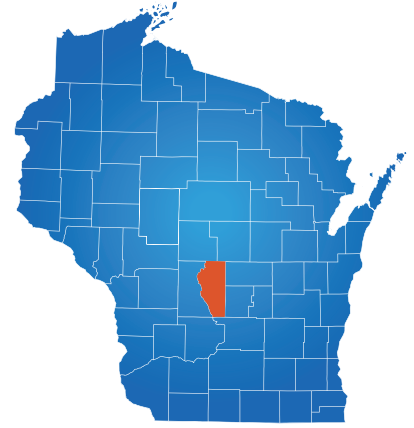


Adams County

2023 WORKFORCE PROFILE



2022 Wisconsin Overview

Wisconsin's economy broke numerous records during 2022, as the rebound from the COVID-19 pandemic continued.

During January through April, the state achieved a record low seasonally adjusted unemployment rate of 2.8%, while also achieving record lows in initial and continuing weekly unemployment insurance claims. As the number of unemployed people trended downward, construction employment reached a record high, and the manufacturing industry also experienced strong growth.

By year end, the state had regained 99% of the 404,000 jobs lost during the COVID-19 pandemic, including the short, sharp recession of March and April 2020. In addition to the strong rebound in jobs during 2022, Wisconsin's real GDP reached record highs and the state concluded the year with a record high state surplus approaching \$7 billion.

While Wisconsin's year-ending labor force participation rate of 64.6% remained more than 2 percentage points above the national average, demographic trends including the aging and retirement of Baby Boomers contributed to the labor quantity challenge. Concerns over inflation, compounded by China's response to the COVID-19 pandemic and resulting supply chain disruptions, also defined the year.

As demand for workers grew throughout 2022, employers voiced concerns about their inability to attract talent and workers in general. This is unlikely to change in the foreseeable future. The primary underlying challenge is the demographic situation as Baby Boomers exit the workforce. This lifecycle event will continue to complicate employers' ability to find workers and talent. These demographic problems extend beyond Wisconsin and affect the upper Midwest, the U.S. as a whole, much of Western Europe, and in fact, the developed world. Even China faces a talent shortage.

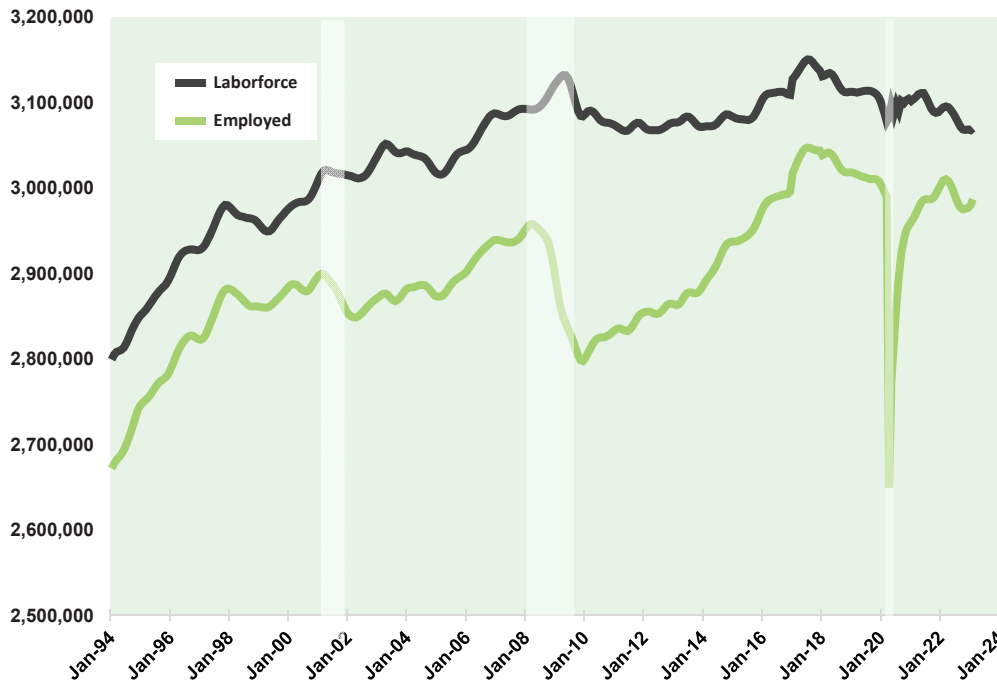


EMPLOYMENT

Wisconsin’s labor force held relatively steady through the pandemic, while employment dropped severely and then recovered quickly. See Graphic 1.

The employment gyrations pushed the unemployment rate to 14.1% in April 2020. As employment recovered, the unemployment rate fell to new lows of 2.8% in March and April of 2022. As of December 2022, Wisconsin’s seasonally adjusted unemployment is 3.2%.

Graphic 1: Wisconsin's Labor Force and Employment



Source: Local Area Unemployment Statistics (LAUS), Bureau of Labor Statistics

SHORT-RUN OUTLOOK

The short-run outlook for the state looks positive. Job levels continue at high levels, registering gains in 10 out of 12 months in 2022.

