

The Fort Knox BRAC Process



Research Findings and Implications

September 30, 2007

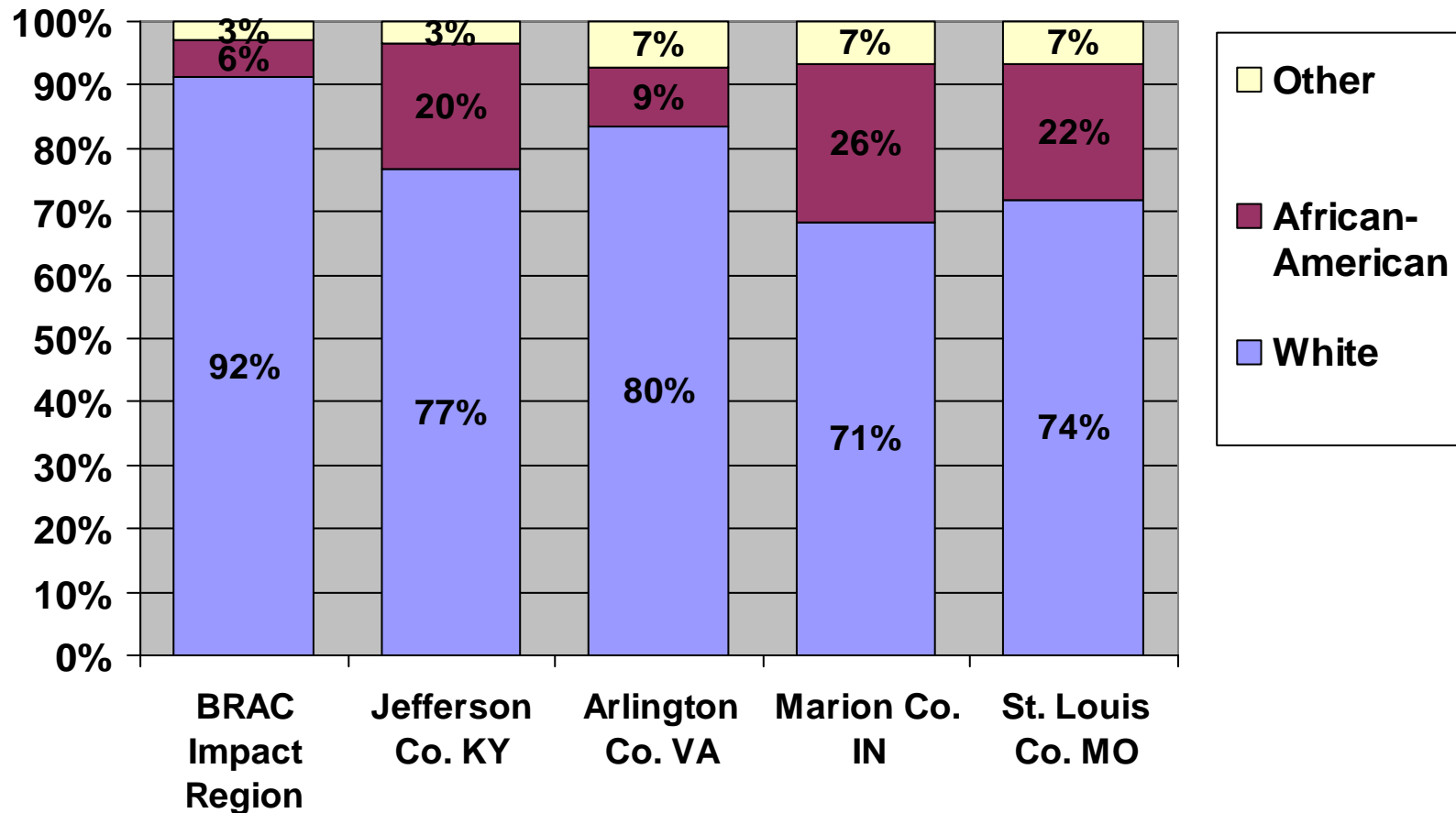
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Workforce Associates, Inc.
and Thomas P. Miller Associates, Inc.**

Demographic & Workforce Highlights



The BRAC Impact Region is less diversified than other places

Ethnic Composition of the Population, local, state & national



Source: Kentucky State Data Center and U.S. Census Bureau.

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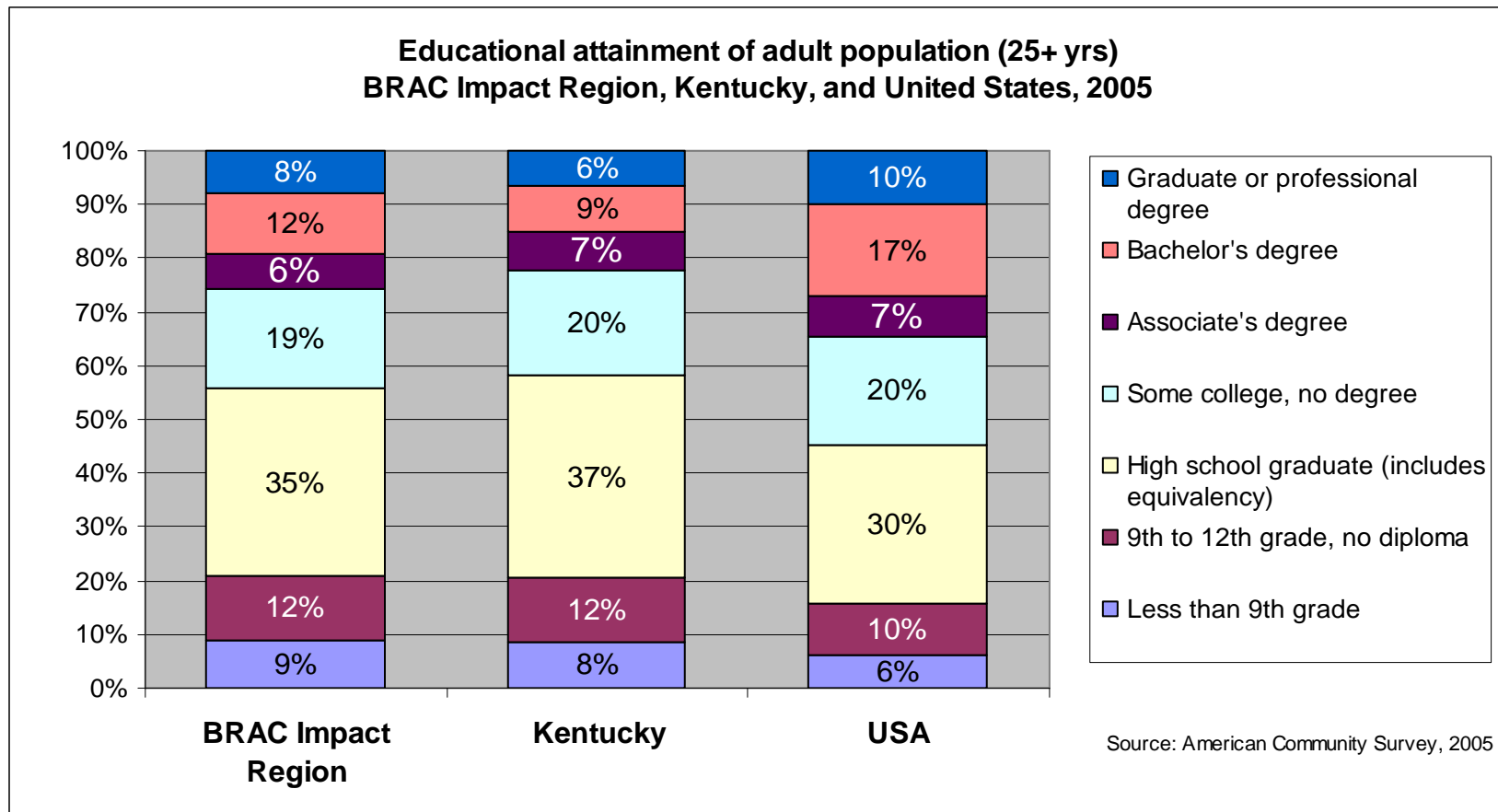
The region's occupational profile of differs from those of other areas

