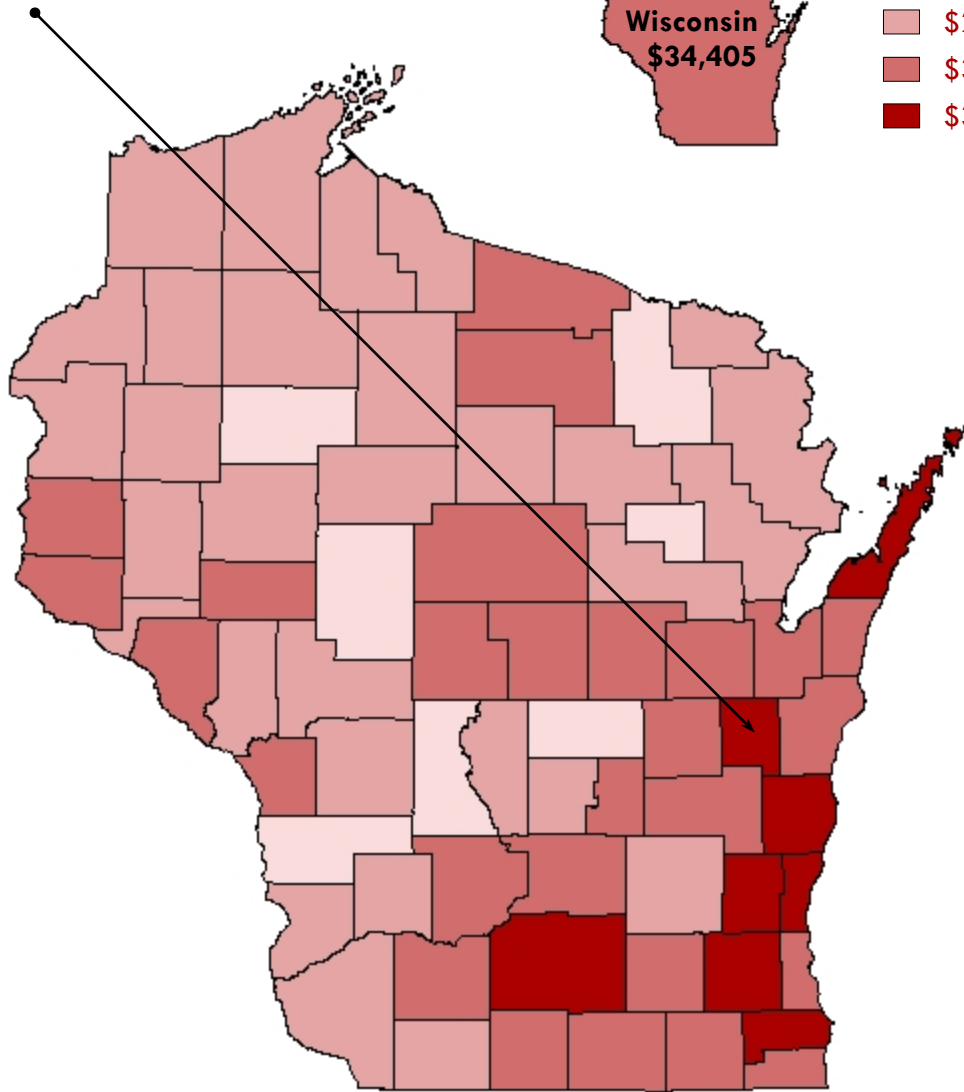


# Calumet County Workforce Profile

## Per Capita Personal Income in 2006

Calumet County  
\$36,107



2008

### Office of Economic Advisors

Wisconsin Department of Workforce Development  
OEA-10600-P

Kimberly Berg  
701 Cherry Street  
Green Bay, WI 54301  
920.448.5268  
[Kimberly.Berg@dwd.wisconsin.gov](mailto:Kimberly.Berg@dwd.wisconsin.gov)

**Population**

Population demographics are important to analyze. The baby boomer generation is a key topic of interest throughout Wisconsin and the United States. However, Calumet County is characterized by a younger population in an overall older state. While age demographics are important to examine in Calumet County, the most significant component is not particularly the baby boomer generation. Changes from the current trend will impact both labor force growth and also the demand for goods and services.

Not only is Calumet County one of the younger-aged counties in Wisconsin, the county is also the second fastest growing county among the 72 in the state, behind St. Croix County (25.1%). Calumet County is part of the two-county Appleton Metropolitan Statistical Area (MSA), Outagamie County being the other member, and is the more rural county of the two. Calumet County is located in one of the most thriving areas in Wisconsin.

