

WORKFORCE AVAILABILITY

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EXECUTIVE SUMMARY

Study Area: Houston, Bibb, Peach, Jones, Monroe, Crawford, and Twiggs counties.

A unique and positive environment co-exists between Robins AFB and the surrounding communities. A mutual goal between the base staffing needs and the community is to create high quality academic programs and innovative partnerships. These partnerships provide Robins AFB with the necessary education/training to replenish and grow their workforce.

Middle Georgia recognizes the need for a trained workforce. Nine colleges and universities offer programs in the Warner Robins and Macon area, designed to assist the base and local companies meet their business needs. Additionally, co-operative programs offered through several of these educational institutions provide academic learning as well as on-the-job training at Robins AFB.

Joint Partnerships between the base and area business committees have been developed to support innovative and progressive efforts in the aerospace industry. Aerospace Industry Committee (AIC), Georgia Tech Procurement Assistance Center (GTPAC), the Middle Georgia Aerospace Innovation Center, are just a few of the organizations serving those needs.

Companies and industries looking to relocate or expand in this area have several workforce development programs available that can be tailored to their needs through the Work Keys® and the award winning Quick Start® programs. These programs serve Georgia's new, expanding, and existing industries through training, and finding solutions to the challenges facing Georgia's businesses, particularly in the area of developing a skilled workforce.

The counties surrounding Robins AFB have a unique resource in the Department of Labor's One-Stop Career Centers designed to match employer and employee needs in terms of recruiting efforts and employment programs/services. Robins AFB also has two employment offices: The Family Support Center on-base which assists retirees and dependent spouses with career assistance. Secondly, the Robins AFB Employment Office located adjacent to the Museum of Aviation assists individuals in applying for vacancies at Robins AFB.

A quality of life factor considered by new or expanding businesses is convenience for employees to their place of work. Houston County boasts a relatively short commute time. Compared to State and National averages Houston County workers travel 20.2 minutes versus 27.7 and 25.5 respectively to their jobs. Employers in Houston and Bibb counties draw workers from a relatively large labor market area with a relatively short commute time due to the local highway system. In viewing labor statistics and unemployment rates versus job growth - preliminary January 2004 unemployment rates for Middle Georgia were at 3.3%, substantially lower than the Georgia average of 4.1%. Depending on trends in the job market and the time of year there are ample jobs available for individuals looking for work near Robins AFB.

STAFFING NEEDS

Robins AFB employs over 24,000 employees in a wide range of occupational fields. In viewing recruiting efforts at Robins AFB they have identified three major areas for workforce needs for fiscal years 2003 - 2008:

Aircraft skills:

- ? Projected need for FY2003 – FY2008: 700-800 new technicians (aircraft and propulsion) to replenish the pool of skilled workers. Estimates of the breakdown in skills types are as follows:
 - ? 50% generalists
 - ? 50% special skills, primarily electronics and pneudraulic
- ? Projected need if obtaining new/additional missions FY2003 – FY2008: 600, predominantly aircraft mechanics/workers
- ? There is ample capacity within the region to meet the needs of Robins AFB for aircraft skills provided innovative partnerships and incentives (co-op and part-time employment, signing bonuses and attractive salaries) are available to attract qualified students and graduates.

Engineers:

- ? Projected need for FY2003 – FY2008: 574 new engineers (primarily software/electronic)
- ? Projected need if obtaining new/additional missions: 100 engineers
- ? The most recent data show the accredited engineering programs of Mercer University, Georgia Tech, Auburn (Tuskegee data not available) graduating for 2002-2003 a total of 3,016 engineers (BS only 1,759). However, assuming graduates of aerospace, computer, electrical, materials and mechanical specialties would show preference to the needs of Robins AFB the number drops to 1,781 (for BS only 988).
- ? There is ample capacity within the region to meet the engineering needs of Robins AFB provided innovative partnerships and incentives (co-op and part-time employment, signing bonuses and attractive salaries) are available to attract qualified students and graduates.

