



Fort Hood Region Veterans Inventory Initiative

Quarterly Report, April-June 2010

An assessment of the intentions, educational level, skills, employment desires, and suggestions to improve the Fort Hood region's "Quality of Place" for Soldiers leaving military service at Fort Hood, Texas.





Quarterly Report: 3rd Quarter, FY 2010
(April - June 2010)

A. BACKGROUND: Operation Economic Transformation is the Greater Killeen Chamber of Commerce plan to identify, measure, and capitalize on new and emerging economic development opportunities present in the Fort Hood region. One key recommendation was to regularly administer a survey designed to capture insightful information regarding the skills and desired career fields of veterans separating from military service at Fort Hood. In July 2006, the following parties entered into a Memorandum of Understanding (MOU) to routinely inventory the intentions, educational level, skills, employment desires, and suggestions of separating Soldiers in order to improve the Fort Hood regional “Quality of Place”:

- Fort Hood Adjutant General/Army Career and Alumni Program (ACAP)
- Workforce Solutions of Central Texas - Board
- Workforce Solutions of Central Texas - Service Centers
- Greater Killeen Chamber of Commerce
- Heart Of Texas Defense Alliance
- Texas Veterans Commission

Data is collected via a voluntary twelve-question survey administered during either the Transition Assistance Program (TAP) workshop or installation final clearance¹. The purpose for the collection and analysis of this data is threefold:

1. Develop and retain the region’s skilled and motivated military Veteran workforce;
2. Foster innovation and entrepreneurship; retain existing businesses, and attract new business to the region; and
3. Align the efforts of the participating agencies to enhance options for current and future/potential residents.

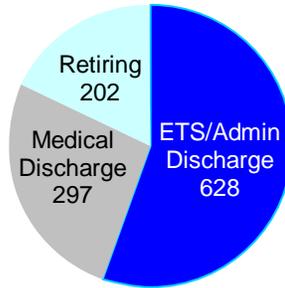
B. DEMOGRAPHICS

1. For the 3rd Quarter (April - June 2010):
 - a. 1127 Soldiers completing their military service at Fort Hood responded to the survey.
 - b. 82 percent of respondents were leaving military service prior to becoming retirement-eligible (628 responses/56%), or were being medically discharged (297 responses/26%).
 - c. 18 percent (202 responses) were retiring after 20 or more years of service.

¹ Retiring Soldiers may participate in TAP up to two years prior to their retirement date, while non-retiring Soldiers may participate up to one year in advance. For FY 2010, 28% of TAP participants are within 90 days of separation; an additional 50% are within 180 days of separation.



DEMOGRAPHIC DISTRIBUTION



2nd QTR 2010

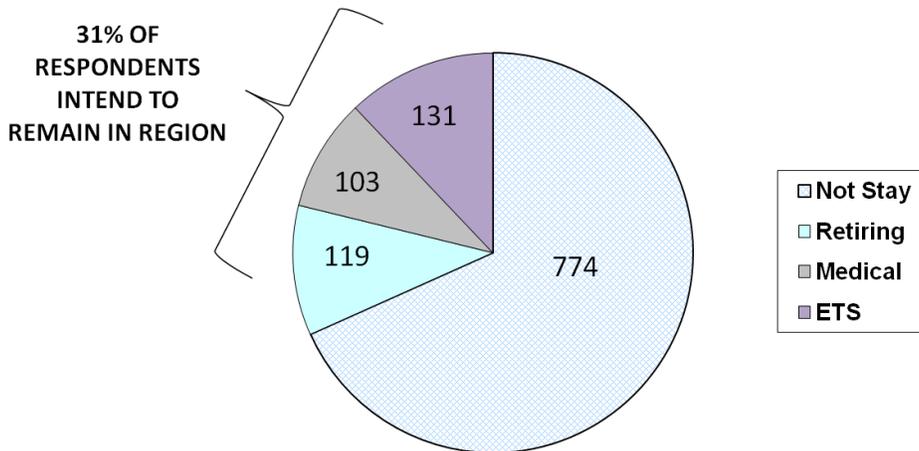
C. INTENTIONS ON STAYING IN THE REGION: The respondents were surveyed regarding their intentions on remaining in the region (within 30 miles of Fort Hood – generally equating to the Killeen-Temple-Fort Hood Metropolitan Statistical Area) when their service ended.

1. 353 respondents (representing 31% of all respondents) indicated they intended to stay in the region. This data represents:

- a. 119 retirees (59% of all retirement eligible respondents).
- b. 234 (25%) non-retirement eligible respondents.

In addition, 314 (41%) of the 774 who responded they did not intend to stay in the region, would do so if desirable employment were available.