Since the April 2000 Census, the county's population grew by 5,359 residents. Of the county's net change in residents, nearly nine-tenths (86.2%) took place in the town of Harrison, the Village of Sherwood, and the Calumet County portion of the City of Menasha. Yet in 2007, those areas contained only about one quarter (27.4%) of the county's population. These three municipalities are among the fastest growing municipalities in the county and are also located in northwestern Calumet County, surrounding the Calumet

**Calumet County's Ten Most Populous Municipalities**

	April 2000 Census	Jan.1, 2007 Estimate	Numeric Change	Percent Change
<b>United States</b>	281,421,906	300,888,812	19,466,906	6.9%
<b>Wisconsin</b>	5,363,715	5,647,000	283,285	5.3%
<b>Calumet County</b>	40,631	45,990	5,359	13.2%
Appleton, City*	10,974	11,200	226	2.1%
Harrison, Town	5,756	8,601	2,845	49.4%
Chilton, City	3,708	3,756	48	1.3%
New Holstein, City	3,301	3,329	28	0.8%
Brillion, City	2,937	3,001	64	2.2%
Sherwood, Village	1,550	2,466	916	59.1%
New Holstein, Town	1,457	1,557	100	6.9%
Menasha, City*	688	1,549	861	125.1%
Brillion, Town	1,438	1,534	96	6.7%
Stockbridge, Town	1,383	1,465	82	5.9%

\* Calumet County portion only

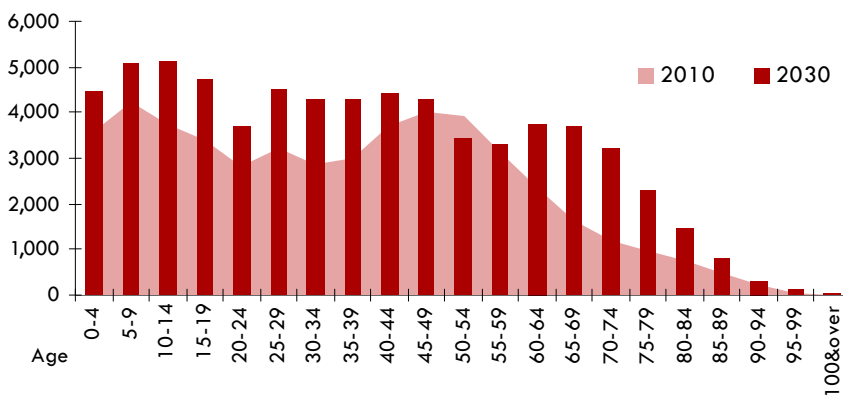
Source: WI Dept. of Administration, Demographic Services, Population Est., July 2008

County portion of the City of Appleton. Calumet County does a mediocre job of retaining its workers. As a result, it is likely that many of the new and existing residents in these three municipalities make a short commute to the neighboring metropolitan county of Outagamie in search of higher wages and more job opportunities. Unlike the other three municipalities, the Calumet County portion of the City of Appleton (largest municipality in the county) only grew by 2.1 percent between 2000 and 2007. Some of its residents likely commute to the Outagamie County portion of the City of Appleton for work as well.

Population growth in the Calumet County portion of the City of Appleton, Calumet County, or throughout any area for that matter, occurs as a result of two sources: natural increase (births outnumbering deaths) and net migration (more in-movers than out-movers). A quickly growing population base, as is the case in Calumet County, typically indicates a great deal of net migration. In fact, 53.2 percent of the population change was a result of net in-migration (2,852). This means that 46.8 percent was due to a natural increase, total births (4,209) outnumbering total deaths (1,702).

The graph to the left analyzes age demographics projected in 2010 and in 2030. While the population increases, the county's population distribution is shifting from a younger- to an older-aged dominance, like most counties in the state. Although, Calumet County's population will

**Population by Age Cohorts in Calumet County**



In 2010, the average Calumet County resident will be 35.8 years old.  
 In 2020, the average Calumet County resident will be 36.9 years old.  
 In 2030, the average Calumet County resident will be 38.1 years old.

Source: WI Dept. of Administration, Demographic Services, & WI DWD, OEA

(Continued on page 2)

**Population & Labor Force**

Population Projections for Calumet County						
Age Group:	0-15	16-34	35-54	55+	Labor-Force- Aged Population	Total Population
Years	Population					
2010	12,227	11,627	14,644	10,776	37,047	49,274
2020	14,214	14,023	14,422	15,750	44,195	58,409
2030	15,591	16,231	16,430	18,967	51,628	67,219
Distribution of Labor-Force-Aged Population						
2010		31.4%	39.5%	29.1%	100.0%	
2020		31.7%	32.6%	35.6%	100.0%	
2030		31.4%	31.8%	36.7%	100.0%	

Source: WI Dept. of Administration, Demographic Services

not be nearly as old as that in most counties throughout the state.

The projected average age of Calumet County residents in the year 2010 will be 35.8 years old; and in Wisconsin, 38.1 years old. When the oldest baby boomer is 64 years old in 2010, the over-64 year old population in Calumet County will amount to 10.8 percent of the total county population, compared to 13.6 percent in Wisconsin. At that same time, those under 16 years old will make up 24.8 percent of the county population and 20.2 percent of the statewide population. By 2030, the 65 year old or older population will comprise 17.8 percent of the county's population, compared to 21.4 percent in Wisconsin. At that time, the youngest baby boomer will be 66 years old. As the older population is increasing in share and size between 2010 and 2030, the younger population, or those under the age of 16, is decreasing in share, but not size. Calumet County's population under the age of 16 will drop to 23.2 percent, while Wisconsin's will drop to 19.6 percent in 2030.

