



Regional Plan

Program Years July 1, 2020 – June 30, 2024

Great Northwest Region

Economic Development Region 6

CHAPTER 1. Economic and Workforce Analysis

Introduction to Chapter 1

The Economy and Workforce in Great Northwest Region is embedded with a mixture of industry and occupation sectors separated by those with predominantly high location quotients (LQ) and those with projected growth patterns. In order to effectively contribute to a continuous strengthening economy and workforce, Great Northwest Regional planning partners made a decision to focus on industries that were most impactful to the region based on significant presence and growth potential by creating two (2) focus tiers that are reflective of each category.

Tier One (1) is a result of a 50-year history of being typified by a manufacturing, agriculture, and extraction economy that thrived due to domestic and international trade. This Tier is constructed of more mature industries with high location quotients; Industries include manufacturing, agriculture, distribution/transportation logistics, and healthcare. Tier 2 industries are represented by more emerging industries with projected growth patterns and include: Education, Professional business services/financial activities, construction, self-employed, IT, and leisure/hospitality.

The Economic and workforce analysis below is a depiction of the diversity held within Economic Development Region 6's workforce, and an explanation for the partner decision to create two separate tiers.

a. Provide an analysis of the:

- 1. Economic conditions including existing and emerging in-demand industry sectors and occupations (§679.560(a)(1)(i)):**

a. *What are the Targeted Industries, High Impact Industry Clusters, In-Demand Occupations*

Targeted Industries:

Tier 1 – Manufacturing, Transportation/Distribution/Logistics, Agriculture, Health. Tier 2 – Education, Professional and Business Services, Construction, IT, Self-Employed, Leisure/Hospitality.

High Impact Industries:

Manufacturing, Health, Professional and Business Services (including IT), and Construction.

In-Demand Occupations (based on average annual job openings):

Education beyond Bachelor's Degree required: General & Operations Managers, Financial Managers, Management Analysts, Sales Managers, Clergy, Lawyers, Marketing Managers, Chief Executives, Medical & Health Managers, and Administrative Services Managers.

Bachelor's Degree required:

Registered Nurses, Business Operations Specialists, Accountants & Auditors, Substitute Teachers, Insurance Sales Agents, Market Research Analysts & Specialists, Computer Systems Analysts, Software Applications Developers, and Industrial Engineers.

Associate's Degree required:

Registered Nurses, Computer User Support Specialists, Paralegals & Legal Assistants, Physical Therapist Assistants, Computer Network Specialists, Engineering Technicians, Medical Records/Health Administration Technicians, Dental Hygienists, and Life/Physical/Social Science Technicians.

Postsecondary Vocational Award required:

Nursing Assistants, Automotive Service Techs/Mechanics, Fitness Trainers & Aerobics Instructors, Hairdressers/Hair Stylists/Cosmetologists, Licensed Practical & Vocational Nurses, Pre-school Teachers, Medical Secretaries, Bus/Truck/Diesel Engine Mechanics, Emergency Medical Techs & Paramedics, and Library Technicians.

Long-Term On-the-Job Training required:

Farmers/Ranchers & Other Ag. Managers, Restaurant Cooks, General Maintenance & Repair Workers, Machinists, Carpenters, Police & Sheriff's Patrol Officers, Electricians, Welders/Cutters/Solderers/Brazers, Plumbers/Pipefitters/Steamfitters, and Industrial Machinery Mechanics.

Moderate-Term On-the-Job Training required:

Customer Service Representatives, Heavy and Tractor-Trailer Truck Drivers, Wholesale & Manufacturing Sales Representatives, Secretaries, Production Workers, Bookkeeping/Accounting/Auditing Clerks, Construction Laborers, Services Sales Representatives, Correctional Officers & Jailers, and Inspectors/Testers/Sorters/Weighers.

Short-Term On-the-Job Training required:

Cashiers, Food Preparation & Serving Workers, Retail Salespersons, Laborers/Freight/Stock & Material Movers, Waiters & Waitresses, Stock Clerks & Order Fillers, General Office Clerks, Janitors/Cleaners, Light or Delivery Services Drivers, and Hand Packers & Packagers.

b. What industries and occupations have favorable location quotients? (Table A)

NAICS	Industry	Employment	LQ
3329	Other Fabricated Metal Product Manufacturing	1,071	2.93
3352	Household Appliance Manufacturing	1,100	13.59
3331	Agriculture, Construction, & Mining Machinery Manufacturing	3,300	11.38
3119	Other Food Manufacturing	526	1.78
3259	Other Chemical Product & Preparation Manufacturing	485	4.40
1114	Greenhouse, Nursery & Floriculture Production	700	3.33
1111	Oilseed & Grain Farming	539	7.58
3345	Navigational, Measuring, Electromedical, & Control Instruments Manufacturing	443	0.81
4931	Warehouse & Storage	3,304	2.14
3115	Dairy Product Manufacturing	1,078	5.39
3336	Engine, Turbine, & Power Transmission Equipment Manufacturing	396	3.05
3116	Animal Slaughtering & Processing	2,543	3.72
3362	Motor Vehicle Body & Trailer Manufacturing	1,233	5.76
3259	Other Chemical Product & Preparation Manufacturing	485	4.40
3253	Pesticide, Fertilizer, & Other Agriculture Chemical Manufacturing	113	2.38

Source: JobsEQ, 2nd Quarter 2019.

This table explores industries with significant location quotients, as mentioned in the introduction. Tier 1 Industries include the following: Small Arms, Ordnance, and Ordnance Accessories Manufacturing; Small Electrical Appliance Manufacturing; Farm Machinery and Equipment Manufacturing; Flavoring Syrup and Concentrate Manufacturing; Photographic Film, Paper, Plate, and Chemical Manufacturing; Mushroom Production; Corn Farming; Automatic Environmental Control Manufacturing for Residential, Commercial, and Application Use; Farm Product Warehousing and Storage; Dry, Condensed, and Evaporated Dairy Product Manufacturing; and Mechanical Power Transmission Equipment Manufacturing. All the industries have location quotients of 16 or greater with 3 having location quotients exceeding 30.

Tier 1 Industries with LQ > 1 and Positive Average Annual Growth over Next 3 years (Table B)

NAICS	Industry	Employment	LQ
4931	Warehousing & Storage	3,304	2.14
4832	Inland Water Transportation	2	0.04
6233	Continuing Care Retirement Communities & Assisted Living Facilities for the Elderly	1,907	1.53
4884	Support Activities for Road Transportation	103	0.75
4859	Other Transit & Ground Passenger Transportation	83	0.53
6219	Other Ambulatory Health Care Services	404	0.99
4871	Scenic & Sightseeing Transportation, Land	29	1.50

Source: JobsEQ, 2nd Quarter 2019.

The Tier 1 Industries include Manufacturing, Transportation/Distribution/Logistics, Agriculture, and Health. Of those industries only the Health Industry is experiencing or is projected to experience growth over the next 3 years. In fact, of the industries listed in the previous table showing the highest location quotients, only one, Farm Product Warehousing and Storage, was projected to grow.

The table above displays the Tier 1 Industries that have positive (1.00 >) location quotients and are projected to grow over the next 3 years. These include Farm Product Warehousing and Storage; General Warehousing and Storage; Inland Water Freight Transportation; Continuing Care Retirement Communities; Other Supported Activities for Road Transportation; Assisted Living Facilities for the Elderly; All Other Transit and Ground Passenger Transportation; Ambulance Services; and Scenic and Sightseeing Transportation, Land. These industries are clustered in the Transportation/Distribution/Logistics and Health Industries.

Industries – Tier 2 (Table C)

NAICS	Industry	Employment	LQ
5619	Other Support Services	1,420	3.23
5622	Waste Treatment & Disposal	1,132	8.79
2211	Electric Power Generation, Transmission & Distribution	1,760	3.5
5418	Advertising, Public Relations, and Related Services	746	1.17
2371	Utility System Construction	987	1.32
2382	Building Equipment Contractors	2,484	0.85
5622	Water Treatment Disposal	1,132	8.79
5221	Depository Credit Intermediation	3,719	1.61
5322	Consumer Goods Rental	89	0.46
2381	Foundation, Structure, & Building Exterior Contractors	936	0.77
5111	Newspaper, Periodical, Book, and Directory Publishers	415	1.06
5321	Automotive Equipment Rental & Leasing	253	0.85
5324	Machinery & Equipment Rental & Leasing	228	1.02
5616	Investigation & Security Services	248	0.20
5151	Radio & Television Broadcasting	185	0.67
5211	Monetary Authorities Central Bank	52	2.01
5419	Other Professional, Scientific, & Technical Services	721	0.73
5191	Other Information Services	44	0.10
5511	Management of Companies & Enterprises	4,805	1.53

Source: JobsEQ, 2nd Quarter 2019.

Great Northwest Region planning team members decided to focus on industries that were most impactful to the region based on significant presence and growth potential. Tier 1 industries are typified as more mature industries. Tier 2 industries are represented by more emerging industries and include Education, Professional and Business Services, Construction, IT, Leisure/Hospitality, and the Self Employed.

Tier 2 industries with favorable location quotients in Great Northwest Region include Packaging and Labeling Services; Solid Waste Landfill; Wind Power Generation; Other Services Related to Advertising; Power and Communication Line and Related Structures Construction; Other Nonresidential Building Equipment Contractors; Video Tape and Disc Rental; Other Nonhazardous Waste Treatment and Disposal; Savings Institutions; Formal Wear and Costume

Rental; Nonresidential Glass and Glazing Contractors; and Newspaper Publishers. These industries have location quotients greater than 2 (2.00>).

Tier 2 Industries with LQ > 1 and Positive Average Annual Growth over Next 3 years (Table D)

NAICS	Industry	Employment	LQ
2371	Utility System Construction	987	1.32
2382	Building Equipment Contractors	2,484	0.85
2381	Foundation, Structure, & Building Exterior Contractors	936	0.77
5324	Machinery & Equipment Rental & Leasing	228	1.02
5191	Other Information Services	44	0.10
2379	Other Heavy and Civil Engineering Construction	258	1.61
2381	Foundation, Structure, and Building Exterior Contractors	936	0.77
5629	Remediation & Other Waste Management Services	260	1.23
2373	Highway, Street, & Bridge Construction	609	1.32
5419	Other Professional, Scientific, & Technical Services	721	0.73

Source: JobsEQ, 2nd Quarter 2019.

When re-examining the location quotient data to include industries with positive average annual growth over the following 3 years, the industry mix changes somewhat. The top Tier 2 industries with both favorable location quotients and favorable annual growth include the following: Power and Communication Line and Related Structures Construction; Other Nonresidential Building Equipment Contractors; Nonresidential Glass and Glazing Contractors; Commercial Air, Rail, and Water Transportation Equipment Rental and Leasing; Libraries and Archives; Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing; Other Heavy and Civil Engineering Construction; Nonresidential Roofing Contractors; Remediation Services; Material Recovery Facilities; Highway, Street, and Bridge Construction; and Veterinary Services.

Occupations: (Table E)

SOC	Occupation	Employment	LQ
19-4051	Nuclear Technicians	211	19.57
51-8011	Nuclear Power Reactor Operators	114	12.29
17-2161	Nuclear Engineers	182	8.30
47-5051	Rock Splitters, Quarry	43	6.44
51-6042	Shoe Machine Operators and Tenders	25	5.21
51-3023	Slaughterers and Meat Packers	488	5.06
49-3041	Farm Equipment Mechanics and Service Technicians	262	4.90
31-2012	Occupational Therapy Aides	44	3.90
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	147	3.77
47-5042	Mine Cutting and Channeling Machine Operators	26	3.74
49-9081	Wind Turbine Service Technicians	37	3.63
53-7031	Dredge Operators	6	3.50
29-2051	Dietetic Technicians	153	3.49
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	622	3.42
33-1011	First-Line Supervisors of Correctional Officers	188	3.32
51-4062	Patternmakers, Metal and Plastic	13	3.07
51-9193	Cooling and Freezing Equipment Operators and Tenders	35	2.93
51-4041	Machinists	1,520	2.89
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	69	2.74
47-5041	Continuous Mining Machine Operators	57	2.72

Source: JobsEQ, 2nd Quarter 2019. Data is derived from the Quarterly Census of Employment and Wages from the BLS. It is released each quarter and JobsEQ uses an Industry/Occupation Matrix to estimate the occupational data.

With the industry data, information collected was limited to industries that the region classified as Tier 1 and Tier 2. With occupational information, data was not limited by industry due to the nature of Standard Occupational Codes. Individuals classified as working in computer occupations might work in various industries and not just Information Technology or Computer-related industries in many cases they work in manufacturing, agriculture and other industries but their classification is dependent on job skills and not the industry.

Occupations in Great Northwest Region with favorable location quotients include the following: Nuclear Technicians; Nuclear Power Reactor Operators; Nuclear

Engineers; Rock Splitters, Quarry; Shoe Machine Operators and Tenders; Slaughterers and Meat Packers; Farm Equipment Mechanics and Service Technicians; Occupational Therapy Aides; Lathe and Turning Machine Tool Setter, Operators, and Tenders – Metal and Plastic; Mine Cutting and Channeling Machine Operators; Wind Turbine Service Technicians; Dredge Operators; Dietetic Technicians; Multiple Machine Tool Setters, Operators, and Tenders – Metal and Plastic; First-Line Supervisors of Correctional Officers; and Patternmakers – Metal and Plastic. Of these occupations, only Occupational Therapy Aides and Wind Turbine Service Technicians are projected to experience positive average annual growth over the next 3 years.

Occupations with LQ > 1 and Positive Average Annual Growth over Next 3 years (Table F)

SOC	Occupation	Employment	LQ
31-2012	Occupational Therapy Aides	44	3.90
49-9081	Wind Turbine Service Technicians	37	3.63
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	68	2.13
49-9044	Millwrights	101	1.74
35-3041	Food Servers, Non-restaurant	470	1.33
11-3031	Financial Managers	1,051	1.27
47-4021	Elevator Installers and Repairers	46	1.26
49-9051	Electrical Power-Line Installers and Repairers	199	1.25
47-2071	Paving, Surfacing, and Tamping Equipment Operators	80	1.24
21-1019	Counselors, All Other	46	1.23
29-2041	Emergency Medical Technicians and Paramedics	413	1.22
29-1062	Family and General Practitioners	199	1.21
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	21	1.13
25-1069	Social Sciences Teachers, Postsecondary, All Other	26	1.11
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	43	1.10
47-2072	Pile-Driver Operators	6	1.08
29-2056	Veterinary Technologists and Technicians	149	1.04
11-9021	Construction Managers	584	1.02
29-1131	Veterinarians	111	1.01
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	21	1.01

Source: JobsEQ, 2nd Quarter 2019.

To determine which occupations, have favorable location quotients AND growth, the data was re-analyzed. The occupations that exhibit both favorable location quotients and positive growth are as follows: Occupational Therapy Aides; Wind Turbine Service Technicians; Computer Numerically Controlled Machine Tool Programmers – Metal and Plastic; Millwrights; Food Servers, Non-restaurant; Financial Managers; Elevator Installers and Repairers; Electrical Power-Line Installers and Repairers; Paving, Surfacing, and Tamping Equipment Operators; All Other Counselors; Emergency Medical Technicians and Paramedics; Family and General Practitioners; Radio, Cellular, and Tower Equipment Installers and Repairers; Postsecondary Social Science Teachers; and Septic Tank Servicers and Sewer Pipe Cleaners.

The aforementioned occupations all have location quotients above 1.10 (1.10>). The other occupations listed in the table all have location quotients above 1.00 (1.00>).

c. What industries and occupations have favorable demand projections based on growth?
Industries – Tier 1 (Table G)

NAICS	Industry	Base Employment Number	Annual % Growth (3-year forecast)
6216	Home Health Care Services	1297	3.1%
6213	Offices of Other Health Practitioners	920	0.6%
6241	Individual & Family Services	1227	2.1%
6214	Outpatient Care Centers	343	1.7%
6233	Assisted Living Facilities for the Elderly	1860	1.7%
6219	Other Ambulatory Health Care Services	434	0.7%
4859	Other Transit and Ground Passenger Transportation	108	1.2%
6215	Medical & Diagnostic Laboratories	98	1.5%
6232	Residential Intellectual & Developmental disability, Mental Health & Substance Abuse Facilities	489	0.4%
4871	Scenic and Sightseeing Transportation, Land	19	0.7%
6211	Office of Physicians	2398	0.3%

Source: JobsEQ, 2nd Quarter 2019.

Three of the four Tier 1 Industries (Manufacturing, Transportation/Distribution/ Logistics, and Agriculture) that Great Northwest Region is focused on are not projected to grow significantly over the next 3 years. However, one industry, Health, is projected to exhibit increases in average annual growth. The top five industries based on projected growth are as follows: Home Health Care Services; Offices of Podiatrists; Services for the Elderly and Persons with Disabilities; Offices of Physical, Occupational, and Speech Therapists and Audiologists; and Kidney Dialysis Centers. Out of the rest of the 15 industries in the top 20 (see table above), all but two are classified as “Health”. The two non-Health industries on the list are All Other Transit and Ground Passenger Transportation and Scenic and Sightseeing Transportation (Land).