Employment by Major Occupational Groups, 2006, (percent of total)						
OCC_CODE	OCC_TITLE	LTADD	Washington DC Metro	St. Louis Metro	Indianapolis Metro	Louisville Metro
00-0000	All Occupations	100%	100%	100%	100%	100%
11-0000	Management occupations	6%	6%	3%	4%	4%
13-0000	Business and financial operations occupations	2%	8%	5%	4%	4%
15-0000	Computer and mathematical occupations	1%	8%	3%	2%	2%
17-0000	Architecture and engineering occupations	2%	2%	2%	2%	1%
19-0000	Life, physical, and social science occupations	0%	2%	1%	1%	1%
21-0000	Community and social services occupations	1%	1%	1%	1%	1%
23-0000	Legal occupations	1%	3%	1%	1%	1%
25-0000	Education, training, and library occupations	6%	6%	6%	5%	5%
27-0000	Arts, design, entertainment, sports, and media occupations	1%	2%	1%	1%	1%
29-0000	Healthcare practitioners and technical occupations	4%	3%	6%	6%	6%
31-0000	Healthcare support occupations	2%	1%	3%	2%	3%
33-0000	Protective service occupations	2%	3%	2%	2%	2%
35-0000	Food preparation and serving related occupations	7%	7%	9%	9%	8%
37-0000	Building and grounds cleaning and maintenance occupations	3%	4%	3%	4%	3%
39-0000	Personal care and service occupations	2%	2%	3%	2%	2%
41-0000	Sales and related occupations	9%	9%	11%	10%	11%
43-0000	Office and administrative support occupations	18%	16%	18%	17%	18%
45-0000	Farming, fishing, and forestry occupations	0%	0%	0%	0%	0%
47-0000	Construction and extraction occupations	5%	5%	5%	5%	5%
49-0000	Installation, maintenance, and repair occupations	5%	3%	4%	5%	4%
51-0000	Production occupations	16%	2%	7%	8%	10%
53-0000	Transportation and material moving occupations	7%	5%	7%	10%	10%

Sources: Workforce Kentucky and Bureau of Labor Statistics, OES data

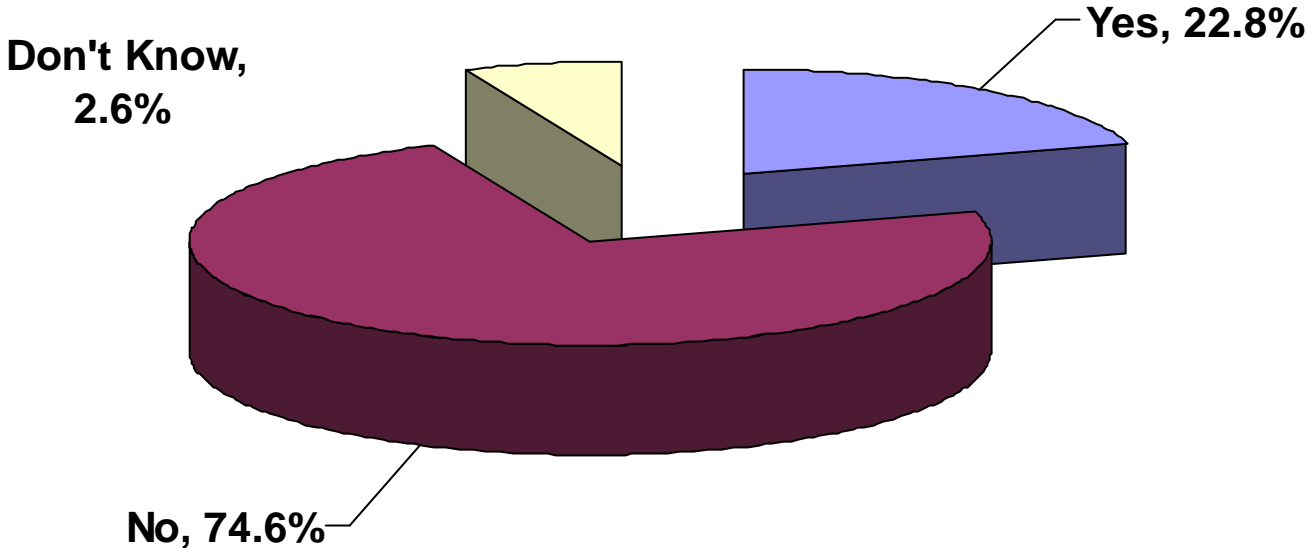
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Adult educational attainment in the region is comparable with Kentucky's but below the national average



Close to a quarter of companies consider early expansion

Q 17: Is your company considering expansion within the next 6 months?

