BRAC WORKFORCE ANALYSIS
Regional Focus Groups Summaries

Participant Agenda and Worksheet – DAY 1 – Rough River State Resort Park

**Group 1 --** Dispelling the Myths

**Issue:** Demographics. Workforce: Do we have career pathway? How do we (cannot read)? How do we balance local needs with BRAC opportunities?

**Services --** Determine:
1. BRAC Employee’s level of expectation
2. Make Comparisons
3. Communicate & Clarify

**SWOT**

**Strengths:**
1. Location
2. Hospitality
3. Available Workforce (cohort)

**Weakness:**
1. Workforce is mostly untrained for available positions
2. Infrastructure needs improvements
3. Incoming employees have lack of awareness about what area has to offer

**Opportunities:**
1. More jobs
2. Higher wages
3. Increased regional diversity
4. Higher potential tax base

**Threats or Negative Consequences:**
1. Change
2. Stress on Infrastructure
3. Potential rise in crime rate

**Strategic Response**

3 Most Important Strategies/Tactical Steps:
1. **Networking** – Know your facts; establish effective contacts; communicate with good follow-up mechanisms in place; focus on the BIG PICTURE and whole community.
2. **Fiscal Responsibility** – Set accurate priorities; assure proper and adequate budgeting; encourage involvement in political process; be aware of and meet legislative timelines.
3. **State Initiative Awareness** – Training Programs; meeting legislative timelines; enhance/build upon legislative relationships.

**Headline:**

2000 MILITARY RELOCATION – MISSION ACCOMPLISHED
Participant Agenda and Worksheet – DAY 1 – Rough River State Resort Park (continued)

**Group 2** – Uncertainty/long term planning for retraining, facilities, schools, etc.

**Issue:** Needed Infrastructure for Population Growth

**SWOT**

**Strength:**
1. Regional willingness to discuss issues
2. Existing educational infrastructure
3. LTADD already exists as cohesive regional entity

**Weakness:**
1. Educational Infrastructure may not be able to support expected student growth
2. Regional services may not be able to meet increased demand
3. Regional needs may not be in sync with funding cycles

**Opportunities:**
1. Larger tax base to support/provide services; increased educational opportunities
2. Ability to attract new business

**Threats or Negative Consequences:**
1. Traffic congestion
2. Crowded schools
3. Untrained workforce won’t be able to support new jobs
4. Inadequate medical facilities to support increased population

**Strategic Response**

**3 Most Important Strategies:**
1. Use BRAC as a springboard for energizing the entire community
2. Project growth by numbers to promote smart growth (ie. **KNOW** how many students might be coming to a particular school system, and what ages those students are)
3. Prepare/train the local workforce

**Key Tactical Steps:**
1. For “Springboard” – implement uniform presentations (speaker’s kits) for local leaders to talk about the issues
2. Meet necessary dates for getting on legislative agenda
3. Promote “regionalism” so that the entire area has more “clout” with government
4. For “Prepare Local Workforce” – Identify competency of existing workforce; train to eliminate deficiencies; use “Academies” to teach specialized skills (ie. IT, HR, Etc.)

**Headline:**

BRAC MOVE MOST SUCCESSFUL EVER!
Group 3 -- How to Attract new workers with improved services (ie. Adequate childcare facilities, senior care, etc). Understand differences between rural and city.

Issue: Inform Public of Need for education and training as a result of incoming workforce/families. Higher pay means more upward mobility. What is needed to make transition from current jobs to projected jobs. I.e. training/schooling.

SWOT

Strength:
1. Schools – Access to various state/private colleges/trade schools/vocational tech/etc.
2. Large workpool (25 to 40 year old cohort)
3. Lower cost of living in area

Weakness:
1. Lack of trained local workforce
2. Lack of recruitment into identified incoming job fields
3. Comparative wage differences

Opportunities:
1. Boost to local economy
2. Increased educational opportunities for local population
3. Increased diversity

Threats or Negative Consequences:
1. Loss of current workforce without ready pool of replacements (for incoming jobs);
2. Overcrowded schools
3. Inability to provide public services (ie. Government, health, etc.)

Strategic Response

3 Most Important Strategies:
1. Toot our own horns! Via local realtors, schools, media
2. Education – Identify career paths, ensure population is aware of needed fields of study
3. Work to foster community involvement, via public forums, job fairs, newsletters, media

Key Tactical Steps: (see above)

Headline:
LOCAL INNOVATIVE PLANNING RESULTS IN SUCCESSFUL BRAC TRANSITION!
Group 4 -- Create accurate awareness/education about impending changes locally; and mobilizing the community to respond.

