

**Texarkana Regional Community Plan in
Response to 2005 BRAC Actions**

Prepared for:

**The Southwest Arkansas Workforce Investment
Board**



And the

North East Texas Workforce Investment Board



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Prepared By

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Introduction

Both the North East Texas Workforce Development Board (NETxWDB) and the Southwest Arkansas Workforce Investment Board (SWA WIB) received National Emergency Grant (NEG) planning grants from the U.S. Department of Labor (USDOL) to create a comprehensive community response to the Base Realignment and Closure (BRAC) actions proposed the Lone Star Army Ammunition Plant and the Red River Army Depot. Although both facilities are physically located in North East Texas, the primary impact will be on the Texarkana Region, a four county area consisting of Little River and Miller Counties in Arkansas, and Bowie and Cass Counties in Texas. Both Texas and Arkansas offered planning grants to the local areas that may be impacted by any BRAC actions. The grants from the State of Texas and the State of Arkansas were utilized to jointly develop a Texarkana Regional Response to proposed BRAC actions. The North East Texas Workforce Development Board and the Southwest Arkansas Workforce Investment Board have a strong history of working together. Preparing a joint regional response was a natural and obvious plan of action. In addition it would maximize the use of both grants and eliminate any duplication of effort.

The plan of action developed during this process will guide the region's response to the economic and human impact of any BRAC realignments as well as future peace time changes at Red River and Lone Star to ensure the economic stability of the Texarkana region. The Texarkana region is faced not only with the pending BRAC realignments, but also changes in its workforce that will occur when the war in Iraq ends. At the present time, the workforce at Red River is expanding due to the war. When the war ends the workforce needs will decline causing additional displacement of workers. The stakeholders saw this plan as an opportunity to implement actions that will not be just a reaction to the BRAC realignments, but also a plan to maintain and improve the overall economic stability of the region. The Texarkana Regional Response is intended to:

- Provide strategic direction;
- Establish a common knowledge base;
- Prepare a community response;
- Connect business to the plan;
- Provide information for input for State BRAC planning in Arkansas and Texas;
- Plan for uncertainty;
- Determine how Texarkana College and Texas A&M – Texarkana can support the community plan;
- Maintain a robust economic environment;
- Minimize impact on employees and create positive goal outcomes for employees;
- Develop a plan of action and leverage resources;

- Set clear goals and be proactive;
- Determine how the Federal level can assist; and
- Establish a mechanism to communicate and work together.

To guide the initial planning, a planning committee was established comprised of the major stakeholders in the Texarkana Region:

- Representatives from LSAAP and RRAD;
- Elected officials from multiple levels;
- Economic development agencies;
- Chambers of commerce;
- Higher education;
- Both Texas and Arkansas government representatives;
- Representatives of the tenants at the two bases;
- The staff of the two workforce boards; and
- Representatives of the unions for the base personnel.

A total of three planning meetings were held to develop the community response. The initial meeting was held on October 12, 2005 and was designed to bring the stakeholders together to gather information – not make decisions. Two more planning sessions were held (October 31, 2005 and November 17, 2005) to develop a community response that addresses not only the needs of the impacted workers but also serves as an organizing structure to look at the broader needs of the community.

With the backdrop of the overall regional planning completed through the community audit, the first step in the planning process was to determine what information would be necessary to develop the community response. Several categories of information were identified, including information on the individuals who will be impacted, the residency of the impacted individuals, the secondary businesses that are dependant on Lone Star and Red River, the economic development efforts that are planned, the available funding to assist with the BRAC actions, the timing of the actions, available non-financial resources, outside factors that should be considered, and what partnerships exist or should be developed. The planning committee determined that the most important information needed to formulate a regional response was:

- What are the future needs of the Region’s major employers?
- What are the demographics of the workers that may be impacted?
- What are the projected “good” jobs in the Texarkana Region?
- What is the Post Secondary Educational Capacity in the Texarkana Region to train people for the “good” jobs?
- How will a transition center be designed? What services will be needed by the impacted workers?

- How will the Texarkana Region maintain communications among key organizations?
- How will the Region's plan be reviewed and adjusted during the realignment process?

From June, 2006 through November, 2006 additional research was conducted to answer the above questions with representatives from the North East Texas Workforce Development Board and the Southwest Arkansas Workforce Investment Board guiding the research efforts.

North East Texas BRAC Actions

The North East Texas region will be directly impacted by two BRAC actions:

1. The Lone Star Army Ammunition Plant is targeted for closure; however the current contractor Day and Zimmermann, Inc. is interested in commercializing and remaining at the Lone Star location.
2. Red River Army Depot is not slated to close but rather be realigned with the ammunition and missile recertification missions moved to other locations.

Specific information on the two BRAC actions is detailed below:

Lone Star Army Ammunition Plant

- Lone Star Army Ammunition Plant has been identified by the BRAC Commission as a target for closure. The contractor operating the facility is Day & Zimmermann, Inc. (D&Z). A total of 350 direct employees are projected to be impacted.
- Day & Zimmermann is pursuing a commercialization strategy to keep the plant open. In the event that commercialization is approved, D&Z will be allowed to pursue competitively won contracts utilizing the existing workforce and facilities.
- The commercialization of LSAAP is a critical issue. In order for D&Z to have the ability to bid on contracts extending past the facility transfer date, they must have authorization to remain at the Lone Star facility. Some bid performance periods extend past this date and without these contracts the company would be forced to relocate in order to remain in business.
- The commercialization of LSAAP is a critical issue. The actions taken will result in one of the following two scenarios:
 1. If commercialization occurs, D&Z would need to recruit new workers for expansion and upgrade the current skills of the existing workforce. It is estimated with the new contracts received in the first year, 50 additional employees would be needed.
 2. If commercialization does **not** occur, approximately 350 jobs would be lost **immediately**. The company has made a decision that if the commercialization

issue is not resolved at Lone Star they will move their operations. The company plans to stay in business; however, it may not be in Texarkana.

- Other tenants of the facility include TEC Linens, American Dehydrated Foods, and Lone Star Railcar Storage.
- The site includes 946 buildings on more than 15,000 acres, located 12 miles west of Texarkana in Bowie County.
- Lone Star operations consists of an administration area, 13 production load lines, seven storage areas, maintenance shops, a railroad classification yard, demolition areas, a high explosives burning ground, landfills, and fire fighting pumping station.
- The plant loads, assembles, and packs primers, fuzes, grenades, boosters, bursters, detonators, and tracers, as well as mortars and projectiles.

Red River Army Depot

- Red River complex is the largest single employer in the greater Texarkana area. The total employment on the Red River Depot is 2,500 direct and 1,676 indirect employees.
- The BRAC Commission has voted not to close RRAD, but instead realign the ammunition and missile recertification missions to other locations.
- At Red River Army Depot there will be two areas impacted: (1) Theatre Readiness monitoring Directorate (TRMD); and (2) Red River Munitions Center (RRMC). The employees for the Red River Munitions Center are located at the Red River Army Depot but are part of the McAlester Army Ammunition Plant. The employees of the Theater Readiness Monitoring Directorate are part of the Red River Army Depot. Regardless of actual attachment to Red River, the impact is still the same.
- A total of 132 jobs will be directly impacted for TRMD (126 civil service employees and 6 contract employees doing government work). The impact for RRMC will be 107 jobs. The total jobs directly impacted will be 239 jobs.
- A total of 60 jobs are expected to be indirectly impacted by BRAC actions at Red River ($239 \times 25\% = 60$ indirect jobs) using standard factoring for such cases. These jobs include security, custodian, local contract repairmen and grounds maintenance.
- The total net loss based on the realignment of this mission is projected to dislocate 299 workers (239 direct jobs plus 60 indirect jobs for a total of 299).
- It is expected that some of the munitions specialists will relocate to new locations. It is estimated that only 20% would relocate since many of the workers have strong ties to the North East region.
- Red River is adjacent to Lone Star on the west and south.
- The depot reservation occupies more than 18,000 acres. Combined with Lone Star, the two sites comprise more than 54 square miles.

- RRAD has made a public announcement that it will hire approximately 1,000 temporary workers in order to fulfill its production requirements. The new positions are expected to last for up to 36 months.
- Red River relinquished 765 acres of land and 106 buildings to Bowie County during the 1995 BRAC activity.
- The depot is host to ten tenant organizations, with the largest being Defense Logistic Agency's Distribution Depot that stores billions of dollars of line items.
- Red River is ISO 9002 certified. The depot is the in-house repair center for Bradley Fighting Vehicle systems, multiple launch rocket system carriers, tactical wheeled vehicles and rubber products. The depot also recycles Humvees in a process called recapitalization, refurbishes heavy expanded mobility tactical trucks and is the Center of Industrial and Technical Excellence for tactical wheeled vehicles, small emplacement excavators, Bradley tanks, Patriot missile recertification and rubber products in support of U.S. and allied forces.
- The Red River Army Depot is the Army's only road wheel and track-shoe rebuild and manufacture facility and it's the Defense Department's only facility to recertify Patriot and Hawk missile systems.

Planning Assumptions

BRAC planning is necessary but difficult - difficult because the true impact of the BRAC actions will not be known for some time. Therefore the planning process dealt with both the efforts to ameliorate the impact of the BRAC action (such as the commercialization strategy) as well focusing on potential affect to the community if the full impact comes about.