Managers:

- ? Projected need for FY2003- FY2008: 300-400 new managers (primarily general management) needed for FY2003 – FY2008
- ? Projected need if obtaining new/additional missions: 515 primarily general managers (more emphasis on “business based” degreed applicants (financial, logistics, production management)
- ? There is ample capacity within the region to meet the management needs of Robins AFB provided innovative partnerships and incentives (co-op and part-time employment, signing bonuses and attractive salaries) are available to attract qualified students and graduates.

(Source: 78 Missions Support Group/Civilian Personnel, Robins Air Force Base, August 2003; Education Committee, 2nd Century Partnership, November 2003)

CO-OPERATIVE PROGRAMS

There is ample opportunities within this region to accommodate the aircraft skill needs of Robins AFB provided through innovative partnerships with area educational institutions in the form of co-operative program agreements, and base training resources.

Technical Co-operative Programs

Robins Air Force Base currently has a technical cooperative partnership with seven Georgia schools and one Alabama school:

- ? South Georgia Technical College, Americus, GA
- ? Flint River Technical College, Thomaston, GA
- ? Central Georgia Technical College, Macon, GA
- ? Middle Georgia Technical College, Warner Robins, GA
- ? Heart of Georgia Technical College, Dublin, GA
- ? Swainsboro Vocational Technical College, Swainsboro, GA
- ? Georgia Aviation, Eastman, GA
- ? Alabama Aviation, Ozark, AL

Students interested in the Technical Co-operative Program must be enrolled for at least six months at one of these schools either in Sheetmetal, Aircraft (Airframe and Powerplant – A&P), Machinist, or Electronics. Those selected to participate in the co-op program will alternate full-time work with full-time school in six-month increments for a 2-year period (A&P must participate for a 3-year period). Collectively, these colleges had 210 enrollees in the co-op programs as of August 2003.

In addition to this significant capability through co-op, the technical colleges are graduating other skilled workers who complete the programs each year (and are available for employment).

- ? During FY2003, there were:
 - ? 120 graduates from Electronics
 - ? 29 graduates from Aviation Maintenance
 - ? 146 graduates from Aircraft Structural Technology

(Sources: www.robinsjobs.com/coop.asp; Mission Support Group/Civilian Personnel, Robins Air Force Base, July 2003; Education Committee, 21st Century Partnership, November 2003)

Engineering Co-operative Programs

Robins Air Force Base has a co-operative partnership with five Georgia schools and two Alabama schools:

- ? Mercer University, Macon, GA
- ? Georgia Southern University, Statesboro, GA
- ? Macon State College, Macon, GA
- ? Georgia Institute of Technology, Atlanta, GA
- ? Albany State University, Albany GA
- ? Auburn University, Auburn, AL
- ? Tuskegee University, AL

Students interested in the Engineering Co-operative Program must be enrolled in an engineering program at one of the aforementioned schools and be registered with their respective Career Services Department. Those selected to participate in the program take advantage of very flexible work schedules that allows them to work full time or part-time anytime during the year. There are also no limitations on the number of hours a student can work per week as long as the student's work schedule does not interfere with their academic schedule. Student must satisfactorily complete no less than 640 hours of total employment in a pay status prior to graduation. As of July 2003, collectively there were 9 students enrolled in the program, but up to 24 have been in the program at one time; conversion rate at end of the program has been 67%.

(Sources: Mission Support Group/Civilian Personnel, Robins Air Force Base, July 2003; Office School of Engineering, Mercer University, July 2003)

Contracting Directorate Co-operative Program

Juniors and Seniors at Fort Valley State University and Macon State University have an opportunity to learn from the ground up the procurement world. The program is a partnership among the Contracting Directorate, civilian personnel and the universities. Selected students work 20 hours a week in the Contracting Directorate at Robins AFB. The students who began work January 12, 2004 will continue to attend school full time and maintain a 3.0 grade point average (a prerequisite for selection).

