



Veterans Inventory Initiative

Quarterly Report, Second Quarter, FY 2009

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: 2nd Quarter, FY 2009

(January-March 2009)

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 proposal of the plan 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)
- Central Texas Workforce Board
- Central Texas Workforce Development 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.

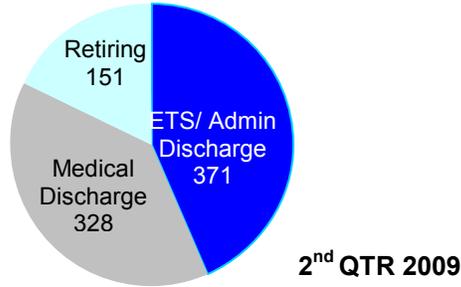
B. DEMOGRAPHICS

1. For the 2nd Quarter (January through March 2009):
 - a. 850 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 (371 reponses/44%), or were being medically discharged (328 responses/39%).
 - c. 18 percent (151 respondents/17%) were retiring after 20 or more years of service.

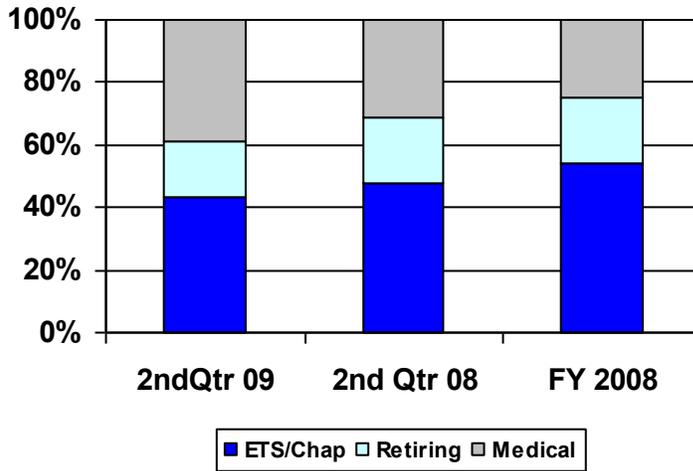
¹ Retiring Soldiers may participate in TAP up to two years prior to their retirement date, while non-retiring Soldiers may participate up to one year in advance. However, the Transition Services Manager reports the majority of soldiers attend the TAP workshop 6 months or less before separation.



DEMOGRAPHIC DISTRIBUTION



2. Percentages according to the reason cited for leaving the service by quarter and for fiscal year 2008 are as follows:



3. Trends. The number of respondents to the 2nd Quarter survey was approximately double compared to that of the previous quarter. This is most likely a result of the 3rd ACR returning from deployment and no longer under Stop/Loss as well as portions of the 4th Infantry Division beginning to return from deployment. Because the results of 1st Quarter 09 were very similar to the results of 2nd Quarter 09, it appears from the data depicted in the above chart that a possible new trend (substantial increase in the number of Soldiers being medically separated) may be developing compared to 2nd Quarter 08 and FY 08. This data reinforces the decision that the Department of Defense made in not standing up three additional brigades for the military, but to place the extra 13,000 service members into the vacant, yet already existing, positions to fill the void caused by Soldiers leaving the service due to medical reasons.

C. INTENTIONS ON STAYING IN THE REGION:

The respondents were surveyed regarding their intentions about remaining in the region (within 30 miles of Fort Hood – generally equating to the Temple-Killeen-Fort Hood Metropolitan Statistical Area) when their service ended.

