



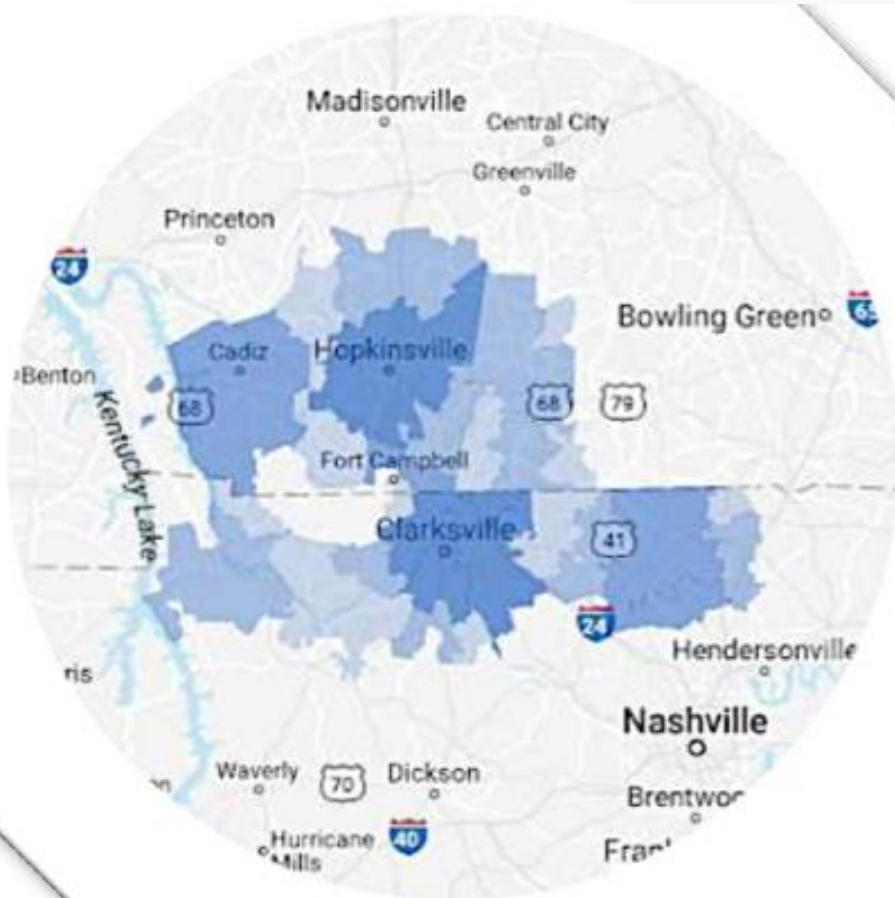
Campbell Strong
Defense Alliance

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Regional Approach



- Three major considerations influence where soldiers and families decide
 - proximity to friend and family,
 - employment opportunities,
 - moving back “home” to be near family.
- 69% of transitioning soldiers make the decision greater than 10 months before they separate

