

EMPLOYMENT AND TRAINING ADMINISTRATION ADVISORY SYSTEM U.S. DEPARTMENT OF LABOR Washington, D.C. 20210	CLASSIFICATION BRAC
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TRAINING AND EMPLOYMENT GUIDANCE LETTER NO. 2-05

TO: STATE WORKFORCE ADMINISTRATORS
 STATE AND LOCAL WORKFORCE INVESTMENT BOARD CHAIRS
 STATE WIA LIAISONS
 STATE DISLOCATED WORKER PROGRAM COORDINATORS
 STATE RAPID RESPONSE COORDINATORS
 STATE TRADE COORDINATORS
 STATE BUSINESS RELATIONS GROUP COORDINATORS

FROM: EMILY STOVER DeROCCO
 Assistant Secretary



SUBJECT: Workforce Investment System Support of Actions of the 2005 Base Realignment and Closure Commission (BRAC)

1. **Purpose.** The purposes of this Training and Employment Guidance Letter (TEGL) are to:

- Inform the workforce investment system of the activities relevant to BRAC 2005;
- Delineate federal, state and local roles and responsibilities in providing support to the BRAC initiative;
- Describe expectations for a system-wide response that is quick, user-friendly, valuable and compassionate in assisting workers and businesses in BRAC-impacted communities;
- Assure that the system response is demand-driven and linked whenever possible to economic development;
- Encourage the use of available Workforce Investment Act funding resources to respond, as appropriate, to the needs of communities and the workers impacted by BRAC 2005; and
- Provide case studies of successful base conversions implemented by communities following previous BRAC rounds.

RESCISSIONS	EXPIRATION DATE Continuing
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2. **References.** The Defense Economic Adjustment, Diversification, Conversion, and Stabilization Act of 1990 as amended; The Workforce Investment Act (WIA), as amended; WIA Regulations 20 CFR Part 671; and Notice of Recommended Base Closures and Realignments (BRAC), Federal Register, Vol. 70, No. 93, pp. 28030-28061, May 16, 2005.
3. **Background.** The Base Realignment and Closure (BRAC) Commission was established by the President, pursuant to the Defense Base Closure and Realignment Act of 1990, as amended, to recommend military bases and installations that should be realigned or closed. In making its recommendations to the President, the Commission conducts an extensive evaluation and assessment of the base realignment and closure recommendations provided by the Secretary of Defense. The BRAC process is used by the Department of Defense (DOD) to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business. The Secretary of Defense has formally announced his recommendations of military bases and installations to be closed or realigned. His recommendations have been transmitted to the BRAC Commission and to Congress. While there is no certainty regarding the facilities that will ultimately be closed or realigned, it is known from prior BRAC rounds that roughly 85 to 95 percent of the recommendations presented to the BRAC Commission will be realized.

Since 1988 there have been four BRAC rounds. BRAC 2005 will be the fifth round. The Department of Labor (DOL), Employment and Training Administration (ETA) has been involved in all prior BRAC rounds. The level of DOL's involvement increased substantially under the 1993 and 1995 rounds, providing employment-transition assistance to over 100,000 DOD civilian and contractor employees.

By Executive Order, the President has mobilized the Federal government to plan, encourage, and carry out cost-effective strategies and actions to help BRAC-impacted communities, workers and businesses. In doing so, the President expects that assistance will be carried out through effective federal, state, regional, metropolitan, and community partnerships and with the concerted involvement of public interest groups and private sector organizations. The Executive Order establishes an Economic Adjustment Committee (EAC), which is chaired by the Secretary of Defense. The Secretaries of Labor and Commerce serve as vice chairs of the Committee, and its membership also includes the Attorney General and the Secretaries of Agriculture, Education, Energy, Health and Human Services, Housing and Urban Development, Interior, State and Transportation. Commensurate sub-groups at the Assistant Secretary and senior staff levels advise the EAC and work on community-based solutions.

Upcoming Critical Dates in the BRAC Timeline:

September 8, 2005: BRAC Commission's report due to the President.

September 23, 2005: President must approve or disapprove the Commission's recommendations and transmit decision to Congress (if the Commission's recommendations are approved, they are binding 45 days after Presidential transmission or adjournment sine die, unless Congress enacts a joint resolution of disapproval).

October 20, 2005: Deadline for the BRAC Commission to submit revised recommendations

- if the President disapproves the Commission's initial recommendations.
- November 7, 2005: Deadline for the President to approve revised recommendations submitted by the Commission and to transmit approval to Congress, or the process ends. (Recommendations are binding after Presidential transmission or adjournment sine die, unless Congress enacts joint resolution of disapproval.)
- December 2005: BRAC actions begin to be implemented if approved. This process unfolds over a 2-6 year time period.

It is important to note (since the May 13 release of DOD recommendations to the BRAC Commission) that the proposed BRAC 2005 is substantially different than BRAC initiatives of the past. The 2005 BRAC recommendations focus primarily upon realignment and redeployment as opposed to closure. This means that in addition to the traditional help necessary for dislocated workers from closing bases, there is likely to be a large need to assist some bases in finding and/or training new hires to meet increased responsibilities. In other cases where there is a large redeployment of non-civilian personnel, the focus will be on assisting disrupted military spouses.

4. **Roles and Responsibilities.** The BRAC Commission 2005 recommendations are final unless Congress disapproves. Implementation of the recommendations, if approved, starts around December 2005. The implementation process will unfold over approximately two years from the date the recommendations are approved. The roles and expectations discussed herein are anticipated to respond to the need for planning prior to finalization of the BRAC Commission process (Phase I) and implementation of effective service delivery strategies for impacted workers and communities once that process is complete (Phase II).
 - a. **Federal Agencies.** As stated previously, by Executive Order, the President has mobilized the resources of multiple Federal agencies to work together strategically to mitigate the impact of BRAC-related actions on communities and workers. The roles and responsibilities of the three primary Departments are discussed below.
 - (1) **Department of Defense.** The Department of Defense is the lead Federal agency concerning BRAC. More specifically, the Department's Office of Economic Adjustment Assistance (OEA) helps state and local governments plan and carry out community adjustment and diversification programs to respond to adverse DOD actions, including base closures or realignments. OEA accomplishes its mission by: (a) providing technical assistance through information and advice on developing and implementing projects that promote economic adjustment; and (b) providing financial assistance grants to help communities develop strategies and base reuse plans. OEA's financial assistance grants are made available to support community-based pre-planning strategies before the BRAC Commission submits its recommendations, to plan based upon the recommendations submitted by the BRAC Commission, and to support community strategic planning subsequent to finalization of the BRAC Commission recommendations. Other DOD components

such as the Civilian Manpower Policy Program and the Human Resources Officers attached to the local facilities will be critical as BRAC 2005 evolves. Also, OEA funds Local Readjustment Authorities (LRAs), which will be a critical on-the-ground link as local officials develop strategies to respond to the BRAC 2005 actions. It is also important to note that the separate branches of military service such as the army, navy and air force, may have specific instructions or protocols necessary at the state and local level depending on the impact of BRAC on their particular branch. The Department of Labor in cooperation with the Department of Defense will make such information available to the workforce investment system as it is received.