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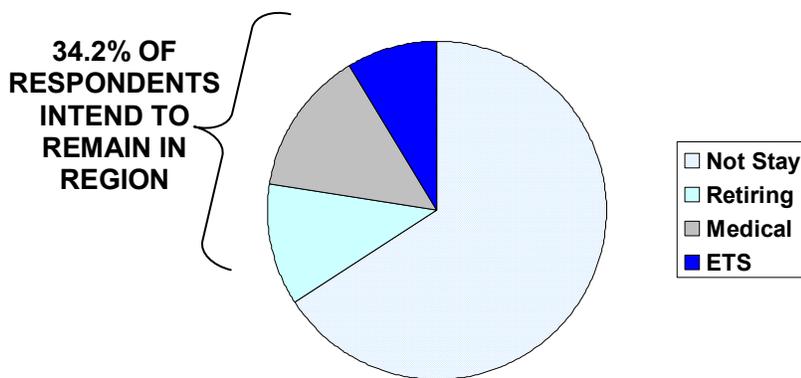


1. 291 respondents (representing 34.2% of all respondents) indicated they intended to stay in the region.

This data represents:

- a. 99 retirees (65.6% of all retirement eligible respondents)
- b. 192 (27.5% of all non-retirement eligible respondents including Medical and ETS/Chap)
- c. 192 (34.3% of the 559 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 2nd QUARTER SURVEY DEMOGRAPHICS



2. Conclusions. For the year to date (Apr 2008 – Mar 2009), a total of 977 Soldiers (32.3% of all respondents) leaving the service at Fort Hood indicate they intend to remain in the region once their service is complete. When comparing this to the current 2nd Quarter data (34.2%), it would appear that there has been a slight increase over the past year in those retiring Soldiers planning to remain in the Temple-Killeen-Fort Hood MSA region at the time of the survey. For the past twelve months (Apr 2008 – Mar 2009), another 35.2 percent of Soldiers leaving Central Texas would stay if the respondent's desired employment was available. This is about average when compared to 35.3 percent that will stay for desired employment from April 2007 – March 2009. In addition, the total amount of Soldiers retiring from Fort Hood began to decrease beginning in Apr 2008 when the economy began to do poorly, yet the percent of retirees desiring to remain in the Central Texas region consistently averaged 65% from Apr 2007 – Mar 2009. We will continue to monitor this data in the future quarters.

4. While the Veterans Inventory Initiative only surveys the intent of Soldiers departing the service, 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 12-month period ending in February 2009, the total number

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of military retirees grew by 6 percent in the Killeen-Temple-Fort Hood MSA. This is up slightly from the previous quarter report which reported a 5.6% increase in the MSA. Killeen and Nolanville once again experienced growth rates exceeding the MSA average. Based on the collected retiree data, the retiree growth rate in Nolanville has consistently averaged higher than the MSA since April 2007 whereas the retiree growth rate for Killeen has consistently averaged higher than the MSA since October 2007. As stated earlier, the collected data indicates that there are fewer Soldiers retiring which may be an indication of the economic conditions, yet the data shown below indicates the number of Soldiers who are actually retiring and living in Central Texas is increasing. Because the survey is conducted up to two years before Soldiers actually retire, this growth could be the result of Soldiers changing plans of where they will reside after retirement or it could also be a result of previous retirees moving back into the Central Texas area after having lived somewhere else before. We will continue to monitor this data relative to the growth of the MSA.

| | FEBRUARY 2008 | FEBRUARY 2009 | DIFFERENCE | % CHANGE |
|-----------------------|------------------|------------------|------------|----------|
| KILLEEN | 7493 | 8043 | 550 | 7.3 |
| COPPERAS COVE | 2877 | 3013 | 136 | 4.7 |
| HARKER HEIGHTS | 1727 | 1828 | 101 | 5.8 |
| TEMPLE | 1093 | 1137 | 44 | 4 |
| KEMPNER | 844 | 887 | 43 | 5.1 |
| BELTON | 792 | 815 | 23 | 2.9 |
| LAMPASAS | 340 | 348 | 8 | 2.4 |
| GATESVILLE | 335 | 350 | 15 | 4.5 |
| NOLANVILLE | 242 | 267 | 25 | 10.3 |
| SALADO | 198 | 207 | 9 | 4.5 |
| MSA | 15941 | 16895 | 954 | 6.0 |

The military retiree rate of growth for north Texas (174 counties less the Killeen-Temple-Fort Hood MSA) was 0.9 percent for the same period.