The high degree of uncertainty about the actual number of people who will ultimately be impacted presents additional challenges. Lone Star has the potential to be commercialized and continue to operate very similarly to its current status but the outcome of the commercialization effort will not be known for some time. At Red River, the employment levels are actually increasing due to the war in Iraq. However, there clearly will come a time when there will be a substantial loss of jobs which will have a significant impact on the community.

There are three major variables that impact planning and implementing specific actions:

- 1. Specific information on the at-risk workers.** Information on the anticipated number of jobs that may be impacted is very limited at this time. For example, the workforce is older at Red River and some individuals will be eligible for retirement depending on the timing of the BRAC action. The actual service delivery plan will depend on when the actions occur and individual plans for retirement and post-retirement employment. In some cases, these individuals may still want to continue to work and will need assistance in preparing for and/or searching for other jobs.

2. **Exact timing for each proposed action.** For Red River the first job losses could occur in 2007, but are most likely to occur in 2008, with the bulk of the job losses in 2009 and with all jobs reduced by 2010. Other factors will control the timing such as funding, facilities and equipment at the gaining sites.
3. **Day & Zimmermann's commercialization issue at Lone Star.** If the property at Lone Star can be transferred to Day & Zimmermann, the lay-offs will be averted and additional recruitment will be needed. However, if this transfer cannot be accomplished, Day & Zimmermann will be forced to relocate their business and approximately 350 jobs will be lost in the Texarkana Region.

Considering the lack of exact information and other variables, the following assumptions were made in order to move forward with the community response and plan of action:

- **Plan for the maximum impact.** This plan is for the worst case scenario recognizing that events may produce more favorable outcomes.
- **Quarterly review of planned actions.** The planned actions may need to be revised as the ultimate impact becomes clear.
- **Implementation will require flexibility.** To effectively respond to the BRAC actions, on-going communication and assessment will be needed throughout the process to determine specific action items.

Strategic Research

Community Audit

Fortunately, the Texarkana Region is well prepared to deal with the eventual BRAC impact. The region has a good information base that encompasses the entire region and can draw on planning that has been underway for some time. Specifically, in August 2005 the North East Texas Workforce Development Board commissioned Corporation for a Skilled Workforce to facilitate a community audit that evaluated the nine-county North East Texas region's labor market and workforce. The report, *North East Texas: Building on Strengths and Working Together on Challenges*, is a planning tool that provides a qualitative and quantitative analysis of the region's competitive position in a rapidly changing and increasingly global economy. The data highlights the region's strengths and challenges and will be a vital part of planning for the BRAC impact.

Some of the highlights of the report include the following:

- ◆ **North East Texas is rated as a good place to live** by those who reside there. Its residents are proud of their quality of life and have hopes and dreams for the future. Quality of life has been defined by many in terms of the people-their community spirit, their gentility, their spirituality and their work ethic-as well as the quiet and slower paced rural nature of the landscape. The many positives identified for the North East Texas region include: high quality of life, low crime

rates, affordable housing, low commute times, good water supply, available land for development, crossroads for major highways, fairly good industrial diversity, good high school completion rates, high percentage of youth participating in career and technical educations, growth potential in agribusiness, logistics, ecotourism, strong manufacturing sector, strong entrepreneurial spirit, and growing secondary capacity.

- ◆ **Manufacturing is the most important source of the region's wealth.** Not only is it the largest in terms of employment, but its relatively good wages (compared to other jobs in the region) makes it the most significant source of income. Mining, utilities, and information pay higher average monthly wages, but the numbers employed are very small. Retail trade pays very low wages, but the large numbers of workers employed in this sector makes it very important economically. Between 1998 and 2004, NE Texas lost 1,458 manufacturing jobs, with metal fabrication products and traditional manufacturing being the hardest hit. There have been recent increases in manufacturing - mostly due to increased activity in food, chemical and transportation equipment. The 2005 BRAC actions will significantly impact manufacturing jobs and overall wealth of the North East Texas region.

The challenges identified during the community audit are key points to be considered in the community's response to the BRAC actions as well as economic development efforts. The big issues identified were:

- ◆ **Inadequately skilled workforce.** Most of the manufacturing jobs are low skill. Quality management skills are in short supply. There are no secondary trade schools in the region and there is currently no alternative skill certification program. Educational attainment rates are low and functional illiteracy is high.
- ◆ **Young and talented individuals are not attracted to the region** The population is aging rapidly and growing slowly. Wages are lower than state and national averages in all industry sectors. Job growth is slow and new business growth is low. The average value of owned homes is low. Public and air transportation is inadequate.
- ◆ **Inadequate infrastructure.** The infrastructure is aging and inadequate, particularly telecommunications.
- ◆ **No Regional Identity.** There are multiple plans and regions: North East Texas Economic Development District, Bowie/Miller Vision 2020, and North East Texas State of Workforce, to name a few. Plans are without a regional focus.
- ◆ **Key indicators reflect lower regional performance than the state and the nation.** Per capita income is lower than the state and nation. Unemployment rates are higher than the state average. There are a high percentage of households with single female parents and at-risk youth. Youth are not being adequately prepared for postsecondary education. A high percentage of the population is without health insurance.

- ◆ **Limited funding to support entrepreneurship in the region.** Innovation and an entrepreneurial spirit are very much energizing factors in the region but there is little to no funding to support innovation and venture capital is limited.

The North East Texas report included regional comparison data with three counties of Southwest Arkansas that lie immediately adjacent to Texarkana. The regional comparisons showed that North East Texas has:

- A higher rate of job growth;
- A higher rate of population growth;
- A higher rate of business establishment growth;
- Slightly greater industrial diversity;
- A higher rate of patents per 1,000 employees;
- A higher average educational attainment rate;
- A lower percentage of families in poverty;
- A lower percentage of households with single female parents;
- A lower rate of illiteracy;
- A higher percentage of management, professional, and technical jobs; and
- More households with internet access.

However, the three-county Southwest Arkansas area was found to have:

- A lower percentage of at-risk youth; and
- Lower unemployment.

Summary of Employer Needs

Purpose and Methodology

To gain an understanding of skills requirements and skills gaps in the Texarkana region, interviews were performed with 19 local employers:

- ◆ Nine manufacturers
- ◆ Four public sector entities
- ◆ Three health care providers
- ◆ Three service firms.

The employers were identified as absorbers of potentially displaced workers because each:

- ◆ Has high demand jobs in high demand industries that might point to the greatest opportunity for workers who may have to seek new employment;
- ◆ Pays on average \$12 per hour or more[about 98% of the jobs at Lone Star pay \$12 per hour or more]; and

- ◆ Requires a two-year degree or less. [About 95% of the workers interviewed indicated they are willing to engage in training. A third of them (32%), said they would be willing to go to school up to 2 years. Workers were not asked about four-year degrees, because a) public training funds generally only cover education up to an associate degree; and b) many of the workers are older and do not have sufficient working years left to justify four years in training. Additionally, many of the workers already have bachelor degrees and would not necessarily need to repeat general classes toward a second bachelor degree.]

A standard interview tool was developed with questions that examined:

- ◆ Characteristics of each employer;
- ◆ Impact of BRAC on their operations;
- ◆ Short-term (18-24 months) and long-term hiring needs;
- ◆ Skills/education requirements for jobs, especially in high demand, critical, and hard to fill positions;
- ◆ Recruitment strategies; and
- ◆ Current and future training needs.

Using the interview tool as a guide, one-hour (plus) interviews took place with human resource directors, and in some cases, senior executives. Besides answering the questions in the interview tool, the interviews were used to explore issues and opportunities facing the local economy that might impact skill shortages and jobs in demand as well as requirements and ability to hire potential displaced Lone Star employees.

Primary data was also collected from employers who may experience secondary impacts from a BRAC reduction or closure. Day & Zimmermann provided a list of their vendors. From the list, CSW extracted those with significant business connections to Day & Zimmermann, which was set at \$5,000 or more per year. Of the resulting 50 firms, CSW was able to obtain e-mail addresses for 18. A link to an interactive, web-based survey was e-mailed to the 18 and eight responded (18% return). Attempts at telephone contacts were not productive, but assumptions can be made from those that responded to the web-based survey.

Skills Requirements/Gaps

Employer requirements varied considerably in levels of workforce qualifications. Highly skilled workers were required in high-skill, high-wage manufacturing positions, federal and county government positions, and licensed health care positions. Less skilled individuals were required for lower-wage, low-skill production and service jobs.

Manufacturers stressed the importance of experience over certifications and/or degrees. While it was viewed positively when skills documentation was possessed by employees, the main concern was that jobs could be performed by the employee right

away. Employers noted shortages in high-wage, higher skilled hourly positions particularly:

- ◆ Equipment Mechanics [labor market information shows “Mobile heavy equipment mechanics, except engines” as one of the top 50 jobs in Texarkana];
- ◆ Electricians (industrial) [labor market information shows “Electrical and electronics repairers, commercial and industrial equipment” as one of the top 50 jobs in Texarkana];
- ◆ Machinists;
- ◆ Millwrights;
- ◆ Truck Drivers (with CDL) [labor market information shows “Truck drivers, heavy and tractor-trailer” as one of the top 50 jobs in Texarkana];
- ◆ Heavy Equipment Operators (bulldozers, tree falling equipment); and
- ◆ Welders.

Employers responding to the web survey indicated that the top positions they anticipated to be hiring for include:

- ◆ Truck drivers;
- ◆ Warehouse workers;
- ◆ Clerical; and
- ◆ Inside and Outside Sales.