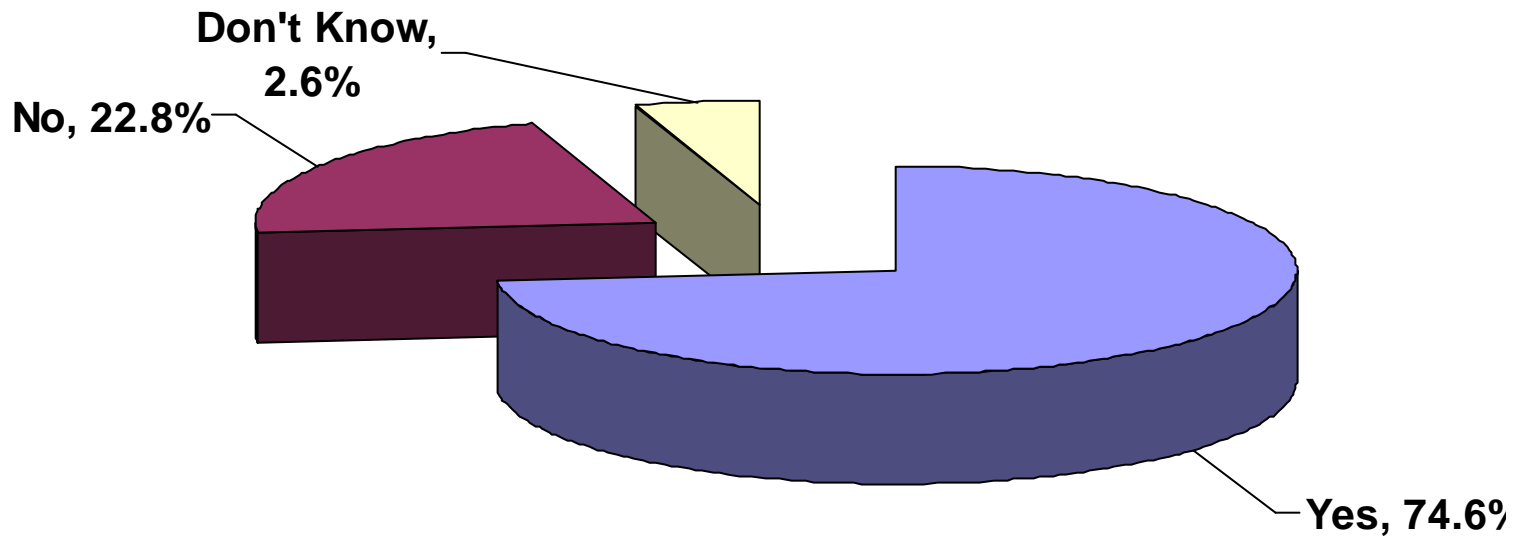


N = 931

Source: ERISS LTADD Employer Survey, 2007

And about three-quarters of them plan to add workers

Q 19: (If 'Yes' to the Expansion question) Will the expansion result in an increase of your employees?



N = 193

Source: ERISS LTADD Employer Survey, 2007

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Summary of demographics & workforce section:

1. BRAC impacted region growing faster than Kentucky or the nation (though uneven among counties)
2. Gains are concentrated in (early-mid) working age cohorts (25-49)
3. This implies growing pool for Army to draw from in to fill BRAC-induced vacancies.
4. The BRAC Impacted Region's population & workforce are not ethnically diversified although Louisville & Jefferson County are.

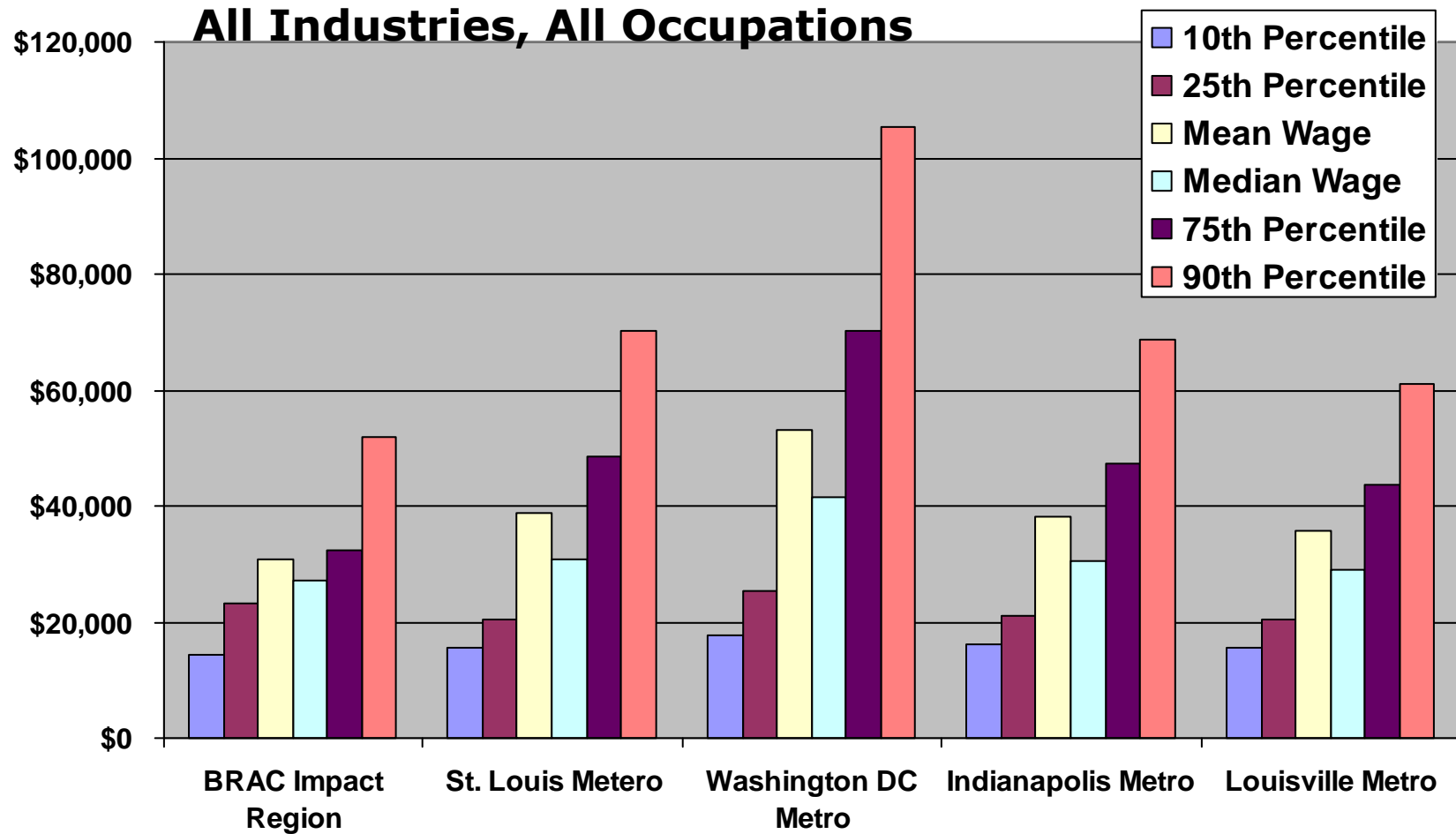
Summary of demographics & workforce section:

5. The BRAC Impacted Region workforce is strongly “blue collar” in its occupational composition.
6. In particular, the region’s workforce is weak in business, financial, and computer occupations.
7. The percent of the region’s adult population with a college education is comparable with Kentucky’s but below the national average.
8. Many employers are thinking expansion.

Wages & Salaries in the BRAC Impacted Region

And how they compare with
those in regions from which Army
units will move to Fort Knox

The region's annual wages/salaries are well below other HRC areas



Sources: Workforce Keynote at HRSS Conference, Jan 2007 OES data
 Copyright HRSS Corporation 2007

Wage competitiveness vs. US, KY and various Metro areas

Median Annual Wage (2006) Relative to National Average for Major Occupational Groups in KY, LT BRAC Impact Region and Various Metro Areas							
Occupational Group	USA	KY	BRAC Impact Region	DC	St Louis	Indy	Louisville
Management occupations	100%	83%	85%	132%	102%	91%	89%
Business and financial operations occupations	100%	84%	82%	128%	94%	94%	87%
Computer and mathematical occupations	100%	80%	79%	121%	98%	91%	84%
Architecture and engineering occupations	100%	85%	83%	125%	96%	91%	82%
Life, physical, and social science occupations	100%	81%	79%	149%	90%	92%	83%
Community and social services occupations	100%	94%	95%	125%	97%	n.a.	97%
Legal occupations	100%	71%	67%	154%	95%	85%	74%
Education, training, and library occupations	100%	88%	87%	118%	98%	88%	90%
Arts, design, entertainment, sports, and media occupations	100%	77%	74%	147%	97%	100%	83%
Healthcare practitioners and technical occupations	100%	87%	83%	114%	91%	97%	94%
Healthcare support occupations	100%	95%	94%	116%	97%	106%	105%
Protective service occupations	100%	85%	90%	118%	92%	99%	91%
Food preparation and serving related occupations	100%	89%	88%	111%	98%	100%	94%
Building and grounds cleaning and maintenance occupations	100%	92%	111%	109%	97%	96%	99%
Personal care and service occupations	100%	93%	84%	119%	97%	102%	92%
Sales and related occupations	100%	86%	79%	107%	102%	107%	101%
Office and administrative support occupations	100%	91%	89%	121%	100%	100%	96%
Farming, fishing, and forestry occupations	100%	114%	137%	135%	120%	147%	118%
Construction and extraction occupations	100%	92%	98%	106%	139%	112%	96%
Installation, maintenance, and repair occupations	100%	92%	87%	114%	109%	103%	96%
Production occupations	100%	101%	99%	112%	108%	110%	111%
Transportation and material moving occupations	100%	99%	107%	108%	108%	102%	102%

Source: Data are from Workforce Kentucky and Bureau of Labor Statistics. Analysis by Workforce Associates, Inc.

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Cost of living in the BRAC Impact Region is low

Cost of Living Index (USA = 100)		
	<i>Overall</i>	<i>Health</i>
United States	100	100
Elizabethtown, KY	83.61	90.71
Indianapolis, IN	80.9	99.6
St. Louis	76.6	94.5
Alexandria, VA	179.9	118.3

Source: Sperling's BestPlaces at <http://www.bestplaces.net/>

Salaries for selected occupations in the BRAC Impacted Region

**"Compatible Occupations" in the BRAC Impact Region:
Numbers Employed and Average Annual Salaries at Five Percentile Levels**

SOC	Occupation	Number employed in Region	Annual Incomes at these percentile levels				
			10th	25th	50th (Median)	75th	90th
13-1071	Employment, Recruitment & Placement Specialists	170	\$25,080	\$28,632	\$ 32,690	\$36,641	\$45,544
13-1073	Training and Development Specialists	360	\$20,798	\$27,898	\$ 34,310	\$44,006	\$57,809
13-2011	Accountants and Auditors	490	\$30,081	\$35,142	\$ 47,132	\$55,313	\$64,838
15-1021	Computer Programmers	150	\$24,390	\$33,502	\$ 45,088	\$60,290	\$80,859
15-1031	Computer Software Engineers, Applications	30	\$32,306	\$38,649	\$ 59,036	\$78,308	\$91,157
15-1041	Computer Support Specialists	180	\$21,638	\$26,609	\$ 33,942	\$44,781	\$54,378
15-1051	Computer Systems Analysts	240	\$42,017	\$49,230	\$ 58,418	\$69,131	\$80,231
15-1071	Network and Computer Systems Administrators	110	\$31,159	\$37,951	\$ 48,122	\$61,282	\$73,389
15-2031	Operations Research Analysts	50	\$26,950	\$32,552	\$ 63,439	\$82,709	\$91,841
29-2071	Medical Records and Health Information Technicians	200	\$17,744	\$21,917	\$ 29,235	\$34,587	\$41,150
43-3021	Billing and Posting Clerks and Machine Operators	1,080	\$19,006	\$23,303	\$ 25,744	\$28,174	\$30,381
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,130	\$17,580	\$20,996	\$ 25,357	\$29,262	\$35,439
43-3051	Payroll and Timekeeping Clerks	160	\$18,993	\$23,148	\$ 28,491	\$35,727	\$42,052
43-3061	Procurement Clerks	130	\$24,031	\$27,779	\$ 33,413	\$39,558	\$43,708
43-4031	Court, Municipal, and License Clerks	*	\$16,286	\$19,083	\$ 21,839	\$25,973	\$29,856
43-4161	Human Resources Assistants	160	\$24,214	\$27,381	\$ 31,976	\$36,366	\$42,293
43-4171	Receptionists and Information Clerks	730	\$14,837	\$17,363	\$ 20,361	\$22,811	\$27,740
43-4199	Information and Record Clerks, All Other	340	\$23,602	\$31,011	\$ 39,520	\$52,303	\$70,890
43-5061	Production, Planning, and Expediting Clerks	150	\$23,130	\$28,213	\$ 33,453	\$39,187	\$46,046
43-6012	Legal Secretaries	160	\$15,708	\$17,386	\$ 21,775	\$28,267	\$33,151
43-6014	Secretaries, Except Legal, Medical, and Executive	1,240	\$15,723	\$19,237	\$ 22,034	\$27,323	\$35,954
43-9011	Computer Operators	40	\$18,910	\$21,093	\$ 26,822	\$32,761	\$36,724
43-9061	Office Clerks, General	1,690	\$13,680	\$16,992	\$ 21,172	\$25,598	\$30,474