- ? 10 students chosen form a pool of 49 for January 2004

(Source: "Contracting offers students a leg up in job market", Rev-UP, by Ms. Lanorris Askew, January 2004)

Business Co-operative Education Programs

- ? Macon State College offers a co-op program focused on supplying baccalaureate-level graduates with business degrees to help meet the need for managers identified at Robins AFB.
- ? Fort Valley State University has co-op education programs with companies and agencies in the Fort Valley vicinity. These programs allow students to gain valuable work experience while continuing to pursue their degree programs. These programs would be available to Robins AFB to meet their workforce needs.
- ? The business school at Mercer University in Macon requires its students to complete an internship before graduation. Students may intern at Robins AFB.

Youth Apprenticeship Program

Middle Georgia Technical College provides a formal program of study for high school students in Airframe and Power Plant (A&P). The program is endorsed and approved through the Houston County Board of Education and the Federal Aviation Administration (FAA). Programs begin their sophomore year in high school. Robins AFB provides hands-on training in summers. This leads to preferential consideration for entry into the cooperative program. As of July 2003, there were 12 students enrolled in a two-week program and 14 students in the six-week program.

(Source: Mission Support Group/Civilian Personnel, Robins Air Force Base, July 2003)

DEVELOPMENTAL PROGRAMS

In order for Robins AFB to prepare for workforce replacements in critical areas to the overall mission, they established several developmental programs:

Volunteer Development Leadership Program (VDLP)

This Program was developed as a means to prepare wage employees for supervisory roles.

- ? Courses are conducted at night, two nights a week for a nine month period.
- ? Selectees show demonstrated potential for leadership roles in the maintenance environment.
- ? Thus far, there have been two classes of 40 wage grade employees, plus a third class for January 2004.

Maintenance & Production Specialist (MaPS) Training Program

This Training Programs was developed and implemented to “grow” from within Robins AFB - production leaders of the future.

- ? The focus is on individuals with a solid academic background.
- ? Program tools provided are for participants to effectively learn all aspects of the Production environment which entails formal classroom training, mentoring and on-the-job training.
- ? Maintenance provides the training and oversees the program for results:
 - ? First group of 5 hired in September 2001; second group of 6 hired November 2002.

(Source: Mission Support Group/Civilian Personnel, Robins Air Force Base, July 2003)

Base Contract with Stover and Associates and Middle Georgia Technical College (MGTC)

This contract provides primary base training in areas of aircraft maintenance, logistics, computers and avionics. Training resources include faculty provided from MGTC as well as staff from Stover and Associates. In addition, the Education Center at the base procures other contract vendors to provide organization-specific training.

? During FY2003 a total of 22,888 students received training (some individuals may have attended multiple courses)

(Sources: Mission Support Group/Civilian Personnel, Robins Air Force Base, July 2003; Education Committee, 21st Century Partnership, November 2003)

Seminar Programs for Manager

Macon State College provides three-day training seminars in subjects such as LEAN and Benchmarking for base personnel at their new Warner Robins Campus.

(Source: Education Committee, 21st Century Partnership, November 2003)

Georgia's Intellectual Capital Partnership Program (ICAPP)

Georgia's Intellectual Capital Partnership Program (ICAPP) is the University System of Georgia's economic development program. Started in 1995, ICAPP connects the intellectual resources of Georgia's 34 public college and universities to the state's business community in innovative ways.

Locally, under ICAPP Macon State College provides an intensive six-month information technology program to help currently employed Robins AFB engineers with high-tech airborne systems and other technologies useful in expanding their abilities. ICAPP, through Macon State College has helped Middle Georgia by supporting one of the largest employers through necessary, unavailable software engineering skills and training.

(Sources: www.afmc.wpafb.af.mil/organizations/HQ-AFMC/PA/news/archive/2003/Jan/0104-03.htm; www.icapp.org/about/)

PARTNERSHIPS

The following are committees, organizations, and centers working with Robins AFB and local industry to enhance the relationship between government and private enterprise.

Aerospace Industry Committee (AIC) of the Warner Robins Chamber of Commerce

- ? This group of 110 members was organized in the early 1990's to support the aerospace industry and serve as a liaison between businesses and the government.
- ? Sponsor of the first Warner Robins Requirement Symposium November 2003. The symposium was designed to increase cooperation and enhance public-private partnerships between industry and the Warner Robins Air Logistics Center at RAFB.