Job gains coupled with higher wages translate into healthy consumption, which makes up two-thirds of the economy. Wage gains have been robust. However, the surge in inflation brought about by supply chain disruptions and the war in Europe have undercut the gains in real terms. We expect high inflation to be transitory while wage gains will be permanent. With continued job and wage gains, consumption will be the underpinning of economic growth.

The most prominent economic risk is the Federal Reserve Bank (Fed) aggressively combatting inflation through higher interest rates. The Fed raised interest rates seven times in 2022 – going from essentially zero to 5%. They set a range of 25 basis points. As of March 1, 2023 the range is 4.7 – 5%. Interestingly, Fed fiscal policy contributed to inflation pressures over the last few years.

Experts expect that inflation pressures will ease as supply chains readjust. As inflation pressures ease, the Fed will be able to conduct a more accommodative monetary policy. Tighter fiscal policy will have an influence over the coming years as well.

Businesses continue to voice lack of workforce talent as the primary constraint on production growth. Pursuit of workers has brought about wage and benefit increases, signing bonuses, and other incentives to attract workers. However, other workforce barriers such as transportation, dependent care, housing affordability, and the uncertainty of workplace safety surrounding COVID-19. Solutions to these barriers are discussed below.

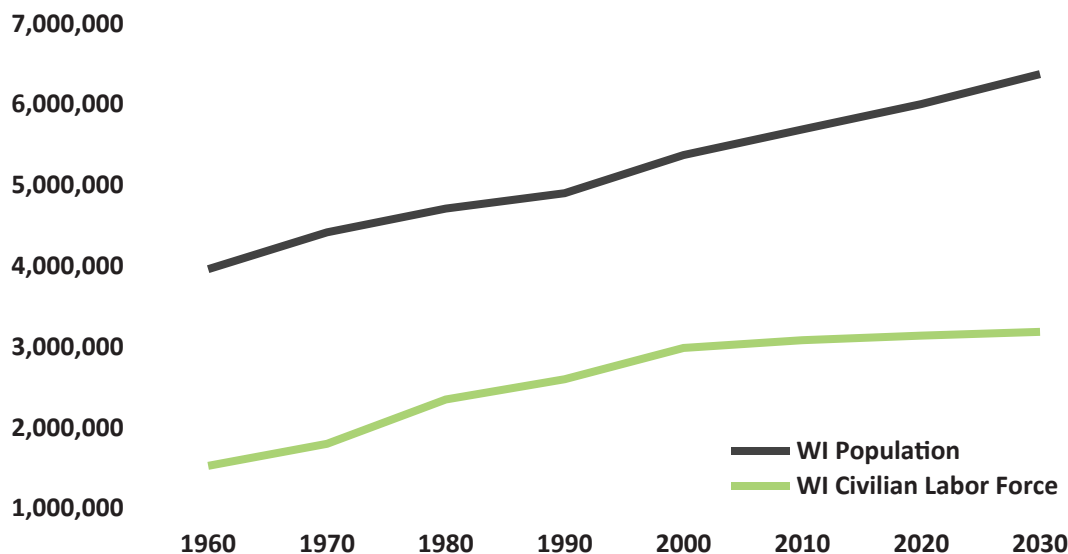
LONG-RUN CHALLENGE

Workforce quantity is the primary challenge facing Wisconsin's economic future. The demographic dynamics facing the state, other upper-Midwest states, the U.S., and most of the developed economies will advance unaltered in the coming decades.

While Wisconsin's population will continue to grow over the next 20 years, the workforce faces serious constraints. The labor force trend began to seriously flatten in 2008 after slowing in the late 1990s as the first baby boomers (those born in 1946) reached age 62 and began to leave the workforce. Baby boomers continue to exit the workforce in great numbers and will continue to do so over the next 20 years.

The number of retiring baby boomers nearly match the influx of new workers, resulting in a slow-growing workforce. This constrains employers' ability to secure talent across industries. Many businesses report that the lack of available workers has hindered expansion, and in some cases, even curtailed the ability to meet current business needs.

Graphic 2: Wisconsin Population and Labor Force



Source: WI DWD, OEA Special Tabulation

There are four solutions to the macroeconomic labor quantity challenge: 1) offshoring production, 2) immigration, 3) mitigating barriers to employment of the chronically unemployed, and 4) technological advancement. Critical to the technology solution is the concomitant match of labor skills with technologies' sophistication. This is true for designing, building, installing, operating, and maintaining the advanced technology being put in place as well as for development of the infrastructure and facilities needed to support technological progress: broadband, power, water, transportation.

Worker skills must align with skills demanded by the position. If you have the talent and not the job, the talent goes elsewhere. If you have the job and not the talent, the job goes elsewhere. For Wisconsin to successfully compete in the global economy, the state needs to attract and retain every body it can and educate and train everybody to match the requirements of the new technologies.

FOUR SOLUTIONS



Adams County

POPULATION AND DEMOGRAPHICS

Adams County is the 22nd least populous county in Wisconsin with 20,836 residents. However, it's also the 18th fastest growing county in Wisconsin. From 2020 to 2022, the county gained 182 residents, proportionally increasing its population at a rate of 0.9%. This population change was unlike the declining trend exhibited over the course of the 2010s, where the county's population declined by 221 residents, decreasing at a rate of 1.1%. The 10 most populous municipalities in Adams County accounted for 77.1% of the county's overall population, and the town of Rome was the largest contributor with a 14.9% share of the population. From 2020 to 2022, these municipalities together added 210 residents.