Among the interviewed companies, hiring needs for these positions will be mainly replacement, with no major new numbers of additional workers needed. This is consistent with the findings from the survey, where 100% of the respondents said both their short- and long-term hiring needs would be due to replacements, and none to expansion.

Interviewees anticipated the shortage positions listed above will take much longer to fill than low-skilled jobs, and companies noted that they are looking for highly skilled workers in these areas on an ongoing basis. This coincides with information garnered from the North East Texas Workforce Board study “*North East Texas: Building on Strengths and Working Together on Challenges*” (2005) that identified maintenance, mechanics, machine operators, electrical/electronics, and welders/cutters as the five toughest manufacturing jobs to fill.

In addition to hourly high-skill employees, employers described difficulty in finding engineers in the region. Electrical, mechanical, metallurgical, chemical, and facility engineering positions were extremely hard to fill. Recruitment for openings was done throughout the Southern United States as well as on the national level by companies. Local young engineers tend to work for a couple of years with a company and then move on to larger metropolitan areas. The top 50 jobs list for Texarkana includes

Aerospace engineers, Computer software engineers, Electronics engineers, and Chemical engineers.

The local health care providers require certification, licensing, and degrees for the majority of their positions. Local shortages exist in specific medical care positions, including registered nurses, respiratory therapists, pharmacists, and radiology technician positions, which all require skills documentation. These findings match up with those discovered in the 2005 North East Texas Workforce Board Report. There is also trouble finding individuals in health care service areas, particularly dieticians and institutional cooks, and specialized back office positions, notably coders. The top 50 jobs list for Texarkana includes respiratory therapists, registered nurses, licensed practical and licensed vocational nurses.

Even for the lower skilled jobs in demand, most employers required a high school degree or equivalent, and many sought demonstrated work experience. Positions among the secondary employers (vendors) tend to be of lower skill and lower pay than the employers in the growth industries. They were more likely to be looking for certifications and licenses than degrees, noting an interest in journeyman's electrical license, professional land surveyor, contractor's license, HVAC license, and licensed surveyor, though the small number of respondents precludes considering those as significant areas of training need.

Recruitment

Employers interviewed said positions for jobs were mainly filled by individuals in a four-state area, with the majority of employees residing in Texas and Arkansas. A small percentage of employees were coming from Oklahoma and Louisiana. Engineering jobs and highly specialized equipment mechanics were recruited for out of the region, sometimes on a nationwide basis.

Word of mouth was a strong recruiting tool mentioned by employers, perhaps the strongest. Some firms noted that for many positions, especially lower skilled, active recruiting was not required. The North East Texas Workforce Centers and Arkansas Workforce Centers (Ashdown, Texarkana) were also utilized by employers as well as local classified advertisements in local newspapers [Texarkana Gazette, Little River News (AR)]. Company websites and internal communications were used for postings by most employers interviewed. For hard to fill jobs, employers used national job posting sites such as monster.com and careerbuilder.com, as well as newspapers in nearby major urban areas, such as Dallas. Among the surveyed vendors, about half primarily use the newspaper for recruitment, half use word of mouth, and one used private employment agencies. None indicated the public employment service was used.

Training

On-the-job training was required for new employees by the majority of the interviewed employers. The level of formalization of the training varied from set timeframes (up to 24 months) with clear proficiency requirements to brief, introductory 3-hour overviews of tasks to perform. Some employers offered on-site classroom and seminar training in safety requirements, computer skills, and basic math/statistic skills related to job classification. In some cases, Texarkana College, Cossatot Community College, and Texarkana Independent School District provided on-site training assistance. Tuition reimbursement was offered by the majority of employers, mainly for courses related to job description. However, employees for the most part were not utilizing the opportunity, with rates of participation ranging from one to ten percent.

Vendors who responded to the survey all provide on-the-job training to their workers; most provide safety training and company orientation. Only one of the respondents felt his workforce had significant skill deficiencies, and none of the respondents indicated they had any training needs.

BRAC Impact

The closure of Lone Star would not have a direct impact on any of the employers interviewed. Even the vendors responded that the closure would have either negligible impact or might require some financial adjustments, but not necessarily lay-offs. The Red River Army Depot (one of the 19 employers interviewed) has a cooperative agreement with the plant but it does not constitute a significant share of their business base. Indirect impacts noted by local employers include:

- ◆ Decrease in tax base for services provided (county, city governments);
- ◆ Employees with spouses who work at Lone Star could relocate if closed;
- ◆ Negative affect on patient census at the hospital (health care providers); and
- ◆ Negative impact on local retail.

Job Market and Opportunities for Lone Star or Red River Employees

Future hiring needs of employers were mainly for replacement positions due to employee retirements, resignations, and firings. Employers expressed their interest in providing Lone Star or Red River employees with jobs if the positions were open and they met the qualifications required for the position. However, no set number could be determined, just rough estimates on annual replacement needs that ranged from two to 100 positions per employer, with recurring need for entry-level low-skill manufacturing employees.

The majority of employers interviewed had no or minimal growth in positions anticipated for the next 18-24 months. The largest, most noticeable growth was at HUMCO, a manufacturer of over-the-counter health supplies and chemicals that anticipates the creation of 15-17 production positions in late 2006.

Little interest was expressed for transitional training programs. Employers stressed that those possessing skills in shortage areas would have the opportunity to apply for available positions and potentially get jobs if and when realignments were made at Lone Star or Red River. Many expressed a willingness to participate in a program that would assist displaced Lone Star or Red River employees identify “fits” in their respective organizations. Forty-three percent (43%) of the surveyed vendors said that if they had openings and Lone Star closed, they would actively recruit and hire from among the Lone Star or Red River workforces.

Employers were more interested in more permanent training programs targeted on high demand, critical, and hard-to-fill positions, that could be launched to first help displaced Lone Star employees. There was less consensus on the specific skills needed, with truck drivers and heavy equipment operators mentioned most frequently.

A summary of the employer interviews is provided in the following table. The names of the employers have been removed since during the interviews the businesses were assured that this information would remain confidential.

INDIVIDUAL EMPLOYER HIRING NEEDS		
Employer	Critical Skill Needs Identified	Quantity- Hiring Timeline (if identified)
1	Industrial Electricians, Industrial Mechanics, Engineers (Electrical, Mechanical, Metallurgical)	On average, replace 1-2 people per month
2	Electrical Engineers	Currently looking for 2 accountants; Next 18-24 months: 4-6 engineers
3	Process Engineers; employees with cement plant experience	Average 4 replacement hires and 10 new hires per year
4	Heavy Equipment Operators	Some replacement (number not defined)
5	Truck Drivers w/CDL, Transportation Managers	Some replacement (number not defined)
6	Heavy Equipment Operators	No new hiring anticipated
7	Millwrights, Electricians, Electrical Engineers, Mechanical Engineers, Chemists	No growth anticipated, only replacement hires. Production: average 8 per month, around 100 per year. Management: averages about 10 per year. Engineers: 6-8 per year
8	Environmental and Process Engineers	No new hiring anticipated
9	Ability to measure and mix chemicals	15-17 employees Aug/Sep 2006; Potential for 25 if second shift added
10	Mechanics, Electricians, Engineers (Chemical and Mechanical)	Replacement hiring for mechanics and electricians
11	Welders, Machinists	4 new hires next 18-24 months; 10-15 replacement hires next 18-24 months

12	Truck Drivers w/CDL	Replacement hiring in production (\$8-10/hour start)
13	Skilled Mechanics, Equipment Operators, Corrections	Average 20 replacement hires in corrections each year; 2-3 replacement hires for salaried workers
14	Reliable workers	Steady number of replacement hires (\$7 base)
15	Machinists, Mechanical Engineers, Transmission Repair Mechanics	Unknown
16	Dietitians, Cooks, Electricians, Tradesmen	Approximately 10-15 replacement hires per year
17	Nurses	No new hiring anticipated
18	Registered Nurses (RNs), Pharmacists, Pharmacy Technician	Modest replacement hiring (mainly RNs recruited away)
19	Skilled Equipment Mechanics	1-2 skilled equipment mechanics, if available

Impact on Secondary Businesses

The impact on secondary business is one of the most difficult areas to assess. Day & Zimmermann provided a list of their vendors in the Texarkana Region. A total of 48 companies were listed. Only those companies doing \$5,000 or more business with D&Z were considered for this survey which reduced the list to 18 companies. A web survey was developed and telephone calls were made to the 18 companies. A total of 8 responses or an 18% return was received.

The results indicated that the local vendors do not anticipate a large impact on their business. In fact 50% indicated a negligible impact and the other 50% indicated that they may need to make some financial adjustments but they did not anticipate any layoffs.

Caution is recommended before making assumptions on the impact of secondary businesses. The list had not been updated for some time and there was a small return on the survey. This is definitely an area that will need further assessment if and when the actual BRAC actions occur.

Economic Development Efforts

The Texarkana Chamber of Commerce was one of the stakeholders participating in the community response planning. The Chamber has not formally released its report on its potential economic development targets but five general areas were identified during the planning meetings for attention:

- Warehousing;
- Transportation/logistics;
- Senior retirement/ health care;

- Advanced manufacturing; and
- Existing businesses.

The Texarkana Regional Plan proposes to maintain strong linkages and communications with the economic development entities in the region to keep abreast of on-going economic development efforts. Economic developers are interested in an in-depth study of the workforce impacted by BRAC, especially a skills analysis to identify targeted industries that can take advantage of the dislocated worker talents.