For the 2nd Quarter of 2009, the rate of growth for the MSA is much higher two quarters in a row while the rate of growth relative to North Texas was significantly lower. We will monitor this in future reports to see if this is the beginning of a trend. Additionally, while the national economy was experiencing the effects of the recession during this reporting period, the Killeen-Temple-Fort Hood MSA was:

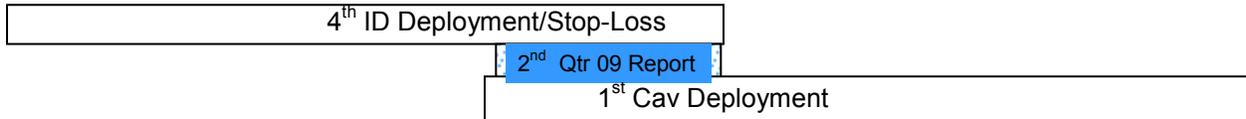
- a. the 14th fastest growing MSA in the nation (U.S. Census Bureau).
- b. ranked #1 in affordable housing (Caldwell Banker Home Price Index 9/26/2007).
- c. ranked #1 in renter livability (apartmentratings.com).
- d. rated one of the five best areas for military families (Babb Group - military.com)
- e. ranked 5th of the top 20 best MSAs for job growth (Forbes, citing Bureau of Labor Statistics).

The survey data clearly indicates that the availability of desirable employment plays a major role in the intention to remain in the area.

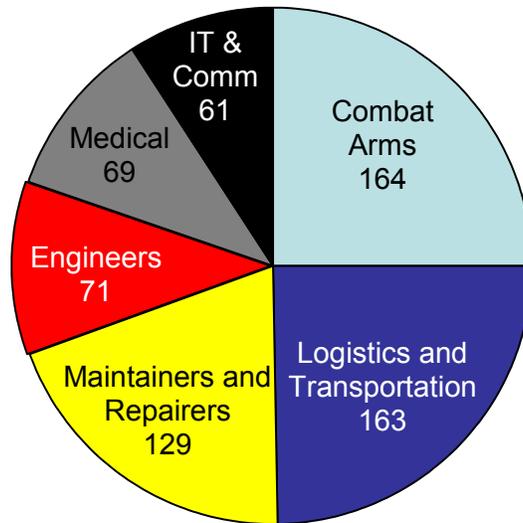


D. MILITARY OCCUPATIONAL SPECIALTIES: Departing Soldiers represented 106 different Military Occupational Specialties. However, 77% (657 respondents) can be grouped into six general areas: Combat Arms, Logistics/ Transportation, Maintainers/Repairers, Engineers, Medical and Information Technology and Communications.

Deployment cycles for Fort Hood units had a significant impact on this Second Quarter report, and reported Military Occupational Specialties reflect that.



For this quarter as compared to the last quarter, 3rd ACR was just beginning its 90 day Stop/Loss after its return from deployment, but Soldiers may attend the TAP seminar up to 90 days before leaving the military. This would most likely be the reason for the increase in Soldiers leaving the service with a Combat Arms MOS. However, part of the 4th ID was still deployed or under Stop/Loss and the 1st Cav was deployed as well. Because of this, many of the responses still came from departing Soldiers in the III Corps Separate Brigades and 13th Sustainment Command (Expeditionary) which resulted in the Logistics and Transportation MOS category being represented at almost the same rate as the traditional top category – Combat Arms. Traditionally, the Quarterly Report only lists the top five MOS categories, but because the numbers were very close this quarter, the top six are being reported.



COMBAT ARMS

Given the types of units at Fort Hood (seven Brigade Combat Teams and one Fires Brigade) and deployment cycles, the number of Combat Arms Soldiers leaving the service is predictable. 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.