The shift in the demographics of Calumet County's population could significantly affect both labor force growth and also the supply and demand for goods and services. Not only will this shift impact Calumet County, but it will also influence surrounding areas. Examining population and labor force demographics together helps to explain why the significant effects might occur. The table above displays the population breakout by age cohort, whereas the table on the bottom right corner of the page denotes the projected breakout of the labor force by age cohort. The line graph then combines both population and labor force together on one graph.

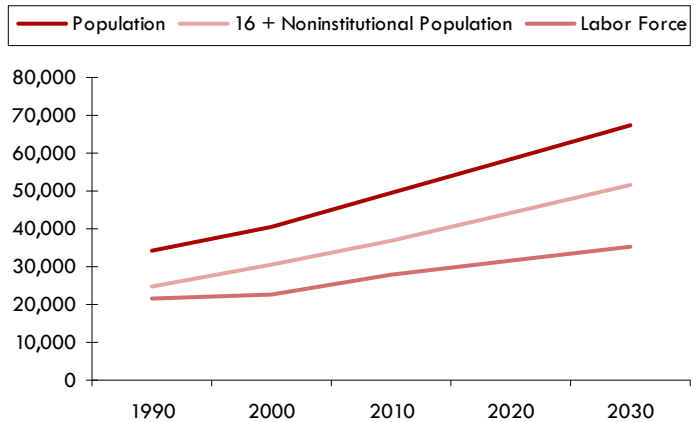
The total population in Calumet County is projected to grow by 36.4 percent between 2010 and 2030, while the labor-force-aged population (16+ population) is expected to grow by 39.4 percent over that same time

period. However, much of the change in the labor-force-aged population distributions is due to the aging of the baby boomer generation. It is projected that in the year 2010, the 55 year old or older population will comprise 29.1 percent of the 16 or older population. This age cohort accounts for the smallest share of the labor-force-aged population among the age groups listed to the left in the year 2010, but is projected to be the largest share

(36.7%) in the year 2030.

Even though the county's population is shifting, an overwhelming majority is still in its prime working years. As a result, it is projected that the labor force, those working or seeking work, (see table below) will grow by

**Calumet County Historic and Projected Population and Labor Force**



Source: WI DWD, OEA

Labor Force Projections for Calumet County				
Age Group:	16-34	35-54	55+	Total Labor Force
Years	Labor Force			
2010	9,987	12,937	4,812	27,736
2020	11,763	12,804	7,181	31,749
2030	13,862	14,556	6,586	35,004
Distribution of Labor Force				
2010	36.0%	46.6%	17.4%	100.0%
2020	37.1%	40.3%	22.6%	100.0%
2030	39.6%	41.6%	18.8%	100.0%

Source: WI DWD, OEA

(Continued on page 3)

**Labor Force**

26.2 percent between 2010 and 2030. Labor force growth in Calumet County will out-perform most other counties throughout Wisconsin.

The labor force participation rate (LFPR) is defined as the share of the 16 and older non-institutional population (not incarcerated or in nursing facilities) that is in the labor force (working or seeking work). The line graph on the top right corner of the page suggests that the LFPR will drop for both males and females in the year 2030. The bottom line graph to the right in combination with the population and labor force tables on page two, help to explain why this trend is expected to occur in Calumet County. In particular, participation drops quite dramatically at the age of 55 and beyond for both males and females. As of the year 2007, the total LFPR in Calumet County was 72.5 percent, higher than Wisconsin's LFPR of 70.2 percent. Both areas' LFPRs are projected to drop as the baby boomers enter the ages typically associated with retirement. Although, participation in Calumet County will likely remain higher than in Wisconsin as a result of the county's population demographics.

Some baby boomers will continue to work later in life than their predecessors did. They may continue working in their current capacities, change careers, or go part-time. But, the baby boomers that do decide to work later in life may find that personal interests, health concerns, and family needs will prevent them from working indefinitely. When the baby boomers do retire, the experience and knowledge that will be lost could be hard to replace.

Even though Calumet County's labor force is growing and the population continues to be younger on average, employers still may face stiff competition recruiting qualified younger workers from their area. Surrounding area employers are experiencing similar issues and unless they are able to keep their baby boomers working (either full-time or part-time), or are able to recruit new workers from their area, they may tap Calumet County's workforce.

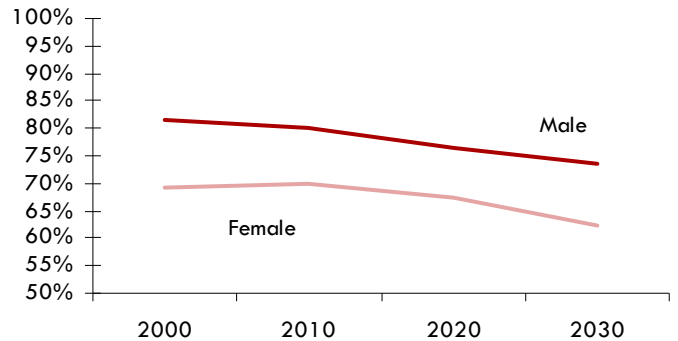
The bottom table reflects some of the changes already occurring in the labor force in Calumet County.