Industries – Tier 2 (Table H)

NAICS	Industry	Annual % Growth (3-year forecast)
2211	Electric Power Generation, Transmission & Distribution	-2.3%
5191	Other Information Services	1.5%
2371	Utility System Construction	1.0%
6117	Educational Support Services	0.6%
5621	Waste Collection	0.5%
5223	Activities Related To Credit Intermediation	-1.4%
5239	Other Financial Investment Activities	-0.9%
5241	Insurance Carriers	-1.3%
5313	Activities Related to Real Estate	-0.5%
5416	Management, Scientific, Technical Consulting Service	0.8%
5629	Remediation and Other Waste Management Services	0.2%
6116	Other Schools and Instruction	0.4%

Source: JobsEQ, 2nd Quarter 2019.

Industries in Tier 2 (Education, Professional and Business Services, Construction, IT, Self-Employed, Leisure/Hospitality) with the most favorable demand projections based on average annual growth over the next 3 years include the following: Wind Electric Power Generation; Libraries and Archives; Power and Communication Line and Related Structures Construction; Oil and Gas Pipeline and Related Structures Construction; Water and Sewer Line and Related Structures Construction, Educational Support Services; Solid Waste Collection; Mortgage and Nonmortgage Loan

Brokers; Financial Transactions, Processing, Reserve, and Clearinghouse Activities, and Other Activities Related to Credit Intermediation.

Clearly, Construction and Financial Activities predominate in the top 10 industries. The rest of the industries in the table (all industries with a projected annual percentage growth rate of 1.1%) included those from Professional and Business Services and Education.

Occupations: (Table I)

SOC	Occupation	Annual % Growth (3-year forecast)
49-9081	Wind Turbine Service Technicians	7.9%
47-2231	Solar Photovoltaic Installers	5.2%
31-1011	Home Health Aides	3.1%
29-1071	Physician Assistants	2.0%
39-9021	Personal Care Aides	2.0%
29-1171	Nurse Practitioners	1.9%
25-1071	Health Specialties Teachers, Postsecondary	1.7%
49-9051	Electrical Power-Line Installers and Repairers	1.6%
15-2041	Statisticians	1.6%
25-1072	Nursing Instructors and Teachers, Postsecondary	1.5%
21-1013	Marriage and Family Therapists	1.5%
15-1132	Software Developers, Applications	1.4%
31-9092	Medical Assistants	1.3%
15-2011	Actuaries	1.3%
47-5011	Derrick Operators, Oil and Gas	1.3%
49-3091	Bicycle Repairers	1.2%
33-2022	Forest Fire Inspectors and Prevention Specialists	1.1%
31-2021	Physical Therapist Assistants	1.1%
15-2031	Operations Research Analysts	1.1%
31-2022	Physical Therapist Aides	1.1%
15-2021	Mathematicians	1.1%

Source: JobsEQ, 2nd Quarter 2019.

Occupational information was reviewed without regards to industry classification. The top 10 occupations with the most favorable demand projections based on average annual growth over the next 3 years include the following: Wind Turbine Service Technicians; Solar Photovoltaic Installers; Home Health Aides; Physician Assistants; Personal Care Aides; Nurse Practitioners; Postsecondary Health Specialties Teachers; Electrical Power-Line Installers; Statisticians; and Postsecondary Nursing Instructors and Teachers. Nine out of 10 of the fastest growing occupations can be classified as Health, Education, or Construction related. Most of the other occupations on the list are also in Health but also Professional and Business Services and Construction.

Source: JobsEQ, 2nd Quarter 2019.

For Great Northwest Region, a primary and immediate focus of its workforce development plan and training initiatives will need to be focused on replacing workers existing industries. The area workforce is aging, and retirements are projected to rapidly increase over the next few years. Additionally, low unemployment is forcing industries to compete for workers who have more opportunities to transfer their skills to another position or industry. While total demand for certain industries might be decreasing and annual growth is not significant in many others, the need to replace exiting workers will remain critical.

Among the Tier 1 Industries, the industries with the most favorable demand projections based on replacement estimates for the coming 3 year period include the following: General Medical and Surgical Hospitals; General Warehousing and Storage; Nursing Care Facilities (Skilled Nursing Facilities); Farm Machinery and Equipment Manufacturing; Meat Processing; Small Arms, Ordnance, and Ordnance Accessories Manufacturing; Offices of Physicians; Local General Freight Trucking; Child Day Care Services; Long Distance General Freight Trucking (Less than Truckload); Crop Production (Proprietors); Continuing Care Retirement Communities; Home Health Care Services; Small Electrical Appliance Manufacturing; and Long Distance General Freight Trucking (Truckload).

The Health Industry will require significant replacement workers over the next 3 years, as will manufacturing sectors focused on Farm Machinery and Equipment Manufacturing, Small Arms Manufacturing, and Small Electrical Appliance Manufacturing. Industries related to Warehousing and Trucking will also require large numbers of replacements. While Crop Production is projected to require large numbers of replacements, the nature of the Agriculture suggests that the needed replacements will be supplanted by increasing farm sizes and the expansion of corporate farming.

Among Tier 2, the industries with the most favorable demand projections based on replacement estimates are as follows: Elementary and Secondary Schools; Corporate, Subsidiary, and Regional Managing Offices; Temporary Help Services; Hotels and Motels; Commercial Banking; Colleges, Universities, and Professional Schools; Packaging and Labeling Services; Janitorial Services; Insurance Agencies and Brokerages; Engineering Services; Solid Waste Landfill; Junior Colleges; Landscaping Services; Power and Communication Line and Related Structures Construction; and Residential Plumbing, Heating, and Air-Conditioning Contractors.

Of these industries, total demand outstrips replacements in four industries: Colleges, Universities, and Professional Schools; Janitorial Services; Power and Communication Line and Related Structures Construction; and Residential Plumbing, Heating, and Air-Conditioning Contractors. In the rest of the industries, total employment growth is projected to be negative but significant replacements will still be needed to meet demand.

Occupations: (Table J)

SOC	Occupation	Total Demand	Exits	Transfers	Replacements	Empl. Growth
41-2011	Cashiers	2,786	1,495	1,463	2,958	-172
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,549	1,226	1,282	2,508	41
41-2031	Retail Salespersons	2,029	940	1,179	2,119	-90
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,959	734	1,262	1,996	-37
43-9061	Office Clerks, General	1,378	797	770	1,567	-189
35-3031	Waiters and Waitresses	1,365	554	846	1,400	-35
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,277	546	819	1,365	-89
43-5081	Stock Clerks and Order Fillers	1,223	554	715	1,269	-46
43-4051	Customer Service Representatives	1,098	472	694	1,166	-67
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	929	485	470	955	-25
11-1021	General and Operations Managers	818	224	639	863	-45
51-2092	Team Assemblers	617	314	526	840	-222
31-1014	Nursing Assistants	804	448	375	823	-19
53-7064	Packers and Packagers, Hand	621	296	357	653	-33
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	517	33326	314	640	-122
25-9041	Teacher Assistants	595	344	288	632	-37
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	583	208	422	630	-48
29-1141	Registered Nurses	595	342	259	601	-6
11-9013	Farmers, Ranchers, and Other Agricultural Managers	567	476	123	599	-31
49-9071	Maintenance and Repair Workers, General	563	253	345	598	-35
35-2014	Cooks, Restaurant	596	253	343	596	-1
41-1011	First-Line Supervisors of Retail Sales Workers	545	203	367	570	-25
35-3011	Bartenders	505	162	388	550	-45
39-9021	Personal Care Aides	616	311	233	544	72
37-2012	Maids and Housekeeping Cleaners	511	303	229	532	-20

Source: JobsEQ, 2nd Quarter 2019.

Occupations in Great Northwest Region with significant need for replacement workers over the next 3 years include several occupations in retail, the leisure and hospitality industry, and personal care industries. The top 5 occupations with favorable demand projects based on projected replacement estimates include Cashiers; Combined Food Preparation and Serving Workers; Retail Salespersons; Laborers and Freight, Stock, and Material Movers (Hand); and General Office Clerks. These occupations and many of the others displayed in the table above have high turnovers due lower annual salaries so strategies focused on replacing these workers will always be important.

A few of the occupations, including General and Operations Managers; Wholesale and Manufacturing Sales Representatives, and Registered Nurses have significantly higher annual average wages and have more educational requirements for entry.

Because of this, we re-examined the data to focus on occupations with high projected demand for replacement workers that also had annual average wages that equaled or exceeded \$30,000. That data is in the following table.

Occupations – with Annual Average Wages above \$30,000 (Table K):

SOC	Occupation		Exits	Transfers	Replacements	Empl. Growth
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,959	734	1,262	1,996	-37
43-9061	Office Clerks, General	1,378	797	770	1,567	-189
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,277	546	819	1,365	-89
43-4051	Customer Service Representatives	1,098	472	694	1,166	-67
11-1021	General and Operations Managers	818	224	639	863	-45
51-2092	Team Assemblers	617	314	526	840	-222
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	517	326	314	640	-122
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	583	208	422	630	-48
29-1141	Registered Nurses	595	342	259	601	-6
11-9013	Farmers, Ranchers, and Other Agricultural Managers	567	476	123	599	-31
49-9071	Maintenance and Repair Workers, General	563	253	345	598	-35
43-3031	Bookkeeping, Accounting, and Auditing Clerks	460	300	232	532	-71
47-2061	Construction Laborers	540	182	343	525	15
53-3033	Light Truck or Delivery Services Drivers	467	197	295	492	-26
25-2021	Elementary School Teachers, Except Special Education	443	232	260	492	-49
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	451	118	363	481	-29
51-4041	Machinists	406	154	286	440	-34
53-7051	Industrial Truck and Tractor Operators	414	137	293	430	-15
41-3099	Sales Representatives, Services, All Other	365	101	273	374	-9
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	289	130	238	368	-80
13-2011	Accountants and Auditors	349	124	239	363	-14
51-1011	First-Line Supervisors of Production and Operating Workers	316	119	239	358	-42
43-1011	First-Line Supervisors of Office and Administrative Support Workers	320	142	211	353	-33
13-1199	Business Operations Specialists, All Other	335	122	228	350	-16
25-2031	Secondary School Teachers, Except Special & Career/Technical Education	300	152	182	334	-34

Source: JobsEQ, 2nd Quarter 2019.

The top occupations with average annual wages that equal or exceed \$30,000 and replacement worker projections above 500 include the following: Laborers and Freight, Stock, and Material Movers (Hand); General Office Clerks; Heavy and Tractor-Trailer Truck Drivers; Customer Service Representatives; General and Operations Managers; Team Assemblers; Secretaries and Administrative Assistants (except Legal, Medical and Executive); Wholesale and Manufacturing Sales Representatives; Registered Nurses; Farmers, Ranchers, and Other Agricultural Managers; General Maintenance and Repair Workers; Bookkeeping, Accounting, and Auditing Clerks; and Construction Laborers.

Other industries with significant replacement needs in this category include Elementary and Secondary School Teachers; Industrial Truck Operators and Light Truck or Delivery Service Drivers; Machinists and Inspectors, Testers, Sorters, Samplers, Weighers; Supervisors of Production, Operating, Office, and Administrative Support Workers; and Sales Representatives, Accountants and Auditors, and Business Operations Specialists.

Both Farmers and Farmworkers/Laborers are also included on this list but the ongoing transformation of the agricultural industry makes these replacement estimates suspect. They are likely developed based on projections of current figures without a recognition of the ongoing trends that include the reduction in the number of farms, the increase in farm sizes, and continued mechanization of farming that reduces the need for Farmers and Farmworkers.

e. What industries and occupations are considered mature but still important to the economy?

Industries:

- Natural resources and mining
- Other Services
- Agricultural production

Occupations:

- Nuclear Technicians
- Nuclear power reactor operators
- Nuclear engineers
- Rock splitters, quarry
- Shoe machine operators and tenders

f. What industries and occupations are considered emerging in the regional economy?

Industries:

- Health care and social assistance
- Professional and business services
- Leisure and hospitality
- Self-employed workers

Occupations:

- General & Operations Managers
- Financial Managers
- Management Analysts
- Registered Nurses
- Business Operations Specialists
- Accountants and Auditors
- Computer Use Specialists
- All other Computer Occupations
- Paralegals and Legal Assistants
- Nursing Assistants
- Automotive Service Techs/Mechanics
- Fitness Trainers/Aerobics Instructors

g. What sources of supply and demand data were used to determine the targeted industries, occupations, and skills?

- JobsEQ – Data as of 2nd Quarter 2019; 2020 Regional Plan Data Packet – EDR 6 Northwest.

2. Employment needs of employers in existing and emerging in-demand industry sectors and occupations;

52 Overall employment between Quarter 4 2017 and Quarter 4 2018 has increased in the region, with the exception of Jo Daviess, Carroll, Lee, and LaSalle Counties in Illinois. Leading industries in the region are Manufacturing, Transportation & Warehousing, Wholesale Trade, and Retail Trade. Within the leading industries the number of qualified workers does not meet employer demand in the following occupations:

- Engineering Technicians
- Industrial Machinery Mechanics
- Machinists
- Welders
- Diesel Engine Mechanics
- Light Truck or Delivery Service Drivers
- Heavy and Tractor-Trailer Truck Drivers

Emerging industries include Construction, Professional & Business Services, Health Care & Social Assistance, Solar Energy (especially in LaSalle County) and Leisure & Hospitality. Among emerging industries, demand gap was found in the following occupations:

- Registered Nurses
- Licensed Practical Nurses
- Certified Medical Assistant
- Solar Energy Technicians
- Nurse Assistants
- Physical Therapy Assistants
- Medical Records/Health Information Technicians
- Emergency Medical Technicians and Paramedics
- Pre-school Teachers
- First-Line Supervisors of Construction Trades
- Carpenters
- Electricians
- Plumbers, Pipefitters & Steamfitters
- Paralegals and Legal Assistants
- Bookkeeping, Accounting and Auditing Clerks
- First-Line Supervisors of Office and Administrative Support Workers

- Secretaries and Administrative Assistants
- Medical Secretaries

Demand gaps were also found in Information Technology occupations such as Computer User Support Specialists, Computer Network Support Specialists, Software Application Developers, and Computer Systems Analysts. Workers are employed in all sectors in Information Technology occupations.

3. Knowledge and skills needed to meet the employment needs of the employers in the region,

- What are the targeted career pathway clusters in the region?

As noted in the introduction of Chapter one, the regional planning team has developed two tiers of industry in which a focus will be drawn to. Chapter 1.a states that high impact industries include: Manufacturing, Health, Professional and Business Services (including IT), and Construction.

Career pathway clusters within these industries are included in the following career clusters: Agriculture, Food and Natural Resources; Architecture and Construction; Business, Management, and Administration; Information Technology; and Health Sciences. The following chart illustrates these career clusters' career pathways according to projected occupational gaps in Region 6.

Career Cluster	Career Pathway	Gap	Projected annual Income
Health Science	Registered Nurse	-33	\$57,300
Business, Management, and Administration	General and Operations Managers	-14	\$92,700
Finance	Financial Managers	-11	\$111,000
Information Technology	Software developers	-9	\$88,100
Business, Management, and Administration	Management Analyst	-6	\$88,300
Business, Management, and Administration	Managers (all)	-6	\$80,000
Marketing	Market Research analysts and Marketing Specialists	-5	\$54,700
Finance	Accountants and Auditors	-5	\$64,800
Architecture and Construction	Construction Managers	-5	\$81,000
Agriculture, Food, and Natural Resources	Farmers, Ranchers, and other Agricultural Managers	-5	\$54,500
Health Science	Medical and Health Services Managers	-4	\$92,000

JobsEQ, data as of 2019 Q3, except wages which are as of 2018

b. What are the skills that are in demand in the region?

In demand skills in the region are largely Middle Skills that require some post-secondary training or education, but not a four-year degree. Illustrated in the following chart are Skill Gaps of all occupations, of which the majority would be considered Middle Skill.

Tier	Industry	Skill	Gap
Two	Professional Business services/ financial activities	Microsoft Office	-129
Two	Education	Teaching/Training	-95
One and Two	Multiple	Bilingual	-70
One	Transportation	Merchandising	-64
Two	Professional Business services/ financial activities	Microsoft Excel	-54
One and Two	Multiple	Mathematics	-44
One	Healthcare	Medical Terminology	-43
Two	Professional Business services/ financial activities	Typing 31-40 wpm	-42
One and Two	Multiple	Change Management	-39

JobsEq, Data as of 2019 Q3

c. How well do the existing skills of job seekers match the demands of local businesses?

Middle Skills are in demand in all occupations. According to National Skills Coalition, In Illinois Middle Skill jobs account for 53% of Illinois' labor market, yet only 42% of the state's workers are trained with middle-skill level skills.

4. Regional workforce considering current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment⁵(§679.560(a)(3))

- a. How is the region changing in terms of demographics, labor supply and occupational demand?

