



Fort Hood Region Veterans Inventory Initiative

Quarterly Report, July-September 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: 4th Quarter, FY 2010
(July - September 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

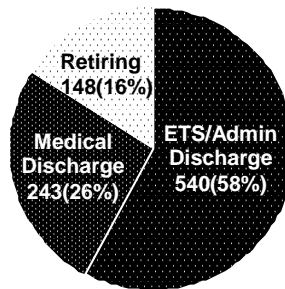
Data is collected via a voluntary twelve-question survey administered during either the Transition Assistance Program (TAP) workshop or installation final clearance¹. The purpose for the collection and analysis of this data is threefold:

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 4th Quarter (July - September 2010), 931 Soldiers completing their military service responded to the survey with the demographics graphed below.

DEMOGRAPHIC DISTRIBUTION



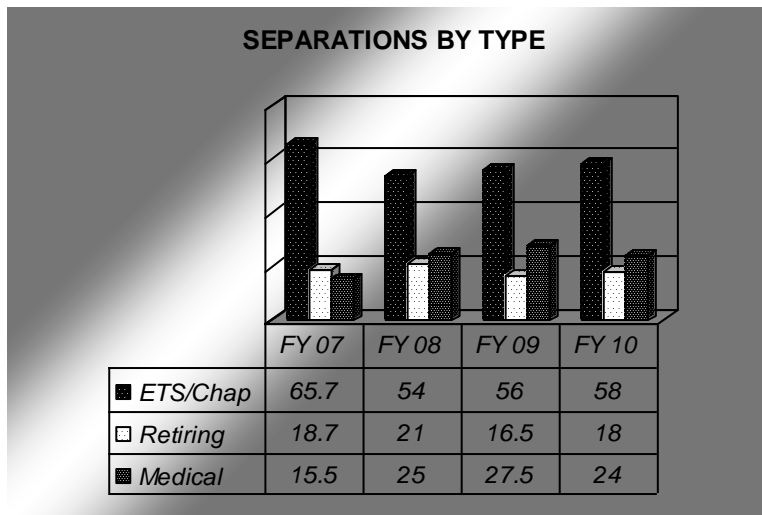
4th QTR 2010

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.

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2. The Veteran's Inventory Initiative has collected data on why Soldiers are separating from the service since FY 2007 and, over that period, there have been sixteen recurring quarterly reports with 14,794 separating Soldiers completing the survey and 4,049 of them completing the survey in 2010. The following graph compares FY 2007 through FY 2010 on the reasons Soldiers are separating. In FY 2007, 18.7% of separating Soldiers were retirement-eligible. In FY 2008, it increased to 21% which was the highest ever seen since this report began. However, after the economy began to decline at the end of 2008, the average for the entire year in FY 2009 for those retiring had dropped to 16.5%. This could possibly be attributed to the fact that, because of the poor economy, more Soldiers were choosing to remain in the military beyond becoming eligible to retire. This percent has gradually increased to 18% in FY 2010, which could be a result of the economy slowly recovering. We will continue to monitor this in the future.



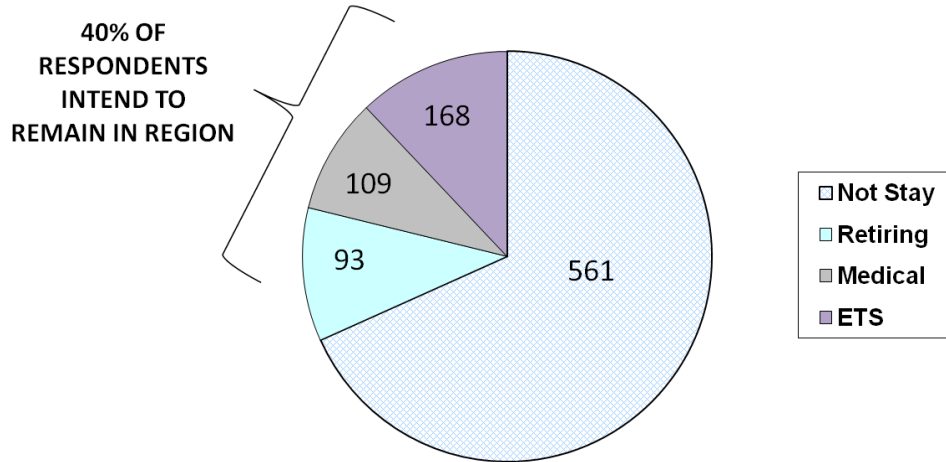
C. INTENTIONS ON STAYING IN THE REGION: The respondents were surveyed regarding their intentions on remaining in the region (within 30 miles of Fort Hood – generally equating to the Killeen-Temple-Fort Hood Metropolitan Statistical Area) when their service ended.