**Calumet County Civilian Labor Force Data**

	2003	2004	2005	2006	2007
Labor Force	25,182	25,024	25,171	25,433	25,640
Employed	23,945	23,993	24,123	24,394	24,416
Unemployed	1,237	1,031	1,048	1,039	1,224
Unemployment Rate	4.9%	4.1%	4.2%	4.1%	4.8%

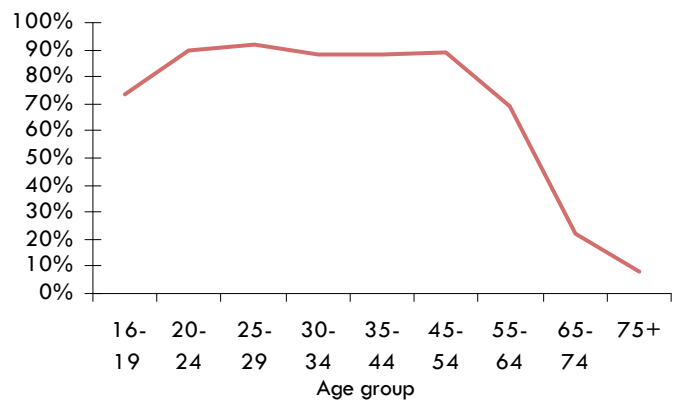
Source: WI DWD, Bur. of Workforce Training, Local Area Unemployment Statistics, 2008

**Labor Force Participation Rates by Sex: 2000-2030**



Source: WI DWD, OEA

**Labor Force Participation Rates by Age in 2000**



Source: Census 2000, SF-3

Since 2003, the labor force increased by 458 workers and job seekers, or 1.8 percent. As the labor force increased since 2003, so did the number employed by 471. While the labor force and the number employed increased, the number unemployed decreased by 13 between 2003 and 2007. This resulted in a one-tenth of a percentage point difference in the unemployment rates in the years 2003 and 2007.

In 2007, the county's unemployment rate was 4.8 percent, one-tenth of a percentage point less than the rate in Wisconsin. Over the last ten years, the county has typically seen, on average, a lower unemployment rate than in Wisconsin. Typically, rates tend to be higher in the winter months and lower in the summer months. The rate in Calumet County peaked in February (5.6%) with a trough in November and December (4.3%).

## Jobs & Wages

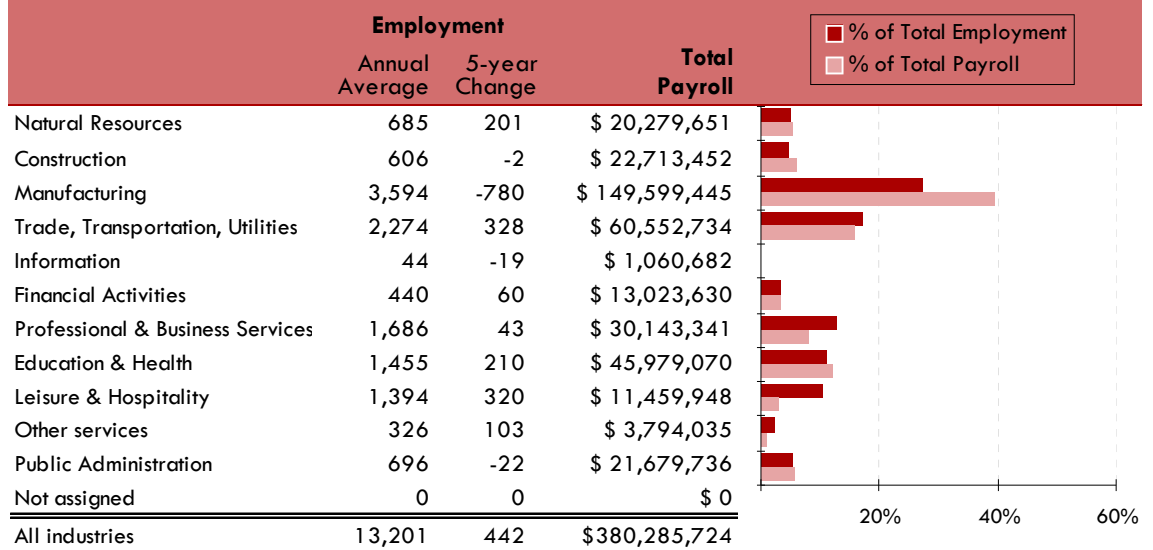
The industry mix and wages significantly impact local economies. The more good-paying jobs in a region, the better the prospects for its economy.

Calumet County has a diversity of industry employment, but jobs are dominated by manufacturing. Approximately 27 percent of the total county jobs are in manufacturing, compared to about 18 percent statewide. The problem for the local

economy though, is that manufacturing jobs are on the decline (-780 jobs). Calumet County is not alone in this respect, as manufacturing jobs are becoming a smaller share of total jobs in Wisconsin and in the United States. While local manufacturing jobs pay less (\$41,625) than statewide jobs (\$47,106), the five-year county wage growth rate (18.6%) surpasses that of the state (16.1%).

Although machinery manufacturing accounts for nearly one-third of the total manufacturing jobs in the county, this

2007 Employment and Wage Distribution by Industry in Calumet County



Source: WI DWD, Bureau of Workforce Training, Quarterly Census Employment and Wages, June 2008

sub-sector lost over one thousands jobs since 2002. The dominance of this sub-sector significantly impacted total manufacturing jobs and wages in Calumet County.