- (2) **Department of Commerce, Economic Development Agency (EDA).** Historically, EDA has been an important partner in assisting OEA and the Defense Economic Adjustment Program to help communities impacted by base closures, defense contractor reductions, and base expansions. Routinely, OEA provides initial planning and organizational assistance to an impacted community, enabling the community to develop a strategy for responding to the local economic impacts of BRAC. Critical follow-up EDA assistance is then used to implement the strategy by funding demolition, infrastructure development, technical assistance, revolving loan funds and other economic development efforts. EDA's funds are especially important because they leverage private sector and local public sector money for targeted investments that alleviate the sudden economic dislocation caused by base closures.

Through the previous BRAC rounds, EDA provided \$611 million in grants to BRAC communities to implement their adjustment strategies through its "Economic Adjustment" and "Public Works" programs. EDA's Economic Adjustment program has funded planning, technical assistance, construction of new infrastructure and revolving loan funds. EDA's Public Works infrastructure construction program has funded the revitalization, expansion, and upgrade of critical base infrastructure to support the next generation of industry or commerce. EDA's funding availability for BRAC 2005 is yet to be determined.

- (3) **Department of Labor (DOL).** DOL's role is: (1) to collaborate and coordinate with DOD/OEA on strategic plans to respond to workforce issues resulting from the BRAC Commission's actions; (2) to provide technical assistance, guidance and support to the workforce investment system in planning and developing worker adjustment strategies that will be effective in the changing demands of an economy affected by the BRAC Commission's actions; and (3) to ensure that available resources and services are leveraged to provide maximum use in meeting the employment needs of the affected worker populations impacted as a result of the actions of the 2005 BRAC Commission. The Department of Labor has been meeting with the Department of Defense since late in calendar year 2004. As a result of discussions with DOD, the Department has developed an ambitious plan of activities to be implemented as the BRAC 2005 process evolves. This plan provides for:

- Communications with and materials for state/local governments, the workforce

investment system, DOD partners at all levels, impacted communities, workers and businesses;

- Coordination of activities and enhancements related to electronic and Web-based tools and information on program services and activities;
- New planning resources; and
- Assistance available through the local One-Stop Career Centers that will be important in helping workers and businesses.

Many of the elements of this plan are described in subsequent sections of this TEGL. Others will be announced separately as they are completed.

- b. **Workforce Investment System.** The Department of Labor views activities under BRAC as an opportunity for the workforce investment system to utilize demand-driven strategies as modeled under the President's High Growth Job Training Initiative, including working in an economic development context; working in collaboration with strategic partners that include business and industry, education partners, and the workforce system; using a solutions based approach that leverages resources from as many partners as possible; and using the flexibility in the WIA system to craft innovative training strategies once BRAC 2005 recommendations are implemented. A number of "real life" case studies from past BRAC rounds are included as attachments to this issuance. The Department of Labor also views the workforce investment system's service provision to BRAC-impacted workers and their communities as an opportunity to clearly demonstrate the extent to which the system is becoming more demand-driven, and to demonstrate the "value added" the workforce system can provide in support of impacted workers and communities.

The state and local workforce investment system plays the critical role in BRAC 2005-related actions because it will have the principal responsibility for providing assistance to those workers who may be adversely impacted by the BRAC Commission's actions. The workforce investment system's role under BRAC 2005 is to work collaboratively with Federal partner agencies, other state and local partners and officials to conduct appropriate planning that will ultimately lead to economic stabilization for affected workers, businesses and communities and to ensure that resources at all levels are maximally and effectively utilized to accomplish this purpose. Between now and when the BRAC 2005 recommendations become final, the workforce investment system must be engaged in planning that should lead to a system-wide, community-based response that:

- Addresses the specific needs of the affected communities and workers;
- Recognizes the value of the transferable skills impacted workers possess;
- Uses strong economic analysis as the foundation for strategies and career guidance;
- Coordinates economic development efforts; and
- Works in collaboration with strategic partners including business and industry and education partners to develop and implement workforce solutions.

Coordinating planning and service delivery with newly emerging needs resulting from BRAC 2005 recommended closures or realignments and previously unknown areas of impact, presents an important challenge and will require that every component of the workforce investment system and the community demonstrate the ability to be flexible and to respond

quickly and appropriately. A few of the roles and expectations envisioned are:

State Grantees:

- Coordinate state-driven Rapid Response activities with Federal programs and services, community and faith-based organizations, business and industry groups and local elected officials to ensure that there are resources and staff in place to meet the individualized and specialized worker adjustment needs.
- Consider strategic use of statewide set-aside dollars.
- Engage business and industry in transition strategies.
- Coordinate workforce strategies with statewide economic development efforts in support of re-development.
- Provide workforce information tools and products to impacted communities.
- Identify the need for and seek WIA program waivers, when needed, to achieve more system response flexibility.

Local Workforce Investment Boards:

- Work collaboratively with One-Stop Career Centers and appropriate local military installation contacts to coordinate services for impacted workers.
- Engage business and industry to develop transitional strategies.
- Work collaboratively with DOD Local Redevelopment Authorities to integrate workforce strategies with base re-use initiatives.
- Work with One-Stop Career Centers to identify direct service delivery strategies targeted specifically to the needs of impacted workers.
- Reevaluate strategic funding strategies as necessary to support transition efforts.

One-Stop Career Centers:

- Ensure the full array of services will be available to transitioning workers once closure and realignment impact are known.
- Develop targeted service delivery strategies.
- **Support assessment of transferable skills.**
- Link workers with businesses that need workers.

Perhaps the most important feature of the workforce investment system's BRAC response is the coordination of resources and services with those available through the Federal partners, especially DOD, to assure non-duplication and the availability of the widest possible range of help to communities and individuals.

5. **Business, Education and Economic Development.** Workforce development is economic development, and building partnerships with existing economic development resources will leverage the reach of the workforce investment system.
 - a. **Implementing Demand-Driven Solutions.** Even in times when local economic conditions are relatively stable and predictable, the realities of today's global economy make it imperative that the public workforce investment system partner with business, economic

development, and educational institutions to be demand-driven. Involving economic development and business partners allows the workforce investment system to identify where the jobs are and will be, and the skills and competencies of the workforce needed to perform those jobs.

This understanding is even more important when a community is facing dislocations of hundreds or thousands of military civilians. In BRAC-affected communities, private sector demands for workers will need to supplant the established and relatively stable pattern of government employment. It is equally important in communities that may expect an influx of jobs as a result of the realignments contemplated by BRAC. Therefore, it is more critical than ever that the workforce investment system develop the infrastructure to understand the requirements of private employers and the trends affecting the local and regional economy.

This requires collection and analysis of workforce information, information from economic developers on locally projected growth, information collected by business organizations such as chambers of commerce and trade associations, and discussions with local businesses that make up the high-growth, high-demand and economically critical industries. It may also include information from local job vacancy surveys, transactional data from state and local job banks, or other sources.

In communities that have a large contingent of non-military employment, gaining a holistic understanding of local labor market conditions will promote community efforts to shift employment from the military to those civilian industries. Likewise, in areas where large military expenditures form the bulk of the local economy, this understanding is equally important to inform retraining decisions necessary to bring new industries into the community.

Data and analysis are essential for the operation of the overall public workforce system:

- (1) To identify target industries and occupations that are high-growth, high-demand, and economically vital for strategic investments in workforce solutions.
- (2) To understand the labor market context including where jobs are, the demographics of the labor pool, and the current and projected economic climate to support development of relevant service delivery strategies for both businesses and individuals.
- (3) To support career guidance for youth, adults, unemployed and/or dislocated workers, and every American student or worker that wants to understand their career opportunities.