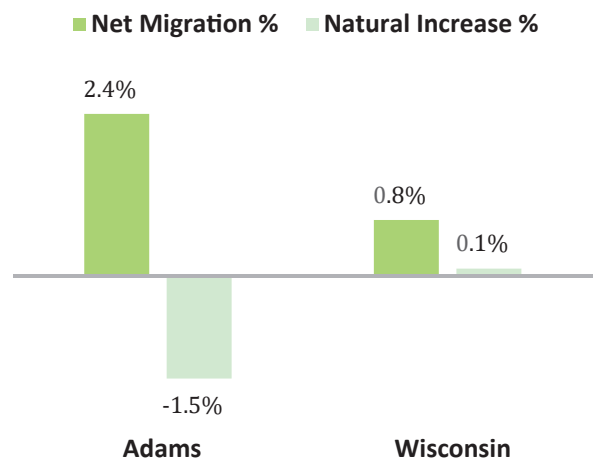
Graphic 3: 10 Most Populous Municipalities in County

| | 2020 Census | 2022 Final Estimate | Numeric Change | Percent Change |
|-----------------------|------------------|---------------------|----------------|----------------|
| Rome, Town | 3,025 | 3,111 | 86 | 2.8% |
| New Chester, Town | 1,960 | 2,071 | 111 | 5.7% |
| Adams, City | 1,761 | 1,755 | -6 | -0.3% |
| Dell Prairie, Town | 1,631 | 1,633 | 2 | 0.1% |
| Adams, Town | 1,378 | 1,387 | 9 | 0.7% |
| Preston, Town | 1,377 | 1,381 | 4 | 0.3% |
| Springville, Town | 1,283 | 1,271 | -12 | -0.9% |
| Quincy, Town | 1,159 | 1,159 | 0 | 0.0% |
| Strongs Prairie, Town | 1,145 | 1,158 | 13 | 1.1% |
| Jackson, Town | 1,141 | 1,144 | 3 | 0.3% |
| Adams County | 20,654 | 20,836 | 182 | 0.9% |
| Wisconsin | 5,893,718 | 5,949,155 | 55,437 | 0.9% |

Source: WI Dept. of Administration, Demographic Services Center

Population change can be broken down into two components: net migration and natural increase. Net migration, which is defined as people moving into the county minus those leaving, increased the county's population by 2.4%. This was considerably higher than the state rate of 0.8%. Natural increase, which is defined as births minus deaths, decreased the county's population by -1.5%. This was less favorable than the state, of which grew by 0.1%. The combined impacts of both components result in overall population change; Adams County's growth was solely attributable to net migration. Net migration has an immediate impact on a county's labor force potential, while natural increase provides some insight into the county's long-term workforce pipeline. Natural increase is largely a function of age and is expected to decline in the coming decades because the state's fertility rate has been below replacement level since 1975.

Graphic 4: Components of Population Change



Source: Demographic Services Center, WI Dept. of Administration

EMPLOYMENT BY INDUSTRY

From 2020 to 2021, employment in the county decreased by 71 jobs (-1.78%) across all industries. Not only was this undesirable and indicative of a county more likely to experience a troubled recovery, but was contrary to the statewide job growth of 2.5%. Comparing employment totals to 2019, an accurate pre-pandemic reference point, provides the relative employment loss and recovery needed to reach pre-pandemic employment levels. As of 2021, the county was down 10.6% to its 2019 level, while the state was down 3.1%.

Graphic 5: Employment Change by Industry

| | 2021 Average Monthly Employment | 1-year Numeric Change | 1-year Percent Change | 2-year Numeric Change | 2-year Percent Change | Percent of Total Employment |
|----------------------------------|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------------|
| Construction | 149 | -53 | -26.2% | Not avail. | Not avail. | 3.8% |
| Education & Health Services | 681 | 4 | 0.6% | -47 | -6.5% | 17.4% |
| Financial Activities | 95 | -2 | -2.1% | -2 | -2.1% | 2.4% |
| Information | 26 | 2 | 8.3% | 6 | 30.0% | 0.7% |
| Leisure & Hospitality | 688 | 30 | 4.6% | -186 | -21.3% | 17.5% |
| Manufacturing | 286 | -4 | -1.4% | Not avail. | Not avail. | 7.3% |
| Natural Resources & Mining | 412 | -20 | -4.6% | -88 | -17.6% | 10.5% |
| Other Services | 122 | 6 | 5.2% | 19 | 18.4% | 3.1% |
| Professional & Business Services | 178 | -18 | -9.2% | -16 | -8.2% | 4.5% |
| Public Administration | 617 | -17 | -2.7% | 6 | 1.0% | 15.7% |
| Trade, Transportation, Utilities | 671 | 1 | 0.1% | -51 | -7.1% | 17.1% |
| All Industries | 3,925 | -71 | -1.8% | -466 | -10.6% | 100.0% |

Source: WI DWD, Labor Market Information, QCEW 2021

From 2020 to 2021, five of 11 industries experienced employment growth. Over the year, construction experienced both the greatest numerical and proportional loss in employment, with a loss of 53 jobs (-26.3%). Leisure and hospitality registered the greatest employment gain over the year in both the county and the state. In Adams County, this industry gained 30 jobs. Information experienced the greatest proportional gain in employment, with a marginal gain of two jobs (8.3%).