Trade, transportation, and utilities is the second most dominant industry at 17.2 percent of total jobs in the county. This industry has a rather low wage, \$26,628 annually. Much of this is due to the types of occupations within this industry. Not only is the trade, transportation, and utilities wage low in the county, but growth in the wage (14.1%) lagged growth in jobs (16.9%). This may indicate that the newly created jobs were likely lower paying.

Overall, Calumet County jobs tend to be lower paying, only 75.7 percent of Wisconsin's all-industry wage in 2007. The county all-industry wage is significantly impacted by professional and business services. This industry is the third most dominant industry in the county, but the wage is only 40.3 percent of Wisconsin's professional and business services wage. The remaining industries range from 52.7 percent of Wisconsin's industry wage to 101.3 percent.

Average Annual Wage by Industry Division in 2007

	Average Annual Wage		Calumet County as a Share of Wisconsin	Calumet County 5-year % Change	Wisconsin 5-year % Change
	Calumet County	Wisconsin			
All industries	\$28,807	\$38,070	75.7%	17.3%	17.4%
Natural Resources	\$29,605	\$29,235	101.3%	10.5%	14.7%
Construction	\$37,481	\$47,489	78.9%	12.5%	19.8%
Manufacturing	\$41,625	\$47,106	88.4%	18.6%	16.1%
Trade, Transportation & Utilities	\$26,628	\$32,762	81.3%	14.1%	15.3%
Information	\$24,106	\$48,483	49.7%	7.4%	24.7%
Financial Activities	\$29,599	\$50,749	58.3%	15.7%	25.8%
Professional & Business Services	\$17,879	\$44,328	40.3%	281.1%	22.0%
Education & Health	\$31,601	\$39,606	79.8%	16.5%	17.3%
Leisure & Hospitality	\$8,221	\$13,589	60.5%	8.1%	14.8%
Other Services	\$11,638	\$22,073	52.7%	-4.9%	13.2%
Public Administration	\$31,149	\$39,879	78.1%	27.1%	18.1%

Source: WI DWD, Workforce Training, QCEW, June 2008

Jobs & Wages

Prominent Industries in Calumet County							
Industry Sub-sectors (3-digit NAICS)	Average Employment			Average Wages			
	2007 Avg.	5-year Percent Change		2007 Average		5-year Percent Change	
	Calumet County	Calumet County	Wisconsin	Calumet County	Wisconsin	Calumet County	Wisconsin
Food services & drinking places	1,142	not avail.	9.1%	\$ 7,279	\$ 10,859	not avail.	14.5%
Machinery manufacturing	1,136	-43.8%	-4.5%	\$ 40,754	\$ 53,720	14.0%	19.1%
Administrative & support services	916	-38.2%	15.8%	\$ 6,848	\$ 23,144	225.3%	15.4%
Food manufacturing	849	22.3%	-6.7%	\$ 41,694	\$ 38,239	27.8%	13.2%
Primary metal manufacturing	814	2.1%	-4.1%	\$ 50,948	\$ 46,172	20.2%	14.0%
Professional & technical services	675	not avail.	10.0%	\$ 29,099	\$ 56,267	not avail.	20.9%
Merchant wholesalers, durable goods	671	34.5%	6.8%	\$ 36,283	\$ 52,130	13.8%	15.4%
Executive, legislative, & gen government	629	-3.1%	-4.7%	\$ 30,277	\$ 36,340	26.9%	16.4%
Educational services	616	17.1%	2.0%	\$ 31,340	\$ 39,753	-1.3%	15.0%
Fabricated metal product manufacturing	494	-23.3%	8.6%	\$ 32,709	\$ 43,765	11.8%	15.4%

Note: \* data suppressed for confidentiality and not available for calculations  
Source: WI DWD, Bureau of Workforce Training, QCEW, OEA special request, June 2008

Education and health is the fourth largest industry in Calumet County with 1,455 jobs, 210 more jobs than five years ago. However, only one sub-sector, educational services, on the prominent sub-sector list above is in education and health. Educational services makes up 42.3 percent of total employment in education and health in Calumet County, and employment is increasing (+90 jobs). Although the number of jobs have increased, the wage actually declined. Possible explanations include a loss in high wages as a result of workers retiring and lower than average wages for newly created and replacement positions because of tight budgets. Calumet County's educational services wage (\$31,340) is not only lower than the statewide wage (\$39,753) in this sub-sector, but also lower than the county education and health wage

(\$31,601). The occupational mix within this industry in the county causes the wage to be lower on average than in the state.

Food services and drinking places tops the sub-sector list above. In addition, the sub-sector accounts for nearly 82 percent of the employment in leisure and hospitality. Leisure and hospitality is the fifth largest industry in Calumet County with 1,394 jobs in the year 2007. Although it is not known how many food services and drinking places jobs were added between 2002 and 2007, it is known that there were 320 leisure and hospitality jobs added. It is likely though, that food services and drinking places showed growth over the five-year span.