Source: Workforce Kentucky

Salaries collected by ERISS Corporation for selected occupations in the BRAC Impacted Region

"Compatible Occupations" in the BRAC Impact Region: Average Annual Salaries at Three Percent Levels

O*NET	Occupation	Annual Incomes At these percentage levels		
		25th	50 th (Median)	75th
13-2011	Accountants and Auditors	\$24,960	\$31,990	\$39,998
15-1021	Computer Programmers	\$58,698	\$64,002	\$64,002
15-1041	Computer Support Specialists	\$24,003	\$29,994	\$39,998
15-1051	Computer Systems Analysts	\$31,990	\$37,003	\$58,698
15-1071	Network and Computer Systems Administrators	\$36,712	\$41,995	\$49,920
29-2071	Medical Records and Health Information Technicians	\$20,800	\$23,504	\$23,504
43-3021	Billing and Posting Clerks and Machine Operators	\$18,720	\$18,720	\$22,610
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$16,640	\$22,006	\$27,518
43-3051	Payroll and Timekeeping Clerks	\$22,506	\$26,000	\$29,058
43-4031	Court, Municipal, and License Clerks	\$15,600	\$16,640	\$18,720
43-4171	Receptionists and Information Clerks	\$16,640	\$20,010	\$21,840
43-6012	Legal Secretaries	\$18,720	\$20,800	\$20,800
43-6014	Secretaries, Except Legal, Medical, and Executive	\$17,680	\$20,010	\$20,800
43-9061	Office Clerks, General	\$19,760	\$22,152	\$22,152

Source: Eriss Corp.

Data Collected: July 2007

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Government Service salary scales will look very good to many workers in the BRAC Impact region

**Federal Government Service Pay Levels for the BRAC Impact Region,
Annual Rates by Grade and Step, Effective January 2007**

GS Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$ 18,732	\$ 19,357	\$ 19,981	\$ 20,601	\$ 21,224	\$ 21,590	\$ 22,205	\$ 22,825	\$ 22,850	\$ 23,427
2	\$ 21,061	\$ 21,562	\$ 22,259	\$ 22,850	\$ 23,105	\$ 23,784	\$ 24,463	\$ 25,142	\$ 25,822	\$ 26,501
3	\$ 22,980	\$ 23,746	\$ 24,512	\$ 25,278	\$ 26,043	\$ 26,809	\$ 27,575	\$ 28,341	\$ 29,107	\$ 29,873
4	\$ 25,797	\$ 26,656	\$ 27,516	\$ 28,375	\$ 29,235	\$ 30,094	\$ 30,953	\$ 31,813	\$ 32,672	\$ 33,532
5	\$ 28,862	\$ 29,824	\$ 30,786	\$ 31,748	\$ 32,710	\$ 33,671	\$ 34,633	\$ 35,595	\$ 36,557	\$ 37,519
6	\$ 32,172	\$ 33,245	\$ 34,317	\$ 35,389	\$ 36,462	\$ 37,534	\$ 38,606	\$ 39,679	\$ 40,751	\$ 41,823
7	\$ 35,752	\$ 36,944	\$ 38,135	\$ 39,327	\$ 40,519	\$ 41,711	\$ 42,902	\$ 44,094	\$ 45,286	\$ 46,478
8	\$ 39,594	\$ 40,914	\$ 42,234	\$ 43,555	\$ 44,875	\$ 46,195	\$ 47,515	\$ 48,835	\$ 50,155	\$ 51,475
9	\$ 43,731	\$ 45,189	\$ 46,646	\$ 48,104	\$ 49,562	\$ 51,019	\$ 52,477	\$ 53,934	\$ 55,392	\$ 56,849
10	\$ 48,159	\$ 49,764	\$ 51,369	\$ 52,975	\$ 54,580	\$ 56,185	\$ 57,790	\$ 59,395	\$ 61,000	\$ 62,605
11	\$ 52,912	\$ 54,675	\$ 56,439	\$ 58,203	\$ 59,967	\$ 61,731	\$ 63,495	\$ 65,259	\$ 67,023	\$ 68,787
12	\$ 63,417	\$ 65,532	\$ 67,646	\$ 69,760	\$ 71,874	\$ 73,989	\$ 76,103	\$ 78,217	\$ 80,331	\$ 82,446
13	\$ 75,414	\$ 77,928	\$ 80,442	\$ 82,956	\$ 85,470	\$ 87,984	\$ 90,498	\$ 93,012	\$ 95,527	\$ 98,041
14	\$ 89,115	\$ 92,085	\$ 95,056	\$ 98,026	\$ 100,996	\$ 103,967	\$ 106,937	\$ 109,907	\$ 112,878	\$ 115,848
15	\$ 104,826	\$ 108,320	\$ 111,814	\$ 115,308	\$ 118,803	\$ 122,297	\$ 125,791	\$ 129,285	\$ 132,779	\$ 136,273

Source: <http://www.opm.gov/oca/07tables/locdef.asp> for definitions of locality pay areas.)