1. 370 respondents (representing 40% of all respondents) indicated they intended to stay in the region. This data represents:

- a. 93 retirees (63% of all retirement eligible respondents).
- b. 277 (35%) non-retirement eligible respondents.

In addition, 179 (32%) of the 561 who responded they did not intend to stay in the region, would do so if desirable employment were available.

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2. Conclusions. For the past twelve months (Oct 2009 – Sept 2010), a total of 1310 Soldiers (32.4% 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 4th Quarter data (40%), it would appear that the number of Soldiers planning to remain in the Temple-Killeen-Fort Hood MSA region at the time of this survey is much higher than the average for the year. When comparing these percentages with the average from the previous year (October 2008 - September 2009) (31.6%), this quarter shows a significantly higher increase in the number of Soldiers intending to remain in the Temple-Killeen-Fort Hood MSA after leaving the service.²

Respondents are able to indicate their intentions more clearly of their plans and desires once leaving the service. From July - September 2010, 32% additional respondents would remain in the area if desirable employment was available. Since October 2009, of those 2739 not intending to remain in the Central Texas region, 1042 (38%) said they would stay if the respondent's desired employment was available. 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, 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 seventh quarter in a row, the rate of growth for retirees in the Killeen-Temple-Fort Hood MSA increased slightly; since February 2008, the number of military retirees grew by 8.2 percent in the Killeen-Temple-Fort Hood MSA. While the number of Soldiers separating from the service began to increase, the number indicating they intend to remain in Central Texas has decreased. It is uncertain if the economic situation impacted this data. According to the Retired Army Personnel System data below, Killeen, Harker Heights, and Belton experienced growth rates exceeding the MSA average for the second quarter in a row. Based on the collected retiree data, the retiree growth rate in Killeen has consistently

² However, because these surveys are completed up to one year for non-retiring Soldiers and two years for retiring Soldiers before actually leaving the service, "intent" to remain (or leave) may change by the actual separation date.

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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 five quarters. As stated earlier, the collected data indicates that the amount of Soldiers retiring from Fort Hood may fluctuate based on the economy. However, the data shown below indicates the number of retired Soldiers living in Central Texas is increasing and has been steadily increasing each quarter. An additional factor might be military retirees moving back into the Central Texas/Fort Hood area immediately upon retirement after having lived (been stationed) somewhere else. This is consistent with the latest census data that states the Bell County population increased by 30.4% from the years 2000 - 2010.

	FEBRUARY 2009	SEPTEMBER 2010	DIFFERENCE	% CHANGE
KILLEEN	8043	8507	464	5.8
COPPERAS COVE	3013	3129	116	3.8
HARKER HEIGHTS	1828	1975	147	8.0
TEMPLE	1137	1179	42	3.7
KEMPNER	887	916	29	3.3
BELTON	815	877	62	7.6
LAMPASAS	348	365	17	4.9
GATESVILLE	350	363	13	3.7
NOLANVILLE	267	273	6	2.2
SALADO	207	218	11	5.3
MSA	16895	17802	907	5.4

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 and then increased to 40% in September 2010. In the past year, the growth in the MSA has increased by 3.7 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 retiree military growth rate for the Killeen-Temple-Fort Hood MSA, we are also able to track the military retiree rate of growth for north Texas (174 counties less the Killeen-Temple-Fort Hood MSA). While the rate of growth for this area was 4.5% from February 2009 to March 2010, it then dropped to 4.4% from February 2009 to June 2010, and then went back up to 4.5%. This indicates that there has been a small fluctuation in the amount of military retirees living in north Texas, but it has basically remained steady over the past year 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:

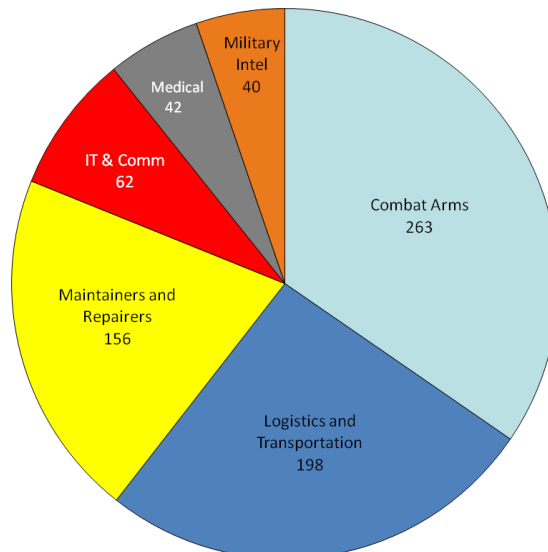
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- a. ranked #4 out of 234 for 2010 Best City for Job Growth - Small Cities, April 2010, www.newgeography.com.
- b. Killeen named Playful City USA by KaBOOM! out of 118 cities in the country for the second year in a row (www.kaboom.org, Aug 2010).
- 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).
- e. the Killeen-Temple-Fort Hood area ranked #5 in highest employment growth rate in Texas during 2010 at 2.4% while Texas averaged 2.3% (<http://recenter.tamu.edu/pdf/1862.pdf>, Dec 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. 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).
- h. 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 3.9% increase in 2010 over the 2009 enplanements at the Killeen-Fort Hood Regional Airport, as well as the opening of the new Texas A&M University-Central Texas.

D. MILITARY OCCUPATIONAL SPECIALTIES: Departing Soldiers represented 133 different Military Occupational Specialties. However, 84.6% (761 /900 respondents) can be grouped into six general areas: Combat Arms, Logistics/Transportation, Maintainers/Repairers, Information Technology/Communications, Medical, and Military Intelligence. This is the third time that Military Intelligence was ranked as one of the top reported MOSs and 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.

Soldiers in combat arms comprise 29 percent of the reported fields.

Infantry (124)	Member or leader who individually employs small arms/heavy anti-armor weapons in support of combat operations
Armor (68)	Member or leader who employs main battle tanks or cavalry fighting vehicles in combat operations, and performs reconnaissance and security.
Field Artillery (52)	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 (19)	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 22 percent of reported fields.

Motor Transport Operator (56)	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 (32)	Supervise and perform management or stock record/warehouse functions pertaining to receipt, storage, distribution and issue, and maintain equipment records and parts.
Petroleum Supply Specialists (29)	Supervise the receipt, storage, accountability, and cares for dispensing, issuing and shipping bulk or packaged petroleum, oils, and lubricants.
Unit Supply Specialists (28)	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 (13)	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.



MAINTAINERS/ REPAIRERS

Soldiers that work in the field of maintenance and repair comprise 17 percent of the population.

Aviation repairers (42)	10 different enlisted specialties (less pilots and air traffic controllers) ranging from aircraft structural repairers to airframe-specific armament/electrical/avionics system repairers.
Tracked Vehicle Mechanics (31)	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.
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.
Special purpose (15)	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).

INFORMATION TECHNOLOGY AND COMMUNICATIONS

The information technology and communications field makes up 7 percent of the fields reported.

Signal Support Systems Specialist (24)	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 (9)	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).
Radio Operator-Maintainer (6)	Radio Operator-Maintainers are primarily responsible for all maintenance checks and services on assigned radio communication equipment.

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Network Switching Systems Operator (4)	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 (4)	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.
Telecommunications Operations Chief (4)	Plans, coordinates, configures, directs, integrates, and supervises the installation, operation, maintenance, and management of telecommunications systems and networks, and oversees information systems support functions for command, control, communications, and computers used at all echelons of the Army.

MEDICAL

Personnel in the medical field make up 4.5% of the reported fields.

Health Care Specialist (25)	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 (11)	3 Biomedical Equipment Specialist, 3 Patient Admin Specialist, 2 Medical Lab Specialists, 2 Medical Logistic Specialists, 2 Vet Food Insp Spec, 1 Nutrition Care Spec, 1 Pharmacy Specialists, 1 Medical Logistics Spec, 1 Radiology Specialist

MILITARY INTELLIGENCE

The military intelligence field makes up 4.4 % of the fields reported.

Intelligence Analyst (16)	Supervises, performs, or coordinates collection management, analysis, processing, and dissemination of strategic and tactical intelligence.
Human Intelligence Collector (10)	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.
Military Intelligence Systems Maintainer/Integrator (5)	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.