Summary of Worker Demographics

Purpose and Methodology

The Corporation for a Skilled Workforce developed a paper survey tool to conduct an in-depth survey of potentially impacted workers from Lone Star and Red River to obtain demographic information as well as determine skill levels and other critical information that will be necessary to assist with the transition of workers from their current jobs to other employment in the community. The survey identified demographics, educational attainment, skill certifications, interests, and future working intent (full or part time, location, type of work interested in, most helpful services).

Initially only the workers for Day & Zimmermann were to be surveyed. Later in the project it became evident that information on the workers at the Red River Army Depot should be included in the analysis. The methodology to obtain the information was somewhat different for the two groups but the information gathered was basically the same. Information for Day & Zimmermann employees was also supplemented by personal interviews, while Red River workers only completed the survey.

Day & Zimmermann, Inc. (Lone Star)

Corporation for a Skilled Workforce surveyed a representative sample of workers for Day & Zimmermann at the Lone Star facility in June, 2006. The overall worker population was 350 workers at Day & Zimmermann at the time of the surveys. A sample of 59 workers or 16.8 % of the overall population were interviewed to obtain more specific information on their interests and needs of the workers.

There are three general categories of workers:

- ◆ **Chemical Workers-** includes the occupations covered by the Chemical Workers Union and includes production operators, quality specialists, and certified demil specialists.
- ◆ **Exempt Workers-** includes all managements and administrative jobs such as managers and supervisors, accounting, clerks, engineers, chemists, database and network administrators.

- ◆ **Other Workers** includes all other occupations and includes auto mechanics, firefighters, Emergency Medical Technicians (EMTs), fork-lift operators, equipment operators, guards, trades (locksmith, carpenter, electrician, etc.) truck drivers.

Workers to be interviewed were scheduled by the three categories. The goal was to interview 20% of the workers in each employment category. Twenty percent (20 %) of the workers in each of the three categories of workers were randomly selected and scheduled for group interviews. The interviews were totally voluntary and generally the workers were receptive. Some of the workers that were randomly selected were not at work or unavailable on the scheduled interview days. For the Exempt and Chemical Workers group we were able to interview 20% and 18.5% respectively. For the Other category of workers we were only able to interview 12.5% of the workers.

Category	Total-Overall	Total-Interviewed	Percent of Category
Exempt	99	20	20%
Chemical	124	23	18.5%
Other	127	16	12.5%

The sample appears to be very close to the overall population so the information gathered from the sample interviews can be considered as representative of the overall population at least for planning purposes. The following table demonstrates the comparison of the sample population and the overall population.

	Sample	Overall Population
Male	56%	62%
Female	44%	38%
Caucasian	56%	61%
African American	44%	37%
Chemical	39%	35%
Exempt	34%	28%
Other	27%	37%

Data from the survey and interviews was combined with demographics on the entire workforce supplied by Day & Zimmermann to develop an overall picture of the workforce. The information will be used to develop appropriate interventions for workers who may be impacted by the BRAC event. Graphic depictions of the findings below follow the narrative.

Red River Army Depot

At Red River Army Depot there will be two areas impacted:

- ◆ Theatre Readiness Monitoring Directorate (TRMD) and
- ◆ Red River Munitions Center (RRMC).

The employees for the Red River Munitions Center are located at the Red River Army Depot but are part of the McAlester Army Ammunition Plant. The employees of the Theatre Readiness Monitoring Directorate are part of the Red River Army Depot. Regardless of actual attachment to Red River, the impact is still the same.

A total of 132 jobs will be directly impacted for TRMD (126 civil service employees and 6 contract employees doing government work). The impact for RRMC will be 107 jobs. The total jobs directly impacted will be 239 jobs.

A total of 60 jobs are assumed to be indirectly impacted by Red River ($239 \times 25\% = 60$ indirect jobs). The indirect calculations are just an assumed factor and may not be exact. These jobs include security, custodian, local contract repairman, and grounds maintenance.

Both the TRMD and RRMC were contacted by Dave Vershaw, Program Specialist for the North East Texas Workforce Board, regarding the completion of a survey to determine worker demographics and services desired. The TRMD declined distributing the survey to their employees at this time since the workers that may actually be impacted - if and when BRAC actions occur - can not be identified at this time. The paper survey was distributed to the employees of the RRMC at the Red River Army Depot. Individuals were asked to voluntarily complete the surveys and return them to their supervisor. A total of 45 surveys were returned for a 42% return.

The tool was actually the first draft of the survey planned for Day & Zimmermann employees, therefore the wording for some of the questions was different than the final survey tools that was used during the group interviews with the sample workers at Day & Zimmermann. Although the questions were worded a little differently between the tools used at each site, the same basic information was obtained.

There are three general categories of workers at Red River:

- ◆ **Production Workers-** includes ammo workers, explosive operators, weapons system mechanics, etc.
- ◆ **Exempt Workers-** includes all managements and administrative jobs such as managers and supervisors, accounting, clerks, engineers, chemists, database and network administrators.
- ◆ **Other Workers** includes all other occupations and included crane operator and motor vehicle operator. Since there were only two employees in the other category they were included in the demographics for the exempt workers.

Findings

Day & Zimmermann (D&Z) Workers at Lone Star Army Ammunition Plant

1. Nearly all the D& Z workers (91.8%) live in one of just four counties: Bowie County, TX (62.9%); Miller County, AR (14.6%); Cass County, TX (9.4%) and Little River County, AR (4.9%). This data is also supported by the commuting pattern map that shows that – among those who commute outside the county to work – the majority of commuters from Little River County, AR and Miller County, AR work in Bowie County, TX. Because of the concentration round these four counties, a labor market information brochure was developed for the four-county region, since that will be of most benefit to the Lone Star and Red River employees.
2. The majority of the workers (62%) are male.
3. The majority of the workers (80%) are “mature workers” over the age of 45. The 80% is comprised of 64% in the pre-retirement category of 45 to 64 years old, and 16% over the usual retirement age of 65. Only 21%, or about a fifth, of the workers are in their prime working years, under 45 years of age.
4. The racial composition of the workforce is primarily Caucasian (61 %), although at 37%, the African-American percentage exceeds that of the general population.
5. More than half of the workers (58 %) have more than 20 years of tenure with the company, which reflects the fact that this is an older workforce. It may also indicate that Lone Star has “good jobs” for the area, since people have been willing to spend much of their working lives there. Indeed, only 2.1 % of the total workforce earns under \$12.00 per hour.
6. The male workforce has significantly higher average hourly earnings than the female workforce.
 - ◆ Only 19.4 % of the female workers earn \$18 or more per hour, while 56% of the males fall into that wage range, compared to the overall workforce average of 42%.
 - ◆ The majority (53.7 %) of the female workers are at the lower end of the wage scale, making between 12.01 to \$14.00 per hour.
7. Worker characteristics by worker category reveal that:
 - ◆ Chemical workers are primarily female, of lower education status, and lower wage (\$12-\$14 per hour).
 - ◆ Exempt workers are primarily male, older, have longer tenure, higher education, and nearly all make over \$18 per hour.
8. Based on the data obtained it can be anticipated that 122 individuals or 35% of the overall population will retire by 2010. Of the total population, a total of 54 workers or 15% are 65 or older. With workers at this age it would generally be anticipated that at least 15% of the sample would be considering retirement in 2006. However, in the sample only 4 % are planning retirement in 2006. Over the next four years

(2006 to 2010), 35 % of the workers in the sample are planning on retirement. Applying this percentage to the overall population, it could be anticipated that 35% of the overall population (122 workers) would retire by 2010. Medical coverage is one of the key factors dictating retirement decisions. Since the workers do not have medical coverage upon retirement they must be eligible for Medicare (age 65) in order to consider retirement.

9. Although it can be projected that 122 individuals will retire, only 24 individuals are projected not to be interested in either part or full time work. Of the 350 individuals, 326 could be projected to be seeking either full-time or part-time work. Regardless of retirement, the data shows that most of the workers could be seeking some type of work. It is projected that 101 individuals (29%) may be interested in part-time work only. Eighty-four (84) may be interested in full time work only and 140 individuals may be seeking full time or part-time work.