FORT HOOD REGION VETERANS INVENTORY INITIATIVE



Soldiers in combat arms comprise 20.6 percent of the reported fields.

| | |
|-----------------------------------|---|
| Armor (64) | Member or leader who employs main battle tanks or cavalry fighting vehicles in combat operations, and performs reconnaissance and security. |
| Infantry (50) | Member or leader who individually employs small arms/heavy anti-armor weapons in support of combat operations |
| Field Artillery (36) | 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 (14) | Operate command/control/communications/computer information systems or the lightweight, highly mobile Avenger or medium weight Patriot Air Defense Missile systems. |

LOGISTICS AND TRANSPORTATION

Soldiers serving in the logistics and transportation fields comprise 20.5 percent of reported fields.

| | |
|---|---|
| Automated Logistical Specialists (38) | Supervise and perform management or stock record/warehouse functions pertaining to receipt, storage, distribution and issue, and maintain equipment records and parts. |
| Transportation Management Coordinators (32) | Monitor, control, and supervise the movement of personnel, equipment, and cargo by rail, highway, and water. |
| Petroleum Supply Specialists (21) | Supervise the receipt, storage, accountability, and cares for dispensing, issuing and shipping bulk or packaged petroleum, oils, and lubricants. |
| Unit Supply Specialists (21) | 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 (21) | Supervise or prepares, cooks and serves food in field or garrison food service operations. |
| Ammunition Supply Specialists (11) | 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. |
| Water Treatment Specialists (5) | Supervise or performs installation, operation of water purification equipment, water storage and distribution operations and activities. |
| Shower/Laundry and Clothing Repair Specialists (2) | Supervise or performs personnel laundry and shower operations and repairs personnel clothing and light textiles. |

MAINTAINERS/ REPAIRERS

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Soldiers that work in the field of maintenance and repair comprise 16.2 percent of the population.

| | |
|---------------------------------------|---|
| Tracked Vehicle Mechanics (41) | 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. |
| Aviation repairers (32) | 13 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 (28) | 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. |
| Special purpose (25) | 8 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). |

ENGINEERS

The engineer field makes up 8.9% of the fields reported.

| | |
|-----------------------------|---|
| Combat Engineer (55) | Engaged in providing mobility, counter-mobility and survivability support to combat forces. Operates, directs and assists in the operation of various light and heavy engineer wheeled and tracked vehicles. Directs construction of shelters and assembly of military fixed bridges. |
| Other (16) | 10 Bridge Crew Members, 2 Topographic Surveyors, 2 Topographic Analysts, 1 Technical Engineers, 1 Carpentry and Masonry Specialist |

MEDICAL

Personnel in the medical field make up 8.7% of the reported fields.

| | |
|------------------------------------|--|
| Health Care Specialist (48) | Provide emergency medical treatment, limited primary care, force health protection, evacuation in a variety of operational and clinical settings from point of injury or illness through the continuum of military health care under the supervision of a physician, nurse or physician's assistant. As a field combat medic, provides emergency medical care/treatment at point of wounding on the battlefield or to battle and non-battle casualties during wartime. |
| Other (21) | 5 Mental Health Specialists, 4 Radiology Specialists, 3 Medical Logistic Specialists, and 9 other specialties ranging from operating room to food inspection specialties. |



INFORMATION TECHNOLOGY AND COMMUNICATIONS

The information technology and communications field makes up 7.7% of the fields reported.

| | |
|--|---|
| <p>Signal Support Systems Specialist (23)</p> | <p>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.</p> |
| <p>Information Technology Specialist (7)</p> | <p>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).</p> |
| <p>Network Switching Systems Operator (7)</p> | <p>The Network Switching 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.</p> |
| <p>Telecommunication Operations Chief (7)</p> | <p>The Telecommunication Operations Chief plans, coordinates, configures, directs, integrates, and supervises the installation, operation, maintenance, and management of telecommunications systems and networks including radio, switching, cable, automation equipment, and communication security devices. Oversees information systems support functions for command, control, communications, and computers used at all echelons of the Army. Develops and implements training programs for Signal personnel.</p> |
| <p>Multi-channel Transmission Systems Operator-Maintainer (4)</p> | <p>Supervise, install, operate and perform unit level maintenance on multi-channel line-of-site and tropospheric scatter communications systems, communications security (COMSEC) devices, and associated equipment</p> |