Signals Intelligence Analyst (3)	Supervises and performs analysis and reporting of intercepted foreign communications. Performs collection management and produces intelligence reports.
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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 4th Quarter report, the top five desired categories of post-military service employment were³:

SOLDIER

SPOUSE

1. Law Enforcement/Security:	165	1. Medical/Health Field:	107
2. Management/Business:	121	2. Other:	77
3. Medical/Health Field:	117	3. Education/Teaching	46
4. Education/Teaching:	87	4. Administrative/Office:	46
5. Equipment Maint/Repair:	70	5. Management/Business:	43

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, has continued to remain one of the top three desired careers after leaving the service since Oct 2007. A wide range of possibilities available in the Law Enforcement area is apparently appealing. Once again, a career in the Management/Business field is listed as one of the top three desired careers after military service and has been since October 2007. For the third quarter in a row, a career in the Medical/Health Field was one of the top three desired second careers and has been since January 2010. For the first time ever, a career in Equipment Maintenance/Repair was listed in the top five and was not too far behind Education - another desired career field in 2010.

Since July 2008, the Medical/Health Field topped the list for desired spouse employment. For the past two years, the other top desired careers have always included Administrative/Office, Management/Business and Education/Teaching as well as the Medical/Health Field.

³ 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.



The top categories of desired post-service employment for those intending to retire from military service are:

- | | |
|------------------------------|--------------|
| 1. Management/Business: | 30 responses |
| 2. Education/Teaching: | 27 responses |
| 3. Law Enforcement/Security: | 23 responses |
| 4. Transportation/Warehouse: | 16 responses |
| 5. Equipment Maint/Repair: | 16 responses |

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 still remains one of the top five desired employment choices after retirement. Equipment Maintenance/Repair was listed for the first time ever as one of the top five desired career choices for those who are retirement eligible. We will continue to monitor this in future reports.

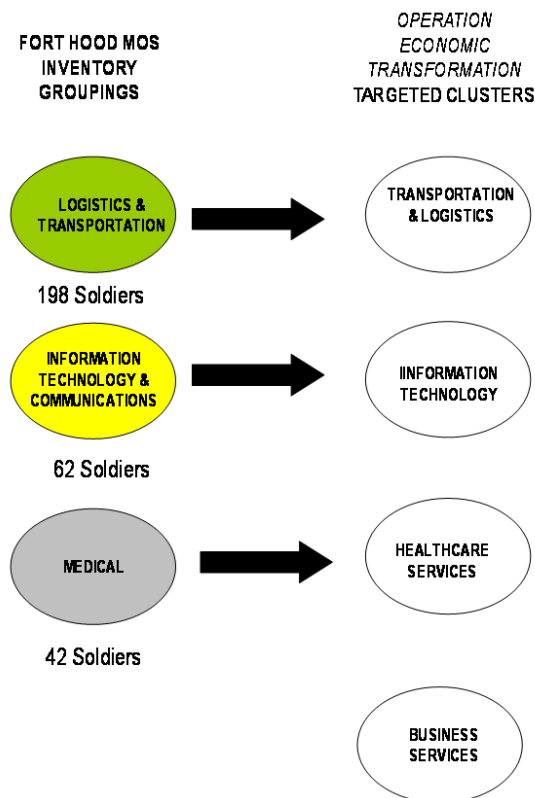
Officers and Non-Commissioned Officers eligible to retire have spent many years leading increasingly larger and more complex organizations, are graduates of an Army Professional Education system that focuses on developing their leadership skills, and have demonstrated success as a result of their longevity 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 pursuing the development of these four clusters through a coordinated strategy of business retention, recruitment and entrepreneurship.

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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 provide their highest level of educational attainment. For this quarter, sixty-four percent of the respondents who intend to remain in the region have some level of post-secondary education:

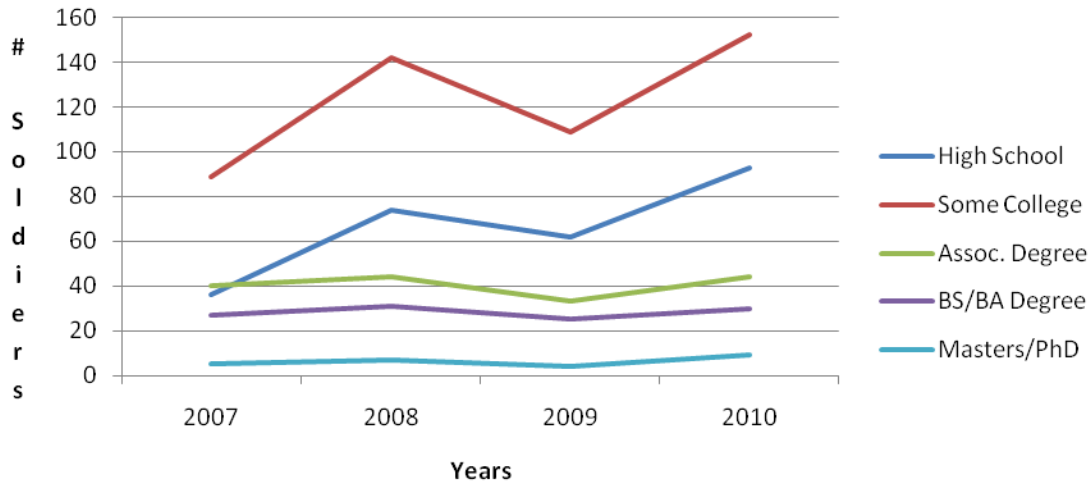
1. Some College - 40.3%
2. Associates Degree - 11.9%
3. Baccalaureate Degree - 9.7%
4. Masters Degree - 2.4%