Lone Star Worker Demographics

Characteristic	Chemical		Exempt		Other	
	Gender	Female	70.2%	Male	73.7%	Male
Age	55-64	39%	55-64	47%	55-64	37%
Worker Wage	\$12-\$14	78%	Over \$18	98%	Over \$18 \$14-\$16	38% 30%
Worker Tenure	More than 20 Years	56%	More than 20 Years	82%	More than 20 Years	42%
Type of Work	Full or part time 5% indicated neither		Full or part time 5% indicated neither		Full or part time 13% indicated neither	
Time to Devote to Training	Evenly distributed Only 4 % indicated no		70 % over 6 months 10 % indicated none		36 % 2-6 months and 36% up to 2 years. Only 7% for 2-12 months	
Highest Education	57 % w/ HS Diploma Only 4% with some HS		45% with some college and 30% w/bachelors		20 % associates 20 % tech or voc 27% with some college Only 7% with a bachelors degree	
Minimum Wage	\$10 to \$14 (68 %)		45 % over \$20-\$25		44% \$16.01 - \$18.00	
Retirement	Later than 2010	55 %	Later than 2010	70%	Later than 2010	67%
Maximum Commute	30 miles or less		30 miles or less		More than 40 miles	38%
Willingness to Move	39 %		55%		40%	
Industries Interested In	Manufacturing	38%	Manufacturing	50%	Manufacturing	50%
	Warehousing	33%	Warehousing	35%	Warehousing	43%
	Government	29%	Government	35%	Construction	43%
	Computer Svc	29%	Education	30%	Education	30%
	Education	29 %	Computer Svc	30 %	Agriculture	30 %

Types of Jobs	Production	91%	Management	60%	Construction	54%
	Customer Svc	39%	Office/Admin	40%	Bldg./Grds	46%
	Food Service	30%	Prof Svc	35%	Main./Repair	38%
	Office/Adm.	26%	Technical/Sci	30%	Management	38%
	Sales	22%	Customer Svc	30%	Production	31%
Most Helpful Services (Current)	OJT	62%	Financial Plan.	38%	Business Start	50%
	Computer	43%	Business Start	31%	Computer	44%
	Internet Skills	33%	Vocational Trg	25%	OJT	38%
	Resume Prep	29%	Resume Prep	19%	Resume Prep	38%
	Pension Ben.	24%	Pension Ben	19%	Budgeting	38%
	Financial Plan	24%	Healthcare Info	19%	Pension Ben.	31%
					Vocational Trg	31%
					Internet Skills	31%
				Financial Plan.	31%	
Most Helpful Services (Post)	OJT	43%	OJT	45%	OJT	50%
	Health Care	35%	Business Start	40%	Business Start	31%
	Computer	35%	Interview Skills	25%	Computer	31%
	Business Start	30%	Healthcare Info	20%	Interview Sk.	31%
	Vocational Trg	26%	Financial Plan.	20%	Resume Prep	38%
	Job Search	26%	Vocational Trg	15%	Budgeting	38%
			Job Search	15%	Pension Ben.	25%
					Vocational Trg.	25%
				Job Search	25%	

Red River Army Depot

1. The majority of the workers (56%) are male.
2. The racial composition of the workforce is primarily Caucasian (74 %) with 79% of the males being Caucasian and 68 % of the females. A little over a quarter of the females (26 %) are African-American.
3. A little less than half of the workers are veterans (46%). As might be expected, more males are veterans than are females (78% of the males are veterans compared to 22% of the females).
4. The majority of the workers (95%) are “mature workers” over the age of 45. The 95% is comprised of 93% in the pre-retirement category of 45 to 64 years old, and only 2% over the usual retirement age of 65. Only 5% of the workers are in their prime working years, under 45 years of age. For the age group between 45 and 54, the majority (58%) are female compared to the majority of the workers between the ages of 55-64 being male (58%). None of the females are over age 65.
5. Over half of the workers (58%) do not plan on retiring until after 2010 and 42% are planning on retirement by 2010. The majority of the workers that plan retirement by 2010 are male. There are no females planning retirement in 2006, 2007, or 2009. Eleven percent (11%) of the males plan retirement in each of 2007 and 2009, and 6%

of the males are planning retirement in 2006. Of the 53% of the total workforce planning retirement after 2010, 80% are female compared to 39% male.

6. Almost half of the workers (48%) are interested in full-time work, and 42% are interested in part-time work. The majority of the workers indicating interest in part-time work are male, with 64 % of the males indicating interest in part-time work compared to 31% of the females. A little over a third of the workers are not interested in either full or part-time work which indicated that the 42% of workers that are planning to retire by 2010 do not plan on working after retirement.
7. The majority of the workers (97%) are interested in first shift with 56% willing to accept second shift and 36% for third shift. Over half (56%) would be willing to work weekends and holidays. All the males indicated interest in working first shift and 59% are willing to work weekends. The female workers prefer first (94%) or second (59%) shifts with only (24%) willing to work third. Less than half of the female workers are willing to work weekends.
8. The majority of the workers (86 %) have more than 15 years of tenure with Red River, with 81% having more than 20 years of tenure which reflects the fact that this is an older workforce. It may also indicate that Red River has “good jobs” for the area, since people have been willing to spend much of their working lives there. Indeed, only 2% of the total workforce earns under \$14.00 per hour with 79% earning more than \$18.00 per hour.
9. The educational spectrum of the overall workforce spans from 7% having some high school education and 9% possessing a bachelor’s degree or higher. The majority of the workers (68%) have a high school education with 33% having some college. Slightly over a quarter of the males have a high school diploma and some college; 42% of the females have a high school diploma and 37% have some college education. The employees with graduate and vocational/technical certificates are all male. The employees with bachelor’s degrees are female.
10. The employees vary greatly in terms of their willingness to commute. Forty percent (40%) are willing to commute 16-25 miles and 18% are willing to commute more than 40 miles. A higher percentage of females (41%) are willing to commute 21-25 miles. The male preferences are across the board with the highest percentages split between commuting 16-20 miles (29%) or more than 40 miles (24%).
11. Only 33% of all workers surveyed are willing to accept a wage under \$18.00 per hour, and 67% are seeking a minimum wage of over \$18.00 per hour. Males desire higher wages, with 47% seeking \$21-\$25 and 11% seeking more than \$30 per hour. None of the females are seeking over \$30 per hour. A little over a quarter of the females are looking for \$18-\$20 per hour.
12. Almost half of the workers (48%) are willing to devote up to two years to training, whereas 19% are not interested in any training. Over half of the females (59%) are willing to devote up to two years for training but almost a quarter (24%) are not interested in any training. Overall, males are more interested in some training since

only 15% indicated no interest in training, although only 40% of the males are willing to devote up to two years to training.

13. Production workers at Red River are predominantly female (70%) whereas the exempt workers are predominantly male (77%). The majority of both the production and exempt workers earn over \$18.00 per hour and has over twenty years of tenure. The majority of the production workers are in the 55-64 age group compared to 45% of the exempt workers in this age group. The majority of the exempt workers (56%) indicated that they are not interested in either full or part-time work after they retire. The table below illustrates the difference in the demographics between the production and exempt workers.

Red River Worker Demographics

Characteristic	Production		Exempt	
	Gender	Female	70%	Male
Age	55-64	55%	55-64	45%
Worker Wage	Over \$18	76%	Over \$18	80%
Worker Tenure	More than 20 Years	82%	More than 20 Years	80%
Type of Work	Full or part time 43% 24% indicated neither		Full or part time-13% 56% indicated neither	
Shifts	100% 1st, 60% 2 nd , 50% 3 rd . 70% willing to work weekends		93% 1 st , only 13% 3 rd Only 27% willing to work weekends	
Highest Education	41 % w/ HS Diploma 27% with some college 0% with bachelor's but 5% with graduate degree		40% with some college and 5% w/bachelors and 10% with graduate degree	
Minimum Wage	\$20 to \$25 (50 %)		54 % over \$18-\$20	
Retirement	Later than 2010	53 %	Later than 2010	59%
Maximum Commute	20 miles or less		25 miles or less	

14. The top two services desired by both males and females are on-the-job-training (OJT) and basic computer training. Females are more interested in starting a business (44%) compared to 22% of the males.
15. The table below illustrates the desired industries where Red River Army Depot workers would prefer to work. The overall worker population is interested in government, warehouse/distribution and manufacturing. The difference in preference is reflected in the gender analysis. Both genders are interested in government jobs. Regardless of gender there is a strong interest in government jobs with females showing a stronger interest (80%) compared to 53% of the males. This may be reflective of higher paying jobs for females in government than in other industries. Both genders were equally interested in warehousing/distribution. Females are interested in education, business services, computers and non-profit industries. Males, however, are interested in agriculture, construction and

transportation. The biggest variance was for the finance industry where 27% of the females indicated an interest compared to 0% for males.

16. The table below also illustrates the type of jobs desired by the Red River workers. Collectively the workers are most interested in Technical/Scientific, Management/Supervision and Customer Service jobs. Females are highly interested in Office/Administration (73%), customer service (67%) and management/supervision (47%), whereas, males are interested in technical/scientific (58%), maintenance/repair (47%) and Management/supervision (37%). Only 5% of the males are interested in health care-direct patient care compared to 27% of the females. None of the females indicated interest in food services jobs, however, 11% of the males are interested in food service.

Red River Workers' Industry and Job Preferences

	Overall		Females		Males	
Helpful Services	OJT	68%	OJT	75%	OJT	61%
	Basis Computer	53%	Bas. Computer	56%	Basic Computer	50%
	Classroom Trg.	47%	Classroom .Trg.	56%	Classroom Trg	39%
	Pension Ben.	41%	Business Start-up	44%	Interviewing	33%
	Internet	38%	Resume	44%	Internet	33%
	Business Start-up Resume	32% 32%				
Desired Industries	Government	65%	Government	80%	Government	53%
	Warehouse	53%	Business Serv.	60%	Warehouse	53%
	Manufacturing	41%	Warehouse	53%	Agriculture	42%
	Construction	32%	Manufacturing	47%	Transportation	32%
	Business Serv.	32%	Computers	40%	Construction	37%
	Agriculture	32%	Non-Profit	40%		
			Education	40%		
Desired Jobs	Tech/Scientific	47%	Office/Adm	73%	Tech/Scientific	58%
	Management	41%	Customer Serv.	67%	Maint./repair	47%
	Customer Serv.	38%	Management	47%	Management	37%
	Office/adm.	38%	Production	40%	Construction	37%
	Maint/repair	35%	Profess. Serv	40%	Production	32%
	Production	35%	Tech/Scientific	33%		

Additional Findings

During the course of the planning and research additional findings have been identified that should be considered during planning and implementation. The additional findings are:

- Individuals working at Lone Star and Red River have strong ties to the Texarkana Region and will not likely consider relocation as an option. Overall, there are 635 potentially impacted workers at Red River and Lone Star. It is estimated, based on past history, that only 20% of the impacted workers will relocate, leaving 80% that will need services as the realignments occur.
- Only 5 employees at RRMCM will **not** be eligible for retirement.
- There is a wide spectrum of classifications of the potentially impacted workers, from production workers to managers and professionals. Without the specific breakout information for the workers at RRMCM, the information provided depicts an impacted workforce that includes at least the following general categories of workers:
 - ◆ Managers (57)
 - ◆ Professionals (31)
 - ◆ Administrative (31)
 - ◆ Clerical (35)
 - ◆ Technical (136)
 - ◆ Craft (63)
 - ◆ Production (101)
- 140 of the employees at Lone Star who are holding other classifications also have fork lift truck licenses.