INTENDING TO STAY IN THE REGION WHEN SERVICE ENDS

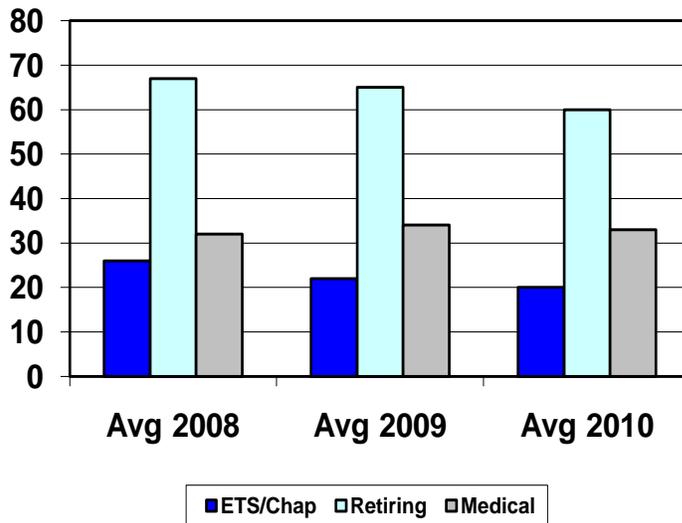


2. Trends. Because these surveys are completed up to one year for non-retiring Soldiers and two years for retiring Soldiers before actually leaving the service, the Soldier's "intent" to remain (or leave) in the area may change by the actual separation date. The following graph depicts data for the past three years to show the intent of those leaving the service who responded to the survey. This shows that for those non-retiring (ETS/Chap)

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Soldiers who are leaving the service and those Soldiers who are retiring, there has been a slight decrease in those two groups intending to remain in the area. For those separating due to medical reasons, there has been an increase in the desire to remain in the area. This is most likely due to the fact that the Soldier desires to remain close to the medical treatment facility where treatment has been ongoing.



In addition, since the implementation of the new survey, the respondents are now able to indicate their intentions more clearly of what they plan do and what they desire once leaving the service. Since July 2009, of those 2992 not intending to remain in the Central Texas region, 1162 (38.8%) said they would stay if the respondent’s desired employment was available. This is up slightly since the last 2nd Quarter 2010 report. We will continue to monitor this data, but it clearly demonstrates that desirable employment readily available within the MSA is a strong driving force in retaining Soldiers in this area following their service in the military.

3. While the Veterans Inventory Initiative only surveys the intent of Soldiers departing the service as shown in the two graphs above, it is possible to more accurately track the disposition of the retiring population using data from the Retired Army Personnel System, which provides the actual numbers of retired Soldiers to zip code level. For the sixth quarter in a row, the rate of growth for retirees in the Killeen-Temple-Fort Hood MSA increased slightly. Since February 2008, the net number of military retirees grew by 10 percent. From April 2008 until July 2009, the number of retirement-eligible separating Soldiers declined, but since July 2009 this number has steadily increased. However, the number indicating they intend to remain in Central Texas has decreased. It is uncertain if the economic situation impacted this data. For this quarter report, Killeen, Harker Heights, and Belton experienced growth rates exceeding the MSA average. Based on the collected retiree data, the retiree growth rate in Killeen has consistently averaged higher than the MSA since October 2007. The Harker Heights retiree growth rate has consistently trailed just behind the MSA growth rate since December 2008, but has now surpassed it for the past four quarters. Because a retiring Soldier could complete the survey up to two years before actually retiring, this growth could be:

- a) the result of Soldiers changing plans of where they will reside after retirement; or
- b) the result of previous retirees moving back into the Central Texas area after having lived somewhere else before; or

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c) Soldiers are retiring earlier with the increased numbers offsetting the mortality retirees in the region.

	FEBRUARY 2009	JUNE 2010	DIFFERENCE	% CHANGE
KILLEEN	8043	8401	358	4.5
COPPERAS COVE	3013	3111	98	3.3
HARKER HEIGHTS	1828	1967	139	7.6
TEMPLE	1137	1161	24	2.1
KEMPNER	887	908	21	2.4
BELTON	815	870	55	6.7
LAMPASAS	348	360	12	3.4
GATESVILLE	350	358	8	2.3
NOLANVILLE	267	273	6	2.2
SALADO	207	213	6	2.9
MSA	16895	17622	727	4.3

As reported in the pie graph above, the percentage of Soldiers intending to remain in the area after leaving the military gradually decreased from 40% in December 2007 to 31% in June 2010, yet as shown here, the number of retirees living in the area has actually continuously increased since October 2008. In the past year, the growth in the MSA has increased by 3.5 percent. We will continue to monitor retiree data to determine the potential relationship between intent and the number of retirees that actually remain in the region. In April 2008, the Texas Comptroller certified that the direct economic impact of military retirees and surviving annuitants in the Killeen, Temple, Fort Hood MSA (Bell, Coryell and Lampasas counties) equates to \$791.5 million annually.

