
Will County Target Industry & Workforce Analysis

Executive Summary

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OVERVIEW

The primary purpose of the Target Industry and Workforce Analysis Strategy study was to identify industries that the Will County Center for Economic Development (CED) in partnership with the Workforce Investment Board of Will County, local leaders, and workforce development and educational organizations should focus attraction and retention/expansion efforts. In addition to identifying industries most suitable for attraction given the local dynamics and industries that should be expanded/retained to sustain the economic vitality of Will County, the study provides an analysis of the County's ability to produce skilled workers required by its current and future business community and recommends specific tactics for achieving positive results.

TARGET INDUSTRY RECOMMENDATIONS

The Will County Target Industry and Workforce Analysis Strategy study took into account Will County's strengths, weaknesses, opportunities, threats, and socio-economic indicators. A predictive analytics model was used to determine local, regional, and national industry trends as they apply to the existing economic base of Will County, its desired industry targets, and its growth potential.

Industry target recommendations are broken into two categories: attraction and retention/expansion. The attraction industry targets are those industries that currently provide the greatest promise to invest in Will County given the current environment and its projected potential. Retention and expansion industry targets are industries that currently have a strong presence in the county and whose continued/expanded presence is essential for the economic well being of the county.

Will County Predictive Matrix Target Industry Ranking Output	
Weighted Total	Target Industry
880	<i>Transportation/ Logistics</i>
850	Life Sciences
770	Professional & Business Services
630	Metal Manufacturing
630	<i>Sustainable Energy</i>
550	Food Processing
450	Plastic & Rubber Product Manufacturing
400	Chemical Manufacturing
240	Paper/Print Manufacturing

While Sustainable Energy & the Transportation/Logistics Industries are not primary targets for attraction or expansion/retention, both are significant to the County's economy and impact the County's ability to successfully attract and expand targeted industries so are included as part of this predictive matrix.

INDUSTRY ATTRACTION TARGETS

Industries targeted for attraction, a brief description of each, and reasons selected for attraction follows.

Professional & Business Services

According to the Bureau of Labor Statistics (BLS), the professional and business services super-sector is made up of three parts: the professional, scientific, and technical services sector; the management of companies sector; and the enterprises sector. This sector includes establishments engaged in processes where human capital is the major input. These establishments make available the knowledge and skills of their employees, often on an assignment basis, where an individual or team is responsible for the delivery of services to the client. The individual industries of this subsector are defined on the basis of the particular expertise and training of the services provider. Industry sub-sectors include legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services

Indicators leading to the selection of professional and business services as a recommended industry for attraction include:

- Strong presence in Will County
 - Employment: 3,029 people within 742 firms
 - Growing sector in the County - created 1,104 jobs between 2003 and 2007 and 227 new business locations
- Strong presence in the Chicago-Joliet-Naperville MSA region
 - Average income is \$62,868
 - Wages are \$3,769 higher than the national average
 - Employment: 190,172 people
 - Growing sector in the region - created 58,474 jobs between 1990 and 2004
- Unique industry attributes
 - Promotes continued county economic diversification (tradition manufacturing into service-related industries)

Targeted Professional and Business Services Industries
Internet Service Providers, Web Search Portals, and Data Processing Services
Payroll Services
Architectural, Engineering, and Related Services
Specialized Design Services
Computer Systems Design and Related Services
Management, Scientific, and Technical Consulting Services
Scientific Research and Development Services
Other Professional, Scientific, and Technical Services
Administrative and Support Services

Food Processing

Industries categorized as food processing transform agricultural and livestock products into products for intermediate or final consumption. The food products manufactured in these establishments are typically sold to wholesalers or retailers for distribution to consumers. Additionally, establishments producing specialized equipment needed for the production and/or packaging of food products have been included in this category.