Regional Approach

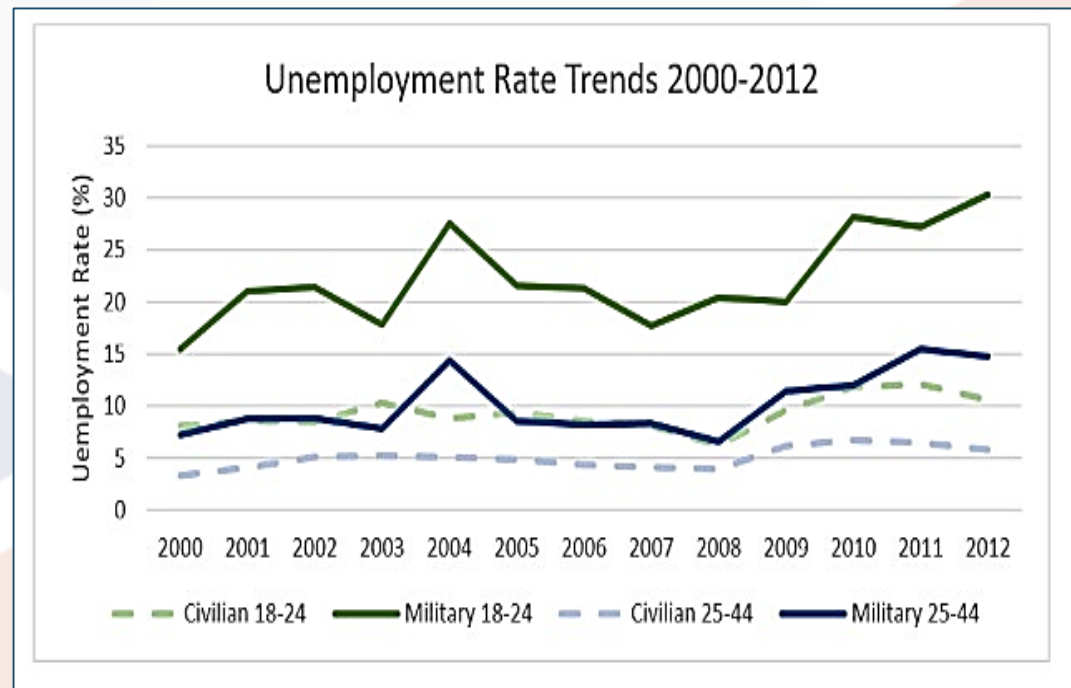
- Tennessee does not have a state income tax
- Tennessee does have higher property taxes, in general, than Kentucky. Example, Montgomery County pays \$4.31 per \$100 at 25% of assessed value. A home assessed at \$175,000 is taxed at **\$1,885.62**
- Tennessee has higher sales taxes at **9.5%**, **8.5%** for groceries.
- Kentucky has a state income tax.
- Kentucky property taxes in Christian County are \$1.008 per \$100 of assessed value. A home assessed at \$175,000 is taxed at **\$1,764**.
- Kentucky sales tax is **6%**, **0%** tax on groceries.
- Kentucky does not tax military retirement income below \$41,100.

Permanent Residency

- There is a general lack of understanding of the opportunities to soldiers and families in the region.
- The majority of the communities understand the benefits of having military and actively work to attract them
- The quality of life focus of the region helps soldiers and families want to return to the region or stay here and retire.
- Significant lack of understanding of the difference in taxes between Kentucky and Tennessee leads to under-informed decisions about where they choose to permanently reside
- The emphasis by communities to enhance the quality of life is effective and makes them want to return to the FCS region for additional assignments and retirement.

Military Spouse Employment

- 43% of military spouses are not in the labor force compared to 25.5% of civilian spouses, the ratio for unemployment is 12.04% for military spouses versus 7.74% for civilian spouses.
- In 2012 the rate of unemployment for armed forces spouses ages 18-24 was 30.3% and civilian spouses was 10.5%, for those 25-44 years old it was 14.7% vs 5.8%.
- The unemployment rate for Army spouses is higher than the other services in the DOD.
- Underemployment for military spouses is 35-40%.
- The Anchor




Economic Development

- Inaccurate portrayal of OEA facts
 - could inadvertently cause site selectors to dismiss sites in both KY and TN.
 - OEA report may dismiss TN locations due to workforce, and KY sites due to space or tax conditions or a combination of the three that is inaccurate.
- Supply chain analysis of Middle Tennessee and Western Kentucky is necessary to accurately portray gaps. One needs to be done for the FCS region
- 20,000 additional millennials in the FCS region above the national norm, provides an advantage over other parts of middle TN and western KY.

Economic Development (cont.)

- Aerospace and defense industry provides the following:
 - Support investment in research and development, facilities and infrastructure across the region
 - Create jobs
 - Export goods nationally and internationally
 - Attract and retain top-tier talent resulting in overall increase in spending across the region
 - Provides a stable industry partner
 - Enhances networking and partnership with supporting agencies across the region.