In addition to tracking the military growth rate for the Killeen-Temple-Fort Hood MSA, we are also able to track the military retiree rate of growth for the remainder of Fort Hood's area of responsibility (171 counties of north Texas). While the rate of growth for this area was 4.5% from February 2009 to March 2010, it declined to 4.4% from February 2009 to June 2010 which indicates that there has been a decrease in the amount of military retirees living in north Texas. So, for this quarter, the growth rate for north Texas decreased slightly while the growth rate for the Killeen-Temple-Fort Hood MSA increased once again.

Additionally, while the national economy was continuing to experience the effects of the slowly recovering economy as a result of the recession this reporting period, the Killeen-Temple-Fort Hood MSA was:

- a. ranked #4 out of 234 for 2010 Best City for Job Growth - Small Cities, April 2010, www.newgeography.com.
- b. Central Texas economy faring better than rest of the state, Central Texas Economic Outlook Conference, 12 May 2010.
- c. ranked four out of five Best Areas for Military Families (Babb Group - www.military.com/finance).
- d. unemployment rate for the MSA was at 7.3% in March while the Texas and national rates were higher at 8.3% and 9.7% respectively (Bureau of Labor Statistics, www.bls.gov/eag/eag.tx_killeen_msa.htm, June 2010).

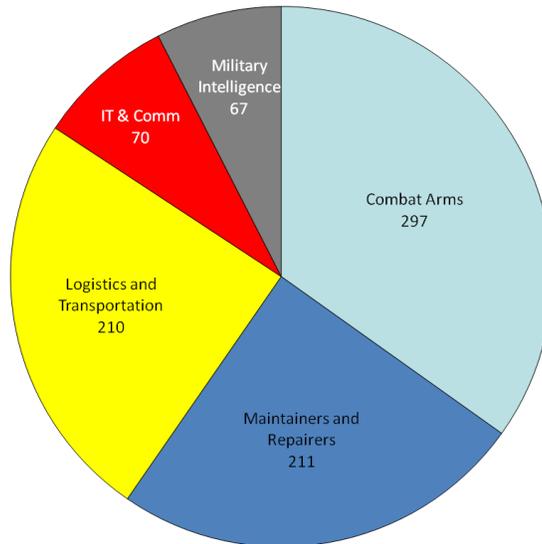
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- e. Killeen area economically more stable than much of Texas, (www.killeenchamber.com/news/demographer, May 2010).
- f. Killeen-Temple-Fort Hood MSA ranked #1 out of 200 as Best Performing Economy in the U.S. by the Milken Institute, Oct. 2010, www.milkeninstitute.org/pdf/bpc2010.pdf.
- g. Killeen-Temple-Fort Hood MSA ranked #20 out of 100 as the Healthiest Housing Market by Hanley Wood Market Intelligence, October 2009, www.builderonline.com.
- h. the Fort Hood metropolitan area (Killeen, Temple, Fort Hood) ranked #13 for the happiest and healthiest area (January 2010 - www.well-beingindex.com/default.asp).
- i. Central Texas College ranked 13 out of 50 for one of the fastest growing two-year colleges in the country (www.ccweek.com, June 2010)

In addition to these indicators of economic stability for the Killeen-Temple-Fort Hood MSA, there are many other indicators of growth and stability in the area such as construction of the new Darnall Army Medical Center, a new record for enplanements in 2009 at the Killeen-Fort Hood Regional Airport, as well as the opening of the new Texas A&M University-Central Texas.

D. MILITARY OCCUPATIONAL SPECIALITIES: Departing Soldiers represented 142 different Military Occupational Specialities. However, 84% (908 /1078 respondents) can be grouped into five general areas: Combat Arms, Maintainers/Repairers, Logistics/Transportation, Information Technology/Communications, and Military Intelligence. For the second time, Military Intelligence was ranked as one of the top reported MOSs. This is most likely a result of the 504th Battlefield Surveillance Brigade returning from deployment in January 2010.



COMBAT ARMS

The types of units at Fort Hood (five Brigade Combat Teams and one Fires Brigade at the time of this report) and deployment cycles explains the higher number of Combat Arms Soldiers leaving the service. Most, if not all, will be combat veterans of the Iraq/Afghanistan campaigns, which have a distinctive small-unit focus by their nature. Therefore, in addition to the skills listed below, these Soldiers would likely have extensive leadership and staff planning skills that far surpass those of their civilian peers.