Developing and implementing demand-driven strategies in the context of a fully integrated workforce investment system requires all levels of the system to align around a shared vision and develop and implement strategies that most effectively utilize resources at each level. It also requires working collaboratively in strategic partnerships that include business and industry, economic developers, the continuum of education including community colleges and four year institutions, the public workforce investment system, and others. Strategic partnerships offer the ability to identify and address workforce challenges in a comprehensive way and set the stage to effectively leverage a wide array of resources.

Funds and resources should be leveraged from key partners, such as businesses, faith-based and community organizations, foundations, the workforce investment system, educational institutions, the U.S. Department of Labor, and other governmental programs. Leveraging resources in the context of these strategic partnerships accomplishes three goals: (1) it allows for the pursuit of resources driven by the strategy; (2) it increases stakeholder investment in the project at all levels including design and implementation phases; and (3) it broadens the impact of the project itself. The key to being successful at leveraging funds and resources is to be entrepreneurial in finding, using, and sustaining these resources, whether they are in-kind or cash contributions. Examples of leveraged funds and resources include unclaimed indirect costs, donated space costs, or costs of equipment leases, and employee paid release time.

As an example of a demand-driven strategy for workforce development, Attachment G includes a case study of the comprehensive, multi-agency solutions that were implemented in response to mass layoffs by PillowTex, a textile manufacturer that closed its plant operations in 2002. Successful redevelopment efforts related to earlier rounds of BRAC are available in Attachments B-F.

- b. **Leveraging the Resources of Federal Grantees.** The President's High Growth Job Training Initiative, launched by the Department in 2002, demonstrates the power of a demand-driven workforce system that tailors local workforce investment activities to respond to the workforce needs of local employers. Recognizing the relationship between workforce development and economic development, ETA promotes partnerships between *education, employment, and economic development*. Through these partnerships, workers can gain the skills they need to succeed through training programs designed by local employers and delivered through community colleges and other education and training institutions. Effective partnerships must be driven by, and responsive to, the needs of employers. The President's High Growth Job Training Initiative models the power of this approach in 12 high-growth industries.

Attachment I is a list of the grants funded to date, indexed by location. More information on each grant can be found on the BRG's web site at www.doleta.gov/brg.

In addition to helping generate ideas of demand-driven workforce solutions, these grants may be directly helpful to the workforce investment system in two ways:

- (1) Certain grant projects involve direct training for individuals in communities that may also be experiencing BRAC-related dislocations. In some circumstances, it is possible that training slots may be available for referrals from the workforce investment system. The number of slots in these grant demonstration projects, however, is typically small when compared with the scope of dislocations imposed by BRAC actions.
- (2) The grantees and their partner organizations—which frequently involve educational institutions, industrial associations and consortia, workforce entities, and individual employers—may be resources in providing information on workforce development conditions, identifying potential employers that are hiring, accessing possible training opportunities, and broadening the workforce system's scope of partnerships.

These same organizations have also demonstrated their flexibility and willingness to collaborate on solving workforce challenges, making them potential candidates for entering into the extensive workforce and economic development partnerships that will be required to meet the challenges posed by major base closures and realignments.

6. **Information, Tools and Resources.** Several new resources and tools have been developed by DOL to help support various stakeholders in the BRAC process. These resources are listed below, organized by target audience.

a. **The Workforce System**

- (1) A special mapping of impacted BRAC bases against One-Stop Career Centers is available through America's Service Locator (www.servicelocator.org/brac).
- (2) An e-mail communications list has been compiled of One-Stop Career Centers that have potential BRAC-affected bases in their service delivery area to enable the provision of BRAC-related information directly to the front lines.
- (3) A new tool (www.brac-coach.org) is available for state and local planning staff to use in their BRAC service planning process. The tool presents users with scenarios they are likely to encounter in the BRAC planning process and then walks them through national electronic resources and other related BRAC information.

b. **The Workers**

- (1) A new Web-based feature is now available on America's Service Locator (www.servicelocator.org) allowing BRAC-affected workers to identify One-Stop Career Centers nearest affected bases, contacts for these centers, and maps to get there.
- (2) The Toll-Free Help Line (1-877-US2-JOBS) is available for BRAC-affected workers to call to get information on the workforce services (including special BRAC resources) available to help them.
- (3) Links to the CareerOneStop Web site (www.careeronestop.org) have been made available to DOD.
- (4) A new tool (www.brac-coach.org) is available for BRAC-affected workers that presents them with scenarios they are likely to be facing due to the closing of their base. After a scenario is chosen, the tool walks them through the resources available in the CareerOneStop web sites and other related BRAC information to help them find information to assist them with their reemployment needs and/or to help them solve their other specific issues/problems.

7. **Action Required.** The information in this issuance should be widely distributed throughout states affected by the BRAC initiative.

8. **Inquiries.** Inquiries should be addressed to appropriate ETA Regional Administrators. Contacts in the ETA National Office are Dennis Lieberman (202) 693-3375 and Jim Aaron (202) 693-2814.

9. **Attachments.**

- A. Introduction to Case Studies
- B. Case # 1 Fort Benjamin Harrison – Lawrence, Indiana
- C. Case # 2 Glenview Naval Air Station – Chicago, Illinois
- D. Case # 3 Grissom Air Force Base – Miami County, Indiana
- E. Case # 4 K.I. Sawyer Air Force Base – Marquette County, Michigan
- F. Case # 5 Lowry Air Force Base – Denver, Colorado
- G. The Pillowtex Experience – Kannapolis, North Carolina
- H. List of Business Relations Group State Liaisons
- I. List of President’s High Growth Initiative Grantees
(summarized by State, multi-State, Nationwide)
- J. List of DOL National Business Partners

BRAC REFERENCE GUIDE: ATTACHMENT A

INTRODUCTION

BASE REUSE CASE STUDIES

Between 1988-1995, 97 major military bases in the United States were selected for closure or realignment creating significant community impacts in 74 instances. While renewal success has not been universal, many base locations have returned to, and indeed have exceeded, the civilian employment levels of the affected bases. As a recent report from the Government Accountability Office indicates (GAO-05-138, January 2005), of the 62 communities studied, 69 percent had unemployment rates lower than or equal to the national average while 48 percent had higher income growth rates than the national average.

Many factors account for this relative success including local community efforts at economic and workforce development. It is to these efforts that the following brief case studies highlight as illustrations of the possibilities which new communities affected by BRAC 2005 may face. These studies also seek to describe some of the lessons learned from these redevelopment efforts in the hope that newly-impacted communities will avoid or find ways to mitigate similar problems and difficulties when they are known in advance.

A special thanks to the National Association of Installation Developers (NAID) for providing access to its base reuse reports which were relied on heavily in the preparation of most of these case studies.

BRAC REFERENCE GUIDE: ATTACHMENT B

Case 1 FORT BENJAMIN HARRISON -- Base Closure

General Description

Fort Benjamin Harrison is located in Lawrence, Indiana, 13 miles northeast of downtown Indianapolis. Identified for closure in the 1991 BRAC round, Fort Harrison officially closed in 1996. The former base spanned 2,400 acres in Marion County, contained numerous buildings, and employed 1,050 civilian employees. Capitalizing on the presence of over 75 historically significant brick buildings dating to 1908, beautiful terrain including 1,700 acres of largely undisturbed rolling hills and woodlands, and a sense of “atmosphere,” the Fort Harrison Reuse Plan focused on mixed-use development.