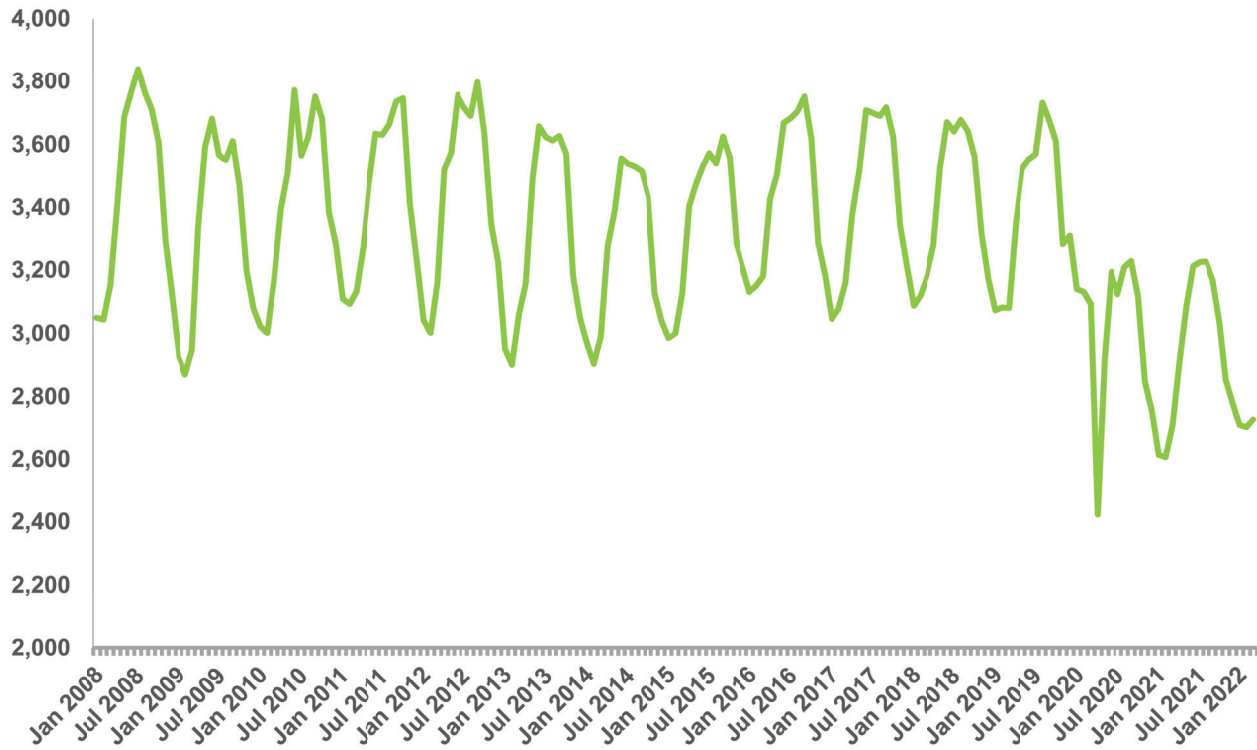
As of 2021, only three industries in the county surpassed their 2019 pre-pandemic employment level. Other services added the most jobs over the period, gaining 19 jobs (18.5%), while information had the largest proportional gain of jobs, gaining six jobs (30.0%). Public administration was the third industry to surpass its 2019 employment level. In contrast, none of these three industries reached their pre-pandemic level of employment statewide. Like the state, leisure and hospitality was the furthest from pre-pandemic employment levels. As of 2021, leisure and hospitality was down 21.3% in the county and 12.6% in the state.



TOTAL MONTHLY EMPLOYMENT

Graphic 6 depicts monthly employment in Adams County, characterized by the presence of typical seasonal employment patterns and the pandemic. Seasonal patterns were interrupted in March and April 2020, when COVID-19 caused counter-cyclical job losses and introduced unprecedented volatility into the economic outlook. This economic disruption and employment response complicates efforts to discern transitory economic shifts from structural ones. The disruption lasted only two months and the normal seasonal employment patterns has resumed, albeit at lower levels. Seasonal variations in employment occur due to changes in business and industry activity and are best accounted for by making year-over-year comparisons using the same month.