Bridge

 <p>the BRIDGE Discover Your Next Mission</p>	<p>Problem:</p> <p>Transitional training is not equipping veterans to market themselves or how to translate their military skills to civilian knowledge, skills and abilities.</p>	<p>Solution:</p> <p>Streamline resources to guide the customer through pathways to jobs, education, business resources, benefits and services.</p>	<p>Volume:</p> <p>Between 350 to 600 soldiers separate from the U.S. Army out of Fort Campbell. An estimated 4,844 soldiers will separate from Fort Campbell in 2017.</p>	<p>Technical Skills:</p> <p>Skills leaving Fort Campbell include:</p> <ul style="list-style-type: none"> • Medical • Mechanics-vehicle and aircraft • Law enforcement • Communications operations and repair to include radios, satellites and computers • Human Resources • Supply and logistics • Heavy equipment operators • Information Technology 	<p>Construction Cost:</p> <p>68,500 square feet \$230.00 per square foot \$27,700,000.00 Total Cost Appendix B</p>
<p>Customer:</p> <p>Transitioning service members from Fort Campbell are trying to determine what to do after separation. The Bridge could help them make an informed decision.</p> <p>Veterans from all branches have expressed concerns regarding a lack of preparation for transition.</p> <p>Dependents receive no assistance with preparing for the transitional challenges of the veteran and upcoming changes to the family dynamics.</p>	<p>Fort Campbell Career Skills Programs (Internships/ Apprenticeships) are at capacity due to their effectiveness to connect the veteran with employers for relationship building and training.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Skilled workforce stays in the region. • Employers connect to the skilled veteran workforce. • Improved processes, data collection and information sharing. 	<p>Only 35 percent currently stay in the region. However, nearly half of soldiers polled by Workforce Essentials stated they would stay if they had a civilian job.</p>		<p>Operational Cost:</p> <p>Monthly operational costs are estimated at \$25,791.21.,</p> <p>Annual operational costs are estimated at \$482,114.52.</p> <p>Appendix C</p>
	<p>Competition:</p> <p>Transitioning service members are given hundreds of links to find jobs, education, business resources and connect with benefits. Competing resources have overwhelmed the customer.</p>	<p>Advantage:</p> <p>No other state using this streamlined approach.</p> <p>This will become a national model to the benefit of the veterans struggling to transition.</p>	<p>Economic Benefit:</p> <p>More than 500 employers contact Fort Campbell annually to recruit soldiers.</p> <p>Larger regional employers are looking for strategic ways to recruit and relocate veterans.</p>	<p>Funding:</p> <ul style="list-style-type: none"> • State appropriations • Private sector investments-internships, apprenticeships, mentorships • GI Bill Benefits 	<p>Staffing:</p> <p>15 Tennessee state employees-Salary/ Benefits: \$739,552</p> <p>6 Kentucky state employees-Salary/ Benefits: \$153,264</p> <p>TCAT-7 employees-Salary/Benefits: \$364,000</p> <p>Hopkinsville CC-7 employees-Salary/ Benefits: \$364,000</p> <p>Appendix D</p>
<p>Startup Needs:</p> <ul style="list-style-type: none"> • Lease with Fort Campbell for 6 acres of land outside the post gates. • State appropriations from Tennessee and Kentucky for construction. • Memorandum of Agreements with Kentucky and Tennessee partners. 		<p>Key Relationships:</p> <ul style="list-style-type: none"> • Fort Campbell • Kentucky Education and Workforce partners • Tennessee Education and Workforce partners • Federal and state benefits experts • Transitional services 			

The Alliance

- **Unify** the Region with a dedicated voice
- **Advocate** to Protect and Grow the mission at Ft Campbell
- **Grow** the Economic Impact in Ft Campbell Region

Together – We All Win!



Unify!

Advocate!

Grow!