Issue: Creating an informed and responsive citizenry and community.

SWOT

Strength:
1. One Knox
2. LTADD
3. State recognition of importance

Weakness:
1. Education of business leaders
2. Lack of resources
3. Media coverage in outer communities
4. Community leaders (not) bringing and dispersing information to their communities
5. Skepticism (about BRAC even happening)

Opportunities:
1. Storyteller having credibility
2. Higher attainment
3. Community prospers if educated and informed

Threats or Negative Consequences:
1. Educating (uneducated?) business leaders
2. Less opportunities now and in the future

Strategic Response

3 Most Important Strategies:
1. Inform outlying communities by engaging media
2. Conduct business leader forums throughout the BRAC region
3. Educate community about the Army, “Army 101”

Key Tactical Steps:
1. Taylor the message for each community
2. Conduct meetings at different times and locations
3. (Bringing & Coordinating?) the communities with Fort Knox

Headline:
SO YOU THINK THIS WON’T AFFECT YOU!!
Participant Agenda and Worksheet – Day 2 - Elizabethtown

**Group 1** – Education (raising the bar, add more offerings)

**Issue:**
- lack of awareness/misperception of current educational offerings
- the need to address ways to add relevant courses, training and extra curricular activities throughout regional education system

**SWOT**

**Strengths:**
1. Growing and improving infrastructure / facilities
2. Athletic program opportunities
3. Post secondary education opportunities

**Weaknesses:**
1. Residential 4 year university (except St. Catharine College)
2. Below state and national average in pursuit of post secondary opportunities
3. No or limited business career pathways for military/civil service

**Opportunities:**
1. To identify areas where we excel and market them
2. Synergy realized for education and training opportunities that benefit entire workforce, all employers and the attraction of potential new employers
3. Opportunity to learn about educational offerings at sending sights

**Threats or Negative Consequences:**
1. Existing employers will realize a labor shortage
2. DOD will look negatively during next BRAC round
3. Failure to provide opportunities to local workforce

**Strategic Response**

**3 Most Important Strategies:**
1. Pursue training academies relevant to Fort Knox employment opportunities
2. Market current & future educational offerings (tout current strengths in K-12 and KCTCS)
3. Establish priorities of additional offerings/missing programs and pursue private/public support for the establishment of such programs

**Key Tactical Steps:**
1. Establish opportunity for local educational professionals to collaborate / share information with sending sights
2. Coordinate with sending organizations / Army to establish appropriate curriculum & competencies.
3. Identify current strengths and develop marketing tools to reach target audiences

**Headline:**
50% of BRAC affected employees transferred to Fort Knox
95% of remaining jobs filled by Central Kentuckians
Group 2 – How to make ourselves more attractive to incoming (address diversity issue)

Issue: How to make ourselves attractive

SWOT

Strengths:
1. Low crime rate
2. Leisure activities, sports
3. Easy commute to everywhere
4. Rural & Urban areas with lots of space
5. Comparatively low, low traffic jams
6. Climate

Weakness:
1. Not enough cultural arts
2. Professional childcare centers
3. Lack of private schools
4. Low commercial and retail offerings
5. Not enough money to promote region

Opportunities:
1. To increase our offerings of cultural arts
2. To have a more racially diverse community
3. To raise standard of living

Threats or Negative Consequences:
1. Employment for spouses
2. General perception of Kentuckians
3. Lack of population with higher education degrees
4. Kentucky has concentrated on manufacturing jobs

Strategic Response

3 Most Important Strategies:
1. Invite key publics to July community meeting (local VIP involved in BRAC)
2. Pursue resources ($$$) – (state legislature, federal officials, OEA, tourism)
3. Create marketing plan about living here (not just visiting) – partner with economic development officials, Chambers, etc.

Key Tactical Steps:
1. Targeted mass mailing to 3 HRC areas
2. Web page – enlist everyone’s assistance to keep current
3. Road show #2 includes health care providers, education professionals, Chambers, tourism local elected officials, etc.
4. Enlist Chamber of Commerce to help promote region (Chambers often called first)

Headline:
Local Officials Insist “BRAC Will Happen!”
Group 3 – How to deal with creaming

Issue: How to take care of loss of skilled and other employees from existing business and industry

SWOT

Strengths:
1. Established organizational structure
2. 25-49 young and growing workforce
3. Area in a growth pattern
4. Colleges and Universities

Weakness:
1. Current wage scales
2. Time is an issue
3. Lack of skilled labor in specific areas