Indicators leading to the selection of food processing as a recommended industry for attraction include:

- Strong presence in Will County
 - Employment: 1,634 people
 - Growing sector in the county - created 530 food-processing jobs between 2003 and 2007
- Strong presence in the Chicago-Joliet-Naperville MSA region
 - Average income is \$39,004
 - Wages are \$3,329 higher than the national average
 - Employment: 62,262 people
- Unique industry attributes
 - Region ranks number one nationally in food processing
 - Operations are not likely to go off-shore
 - Creates value-added agriculture: Connect agriculturally related companies whose products can be grown and/or produced in the county
 - Region has well-established distribution channels
 - Availability of Industrial sites for construction of facilities
 - High protein bi-products from bio-fuel production for use as animal feed
 - Food cluster present: packaging, processing, and distribution, including the growing market of processed salads and organic products, processed dairy, and related products

Targeted Food Processing Industries
Grain Milling
Sugar and Confectionary Product Manufacturing
Fruit and Vegetable Preserving and Specialty Food Manufacturing
Dairy Product Manufacturing
Miscellaneous Food Manufacturing
Food Product Machinery Manufacturing
Agriculture, Construction, and Mining Machining Manufacturing

Life Sciences

Life sciences includes research and design for engineering and physical science; pharmaceuticals and medicines; nanotechnology; bioinformatics; surgical and medical instrument manufacturing; navigational, measuring, medical and control instruments; computer and peripheral equipment; computer design systems; customized computer programming services; and automotive; aerospace; and plastics (connected to all targeted industries).

Indicators leading to the selection of life sciences as a recommended industry for attraction include:

- Strong presence in Will County
 - Healthcare for the county
 - Employment: 12,943 people
 - Growing sector in the County - created 2,779 jobs between 2003 and 2007
- Strong presence in the Chicago-Joliet-Naperville MSA region
 - Average income is \$46,687
 - Wages are \$5,119 higher than the national average
 - Employment: 116,575 people
 - Growing sector in the region - created 52,590 jobs between 1990 and 2004
- Unique industry attributes
 - Growth projection is 32.2%
 - Growth of neutraceuticals connected to food processing
 - Developing medical cluster: includes diagnostic substances, disposable medical plastics, surgical supplies, equipment, and testing services
 - Regional (MSA) education and knowledge creation sector strong

Targeted Life Sciences Industries
Electro-medical and Electrotherapeutic Apparatus Manufacturing
Search, Detection, Navigation, Guidance Aeronautical & Nautical System Instrument Manufacturing
Analytical Laboratory Instrument Manufacturing
Irradiation Apparatus Manufacturing
Medical Equipment and Supplies Manufacturing
Medical and Diagnostic Laboratories

RETENTION/EXPANSION TARGETS

Industries targeted for retention and expansion, a brief description of each, and reasons selected follows.

Metal Product and Machinery Manufacturing

Industries in the Metal Product Manufacturing subsector transform metal into intermediate or end products. The Machinery Manufacturing subsector creates end products that apply mechanical force, for example, the application of gears and levers, to perform work. Metal manufacturing includes primary metal products, fabricated metal products, pumps, environmental controls, fasteners, metal processing, precision metal products, and machinery manufacturing.

Indicators leading to the selection of metal manufacturing as a recommended industry for retention/expansion include:

- Strong presence in Will County
 - Employment: 1,198 people
 - Growing sector in the county - created 315 jobs between 2003 and 2007
- Strong presence in the Chicago-Joliet-Naperville MSA region
 - Average income is \$48,252
 - Employment: 77,211 people
 - Region lost 37,054 jobs between 1990 and 2004 but more than 15% of employees in the manufacturing sector are 55 to 64 years old indicating that there may be a potential need for large numbers of new employees to replace future retirees.
- Unique industry attributes
 - Existing and emerging industry linkages: Transportation equipment manufacturing, maintenance, and repair
 - The region ranks number one nationally in metal manufacturing

