseling.

Increase labor market and career awareness for youth, counselors, teachers, administrators, and parents. There are excellent jobs available at every level of education and training preparation, but people must know what those occupations are and understand the education and skill requirements of those occupations.

Incorporate the 21st Century Curriculum into workforce training and K-16 education. Skill and knowledge requirements are changing. Traditional curricula are simply not adequate to meet the needs of the new economy. Everyone should be prepared to be productive and successful in the new economy.

Assist immigrants and culturally diverse workers to adapt to the American work culture. English as a second language instruction should target "workforce English" first and conversational English second. It is more important for workers to be safe on the job and productive first so they can keep their jobs, and then move to conversational instruction so they can feel belonging to the community.

Replace needs-based assessments and seat-time instruction with skill-based assessment and credentials. Public entities can choose to only fund training that results in transferable skills and credentials, producing a bigger bang for the public dollar while providing workers with skills they can take beyond the immediate job placement.

Research what the baby boomer generation will do and plan accordingly. The boomer generation is too large to ignore and can have too big an impact on the local economy. Understanding what their work, retirement, and living location plans are is critical to develop the right kinds of strategies for the workforce.

Increase computer literacy in the classroom and make computer literacy training as readily available in the community as adult basic education. Broaden home internet access. Everyone must be encouraged to learn computer skills in a safe, no cost environment. Home internet access should be as common as home telephone access.

Connect housing development to public transportation accessibility and develop incentives and awareness programs to increase the use of public transport. There are many reasons for reducing dependence on individual automobiles. Pollution, traffic fatalities, time wasted in traffic congestion, as well as the demand for oil are good reasons.

Develop effective governing systems for workforce development systems. Public dollars for workforce development are declining, so expenditures of funds and staff efforts must be targeted and efficient. The fragmentation of programs that is a nation-wide problem can be alleviated through better oversight and accountability.

APPENDIX A: NOTES AND DEFINITIONS

Geographic Definitions

Metropolitan Region – Refers to the eight workforce investment areas involved in this project: Chicago, Northern Cook, South and West Cook, DuPage, River Valley, Lake, McHenry and Will.

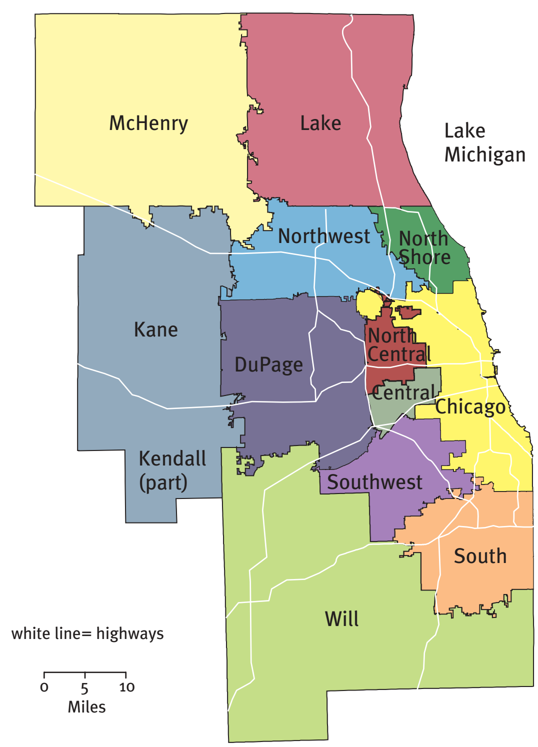
River Valley – The name of the state-recognized workforce investment area made up of Kane, Kendall and DeKalb counties.

Rest of Region – In some charts, data is given for Chicago, Will County, and "rest of region." This includes the Northern Cook, South and West Cook, DuPage, Lake, McHenry and River Valley workforce investment areas.

ZCTA – Zip Code Tabulation Area. A geographic area used for Census tabulations that approximates the delivery area for a five-digit or a three-digit ZIP Code. ZCTAs do not precisely depict the area within which mail deliveries associated with that ZIP Code occur.