Population 2010 - 2017

	Population (2017*)	Population (2010)	Population Change (2010- 2017*)	Population Percent Change (2010- 2017*)
Bureau	33,619	35,083	-1,464	-4.2%
Carroll	14,704	15,615	-911	-5.8%
Henry	49,649	50,477	-828	-1.6%
Jo Daviess	22,046	22,728	-682	-3.0%
LaSalle	111,151	113,789	-2,638	-2.3%
Lee	34,670	36,100	-1,430	-4.0%
Mercer	15,794	16,551	-757	-4.6%
Putnam	5,771	5,982	-211	-3.5%
Rock Island	146,205	147,524	-1,319	-0.9%
Whiteside	56,823	58,750	-1,927	-3.3%
Great Northwest Region Total	490,432	502,599	-12,167	-2.4%
U.S.	321,004,407	303,965,272	17,039,135	5.6%

Between 2010 and 2017, the general population in the Northwest Region declined by 2.4 percent from 502,599 to 490,432, whereas, the U.S. population increased by 5.6 percent. Carroll County had the most dramatic decrease in population during this time period with a 5.8 percent decrease in overall population. Mercer County followed with a 4.6 percent decrease, Bureau County showed a 4.2 percent decrease, and Lee County lost 4 percent of its population in that time period.

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source:
U.S. Census, American Community Survey, 2017.

The population decline is striking age cohorts in Great Northwest Region in a disproportionate manner. The 65 and over population and the age cohort consisting of 45 to 64-year old's have both grown significantly between 2010 and 2017. However, the number of individuals in the 35 to 44 age range decreased by over 6,000 between 2010 and 2017. This is a prime age range for the workforce and shows that there has been substantial outmigration from the Northwest Region. A corresponding decrease in the "Under 18" cohort shows that individuals in the 35 to 44 age range are taking their families and moving out of the area. The number of individuals within the 18 to 34 age range has decreased, as well.

This age re-distribution cycle will have a dramatic impact on workforce in Great Northwest Region for years to come. A growing portion of the population is reaching retirement age and their replacements are not there to take over their positions. More importantly, businesses and industries will need to retain older workers or be prepared to train replacements that might be older and less amenable to developing critical technological skills that will be needed in the 21st century workplace. It also suggests an urgent need to make linkages and communicate opportunities to younger residents in the area to keep them in the area and in the local workforce.

State/County	2010 Census	Projections 2015	Projections 2020	Projections 2025	% Change in Population, 2010 to 2025
Illinois	12,830,632	12,978,800	13,129,233	13,263,662	3.4%
Bureau	34,978	34,251	33,682	33,144	-5.2%
Carroll	15,387	14,735	14,169	13,601	-11.6%
Henry	50,486	49,243	48,234	47,250	-6.4%
Jo Daviess	22,678	22,408	22,138	21,805	-3.8%
LaSalle	113,924	112,881	112,417	112,034	-1.7%
Lee	36,031	35,972	36,065	36,119	0.2%
Mercer	16,434	16,144	15,897	15,652	-4.8%
Putnam	6,006	6,003	5,998	5,977	-0.5%
Rock Island	147,546	145,010	143,037	141,317	-4.2%
Whiteside	58,498	56,691	55,267	53,922	-7.8%
Great Northwest Region	501,968	493,338	486,904	480,821	-4.2%

Source: Illinois Department of Public Health, 2015

Looking forward, Great Northwest Region is typified by projected population loss through 2025. Based on Illinois Department of Public Health population projections using the 2010 Census as the baseline, the population of Illinois is expected to increase 3.4 percent through 2025 to 13,263,662. Conversely, the population of Great Northwest Region is expected to decrease 4.2 percent in the same time period, dropping from 501,968 residents identified in the 2010 Census to 480,821 in 2025. This represents a loss of over 20,000 residents within a span of 15 years.

Some counties in the region are projected to experience larger population losses with Carroll County's population projected to decrease almost 12 percent between 2010 and 2025, followed by Whiteside County with a 7.8 percent population decline, and Henry County with a 6.4 percent decline. The only county that is projected to increase in population is Lee County and that increase is only 0.2 percent. Rock Island County, the largest and most urbanized county within the region is expected to lose nearly 6,000 residents during this time period.

Population according to race; percent of total 2017

	White alone	Black or African American alone	American Indian alone	Asian alone	Native Hawaiian & Other Pacific Is. Alone	Some other race alone	Two or more races
Bureau	91.20%	0.80%	0.10%	0.80%	0.00%	0.10%	1.10%
Carroll	96.40%	1.20%	0.10%	0.70%	0.00%	0.00%	1.00%
Henry	94.50%	1.80%	0.10%	0.60%	0.00%	0.10%	1.10%
Jo Daviess	97.10%	0.40%	0.20%	0.50%	0.10%	0.00%	1.00%
LaSalle	90.70%	2.50%	0.20%	0.80%	0.00%	0.00%	1.10%
Lee	94.10%	5.20%	0.20%	0.70%	0.10%	0.10%	1.10%
Mercer	97.80%	0.60%	0.10%	0.30%	0.00%	0.00%	1.00%
Putnam	94.70%	0.30%	0.00%	0.40%	0.00%	0.00%	1.60%
Rock Island	87.40%	9.60%	0.20%	2.40%	0.00%	0.10%	2.40%
Whiteside	88.20%	1.60%	0.10%	0.50%	0.10%	0.20%	1.00%
Great Northwest Region	90.80%	4.30%	0.20%	1.20%	0.00%	0.10%	1.50%
U.S.	82.40%	12.30%	0.70%	5.30%	0.20%	0.20%	2.30%

Hispanic Population vs. Non-Hispanic Population 2017

	Total Population	Hispanic or Latino (of any race)	Not Hispanic or Latino	White alone	Black or African American alone	American Indian alone	Asian alone	Native Hawaiian & Oth. Pacific Is. alone	Some other race	Two or more races
Bureau	33,619	2,942	30,677	29,723	257	46	253	3	22	373
Carroll	14,704	526	14,178	13,734	183	14	102	0	3	142
Henry	49,649	2,731	46,918	45,101	870	60	283	0	45	559
Jo Daviess	22,046	648	21,398	20,927	86	39	105	16	8	217
LaSalle	111,151	10,323	100,828	95,693	2,730	257	871	24	4	1,249
Lee	34,670	2,041	32,629	30,073	1,793	62	235	52	35	379
Mercer	15,794	354	15,440	15,134	88	10	43	0	0	165
Putnam	5,771	308	5,463	5,335	17	0	21	0	0	90
Rock Island	146,205	18,361	127,844	106,163	14,074	310	3,506	53	177	3,561
Whiteside	56,823	6,691	50,132	48,237	881	78	269	39	86	542
Great Northwest Region	490,432	44,925	445,507	410,120	20,979	876	5,688	187	380	7,277
U.S.	321,004,407	56,510,571	264,493,836	197,277,789	39,445,495	2,098,763	16,989,540	515,522	715,432	7,451,295

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017

In terms of racial identity, the population of the Northwest Region area is significantly White with pockets of diversity in Rock Island County, which has a Black or African American population of 9.6 percent and an Asian population of 2.4 percent, and to a lesser extent, Lee County which has a Black or African American population of 5.2 percent. For the entire Great Northwest Region, the population is 90.8 percent White, 4.3 percent African American, 0.2 percent American Indian, 1.2 percent Asian, 0 percent Native Hawaiian or other Pacific Islander, .2 percent some other race, and 2.3 percent two or more races.

Hispanic Population, Percent of total 2017

	Hispanic or Latino (of any race)	Not Hispanic or Latino	White alone	Black or African American alone	American Indian alone	Asian alone	Native Hawaiian & Oth.Pacific Is. alone	Some other race	Two or more races
Bureau	8.8%	91.2%	88.4%	0.8%	0.1%	0.8%	0.0%	0.1%	1.1%
Carroll	3.6%	96.4%	93.4%	1.2%	0.1%	0.7%	0.0%	0.0%	1.0%
Henry	5.5%	94.5%	90.8%	1.8%	0.1%	0.6%	0.0%	0.1%	1.1%
Jo Daviess	2.9%	97.1%	94.9%	0.4%	0.2%	0.5%	0.1%	0.0%	1.0%
LaSalle	9.3%	90.7%	86.1%	2.5%	0.2%	0.8%	0.0%	0.0%	1.1%
Lee	5.9%	94.1%	86.7%	5.2%	0.2%	0.7%	0.1%	0.1%	1.1%
Mercer	2.2%	97.8%	95.8%	0.6%	0.1%	0.3%	0.0%	0.0%	1.0%
Putnam	5.3%	94.7%	92.4%	0.3%	0.0%	0.4%	0.0%	0.0%	1.6%
Rock Island	12.6%	87.4%	72.6%	9.6%	0.2%	2.4%	0.0%	0.1%	2.4%
Whiteside	11.8%	88.2%	84.9%	1.6%	0.1%	0.5%	0.1%	0.2%	1.0%
Great Northwest Region	9.2%	90.8%	83.6%	4.3%	0.2%	1.2%	0.0%	0.1%	1.5%
U.S.	17.6%	82.4%	61.5%	12.3%	0.7%	5.3%	0.2%	0.2%	2.3%

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017.

Over the past decade, the Hispanic population has growth throughout the region. Currently, Hispanics make up 9.2 percent of Great Northwest Region's population (44,925), whereas, Hispanics make up 17.6 percent of the total U.S. population. Rock Island County and Whiteside County have the largest percentages of Hispanics within their county populations (12.6 percent and 11.8 percent, respectively). Mercer County with a Hispanic population at 2.2 percent of the total county population and Jo Daviess County with a Hispanic population at 2.9 percent of the total population have the smallest Hispanic population percentages. Some smaller communities within the region including Sterling, Rock Falls, and Kewanee, have also seen significant growth in their Hispanic populations over the past decade.

Racial/Ethnic Population Change: 2010-2017

	White			Black			American Indian & Alaska Native			Asian		
	2010	2017	% Growth 2010-2017	2010	2017	% Growth 2010-2017	2010	2017	% Growth 2010-2017	2010	2017	% Growth 2010-2017
Bureau	32,937	29,723	-9.76%	212	257	21.23%	98	46	-53.06%	228	253	10.96%
Carroll	14,906	13,734	-7.86%	123	183	48.78%	47	14	-70.21%	53	102	92.45%
Henry	47,846	45,101	-5.74%	796	870	9.30%	93	60	-35.48%	191	283	48.17%
Jo Daviess	22,046	20,927	-5.08%	107	86	-19.63%	45	39	-13.33%	72	105	45.83%
La Salle	106,187	95,693	-9.88%	2,186	2,730	24.89%	289	257	-11.07%	762	871	14.30%
Lee	32,745	30,073	-8.16%	1,735	1,793	3.34%	74	62	-16.22%	246	235	-4.47%
Mercer	16,153	15,134	-6.31%	47	88	87.23%	17	10	-41.18%	52	43	-17.31%
Putnam	5,803	5,335	-8.06%	32	17	-46.88%	6	0	100.00%	13	21	61.54%
Rock Island	120,382	106,163	-11.81%	13,289	14,074	5.91%	395	310	-21.52%	2,419	3,506	44.94%
Whiteside	53,923	48,237	-10.54%	781	881	12.80%	170	78	-54.12%	276	269	-2.54%
Great Northwest Region	452,928	410,120	-9.45%	19,308	20,979	8.65%	1,234	876	-29.01%	4,312	5,688	31.91%

Source: U.S. Census, American Community Survey, 2017

Racially and ethnically, Great Northwest Region has become more diverse between 2010 and 2017, while simultaneously declining in overall population. The White population in the region has declined as a percentage of the population and in real numeric totals. Overall for the region, the White population declined by 9.45 percent between 2010 and 2017 with the steepest decline being in Rock Island County (-11.81 percent) followed by Whiteside County (-10.54 percent).

The Black or African American population in the region grew by 8.65 percent, with the largest jumps being registered in Mercer County (87.23 percent increase) and Carroll County (48.78 percent increase). The Black or African American population in Jo Daviess County decreased by 19.64 percent and in Putnam County, it decreased by 46.88 percent. Regarding both counties, the Black or African American population was small to begin with, so the movement of several individuals magnifies the percentage change substantially.

Likewise, the American Indian and Alaska Native population was small in 2010 and remained small in 2017 but registered a decline of 29.01 percent. Putnam County's American Indian and Native Alaskan population ceased to exist during this time period. Again, the numbers in Putnam County were extremely small to begin with so the 100 percent decline in this population should be viewed with caution.

The Asian population in the region grew 31.91 percent between 2010 and 2017 with the highest rates being in Carroll County (92.45 percent increase), Putnam County (61.54 percent increase), and Henry County (48.17 percent increase). The counties in the region that saw declining numbers of Asians was Mercer County where the Asian population decreased 17.31 percent between 2010 and 2017, and Lee County, which saw a decline of 4.41 percent.

Racial/Ethnic Population Change 2010-2017 continued

Source: U.S. Census, American Community Survey, 2017

	Native Hawaiian & Other Pacific Islander			Some Other Race			Two or More Races			Hispanic		
	2010	2017	% Growth 2010-2017	2010	2017	% Growth 2010-2017	2010	2017	% Growth 2010-2017	2010	2017	% Growth 2010-2017
Bureau	6	3	-50%	1,046	22	-97.90%	451	373	-17.29%	2,695	2,942	9.17%
Carroll	3	0	-100%	87	3	-96.55%	168	142	-15.48%	437	526	20.37%
Henry	14	0	-100%	814	45	-94.47%	732	559	-23.63%	2,402	2,731	13.70%
Jo Daviess	11	16	45%	194	8	-95.88%	203	217	6.90%	609	648	6.40%
La Salle	16	24	50%	2,838	4	-99.86%	1,646	1,249	-24.12%	9,135	10,323	13.00%
Lee	10	52	420%	693	35	-94.95%	528	379	-28.22%	1,802	2,041	13.26%
Mercer	1	0	-100%	42	0	-100.00%	122	165	35.25%	307	354	15.31%
Putnam	1	0	-100%	82	0	-100.00%	69	90	30.43%	252	308	22.22%
Rock Island	48	53	10%	6,555	177	-97.30%	4,458	3,561	-20.12%	17,118	18,361	7.26%
Whiteside County	9	39	333%	2,044	86	-95.79%	1,295	542	-58.15%	6,455	6,691	3.66%
Northwest Region	119	187	57%	14,395	380	-97.36%	9,672	7,277	-24.76%	41,212	44,925	9.01%

The Native Hawaiian and Pacific Islander population grew by 57.14 percent in Great Northwest Region, the largest percentage growth of any ethnic or racial group in the region. However, the numbers are very small, and the high percentage growth is attributed to the movement of just a few individuals. Of interest are the counties of Whiteside and Lee where there were substantial jumps in individuals in this category. Whiteside County saw a 2,950 percent increase in Native Hawaiians and Pacific Islanders with the population jumping from 4 in 2000 to 122 in 2014. Likewise, Lee County's Native Hawaiian and Pacific Islander population increased from 8 individuals to 103 individuals, a 1,187.5 percent increase between 2000 and 2014.

The category, "Some Other Race" experienced a massive decline over the period of 2010 to 2017. According to the statistics, there were 97.36 percent fewer individuals identifying themselves as "Some Other Race" in 2017 than in 2010. Part of the reason for the decline could be more individuals self-identifying in the category "Two or More Races".

Between 2010 and 2017, the population in the "Two or More Races" category decreased by 24.76 percent in the region.

The Hispanic population, which includes all racial categories, grew substantially across the region and within each county over the 14-year period. For the entire region, the Hispanic population increased 9.01 percent during this time period. Putnam County's Hispanic population grew 22.22 percent and Carroll County's Hispanic population grew 20.37 percent. Other counties have smaller percent increases, but they also have larger Hispanic population in 2010

Educational Attainment, 25 years and older, 2017

	Total Population 25 yrs. or older	No high school degree	High school graduate	Some college, No degree	Associates degree	Bachelor's degree	Graduate or professional
Bureau	23,618	8.9%	38.6%	22.9%	10.7%	12.6%	6.3%
Carroll	10,746	8.5%	42.4%	22.2%	9.5%	11.2	6.2%
Henry	34,567	10.8%	34.0%	22.0%	11.1%	15.4%	6.7%
Jo Daviess	16,312	8.0%	37.2%	23.4%	7.8%	15.0%	8.5%
LaSalle	77,586	11.2%	36.2%	25.3%	9.5%	11.7%	6.1%
Lee	24,995	11.1%	35.3%	25.6%	10.3%	10.9%	6.9%
Mercer	11,246	7.8%	41.1%	23.7%	8.7%	13.2%	5.6%
Putnam	4,235	7.6%	40.0%	26.1%	11.5%	9.7%	5.2%
Rock Island	100,347	11.2%	30.8%	25.5%	9.8%	14.9%	7.9%
Whiteside	39,619	10.4%	36.5%	25.8%	9.2%	11.7%	6.4%
U.S.	216,271,644	12.6%	27.3%	20.8%	8.3%	19.1%	11.8%
The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017.							