Graphic 6: QCEW Monthly Employment



Source: WI DWD, Labor Market Information, QCEW Second Quarter

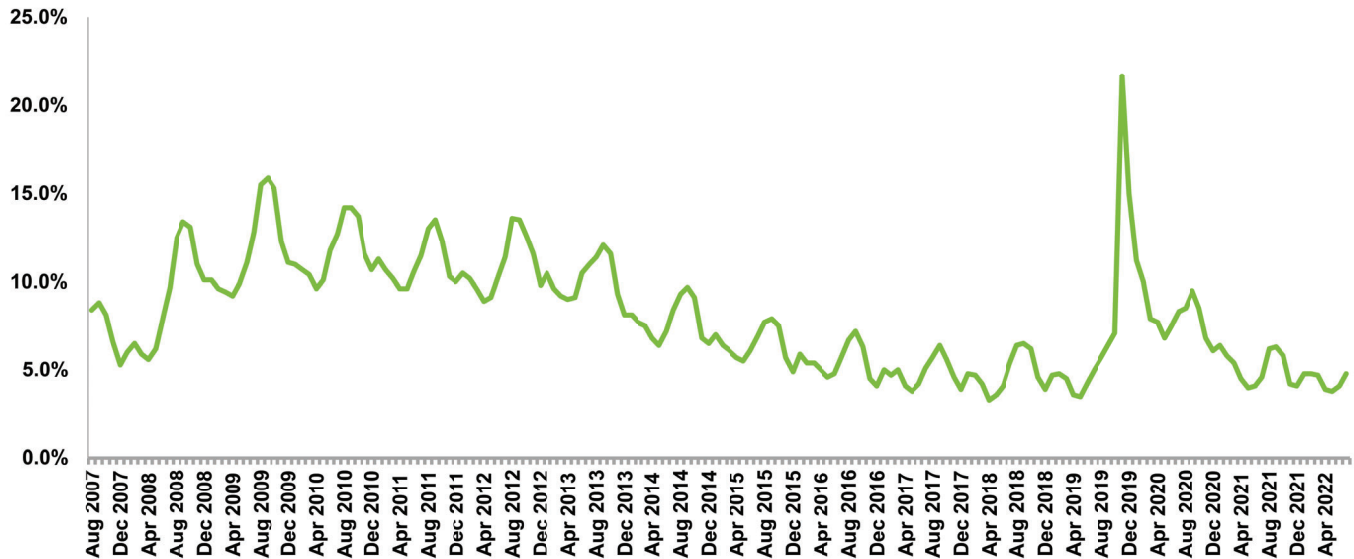
In April 2020, local employment felt the initial impact of the COVID-19 pandemic and sharply decreased by 701 jobs (-17.1%). This marked April as the low point of the pandemic for employment. Compared to April 2019, Adams County job counts were down 22.2%. Employment initially improved at a fast pace and by April 2021 jobs were only down 13.2%. However, the rate of employment recovery did not persist. As of March 2022, the latest month for which county-level data are available, Adams County employment was still down 11.2% compared to March 2019. While the precise month in which employment reaches pre-pandemic levels is unclear, it's expected that employment will recover more quickly than it did after the Great Recession.

Short-term changes in employment are a natural economic phenomenon. While these changes are important, it's more important to highlight the long-term changes to the functioning of markets and the economy. These are structural changes and frequently arise in economic recoveries. Many sudden changes emerged from COVID-19 as society and businesses adjusted. Virtual options arose in school, work, and healthcare. Workplace flexibilities arose in the form of split-shifts, compressed work times, job-sharing of tasks or hours, and other forms of flexible work arrangements. Automation trends accelerated. These changes will persist in an ongoing effort to satisfy customer needs and worker demands. Ultimately, it will be vital for the county and its workers to align skills and training with the emerging demands of the future.

UNEMPLOYMENT AND LABOR FORCE PARTICIPATION

In comparison to the Great Recession, job loss and recovery was more prominent post-COVID-19. The unemployment rate takes the number of residents that did not have a job yet were actively seeking work and presents them as a share of the total labor force. In April 2020, Adams County's unemployment rate climbed 15.8 percentage points. This resulted in a peak rate of 22.9%, significantly higher than the rates following the aftermath of the 2008 financial crisis. Eight months after this initial spike, the unemployment rate fell to 7.4%. While the initial recovery was quick, it has decelerated considerably. The unemployment rate only improved to 5.1% in August 2022, the latest month for which county-level data are available.