Whether you look at the leisure and hospitality wage or its sub-sectors' wages, all will be lower on average. Typically, leisure and hospitality has the lowest average wage compared to the other industry wages within an area. Many jobs, but not all, in this industry are part-time, seasonally based, and entry-level.

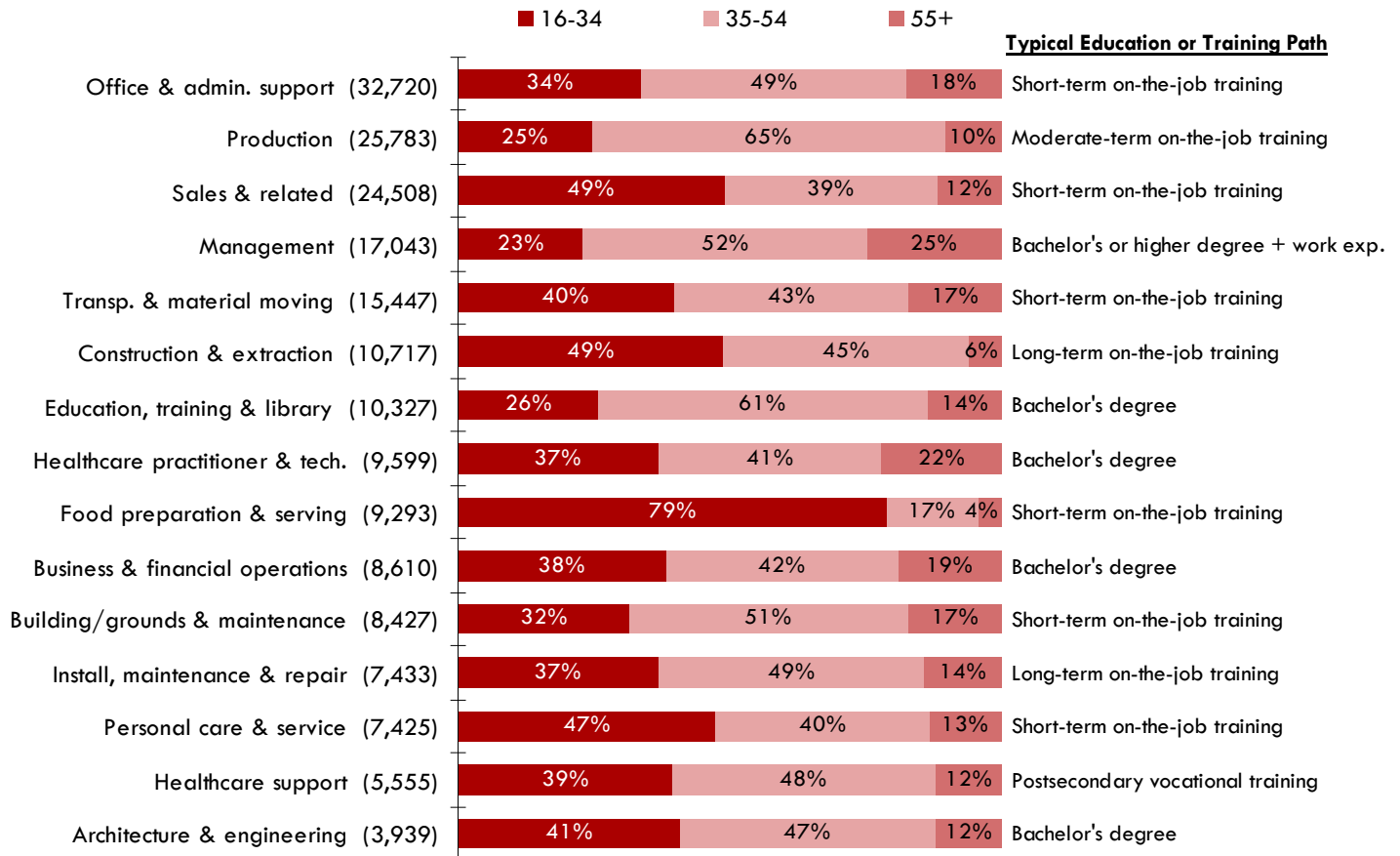
Prominent Public and Private Sector Employers in Calumet County		
Establishment	Service or Product	Number of Employees (March 2007)
Alternative Payroll Services Inc	Temporary help services	500-999 employees
Brillion Iron Works Inc	Iron foundries	500-999 employees
Ariens Co	Lawn & garden equipment manufacturing	500-999 employees
County of Calumet	Executive & legislative offices, combined	250-499 employees
Endries Intl Inc	Hardware merchant wholesalers	250-499 employees
Tecumseh Power Co	Other engine equipment manufacturing	250-499 employees
Aerotek	Engineering services	250-499 employees
Kaytee Products Inc	Other animal food manufacturing	250-499 employees
Buechel Stone Corp	Dimension stone mining & quarrying	250-499 employees
Amerequip Corp	Farm machinery & equipment manufacturing	100-249 employees

Source: WI DWD, Bureau of Workforce Training, QCEW, OEA special request, April 2008

**Occupations & Typical Education or Training**

**Age Distribution of Workers in Selected Occupational Groups**

Data includes residents of Calumet, Outagamie, and Winnebago counties.