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Soldiers in combat arms comprise 27.6 percent of the reported fields.

Infantry (115)	Member or leader who individually employs small arms/heavy anti-armor weapons in support of combat operations
Armor (106)	Member or leader who employs main battle tanks or cavalry fighting vehicles in combat operations, and performs reconnaissance and security.
Field Artillery (61)	Operate or supervise high technology cannon artillery weapons, automated tactical data systems, intelligence activities, target processing, radar operations, artillery surveying operations, or meteorological observation.
Air Defense Artillery (15)	Operate command/control/communications/computer information systems or the lightweight, highly mobile Avenger or medium weight Patriot Air Defense Missile systems.

MAINTAINERS/ REPAIRERS

Soldiers that work in the field of maintenance and repair comprise 19.6 percent of the population.

Aviation repairers (77)	10 different enlisted specialties (less pilots and air traffic controllers) ranging from aircraft structural repairers to airframe-specific armament/electrical/avionics system repairers.
Wheeled Vehicle Mechanics (48)	Supervise and perform unit, direct support and general support level maintenance and recovery operations on light and heavy wheeled vehicles, their associated trailers and material handling equipment.
Tracked Vehicle Mechanics (37)	Perform or supervise unit maintenance, diagnose, and troubleshoot malfunctions on gas turbine and diesel power plants; the suspension, steering, hydraulics, auxiliary power units, and the armament/fire control systems on tracked vehicles including the M1 Abrams main battle tank and Bradley Fighting Vehicle.
Special purpose (20)	10 different low-density fields that require a degree of technical skills that would support the repair and maintenance of Army vehicles and equipment. These skills include metal workers (welders), machinists, small arms and fire control repair, power generation and special purpose equipment (such as HVAC and refrigeration systems).

LOGISTICS AND TRANSPORTATION

Soldiers serving in the logistics and transportation fields comprise 19.5 percent of reported fields.

Motor Transport Operator (47)	Supervises and operates wheel vehicles to transport personnel and cargo. Oversees and checks proper loading and unloading of cargo on vehicles and trailers.
Automated Logistical Specialists (47)	Supervise and perform management or stock record/warehouse functions pertaining to receipt, storage, distribution and issue, and maintain equipment records and parts.

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Unit Supply Specialists (35)	Supervise or perform duties involving the request, receipt, storage, issue, accountability, and preservation of individual, organizational, installation, and expendable supplies and equipment.
Food Service Specialists (29)	Supervise or prepares, cooks and serves food in field or garrison food service operations.
Petroleum Supply Specialists (28)	Supervise the receipt, storage, accountability, and cares for dispensing, issuing and shipping bulk or packaged petroleum, oils, and lubricants.
Ammunition Supply Specialists (9)	Assists in receipt, storage, issue, maintenance, modification, destruction, and demilitarization of explosive items. Performs ammunition supply stock control and accounting duties using both automated and manual procedures.

INFORMATION TECHNOLOGY AND COMMUNICATIONS

The information technology and communications field makes up 6.5 percent of the fields reported.

Signal Support Systems Specialist (19)	Supervise, install, employ, maintain, troubleshoot and assist users with battlefield signal support systems, terminal devices, satellite communications equipment and automated telecommunications computer systems, to include local area networks, wide area networks and routers. Integrate signal systems and networks; performs unit level maintenance on authorized signal equipment and associated electronic devices; train and provide technical assistance to users of signal equipment.
Information Technology Specialist (17)	Supervise, install, operate and perform unit level maintenance on multi-functional/multi-user information processing systems, peripheral equipment, and associated devices. Perform analyst and information assurance functions and conducts data system studies. Perform Information Services Support Office (ISSO) duties of printing, publications, records management and Communication Security (COMSEC) custodian functions and certification authority duties in support of the Defense Message System (DMS).
Nodal Network System Operator-Maintainer (6)	The Nodal Network Systems Operator-Maintainer supervises, installs, operates, and performs systems maintenance on large and small electronic switches; system control centers; node management facilities; associated multiplexing and combat net radio interface (CNRI) equipment; short range line of sight radio systems; communications security (COMSEC) devices; and other equipment associated with network switching operations.
Cable Systems Installer-Maintainer (6)	Cable Systems Installer-Maintainers are primarily responsible for installing, operating and performing maintenance on cable and wire communications systems, communication security devices and associated equipment.



MILITARY INTELLIGENCE

The military intelligence field makes up 6.2 % of the fields reported.