Targeted Metal Manufacturing Industries
Fabricated Metal Product Manufacturing
Metalworking Machinery Manufacturing
All Other Industrial Machinery Manufacturing

Plastic and Rubber Product Manufacturing

Industries in the Plastics and Rubber Products Manufacturing subsector make goods by processing plastics materials and raw rubber. The core technology employed by establishments in this subsector is that of plastics or rubber product production. The Plastics and Rubber Product manufacturing subsector is wide-ranging and includes packaging and building/construction; transportation; consumer and institutional products; furniture and furnishings; electrical/electronic components; adhesives, inks and coatings; plastic products; paints and allied products; and plastic material and resin.

Indicators leading to the selection of plastic product manufacturing as a recommended industry for retention/expansion include:

- Strong presence in Will County
 - Employment: 12,184 people
 - Growing sector in the county - created 290 jobs between 2003 and 2007
- Strong presence in the Chicago-Joliet-Naperville MSA region
 - Average income is \$48,252
 - Employment: 77,211 people
 - Growing sector in the region - created 1,287 jobs between 1990 and 2004
- Unique industry attributes
 - Existing and emerging industry linkages: disposable medical plastics that will service a growing healthcare sector
 - The region ranks number one nationally in plastic product manufacturing

Targeted Plastic Product Manufacturing Industries
Plastics Material & Resins
Plastics and Rubber Industry Machinery Manufacturing
Plastics Product Manufacturing

Scientific Research and Chemical Manufacturing

Scientific research comprises establishments engaged in conducting original investigation undertaken on a systematic basis to gain new knowledge (research) and/or the application of research findings or other scientific knowledge for the creation of new or significantly improved products or processes (experimental development). Chemical manufacturing is the transformation of organic and inorganic raw materials by a chemical process and the formulation of products.

Indicators leading to the selection of chemical manufacturing as a recommended industry for retention/expansion include:

- Strong presence in Will County
 - Employment: 1,050 people
 - Lost 337 jobs between 2003 and 2007
- Strong presence in the region
 - Average income is \$48,252
 - Employment: 77,211 people
 - Region lost 6,785 jobs between 1990 and 2004
- Unique industry attributes
 - Multiple existing and emerging industry linkages: chemical manufacturing is a supplier industry to plastics, foods, medical, paper, sustainable energy, and metal manufacturing
 - The region ranks number three nationally in chemical manufacturing

Targeted Scientific Research and Chemical Manufacturing Industries
Scientific Research Services
Chemical Manufacturing

Paper and Print Manufacturing

Paper manufacturing includes making paper and paper products; pulp-making machinery; paper- and paperboard-making machinery; and paper and paperboard converting machinery. The printing processes employed include, but are not limited to, lithographic, gravure, screen, flexographic, digital, and letterpress. Establishments in this industry do not manufacture the stock that they print, but may perform post-printing activities, such as folding, cutting, laminating, and mailing the materials they print.

Indicators leading to the selection of paper/print manufacturing as a recommended industry for retention/expansion include:

- Strong presence in Will County
 - Employment: 894 people
 - Growing sector in the county - created 290 jobs between 2003 and 2007
- Strong presence in the region
 - Average income is \$51,840
 - Wages are \$4,646 higher than the national average
 - Employment: 45,775 people
 - Region lost 23,295 jobs between 1990 and 2004 but as was the case with metal manufacturing more than 15% of employees in the manufacturing sector are 55 to 64 years old indicating that there may be a potential need for large numbers of new employees to replace future retirees.