JOB TITLES	TRMD	RRMC	LONE STAR	TOTAL
Managers				
Officials & Managers (includes supervisors)			37	37
Supervisory Equipment Specialist (Electronic & Missile)	16			16
Production Controller (Electronic & Missile)	4	X		4
Professionals				
Professionals (Engineers, Buyers, Programmers, Accountants)			31	31
Technical				

JOB TITLES	TRMD	RRMC	LONE STAR	TOTAL
Technicians (Engineering Technicians, Quality Assessors)			26	26
Certified Demil Specialist			15	15
Equipment Specialist (Electronic & Missile)	38	X		38
Electronics Mechanic	21			21
Electronics Mechanic Helper	1			1
Electronics Integrated Systems Mechanic		X		
Electronics Technician	27			27
Maintenance Parts Technician	1			1
Materials Examiner & Identifier (MVO/FLO)	5	X		5
Quality Assurance Specialist (Ammunition)	1			1
Administrative				
Administrative Skills (Planners, Analysts, Traffic/Transportation, Accountants)			15	15
Administrative Support Assistant (OA)	2	X		2
Budget Analyst	1	X		1
Management Analyst	1	X		1
Missile Program Management Specialist	2			2
Office & Clerical				
Office & Clerical (typing, word, Excel skills)			34	34
Inventory Clerk		X		
Supply Clerk (OA)	1			1
Craft Workers				
Locksmith			1	1
Painters	1	X	2	3
Carpenters			2	2
Electricians			11	11
Air Compressor			1	1
Pipe fitter			6	6
Pipe welder			1	1

JOB TITLES	TRMD	RRMC	LONE STAR	TOTAL
Instrument Controls			1	1
Tool & Die Makers			2	2
Sheet Metal Worker			1	1
Equipment Operators			3	3
Millwrights			17	17
Boiler Operators/Stationary Engineers			8	8
Welder/Blacksmith			1	1
Auto Mechanics			5	5
Production Workers				
Ammunitions Worker		X		
Electronics Worker	21			21
Student Trainee (Electronics Worker)	2			2
Production Laborers			78	78
Service				
Pest Control Operators			2	2
Guards			20	20
Fire Fighters			3	3
Transportation				
Fork Lift Operators			2	2
Truck Drivers (Class A CDL w/ HazMat			11	11
Total	126	107	336	635

Transition Assessment Center Design

Overview

The potentially impacted employees reside in the four state region: (Arkansas, Louisiana, Oklahoma, and Texas. Texas and Arkansas have the largest number of potentially impacted residents with Texarkana being the largest jurisdiction cited. Only 7 workers are identified from Louisiana (4) and Oklahoma (3).

The goal of the implementation phase will be to provide seamless service regardless of residency. Service will be based on where the individual worked, not where the individual lives. There is also an agreement between Arkansas and Texas to work together and the plan submitted covers all impacted workers at Red River and Lone Star. The existing one-stop system and the appropriate partners will deliver Rapid Response services based on an analysis of individuals needs. Tailored services will be developed based on the final composition of the impacted worker population.

A transition assessment center will be opened to provide services to the individuals and their families that are impacted by BRAC. The dates of actual impact and the numbers of impacted individuals will determine if the center will operate full-time or part-time. The center will become operational two years prior to the actual impact date since the provision of federally funded services is allowed during that two-year timeframe.

In addition to a transition center, mobile classrooms will be utilized to facilitate employee participation while the workers are still employed. Mobile classrooms allow the training to be provided on the employer's site so there is limited production time lost by the employer while workers attend the sessions. The Texarkana College is already equipped to provide many of its training sessions in a mobile classroom setting.

Job Clubs may be offered to the affected workers. The need for Job Clubs will be determined as workers are being impacted. Job Clubs are not only a good method for keeping workers informed, but also provide the encouragement they need during the job search process. The clubs promote communication among workers who are experiencing the same challenges.

The North East Texas Workforce Board has designated Dave Vershaw as the BRAC project manager. A Direct Services Subcommittee will be established to assist the project manager and will be responsible for the operation of the center. This subcommittee will report to the BRAC Steering Committee. Meeting frequency will depend on the level of activity, but at a minimum the Subcommittee will meet quarterly to maintain communication with all members on activities and planned actions. All activities will be reported to the BRAC Steering Committee.

Location Criteria

The location selected for the transition center must meet the following criteria:

- Available for six (6) years for either full-time or part-time use.
- Accessible to customers; in this case, the location must be accessible to the employees who are impacted by the BRAC actions and their spouses.
- Located in an unguarded area; that is, customers would not have to go through security in order to go to the transition center.
- Offer ample parking for customers.

- Have approximately 2600 square feet with two classrooms (one of which is a computer lab), resource area, and a reception area.
- Offer high speed Internet accessibility or capability to be wired for Internet access.
- Offer telephone access for two lines (one for staff and one for customers) and a separate fax line (total of three telephone lines).

Two potential locations have been identified that would meet the established criteria:

- ◆ Red River Training Center.
- ◆ Red River Redevelopment Authority.

The BRAC Project Manager, Dave Vershaw, will be contacting these sites and securing the transition assessment center location. Appropriate signs will be posted to identify the transition center so that it may be easily identified by customers.

Center Design

The basic design for the transition assessment center is a center with approximately 2600 square feet of space. The space will have a reception area, two classrooms, and computer lab and resource room. If space is limited the computer lab can also serve as a resource room. From the worker skills analysis survey it is anticipated that computer skills training will be needed for the majority of the impacted workers. The center staff may be located in the resource room or in a separate area of the center.

The following equipment will be needed to make the center operational:

- 26 computers for the resource area, computer lab and employees:
 - ◆ 12 computers for the resource area;
 - ◆ 12 computers for the computer lab; and
 - ◆ 2 computers for staff
- Three printers (one each for the resource area, computer lab, and staff)
- Computer furniture:
 - ◆ 12 computer stations for the resource area (or four eight-foot tables with dividers for privacy)
 - ◆ 4 eight-foot tables for the computer lab classroom (no dividers, so the instructor can see all the students and vice versa)
 - ◆ Two desks for the staff (it is anticipated that staff will not be full time on-site and will be sharing desks and computers)
 - ◆ Three small tables for printers.
- Twenty-six clerical-style chairs;
- One eight-foot table and four stationary chairs for the resource area;

- 4 eight-foot tables and 12 stationary chairs for the classroom where workshops will be offered);
- One magazine rack for daily newspapers, labor market information, job search guides, interview guides, and so forth;
- One locking supply cabinet (for paper, pens, extra brochures, ink cartridges, etc.);
- Four wall clocks (one for each classroom, one for the resource area, and one for reception);
- Copier;
- Fax;
- One large bulletin board for posting job vacancies and notices of upcoming events such as career fairs;
- Two dry-erase boards for use by the instructors in the two classrooms;
- Two flip chart stands (one for each classroom);
- One telephone for staff, and one telephone for the resource area that workers can use to make calls as part of the job search process.
- One television monitor, one VCR, and one DVD player (for showing career videos, interviewing videos, etc.).

Supplies must include:

- Writing tablets;
- File folders;
- Computer printing paper;
- Ink cartridges for the printers and copier;
- Pens and pencils;
- Paperclips;
- Post-it notes;
- Flipchart pads;
- Dry erase markers, dry erasure, and cleaning solution for dry boards;
- Permanent markers for using with the flipcharts.
- Two tape dispensers and roll tape and two staplers for the staff desks;
- One large year-at-a-glance dry-erase style calendar for the resource area to post upcoming events;
- Telephone directories for the surrounding area;
- Newspaper subscriptions for the surrounding area;
- Books, pamphlets, and brochures on job search, interviewing, resume guides, careers, training institutions and course offerings;
- Videos on job search and careers.

Staffing

Staffing for the center will consist of a maximum of six part-time case managers/specialists. The staff will be contracted employees who are specifically hired for this project. Five case managers will be from Texas and two will be from Arkansas. Functional supervision and direction will be provided by Dave Vershaw.

Staffing costs for all six workers will be from the Phase II BRAC grant and will be contracted by the North East Texas Workforce Board.