Human Intelligence Collector (24)	Supervises and conducts debriefings and interrogations and elicitation in English and foreign languages for positive intelligence and force protection information. Translates documents, prepares and edits reports. Conducts analysis and performs briefings.
Intelligence Analyst (18)	Supervises, performs, or coordinates collection management, analysis, processing, and dissemination of strategic and tactical intelligence.
Military Intelligence Systems Maintainer/Integrator (8)	Performs and supervises maintenance, integration, and electronics monitoring on various computer systems. Conducts computer network operations, installs and reconfigures computer hardware and software and authors web applications.
Cryptologic Linguist (7)	Cryptologic Linguist is primarily responsible for performing and supervising the detection, acquisition, geolocation, identification and exploitation of foreign communications using signals equipment.
Signals Intelligence Analyst (3)	Supervises and performs analysis and reporting of intercepted foreign communications. Performs collection management and produces intelligence reports.

E. DESIRED POST- MILITARY SERVICE EMPLOYMENT: Respondents are asked to indicate the type (or types) of post-military employment they desire. In order to standardize input for ease of analysis, the survey provides 14 broad categories conforming to industry categories found in the North American Industrial Classification System (NAICS), but respondents may write in and/or amplify any area not listed. For the 3rd Quarter report, the top five desired categories of post-military service employment were²:

SOLDIER

- 1. Law Enforcement/Security: 178
- 2. Management/Business: 146
- 3. Medical/Health Field: 108
- 4. Computers/Software: 94
- 5. Transportation/Warehouse: 91

SPOUSE

- 1. Medical/Health Field: 129
- 2. Education/Teaching: 71
- 3. Management/Business: 56
- 4. Administrative/Office: 41
- 5. Law Enforcement/Security: 23

For only those respondents who are retirement eligible, the top categories of desired post-service employment are:

² Employers desiring to hire Fort Hood veterans may post their employment website URL link on the ACAP website (www.acap.army.mil). Employers may also coordinate with the Fort Hood Transition Services Manager (Linda Christ at (254)288-6735) to arrange to recruit potential Veteran employees in person Tuesday through Thursday, and briefly address the TAP workshop (industry they represent, skills they are seeking, availability to discuss job opportunities.) Employers may place a job posting via "Work in Texas" (www.workintexas.com) - a statewide, internet-based job matching system through the Central Texas Workforce Center (254)200-2020. The Texas Veterans Services staff work closely with the Central Texas Workforce Business Services including job development, direct referrals, and military skills-civilian occupations matching. Contact Jerry Butts (Killeen: (254)200-2026 or Waverly Hargrove (Temple: (254)773-1607, ext 4032) for more information.

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1. Management/Business: 55 responses
2. Transportation/Warehouse: 21 responses
3. Law Enforcement/Security: 20 responses
4. Education/Teaching: 19 responses
5. Computers/Software: 18 responses

The anomalies in Military Occupational Specialty data may have been carried over to the types of post-service employment desired. Because of the higher number of Combat Arms

respondents eligible to leave the military this quarter due to the redeployment cycles, Law Enforcement, as a desired career after military service, continues to remain the number one desired job as has traditionally been seen since July 2008. Given the skills of the predominant Military Occupational Specialties (Combat Arms), a high rate of recent combat experience, and advanced educational attainment of the respondents, a wide range of possibilities available in the Law Enforcement area is apparently appealing.

Since July 2008, the Medical/Health Field topped the list for desired spouse employment whereas, up until that time, it had consistently been the second desired career. This quarter, for the first time since September 2006, Law Enforcement was listed as one of the top five jobs desired by spouses for a career. Retiring Soldiers listed Transportation as an area for post-service employment which has been one of the top five choices since October 2008. Again, this is most likely a function of the high volume of respondents this quarter whose MOS was Transportation and Logistics. Education/Teaching was listed again as one of the top five desired employment choices after retirement whereas it had dropped off the list last quarter. Computers/Software also remained one of the top choices this time which is most likely a result of the fact that the fourth largest group of Soldiers leaving the service this quarter had a Communication MOS.

Officers and Non-Commissioned Officers eligible to retire have spent many years leading increasingly larger and more complex organizations, are graduates of an Army Professional Education system that focuses on developing their leadership skills, and have demonstrated success as a result of their longevity of service. In most cases, their skills would include human resource development, supervision of large numbers of subordinates, fiscal planning, etc. Therefore, Management and Administration are areas of post-service employment that are consistent with their training and experience.