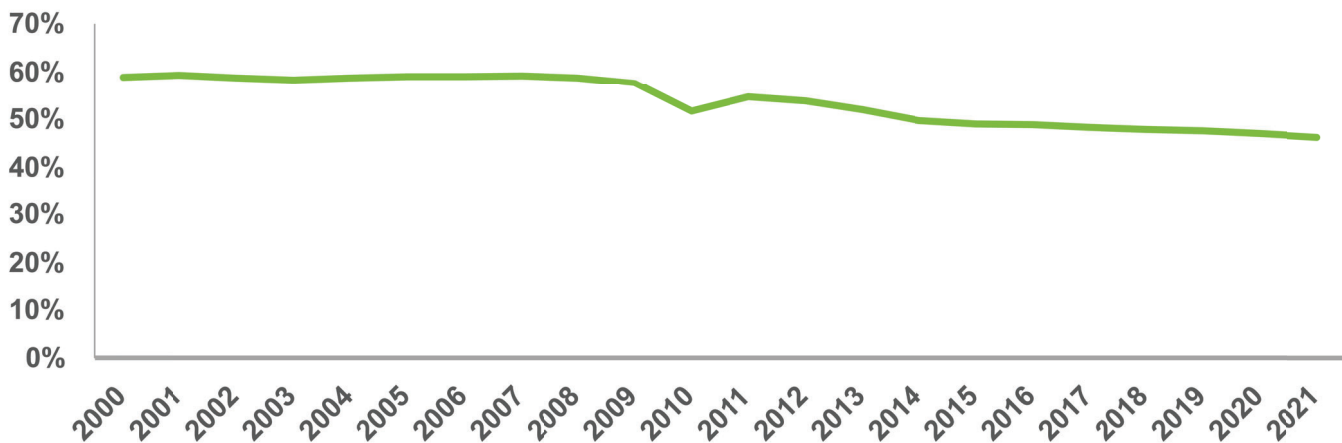
Graphic 7: Unemployment Rate



Source: Local Area Unemployment Statistics (LAUS), Bureau of Labor Statistics

Employers found attracting and retaining employees challenging even before COVID-19. Trends in labor force participation indicate that this challenge is likely to persist into the future. The labor force participation rate (LFPR) looks at the relative labor resources available and is expressed as the percentage of the civilian noninstitutional population 16 years and older that is working or actively looking for work. This rate faces downward pressure any time there is an aging population. Adams County's LFPR has been trending steadily downward since 2000, when the oldest baby boomers were in the late stages of their prime working years. The local LFPR was 58.9% in 2000 and has diminished to 43.5% in 2021.

Graphic 8: Labor Force Participation Rate



Source: WI DWD, Office of Economic Advisors (OEA)

BARRIERS TO FULL UTILIZATION

As Wisconsin's population continues to age and baby boomers exit the workforce, the long-term challenge of workforce quantity worsens. This increases the importance of labor market engagement. Labor market engagement is constrained by barriers to employment, which prevent people from entering or fully participating in the labor market. Four common barriers persist across areas and industries. These barriers are transportation, housing, childcare, and broadband access.

Transportation

A common condition of employment is attendance. In most cases, where one lives and where one works geographically differs, making transportation essential. When individuals cannot obtain transportation, they may refuse to enter the workforce or pursue an employment opportunity, while businesses may face increased hardship in securing talent and filling

positions. According to the most recent data available, 90.3% of employed Adams County residents drive a car to work, a comparatively higher percentage than Wisconsin (87.6%). 81.4% drive alone. Not only is reliance on a car to get to work higher for Adams County residents, but so are commute times and share of residents traveling outside the county for work. Residents had an average commute time of 27.0 minutes and 53.8% traveled outside of the county for work. Employers pulled 52.5% of their workers from other counties. Addressing transportation will improve workforce outcomes.

Graphic 9: Means of Transportation

| | Wisconsin | Adams County |
|--|-----------|--------------|
| Drive Car | 87.6% | 90.3% |
| Drive Alone | 79.9% | 81.4% |
| Mean Commute Time - Residents | 22.2 | 27.0 |
| Mean Commute Time - Workers | 21.9 | 23.0 |
| % of Residents Working in another County | 28.0% | 53.8% |
| % of Workers Residing in another County | 24.3% | 52.5% |

Source: US Census Bureau, American Community Survey, 2020 5-year File

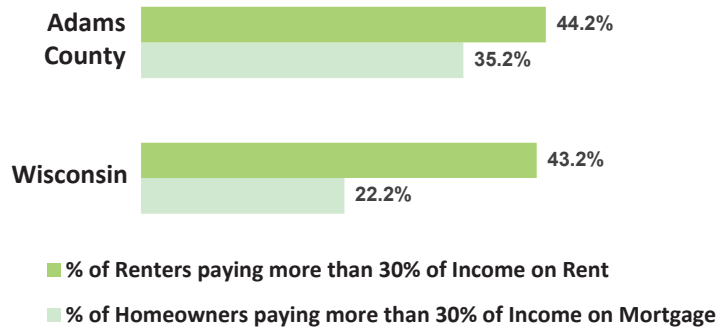


Housing

Housing is critical for the economy and its workforce capacity. Housing affordability and availability are barriers to employment and limit an area's ability to attract and retain workers. The Department of Housing and Urban Development (HUD) uses 30% of income as a guideline for housing affordability. Throughout the county and state, a greater proportion of renters than homeowners spend more than 30% of their income on housing. Early data shows that home values and monthly rent increased at an accelerated rate between 2020 and 2022, suggesting that the issue could worsen. Two ways to reduce this share would be to 1) provide more housing at a lower cost and 2) increase earnings.