Note: Occupation groups are in descending order based on the number of workers in each group.  
Source: 2006 U.S. Census ACS PUMS & WI DWD, OEA

The previous two pages describe industry employment or where a person works. Occupational employment describes what a person does. For example, one can be an accountant (what the person does), but can work in a manufacturing firm or in a financial firm (where the person works).

The bar graph above describes the age distribution in selected occupational groups of workers that live in Calumet, Outagamie, and Winnebago counties, even though these workers might not hold jobs in those counties (place of residence data). The education or training path listed for each occupational group is the typical education or training requirement for entry into that group. It does not mean that every occupation within each group requires that type of education or training path.

Food preparation and serving related occupations

consist of 9,293 workers in the region, the ninth largest occupational group. Many of these occupations are typically found in the food services and drinking places sub-sector (largest industry sub-sector in Calumet County – see page 5). Workers in this occupational group tend to be younger in age. In fact, 79 percent of workers in this occupational group are between the ages of 16 and 34. This makes sense since many of these jobs, such as waiters/waitresses and host/hostesses, tend to be held by younger workers, including students. The nature of the work coupled with the composition of the workforce tends to result in high turn-over rates. When a new position is open, it is usually filled by another younger worker. This works for the food preparation and serving related group because less than one month of on-the-job training is required for these positions.

## Occupations & Typical Education or Training

Unlike food preparation and serving related occupations, most of the occupational groups listed on page six typically are dominated by the 35-54 age cohort. Sales and related; construction and extraction; and personal care and service are the three other exceptions in which the 16-34 age cohort is the dominant cohort in the occupational groups. These three groups are dominated by younger workers as a result of the nature of the work (part-time, seasonally based, or entry-level) and the educational and training requirements for the positions.

Management occupations, on the other hand, require advanced education and training, a bachelor's degree or higher plus work experience. Thus, one cannot jump into a career in management. As a result, one quarter of workers in this field are over the age of 54, a higher share than in any other occupational group in the three-county region. However, numerically, the 55 year old or older workers in administrative and support (5,890) exceed those in management (4,261). As the baby boomers begin to reach the ages in which they will leave the labor force, it is important to start preparing the younger workforce for management positions. When the

baby boomers do retire, the experience and knowledge that will be lost could be hard to replace in management positions or any position, for that matter.

There are 32,720 office and administrative support workers in the three-county region, the largest occupational group by nearly 7,000 workers. As stated previously, this group accounts for the most number of 55 year old or older workers in the region among the groups listed on page six. Like most occupational groups though, this group is heavily dominated by workers in their prime working years (35-54 years old).

Studies show that workers are staying in the labor force longer than their predecessors, but the number of baby boomers staying in the labor force will be insignificant to those leaving. Because office and administrative support jobs are not as labor intensive and workers are less likely to get burned out quicker than, say, construction workers, employers may be able to retain their mature workers for a longer time than they had in the past; but, workers may need flexible work schedules. Since office and administrative support occupations are found in virtually all industries, most employers will be able to take advantage of this.

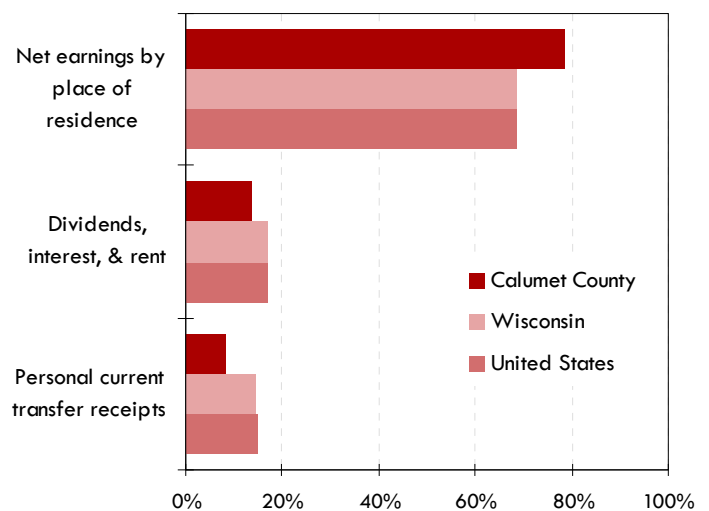
## Income

Total Personal Income (TPI) is the sum of net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts. Net earnings includes wages and salaries (whether the workers are covered by Wisconsin's unemployment law or not), income from self-employment, proprietorship income, and income earned by residents commuting to jobs outside the county. Dividends, interest, and rent includes payments in cash or other assets made by corporations located in the United States, monetary interest income, and the income derived by the rental of property except for the income of persons primarily engaged in the real estate business. Personal current transfer receipts includes payments, other than wages, salaries, or commissions, to individuals and to nonprofit institutions by federal, state, and local government and local businesses.