The *Operation Economic Transformation* Report identified four “target industries” or clusters that present the Greater Fort Hood Region with immediate opportunities for economic growth:

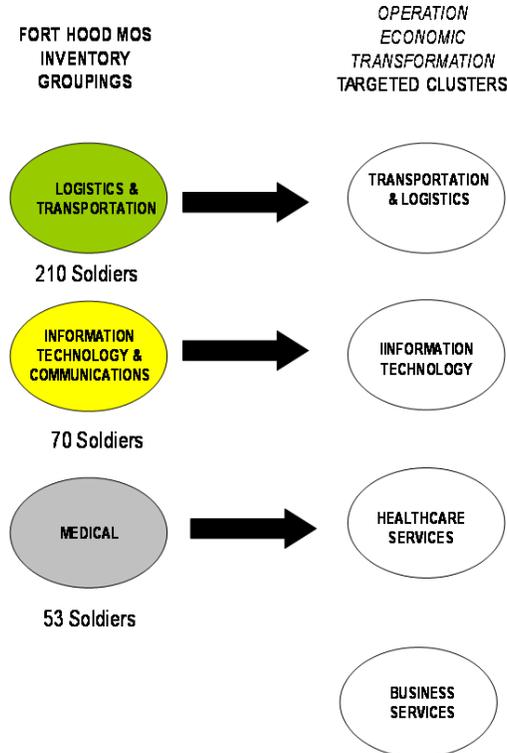
- Information Technology
- Transportation and Logistics
- Healthcare Services
- Business Services

Clusters are geographic concentrations of interconnected firms and institutions utilizing related applications and serving similar markets. When fully developed, clusters can act as the principal drivers of economic growth and innovation in a region. The report recommended

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pursuing the development of these four clusters through a coordinated strategy of business retention, recruitment and entrepreneurship.



When separating the respondents into major MOS categories, the data directly correlates to these target clusters in the Operation Economic Transformation Report as shown in the chart above. In addition, because Officers and Non-Commissioned Officers eligible to retire have spent many years of their military career in leadership positions and are graduates of an Army Professional Education system, they have acquired many skills in Management and Administrative roles. This training and experience, regardless of their MOS, would directly correspond with the Business Services cluster.

F. EDUCATION LEVEL OF THOSE REMAINING IN THE REGION: Respondents were asked to indicate their highest level of educational attainment. Seventy-six percent of respondents remaining in the region have some level of post-secondary education:

1. Some College - 50%
2. Associates Degree - 15%
3. Baccalaureate Degree - 7%
4. Masters Degree - 3%

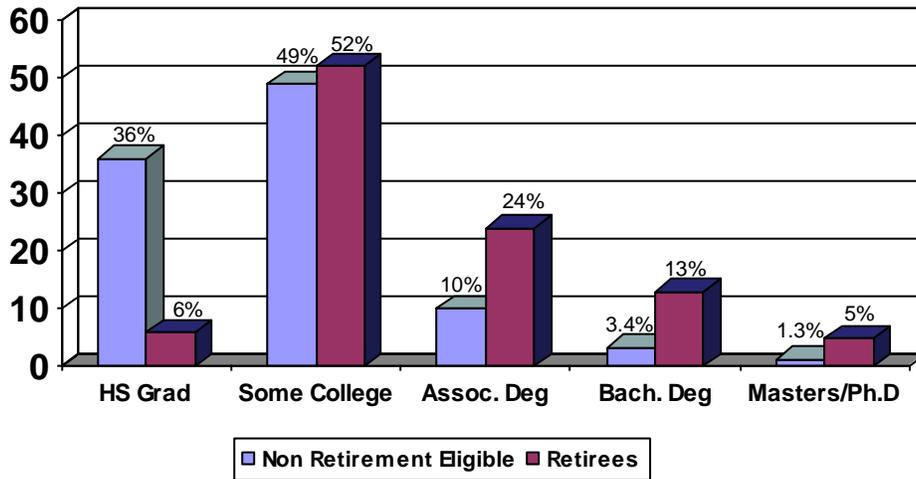
The data depicted below represents only the 353 respondents who indicate they intended to stay in the region upon completion of their service, and is separated by those eligible for retirement and those Soldiers leaving the service that are not retirement eligible.³ The data indicates that a large majority (94%) of retirement-eligible respondents who intend on remaining in the region have some post-secondary education. Fifty-two percent list their highest education

³ Data is for 119 retirees and 234 non-retirement eligibles;