Services

The demographic analysis of the workers provided insights into the service delivery plan for the transition center:

- Regardless of the job classification, the majority of workers that may be impacted have been employed at the same place for the past twenty years and therefore have not conducted a job search in the past twenty years. Because the job search process is very different today than it was twenty years ago, it is anticipated that the majority of the impacted workers will need **job search workshops** to update their job search skills.
- The majority of the workers do not use computers in their current jobs; therefore, **basic computer skills and Internet training** will be needed to update their skills for most jobs and to enhance their job search.
- The majority of the impacted workers are older so they are most interested in short-term training or on-the-job training (OJT). It will be important to provide **career counseling** while the individuals are still employed so that if **short-term vocational training** is needed or is part of their plan, they can begin training while they are employed or as soon as they are unemployed to expedite their re-entry to work.
- Because the majority of the workers are older, they also requested information on **financial planning** and **health care insurance options**. Health benefits are not available to the workers even if they take retirement, so they will be most interested in jobs with health benefits and information on health care options. Workshops will be developed or procured to address these concerns.
- Several workers expressed interest in starting their own business, so **entrepreneur training** will be developed or procured to meet this need.

The following workshops or training courses were consistently requested during the interviews and certainly reflect the characteristics of the impacted workers:

- ◆ Resume Preparation (Regular and Government resumes)¹

¹ It is anticipated that many of the workers at Red River will be interested in applying for government jobs. The resume format for government jobs is different than the usual resume format, therefore specific training may be needed to assist workers to apply for government jobs.

- ◆ Job Search Assistance
- ◆ Basic Computer Skills
- ◆ Internet Skills
- ◆ Financial Planning/ Budgeting
- ◆ Business Start-up Planning
- ◆ Health Care Information

Marketing

The purpose of marketing is to get information about transition services to the potentially impacted workers. Many of the services can begin prior to actual unemployment so it is important to get the information out early as early as possible to facilitate the transition. The marketing strategy for the transition center will be a little different from that of the one-stop centers since this the customer base is a specific targeted group of workers. The over-all marketing strategy is to utilize multiple methods to get the information to the impacted workers and their families. While information can be posted on a BRAC website, the majority of workers are older and not computer-literate so a variety of other methods are needed. The recommended marketing methods are:

- **Strategy meetings with personnel managers and other management staff.** Part of the hurdle to overcome will be how impacted workers can access services while they are still employed. Employers still have to maintain work schedules during the transition. The project manager (Vershaw) will work with the personnel managers and the other management staff to develop strategies to ensure both that work is completed and that employees have easy access to transition services. Vershaw will work with management and staff to identify and overcome barriers and issues that arise.
- **Newsletter articles.** One recommended communication tool is placement of articles in the company newsletters to inform workers about the location of the transition center, the services offered there, and confirmation of management support for workers to use the center.
- **Informational meeting for the different unions.** Depending on the size of the unions, this would involve the union presidents or union stewards. The unions can provide on-going communication to the impacted workers and can encourage workers to check into the different services early. Most unions also have newsletters that can be utilized to keep workers informed.
- **Informational meetings with the impacted workers.** Once the date of impact has been announced it will be important to have meetings with the impacted workers as soon as possible. These meetings can be scheduled by either working with the personnel managers and/or unions to schedule meetings with the impacted

workers. The groups should be small so that the workers feel free to ask questions and voice concerns. Grouping the workers by classification is advisable.

- **Transition Center Newsletter.** As part of an on-going communication strategy the transition center can produce a newsletter. The frequency of the newsletter should be determined by the activity level but in any case should be no less than a monthly publication. This will be a means to inform workers of upcoming activities such as special workshops or career fairs. It will also keep information flowing and encourage workers to access services.
- **Posters and flyers.** As special activities are planned, posters and flyers will be produced to be posted in appropriate areas such as employees break rooms, personnel offices and union offices.
- **BRAC website.** A special website can be created to post information on activities. This website can be linked to the employers' or unions' websites. The use of this technique will be based on an evaluation of the Internet skills of the impacted workers. From the initial evaluation, website information may not be accessible to the majority of the workers since they are lacking in basic computer and Internet skills.
- **Employer Connections.** In addition to the normal labor exchange methods utilized by the One-Stop Centers, Career Fairs will be scheduled to connect employers to the impacted workers. The Business Service Unit for the North East Texas Workforce Board and the business representatives for the South West Arkansas Board will be responsible for setting up the Career Fairs in cooperation with the project manager.

Post Secondary Education Gap Analysis

A meeting was held with representatives of the Texarkana Community College and the BRAC project team on September 6, 2006. The purpose of the meeting was to identify potential gaps between projections for future jobs and the availability of a trained workforce. The gap analysis included a review of:

- Labor Market projections for the Texarkana Region.
- Interview results from key employers in the Texarkana Region
- Demographic information on the employees from Day & Zimmermann

The Texarkana College has the flexibility to develop and offer credit and non-credit courses that will meet the needs of the business community to ensure that a trained workforce is available. For new course development, the College will need advance notice and will need to identify and obtain the necessary equipment.

The table below lists the occupations from the top 50 jobs in the Texarkana Region analysis which includes the four counties of Bowie and Cass in Texas, and Miller and Little River in Arkansas, as well as additional jobs from the top 50 jobs in the North East

Texas and South West Arkansas workforce areas. The combined list provides a snapshot of the best job opportunities that are available, defined as those that are in demand, growing, and that pay over \$12.00 per hour. To identify the potential gaps in training, the training courses that are currently available and the training institution have been identified.

Occupation	Projected Jobs: New & Replacement 2004 - 2014	Wage	Available Training
Jobs That Require a Bachelor's Degree²			
Insurance sales agents	242	\$13.82	Texas A&M
Business operation specialists, all other	106	\$20.06	Texas A&M, UACCH
Secondary school teachers, except special and vocational education	247	\$17.80	Texas A&M
Elementary school teachers, except special education	337	\$16.95	Texas A&M, UACCH
Accountants and auditors	202	\$16.74	Texas A&M, UACCH
Network systems and data communications analysts	57	\$23.49	
Computer software engineers, systems software	85	\$30.78	
Computer software engineers, applications	74	\$30.28	
Employment, recruitment, and placement specialists	54	\$13.30	Texas A&M
Middle school teachers, except special and vocational education	134	\$17.69	Texas A&M
Construction managers	109	\$12.19	
Special education teachers, preschool, kindergarten, and elementary school	38	\$17.57	Texas A&M
Network and computer systems administrators	39	\$26.83	Texarkana College
Medical & Clinical Laboratory Technologists	100	\$21.48	UACCH (pre reqs)
Loan Officers	100	\$23.89	Texas A&M
Computer Systems Analysts	100	\$29.45	
Public Relations Specialists	50	\$18.88	
Special Education Teachers, Middle School	104	\$17.35	Texas A&M, UACCH
Special Education Teachers, Secondary School	105	\$18.21	
Industrial Engineers	78	\$27.99	UACCH
Foresters	65	\$26.30	UACCH

² Some of these jobs, such as insurance sales agent, simply require “any” four-year degree, so as the only four-year public institution in the region, Texas A&M is listed.

Jobs That Require an Associates Degree or Post Secondary Vocational Award			
Bus and truck mechanics and diesel engine specialists	246	\$14.93	Northeast Texas, UACCH
Registered nurses	916	\$22.31	Texarkana College, UACCH
Licensed practical and licensed vocational nurses	486	\$14.67	Paris, NE Texas, & UACCH
Automotive service technicians and mechanics	198	\$13.13	NE Texas, UACCH
Respiratory therapists	44	\$19.25	UACCH
Legal secretaries	43	\$13.83	
Paralegals and legal assistants	47	\$17.94	NE Texas, UACCH
Mobile heavy equipment mechanics, except engines	86	\$17.40	NE Texas
Computer support specialists	45	\$16.30	Texarkana College Paris, NE Texas, UACCH
Radiological Technologists & Technicians	100	\$20.00	Paris, UACCH
Physical Therapist Assistants	50	\$18.98	Paris, UACCH
Dental Hygienists	50	\$28.43	NE Texas, UACCH

Jobs That Usually Require Less Formal Education³			
Truck drivers, heavy and tractor-trailer	772	\$15.91	Texarkana College, NE Texas, Paris, UACCH
Managers, all other	226	\$17.84	Texarkana College, Paris, NE Texas, UACCH
Police and sheriff's patrol officers	135	\$15.07	NE Texas, Paris, UACCH
Fire fighters	88	\$15.98	NE Texas
Food service managers	120	\$13.70	Texarkana College, Paris
First-line supervisors/managers of retail sales workers	446	\$12.90	Paris, UACCH
Paper goods machine setters, operators, and tenders	116	\$20.43	

³ By definition, these jobs usually don't require formal education, so the lack of a program does not signify a "gap." The "available training" is often referring to continuing education courses. For example, Paris Junior College has continuing education courses for supervisors and managers in general. These courses would not qualify an individual to be a specialty supervisor (such as a supervisor of mechanics) without having had any experience in that particular field, but the courses could help an incumbent worker in that field to move up to management.