Opportunities:
1. University collaboration with existing business organizations
2. High School Programs
3. Developing lines of communication between military, business and community groups

Threats or Negative Consequences:
1. May cause businesses to close
2. Instability in workforce
3. Insufficient skilled labor will result in slow down of economic growth

Strategic Response

3 Most Important Strategies:
1. Work with high schools, area technical center, colleges and universities to develop programs to train a skilled and viable workforce/labor supply
2. Communication
3. Companies work together for job sharing opportunities/shared support staff – create ways to outsource IT and HR

Constituencies:
1. Economic Development
2. Chambers of Commerce
3. Universities
4. Schools
5. City/County Government
6. Fort Knox

Key Tactical Steps:
1. Education – skills needed / appropriate curriculum
2. Communication – newsletters, surveys, websites, email, media
3. Creative Collaboration – coordinator for communication of possibilities

Headline:
Communities Make BRAC a Success!
Participant Agenda and Worksheet – Day 2 – Elizabethtown (continued)

**Group 4** – Infrastructure (roads, zoning, water, sewer, etc.) & How to deal with health care needs of incoming employees and their families & Need for creative partnerships

**Issue:** Can the local infrastructure support the influx of relocated and newly acquired workforce? Infrastructure includes – roads, schools, housing, services, transportation, connectivity, sewers, electricity, water, etc.

**SWOT**

**Strengths:**
1. Location
2. Housing market (current and future)
3. Local cultural attractions

**Weakness:**
1. Roads
2. Mass transportation

**Opportunities:**
1. Increasing tax base $$$
2. Lobbying for funding
3. More recreation activities

**Threats or Negative Consequences:**
1. Losing to Louisville
2. Loss of revenue

**Strategic Response**

**3 Most Important Strategies & Key Tactical Steps:**
1. Lobby for funding (federal and state)
   a. Educate key players
   b. Define needs
   c. Collect and measure
   d. Implement plan
2. Create partnerships between city/county/community organizations to address issues
   a. Educate and prepare local communities on what is going to happen
   b. Decrease of limit duplication of efforts
3. Evaluate other BRAC moves and benchmark those projects against our current Fort Knox project
   a. What worked
   b. What didn’t work
   c. What can we beg, borrow or steal

**Headline:**

Army Chief of Staff Announce Additional 5,000 Jobs Moving to Fort Knox due to the Ease of Previous BRAC Move and the Successful Relocation of the Army’s HRC
Group 5 – Need for OJT in HR here locally with military emphasis

Issue: How do we ensure civilian workforce has obtained the skills sets / OJT required for HRC positions? $$$$$

SWOT

Strengths:
1. Age of workforce in area
2. Delivery systems
3. Cooperative education institutions
4. State Government Support
5. HRC Cooperation

Weakness:
1. Skills mismatch / not enough people
2. Time table
3. Educational attainment
4. Federal flexibility
5. Funding $$$$  

Opportunities:
1. Time
2. Education becomes a priority in our community
3. Economic engine
4. More DOD opportunities
5. Private foundation $$$

Threats or Negative Consequences:
1. Retention / timing
2. Fewer DOD opportunities
3. Taking from our own private sector

Strategic Response

3 Most Important Strategies:
1. Marketing
2. Build skill sets
3. Implement a program specific to this with state /federal and private $$$$  

Key Tactical Steps:
1. Maintain and enhance HRC communication
2. $$$$$ - We have done it before and we will do it again (Toyota)
3. Increase communication with legislators / congressman
4. Improve communication with regional educators / trainers
5. Marketing campaign: Education – IT—HR

Headline
Kentucky – Silicon South
Surprises
Day 2 Focus Group

1) Impact on local employers / employees
2) $100 million additional payroll
3) Cost of living higher here than expected relative to Indianapolis and St. Louis.
4) Only 20-25% projected to relocate
5) Lots of younger folks moving in already
**Participant Agenda and Worksheet – DAY 3 - Springfield**

**Group 1** Education/Specialized Training for HR/IT jobs

**Issue:** Where will they find these people?

**SWOT**

**Strength:**
1. Community and Technical Colleges currently in place
2. Paying Jobs
3. Area Technical Schools
4. Training Consortiums
5. Partnerships (diverse)
6. WIA
7. Retraining Grants
8. Career Pathways Program

**Weakness:**
1. Infrastructure/facilities/equipment
2. Low Labor Pool
3. Different (wrong) skill sets
4. Lack of (regional) communication/coordination for K–12 & post secondary education

**Opportunities:**
1. Partnerships
2. Leverage money
3. Expanded offerings in other areas
4. Short Term Opportunity – There is time to prepare NOW
   Long Term Opportunity – There will be more and BETTER employment

**Threats or Negative Consequences:**
1. People will look elsewhere for employment
2. Loss of jobs/opportunities
3. Workers will leave local communities
4. Today effects tomorrow (Glendale?)