Educational Attainment, 18-25 years, 2017

	Total Population 18-25 yrs.	No high school degree	High school graduate	Some college or Associates degree	Bachelor's degree or higher
Bureau	2,648	16.1%	41.5%	36.1%	6.3%
Carroll	1,085	12.9%	48%	34.4%	4.7%
Henry	3850	14.0%	36.8%	41.7%	7.5%
Jo Daviess	1,455	14.4%	37.6%	38.5%	9.6%
LaSalle	9,268	15.0%	34.7%	44.3%	5.9%
Lee	2736	19.4%	33.2%	42.4%	5.0%
Mercer	1114	11.5%	43.8%	36.2%	8.5%
Putnam	378	8.5%	33.1%	50.5%	7.9%
Rock Island	13045	10.9%	32.1%	47.2%	9.8%
Whiteside	4317	15.5%	39.4%	36.8%	8.2%
U.S.	31,131,484	13.4%	30.5%	45.7%	10.5%

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period.

Source: U.S. Census, American Community Survey, 2017.

When reviewing educational attainment figures based on percentages, Great Northwest Region is below the national average for bachelor's degree and Graduate/Professional degree attainment. While 19.1% of the U.S. population over 25 has attained at least a bachelor's degree, within Great Northwest Region most counties fall within 10-16 percent having obtained a bachelor's or better. However, the High School graduate rate in the region exceeds the national average with every county in the region surpassing the U.S. High School graduation rate. Additionally, Great Northwest Region's Associates degree attainment rate is generally higher than the national average of 7.9 percent.

Within the region, Jo Daviess County has the highest proportion of High School, Bachelor's degree, and Graduate or Professional School graduates. Putnam County has the highest percentage of residents who have attained Associates degrees but the lowest percentage of residents with either a bachelor's or Graduate degree.

Household Income and Income Distribution, 2017*

		Bureau	Carroll	Henry	Jo Daviess	LaSalle	Lee	Mercer	Putnam	Rock Island	Whiteside	Great Northwest Region	U.S.
Per Capita Income (2017 \$s)	\$28,332	\$27,605	\$28,443	\$32,401	\$27,959	\$28,179	\$27,844	\$33,697	\$27,822	\$28,188			\$31,177
Median Household Income^ (2017 \$s)	\$54,271	\$50,555	\$55,755	\$55,532	\$54,693	\$58,319	\$55,649	\$64,741	\$51,426	\$51,969			\$57,652
Total Households	13,816	6,573	19,991	9,795	44,448	13,416	6,620	2,438	60,064	23,468	200,629	118,825,921	
Less than \$10,000	668	430	1,153	425	2,735	857	413	86	4,571	1,140	12,478	7,942,251	
\$10,000 to \$14,999	614	332	990	391	2,410	567	260	56	2,989	948	9,557	5,768,114	
\$15,000 to \$24,999	1,538	773	2,251	1,070	4,513	1,297	580	265	6,129	2,781	21,197	11,637,905	
\$25,000 to \$34,999	1,502	836	2,029	1,141	4,356	1,499	677	225	6,319	2,762	21,346	11,330,288	
\$35,000 to \$49,999	2,058	878	2,533	1,409	6,405	1,552	958	362	8,964	3,677	28,796	15,412,493	
\$50,000 to \$74,999	2,814	1,403	3,856	1,925	8,694	2,809	1,553	410	11,813	4,656	39,933	21,000,314	
\$75,000 to \$99,999	1,975	857	2,890	1,483	5,842	2,082	954	469	7,746	3,294	27,592	14,636,046	
\$100,000 to \$149,999	1,728	740	2,866	1,207	6,493	1,502	919	356	7,689	2,739	26,239	16,701,857	
\$150,000 to \$199,999	546	191	867	425	1,816	838	151	73	2,202	764	7,873	6,931,136	
\$200,000 or more	373	133	556	319	1,184	413	155	136	1,642	707	5,618	7,465,517	

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017

Putnam County has the highest Per Capita Income within the region at \$33,697, and it is the one of only two counties in the region that exceeds the U.S. average of \$31,177. Jo Daviess County comes in second in the region at \$32,401. Carroll County has the lowest Per Capita Income at \$27,605. Regarding Median Household Income, Putnam County has the highest figure in the region, \$64,741. The lowest Median Household Income figure is in Carroll County at \$50,555.

In terms of income distribution, the \$50,000 to \$74,999 income range contains the largest percentage of residents both regionally and nationally. Within the region, income distribution is concentrated in the middle with U.S. having larger percentages in the bottom income levels and in the higher income levels. Rock Island and LaSalle Counties, both more urbanized areas than the region, have larger percentages of residents making less than \$10,000 per year than the rest of the region.

Poverty, 2017*

	Bureau	Carroll	Henry	Jo Daviess	LaSalle	Lee	Mercer	Putnam	Rock Island	Whiteside	Great Northwest Region	U.S.
People	33,099	14,430	48,808	21,844	107,626	31,360	15,532	5,711	141,038	55,692	475,140	313,048,563
Families	9,596	4,091	13,716	6,401	29,605	8,548	4,510	1,646	37,684	15,320	131,117	78,298,703
People Below Poverty	4,175	1,634	6,109	1,658	14,617	3,699	1,765	507	20,597	6,207	60,968	45,650,345
Families below poverty	920	357	1,228	339	2,914	583	423	82	4,150	1,173	12,169	8,253,388
Percent of Total												
People Below Poverty	12.6%	11.3%	12.5%	7.6%	13.6%	11.8%	11.4%	8.9%	14.6%	11.1%	12.8%	14.6%
Families below poverty	9.6%	8.7%	9.0%	5.3%	9.8%	6.8%	9.4%	5.0%	11.0%	7.7%	9.3%	10.5%

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period.

Source: U.S. Census, American Community Survey, 2017.

For the U.S., 14.6 percent of the population is classified as living below the poverty level and 10.5 percent of families live below the poverty level. In comparison, 12.6 percent of the residents in Great Northwest Region live below the poverty level while 9.6 percent of the 130,862 families in the Northwest Region live below the poverty line.

Rock Island County has 14.6 percent of its total population and 11.0 percent of its families living below the poverty level, the highest rates in the region. The lowest poverty rates for individuals and families exists in Jo Daviess County where 7.6 percent of individuals and 9.0 percent of families reside below poverty levels.

Unemployment Rates (Annual Averages) Percentages

	2015	2016	2017	2018	Dec. 2019
Bureau	6.4	6.0	4.9	5.0	5.1
Carroll	5.4	5.6	4.7	4.5	4.4
Henry	6.1	6.0	5.2	5.0	5.1
Jo Daviess	5.4	5.4	4.5	4.4	4.7
LaSalle	6.9	6.8	5.7	5.8	5.3
Lee	5.3	5.1	4.4	4.4	4.2
Mercer	6.2	6.2	5.2	5.3	5.2
Putnam	6.1	5.6	5.0	5.2	5.7
Rock Island	6.3	6.3	5.2	5.2	5.1
Whiteside	6.2	5.8	4.9	4.6	4.5
Illinois	6.0	5.8	4.9	4.3	3.5

Source: Illinois Department of Employment Security, 2019.

Overall, the unemployment rate in the region has decreased between 2015 and 2019, with a major reduction in unemployment in all counties over between 2016 and 2017. The largest decrease was in Bureau County, where the unemployment rate decreased from 6.4 percent to 5.0 percent. When comparing the annual averages to the December 2019 figures, some of the counties are experiencing an uptick in unemployment. However, the December 2019 figures are not seasonally adjusted. Currently, Lee, Carroll and, Whiteside have unemployment rates below 5 percent. Putnam County has the highest unemployment rate at 5.7 percent.

Unemployment rates for the counties in the region exceed those of the state (3.5 percent) and nation (3.4 percent).

Employment by Industry 2017

	Civilian employed pop. > 16 years	Ag, Forestry, Fishing, Hunting & Mining	Const.	Mfg.	Wholesale Trade	Retail Trade	Transp., Warehousing, and Utilities	Info.	Finance, Insurance, Real Estate	Prof, Scientific, Mgmt., Admin, & Waste Mgmt.	Education, Health & Social Assistance	Arts, Entertain., Recreation., Accommodation, & Food	Other Services	Public Admin
Bureau	16,262	1,023	870	2,813	674	2,364	940	174	633	743	3,604	1,213	787	424
Carroll	6,765	522	401	1,405	192	705	359	103	353	440	1,451	349	280	205
Henry	22,901	669	1,541	4,191	609	2,912	1,393	371	1,014	1,435	4,832	1,784	1,106	1,044
Jo Daviess	10,968	666	686	1,743	217	1,203	790	172	828	684	1,871	1,300	538	270
LaSalle	50,811	1,905	3,078	7,319	1,417	6,851	3,998	526	2,242	3,554	10,958	4,409	2,568	1,986
Lee	15,386	447	687	2,546	361	1,790	1,044	151	851	940	3,736	1,396	636	801
Mercer	7,327	413	703	1,207	177	716	614	98	362	401	1,379	569	278	410
Putnam	2,983	99	171	531	96	354	332	66	104	162	690	177	101	100
Rock Island	68,461	521	4,181	12,771	1,646	8,283	4,364	1,133	2,898	5,650	15,288	6,138	2,910	2,678
Whiteside	26,553	661	1,163	5,548	567	3,575	1,625	459	1,037	1,584	6,085	2,068	1,360	821
Great Northwest Region	228,417	6,926	13,481	40,074	5,956	28,753	15,459	3,253	10,322	15,593	49,894	19,403	10,564	8,739

The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017.

Employment by Industry, Percent of Total 2017

	Ag, Forestry, Fishing, Hunting, & Mining	Construction	Mfg.	Wholesale Trade	Retail Trade	Transp., Warehousing, and Utilities	Information	Finance, Insurance Real Estate	Prof. Scientific, Mgmt., Admin, & Waste Mgmt.	Education, Health & Social Assistance	Arts, Entertain., Recreation, Accommodation,& food	Other Services	Public Admin
Bureau	6.3%	5.3%	17.3%	4.1%	14.5%	5.8%	1.1%	3.9%	4.6%	22.2%	7.5%	4.8%	2.6%
Carroll	7.7%	5.9%	20.8%	2.8%	10.4%	5.3%	1.5%	5.2%	6.5%	21.4%	5.2%	4.1%	3.0%
Henry	2.9%	6.7%	18.3%	2.7%	12.7%	6.1%	1.6%	4.4%	6.3%	21.1%	7.8%	4.8%	4.6%
Jo Daviess	6.1%	6.3%	15.9%	2.0%	11.0%	7.2%	1.6%	7.5%	6.2%	17.1%	11.9%	4.9%	2.5%
LaSalle	3.7%	6.1%	14.4%	2.8%	13.5%	7.9%	1.0%	4.4%	7.0%	21.6%	8.7%	5.1%	3.9%
Lee	2.9%	4.5%	16.5%	2.3%	11.6%	6.8%	1.0%	5.5%	6.1%	24.3%	9.1%	4.1%	5.2%
Mercer	5.6%	9.6%	16.5%	2.4%	9.8%	8.4%	1.3%	4.9%	5.5%	18.8%	7.8%	3.8%	5.6%
Putnam	3.3%	5.7%	17.8%	3.2%	11.9%	11.1%	2.2%	3.5%	5.4%	23.1%	5.9%	3.4%	3.4%
Rock Island	0.8%	6.1%	18.7%	2.4%	12.1%	6.4%	1.7%	4.2%	8.3%	22.3%	9.0%	4.3%	3.9%
Whiteside	2.5%	4.4%	20.9%	2.1%	13.5%	6.1%	1.7%	3.9%	6.0%	22.9%	7.8%	5.1%	3.1%
Great Northwest Region	3.0%	5.9%	17.5%	2.6%	12.6%	6.8%	1.4%	4.5%	6.8%	21.8%	8.5%	4.6%	3.8%
U.S.	1.9%	6.4%	10.3%	2.7%	11.4%	5.1%	2.1%	6.6%	11.3%	23.1%	9.7%	4.9%	4.7%

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source U.S. Census, American Community Survey, 2017

Within Great Northwest Region, the Education, Healthcare & Social Assistance sector employs more workers than any of the other categories listed above at 21.8 percent of the area's workforce employed in this sector. The other top sectors include Manufacturing employing 17.5 percent and Retail Trade employing 12.6 percent. Within the region, Lee County has the highest percentage of residents employed in the Education, Healthcare, and Social Assistance at 24.3 percent and Carroll County has the highest percentage of population employed in Manufacturing at 20.8 percent.

Employment by Occupation, 2017

	Civilian employed population > 16 years	Management, Professional, & Related	Services	Sales and Office	Farming, Fishing, and Forestry	Construction, Extraction, Maint., & Repair	Production, Transportation, & Material Moving
Bureau	16,262	4,561	3,099	3,698	301	691	3,283
Carroll	6,765	2,095	1,099	1,328	110	372	1,571
Henry	22,901	7,063	3,836	5,260	180	1,180	4,289
Jo Daviess	10,968	3,072	2,059	2,632	252	476	2,035
LaSalle	50,811	14,233	9,706	11,479	413	2,650	9,984
Lee	15,386	4,854	2,738	3,520	142	640	2,752
Mercer	7,327	2,193	1,036	1,660	129	584	1,509
Putnam	2,983	948	521	498	13	155	627
Rock Island	68,461	20,197	13,323	15,754	156	3,332	13,364
Whiteside	26,553	6,989	5,049	6,211	237	1,033	6,040
Great Northwest Region	228,417	66,205	42,466	52,040	1,933	11,113	45,454
U.S.	150,599,165	56,391,480	27,064,027	35,440,563	1,064,488	7,585,520	18,331,436

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017.

Employment by Occupation, Percent of Total 2017

	Management, Professional, & Related	Services	Sales and Office	Farming, Fishing, and Forestry	Construction, Extraction, Maint., & Repair	Production, Transportation, & Material Moving
Bureau	28.0%	19.1%	22.7%	1.9%	4.2%	20.2%
Carroll	31.0%	16.2%	19.6%	1.6%	5.5%	23.2%
Henry	30.8%	16.8%	23.0%	0.8%	5.2%	18.7%
Jo Daviess	28.0%	18.8%	24.0%	2.3%	4.3%	18.6%
LaSalle	28.0%	19.1%	22.6%	0.8%	5.2%	19.6%
Lee	31.5%	17.8%	22.9%	0.9%	4.2%	17.9%
Mercer	29.9%	14.1%	22.7%	1.8%	8.0%	20.6%
Putnam	31.8%	17.5%	16.7%	0.4%	5.2%	21.0%
Rock Island	29.5%	19.5%	23.0%	0.2%	4.9%	19.5%
Whiteside	26.3%	19.0%	23.4%	0.9%	3.9%	22.7%
Great Northwest Region	29.0%	18.6%	22.8%	0.8%	4.9%	19.9%
U.S.	37.4%	18.0%	23.5%	0.7%	5.0%	12.2%

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period.
Source: U.S. Census, American Community Survey, 2017.

Regarding occupational data for Great Northwest Region, the largest occupational category for the area is Management, Professional and Related Occupations with 29.0 percent of the area's population working in these occupations. Another 22.8 percent are employed in Sales and Office Occupations and 18.6 percent of the population is employed in Service Occupations in the area.

Within the region, Putnam County has the highest proportion of its residents employed in Management, Professional and Related Occupations with 31.8 percent of its population working in these occupations. Conversely, Whiteside County has the lowest proportion of its working population employed in these occupations. Jo Daviess County has the highest proportion of residents employed in Sales and Office Occupations (24.0 percent) with Putnam County having the lowest proportion of residents employed in Sales and Office Occupations (16.7 percent). However, Carroll County has the highest proportion of residents employed in Production, Transportation and Material Moving Occupations (23.2 percent) and Lee County has the lowest proportion of residents in these occupations. The region has a significantly higher proportion of its population employed in the Production, Transportation and Material Moving Occupations than the nation (U. S. Figure =12.2 percent). However, it has fewer residents employed in the Management, Professional and Related Occupations than the U.S does, as a whole (U.S. Figure =37.4 percent).

Labor Participation Characteristics, 2017

	Bureau	Carroll	Henry	Jo Daviess	LaSalle	Lee	Mercer	Putnam	Rock Island	Whiteside	Great Northwest Region	U.S.
Population 16 to 64	20,228	8,682	30,242	12,744	70,143	22,351	9,528	3,534	90,907	34,510	302,869	208,065,303
WEEKS WORKED PER YEAR:												
Worked 50 to 52 weeks	12,551	5,039	18,731	8,108	39,540	11,766	5,879	2,330	53,434	20,403	177,781	119,001,979
Worked 27 to 49 weeks	2,204	1,039	2,817	1,380	7,938	2,468	951	388	9,597	3,900	32,682	21,128,898
Worked 1 to 26 weeks	1,706	785	1,834	1,195	6,548	1,902	755	213	8,832	2,954	26,724	17,605,647
Did not work	3,767	1,819	6,860	2,061	16,117	6,215	1,943	603	19,044	7,253	65,682	50,328,779
HOURS WORKED PER WEEK:												
Worked 35 or more hours per week	12,634	5,196	17,836	8,266	40,125	12,264	6,103	2,323	53,293	20,312	178,352	121,215,554
Worked 15 to 34 hours per week	3,065	1,380	4,362	1,721	10,991	2,746	1,127	490	14,694	5,715	46,291	29,358,390
Worked 1 to 14 hours per week	762	287	1,184	696	2,910	1,126	355	118	3,876	1,230	12,544	7,162,580
Did not work	3,767	1,819	6,860	2,061	16,117	6,215	1,943	603	19,044	7,253	65,682	50,328,779

The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017.