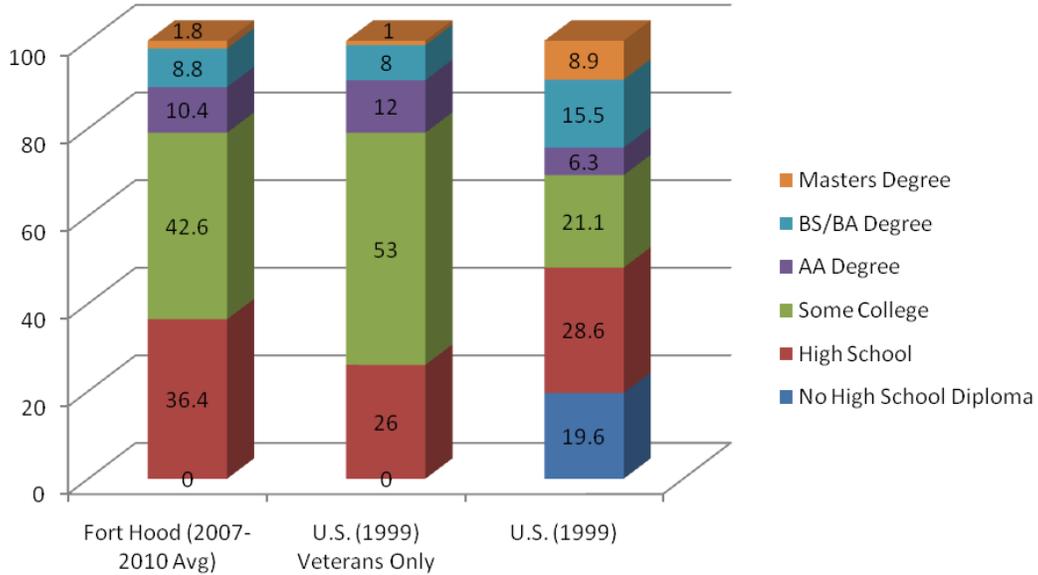
level as “Some College” while 24 percent have received an Associate's degree. In addition, 13 percent have received a Bachelor's degree and 5 percent have completed a Master's/PhD degree. Sixty-four percent of non retirement-eligible Soldiers have a post-secondary education with 49 percent indicating they have “Some College.”

HIGHEST LEVEL OF EDUCATION ATTAINED
Soldiers REMAINING in the Region



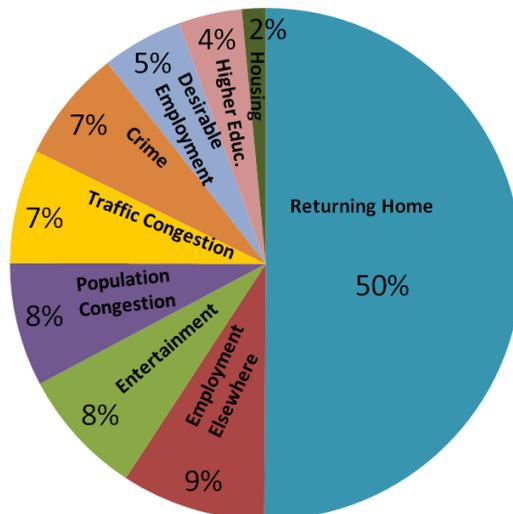
While there has not been much data gathered recently on the educational attainment of veterans, nationwide, the Congressional Budget Office did have data from 1999 that could be compared with the data from Soldiers separating from the military from Fort Hood from 2007-2010. The following chart depicts the educational attainment level of veterans from Fort Hood compared with the veterans nationwide and U.S. citizens as a whole. This data indicates that veterans from the Fort Hood-Killeen-Temple MSA are just as competitive and educated as the veterans from other areas of the nation. While there is a higher percentage of U.S. citizens with a baccalaureate or upper level degree, the data does indicate that veterans demonstrate a high degree of motivation in continuing their education since many are pursuing degrees while at the same time as training and working as a Soldier and deploying to other countries supporting the fight against terrorism. Continuing education is an important component to retention and it is also routine for Soldiers to perform in an increasingly sophisticated and technical operating environment in the execution of their duties. Enrollments at the two regional community colleges are up, and the creation of Texas A&M-Central Texas in May 2009 provides additional opportunities for Soldiers pursuing (or finishing) baccalaureate and masters degrees. Veterans have acquired a wide range of skills and experience while in the service, and when combined with the high levels of educational attainment, veterans are highly qualified, valuable, and competitive for the civilian workforce.

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G. DESIRED “QUALITY OF PLACE” IMPROVEMENTS: In the past, the Veteran's Inventory Initiative reports have tracked the respondents' desired improvements (their perception of the Central Texas Quality of Place) if remaining in the Killeen-Ft. Hood MSA after separation from the military service. Respondents were also given the opportunity to provide additional comments regarding their response to "quality of place." The survey was revised effective July 2009 to gain more clarity on the quality of place factors separating Soldiers specifically indicated needed improvement.