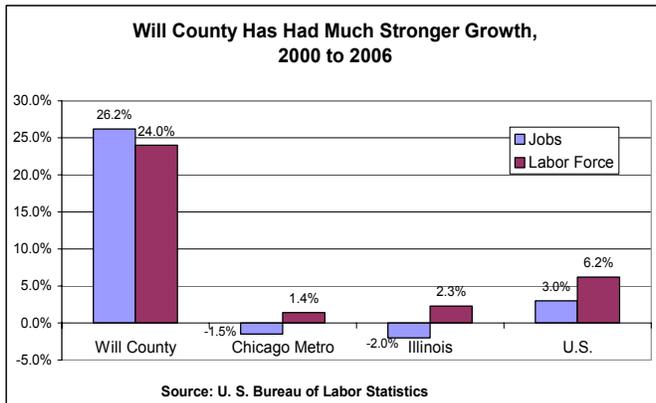
Targeted Paper and Print Manufacturing Industries
Printing and Related Support Activities
Printing Machinery and Equipment Manufacturing
Paper Industry Machinery Manufacturing

These industry targets form the basis of the Will County industry attraction and retention strategy. It will be critical to building relationships with decision makers within the specific target industry companies and the top site selection consultants to inform them about important projects, properties, and local industry information. In addition, continued external public relations about Will County is necessary to increase awareness about the industry opportunities in the County.

WORKFORCE ANALYSIS

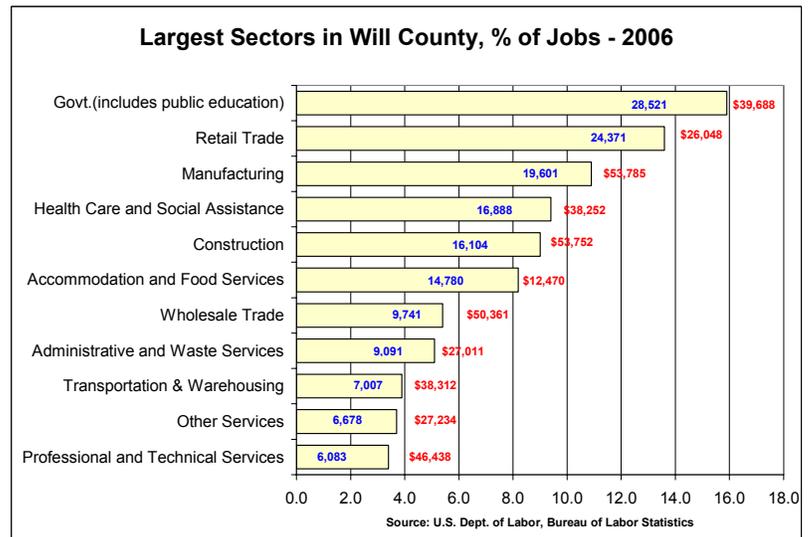
KEY WORKFORCE FINDINGS

Part of the strength of the workforce in Will County is tied to the significant population growth that the County has seen over the last 15 years. Between 1990 and 2000, Will County population grew by more than 40%. It is projected that the population will grow by another 20% before 2011. In addition, the number of residents who have some post-high school education grew between 1990 and 2000 by more than 75% and is expected to grow by nearly 100% more by the year 2011. The population increase combined with the increase in educational attainment has created a strong and skilled workforce in the county.



This growth has also translated into strong growth in both the job market and the labor force in the County. As the table to the left shows, Will County has had much stronger growth in jobs and labor force than the Chicago Metro region, the State of Illinois and the US.

In addition to the significant growth in the County, the composition of industries represented in Will County is very diverse, leading to an equally diverse labor force. Some of the notable sectors with the highest average wages are Manufacturing (a target retention industry), Construction (cyclical, but has trended stable because of the growth in the County), Wholesale Trade (contains some of the global transportation industry), and Professional and Technical Services (also a priority target).