With data from 14,794 Soldiers separating over the last 16 quarters since 2007, the following graph shows the averages for the highest level of post-secondary education of which Soldiers have attained between 2007 - 2010. When taking the averages of educational attainment of each year for those Soldiers who intend to remain in the Killeen-Temple-Fort Hood MSA, both retirement eligible and non-retirement eligible, the data shows that the educational attainment for all Soldiers separating and intending to remain in the region has increased steadily since 2007. This demonstrates the fact that these Soldiers have a high degree of self initiative since



many of these Soldiers continue to pursue a higher level of education around multiple deployments overseas. 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. These Soldiers have acquired a wide range of skills and experience while in the service, and when combined with the high levels of educational attainment, they are highly qualified, valuable, and competitive for the Killeen-Temple-Fort Hood civilian workforce.

Educational Attainment for Those Intending to Remain in MSA (Avg/Year)

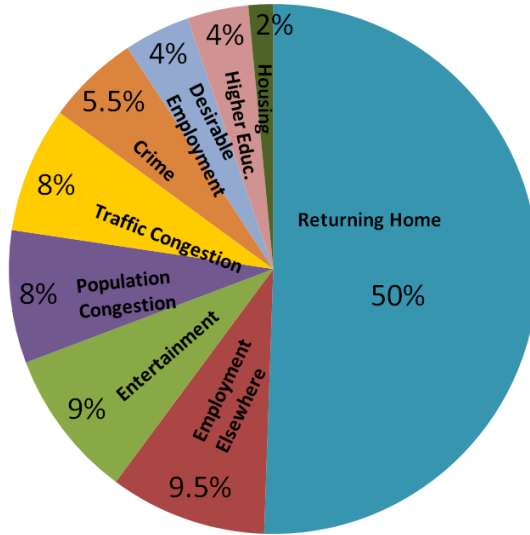


G. DESIRED “QUALITY OF PLACE” IMPROVEMENTS:

1. 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 in July 2009 to gain more clarity on the quality of place factors separating Soldiers specifically indicated needed improvement.

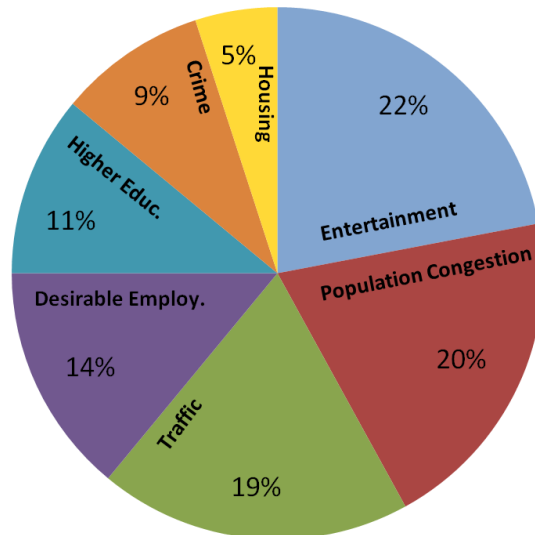


Desired Quality of Place Responses 4th Quarter 2010



After removing the "returning to home of record" and "moving for employment elsewhere" choices, the following graph depicts the factors the remaining 40.5% cite as quality of place issues.

Quality of Place Desires Needing Improvement 4th Quarter 2010





2. 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 addition, 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. In previous reports, the top three areas have been: 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, 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 1st Cavalry Division and the 89th Military Police Brigade had just returned from deployment just before the time that this quarter survey was administered. 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.

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.