In 2017, 57.2 percent of the U.S. population worked 50 to 52 weeks; 10.5 percent worked 27 to 49 weeks per year; 8.5 percent worked 1 to 26 weeks per year; and 24.2 percent did not work. In the region, Putnam County had the highest percentage of residents between the ages of 16 to 64 who worked 50 to 52 weeks per year at 65.9 percent followed by Jo Daviess County at 63.6 percent. Lee County had the lowest percentage of residents in this category at 52.6 percent.

The region had higher percentages of labor participation for all three levels than the U.S. averages. However, nationally 24.2 percent of the U.S. population did not work in the preceding year while in Great Northwest Region, 21.7 percent of residents reported that they did not work in the previous year. The only county to exceed the U.S. rate for non-participation in the labor market was Lee County where 27.8 percent of the population between the ages of 16 and 64 did not work in the previous year.

Jo Daviess County had the lowest percentage of residents in the 16 to 64 age range who reported that they had not worked in the previous year at 16.2 percent.

Regarding hours worked per week, Jo Daviess County had the highest proportion of residents between the ages of 16 and 64 who worked at least 35 hours a week at 64.8 percent followed by Mercer County at 64.1 percent and Henry County at 60.0 percent. LaSalle County residents reported the lowest percentage of residents who worked more than 35 hours per week at 57.2 percent.

At all levels of hours worked per week, Great Northwest Region's total labor participation rates exceeded the U.S. levels. While more Great Northwest Region residents were participating in full time work, more of our residents were also participating in part time arrangements than the U.S. population. The major difference was that the percentage of the U.S. population that reported that they had not worked in the past year was higher.

Commutation Patterns

Commuting In

	Total Work in County	Work and Live In	Commute from Other County	Total Commute from out of state	IN	IA	KY	MO	WI	Other
Bureau	12,923	9,701	3,172	50	0	16	0	17	0	17
Carroll	5,446	4,113	947	386	0	339	0	0	36	11
Henry	15,835	13,050	2,472	313	3	227	0	0	9	74
Jo Daviess	8,759	6,352	634	1,773	39	926	0	19	712	77
La Salle	45,580	35,748	9,535	297	43	65	0	0	72	117
Lee	14,320	9,383	4,871	66	4	27	0	0	0	35
Mercer	3,897	3,070	635	192	0	171	0	3	0	18
Putnam	1,916	1,042	860	14	0	11	0	0	3	0
Rock Island	79,575	49,963	11,917	17,695	140	17,000	0	120	56	379
Whiteside	22,358	17,856	3,915	587	12	504	0	0	23	48

Source: Illinois Department of Employment Security, 2018; US Census Bureau, 2009-2013 American Community Survey.

Commuting Out

	Total Work in County	Work and Live In	Commute to another County	Total Commute out of state	IN	IA	KY	MO	WI	Other
Bureau	15,820	9,701	5,928	191	17	81	10	0	16	67
Carroll	6,926	4,113	2,106	707	0	664	0	0	10	33
Henry	23,617	13,050	8,548	2,019	5	1,897	0	7	5	105
Jo Daviess	10,997	6,352	1,356	3,289	0	2,544	0	0	728	17
La Salle	50,952	35,748	14,713	491	119	99	0	26	44	203
Lee	15,572	9,383	6,056	133	0	47	0	21	30	35
Mercer	7,768	3,070	3,100	1,598	0	1,580	0	0	0	18
Putnam	2,602	1,042	1,555	5	0	2	0	0	0	3
Rock Island	67,355	49,963	1,887	15,505	55	15,250	0	20	17	163
Whiteside	26,269	17,856	5,572	2,841	10	2,688	0	8	51	84

Source: Illinois Department of Employment Security, 2018; US Census Bureau, 2009-2013 American Community Survey.

Most commuting in-and-out of state takes place in Rock Island County, where urban areas exist and crossings of the Mississippi River are more common, with 17,695 people commuting to Rock Island from another state, and an additional 11,917 commuting from another county within Illinois, suggesting that Rock Island County is a regional hub. Furthermore, residents living in Rock Island County commute out-of-county frequently, with 15,505 residents traveling to work out-of-state. La Salle County also has a large commuter community, with 14,713 residents commuting to another county within Illinois. This can be explained by La Salle County's proximity to the Chicago Metropolitan Area.

Language Spoken at Home, Percent of Total 2017*

	Speak only English	Speak a language other than English	Spanish or Spanish Creole	Other Indo-European languages	Asian and Pacific Island languages	Other languages	Speak English less than "very well"
Bureau	92.3%	7.7%	5.7%	1.3%	0.6%	0.1%	2.7%
Carroll	96.7%	3.3%	2.0%	0.8%	0.5%	0.0%	1.2%
Henry	95.5%	4.5%	3.3%	0.6%	0.6%	0.0%	1.4%
Jo Daviess	95.7%	4.3%	2.7%	1.0%	0.3%	0.3%	1.4%
LaSalle	93.1%	6.9%	5.1%	1.0%	0.8%	0.0%	2.6%
Lee	94.4%	5.6%	3.7%	1.2%	0.5%	0.2%	1.6%
Mercer	98.5%	1.5%	0.8%	0.3%	0.3%	0.1%	0.5%
Putnam	93.8%	6.2%	4.7%	1.3%	0.3%	0.0%	1.6%
Rock Island	87.0%	13.0%	8.0%	2.5%	1.5%	0.9%	5.2%
Whiteside	92.6%	7.4%	5.1%	1.6%	0.3%	0.3%	2.1%
Great Northwest Region	91.9%	8.1%	5.4%	1.5%	0.8%	0.3%	2.9%
U.S.	78.7%	21.3%	13.2%	3.6%	3.5%	1.0%	8.5%

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period. Source: U.S. Census, American Community Survey, 2017

Besides a growing Hispanic population within the region, Rock Island County is home to World Relief, an organization that assists in the relocation of refugees to the Quad Cities metropolitan area. As a result of World Relief's efforts and refugee and immigrant secondary migration, there is a significant population in the area that speaks languages other than English as a first language. The refugee / immigrant population includes a significant number of West Africans, Central Africans, Burmese, Iraqis, and Central Americans.

Additionally, from a workforce perspective, the population in this region is older with younger residents migrating away from the area. From a workforce policy standpoint, this requires an approach to workforce development that emphasizes "lifelong learning" and helping workers who are already in the workforce to identify educational and career paths that are not traditional. Recent changes in the criminal justice system regarding sentencing and early release will increase the number of returning citizens who will require education and workforce services.

The area also has a larger than average population that have worked in production-oriented fields. Oftentimes, when entering these fields, very little advanced training was required but with the changing dynamics of manufacturing, there is a premium place on more technical skills that are

developed beyond the High School level. A focus for this population needs to be taking their real-world skills and transforming them into applicable and certifiable skills that local manufacturers are demanding of their employees.

- b. What special populations exist in the region, what is their magnitude, and what are the policy and service implications to meet the needs of these individuals?

Great Northwestern Region recognizes that special populations may endure an increase volume of barriers when seeking advanced employment and/or training that leads to a sustainable income. Leadership team and Staff of regional One Stop Centers agree that every individual will have unique barriers, that no situation will be matched and that our team is determined to assist clients to the best of our ability. Through collaboration and cross training, partners continue to learn what agency to turn to for client assistance. Although we do have a list of supportive services in which we can provide, we recognize additional services may be needed. All clients, whether defined as having barriers or not, will have access to supportive services as listed in TEGL 19-16. In addition, all clients will have access to ADA compliant accessibility tools and equipment. All public funding will be awarded on a nondiscriminatory basis.

Below is an introduction to the magnitude and resulting programming in place to serve these special populations throughout the region:

- **For Individuals with a disability**

According to the 2020 Regional Plan Data Packet, eleven percent of Illinoisans are deemed disabled. In Great Northwestern Region 30,251 individuals age 18-64 are disabled; 13,008 of those individuals participate in the labor force. (JobsEQ)

To serve this population, the Department of Rehabilitation Services (DRS), through Illinois Department of Human Services, provides individuals with a physical or mental impairment the opportunity to achieve employment outcome by use of Vocational Rehabilitation (VR) services. VR services assist clients prepare for, find, and maintain quality employment that pays a living wage and offers opportunities for advancement.

To qualify for services through DRS, staff have 60 days to determine eligibility by review of existing (medical, psychological, and educational) records, interaction with client and (if necessary) arrange for assessments. A financial analysis process will be conducted to set an amount that must be paid prior to DRS providing any financial contribution.

The Arc of the Quad Cities is a non-for-profit agency partner that provides Work Services programs designed for individuals who may require more direct supervision than one might get in a community position. The Arc provides paid work opportunities in sheltered workshop settings where individuals concentrate on developing a strong work ethic, good work habits, and proficient skills. Workers are trained in performing service contracts, light assembly work, textile recycling, secure document destruction, and product packaging.

The Arc offers training and paid employment opportunities which help individuals develop transferable work skills.

- Youth with Disabilities**

Secondary Transitional Experience Program (STEP) is a part of DRS continuum of coordinated transition services for youth with disabilities. STEP is a training/placement program that helps students with disabilities prepare to transition to employment and community participation during and after high school. With STEP, students have the opportunity to learn to become productive, self-sufficient adults through a variety of experiences.

Pre-Employment Transition Services (PTS) are provided to students with disabilities to improve their chances to enter employment or post-secondary education upon leaving school. Some services provided are: job exploration counseling, work-based learning experiences, counseling on opportunities for postsecondary education, workplace readiness training to develop social skills and independent living, and instruction on self-advocacy, including peer mentoring.

DRS identifies a student with a disability as an individual aged 14 to 21 who has a disability and is enrolled in an educational program.

The Arc of the Quad Cities program AR Cedu, is a six-week school-to-community transition program which offers students classroom and hands-on structured curriculum to learn basic skills in a particular field. Upon completion, students will receive a Certificate of Completion that provides employers evidence of achieved skill levels. Students completing AR Cedu programs are stronger candidates for success in competitive job placement.

In addition to agency partnerships, the region has a Targeted Populations Committee that considers individuals with Disabilities as one of its local priorities, and has been working on an initiative to develop a workshop to help them better market themselves to employers, and to educate employers about the advantages of hiring individuals with Disabilities.

The table below depicts disability by type and then by age:

Disability type

Disability	Percentage of EDR 6 Disabled population
Ambulatory	28%
Cognitive	18.2%
Hearing	16.7%
Independent Living	18.6%
Self-care	9.6%
Vision	8.9%

American Community Survey, 2017, Table S1810

Disabled Population by Age

Age	Disabled population percentage
0-5	.5%
5-17	6.4%
18-34	8.9%
35-64	37.6%
65-74	18.7%
75 and over	27.9%

American Community Survey, 2017, Table S1810

- **Older Adults age 55 and older**

According to statistical analysis conducted using JobEQ, approximately 14.6% of the region's population is between the ages of 55 to 64. It is recognized that a majority of these adults continue to seek employment. Older Adults in the region can receive services through National Able Network's Senior Community Service Employment Program (SCSEP).— SCSEP is designed to provide low-income job seekers age 55 or older with personalized career supports that integrate career coaching, specialized training, and direct connections to the job.

Age	Regional Population Percentage
55 to 64	14.6
65 to 74	10.4
75 and older	8.6

JobEQ

- **Farm Workers/Migrant Workers**

Through Illinois Migrant Council (IMC) services are provided to farm, migrant and other economically disadvantaged families to be sure they live and work in a healthy and safe environment; earn a living wage that is inducive of economic security and increase their access to educational opportunities. IMC provided services and guidance include: program initial skills assessment, education in regards to program eligibility for training programs at IMC and the nearest One-Stop Center, coordination with one-stop delivery providers and partners, outreach, intake, eligibility determination and enrollment in National Farmworkers Job Program (NFJP), labor market information, job search, identification of employment barriers, individualized employment development planning, career pathways counseling, short term services to prepare for training or employment, job placement assistance, adult education services and referrals, supportive services including life skills and services for youth ages 14 to 24, follow-up services include counseling for job placed, emergency assistance referrals, and work related health education.

The regional One Stop Center IDES team uses IllinoisJobLink.com, the state's labor exchange system, for the creation of a job order for Migrant Seasonal Farm Worker (MSFW) clients. These job orders are then handled by local One Stop IDES staff who will refer the client to the appropriate One Stop partner. IDES service plan for Farm and Migrant workers include aiding obtaining employment, housing, medical care, and other vital necessities by referring to partner agencies that are specialized in the area of need. IDES inputs specific job orders into IllinoisJobLink.com

- **Veterans/Disabled Veterans**

Statewide Illinois is home to 614,725 honorable Veterans, nearly 5% of our state's population. Of these Veterans, 44% are of working age (18-64). To serve this population effectively, IDES executes Veteran Services programs designed to assist veterans in finding gainful employment. Wagner-Peyser staff members are trained to begin services by conducting the Veteran Intake Form (VIF), which is a client centered data and assessment procedure that results in the determination of need for employment services, including significant barriers to employment (SBE). Wagner-Peyser staff will provide clients with all available basic career services, including referral to supportive services, as needed. Upon completion of this Initial Assessment, Wagner-Peyser staff will immediately refer any Veteran who has reported any SBE to a Disabled Veterans Outreach Program (DVOP) specialist for Individualized Career Services. Once the client is job ready, the DVOP will work with the Local Veteran's Employment Representative (LVER) and the client to assist with finding sustainable employment. A forty-eight-hour priority is given to Veterans when new job orders are entered into IllinoisJobLink.com.

Regional IDES One Stop staff conduct numerous hiring events that allow Veteran to connect and collaborate with local employers. In addition, One Stop Center staff that specialize in Veteran services continuously seek out and volunteer for community events that enrich the lives of our Nations Veterans.

Age	Percent of Veteran Population
18-34	8%
35-54	20%
55-64	16%
65-74	29%
75 and over	27%

American Community Survey, 2017, Table S2101

- **Displaced Homemaker**

One Stop Centers in the region follow WIOA guidelines to classify an individual as a Displaced Homemaker. Once deemed qualifying, a Displaced Homemaker will receive services under guidelines for "Dislocated Worker". This population will receive guidance and funding for training and/or employment services through One Stop Center Career Planners. Career Planners will refer the individual to other relevant partner services on an as needed basis. It is probable that a client in this situation will need intense case management in order to successfully achieve training or employment.

- **Individuals needing assistance with English Language Learning, Low Literacy, Substance Abuse**

English Language Learner: Adult Education programs provide English as a Second Language programs for more than 19 different languages within the region. This program has experienced an inflex of enrollment due to the increase of migration.

Below is an example of the diversity of language spoken by regional residents:

Language Spoken at Home, 2017*

	Population 5 yrs. or older	Speak only English	Speak a language other than English	Spanish or Spanish Creole	Other Indo- European languages	Asian and Pacific Island languages	Other languages	Speak English less than "very well"
Bureau	31,845	29,381	2,464	1,829	411	196	28	850
Carroll	13,964	13,505	459	275	107	74	0	169
Henry	46,890	44,778	2,112	1,555	272	260	4	646
Jo Daviess	21,123	20,215	908	562	210	59	66	306
LaSalle	105,030	97,774	7,256	5,345	1,023	870	16	2,682
Lee	32,894	31,066	1,828	1,208	406	154	54	513
Mercer	15,009	14,782	227	123	50	42	10	69
Putnam	5,516	5,175	341	257	70	14	0	91
Rock Island	136,834	119,007	17,827	10,939	3,460	2,063	1,247	7,064
Whiteside	53,547	49,569	3,978	2,747	854	178	154	1,140
Great Northwest Region	462,652	425,252	37,400	24,840	6,863	3,910	1,579	13,530
U.S.	301,150,892	236,929,699	64,221,193	39,769,281	10,907,675	10,409,087	3,090,332	25,654,421

* The data in this table are calculated by ACS using annual surveys conducted during 2013-2017 and are representative of average characteristics during this period.
Source: U.S. Census, American Community Survey, 2017.

Low Literacy: Adult educational centers have programs available to assist adults and youth with literacy attainment.

Substance Abuse: Clients will be referred to organizations specializing in Behavioral Health and Addiction. Substance abuse may have a negative impact on the successful completion of training/education course work. It is also agreed that substance abuse is a serious mental health condition that deserves treatment. Any acknowledging client will be assisted with a referral to or assistance with contacting an organization that can assist with remission.