The former base and its facilities have been transformed into several buildings and highly-used places including Fort Harrison State Park, which includes an 18-hole golf course, market rate housing, senior housing, a community college campus, industrial and commercial sites, and recreational facilities. Construction for a new “downtown” district for the city of Lawrence is planned. Total property sales have exceeded \$16 million and over one million square feet of new residential and commercial construction have been completed or are under construction, and approximately 1.25 million square feet of historic structures have been renovated.

Challenges to Redevelopment

Funding-related and infrastructure issues proved to be the primary redevelopment challenges for redevelopment of Fort Harrison. For example, although the base was listed in the 1991 BRAC round, the Fort Harrison Reuse Authority (FHRA) could not obtain possession and control of the buildings for interim leasing until the Army deactivated the base in 1996. These issues were eventually addressed, but required a few years. Second, the FHRA recognized that limited roadway infrastructure to the former base would hinder redevelopment. In addition to the Indiana Department of Transportation’s projects

near the former base, FHRA secured grants from the Economic Development Administration, the city of Indianapolis, the state legislature, and a local bond issue to expand various roadways around Fort Harrison.

Economic Development Efforts

Redevelopment efforts for Fort Harrison began in earnest in 1994, and initially focused on recreational themes. Following the 1994 submission of the Fort Harrison Reuse Plan to the Army, the city of Lawrence established the FHRA in 1995, and the first deed transfers occurred in October 1996. The Fort Harrison State Park was dedicated in October 1996, which produced an immediate success story, as it has preserved 1,700 acres of contiguous forest only 11 miles from downtown Indianapolis, including the former base’s 18-hole golf course, and has attracted business and housing developments nearby. The recreational theme continues as the FHRA has leased the former post’s physical fitness center to Greater Indianapolis YMCA, has assisted with the development of a world-class youth soccer complex that combines existing parkland within the city of Lawrence, and has planned a network of multi-use pathways throughout the site.

Integration of new construction with Fort Harrison’s historic structures proved to be another key factor in the base’s redevelopment. Since the city of Lawrence essentially grew up around Fort Harrison over the course of the 20th century, the base closure presented a unique opportunity for the city of Lawrence to establish a true “downtown” district and to create balanced interconnected neighborhoods. Several of the historic structures were converted for residential use as well various commercial facilities, including coffee shops and retail stores, engineering and architecture firms, law offices, the Lawrence Government Center, and the City of Lawrence Senior Center. In addition, plans for new neighborhoods and a new “town

center” will integrate the Fort’s historic identity and architectural heritage. Other new construction

has included a new fire station, where Ivy Tech State College has co-located its Public Safety Technology Center, a grocery store, and a Post Exchange and Commissary adjacent to the Army Reserve Center. Construction of a library is planned for spring 2007.

Workforce Development Efforts

The Indianapolis Network for Employment and Training (iNET) received a DOL National Emergency Grant to provide readjustment, training, placement, and supportive services to approximately 700 dislocated workers (iNET was a component of the Indianapolis Private Industry Council, Inc., the local workforce development agency). Key occupations for

retraining were

nursing, computer analyst/ programmer, retail sales, utility maintenance and repair. By October 2003, workforce and redevelopment efforts at Ft. Harrison have replaced 112%, or 1,171, of the original 1,050 jobs eliminated with the 1996 base closure.

Contacts for Further Information

Fort Harrison Reuse Authority (FHRA)
Ehren Bingaman, Executive Director
Doris Combs, Executive Assistant
9120 Otis Avenue, Suite 200
Indianapolis, Indiana 46216
(317) 377-3400
ehren@fhra.org or doris@fhra.org

BRAC REFERENCE GUIDE: ATTACHMENT C

Case 2

GLENVIEW NAVAL AIR STATION -- Base Closure

General Description

One of the three major installations closed in the Chicago metropolitan area during multiple BRAC rounds in the mid-1990s, Glenview Naval Air Station (GNAS), located in the center of the Village of Glenview, Illinois, was approximately 18 miles northwest from the heart of downtown Chicago. Spanning 1,120 acres, the Air Station and its 115 buildings were established in the 1930s, during the early years of aviation, as a private airfield. After being purchased by the military, it became a key center for advanced aviation training for pilots serving not only the Navy but the Coast Guard and Army Reserve. The closure brought about the loss of 4,000 jobs to this community of 38,000 people, but ultimately the planned reuse of the facility far surpassed the jobs lost and greatly increased the economic gains in the community. Of the total acreage, 700 acres were sold to private developers, dedicating 2 million square feet for mixed use of commercial space. An additional 400 acres were preserved for open, recreational space, including a large community park, lake and prairie preserve. To always remember the contributions of Glenview Naval Air Station, the former Hangar One was preserved and is now on the National Register of Historic Places.

Challenges to Redevelopment

Immediately upon hearing of the Air Station's slated closure, the Glenview trustees moved quickly to influence the redevelopment process. Their first steps were to 1) establish a citizen's planning committee to help build consensus around base decisions at the grass roots level, 2) seek an amendment to the state tax increment finance (TIF) law to include former military bases since redevelopment costs were anticipated to far exceed land sale proceeds, 3) create a joint on-site public-private sector partnership to include village officials, and 4) establish a consolidated plan review commission. Although closure of the GNAS is

touted as one of the early success stories, two redevelopment challenges included the large number of jurisdictions affected—14—and the fact that the Village had to raise sizable capital very quickly to convince the Navy that it had the resources to both acquire and redevelop the base.

Economic Development Efforts

Because of the extensive community involvement so early on in the redevelopment process, the first big decision – that the land would not be reused as a community airfield—was an easy one. Also, since the base geographically had split Glenview Village in two, the trustees saw the base purchase and reuse as a rare opportunity to bring the Village back together with the creation of personal and business services and economic resources that the community had long needed. Moreover, at the same time, a severe regional stormwater issue that had plagued the Village would finally be addressed.

To bring all of the interested parties together and move forward with a balanced redevelopment plan, a Chicago Real Estate developer and consultant was retained to lead the public/private partnership. A team to support the partnership was formed to include Village staff, economic, financial and engineering consultants.

The planning process, negotiations with the Navy and the acquisition and transfer of the land spanned four years.

The final Glenview Village Consensus Reuse Plan called for the demolition of all the buildings, runways, infrastructure and utilities, and in its place would be residential, office park and retail development to provide resource and tax generation and open space to provide recreation. A phased-in business and financing plan created the new infrastructure and roads, and a marketing program balanced Village investment with commercial and park

development. Eventually, the TIF legislation was amended to include GNAS and was written in such a way that it did not negatively impact other critical Village resources such as the school districts, libraries, and city and park districts.

Workforce Development Efforts

The Private Industry Council of Northern Cook County received a DOL National Emergency Grant from the Secretary of Labor to provide readjustment, job placement, and basic skills, classroom and entrepreneurial training and supportive services to approximately 221 dislocated workers from the Glenview Naval Air Station. (The Private Industry Council is now the Workforce Development Board of Northern Cook County). Key occupations for retraining were computer programmers, health care workers, accountants, auto mechanics, electrical engineers and technicians, health and safety inspectors, legal assistants and law enforcement officers. In excess of all 400 jobs lost by closure of the GNAS have now been replaced.

Contact for Further Information

The Village of Glenview
The Glen Redevelopment Project Office
Donald K. Owen, Director of Capital Projects
and Planning
1370 Shermer Road
Glenview, Illinois 60026
<http://www.glenview.il.us/glen/>
Telephone: (847) 998-9500
Facsimile: (847) 998-1591

BRAC REFERENCE GUIDE: ATTACHMENT D

Case 3

GRISSOM AIR FORCE BASE -- Base Closure

General Description

Grissom Air Force Base was located in Miami County, Indiana about six miles south of Peru, Indiana and about 65 miles north of Indianapolis.