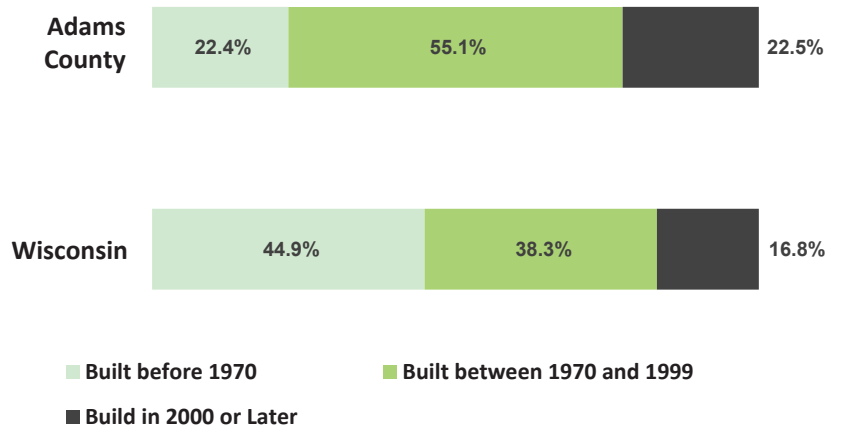
Housing availability is just as important as affordability but is difficult to quantify. One way to assess it is through the age distribution of housing stock in an area. The oldest category of homes, those built before 1970, contributed to a smaller share in Adams County than the state. Among Wisconsin's 72 counties, Adams had the 2nd lowest share of homes built before 1970. Conversely the newest category of homes, those built in 2000 or later, contributed to a larger distribution of housing in Adams County, 5.7 percentage points higher than the state distribution. While the housing stock that accompanies the county is less aged than the state, housing costs burden a greater proportion of Adams County renters and homeowners in comparison to the state. This may indicate the potential for housing development and offers an interesting context for future strategic planning discussions.

Graphic 10: % Paying more than 30% of Income on Housing



Source: US Census Bureau, American Community Survey, 2020 5-year File

Graphic 11: Housing Share by Year Built



Source: US Census Bureau, American Community Survey, 2020 5-year File



Childcare

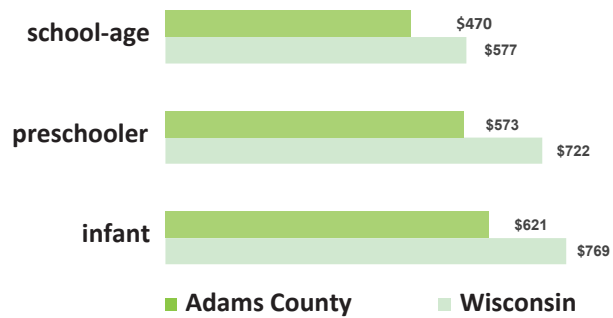
Childcare is a barrier to employment for Wisconsin families, as its cost and availability often dictate the labor force participation of parents. Some impacted parents refrain from entering the workforce, while others are reduced in their availability to work. While housing is less affordable for Adams County homeowners than the state, childcare is more affordable. The monthly cost of childcare ranges from \$470 for a school-age child to \$621 for an infant. While residents are challenged with the cost of care, they are also challenged with the availability of care. The YoungStar provider database tracks 82% of childcare providers in the state. According to their database, Adams County has six childcare providers for a potential capacity of 109 children. When compared to the population of children under 14, there are only five childcare slots available for every 100 children. In Wisconsin, there are 14 childcare slots available for every 100 children. The contrast of the county's comparatively lower capacity indicates that Adams County is facing a greater challenge in childcare availability. Easing the cost and access burden would allow more parents to fully participate in the labor market.

Graphic 12: Childcare Capacity

| | Wisconsin | Adams County |
|----------------------------------|-----------|--------------|
| Providers | 3,863 | 6 |
| Maximum Capacity | 132,075 | 109 |
| Capacity/100 Children Under 14** | 0.14 | 0.05 |

Source: Wisconsin Department of Children and Families, Youngstar Database

Graphic 13: Childcare cost



Source: Center for Women's Welfare, Uni. of Washington, 2019 Self-Sufficiency Standards

Broadband

Society responded to COVID-19 with virtual options in school, work, and healthcare. Once thought of as temporary necessities, many elements will remain even after the pandemic has ended. Workforce shortages empower the rise of remote work options, which mutually benefit both employers and workers. Employers gain a larger talent pool of candidates and workers gain increased availability to work. However, high-speed internet must be available to capture the benefits of virtual options.

Graphic 14 summarizes the distribution of broadband internet access across households. Internet access varies across income levels and is more attained at higher household income groups. Across all income groups, Adams County has a higher percentage of households without access to internet than the state. In Adams County, 46.8% of households earning below \$20,000 did not have access, 8.4 percentage points higher than the state. Among income levels, this was the greatest difference in distribution between the county and the state. Only 7.2% of households earning \$75,000 or more went without high-speed internet access. High-speed internet access is disproportionately lower for low income families and obstructs participation in virtual employment, training, and educational opportunities.

Graphic 14: Percent of Households that **DO NOT** have Internet Access by Annual Household Income

| | Wisconsin | Adams County |
|-----------------------|-----------|--------------|
| Total | 14.8% | 22.7% |
| Less than \$20,000: | 38.4% | 46.8% |
| \$20,000 to \$74,999: | 17.5% | 23.6% |
| \$75,000 or more: | 4.6% | 7.2% |