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 12 broad categories conforming to industry categories found in the North American Industrial Classification System

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(NAICS), but respondents may write in and/or amplify any area not listed. For all survey respondents, the data indicates the top four categories of post-service employment desired are:

SOLDIER

| | |
|---------------------|------------------|
| 1. Law Enforcement: | 262 |
| 2. Management: | 227 |
| 3. Administrative: | 203 |
| 4. Computers: | 155 ² |

SPOUSE

| | |
|-------------------|-----|
| 1. Medical | 119 |
| 2. Administration | 116 |
| 3. Education | 79 |
| 4. Management | 71 |

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

| | |
|--------------------|--------------|
| 1. Administrative: | 64 responses |
| 2. Management: | 62 responses |
| 3. Transportation: | 38 responses |
| 4. Education: | 37 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 a military career moved back to the number one desired job as has traditionally been seen in the past quarters. 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. Although “Computers” was not listed as one of the top four desired careers last quarter (1st Qtr 2009), it had appeared for the first time in eight reports in the 4th Qtr 2008 report and once again appears in this quarter report. The high level of automation/digitization Soldiers are exposed to results in a technologically savvy workforce.

For the third quarter in a row, Medical topped the list for spouse employment desired whereas it has consistently been the second desired career since October 2007. Retiring Soldiers listed Transportation as an area for post-service employment – the second time it has been listed since 1st Quarter 2008. Again, this is most likely a function of the high volume of respondents this quarter whose MOS was transportation and logistics.

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

² Employers desiring to hire Fort Hood veterans may post their job announcement on the ACAP website (www.acap.army.mil). Large employers with an employment website can post the URL on the ACAP website which will directly link to their employment website. Employers can 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 can 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 Eugene Hall (Temple: (254)773-1607, ext. 4032) for more information.

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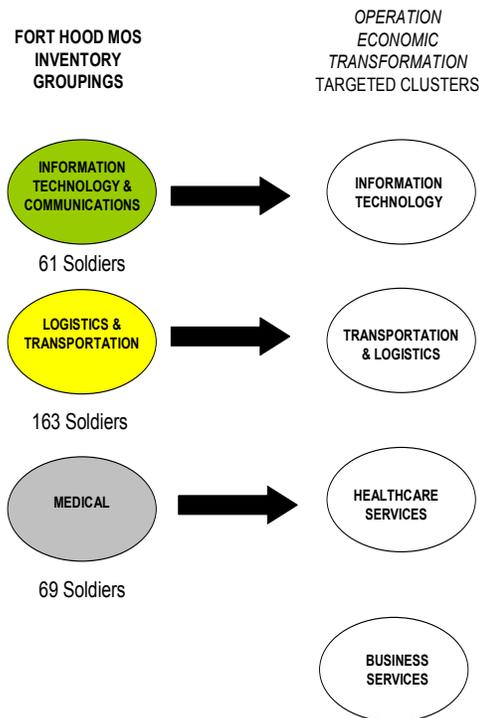


success as a result of their longevity of service. In most cases, their skills would include human resource development, supervision of large numbers of subordinates, fiscal planning, etc. Therefore, Management and Administration are areas of post-service employment that are consistent with their training 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 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:

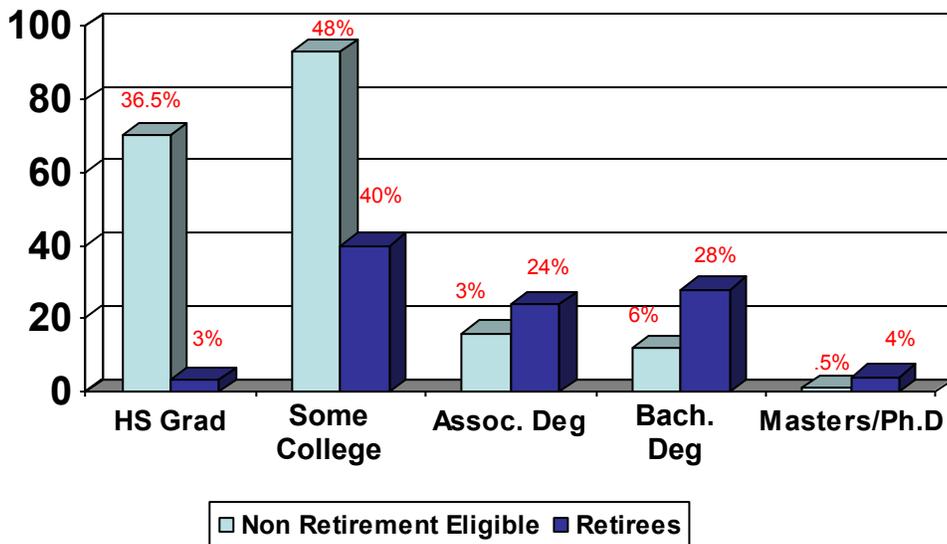
Respondents were asked to indicate their highest level of educational attainment. Forty four percent of all respondents indicated they had “Some College” or greater. 11.6 percent have an Associates degree, and 10 percent have a Baccalaureate degree.

The data depicted below represents only the 291 respondents who indicated 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 an overwhelming majority (97%) of retirement-eligible respondents who intend on remaining in the region have some post-secondary education. 40 percent list their highest education level as “Some College,” 24 percent have received their Associates degree, 28 percent have a Baccalaureate degree, and 4 percent have a Masters degree. 63.5 percent of non retirement-eligible Soldiers have post-secondary education, with 48 percent indicating they have “Some College.”

The number of retiring Soldiers remaining in the region whose highest education completed was a Baccalaureate degree, exceeded 20% for the second time this fiscal year and was five percent higher than last quarter. This reinforces previous data that indicated separating Soldiers had a higher level of educational attainment, and bears monitoring in the future.

HIGHEST LEVEL OF EDUCATION ATTAINED
Soldiers REMAINING in the Region



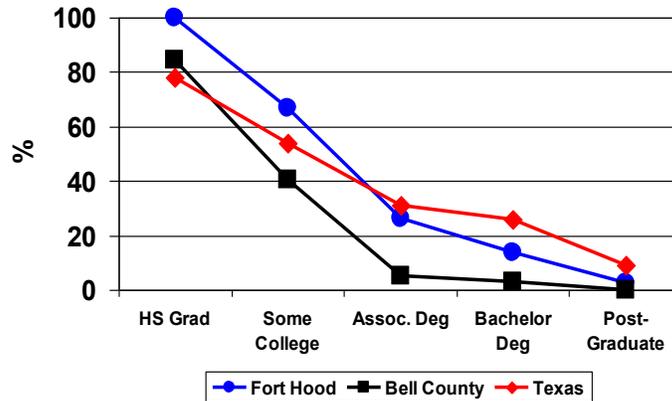
³ Data is for 99 retirees and 192 non-retirement eligible respondents.