Wages and Salaries:

The findings -

- BRAC impacted region's wages are low relative to sending sites
 - Especially for higher wage positions
 - Especially for the DC metro area
- BRAC impacted region has significantly lower cost of living relative to DC area (but not other sites)

Wages and Salaries: Implications for present civilian employees of incoming Army units -

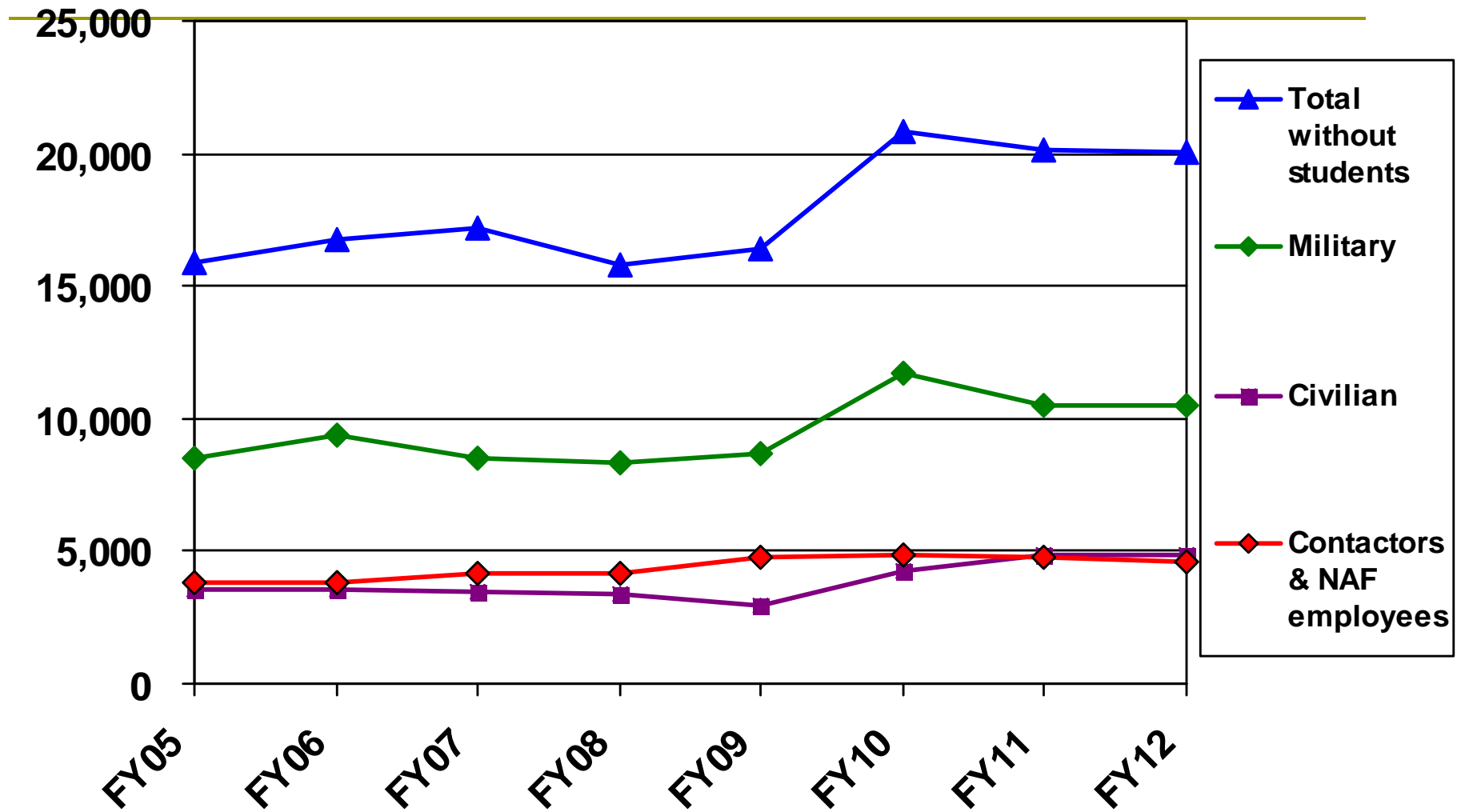
- Increased “real” value of earnings for incoming civilian Army employees.
- Decreased incentive for incoming spouses unless they also hold government service jobs (especially in higher wage positions).

BRAC at Fort Knox

What, When, Who and
How many?



FORT KNOX PROJECTED POPULATION - ~20,000



• Working estimate pending organizational changes and transformations w/o students.

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BRAC means major changes at Fort Knox:

3,112 more permanent military

1,526 more civilian workers

371 more contract workers

4,799 more in total

Fort Knox Migration: A Projection of Upcoming Changes				
Unit	Military	Civilian	Other, including contracors	Total
In-Migration				
Human Resources Command	760	2,120	650	3,530
Human Resources XXI Office	5	15	10	30
Army Center of Substance Abuse	5	45	10	60
Army Accessions Command	25	55	35	115
Army Cadet Command	40	170		
84th Training Command*	330	150	20	500
19th Eng Bn	707			707
11th Tac	143			143
Det 1/10th Air Spt (USAF)	25			25
F Co. 3rd BNSARG	36			36
3rd Sust Command	255	5		260
502nd Bridge Company	210			210
3/1 Infantry Brigade Combat Team	3,450			3,450
1204th Air Spt Bn	45			45
Ohio Valley District Vet Command	50	7		57
100th Div ??	30	30		60
Discretionary Gain: AAA St. Louis		3		3
Gross total, in-migration	6,116	2,600	725	9,231
Out-Migration				
Army Research Institute	-	11	4	15
Armor School**	2,750	1,000	350	4,100
Regional Corrections Facility	90	10		100
Battle Lab	152	38		190
Blood Bank	12	15		27
Gross total, out-migration	3,004	1,074	354	4,432
Net change in Fort Knox population	3,112	1,526	371	4,799
* Excludes 235 reservists & 300 students				
**Excludes 7,750 trainees and students				
Source: U.S. Army MCOE Migration Projected Daily Population				
Some acronyms and definitions:				
GDPR - Global Defense Posture Realignment				