- **Incarcerated Offenders / Returning Citizens**

2020 regional data packet reports that Great Northwestern Region has 1,474 incarcerated adults. WORKFORCE DEVELOPMENT BOARD (WDB) Innovation Project for Returning Citizens (IPRC) established an **American Job Center®** Specialized One-Stop Career Center inside Kewanee Life Skills Re-Entry Center. Partner organizations include WDB / IPRC, Illinois Department of Corrections (IDOC), Rock Island Tri-County Consortium, Lake Land College, Black Hawk College, University of Illinois Extension, Illinois Department of Employment Security (IDES), Illinois Department of Human Services (IDHS) Division of Rehabilitation Services (DRS), The Illinois Migrant Council, and Project NOW, Inc. Supporting organizations include Illinois Workforce Innovation Board (IWIB), Illinois Department of Commerce & Economic Opportunity (DCEO), Illinois Community College Board (ICCB), Southern Illinois University Carbondale Center for Workforce Development (SIUC CWD), First Institute Training & Management Corporation, and Midwest Trailer Manufacturing, LLC. The objective is to build valuable life skills and prepare offenders for Re-Entry into society while maintaining safety and security. There is a focus on offenders who are ready to make needed changes in order to successfully reintegrate into their communities, by offering educational, job readiness, and cognitive behavior therapy courses. Business-driven career, education, training, and supportive services are provided. Customers being served are (1) businesses / employers, (2) State of Illinois / IDOC, and (3) incarcerated offenders / returning citizens. Workforce professionals meet routinely with all three types of customers to ensure that focus and programs are customer driven. Outreach has been improved using digital newsletters and videos produced by incarcerated offenders.

The region's Targeted Populations Committee considers this expanded targeted population as one of its local priorities, and has been working on an initiative to develop a workshop to help them better market themselves to employers, and to educate employers about the advantages of hiring individuals with any kind of background issue, whether incarcerated at any time or not.

- **Youth in Foster care or aged out of foster care**

Regional leadership teams will report to the Department of Child and Family Services (DCFS) to provide information on WIOA and the One Stop Center services available within the area. This population of youth are recognized to have a multitude of barriers due to the environmental conditions which lead to placement in Foster Care. It is with great prudence that One Stop Center staff collaborate with partners and co-workers to develop an intensive IEP that meets the critical needs of the client. In addition, our team collaborates with Superintendents through out the region

by attending Board of Control committee meetings. Attendance at these meetings offers program education to area professionals that work directly with at risk youth, including youth involved in Foster Care.

- **Homeless and/or Homeless Youth**

Regional leadership teams will apply similar outreach as described under the previous bullet “Youth in Foster Care or aged out of Foster Care”. In addition, outreach will be promoted to area community-based organization and/or community resources.

- Indians, Alaskan Natives and/or Native Hawaiians**

This special population represents .02% of Great Northwestern Region's population. Leadership team will provide outreach to community-based organizations.

Table is a depiction of Indian, Alaskan Native and Native Hawaiian population residing in EDR 6.

Race	Population by percentage	Population by number
Native Hawaiian	0%	202
American Indian and Alaska Native	.2%	1113

- Single Parents**

According to JobsEQ, in Great Northwestern Region 35,161 families are made up of Single Parent households. Because single parent households typically have less annual income and more responsibilities than dual parent households, many stress inducing barriers may exist. This population will be referred to appropriate partner organizations by all partners. Communication with community-based organizations and schools may also provide a strong source of outreach. Single Parents will receive support and funding for training and/or employment services through One Stop Center Career Planners. Career Planners will refer the individual to other relevant partner services on an as needed basis. It is probable that a client in this situation will need intense case management in order to successfully achieve training or employment.

The table below compares annual income of varying household member types.

County	Married Households	Male Household	Female Households
Bureau	\$81,688	\$47,417	\$19,087
Carroll	\$79,000	\$50,350	\$21,094
Henry	\$90,417	\$40,172	\$22,952
Jo Daviess	\$78,763	\$34,545	\$27,708
LaSalle	\$82,571	\$48,450	\$20,717
Lee	\$82,547	\$46,700	\$24,500
Mercer	\$80,095	\$47,500	\$16,214
Putnam	\$91,118	\$63,333	\$27,813
Rock Island	\$77,289	\$41,879	\$24,594
Whiteside	\$82,087	\$40,938	\$25,139

American Community Survey, 2017, Table S1903

- **Chronically Unemployed**

Reports from Illinois Department of Employment Security show that Illinois unemployment was at 5.1 in 2019. It is a regional understanding that the unemployed population may have additional barriers related to chronic unemployment. For this reason, IDES, as the primary contact for the unemployed, will refer clients to partner and community-based organizations as needed. If IDES is not the primary contact for clients, any partner will have the knowledge and ability to properly seek out assistance for this population.

B. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region.

1. How will the workforce partners convene employers, foundations, regional institutions to help lead sector partnership and make coordinated investments?

Seven counties within EDR 6 recently completed a rapid talent pipeline pilot project (RTPI) to more actively engage the business community. The RTPI team is comprised of members from Illinois Valley Community College, IDES, BEST, Inc. (workforce Title 1), Sauk Valley Area Chamber of Commerce, and Blackhawk Hills Regional Council. The team's purpose is to engage the business community to ascertain their current and projected needs, create a plan of action to help address those needs, and follow through with the company on implementing that plan of action. At times the need to convene a larger group of a specific industry may be necessary to assess the pervasive an identified need is. Members of NCI Works (LWIA 4) are in a position to convene such summits. In the Illinois Valley Community College district, a healthcare networking group has been established as the result of a healthcare summit held in 2017. This networking group's purpose is to keep all stakeholders apprised of the needs and trends within the healthcare industry so that workforce and education can respond to those needs in a timely fashion. As a result of this networking group, Illinois Valley Community College recently began a Certified Medical Assistant (CMA) program. This CMA program has also recently become an apprenticeship program with NCI Works serving as the sponsor and St. Margaret's Health in Spring Valley as its first participating employer. Replicating such efforts across the region would not be difficult.

BEST, Inc., on behalf of both local workforce areas within EDR 6, recently submitted a proposal for an apprenticeship expansion grant. If chosen to receive this grant members of the NCI Works RTPI Team as well as the BEST Navigator will work with area chambers, economic development, community colleges, region 6 career centers, and LWIA 13 staff to engage businesses on a regional basis to recruit current apprenticeship program companies and new ones to the project of expanding registered apprenticeship participants.

Community college advisory committees also work to engage area businesses across industry sectors to contribute to the development and improvement of certificate and degreed programs. In addition, community college business training offices are able to work with workforce development entities to offer training to the incumbent workforce along with Title 1 incumbent worker training funding for most occupational training and upgrades.

WORKFORCE DEVELOPMENT BOARD (WDB) Innovation Project for Returning Citizens (IPRC) established an **American Job Center®** Specialized One-Stop Career Center inside Kewanee Life Skills Re-Entry Center. Supporting organizations include business-led Illinois Workforce Innovation Board (IWIB), as well as businesses such as First Institute Training & Management Corporation and Midwest Trailer Manufacturing, LLC. The objective is to build valuable life skills and prepare offenders for Re-Entry into society while maintaining safety and security. Business-driven career, education, training, and supportive services are provided. Customers being served are (1) businesses / employers, (2) State of Illinois / IDOC, and (3) incarcerated offenders / returning citizens. Workforce professionals meet routinely with all three types of customers to ensure that focus and programs are customer driven.

2. Identify the established and active industry sector partnerships in the region.

All partners participated in a series of meetings, telephone conference calls, and the summit to compile and review data, evaluate resources, and identify the key regional targeted sectors. Since four community colleges have significant portions of their districts housed within the Northwest Region, many initial planning discussions tended to revolve around data compiled by the respective colleges. This data was combined with the on-the-ground experiences of partners. This method also insured that the varying needs of the large region were considered.

Black Hawk College

The Black Hawk College District covers most or all of Rock Island, Mercer, and Henry counties and combines both rural and urban areas. This district is also impacted significantly by proximity to the Iowa counties of Scott and Muscatine. As a result, much of the data used to determine sector initiatives in this portion of the Northwest Region is specific to the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area. Economic Modeling Software, Inc. (EMSI) projects strong growth between 2015 and 2023 in:

- Healthcare – Registered Nurses, Nursing Assistants, Personal Care Aides, Home Health Aides, Licensed Practical and Licensed Vocational Nurses, Medical Assistants
- Logistics – Laborers and Freight, Stock and Material Movers, Heavy and Tractor Trailer Drivers, Light Truck or Delivery Services Drivers
- Manufacturing/Trades – Industrial Machinery Mechanics, Machinists, Maintenance and Repair Workers, Team Assemblers, Electricians, Plumbers, Pipefitter, Steamfitters
- Agriculture – Farmers, Ranchers, Other Agricultural Managers, Landscaping and Groundskeeping
- IT – Computer Systems Analysts, Software Developers, Applications, Computer User Support Specialists (combined with IT requirements in many of the other fields)

In addition to the EMSI data, we reviewed the five key industries identified for each county in the Bi-State Region based on Location Quotient (LQ) and total jobs. (LQ is a measure of the concentration of a certain industry sector in an area relative to the concentration of that industry sector in the U.S.) Key industries for each county are:

- Rock Island – Agricultural and Construction Machinery Manufacturing, Military Manufacturing and Logistics, Packaging and Labeling Services, Animal Slaughtering, Nuclear Electric Power Generation
- Henry County – Small Arms Manufacturing, Truck Trailer Manufacturing, Ethyl Alcohol Manufacturing, Elevator and Moving Stairway Manufacturing, Prefabricated Wood building Manufacturing
- Mercer County – Machined Parts Manufacturing, Crop and Animal Production (Farming), Farm Supply Commodities & Farm Support Activities, Paperboard Container Manufacturing, Plate work and Metal Finishing
- Scott County – Aluminum Manufacturing, Construction Agricultural & Other Industrial Machinery Manufacturing, Animal-based Rood Processing, Steel Foundries, Lime Cement & Concrete Manufacturing
- Muscatine County – Office Furniture and Fixtures Manufacturing, Lighting Fixture Manufacturing, Plant- and Animal-based Food Manufacturing, Pesticide and Agricultural Chemical Manufacturing, Iron & Steel Mills Ferro and Non-Ferro alloy Manufacturing

Illinois Valley Community College, Sauk Valley Community College, Highland Community College

These colleges serve the remaining seven counties (Bureau, Carroll, Jo Daviess, LaSalle, Lee, Whiteside, and Putnam Counties). Regional priorities were determined by reviewing the following:

- LMI data from the State of Illinois
- Jobs EQ Reports
- EMSI Reports
- Advisory Committee feedback (Truck driver training, Nursing, Manufacturing/Maintenance/Welding, Agriculture)
- Northern Illinois University P-20 Workforce Needs Report
- Northern Illinois University P-20 Emerging Jobs Report
- Advisory committee work, job data, and a regional survey completed by area Economic Development groups

The community colleges listed above find growth in the educational programs in the fields of:

- Manufacturing, production workers, industrial maintenance, CNC
- Healthcare: nursing, ambulatory care, radiologic technology, certified medical assistant
- Criminal Justice: law enforcement and corrections
- Precision Agriculture and “value-added” agriculture (Agri-Business)

Northwest Illinois Economic Development:

- Manufacturing & Industrial Maintenance

- Food manufacturing – emerging
- Chemical manufacturing – maturing/growing
- Machinery manufacturing – leading/growing
- Fabricated metal manufacturing – leading/growing
- Healthcare
 - Nursing and Skilled Nursing Facilities - Leading
 - Ambulatory Care - emerging
 - Hospitals – maturing
 - Social assistance - emerging
- Transportation/Logistics
 - Merchant Wholesalers – Durable Goods – Leading
 - Merchant Wholesalers – Nondurable Goods – Leading
 - Truck Transportation – Leading
 - Scenic and Sightseeing Transportation – Emerging
 - Support Activities for Transportation – Emerging
 - Warehousing and Storage – Leading
- IT – as a subfield of Mfg., Healthcare, and Transportation/Logistics Regional priorities were determined by reviewing the following:
 - NWILED surveyed 225 regional companies in Jo Daviess, Carroll, and Stephenson Counties regarding manufacturing skills and occupational demands in October 2014.
 - Other data is from LMI information distributed through IDES to local workforce investment boards.

Based on the data gathered by all partners in Great Northwest Region, the Regional Priorities are:

- Manufacturing and Industrial Maintenance
 - Food Manufacturing – emerging
 - Chemical Manufacturing – maturing/growing
 - Machinery Manufacturing – leading/growing
 - Fabricated Metal Manufacturing – leading/growing
- Healthcare
 - Nursing and Skilled Nursing Facilities – leading
 - Ambulatory Care – emerging
 - Hospitals – maturing
 - Social Assistance – emerging

- Transportation/Logistics
 - Merchant Wholesalers – Durable Goods – leading
 - Merchant Wholesalers – Non-Durable Goods – leading
 - Truck Transportation – leading
 - Scenic and Sightseeing Transportation – emerging
 - Support Activities for Transportation – emerging
 - Warehousing and Storage – leading
- Energy
 - Ethanol – emerging
 - Wind – growing
 - Solar – emerging
- IT- as a subfield of Manufacturing, Healthcare, Energy, and Transportation/Logistics

In addition to the key industries listed above, this area has historically had a strong Agriculture and Logistics presence. The agriculture sector includes occupations in farm labor, crop production, animal production, and commercial mushroom production along with postharvest crop activities. With three major interstates running through these counties (I-80, I-39, and I-88) logistics has grown over the years especially in the area of large-scale warehousing. Along with the growth in warehousing, an increase in demand for truck drivers and diesel mechanics was realized. Replacement demand in these two industry sectors will continue to grow.

3. What other sector-based partnerships exist in the region? If any are they business-led and what is their role in planning?

Additional sector-based partnerships that exist within the region are listed below with a note as to whether they are business- led. These business-led partners did not participate in the planning of the regional planning directly, unless otherwise noted. However, their partnership and collaboration is used throughout the regional plan and is based off of past collaboration.

- Healthcare Networking Group - local healthcare facilities and institutions, NCI Works and Illinois Valley Community College; business led;; meet to address issues and challenges affecting the healthcare industry
- Community colleges have active Advisory groups used in planning healthcare offerings and curricula – community college led (separate bullet point). For example, Black Hawk College and others within the region participated directly
- Manufacturing- American Nickeloid, not business led, participate in bridge class as a guest speaker
- The Quad Cities was recently named one of 12 federally designated manufacturing communities as part of the Investing in Manufacturing Communities Partnership grant.
- Chief Manufacturing Executives meet quarterly at IVCC staff supported by NCI Works and IVCC; business led

- Other Advisory committees meeting annually or biannually(Truck driver training, Nursing, Manufacturing/Maintenance/Welding, Agriculture, Criminal Justice, Fire Science, Rad Tech, and Office and Administrative Service) – community college led
- Northern Illinois Discover Manufacturing Expo – business led
- Public Safety Career Fair – community college led
- Workforce Readiness Coalition (manufacturing) – community college led
- National Manufacturing Day Planning Committee (K-12, College, and Industry)
- Highland Community College has annual advisory meetings, meets monthly with NIDA (Northern Illinois Development Alliance) and TCEDA (Tri- County Economic Development Alliance and with the Workforce Development Coalition. Participated directly
- Pathways to Academic, Career, and Employment (PACE). Eastern Iowa Community Colleges received funds from the Iowa State Legislature for the Pathways to Academic, Career, and Employment (PACE) Program in 2013. PACE strives to create a strong pipeline of individuals entering and completing training in high skill / high demand career areas in Advanced Manufacturing, Allied Health, Information Technology and Transportation / Logistics.
- The LaSalle, Marshall, & Putnam County Regional Office of Education (ROE) in partnership with Illinois Valley Community College sponsored a PACE (Post-Secondary Career Expectations) Framework event for regional middle and high school administrators and teachers. The purpose of the event was to develop a PACE framework for the region to ensure that each student in 8th – 12th grade would have an individualized learning plan to help guide decisions about career and post-secondary education or training. The program, facilitated by the Illinois Student Assistance Commission (ISAC), walked implementation teams from nine area schools through the development of a PACE model. In addition to educators, workforce and industry representatives contributed to the discussion. As a result, Regional Office of Education, #35, was the first cohort in the State of Illinois to develop a regional PACE model. The PACE model is now being implemented in area high and middle schools with the college assisting as needed.

To support the process, PACE incorporates the use of sector boards. Sector boards are partnerships of employers within one industry who come together to focus on the workforce needs of the industry within the regional labor market. The Quad Cities Chamber of Commerce could see that having the both the Iowa and Illinois community colleges participate would be preferable to establishing duplicative boards. With Chamber encouragement, Black Hawk College representatives were invited to join.

Sector Boards are different from the traditional Advisory Councils that the colleges have had in place for many years and that continue to work with college career programs advising faculty on the types of training students need today in each of those specific career fields. Sector Boards work on a much broader basis and are focused on long-range planning, considering new technology and factors expected to impact the industry. They are focused on the future workforce and work to identify resources and solutions to anticipated staffing and competitiveness needs.