During its years of peak activity, the base was the leading employer in the predominantly agricultural community. The BRAC 1991 round targeted the base for realignment that became effective in September 1994. With realignment, an estimated 792 civilian jobs at the base were lost. While 1,345 of the base's 2,722 acres have been turned over for a business and industrial park (now known as Grissom Aeroplex), the former base is still home to an Air Reserve Base and to smaller units of the Army, Navy, and Marine Corps. This continuing military presence generated approximately \$100 million to the local economy in 2004 in direct and indirect business and in employee compensation.

Challenges to Redevelopment

Three particular challenges to the economic redevelopment of the former Air Force base required significant efforts over several years to overcome. These were: (1) the transfer of real and personal property, (2) the environmental cleanup process, and (3) the transfer and development of utility infrastructure.

At the time of the base realignment, only annual leases rather than property purchases were available. This impeded a number of business relocations due to continued uncertainty of the firms' ability to retain their facilities over the longer-term. A solution of transferring property ownership was critical. This was accomplished over time and resulted in the former base being the first location in the U.S. to receive a rural, no-cost economic development conveyance that allowed for the transfer of property to the county, state, utilities, and eventually to other businesses.

A related cause in the delay of property transfer was obtaining agreement over the needed environmental cleanup to be undertaken and

executing the necessary actions. Issues included disagreements between the Environmental Protection Agency and the state over how to undertake the cleanup and the standards to be employed. The environmental cleanup has been largely resolved with considerable effort needed by all parties. Resolution also was helped by identifying those properties to receive priority cleanup based on their economic development prospects.

Delays in utility transfer caused uncertainty as to future ownership and service rates. This situation may have dampened business relocation decisions although it remains unclear whether this actually occurred. This challenge was resolved in time with utility ownership now in local hands.

Economic Development Efforts

In 1991 when the realignment of Grissom Air Force Base was officially determined, a community planning effort began. A Grissom Community Redevelopment Authority was established comprised of 32 members from the three counties around the base. The large board created challenges to consensus, but progress was made in identifying potential businesses, screening suitable property, and obtaining funds for and hiring a consultant to develop a base reuse plan. By state law, a successor planning agency was formed, the Grissom Redevelopment Authority (GRA), and made part of the main county (Miami) government near the base. The GRA was accorded recognition by the Defense Department (DoD) as the Local Redevelopment Authority, a status which permitted it to receive property transferred from the base. A seven-member volunteer board directs GRA's work, which has been responsible for the creation and development of the Grissom-Aeroplex business and industrial park.

Strong partnerships with utilities, developers, other neighboring economic development authorities, and state and federal agencies such

as DoD's Office of Economic Adjustment and the Commerce Department's Economic

Development Administration (EDA) were and continue to be vital. The GRA also has worked closely with the local Workforce Investment Board, Workforce Development Strategies, Inc. Funding from EDA has been especially helpful in property reclamation and development and expanding GRA's marketing efforts.

To date, 36 businesses and a state correctional facility are located in Grissom-Aeroplex employing almost 1,000 employees or approximately 25 percent above the civilian employment at the former Air Force base. The local area as a whole, however, has yet to make a similar recovery. Among the businesses attracted to the new park are a locomotive engine parts rebuilder, nursing home, electronic component manufacturing, heating and air conditioning service, banquet hall, industrial robotics, and golf course. The designation of Grissom-Aeroplex as a state enterprise zone along with additional tax and other benefits has served to assist in business recruitment.

Workforce Development Efforts

The decision of many Grissom Air Force Base employees to retire, transfer to other bases, or to seek other jobs on their own reduced the number of involuntary dislocated workers for whom local workforce investment assistance was needed. Through a DOL National Emergency Grant, 175 dislocated workers were provided a variety of services including occupational skills training. Among the local occupational areas in demand for which training was provided were geriatric care, health occupations, machine repair, accounting, computer programming, retail sales, and compute office skills. A base labor-management committee oversaw the dislocated worker services with support from the local Private Industry Council.

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BRAC REFERENCE GUIDE: ATTACHMENT E

Case 4

K.I. SAWYER AIR FORCE BASE -- Base Closure

General Description

K.I. Sawyer Air Force Base (AFB) was one of the newer major U.S. bases built by the Air Force in 1956. Located in Michigan's rural Upper Peninsula in the center of Marquette County on the southern shore of Lake Superior, K.I. Sawyer is twenty miles from the city of Marquette and three hours/160 miles away from the nearest freeway and metropolitan statistical area (Sault St. Marie, Michigan and Green Bay, Wisconsin, respectively). The base consisted of 5,200 acres and its facilities spanned three separate townships, each with its own elected boards. At various points in its history, K.I. Sawyer employed and housed over 5,000 people. The base was identified for closure in the 1993 BRAC round and was officially vacated in the fall of 1995. Approximately \$100 million in annual economic impact and an estimated 788 civilian jobs were eliminated with the base closure. The former base is now home to the Sawyer International Airport and Business Center, numerous and diverse employers, a special "tax-free" zone, residential housing, and variety of recreational activities.

Challenges to Redevelopment

The extreme weather conditions of Michigan's Upper Peninsula presented a key challenge for redevelopment. K.I. Sawyer experiences significant snow fall and extreme cold weather in this far rural, northern location with annual snowfall of 172.2" and an average temperature of 39.1Fahrenheit. The cold weather raised concerns about reliability and the Reuse Authority's ability to cover costs of the base's former central heat plant during the initial redevelopment and transition period. The local redevelopment authority (LRA) eventually developed several creative heat conversion methods for individual buildings and negotiated with the Air Force to close the central heat plant in early 1998.

Land use zoning issues proved to be the other redevelopment challenge. K.I. Sawyer's land and facilities lie within three separate townships. In the decade following the base closure, the townships and the county encountered disagreements over proposed land reuse, which have been settled.

Economic Development Efforts

The Marquette County Board of Commissions was initially designated as the LRA in 1993. In late 1996, the state transferred responsibility for base redevelopment to a joint county/township advisory committee in an effort to address zoning control issues and a lack of adequate financial resources for redevelopment. This committee has since been dissolved, and official LRA status reverted to Marquette County. One of the townships ceded its land to the other two, and the county is the official LRA. These two townships continue to maintain an active role in K.I. Sawyer's community development through the activities of the Sawyer Operations Authority.

From the initial community reuse plan completed in 1994 through current efforts in 2005, K.I. Sawyer redevelopment has focused on aviation, manufacturing, recreation, and housing, all of which closely matched previous military land uses. Key factors for the successful redevelopment and use of K.I. Sawyer include airport relocation, housing utilization, economic diversification, and a special "tax-free" zone. Originally located twenty miles from the K.I. Sawyer, Marquette County's old passenger service/civilian airport was relocated to the former base. Redevelopment of the 1,650 housing units on K.I. Sawyer has provided much of the revenue necessary for redevelopment of the aviation/communication/industrial area. One of the initial residents of the redeveloped base housing was the Sault Ste. Marie tribe to whom 275 homes were transferred for residential rentals.