First-line supervisors/managers of mechanics, installers, and repairers	137	\$21.35	Paris
Surveying and mapping technicians	53	\$12.45	
First-line supervisors/managers of transportation & material-moving machine & vehicle operators	55	\$19.05	Paris
Sales and related workers, all other	95	\$16.38	Texarkana College and Paris - Customer Service Training
Maintenance and repair workers, general	192	\$13.12	UACCH, Texarkana College-Building Trades Course to begin 2008
Water and liquid waste treatment plant and system operators	41	\$13.30	
First-line supervisors/managers of office and administrative support workers	205	\$15.68	Texarkana College, Paris, UACCH
Protective service workers, all other	32	\$13.55	UACCH
Parts salespersons	83	\$12.01	Texarkana College and Paris - Customer Service Training
Chefs and head cooks	34	\$13.03	Texarkana College-Course to begin 2008
Dispatchers, except police, fire, and ambulance	53	\$14.05	
Sales representatives, wholesale & mfg, except technical & scientific products	127	\$20.30	
First-line supervisors/managers of construction trades and extraction workers	130	\$13.68	Paris
Executive secretaries and administrative assistants	136	\$13.76	Texarkana College, NE Texas, UACCH
Operating engineers and other construction equipment operators	89	\$12.55	
First-line supervisors/managers of non-retail sales workers	86	\$17.90	Paris, UACCH
Postal service mail carriers	44	\$20.84	
Information and record clerks, all other	74	\$14.50	UACCH
Industrial truck and tractor operators	95	\$13.64	Texarkana College, NE

			Texas, Paris, UACCH
Installation, maintenance, and repair workers, all other	37	\$15.73	UACCH, Texarkana College-Building Trades Course to begin 2008
Claims adjusters, examiners, and investigators	45	\$18.53	Paris, UACCH
Correctional Officers & Jailers	250	\$15.07	NE Texas, Paris, UACCH
Welders, Cutters, Solderers, & Brazers	300	\$13.10	Paris, UACCH
Farmers & Ranchers	900	\$18.34	Paris, NE Texas, UACCH
Automotive Body & Related Repairers	100	\$17.98	NE Texas
Musicians & Singers	100	\$25.16	
Dental Assistants	100	\$13.16	Paris, UACCH
Sheet Metal Workers	100	\$14.96	UACCH (welding)
First-Line Supervisors/Managers of Production & Operating Workers	300	\$21.46	Paris, UACCH
Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	100	\$33.75	
Production, Planning, & Expediting Clerks	100	\$16.26	
Industrial Machinery Mechanics	150	\$14.41	UACCH
Electricians	150	\$17.73	Paris, NE Texas, UACCH
Inspectors, Testers, Sorters, Samplers, & Weighers	150	\$14.42	
First-Line Supervisors/Managers of Farming, Fishing, & Forestry Workers	50	\$17.42	Paris, UACCH
First-Line Supervisors/Managers of Correctional Officers	50	\$18.10	Paris, UACCH
Transportation, Storage, & Distribution Managers	50	\$35.26	Paris
Chemical Plant & System Operators	50	\$25.58	
Drywall & Ceiling Tile Installers	50	\$13.38	
Welders, Cutters, Solderers, and Brazers	348	\$12.79	Paris, UACCH
First-Line Supervisors/Managers of Production and Operating Workers	381	\$23.15	UACCH
Electrical Power-Line Installers and Repairers	127	\$20.07	UACCH
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	84	\$14.04	

Cutting and Slicing Machine Setters, Operators, and Tenders	110	\$12.86	
Machinists	100	\$13.91	UACCH
First-Line Supervisors/Managers of Farming, Fishing, and Forestry Workers	110	\$13.71	
Cement Masons and Concrete Finishers	73	\$13.30	
Inspectors, Testers, Sorters, Samplers, and Weighers	280	\$13.01	
Production, Planning, and Expediting Clerks	88	\$15.72	
Roustabouts, Oil and Gas	82	\$12.53	
Telecommunications Line Installers and Repairers	77	\$17.76	
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	74	\$13.22	
Logging Equipment Operators	158	\$16.51	
Purchasing Agents, Except Wholesale, Retail, and Farm Products	26	\$24.19	UACCH
Extruding, Forming, Pressing, & Compacting Machine Setters, Operators, & Tenders	67	\$23.74	
Maintenance Workers, Machinery	77	\$15.13	UACCH
Tool and Die Makers	51	\$16.46	
Plumbers, Pipefitters, and Steamfitters	100	\$15.75	Paris

Gap Analysis

- Based on the interviews with the key employers in the Texarkana Region the critical jobs for the next 2 years are: nurses, truck drivers, welders, machinists, millwrights, electricians, engineers (electrical, mechanical, metallurgical, and process), chemists, and chemical technicians.
 - The University of Arkansas Community College at Hope (UACCH) fills many of the post- secondary educational gaps for the Texarkana Region since training for Industrial Engineers, Foresters, Protective Service Workers, Industrial Machinery Mechanics, Electric Power Installers, First Line Supervision, Machinists, Purchasing Agents, Maintenance Workers, Machinery, and Respiratory Therapists. UACCH also provides the prerequisites for Medical and Clinical Laboratory Technicians.
 - Texarkana College currently is providing training for nurses, truck drivers and welders. Paris provides an AA, AAS, and AS in chemistry. Paris and UACCH both offer welding programs. Paris, NE Texas, UACCH all offer truck driver training.
- Programs under development:

- ◆ Texarkana College is working on a pre-engineering courses in conjunction with Texas A&M
 - ◆ Texarkana College is offering three new programs which will begin in 2008: culinary arts, hospitality and building trades.
- Gaps:
- ◆ From the projections for new and replacement jobs it appears that a gap currently exists for heavy equipment and millwright training. Millwright training has been discussed but is more difficult to implement since a millwright is actually a multi- craft occupation that involves machining, pipe fitting, hydraulics, welding and industrial electrical skills. The length of the training has been one of the challenges, plus many times individuals already have some of the skills. Currently, Texarkana and Paris offer some of the components (welding, pipe welding).
 - ◆ There are no four-year degrees for:
 - Network systems and data communications analysts
 - Computer software engineers, systems software
 - Computer software engineers, applications
 - Construction management
 - Medical & Clinical Laboratory Technology * (Pre-Requisites are available at UACCH)
 - Computer Systems Analysts
 - Public Relations Specialists
 - Special Education Teachers, Middle School
 - Special Education Teachers, Secondary School
 - ◆ There are no two-year degree programs for:
 - Legal secretary

Leadership and Management

To ensure the economic stability of the Texarkana Region a regional community response must include plans to respond to the economic and human impact of the BRAC realignments, as well as the changes that will occur as a result of peacetime. The actions outlined in this regional community plan are focused on the workforce issues and will be utilized to apply for a National Emergency Grant to enable the community to implement specific actions. The community response has two distinct approaches: (1) actions specific to individuals and (2) actions specific to the overall economy.

The actions in the community plan are specific to the BRAC actions at Red River and Lone Star but are also linked to the overall needs of the community. The BRAC actions are constantly changing and the true reality is still unclear at this time. An effective regional response will require continual communication with communications with the major stakeholders, on-going evaluation of the workers and their needs, and a strong connection to both education and economic development efforts in the region.

In order to effectively maintain communications, conduct on-going evaluations, revise action plans and maintain linkages to major stakeholders including economic development entities, an implementation structure will be created building on the work done in the planning phase. This structure will include an over-arching steering committee with one subcommittee dedicated to direct services. Additional issues such as lay-off prevention and educational capacity issues may also need to be addressed in the future. The over-arching steering committee will appoint ad-hoc subcommittees as specific issues are identified during the implementation process. This structure will enable the community to oversee and manage the response to the BRAC actions and to prepare for the changes that will occur during peacetime.

BRAC Overarching Steering Committee

This committee will be comprised of 10 members representing the highest level of the various organizations responsible for planning and implementing the Texarkana regional community plan. Each member of the steering committee will also assign representatives on the direct services subcommittees or ad-hoc subcommittees. The steering committee's main functions would be developing strategies, influencing other key stakeholders, and oversight of the overall process. Specific responsibilities will include:

- Review and approval of the recommended actions from the sub committees;
- Oversight and management of the response to the BRAC actions;
- Communications;
- Identification of available resources, including the identification and leverage of both public and private funds;
- Assessment of progress;
- Diversification efforts at both facilities; and
- Cognizance of activities in the Texarkana Region (60 mile radius).

Organizations to be represented on the steering committee are:

- Day & Zimmermann, Inc
- Lone Star Army Ammunition Plant
- Red River Army Depot
- Red River Redevelopment Authority

- Texarkana College
- Texas A & M -Texarkana
- Texarkana Chamber of Commerce
- Southwest Arkansas WIB
- North East Texas WDB
- Arkansas BRAC Project

Subcommittee Structure and Responsibilities

One subcommittee will be created to address and implement specific actions related to direct services. Lay-off prevention and educational capacity are two other critical areas that may also need to have separate sub-committees. These committees may be established on an ad hoc basis as the needs dictate. Any subcommittees will be responsible to the overarching steering committee. Members of the subcommittees will include the appropriate representatives from the organizations represented on the steering committee plus any other organization from the community that will be involved in the BRAC response. Each committee would be responsible for planning and implementing any of the assigned areas as well as to determine what other information is needed, what information should be shared with other committees, and to conduct appropriate research and analysis to support their actions.

Direct Services

This committee will be responsible for the direct services to the impacted workers, including the evaluation of the needs of the workers as well as developing and delivering the services. The impacted workers will include direct, indirect, contract and secondary workers that are ultimately impacted by the BRAC actions. This committee will also be responsible for the services for the workers from Day & Zimmermann if the commercialization efforts are not successful. It is anticipated that 80% of the impacted workers will not relocate. Activities will include:

- Provide on-site presence at the facilities to communicate and provide available services. Due to the timing of the different BRAC actions there may be a need to have flexible transition centers or even a portable center equipped with appropriate technology.
- Develop and offer workshops specific to the needs of the impacted workers
- Provide one-on-one counseling to assist with career and training plans. The counseling will assist workers to understand their current skills, how they relate to the local labor market, how to translate these skills to non-military businesses and to pursue additional training to close any skill gaps.