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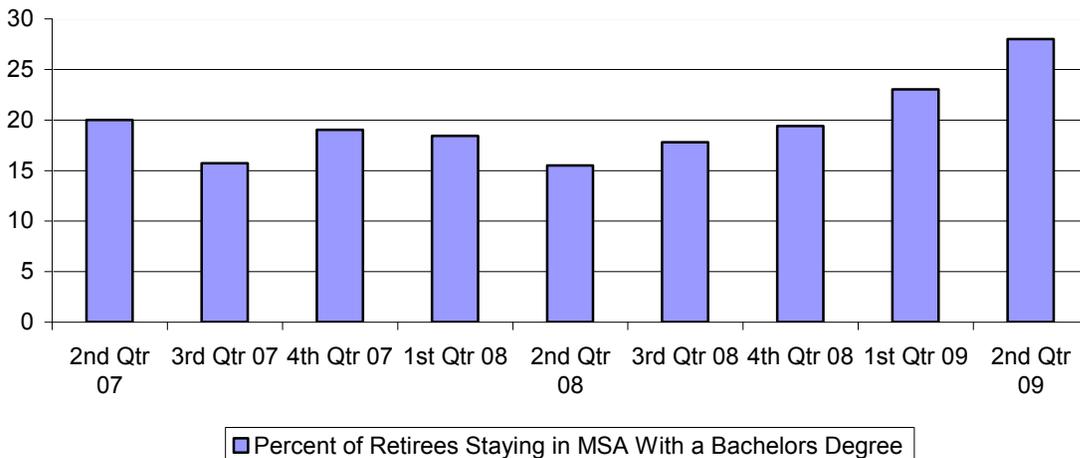
1. When the highest level of education attained by Soldiers leaving the service at Fort Hood is expressed as a percentage of all respondents (rate of educational attainment) and compared to educational attainment for Bell County Texas and the state of Texas as a whole, the following comparison can be made⁴:

EDUCATIONAL ATTAINMENT COMPARISON



2. Conclusions. The data indicates Soldiers are better-educated than their civilian counterparts in the region and statewide. This is reflective of a high degree of self initiative and demonstrates that Soldiers willingly embrace the notion of lifelong learning. Continuing education is an important component to retention, and it is routine for Soldiers to perform in an increasingly sophisticated and technical operating environment in the execution of their duties.

Percent of Retirees Staying in MSA With a Bachelors Degree



⁴ Source: U.S. Census Bureau, American Fact Finder, 2005-2007 Data, Texas in Focus: Central Texas, Texas Comptroller, May 2009, www.window.state.tx.us/specialrpt/tif/central/



3. When comparing the data from the 2nd Quarter 2007 (Jan-Mar 07) to the 2nd Quarter 2009 (Jan-Mar 09), it is evident that the amount of retirees remaining in the Temple-Killeen-Ft Hood MSA with a bachelors degree has increased significantly over the years. This further validates the fact that the Soldiers retiring from the military and remaining in the area are highly motivated individuals with a high degree of self-initiative that is required to be successful in obtaining a bachelor's degree while also serving in the military.

G. DESIRED “QUALITY OF PLACE” IMPROVEMENTS:

1. An important consideration in retaining a talented military Veteran workforce is how they perceive “Quality of Place” when deciding where to live upon separation from military service. Respondents were asked to indicate the improvements they would desire (their perception of the Central Texas Quality of Place) in the general areas of higher education, retail shopping, health care, entertainment, child care, or “other” that would positively affect their decision to remain in the region. 20.7 percent of respondents listed higher education, followed by housing (19.8%), and entertainment (17.5%). Less than 10 percent of respondents listed child care, health care or retail shopping as Quality of Place factors they perceived needed improvement. The desire for higher education opportunities in this area consistently remains one of the top reasons that Soldiers would not remain in the area after leaving the military. While the opportunity to earn a bachelor or masters degree from Tarleton State – Central Texas (part of the Texas A&M University System) has existed since 1998, degree offerings have been constrained. However, the creation of Texas A&M University – Central Texas in the fall 2009 semester, coupled with growing opportunities for defense contractors to partner with this new university, may reverse this negative perception.

2. The most frequently recurring response was “other.” The survey affords respondents the opportunity to provide additional written comments, and the most often-noted areas respondents perceive needing improvement are:

- a. more pay/better jobs (41 comments)
- b. better atmosphere/ quality of life - including comments concerning (K-12) schools (22 comments)
- c. crime rate/ traffic/congestion (15 comments)

Note: Higher education and housing are general survey categories and both of these have been reported as the top two reasons that would positively affect the respondent's decision to remain in the region and have been since 3rd Quarter 2008. This could possibly tie in with the “other” comments of respondents desiring a better atmosphere and quality of life for their family in this area.

3. Perceptions versus reality. Specific comments 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

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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.