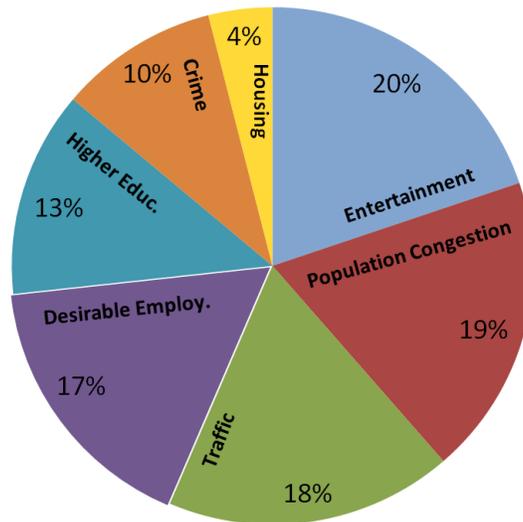
**Desired Quality of Place Responses
3rd Quarter 2010**





After removing the 59 percent of respondents "returning to home of record" and "moving for employment elsewhere" choices, the following graph depicts the factors that would positively affect the remaining respondents'(41%) desire to remain in Killeen-Temple-Fort Hood MSA upon leaving the service.

Quality of Place Desires Needing Improvement 3rd Quarter 2010



For this quarter, there has been a shift in the top desired quality of place improvements reported for the Killeen-Temple-Fort Hood MSA. In previous reports, available higher education, affordable housing, and available entertainment have always been the top three desired quality of place improvements. However, for this quarter and the past three, housing had the lowest ranking in desired quality of life improvements. In September 2009, Coldwell Banker released its annual Home Price Comparison Index of homes and reported that Killeen's housing market had the ninth most affordable housing in the nation and the fourth least expensive in Texas. This reinforces the fact that the Killeen-Temple-Fort Hood MSA does offer very affordable housing for those Soldiers leaving the service. Although available higher education is not ranked at the bottom of most desired improvements this quarter, it still does not rank as one of the highest as has been seen in the past. Texas A&M-Central Texas is now an established upper level university in the area and the University of Mary Hardin-Baylor and Central Texas College have both recently received improved ratings in their rankings of colleges in the U.S. and Texas. It is possible that Soldiers have seen improvements in post-secondary education for the past three years. We will continue to monitor this response in future reports.

In previous reports when reporting the "other" desired improvements, the top three comments added have always been regarding available desired employment, improvement in crime and improvement in traffic. The above graph depicts that these still remain some of the top desired quality of life improvements that would positively affect a Soldier's desire to remain in the area once leaving the service, but for this quarter, crime ranked near the bottom. For this quarter,

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while the second and third reasons that Soldiers would not remain in the Killeen-Temple-Fort Hood MSA once leaving the service was due to population congestion and traffic, it could be due to the fact that the recent deployments (which drove the "Boots on the Ground" levels to their highest in several years - and thus more traffic) played a key role. This could also be due to the fact that the population has been growing since it has been reported that the Killeen-Temple-Fort Hood MSA economy appears to be more stable than most of Texas. But for this quarter, available entertainment has moved back to the number one desired quality of place area needing improvement to positively affect the respondents desire to remain in the area.

Perceptions versus reality. Specific comments that separating Soldiers cite as desired improvements to the Central Texas "Quality of Place" remain consistent from previous reports. As 75 to 80 percent of Fort Hood Soldiers reside in the communities of Central Texas (98% within 10 miles of the Fort Hood main gate), the comments reflect their perceptions of areas where improvements might further influence their decision to remain in the region when their military service ends. As Operation Economic Transformation points out, "Economic development planning that is responsive to new opportunities...recognizes the increasing importance of quality of place in the attraction and retention of business and workers. Quality of place is about providing options, not just for current residents, but for those who will be residents in the future." Veterans ending their service at Fort Hood are clearly a talented and educated workforce worth retaining in the Central Texas region, and their perceptions of Quality of Place improvements are important feedback to be considered in future planning. We will continue to monitor the responses for any significant changes in subsequent reports.

Additional information not addressed in this quarterly report may be available for release to eligible entities. Requests for specific information should be addressed in writing to Executive Director, Heart Of Texas Defense Alliance at 2916 Illinois Avenue, Killeen TX 76543.

Special thanks to Ms. Linda Angel, Workforce Solutions of Central Texas, for the design of the report cover and logo; and to Mr. Gerry Fluharty, Workforce Solutions of Central Texas, who compiles the data for these reports.