The bar graph to the right shows that Wisconsin and the United States nearly mirror each other when looking at the distributions of the three components of TPI. Calumet County tells a different story. The county's population is younger and is faster growing than the state's and the nation's which likely explains why net earnings by place of residence accounts for a larger

share of TPI in the county than in the state and the nation. In fact, no other county in Wisconsin has as high of a share as Calumet County (78.4%). St. Croix County comes close

Components of 2006 Total Personal Income



Source: US Dept. of Commerce, Bur. of Economic Analysis, 2008

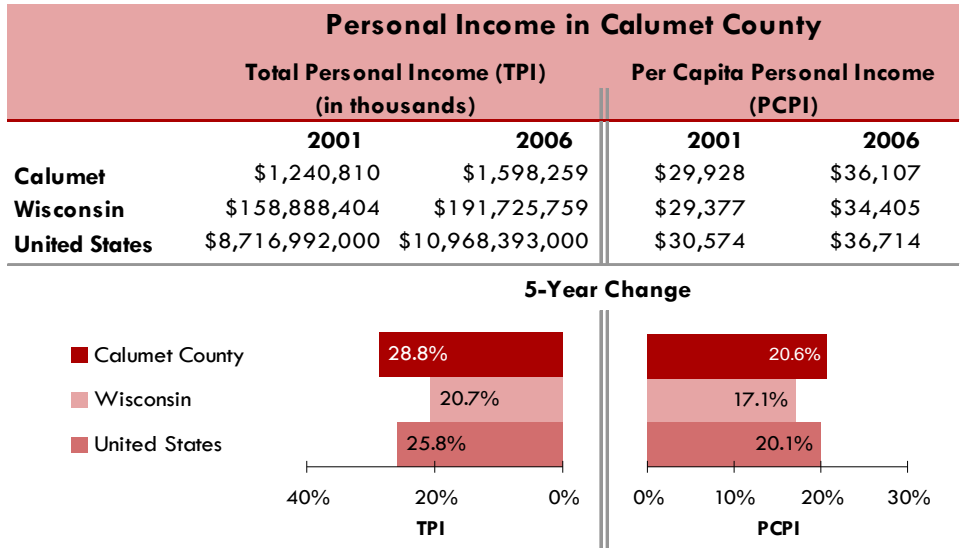
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**Income**

at 76.7 percent of TPI. While net earnings accounts for a larger share of TPI in the county than in the state and nation, both personal current transfer receipts, and dividends, interest, and rent account for smaller shares of TPI in the county than in Wisconsin and the United States.

The only other county in which transfer receipts account for a smaller share of TPI than in Calumet County (8.2%) is in Ozaukee County (7.6%). This means that proportionally few residents in the two counties are receiving income disbursements such as Social Security and Medicare from the government. As the population ages and the baby boomers leave the labor force and become eligible for government assistance programs, one could see the share of transfer payments rise while the share of net earnings declines.

Dividends, interest, and rent is also impacted by demographic shifts. One must first earn some form of income in order to invest and to earn income through dividends, interest, and rent. The most common way to accomplish this is by earning wages and salaries. Because Calumet County's population is still young yet, it is not unusual that this component is a smaller share of TPI than in the state and nation.



Source: US Dept. of Commerce, Bureau of Economic Analysis, April 2008

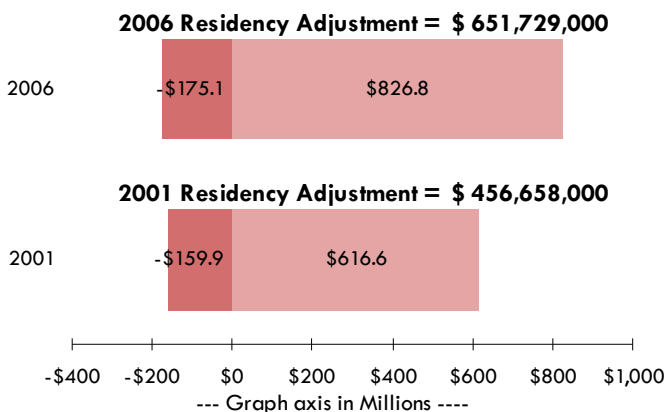
Total personal income also can be analyzed on a per capita basis (PCPI) by dividing TPI by the total population. Calumet County's population consists of a large share of working age population and as a result, the county's PCPI is high (\$36,107). This is the sixth highest PCPI among the 72 counties in Wisconsin and is higher than the PCPI in the state (\$34,405), but is slightly less than that in the nation (\$36,714).

The bar graph above displays five-year growth rates for TPI and PCPI. Growth is rather robust for both TPI (28.8%) and PCPI (20.6%) in Calumet County. This is, in part, a result of the robust growth in net earnings by place of residence (37%) in the county. Robust growth in net earnings in Calumet County was due to the fast growth in the wage earning population.

The graph on the bottom left corner of the page displays the commuting impact in Calumet County. Residency adjustment is an adjustment made for wages earned by residents who work outside the county. The graph suggests that in 2006, the total earnings of Calumet County residents who work in another county is larger than the total net earnings of non-Calumet County residents who work in Calumet County by about two-thirds of a billion dollars. The gap widened over the five-year period. However, this could change in the coming years as demographics of the population and labor force change. Employers in Calumet County could face higher competition. Because wages are lower on average in Calumet County, employers may have to raise wages in order to stay competitive with surrounding areas.

**Calumet County Commuting Impact**

- Earnings of workers living in another county (outflow)
- Earnings of residents working in other counties (inflow)



Source: US Dept. of Commerce, Bureau of Economic Analysis, April 2007