A broad array of industries and services located at K.I. Sawyer now include aircraft maintenance, aluminum extrusions manufacturing, aviation services, lumber manufacturing, computer aided design for auto assembly, contracting and construction, food processing, hydraulic cylinder manufacturing, medical/dental services, precision testing and calibration, public safety training, rail transportation, recreation/resort activities. Some of the key employers are American Eagle/Regional Aircraft Maintenance Center, Delphi Automotive, Sawyer Lumber Company, American Communications Network, and Superior Extrusion. A significant success factor was the establishment of a 1,250-acre 15-year Renaissance Zone that eliminates state and local taxes with the intention of leveling the playing field for small communities, rural areas, and former military bases in need of economic development.

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Workforce Development Efforts

The Six-county Consortium for Employment and Training received a DOL National Emergency Grant to provide readjustment, training, placement, and supportive services to approximately 275 dislocated workers. (The Six-County Consortium is now the Michigan Works! Job Force Board, the Local Workforce Investment Area Board). Key occupations for retraining were health care, home health aides, retail sales, computer office skills, and utility maintenance and repair. By October 2003, workforce and redevelopment efforts at K.I. Sawyer have replaced 138%, or 1,088, of the original 788 jobs eliminated with the 1995 base closure.

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BRAC REFERENCE GUIDE: ATTACHMENT F

Case 5 LOWRY AIR FORCE BASE – Base Closure

General Description

Lowry Air Force Base was located in eastern Denver with a small portion extended to the nearby city of Aurora. At one time the 1,866-acre training base provided 7,000 jobs in the area and was responsible for \$295 million in annual spending. The BRAC 1991 round selected the base for closure that became effective in September 1994. At the time of closure, about 2,275 civilian jobs at the base were lost. Today, more than 12,000 people live and work in the new, master-planned community of houses, office and commercial space, educational institutions, parks, and open space. Further development of the area is projected. The redevelopment is 80 percent complete and has generated a \$4 billion gross economic impact to the metro Denver economy since 1994.

Challenges to Redevelopment

A number of challenges emerged to the redevelopment of a base that was entirely located within a city. Three are noted here: (1) environmental cleanup, (2) implementing a reuse plan in changing circumstances, and (3) housing the homeless.

Although Lowry's former use as a training facility was thought to have precluded extensive environmental contamination, some problems surfaced. Contaminated groundwater was discovered and two years ago, builders of new housing discovered asbestos-containing debris from a former hospital and other buildings that were demolished in the 1960s. Delays in cleanup have occurred; at one point the project was three years behind schedule. To meet these environmental challenges and ensure the area meets all environmental standards, a number of strategies were pursued. These included the hiring of independent consultants, privatizing the cleanup effort, and purchasing private insurance to cover potential liabilities.

Despite the development of an initial base reuse plan that benefited from extensive community input and took about one and a half years to produce, circumstances subsequently affected the viability of part of the plan during a downturn in the economy in 2001. A need to modify the original vision for the business park coupled with an approach that promoted flexibility and community input ultimately led to a successful adoption of a revised plan for the park.

To comply with federal law on the priority use of federal surplus property for homeless individuals and the varied views of the community, an eventual plan was adopted which included an allotment of rental units from the original base housing. Over time, the issue was to be raised again, however, with resulting tension and a lawsuit. A mediated settlement led to an agreement and its subsequent adoption by the city to create two mixed-income apartment complexes housing both homeless and lower income individuals. In addition, affordable for-sale housing was recently constructed to replace the rental units from the original base housing.

Economic Development Efforts

In early 1992 an intergovernmental agreement was reached by the cities of Denver and Aurora to establish the Lowry Economic Recovery Project. This partnership was governed by a 40-member

board with equal representation from each city. Under its direction, an extensive community consultation process occurred. This eventually led to the development of a Lowry Community Reuse Plan which was submitted to the Air Force in November 1993. The plan envisioned a mixed use of residential, commercial, office, educational, and recreational uses. Moreover, owing to the base's location, the plan called for the integration of the new community with bordering established residential neighborhoods.

In August 1994, one month prior to the base closing, the Lowry Redevelopment Authority (LRA) was formed. This agency was recognized by DoD to receive property transferred from the base. LRA assumed responsibility for the master plan along with zoning, infrastructure development, and real estate sales.

A key element of the development strategy called for a focused marketing effort to change the public image of the community from an Air Force base to one which is a desirable place to live, work, and play. The strategy also called for the phased development of the types of building to occur with some residential portions to be built first along with open space followed by commercial facilities to help ensure the latter would have a minimal but growing customer base. By 1997, construction on the initial residential homes began followed in 1998 by a new business park. Several schools and community colleges also have come into the community. It is anticipated that construction in the community will be completed in 2009. A strong community involvement continues to influence the community's development efforts.

To date, more than 100 employers have created 6,500 jobs in the community. This is almost three times the total civilian employment at the closing of the Lowry Air Force Base.

Workforce Development Efforts

A DOL National Emergency Grant provided dislocated worker assistance resources for 770 affected workers. An onsite worker assistance center was established to deliver the services and a base labor-management committee formed to plan and oversee the assistance operation. Participants were encouraged to enroll in basic readjustment and training services while still employed so that they would be job ready whenever their own layoff occurred. These services included individual career assessment, career counseling, testing, job development and placement, relocation assistance, supportive services, and basic and skills training.

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BRAC REFERENCE GUIDE: ATTACHMENT G

The Pillowtex Experience

Background

On July 30, 2003, Pillowtex announced that the company was closing 16 textile manufacturing and distribution facilities in 12 states, terminating approximately 6,450 salaried and hourly positions. The company is headquartered in Kannapolis, North Carolina, and approximately 4,000 of the 5,000 impacted workers in the State are in neighboring Cabarrus and Rowan counties. This is the largest layoff in North Carolina's history. Other impacted states included: Alabama (481), Arkansas (6), California (250), Florida (2), Illinois (187), Mississippi (350), Pennsylvania (319), South Carolina (79), Texas (58), Virginia (950-1,000) and Canada. Employees are represented by UNITE, UAW and Teamsters.

One-Stop Plus Response

Secretary Chao and Employment and Training Administration Assistant Secretary DeRocco spearheaded an Interagency Working Group involving nine federal agencies to ensure that expertise and resources would be immediately available to the community. The nine federal agencies participating in the effort include: Labor, Housing and Urban Development, Commerce, Agriculture, Education, Health and Human Services, Social Security Administration, Small Business Administration, and Treasury.

The Interagency Workgroup and their state and local partners coordinated representation at the temporary JobLink Resource Center (One Stop Career Center), at Pillowtex Plant IV in Kannapolis on four consecutive Tuesdays, beginning October 7 through the end of the month to provide information and assistance on a wide array of benefits available to individuals and community officials. Services were available to workers, employers and community leaders, and included:

- *Assistance for Veterans* - Specialists in Veterans' employment and training programs provided information and assistance on available programs.
- *Health and Pension Benefits* - Health and pension benefits advisors were available to explain options and provide information on how plant closings affect benefits.
- *Health Insurance and Health Care Needs* – Treasury officials and Blue Cross Blue Shield representatives provided assistance with enrolling in the Health Coverage Tax Credit (HCTC) program. HHS officials provided information on Medicare and Medicaid eligibility, prescription drugs, children's health care, and other private insurance options.
- *Social Security Benefits* - Staff provided assistance with applications for Social Security Retirement, Supplemental Security Income, and Disability benefits.
- *Housing Needs* - Specialists were available to assist with housing options for single- and multi-family home loans, Rural Development housing programs, and assistance through HUD programs.
- *Continuing Education and Student Loans* - Education officials provided guidance on student loans and how to finance education.
- *Connections to Job Training and Certification Programs* - Staff were available to assist with enrollment in Trade Adjustment Assistance benefits and job training programs, and to facilitate connections to apprenticeship programs.
- *Resources for Starting a New Business* - Officials from the Small Business Administration, Senior Corps of Retired Executives, and the Minority Business Development Agency were available to provide information on starting a new business, answer questions, and review loan options.
-