**Strategic Response**

2 **Most Important Strategies:**
1. Regional partnerships at ALL levels
2. BRAC = Educational Opportunities/employment + teachers

**Key Tactical Steps:**
START NOW!

**Headline:**
“START NOW!”
Participant Agenda and Worksheet – DAY 3 – Springfield (continued)

**Group 2** - “Creaming” of the best and brightest from local employers to higher paying Fort Knox positions

**Issue:** Talent Draw. Competition for workers. * Targeted workforce * Replacement

**SWOT**

**Strength:**
1. Training/Educational Institutions already exist
2. Large, available workforce already exists
3. Easy Commute
4. Quality of Life

**Weakness:**
1. Stereotypes (ie. all white, poor, uneducated local population)

**Opportunities:**
1. Create “Regional” (team)
2. Educate workforce
3. New/higher quality employment

**Threats or Negative Consequences:**
1. Divisiveness (of area continues)
2. “Rob Peter to pay Paul” hiring practices continue

**Strategic Response**

**3 Most Important Strategies:**
1. Partnerships and Communication
2. Education
3. Training

**Key Tactical Steps:**
1. Create Educational/Training partnerships throughout region (K-12/Tech/Community College/employers/Government)
2. Employers create career development/training programs, promote from within, increase training/educational opportunities (similar to UPS)
3. Create Industrial Training Consortiums; (4) Communications to create community awareness & buy-in

**Headline:**
FORT KNOX STRIKES GOLD Or PARTNERSHIPS BETWEEN EDUCATION AND INDUSTRY ARE GOLDEN
Participant Agenda and Worksheet – DAY 3 – Springfield (continued)

Group 3 Opportunities for tourism, etc.

Issue:  How to take maximum advantage of the increased population/tax-base to promote tourism and related industries in the region

SWOT

Strength:
1. Existing groups already exist (RHDI, Central KY AG, State Efforts)
2. Region has so many things of uniqueness
3. LTADD support
4. Phase One tobacco money available

Weakness:
1. So many uncoordinated efforts (frustration)
2. Lack of tax dollars (in some areas) to promote
3. Lack of existing structure/organization
4. (Un)equal distribution of resources (piece of the pie)

Opportunities:
1. (Create) jobs/income
2. Increase in local progress/pride
3. Proactive “smart” growth
4. Opportunity to educate area folks about military protocol/language, and vice versa

Threats or Negative Consequences:
1. Lots of wasted, redundant resources
2. “Someone else will do it,” attitude

Strategic Response
An organized structure that will benefit all 8 (9) counties.

3 Most Important Strategies:
1. Give (create) leadership roles w/LTADD to benefit ALL
2. Coordinate with Fort Knox MWR (Morale, Welfare & Recreation) to promote tours/information/etc. for the region

Key Tactical Steps
ALL = Structure/Plan/Money

Headline:
BUSLOADS ENJOY LOCAL ATTRACTIONS: VINEYARDS, HISTORICAL SITES, RECREATION OPPORTUNITIES
Group 4 – Impact on infrastructure/government services (roads/utilities/zoning/safety/healthcare)

Issue: Same as above

SWOT

Strength:
1. Currently making improvements
2. Government Commitment of funding (available
3. (Already enjoy) low cost utilities

Weakness:
1. Lack of “high-end” housing
2. Lack of adequate potable water supply (in some areas)
3. Lack of sanitary/sewage
4. Lack of public transportation

Opportunities:
1. Local community upgraded infrastructures to accommodate growth, brought on by BRAC
2. Will be able to tap into federal and state resources

Threats or Negative Consequences:
1. If the local infrastructure in NOT improved, local quality of life will be negatively affected
2. If infrastructure in NOT improved, HRC may decide to relocate

Strategic Response

3 Most Important Strategies:
1. Work with federal/state legislatures to request funds for infrastructure improvements
2. Upgrade existing infrastructure
3. (Conduct) Assessment of current infrastructure

Key Tactical Steps:
1. Federal and State resources
2. Roads and public transportation (improved and regionally planned)

Headline:
ROAD TO BRAC PAVED WITH REGIONAL SUCCESS!