Commuting Regions – Data regarding commuting was taken from the Chicago Area Transportation Study. The study used its own set of predefined areas as shown below:

Chicago Area Transportation Study Commuting Areas
January 2001



Industry Definitions

The North American Industrial Classification System (NAICS) is replacing the old Standard Industrial Classification (SIC) system for national, state, and local data. The Illinois Department of Employment Security is publishing both series for the 1st Quarter of 2001, but only SIC data is available prior to 2001. We have chosen to use both series, NAICS because we believe it provides a more comprehensive, accurate view of the labor market, and SIC because it is the only means by which to show historical growth patterns.

Due to the newness of NAICS, we are providing a sample of the types of sectors contained within each major industry:

Note: Italics are Major Industries combined in order to provide more descriptive industries.

Industry Definitions

INDUSTRY	SAMPLE SECTORS
Construction	Contracting including building, developing, general; heavy construction of roads and bridges; special trade (plumbers, electricians, etc.)
Manufacturing	Apparel; computers and electronics; food; machinery; etc.
Logistics and Distribution	*Wholesale Trade* (major industry) *Transportation and Warehousing* (including air, rail, water, truck, and transit transportation; postal service; couriers; warehousing and storage)
Retail Trade	Auto furniture; electronics; building materials and garden; food and beverage; health and personal care; gasoline; clothing; sporting goods; hobby; book; music; general merchandise; etc.
Information	Publishing; motion picture and sound recording; broadcasting and telecommunications (cable, cellular, etc.); information services and data processing (on-line information services, data processing, news syndicates, libraries, etc).
Business and Finance	*Management Of Companies And Enterprises; Real Estate And Rental And Leasing; Business and Finance* (commercial banking; credit union; consumer lending; real estate financing; securities; investment advice; and insurance carriers.
Professional, Scientific and Technical Services	Legal; accounting; architectural; engineering; interior design; graphical design; custom computer programming; computer systems design; management consulting; executive search; marketing consultation; environ mental consulting; scientific research; advertising and public relations; photographic services; veterinary services, etc.
Administrative and Support and Technical Services	Office and administrative; facilities support; employment placement agencies, temporary help services; telephone call services; collection agencies; credit bureaus; court reporting; travel agencies; investigation and security services; armored car services; janitorial services; landscaping service; convention and trade show organizers; waste collection; waste treatment and disposal, etc.
Educational Services	Private Elementary and secondary schools; junior colleges; colleges, universities, and professional schools; business schools; computer training; professional and management development; technical and trade schools; apprenticeship training; fine arts; language; exam preparation and tutoring; automobile driving, etc.

Industry Definitions Continued

Health Care and Social Assistance	Ambulatory; offices of physicians and other practitioners (optometrists, dentists, etc.); outpatient care; medical and diagnostic laboratories; hospitals; nursing and residential care; social assistance including child and youth services; services for the elderly and persons with disabilities; community food and housing; child care day services, etc.
Hospitality and Tourism	*Arts, Entertainment, and Recreation* (performing arts; spectator sports; museums; zoos; historical sites; amusement; gambling; skiing; marinas, etc.); combined with Accommodations (hotels; casino hotels; RV parks; restaurants; cafeterias; drinking places, etc.)
Other (not Government)	Major industries without significant employment including Agriculture, *Forestry, and Fishing; Mining; Utilities; Other Services; and Non-Classified.*
Government	Public Education; Executive and Legislative; Justice, Public Order and Safety; Administration of Human Resources; Administration of Environmental Quality; and Administration of Housing, Urban Planning, and Community Development; National Security, etc.

NWCET Definitions

NWCET Employability Skills

Communication Skills include communication with team members, supervisors and subordinates, customers and clients, and between different groups that is timely and appropriate.

Organizational Skills include the ability to identify and define tasks, track milestones, recognize when a project timeline is running into problems and to take appropriate action.

Team Contribution and Leadership includes the ability to work with team members with different backgrounds and diverse communication styles, the ability to take on different team roles, and the ability to read the team as a whole and individually.

Professionalism includes good work ethics, particularly showing up on time, understanding and following company procedures, and who relate to coworkers and customers with respect.

Critical Thinking and Decision Making includes correctly analyzing situations, understanding tradeoffs, making good recommendations, and making the right choices.