Occupational profiles of incoming and outgoing units are totally different

Authorized Civilian Personnel Staffing of Units Scheduled to be Incoming and Outgoing per Ft. Knox BRAC, by Occupational Group					
Group Series	Occupational Group	Incoming Units		Outgoing Units	
		Authorized slots		Authorized slots	
		Number	Percent	Number	Percent
0000	Miscellaneous Occupations Group	17	0.6%	5	0.5%
0100	Social Science , Psychology , and Welfare Group	87	3.0%	12	1.2%
0200	Human Resources Management Group	1,423	49.6%	70	7.1%
0300	General Administrative , Clerical , and Office Services Group	494	17.2%	149	15.2%
0500	Accounting and Budget Group	117	4.1%	27	2.8%
0600	Medical , Hospital , Dental , and Public Health Group	4	0.1%		
0800	Engineering and Architecture Group	1	0.04%	1	0.1%
0900	Legal and Kindred Group	12	0.4%	15	1.5%
1000	Information and Arts Group	24	0.8%	20	2.0%
1100	Business and Industry Group	7	0.2%		
1400	Library and Archives Group	2	0.1%	5	0.5%
1500	Mathematics and Statistics Group	24	0.8%	10	1.0%
1600	Equipment , Facilities , and Services Group	2	0.1%	12	1.2%
1700	Education Group	117	4.1%	228	23.3%
1800	Investigation Group	1		2	0.2%
1900	Quality Assurance , Inspection , and Grading Group			1	0.1%
2000	Supply Group	23	0.8%	79	8.1%
2100	Transportation Group	3	0.1%		
2200	Information Technology Group	485	16.9%	13	1.3%
2500	Wire Communications Equipment Installation and Maintenance Group			2	0.2%
2600	Electronic Equipment Installation and Maintenance Group	1	0.04%	16	1.6%
3100	Fabric and Leather Work Group			4	0.4%
3300	Instrument Work Group	1	0.04%	3	0.3%
3500	General Services and Support Work Group			26	2.7%
3700	Metal Processing Group			2	0.2%
4400	Printing Group	4	0.1%		
4800	General Equipment Maintenance Group	1	0.04%	1	0.1%
5400	Industrial Equipment Operation Group			2	0.2%
5700	Transportation/Mobile Equipment Operation Group	2	0.1%	17	1.7%
5800	Transportation/Mobile Equipment Maintenance Group			198	20.2%
6600	Armament Work Group			38	3.9%
6900	Warehousing and Stock Handling Group	15	0.5%	22	2.2%
Total		2,852	100.0%	980	100.0%

Higher GS grade levels will bring bigger paychecks

Projected Population Changes for Fort Knox Based on a total net change of 1,935 civilian authorizations

Civilian Jobs	Salary Range	Net Change
Senior (GS12+)	\$63-136.3	857
Middle (GS8-11)	\$39.6-68.7	602
Lower (GS3-7)	\$22.9-46.5	787
Labor & Trades (Sup)	\$45-65.9	-6
Labor & Trade Lead	\$37-61.3	-14
Labor & Trade Sr.	\$36-53.9	-180
Labor & Trade	\$27-39.8	-111

Implication: A huge boost of purchasing power injected into the local economy.

- Incoming units show nearly half (45.2%) of their authorized personnel in GS grades 10 and higher,
- Outgoing units have only 22% of their staff in those higher grades.
- The net change will mean an additional \$100 million per year in civilian workers' paychecks at Fort Knox.
 - Contractors and additional military payrolls will add an estimated \$100-\$150 million more on top of this.

Serious shortages in a few occupations

Excess Demand for Four Specific Occupations				
	00201	00203	00301	02210
GS Grade	HR Specialist	HR Assistant	General clerical and administrative	IT Specialist
04		8		
05		163		1
06	1	131		
07	2	333	1	1
08	4	3		
09	152	11	8	19
10	1			
11	103	1	4	67
12	93	0	15	166
13	31	0	17	91
14	17	0	10	14
15	3	0	8	1
Total	407	478	62	358

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HRC contractors also mainly provide IT and HR workers!

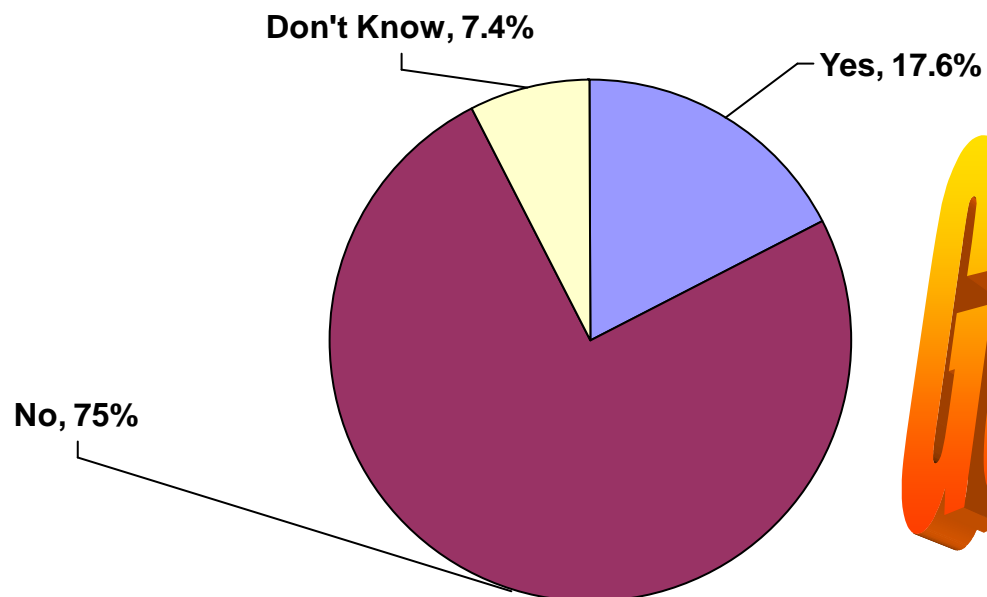
Type of work	Percent
IT	49%
HR	32%
Unspecified	10%
Training support	5%
Consulting	3%
Equipment maintenance	1%
Total of 995 contractor positions	100%

No workforce match between incoming and outgoing units

- ❑ Incoming units won't find many needed workers at Fort Knox
- ❑ Civilian workers in units outgoing from Fort Knox will find few opportunities with the incoming units.
- ❑ **Bottom line #1: The Army will need to find many more workers to fill key vacancies in IT, HR, and Administrative positions.**
- ❑ **Bottom line#2: Many workers now at Fort Knox will need to find jobs or else relocate with their units away from this area.**

But most LTADD employers anticipate no impact of Ft. Knox BRAC

Are you affected in any way by the Base Realignment and Closure (BRAC) action?