- For Employers: Information and assistance was available from the Small Business Administration's Small Business Development Centers; Small Business Administration Diversification Programs for small manufacturers; U.S. Department of Agriculture Rural Development business loan and grant programs; and U.S. Department of Commerce Trade Adjustment Assistance for Firms.
- For Local Governments: Training sessions with IRS and Blue Cross Blue Shield on how to enroll workers in the Health Coverage Tax Credit program and program specifics; U.S. Department of Commerce Economic Development Administration Economic Adjustment and Public Works programs on funding options for economic planning, strategy development, and infrastructure; and U.S. Department of Agriculture Rural Development funding options for utilities, infrastructure and city facilities, and training workshops on grants available.

The Pillowtex response provided vital information and training to staff and community volunteers. A summary of actions and results through December 2003 in North Carolina, where the largest impact occurred, includes:

- ✓ \$13 million National Emergency Grant on August 15, to provide 4,000 workers with an array of employment transition-related assistance, including tuition for community-college courses or other training programs, and help with childcare and transportation needs. In January 2004, 1,500 workers from Kannapolis are enrolled in courses at Rowan-Cabarrus Community College and Stanley Community College; another 400 participants were enrolled in Adult Basic Education. In Rockingham County, there are approximately 150-200 enrollments.
- ✓ Workers accessed Trade Adjustment Assistance (TAA) benefits under a certification that was issued by the Department of Labor on September 9. Under the trade certification, workers are eligible for up to 104 weeks of training and weekly income support and an array of other services.
- ✓ \$7.6 million in National Emergency Grant funds to North Carolina to help defray the cost of health insurance premiums while workers enrolled in the Health Coverage Tax Credit. (3,200 attended enrollment sessions.) State Health Insurance Provider, Blue Cross Advantage, had 3 staff members available on a regular basis.
- ✓ The Labor Department's Employee Benefits Security Administration provided on-site assistance with pension benefit issues.
- ✓ The Pension Benefit Guaranty Corporation announced in October that it was assuming responsibility for the pensions of nearly 23,000 workers and retirees.
- ✓ 1,000 former Pillowtex workers were eligible to receive assistance gaining their general equivalency diploma (GED) through a \$125,000 grant to the North Carolina community college system from Education Secretary Rod Paige.
- ✓ 500 former Pillowtex workers received information and assistance from the Social Security Administration.
- ✓ Housing and Urban Development Department Secretary Mel Martinez awarded \$40,000 to promote home ownership on October 3.

- ✓ Community officials and local employers received assistance from the Department of Commerce Economic Development Administration.

- ✓ The U. S. Department of Agriculture (USDA) Rural Development agency provided assistance to individuals who encountered barriers to housing assistance, and is worked with HUD to bridge

- ✓ these gaps, where possible. The USDA Rural Development agency is also reviewing an application for a revolving loan fund to North Carolina.

BRAC REFERENCE GUIDE: ATTACHMENT H

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May 16, 2005

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BRAC REFERENCE GUIDE: ATTACHMENT I

List of President's High Growth Training Initiative Grantees Summarized by State, multi-State, Nationwide (May 16, 2005)

California

Community: San Bernardino and Southern California, CA
Industry: Advanced Manufacturing
Grantee: San Bernardino Community College / CA Community Colleges, Centers for Applied Competitive Technologies

Community: Bay Area, CA
Industry: Biotechnology
Grantee: Alameda County Workforce Investment Board

Community: San Diego, CA
Industry: Biotechnology
Grantee: San Diego Workforce Partnership

Colorado

Community: Pueblo, CO
Industry: Healthcare
Grantee: Pueblo Community College

Community: Denver, CO
Industry: Healthcare
Grantee: Colorado Department of Labor and Employment

Connecticut

Community: Bridgeport, CT
Industry: Advanced Manufacturing
Grantee: The Workplace, Inc.

Delaware

Community: Statewide, DE
Industry: Biotechnology
Grantee: Delaware Workforce Investment Board

Florida

Community: Cocoa, FL
Industry: Aerospace
Grantee: Brevard Community College in partnership with American Technical Education Association

Community: Brevard, FL
Industry: Aerospace
Grantee: Florida Space Research Institute

Community: Palm Beach County, FL
Industry: Biotechnology
Grantee: The Workforce Alliance, Inc.

Community: Miami, FL
Industry: Healthcare
Grantee: Florida International University School of Nursing

Florida – continued

Community: Tampa/St. Petersburg, Miami, FL
Industry: Healthcare
Grantee: Florida Agency for Workforce Innovation

Georgia

Community: Atlanta, GA
Industry: Healthcare
Grantee: Georgia Department of Labor

Hawaii

Community: Honolulu, HI
Industry: Construction
Grantee: Honolulu Community College

Iowa

Community: Statewide, IA
Industry: Biotechnology
Grantee: Indian Hills Community College

Illinois

Community: Chicago, IL
Industry: Construction
Grantee: Chicago Women in Trades

Kentucky

Community: Henderson, Union, & Webster Counties, KY
Industry: Information Technology
Grantee: Henderson-Henderson County Chamber of Commerce

Massachusetts

Community: Boston, Cambridge and Somerville, MA
Industry: Biotechnology
Grantee: Massachusetts Biotechnology Education Foundation

Maryland

Community: Baltimore, MD
Industry: Healthcare
Grantee: John Hopkins Health System

Community: Statewide, MD
Industry: Healthcare
Grantee: Maryland Department of Labor, Licensing, and Regulation and Governor's Workforce Investment Board

Michigan

Community: Flat Rock, MI
Industry: Automotive
Grantee: Downriver Community Conference

Community: Troy, MI
Industry: Automotive
Grantee: Automotive Youth Education Services

Missouri

Community: St. Louis, MO
Industry: Advanced Manufacturing
Grantee: St. Louis WIB

Community: St. Louis, MO
Industry: Construction
Grantee: The St. Louis Carpenters Joint Apprenticeship Training Program: Southeast Missouri Regional Industrial Training Group

Mississippi

Community: Hattiesburg, MS
Industry: Geospatial
Grantee: University of Southern Mississippi (USM) - Geospatial Development Center

North Carolina

Community: Winston-Salem, NC
Industry: Biotechnology
Grantee: Forsyth Technical Community College

Community: Statewide, NC
Industry: Healthcare
Grantee: North Carolina Department of Commerce Commission on Workforce Development

Nebraska

Community: Grand Island, Columbus, Hastings, NE
Industry: Advanced Manufacturing
Grantee: Nebraska Central Community College (CCC)

New Mexico

Community: Farmington, NM
Industry: Energy
Grantee: San Juan College Regional Training Center

New York

Community: New York, NY
Industry: Automotive
Grantee: Girl Scouts of the USA

Community: Metropolitan New York, NY
Industry: Healthcare
Grantee: The 1199 SEIU League Grant Corporation on behalf of the League 1199 SEIU Training and Upgrading Fund

Ohio

Community: Northeast, OH
Industry: Biotechnology
Grantee: Lakeland Community College
Community: Circleville, OH
Industry: Healthcare
Grantee: Berger Health System