Customer Relations includes the ability to solicit and listen to feedback and to effectively address customer issues and concerns.

Self-Directed and Continuous Learning includes the need for employees to continuously engage in self-assessment against the technological landscape of skills and knowledge and to take proactive steps toward enrolling in continuous training for their trade.

NWCET Cross-Sector Core Skill Areas

Project Management includes activities such as: defining the scope of the project; identifying stakeholders, developing task lists, estimating time requirements, evaluating project requirements, tracking milestones, securing needed resources, reporting progress, and many others.

Task Management includes developing time and activity plans to achieve objectives, coordinating and implementing work processes and procedures, and monitoring, analyzing processes and procedures and maintaining status reports.

Problem-Solving / Troubleshooting includes defining the problem, performing analysis to identify the cause(s), identifying and testing possible solutions, developing and implementing a resolution plan, and evaluating the problem solving process and outcomes.

NWCET Core Curriculum[17]

Analytical Skills and Problem Solving includes hypothesis development and design, statistical analysis, and business environment skills.

Business Organization and Environment includes principles of accounting, professional development, and computer trends in business and society.

Coordination and Communication Skills includes customer relations, project management, communication, teamwork, and written communication.

Project and Process Flow Skills includes analysis and synthesis, project documentation, proposal writing, quality assurance, research, and user testing and validation.

Core Computer Software and Hardware Skills includes database applications, email, hardware installation and configuration, Internet, network technologies, presentation software, principles of programming, software installation and configuration, spreadsheet applications, Windows environment, and word processing.

Core Field of Study Skills (not included in NWCET definition but added by the author) includes field-specific skills, e.g., special trades for a general contractor, culinary arts for a chef, therapy and counseling for a social worker, and so forth.

[17] Referred to as "IT Core Curriculum" in publication; the author of this report has omitted the "IT" to more accurately reflect the all-industry need.

APPENDIX B: SUMMARY OF SOURCES

Aspen Institute
Skill and worker gaps ("Grow Faster Together or Grow Slowly Apart")
www.aspeninstitute.org

ASTD
ASTD Benchmarking Survey 2000 (training practices)
www.astd.org

Bureau of the Census, United States
Department of Commerce
U.S. Census 2000
www.census.gov

Chicago Area Transportation Study
Commuting patterns
www.catsmpo.com

Chicago Metropolis 2020
Health insurance and housing data
www.chicagometropolis2020.org

Economic Policy Institute
Jobless recovery and impact of recession on the poor
www.epinet.org

Federation for American Immigration Reform
Birth rates among immigrants
www.fairus.org

Getting Real: Helping Teens Find their Future;
Kenneth Gray; Corwin Press, Inc., 2000
National data on college attendance and completion

Illinois Department of Employment Security
State and local labor market information
http://lmi.ides.state.il.us/

Illinois Kids Count
Kids Count 2002
www.voices4kids.org

Illinois State Board of Education
K-12 education data
http://www.isbe.state.il.us/

Lycos
Definition of the "New Economy"
www.hotwired.lycos.com

MSNBC
Digital divide
Impact of immigrants on economy
www.msnbc.com/news

National Assessment of Educational Progress
Student achievement in schools with high poverty rates
www.nces.ed.gov

National Governor's Association
Training investment capacity among small firms ("A Governor's Guide to Creating a 21st Century Workforce", 2002)
www.nga.org

Northeastern Illinois Planning Commission
Balance of housing and jobs; recommended commute distance
www.nipc.cog.il.us

Northern Illinois University
Migration of firms moving into and out of county
www.nibidc.com

Progressive Policy Institute
Metropolitan New Economy Index
www.ppionline.org

Virginia's A.L. Philpott Manufacturing Extension Partnership
Multiplier effect of manufacturing employment
www.vpmep.org

Will County Government
Sources of migration into Will County
Population Projections
www.willcountyillinois.com

Will County Center for Economic Development
Top 20 employers in county
Target industries
Percent of students in county pursuing postsecondary degrees
www.c-e-d.org

Workforce Investment Board of Will County
P.O. Box 3847
Joliet, IL 60434-3847