Go Figure!

N=933

Source: ERISS LTADD Employer Survey, 2007

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Key Findings



Summing them up

Big Changes Coming. The Clock is Ticking.

- Big BRAC changes for region.
 - Time to plan, but big changes begin in '09
- Big increase in local wage bill
 - Over \$100 million/year. Perhaps as much as \$250 million/year
 - Increased direct local consumption and investment spending and multiplier effects
- ERISS Employer survey suggests:
 - Employers don't anticipate the big impact on wages and employee shortages in key skills
 - Their hiring plans of business may be frustrated

Major supply-demand gaps loom for key occupations

- ❑ This region's workforce is relatively thin in occupations and skills most in demand to fill incoming Army positions
 - Especially Information Technology, Human Resources Management and General Administration
- ❑ Region's workforce is relatively well supplied in occupations and skills of workers now employed by Army units transferring away from Ft Knox.
- ❑ Very limited correspondence between the abilities and skills required in the occupations of arriving and departing units.
 - Limited match between skills and abilities complicates the task of retraining.
- ❑ Major supply-demand gaps for occupations sparsely represented in the local workforce.
 - Local talent crunch
 - Army's staffing challenges

Local talent crunch: The implications.

- ❑ The Army will be able to “cream” the local labor pool in key occupations and also from other parts of Kentucky (and beyond).
- ❑ Upward pressure on wages in high demand occupations & skill sets impacted by BRAC (especially IT, white collar administrative and HR).
- ❑ Downward wage pressure on blue collar occupations dislocated at Fort Knox.
- ❑ Workers dislocated by Fort Knox BRAC will find it difficult to find comparable job at comparable wage locally.
 - Stronger incentive to for these workers to relocate with outgoing units from this region.

The Army's strong cards

- High civil service salaries compared to local compensation for jobs in Army's key occupations.
 - Means Army can hire away from local employers.
- Lower cost of living in LTADD than in DC area.
 - Strengthens attractiveness of the region to residents of DC area.

Army staffing crunch: The challenges:

- Transfer of existing Army civilian workers
 - Low local wages for spousal jobs
 - Comparatively low ethnic diversity
 - Perception/reality of low educational attainment
 - Housing access & quality
 - Senior & child support
 - Lack of public transport & perception of long commuting distances.

- Hiring from local labor pool
 - Limited pool of the specific skills needed
 - Very limited pool of skilled individuals with needed Army experience

Focus Group Priorities



Three Focus Groups

❑ **BRECKINRIDGE, GRAYSON, and MEADE COUNTIES**

- When: Monday, June 11th
- Where: Rough River State Resort Park

❑ **HARDIN, LARUE, and BULLITT COUNTIES**

- When: Tuesday, June 12th
- Where: LTADD Office – Elizabethtown

❑ **MARION, NELSON, and WASHINGTON COUNTIES**

- When: Wednesday, June 13th
- Where: Opera House – Springfield

following challenges and/or issues.

1. Develop the local workforce
2. Meet new regional infrastructure needs
3. Avoid “creaming” of the local workforce
4. Improve educational perceptions and realities
5. Enhance regional attractiveness:
6. Create an informed and responsive citizenry and community
7. Seize new opportunities

Focus Group Strategies / Responses

1. Strengthen networking and communications
2. Establish facts and set priorities
3. Present well-planned requests to legislature
4. Ramp up workforce development.
5. Improve the perception and realities of education in the region
6. Mitigate the adverse impacts of “creaming”
7. Learn from other’s experiences

Options to ease pain, capture opportunity



Increase Transfer of Army Civilian Employees to Ft Knox: I

1. Priority challenges of Focus Groups focused on supporting influx or making region more attractive
2. Major suite of communications needs & initiatives to:
 - Get the facts right / correct perceptions
 - Provide info required to help make decisions at stressful time
 - Sell the region
3. Suite of initiatives to address highest priority concerns expressed by potential transferees
 - Diversity
 - Education quality and programs
 - Housing
 - Distance and transportation
 - Elder and child care
 - Spousal employment

Increase Transfer of Army Civilian Employees to Ft Knox: II -New Workforce Programs & Initiatives

1. Distance up-skill programs, with “Mobility Agreement”
2. Targeted distance education/training programs for working age family members, w/ Mobility Agreement
3. Assign State/LTADD POC for spousal employment support/advice
4. Negotiate reciprocal agreements on state-based certificate/credentials for spouses w/ sending states
5. If not possible, consider fast-track process &/or training programs to acquire credentials (perhaps as part of distance program above)

Hire to fill Army gaps left open by transferees

1. Assign LTADD staff to help fill civilian openings (relocate then move back to Fort Knox) -- **DONE**
2. Develop recruit pre-filtering/skills-gap program
3. Existing workforce training
 - Programs to support Fort Knox employee training - retraining requirements during transition and beyond -- skill upgrades, continuing education, credentials, etc
4. Pipeline
 - Secondary and post-secondary education providers to tailor programs to support Fort Knox recruiting on a sustainable basis,
5. Higher-ed training academy
 - Perhaps Umbrella for both above
 - Partner with Army civilian recruiting
6. Should Army chose to establish "HRC Forward" staffing/training contingent, determine support needed to facilitate success

Support Transition of existing dislocated Ft Knox employees to new incoming Army positions or local commercial positions

1. Identify workers and their spouses who will not accept out-transfer
2. Determine if placement or retraining assistance is appropriate to help offset skills shortages and growth in off-base employers.
3. Work with Army to determine critical occupations and skills that can be targeted with a local training academy,
 - Open with priority given to dislocated Fort Knox employees and their spouses who chose not to transfer away from the region.
 - Offer on or near base, provide subsidy or scholarships if not provided by Army.
 - Start as soon as possible.

Build backfill programs to offset Army creaming of local labor pool in IT, HR & other administrative occupations

Inform local businesses of looming challenge

Support early creation of "HRC Forward"

Training/ education program design must be flexible enough for both commercial and Army requirements

Establish a regional internship/coop program, focused initially on shortage occupations

Create focused SME campus recruiting program in targeted skills can be implemented effectively for the critical shortage skills

Thanks Very Much!



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