Source: US Census Bureau, American Community Survey, 2020 5-year File

INDUSTRY EMPLOYMENT PROJECTIONS

Graphic 15: Industry Employment Projections

| Industry | 2020 Employment | Projected 2030 Employment | Employment Change | Percent Change (2020-2030) |
|---|-----------------|---------------------------|-------------------|----------------------------|
| Total All Industries | 212,222 | 227,014 | 14,792 | 7.0% |
| Natural Resources and Mining | 6,702 | 7,242 | 540 | 8.1% |
| Construction | 7,479 | 8,171 | 692 | 9.3% |
| Manufacturing | 33,770 | 36,041 | 2,271 | 6.7% |
| Trade, Transportation, and Utilities | 40,606 | 42,506 | 1,900 | 4.7% |
| Information | 2,282 | 2,268 | -14 | -0.6% |
| Financial Activities | 14,562 | 15,272 | 710 | 4.9% |
| Professional and Business Services | 12,155 | 13,458 | 1,303 | 10.7% |
| Education and Health Services | 41,542 | 45,466 | 3,924 | 9.4% |
| Leisure and Hospitality | 16,782 | 19,548 | 2,766 | 16.5% |
| Other Services (except Government) | 10,546 | 11,093 | 547 | 5.2% |
| Public Administration | 11,604 | 11,936 | 332 | 2.9% |
| Self Employed and Unpaid Family Workers | 14,192 | 14,013 | -179 | -1.3% |

DWD produces projections of industry and occupation employment. The projections in this profile are produced every two years, following Bureau of Labor Statistics separations methodology. The workforce is constantly evolving, and workers are likely to work in several occupations throughout their lifetime. Workers leave occupations for reasons other than retirement, such as career changes or promotions. The separations methodology accounts for these different types of job changes. The current forecast examines employment over the period between 2020 and 2030 and has been published at both the state and Workforce Development Area (WDA) level. The state is composed of 11 WDAs and the projections presented in this profile are for the nine-county North Central WDA. The current 10-year projections reflect both the low base-year employment of 2020 and the recovery from the 2020 recession.

Over the 10-year period, regional employment is expected to grow by 7.0%, above the state's rate of 6.3%. Employment in the region is anticipated to increase by 14,792 jobs, most attributable to education and health services (26.5%), leisure and hospitality (18.70%), and manufacturing (15.4%). Other than the information industry, all industries in the North Central area are expected to grow, though at varying rates. Note that these projections only forecast levels of filled positions rather than potential demand, which further illustrates the issues associated with an aging population. While growth in the labor force is slowing, and in some counties even declining, job growth is expected to continue. So, while businesses already have difficulty in filling the job openings vacated by retirees, increasing difficulty will be felt filling new openings as well, which could result in constrained job growth and limit expansions. Although solutions will be different for each business, they will likely include a combination of talent pipeline development, increased automation, engagement of under-utilized groups, and retention of retirees in non-conventional work arrangements.



OCCUPATIONAL EMPLOYMENT PROJECTIONS

Graphic 16: Occupational Employment Projections

| Occupation Title | 2020 Employment | Projected 2030 Employment | Occupational Openings | Percent Change (2020-2030) |
|--|-----------------|---------------------------|-----------------------|----------------------------|
| Total All Occupations | 212,222 | 227,014 | 25,625 | 7.0% |
| Management | 11,661 | 12,436 | 1,089 | 6.7% |
| Business and Financial Operations | 11,718 | 12,381 | 1,093 | 5.7% |
| Computer and Mathematical | 5,608 | 6,391 | 497 | 14.0% |
| Architecture and Engineering | 2,741 | 3,119 | 250 | 13.8% |
| Life, Physical, and Social Science | 1,425 | 1,500 | 147 | 5.3% |
| Community and Social Service | 2,674 | 2,870 | 295 | 7.3% |
| Legal | 727 | 799 | 60 | 9.9% |
| Education, Training, and Library | 10,800 | 11,772 | 1,081 | 9.0% |
| Arts, Design, Entertainment, Sports, & Media | 2,168 | 2,233 | 230 | 3.0% |
| Healthcare Practitioners and Technical | 13,202 | 14,539 | 896 | 10.1% |
| Healthcare Support | 9,189 | 10,382 | 1,292 | 13.0% |
| Protective Service | 3,362 | 3,633 | 428 | 8.1% |
| Food Preparation and Serving Related | 14,441 | 16,535 | 2,936 | 14.5% |
| Building & Grounds Cleaning & Maintenance | 6,098 | 6,439 | 849 | 5.6% |
| Personal Care and Service | 5,481 | 6,361 | 931 | 16.1% |
| Sales and Related | 18,593 | 19,091 | 2,552 | 2.7% |
| Office and Administrative Support | 26,003 | 25,412 | 2,790 | -2.3% |
| Farming, Fishing, and Forestry | 4,388 | 4,646 | 727 | 5.9% |
| Construction and Extraction | 8,775 | 9,559 | 969 | 8.9% |
| Installation, Maintenance, and Repair | 8,790 | 9,461 | 927 | 7.6% |
| Production | 23,487 | 24,621 | 2,743 | 4.8% |
| Transportation and Material Moving | 20,891 | 22,834 | 2,843 | 9.3% |

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

Analysis of projected occupational employment reveals that hiring replacements will be a greater need than filling new positions created by growth. One such example is office and administrative support occupations, as this occupation group has the third highest number of projected openings but a declining number of total jobs. The need for this group is entirely driven by labor force exits and occupational transfers. While not the largest in terms of openings, the computer and mathematical category stands out as a growing field. Jobs in this group are typically high paying, and growth in this area could complement the more established business and financial operations field, which is also expected to grow.