The four sector boards established are:

1. Advanced Manufacturing
2. Allied Health (includes mental and dental as well as broad range of medical)

3. Information Technology (IT)
4. Transportation and Logistics

4. What other public-private partnerships exists in the region that could support sector strategies and what is their role in planning?

Additional public-private partnerships that exist within the region that could support sector strategies are listed below. These partners did not participate in the planning of the regional planning directly, unless otherwise noted. However, their partnership and collaboration is used throughout the regional plan and is based off of past collaboration.

- CPT- Certified Production Technician – Certificate endorsed by several CME participants
- Community and Economic Development, University of Illinois Extension- Rock Island, Henry, and Mercer Counties. Participated directlyTruck Driver Training works with trucking companies for student placement
- Healthcare Executives Group, IVCC nursing department works with area hospitals and nursing homes
- Starved Rock Advantage – nonprofit collaboration of employers, educators, workforce board, and others in the Starved Rock area to develop a work-ready community and talent pipeline for area businesses.
- Workforce Development Coalition – Highland
- Chambers of Commerce and Economic Development Corporations or Organizations
- SET – Stronger Economies Together – multi-county regional economic development planning initiative through USDA and University of Illinois Extension – Putnam County (along with Marshall and Stark Counties)
- LEAD – Leader in Economic Alliance Development – Lee, Carroll, and Whiteside Counties (initially – looking to add Jo Daviess and Ogle Counties) – regional economic development planning initiative through USDA and University of Illinois Extension to develop leadership capacity to promote regional economic collaboration.
- NCI Works Certified Medical Assistant Apprenticeship program – St. Margaret’s Health is participating provider and was a partner in planning the apprenticeship standards. Participated directly

5. What neutral conveners with the capacity to help establish sector partnerships exist in the region and what is their role in planning?

Neutral conveners with the capacity to help establish sector partnerships below did not participate directly with the planning of this regional plan, unless otherwise noted. However, ongoing collaboration with these partners has influenced the planning of this regional plan.

- Chambers of Commerce – represent needs of local employers, advocate for educational programming and resources to meet those needs
- Examples: Quad Cities Chamber of Commerce, Illinois Valley Area Chamber of Commerce, Sauk Valley Area Chamber of Commerce, Illinois River Area Chamber of Commerce.

- Economic Development Organizations – North Central Illinois Economic Development Corporation (NCI EDC), NIDA, NW IL Economic Development, I-88 West Corridor Association, Greater Sterling Development Corp., Henry County Economic Development Partnership, Kewanee Economic Development Corporation, La Salle County EDC
- Local Workforce Boards – provide linkages between employers, prospective employees, training providers and fund training programs. Participated directly
- Adult Education Area Planning Councils – assure that those in need of ABE, ASE, ESL, and High School Equivalency educational programming prepares students for the workforce. Participated directly
- Bi-State Regional Commission – Research and assess opportunities and threats and articulate broad economic development strategies for the region
- North Central Illinois Council of Governments - Research and assess opportunities and threats and articulate broad economic development strategies for the region
- Blackhawk Hills Regional Council - Research and assess opportunities and threats and articulate broad economic development strategies for the region
- North Central Regional Betterment Coalition
- United Way Education and Income Councils – support agencies offering supportive services needed for workforce development
- Sauk Valley Center for Small Business Development
- Starved Rock Startups
- Starved Rock Country Alliance
- Streator Incubator
- Community Colleges: Black Hawk College, Illinois Valley Community College, Highland Community College, Sauk Valley Community College. Participated directly
- Western Illinois University
- Augustana College
- University of Illinois and University of Illinois Extension. Participated directly
- USDA
- BEST, Inc. Participated directly
- Illinois Manufacturing Excellence Center (IMEC)

Chapter 2: Strategies for Service Integration

- A. Provide and analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (§679.560 (a)(4)). Plans must respond to the following:**

Great Northwest Region workforce development activities include classroom training, job search assistance, on-the-job training, essential skills training, customized training, business services, work experience, incumbent worker training, apprenticeship programs, and job shadowing. Employment and Training (Title I) is provided in two Local Workforce Investment Areas (LWIAs) with Local Workforce Development Boards. There are two Comprehensive One-Stop Centers, as well as affiliate One-Stop Centers. Training providers include all of the major institutions – public, private, and proprietary- as well as businesses engaged in work-based learning. Other core partners include Adult Education (Title II), Wagner-Peyser (Title III), and Vocational Rehabilitation (Title IV), which are co-located or available through technology. Great Northwest Region is very large in geographic size, economically diverse, and quite varied in the needs of businesses and individuals. Therefore, the types of workforce development services vary by local area, with each having used different strategies and areas of focus. Many common activities and services, with good return on investment (ROI), will continue.

1. Analyze the strengths and weaknesses of workforce development activities in the region.

Strengths:

1. Several local community colleges offering training of in-demand occupations with frequent enrollment windows in varies Adult Education courses.
2. Availability of customized training options through the community college's business training center.
3. Strong area involvement with multiple partners for client strategies.
4. Essential Skills Training.
5. Workforce partner customized labor market information guides Great Northwest Region to better decision making for workforce area.
6. Area business buy in with Incumbent Worker Training (IWT), and Work Based Learning activities
7. Great Northwest Region is comprised of a team with strong local and regional partnership among WIOA workforce partners. Specifically, the regions collaboration/relationship with Illinois Department of Employment Security (IDES) for Business Services continues to strengthen in the region.
8. Great Northwest Region has a team with years of workforce experience and a long history of engaged workforce board members.
9. Development of stackable credentials that allow for multiple exit and entry points that lead toward attaining a credential.
10. Community College partners provide opportunities for high school students within the district to take college-level courses prior to graduating from high school.

Weaknesses:

1. To increase accessibility, colleges have begun to incorporate flexible class formats, locations, and times. However, more work in this area needs to be done.
 2. Silo funded activities.
 3. Aging workforce and the inability to retain younger generation to replace aging workforce.
 4. Referral Process needs strengthening with proper follow up and documentation and there is no integrated shared information system for workforce partners.
 5. Business owners seeking assistance through Incumbent Workers program are burdened by the limitations set by DOL's regulations in the area of training approval and qualifying employee selection.
 6. A state system that requires federal funds to flow into the state budget and be appropriated to the local areas.
 7. Great Northwest Region has identified transportation deficits that pose problems for employees to obtain and sustain employment. Public Transportation does not cross into surrounding communities. Hours of operation are limited, leaving 2nd and 3rd shift workers without reliable transportation to and/or from the job site.
 8. Difficulty for community college partners in finding qualified instructors in CTE fields. Particularly for in-demand sectors, such as health care and IT.
2. **Analyze the capacity of the regional partners to provide workforce development activities to address the education and skill needs of the workforce including individuals with barriers to employment.**

Great Northwest Region provides workforce development activities that address educational and skill needs to the public by use of two avenues. With a strong workforce partnership, Great Northwest Region's One Stop Centers allow for successful implementation of Journey Mapping and/or Referral Intake. This process allows for front-line staff members to capture a client's education history, skills history, social service necessities and any (additional) barriers to employment. This model allows for proper referral of services, which results in accurate obtainment of WIOA services. The execution of Business Services teams, including Apprenticeship Navigator and Rapid Talent Pipeline Initiative, will build workforce capacity by developing and strengthening the knowledge, skills, abilities, processes, and resources that businesses, educational institutions, local workforce areas and community partners need to create new or expand existing employment opportunities. Similar to Journey Mapping, Business Services teams will survey businesses in order to capture business needs and allow for development of business service action plans that contribute to a successful workforce.

3. **Analyze the capacity of the regional partners to provide activities to address the needs of employers.**

The execution of Business Services teams, including Apprenticeship Navigator and Rapid Talent Pipeline Initiative, will build workforce capacity by developing and strengthening the knowledge, skills, abilities, processes, and resources that businesses, educational institutions, local workforce areas and community partners need to create new or expand existing employment opportunities. Such surveying allows for the development of business service action plans that are implemented by workforce partners.

4. How well do existing training programs in the region and local areas prepare job seekers to enter and retain employment with regional businesses?

Creating training programs is a multifaceted process. Data collections from Labor Market programs are useful tools to pinpoint labor market trends. This information is used to narrow down specific Industries and Occupations within an industry that are in-demand. Data collected from post-graduate students offer educational leaders a synopsis of employment success, including length of time from training completion to employment, wages, acquired occupation and employment retention. This data tool is used to analyze the success of offered programs. Business advisory committees meet to share insight on offered and needed training programs. In these meetings businesses have an opportunity to share workforce needs with educational leaders.

It's the combination of these processes that allows Great Northwest Region's educational partners to successfully create educational and training programs that properly prepare job seekers to enter and retain employment with regional businesses. The process is additionally used to prevent over training in occupations that are not in demand. These processes insure that employee and business needs are being met simultaneously. It's important for any workforce to carefully create trainings based off in-demand occupations.

5. Summarize the commitments of each program partner to implement the selected strategies described in the "Action Plan for Improving Service Integration in the Region."

1. Business Services

- To deliver business services Local Workforce Development Board and its business committee will guide strategic plans to create quarterly meetings, create a functioning business service team, develop defined goals of the business services team, put business service team's action plan into effect and move from low isolation to low coordination.
- Educational partners will continue to share information from Business Advisory Committee meetings and Community Needs Assessments so that partners better understand the business needs and expectations in the community.
- Share Integrated Education and Training (IET) opportunities with the Business Service Team
- Use Business Service Team input to focus refinement of existing IET's and inform the development of additional options

2. Communication occurs across One Stop Partners:

- The Chair will lead Joint Services Committee meetings. All partners are responsible to provide information during meetings that will then be passed on to WORKFORCE DEVELOPMENT BOARD (WDB) by the Chairperson.
- Provide Adult Education information for inclusion on WDB meetings including the Area Plan and annual Application for Adult Education funding
- Front-line staff meetings continue to be held by partner agencies.
- Work Force Development Board members are invited to **American Job Center®**.
- Partners will inform staff of WDB meetings and encourage attendance.
- During website development, all partners will provide content for public viewing.
- Program Service Team to be created that consists of Front-line staff that will increase knowledge of service and increase communication along System Partners.
- Partners will begin touring partner agency sites, increasing awareness of opportunities for integration.

- Workforce Development Board to educate front-line staff of NCI Works and NCI Works website to increase knowledge of NCI Works activities and advance on WINTEC continuum.
 - Program Service Team (PST) reports to One Stop Operator and Leadership team is an ongoing goal that give accountability to WDB to assure progress is made on the goal.
3. **Cross-Training Provided to Staff**
 - Partners will collaborate for the planning and implementation of tours and braided training activities
 - Partners continue to assign staff members to attend weekly front-line staff meetings
 4. **Customer input used to design and deliver services**
 - Receptionist briefs clients of needed documents and forms of ID prior to seeing program staff.
 - Continue with regular orientations coordinated with partners.
 - Client/student focus groups continue. This will encourage feedback that will drive improvements to service delivery.
 - Development of customer/student satisfaction surveys conducted by educational partners. This feedback will drive improvements to service delivery.
 - Educational partners create informative flyers that summarizing One-Stop services
 5. **Staff collaboration on customer assessment**
 - Program Services Team meetings to share assessment information.
 - Discussion of Journey Mapping process with Program Services team will prevent duplication of services.
 6. **Processes are streamlined and aligned.**
 - One Stop Operator will approve Program Service Team's creation of uniform policies and procedures on referral and follow-up.
 - One Stop Operator will train partner staff on the implementation of referral and follow-up policies and procedures.
 - Program Services team and Leadership team to develop evaluation tool to show effectiveness of referral and follow-up processes and procedures.
 7. **Customer Information Shared**
 - Create One Stop system manual with all partner services included.
 - Provide Training on Policies and procedures to all system partners.
 - Internal monitoring of all system partner customer files to verify consistency.
- B. Describe how transportation and other supportive services are coordinated within the region (§679.510(a)(1)(vi). Plans must respond to the following questions:**
1. **What regional organizations currently provide or could provide supportive services?**
 - Individuals with Disabilities are referred to Vocational services through IDHS's DRS Rehabilitation services and The Arc of the Quad Cities
 - Older Adults are referred to Senior Community Service Employment program through National Able.
 - The Illinois Migrant Council and IDES serves migrant and seasonal farm workers.
 - Veterans, including disabled veterans are referred to IDES.
 - Title 1 career planners received referrals to assist Out of School Youth, Dislocated Workers, and individuals that qualify for assistance through Trade Adjustment Assistance.

- English as a second language (ESL) individuals are helped through the regions Educational Partners.
- Incarcerated Offenders/Returning Citizens receive services through IDES and Title 1 Career Planners.
- IDES has specialized programs to assist individuals that are immigrants.
- Individuals burdened by the lack of basic needs are referred to Project Now for assistance with utility assistance, rent and security deposit assistance, food and nutrition programs, health care assistance and referrals, clothing vouchers, transportation vouchers, household budgeting, scholarship program and financial literacy.
- The Temporary Assistance for Needy Families (**TANF**) program is run by the Illinois Department of Human Services. The program is for families with children and pregnant women who need temporary cash assistance. Those receiving TANF also receive medical assistance
- One Stop center partners may refer clients to agencies that provide transportation. Some partner agency's have programs that provide free access to public transportation.
- Education is given to clients on local community-based organizations that assist with the cost of childcare and dependent care
- Linkages to community services will be completed by partners on a as needed bases.
- Partners throughout the region have program assistance to aid with housing needs.
- Needs-Related Payments (available only to individuals enrolled in training services and must be consistent with 20 CFR 680.930, 680.940, 680.950, 680.960, and 680.970)
- Educational partners can help with educational testing
- Each One stop center is ADA compliant and has reasonable accommodations for individuals with disabilities.
- Referrals to health care can be conducted by any partner agency.
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eye glasses and protective eye gear
- Title 1 and/or Perkins may offer assistance with books, fees, school supplies, and other necessary items for students enrolled in post-secondary education classes
- Payments and fees for employment and training-related applications, tests, and certifications may be included under Title 1 services.
- Clients may be referred to community organizations that offer free legal services for low income persons

2. What policies and procedures will be established to promote coordination of supportive services delivery?

- Through Journey Mapping/Referral Intake process, coordination of supportive services and service follow up will be done on a case by case basis. Moreover, Great Northwest Region's comradery has inspired communication among partners regarding client need of supportive services. With this, partners are comfortable contacting one another in regard to specific client needs; making the referral process a collaborate team effort.

C. Describe the coordination of services with regional economic development services and WIOA service providers (§679.510(a)(1)(v)).

Great Northwestern Region collaborates with Economic Development agencies through business service teams. This collaboration gives the region up to date happenings within the local and regional economy. Economic agencies welcome One Stop Center staff to participate in regularly scheduled meetings as well as arbitrary meeting.

- North Central Illinois Economic Development Corporation (NCI EDC)
- Northwest Illinois Economic Development
- Bi-State Regional Commission
- Henry County Economic Development
- Rock Island Economic Development
- Mercer County Better Together

1. What economic development organizations, WIOA service providers or businesses are actively engaged in regional planning?

- None. EDR 6 collaborates with economic development agencies on an ongoing basis. Therefore, economic development information related to the development of the regional plan was influenced from such ongoing collaboration. University of Illinois Extension is an economic development organization that provided statistical analysis for regional planning.

2. What economic development organizations, WIOA service providers or businesses were invited to participate but declined?

- None. EDR 6 did not have declined participation requests.

D. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate (§679.510(a)(1)(v)).

All required partners participating in the development of this Regional Plan have agreed that administrative cost arrangements are not required at this time. If future projects require additional administrative support, partners will identify in-kind resources, grants, and/or pool administrative costs, as needed and appropriate. The Memorandum of Understanding will continue to be used to coordinate administrative cost arrangements, including the pooling of funds for administrative costs by each local area with EDR 6.

Chapter 3: Vision, Goals and Implementation Strategies

A. Describe the strategic vision to support state and regional economic growth. (§679.560 (a)(5))

In order to support the State's vision, Great Northwest Region (GNR), also known as Economic Development Region 6, will continue to foster a Statewide workforce development system that supports the needs of individuals and businesses to ensure Illinois has a skilled workforce that can effectively compete in the global economy by collaboration with workforce partners. Such drive to collaborate will deliver GDR's vision to promote business-driven talent solutions that integrate education, workforce, and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the State of Illinois economy.

Workforce partner professionals use a coordinated workforce pipeline that responds to business needs, for key sectors, while increasing opportunity for individuals.