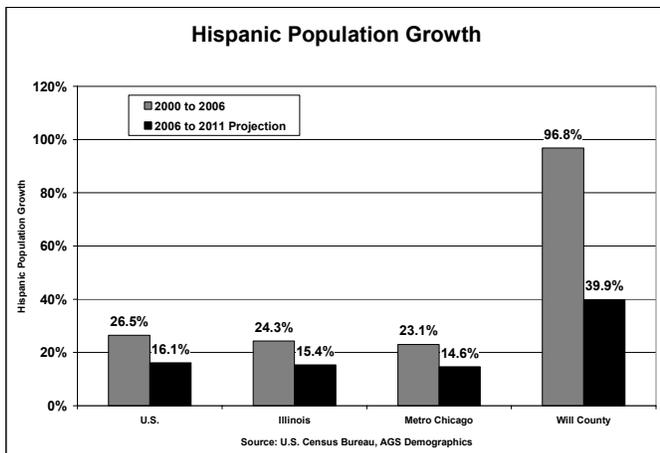


Several key findings were identified that should be considered in implementing a targeted industry strategy. These findings are more germane to workforce development than to targeted industry recruitment, and reflect not just trends in Will County but also in the Chicago metropolitan region and even the nation. The findings point to structural changes and challenges Will County economic and workforce development, education, and community leaders will have to confront as they advance a planned targeted industry strategy.

Finding #1: Basic and technical skill gaps are not being met by educational partners in the K-16 system in a comprehensive, demand-oriented way.

Will County is not alone in its need to improve basic employability skills. There are no easy solutions, but dialogue and context-based learning strategies focused on skills for target industries are good places to start. Also important are technical skill gaps for current and future jobs. While post-secondary educational institutions appear to focus on training for specific occupations and skill sets, they have more difficulty anticipating and preparing for the needs of growth sectors in a proactive way.

Basic Employability Skills
Basic math and literacy
Communication skills
Work ethic and appropriate workplace behavior

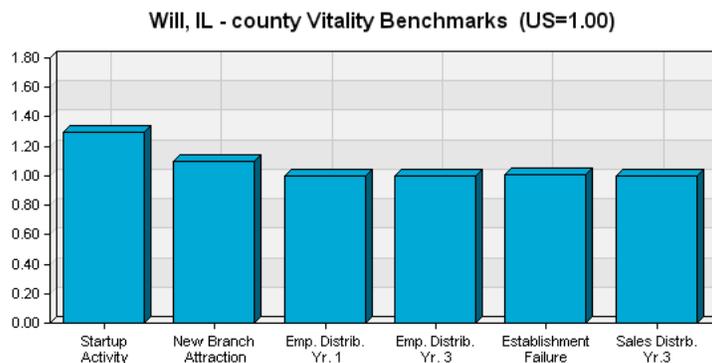


Finding #2: Growing Immigrant and Latino Population

The County's Latino population is growing more rapidly than that of the County as a whole and at a faster pace than the metropolitan Chicago region or State of Illinois as a whole: in 2000, one in ten Will County residents was Latino; today it is one in six, and by the end of the decade it will be one in five. Moreover, it is growth in this demographic group that is keeping the County younger, on average, than the U.S. as a whole. Will County can obtain additional information about the skills, experiences, needs, educational backgrounds, and work characteristics of this demographic group to insure that the talents and abilities of these new residents are cultivated appropriately.

Finding #3: Entrepreneurship is an Untapped Workforce Opportunity

Entrepreneurship rates, as determined by business start-ups, are disproportionately higher in Will County than elsewhere in the region and state—and 30% higher than the nation. In part, entrepreneurship may be growing as a result of lower start-up costs, including the availability of lower-cost office space and the agglomeration effect of spin-off businesses in logistics or manufacturing. The educational and workforce development system to date has not fully tapped the potential of this trend.



Will County's workforce – the skills, talent, and entrepreneurial capacity of the County's 670,000 people – will be a key determinant in the success of the planned targeted industry strategy. There is a need to develop a shared information infrastructure to track, share and make sense of economic and labor market data affecting the County. There are also gaps between the education, training, and career advancement opportunities available today and the potential needs of workers and employers in the future. The necessary partnerships between employers and workforce and education entities are not one time events, but need to be continuously designed over time to address the changing employer needs.