Oklahoma

Community: Woodward, OK
Industry: Energy
Grantee: Oklahoma Department of Career and Technology Education /High Plains Technology Center

Oregon

Community: Beaverton, OR
Industry: Advanced Manufacturing
Grantee: Oregon Manufacturing Extension Partnership

Community: The Dalles, OR
Industry: Healthcare
Grantee: Columbia Gorge Community College

Community: Statewide, OR
Industry: Healthcare
Grantee: State of Oregon

Pennsylvania

Community: Philadelphia Region, PA
Industry: Advanced Manufacturing
Grantee: Delaware Valley Industrial Resource Center

Community: Lancaster County, PA
Industry: Advanced Manufacturing
Grantee: Lancaster County WIB

Community: Harrisburg, PA
Industry: Automotive
Grantee: Pennsylvania Automotive Association

Community: Pittsburgh, PA
Industry: Biotechnology
Grantee: Pittsburgh Life Sciences Greenhouse

Community: York and other South-central Pennsylvania counties, PA
Industry: Geospatial
Grantee: W.F. Goodling Advanced Skills Center

South Carolina

Community: Charleston, SC
Industry: Construction
Grantee: American College of Building Arts

Tennessee

Community: Franklin, TN
Industry: Geospatial
Grantee: Institute for GIS Studies (IGISS)

Texas

Community: McAllen, TX
Industry: Advanced Manufacturing
Grantee: Lower Rio Grande Workforce Development Board

Community: Houston, TX
Industry: Aerospace
Grantee: The Houston-Galveston Area Council for the Gulf Coast Workforce Board

Community: Dallas/Fort Worth, TX
Industry: Aerospace
Grantee: Community Learning Center, Inc. (CLC)

Community: Mesquite, TX
Industry: Automotive
Grantee: Eastfield College (with Toyota/Lexus)

Community: Austin, TX
Industry: Healthcare
Grantee: Capital IDEA

Community: Rio Grande Valley, TX
Industry: Healthcare
Grantee: Rio Grande Valley Allied Health Training Alliance

Community: Dallas/Houston, TX
Industry: Healthcare
Grantee: Texas Workforce Commission

Virginia

Community: Hampton, VA
Industry: Advanced Manufacturing
Grantee: Greater Peninsula Workforce Investment Board

Community: Falls Church, VA
Industry: Automotive
Grantee: Automotive Retailing Today (ART)

Washington

Community: Snohomish County, WA
Industry: Aerospace
Grantee: Edmonds Community College
Community: North Shoreline, WA
Industry: Automotive
Grantee: Shoreline Community College
Community: Tacoma/Pierce County, WA
Industry: Healthcare
Grantee: Tacoma/Pierce County Workforce Development Council

Wisconsin

Community: Kenosha, WI
Industry: Automotive
Grantee: Gateway Technical College and Snap-On Tools
Community: Northwest Wisconsin, WI
Industry: Healthcare
Grantee: Telelink Consortium Network

Multiple States

Community: Metropolitan Los Angeles, CA and Miami, FL

Industry: Automotive

Grantee: U.S. Hispanic Chamber of Commerce (with BMW)

Community: Broward County (FL) and Austin (TX), FL and TX

Industry: Healthcare

Grantee: Hospital Corporation of America (HCA)

Community: Atlantis; Boca Raton, FL; Chicago, IL; Anderson; Indianapolis; Madison,

IN; Danville; Lexington; Louisville; Murray, KY; Baltimore;

Bethesda; Catonsville; La

Plata; Parkville, MD; Dearborn; Detroit, MI; St. Louis, MO; Cary;

Chapel Hill; Durham;

Raleigh, NC; Cincinnati; Kettering, OH; Philad, TN; TX and VA

Industry: Healthcare

Grantee: Catalyst Learning

Community: Communities are being decided in the following states FL, VA, TX, IL,

NC, SC, PA, MI, TN

Industry: Construction

Grantee: The Home Builders Institute

Community: Ohio sites: Cleveland, Mansfield, Northwood, Dayton

- Illinois sites:

Chicago, Elgin, Palos Hills, Rockford, IL

Industry: Advanced Manufacturing

Grantee: National Center for Integrated Systems Technology

Community: Chicago (IL), Dayton (OH), Drums (PA), IL, OH, PA

Industry: Healthcare

Grantee: Management & Training Corporation

Community: Multiple Locations, MN, SD, ND

Industry: Healthcare

Grantee: The Evangelical Lutheran Good Samaritan Society

Community: Kansas City and Five other Metropolitan Areas, MO

Industry: Advanced Manufacturing

Grantee: National Association of Manufacturers

Community: St. Louis; Santa Ana, MO, CA

Industry: Geospatial

Grantee: Rancho Santiago Community College District

Community: Multiple Locations, MT, NY, NC, RI, SC, TX

Industry: Healthcare

Grantee: Excelsior College

Community: Portsmouth, Ottumwa, Bellevue, San Diego,

Winston-Salem, NH, IA, WA,

CA, NC

Industry: Biotechnology

Grantee: Forsyth Technical Community College

Community: Ohio sites: Cleveland, Mansfield, Northwood, Dayton

- Illinois sites:

Chicago, Elgin, Palos Hills, Rockford, OH

Industry: Advanced Manufacturing

Grantee: National Center for Integrated Systems Technology

Community: Chattanooga; San Antonio; and eight other sites around the country, TN,

TX

Industry: Construction

Grantee: Associated General Contractors of America

Community: Houston, TX; Chicago, IL; Sioux Falls, SD region; Seattle, WA region; St.

Louis, MO,

Industry: Healthcare

Grantee: Council for Adult and Experiential Learning

Community: Harlingen, TX; Laramie, WY; Charlotte, NC

Industry: Advanced Manufacturing

Grantee: NCIST/AM

Nationwide

Industry: Advanced Manufacturing

Grantee: National Institute for Metalworking Skills (NIMS)

Industry: Advanced Manufacturing

Grantee: National Institute for Metalworking Skills

Industry: Automotive

Grantee: National Institute for Automotive Service Excellence

Industry: Automotive

Grantee: Automotive Youth Educational Systems

Industry: Construction

Grantee: SkillsUSA-VICA

Industry: Geospatial Technology

Grantee: Kidz Online, Inc.

Industry: Healthcare

Grantee: American Health Care Association Foundation

Industry: Healthcare

Grantee: Paraprofessional Healthcare Institute

Industry: Hospitality

Grantee: National Restaurant Association Educational Foundation

Industry: Information Technology

Grantee: Computing Technology Industry Association (CompTIA)

Industry: Retail

Grantee: The National Retail Federation Foundation (NRFF)

BRAC REFERENCE GUIDE: ATTACHMENT J

List of DOL National Business Partners

May 16, 2005

 Adecco	 IBM
 Allstate Insurance	 Jiffy Lube
 Aramark Corporation	 Manpower
 Bank of America	 Menlo Worldwide
 Citigroup	 Petco
 CVS Pharmacy	 Prime Flight Aviation Services
 Diamond Triumph Auto Glass, Inc.	 Saks Incorporated
 Express Personnel	 Shell Oil Corporation
 First Data Corporation	 Swift Transportation
 Good Samaritan Society	 Toys "R" Us
 Hospital Corporation of America (HCA)	 Verizon
 The Home Depot	 Werner Enterprises

For employer locations and additional information, visit
www.doleta.gov/brg/business_solutions