Achieving this vision will use these principles as guideposts for policy development and program service delivery. Each workforce partner will use its resources to support the following principles:

- Business demand-driven orientation through a sector strategy framework
- Strong partnerships with business at all levels
- Career pathways to jobs of today and tomorrow
- Integrated service delivery
- Access and opportunity for all populations
- Cross-agency collaboration and alignment for developing and/or promoting career pathways and industry recognized stackable credentials
- Clear metrics for progress and success
- Focus on continuous improvement and innovations
- Make the manufacturing sector a priority
- Make the healthcare sector a priority
- Make the transportation sector a priority
- Make information technology, across these three sectors, a priority
- Further analyze the agri-business/farm sector as a future priority
- Integrate workforce, education, and economic development
- Increase collaboration, communication, and shared resources
- Engage business owners and managers as solutions-forming partners
- Increase skill levels of individuals through career pathways
- Focus on eliminating or minimizing barriers to education and employment
- Create user-friendly processes and systems, intake through exit
- Improve outreach, branding, and identity

B. Describe the goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators. (§677.155 (a)(1))

Great Northwest Region workforce partners will collectively use the following goals to support Illinois' vision to align and integrate education, workforce and economic development strategies at the state,

regional and local levels to improve the economic growth and competitiveness of the state's employers and their workforce.

- Foster improvement and expansion of employer-driven, regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.
- Expand career pathway opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.
- Expand career services and opportunities for populations facing multiple barriers to close the gap in the educational attainment and economic advancement through career pathways and improved career services and expansion of bridge programs.
- Expand information for employers and job-seekers to access services by improving the Illinois public-private data infrastructure to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways.
-

C. Performance accountability is a shared responsibility between partners. GDR's collaboration and teamwork prepares clients for successful program completion, that includes meeting performance indicators. Provide a description of the regional and local strategies that will achieve the vision and goals. This must include a description of the strategies and services that will be used in the local areas:

- To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations. (§679.560(a)(5)).
- To support a local workforce development system that meets the needs of businesses in the local area (§ 679.560(b)(3)(ii)).
- To better coordinate workforce development programs and economic development (§679.560 (b)(3)(iii)).
- To strengthen linkages between the one-stop delivery system and unemployment insurance programs (§679.560 (b)(3)(iv)).
- To promote entrepreneurial skills training and microenterprise services (§679.560 (b)(4)).
- C.6 To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers (§679.560(b)(3)(v)).

Great Northwest Region professionals will use a variety of strategies for the implementation of these goals with a focus on improving community prosperity through more competitive businesses and workers.

In addition to existing Incumbent worker training, on-the-job training, and customized training, Great Northwestern Region recently submitted a proposal for an apprenticeship expansion grant. If chosen to receive this grant members of the NCI Works RTPI Team as well as the BEST Navigator will work with area chambers, economic development, community colleges, one stop centers, and business services staff to engage businesses on a regional basis to recruit new and current apprenticeship program companies to the project of expanding registered apprenticeship participants.

Employer forums, focusing on manufacturing, which involved workforce partners in the presentation of partner services, an assessment of business needs, and the identification of critical skills for new hires have recently been held in various parts of the region. These events include a dialogue between workforce partners, area manufacturing representatives, and local educators. It is the intent that this dialogue will be continued after the forums to ensure that workforce partners and educators are responding to the needs of area manufacturers. The offering of additional sector forums will also be considered.

Great Northwest Region recognizes the importance of providing a wide range of employment opportunities to its job seekers. Some, especially dislocated workers, may have marketable skills and talents and simply need some assistance in developing a plan to establish themselves in any number of niche industries/businesses. In order to meet the needs of this group, both LWIAs explore existing entrepreneurial models such as NWILED's Build-It-Grow-It program, and Etsy, the online marketspace that would allow our entrepreneurs to reach a global community of shoppers. Furthermore, connections with local SBDCs will be enhanced for the purpose of providing the information and resources that will help ensure success. Where no SBDCs are located in an area, BSTs will become knowledgeable in these opportunities and will serve as the "go to" resource for assistance.

Some strategies that will be instrumental small businesses, including those with entrepreneurial interests already exist in some areas of EDR #6 and will be replicated throughout the regions 11-county area. For example, our **WORKFORCE DEVELOPMENT BOARD**, **American Job Center®**, is a member of Quad Cities Chamber of Commerce, Inc., with workforce development professionals engaging in activities and events with entrepreneurs and business leaders. Example of promoting and connecting entrepreneurs to resources to create, collaborate, pitch, and grow ideas in our Great Northwest Region include:

- Entrepreneurial meetups are free gatherings to exchange ideas and learn from seasoned entrepreneurs.
- Quad Cities co-working space includes workshops, gatherings and partnerships.
- TechBrew is a free monthly networking event for entrepreneurs, educators, technologists, economic developers, and business leaders.
- Henry, Mercer, and Stark Counties Fast Pitch contest to test ideas in front of a panel of judges, with the chance to win prizes and resources to develop a thriving business.
- Service Core of Retired Executives (SCORE) program, the nonprofit association dedicated to educating entrepreneurs and helping small businesses start, grow, and succeed.

C.1 To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations (§679.560(a)(5)).

Great Northwest Region facilitates the engagement of employers by use of data collections that identify current and projected in-demand industry sectors and occupations within those sectors. By use of this data collection, specific positions and individual tasks that would be involved within each position are narrowed down. In addition, interaction with local, county, and regional Economic Development Agencies provides engagement of employer's needs.

C.2 To support a local workforce development system that meets the needs of businesses in the local area (§ 679.560(b)(3)(ii)).

The local workforce development system is supported by meeting the needs of businesses in the local area as follows:

- Collaborate with local, county, and regional Economic Development agencies and businesses to target business needs to enhance success and/or prevent closure.
- Utilization of a Business Services approach that leads to stronger communication and a greater understanding of the unique business needs in the communities and which serves as an educational portal of services the Local Workforce Development Board and the one-stop delivery system can provide businesses to assist with such needs.
- Secondary and Vocational education partners are an outreach source for businesses. This relationship has proven to be a wealth of knowledge for the region in terms of business needs and expectations in the community. As a partner, these educational centers advise business leaders of the services available to them throughout the Local Workforce Development Board and the one-stop delivery system.
- Business Services Committee is an active committee consisting of various partners who contact local businesses to educate business leaders on services available through the Local Workforce Development Board and the one-stop delivery system. Once service needs are identified the business services committee develops and implements a strategic service plan.
- Organization of Job Fairs.
- Rapid Talent Pipeline (RTPI) is a systematic approach that allows for businesses to work directly with the RTPI group to identify business needs, create a plan of action, and work together to implement the plan.
 - Regional Apprenticeship Navigator will build capacity by developing and strengthening the knowledge, skills, abilities, processes, and resources that businesses, educational institutions, local workforce areas and community partners need to create new or expand existing apprenticeship programs.

C.3 To better coordinate workforce development programs and economic development (§679.560 (b)(3)(iii)).

- Align and integrate business and job-seeker services among the workforce partners along with local, county, and regional economic development partners.
- Continue to increase coordination between workforce development and economic development practitioners and organizations.
- Provide data and tools to support regional planning for aligning education, workforce and economic development.
- Collaboration with economic development practitioners to identify businesses at risk for hardship allows workforce development teams to collaborate with these businesses to identify solutions. By use of the Rapid Talent Pipeline (RTPI) businesses work directly with a workforce development team to identify business needs, create a plan of action, and implement the plan.

C.4 To strengthen linkages between the one-stop delivery system and unemployment insurance programs (§679.560 (b)(3)(iv)).

Great Northwest Region strengthens the linkages between the one-stop delivery system and unemployment insurance programs starting at the front desk where an intake referral form is completed. This referral form is unique to each client and is given to intramural partners to eliminate overlooked services. Because of service integration's model, Great Northwest Region has begun holding "frontline" staff meetings where partner staff members attend and discuss current happenings. This cross-training experience gives IDES the ability to properly spot a client's need(s) and refer them to the appropriate partner. This also allows

partner agencies to properly refer clients to IDES. Cross-trained partners are better equipped to determine how services can best address the need(s) of unemployment insurance recipients and get them back into the workforce.

C.5 To promote entrepreneurial skills training and microenterprise services (§679.560 (b)(4)).

Providing community awareness of available business services available through the Local Workforce Development Board and the one-stop delivery system serves as a progressive tool for entrepreneurial skills training and microenterprise services. In addition, Great Northwest Region's frontline staff are equipped to advise entrepreneurs of public and private organizations that promote and connect entrepreneurs and small business owners to resources to start, create, expand, recover, collaborate, pitch and grow ideas.

An example of an agency that frontline staff may recommend to entrepreneurs is The Illinois Small Business Development Center at the Starved Rock Country Alliance which provides FREE tools, resources, and confidential services to entrepreneurs and small businesses across Bureau, Grundy, LaSalle, and Livingston Counties.

C.6 To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers (§679.560(b)(3)(v)).

These strategies have been developed for four different areas. Those areas include Data, Workforce Partners, Business Services, and Workforce Boards. Best practice models will be identified and utilized whenever possible.

Data

- Utilize reputable public databases in order to conduct independent surveys used to fine tune operational and programmatic business activities.
- Utilize up-to-date Labor Market Information for strategic development of programs.
- Request and/or provide database reports to workforce partners and economic development practitioners as needed.

Workforce Partners

- Use of referral and intake form to identify service needs and eliminate duplicated services in order to continue leveraging resources with workforce partners.
- Create new pathways for success by preparing very low-skill adults for sector-based bridge programs.
- Attend Rapid Response and WARN meetings.
- Participate in partner employment service-related events and activities.
- Promote partner re-training programs and events using Illinois Department of Employment Security (IDES) outreach notices.
- Continue successful out-of-school youth programs.
- Conduct effective Trade-related programs.
- Organize front-line staff meeting on a regular basis to assist with collaboration of client services.

- Share workforce trends with partners throughout the region in order to shift outreach of business and client needs to accurately reflect current workforce and economic trends.

Business Services

- Continue the long history of providing incumbent worker training, on-the-job training, and work experience/internships while developing customized training.
- Implement and expand work-based learning programs and strategies for all eligible customers.
- Schedule employer interview appointments for job seekers, following the job development process.
- Continue to share workforce intelligence and organize hiring events, through partners, local economic development agencies and businesses.
- Continue expanding shared business services through combining local areas' team meetings.
- Regional Apprenticeship Navigator to build capacity by developing and strengthening the knowledge, skills, abilities, processes, and resources that businesses, educational institutions, local workforce areas and community partners need to create new or expand existing apprenticeship programs.
- Rapid Talent Pipeline Initiative (RTPI) will continue guiding businesses towards operating directly with the RTPI workforce partners to identify business needs, create a plan of action, and implement the plan.

Workforce Boards

- Support awareness and adoption of innovative private sector models, such as the United States Chamber of Commerce Talent Pipeline Management Initiative.
 - Implement National Emergency Grant (NEG) Sector Partnership (SP) strategies for the health care sector while exploring options to apply for grants for the regions other identified sectors.
 - Utilize business intermediaries, including but not limited to United States Chamber of Commerce Foundation.
 - Expand employer forums including workforce partners.
 - Create a pilot event in Jo Daviess County or Carroll County to feature The Digital Manufacturing and Design Innovation Institute (Chicago), along with the Illinois Manufacturing Excellence Center and NIU EIGERlab (Rockford).
 - Apply for Regional Grant opportunities to assist in the implementation of Sector Strategies.
 - Continue Targeted Populations Standing Committee, as used by one local area, and integrating targeted population's representatives into all committees, as used by the other local area.
- D. Describe regional strategies that will increase apprenticeship and other work-based learning opportunities.**

Through LWIA 4's proposal for the Regional Apprenticeship Navigator Grant, Great Northwest Region will have the capability to conduct structured outreach to businesses with employers and workforce professionals to expand the use of apprenticeship as a work-based learning strategy. Regional Apprenticeship Navigator will build capacity by developing and strengthening the knowledge, skills, abilities, processes, and resources that businesses, educational institutions, local workforce areas and community partners need to create new or expand existing apprenticeship programs.

E. Describe initiatives to shorten the time from credential to employment and address how the area will work with the education system to begin putting training opportunities in place to meet this strategy.

In addition to the Regional Apprenticeship Navigator Grant proposal; Great Northwest Region's educational partners offer Stackable or Micro Certificates that allow clients to advance in their work and their education simultaneously. Additionally, educational partners and Career and Technology Education (CTE) programs work together to offer Integrated Career and Academic Preparation (I-CAPS). This program offers Adult Education students, including ESL students, the opportunity to complete college certificate programs in CNC Manufacturing, Patient Care Assistant, or IT Support Technician while preparing to earn their GED.

F Describe the steps that will be taken to support the state's efforts to align and integrate education, workforce and economic development including:

F.1 Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.

LWIA 4's execution of a Rapid Talent Pipeline Initiative (RTPI) has a goal to develop a universal template for use by partners in the workforce area to help employers develop/improve their talent pipelines, address the challenge of engaging rural employers, and improve employer engagement in the region. The process for implementing RTPI utilizes five process steps: Identify and Recruit Employers with identified needs, Assess Skill Needs and Pipeline Options, Develop an RTPI Plan, Implement the RTPI Plan with the employer's approval, and Review the Outcomes. The process is designed to be collaborative among partners, focused on working with smaller numbers of employers to identify specific talent needs and solutions, faster at responding to those needs by using existing programs whenever possible, and data driven so that new projects will benefit from what has been learned in previous projects.

Great Northwestern Region will work to establish a regional business service team based on the RTPI process. Representatives from both workforce areas will convene to establish a list of possible members that represent a minimum of all core partners and will work from there to identify additional members that serve the business community who can contribute to the successful expansion of the rapid talent pipeline initiative outlined previously.

To make businesses more competitive, Great Northwest Region's NCI Works launched a new initiative designed to provide labor market and career information to our businesses, job seekers, young adults and current workers through the publication of Industry Brief's designed to explain local business leader's workforce occupations, educational and training requirement, valued skill sets for potential employees, and the challenges the industry is facing today. These Industry Briefs are circulated through workforce partners, schools, libraries, elected officials, economic development organizations and local chambers to share with the community.

To help reach an even broader audience, podcasts that feature those same presenters and perhaps even guest presenters to promote further discussion on the selected industry as well as other related workforce topics are hosted. Podcasts are accessible on an on-going basis. This also supports our programmatic accessibility efforts, as well as our career pathways initiatives by providing career information.

F.2 Expanding career pathway⁷ opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.

Great Northwest Region will collaborate with existing employer sector groups to expand career pathway opportunities through more accelerated training and work-based learning; leading to industry-recognized credentials that result in improved employment and earnings by focusing a Regional Apprenticeship Navigator on outreach to area chambers of commerce, economic development teams, and regional one-stop center partners in order to engage businesses throughout the region to become familiar with current apprenticeship program in order to strategize what training will benefit clients emerging into the workforce. Businesses will have the opportunity to troubleshoot their workforce needs with the navigator who will report to one-stop centers for strategic solutions. In addition, Rapid Talent Pipeline (RTPI) is a systematic approach that allows for businesses to work directly with the RTPI group to identify business needs, create a plan of action, and work together to implement the plan.

F.3 Expanding career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services and expansion of bridge programs.

- By working closely with local community college partners in bridge programs, providing work-based training and co-enrolling individuals with local partner programs, Great Northwest Region expands career services and opportunities for populations facing multiple barriers by minimizing the gap in educational attainment and economic advancement. A Targeted Population Committee consisting of 2-4 individuals is in place to develop a career stop curriculum that will help client's market themselves and market the advantages of hiring the client.
- Front line staff from all partnering agencies share information on what is happening within their organizations, new initiatives, common concerns, what is lacking, service delivery and with the shared client - journey mapping. Journey mapping consists of ensuring that services are not duplicated yet the individuals is getting the services that they need to become successful. This is all connected to the service integration strategies in the area.
- WORKFORCE DEVELOPMENT BOARD, Innovation Project for Returning Citizens, **American Job Center®** partner organizations are reducing recidivism and improving public safety by providing returning citizens with vocational training and employment services.
- To help support our programmatic accessibility efforts, as well as our career pathways initiatives by providing career information, podcasts that feature industry leaders, business owners and guest presenters are broadcasted to promote thorough discussion on a selected industry as well as other related workforce topics. Podcasts are accessible on an on-going basis.
- NCI Works Targeted Pop initiative re: integrating/re-integrating individuals with disabilities, individuals with background issues and veterans into/back into the workforce.

F.4 Expanding information for employers and job-seekers to access services by improving the Illinois public-private data infrastructure to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways.

This state goal will be supported by:

- Participating in the region's several workforce development initiatives of Chambers of Commerce and United Way organizations.
- Supporting Illinois Economic Development Association (IEDA) through membership.
- Creating public-private partnerships or alignments with businesses and not-for-profit agencies that serve special populations.
- Improving public/private data infrastructure by collecting regional data and investigating methods to make the data accessible.
- Requesting opportunities to make presentations to economic development practitioners and professionals, through chambers of commerce and economic development association.
- Hosting workshops for economic development practitioners and professionals.
- Connecting with entrepreneurs and those starting businesses, to assist with workforce needs.
- Participating in the region's several Area Planning Council (APC_ Area Plan Development processes with education professionals and community college administrators.
- Participating in the region's several Comprehensive Economic Development Strategy (CEDS) planning processes with economic development professionals.
- Assisting communities and chambers with requests for information from businesses that may relocate or expand.