(Source: "A symbiotic relationship". The Macon Telegraph, by Stephen Elkins, October 5, 2003)

Georgia Tech Procurement Assistance Center (GTPAC)

- ? GTPAC provides marketing and procurement technical assistance to Georgia businesses, large and small, operating in the government procurement markets at the federal, state and local levels as a prime contractor or subcontractor.
- ? GTPAC's services are provided at no cost to any company licensed to do business in Georgia. They provide counseling and assistance in: solicitation analysis, bid/proposal preparation, federal specifications/standards, post-award contract administration, electronic commerce/electronic data interchange and central contractor registration.
- ? GTPAC holds seminars to help companies with government contracting; locally sessions are conducted in Warner Robins.
- ? In 2002, GTPAC helped Georgia companies win more than \$211 million in government contracts.

(Source: "Winning New Business: Georgia Tech Holds Seminars to Help Companies With Government Contracting". Economic Development Institute, March 2003, [478]953-1460)

Middle Georgia Aerospace Innovation Center (AIC)

- ? An organization of individuals who have expertise in the aerospace industry endeavoring to tackle issues as a team. Funded in part by the Department of Industry, Trade and Tourism - Middle Georgia's Aerospace Innovation Center is the second step of the state's four-step Center of Innovation program. The first being a Savannah Center for maritime logistics established to develop ideas for getting ships in and out of the city's seaport. A biomedical center is also planned for Augusta, and a transaction processing center is in the works for Columbus.

- ? This Center will involve researchers from Georgia Tech, Mercer University and Macon State College work with the Warner Robins Air Logistics Center and the aerospace industries to develop cutting-edge technologies. They will work to create technology that could streamline and improve the process for maintaining and sustaining aircraft. Technologies developed under the program will be tested and evaluated by the aerospace industry, including Boeing and Lockheed-Martin, and the Warner Robins Air Logistics Center (ALC). The validated technology would then be offered to companies across the country and around the world that become center members.

(Sources: "Perdue announces new center aimed at boosting aerospace." The Macon Telegraph, November 14, 2003, by Stephen Elkins; "GA program might spur aerospace industry buildup". The Macon Telegraph, by Gene Rector, December 7, 2003.)

EMPLOYMENT OPPORTUNITIES

Robins AFB provides two resources for employment: The first is the Family Support Center located on-base and the second is the Robins Air Force Base Employment Office adjacent to the Museum of Aviation.

Family Support Center - The Family Support Center (FSC) at Robins Air Force Base is the service organization and focal point for Air Force family matters. The FSC offers the full gamut of resources including employment assistance to dependents and retirees.

- ? Services offered include individual career counseling and assessment to prepare clients for local and long distance job searches.
- ? The Center provides local labor market information, skills and interest identification, job bank or job referrals, linkages to job alternatives, networking for employment contacts, resume reviews and networks for support and marketing.
- ? According to the Family Support Center, military dependents transferring into this area should be able to find suitable employment within 30-45 days depending on their initiative, area of interest, and the availability of positions. The majority of the placements are in the administrative/clerical area followed by the medical field.
- ? The FSC has a well established partnership with the local area Departments of Labor. This relationship allows dependents a one-stop opportunity for their employment needs. If a dependent is interested in registering with the Department of Labor, the FSC can provide that service from the office on-base.

(Source: Family Support Center, Robins Air Force Base, December 2003, March 2004)

Robins Air Force Base Employment Office

Located adjacent to the Museum of Aviation in Building 1524, the Robins AFB Employment Office provides forms and assistance with civil service positions. Job announcements for Robins AFB are posted on-site as well as on the Internet (<http://www.usajobs.opm.gov> OR <http://www.robinsjobs.com>). Staff can also assist with those vacancies for Robins AFB that are announced through the Air Force Personnel Center at Randolph AFB.

(Source: "Sources of Federal Employment Information", provided by Robins AFB Employment Office, June 2003)

ECONOMIC DEVELOPMENT PROGRAMS

Economic Development Programs develop and promote economic growth in the area by helping local companies meet their training objectives. Whether the goal is to train businesses or retrain employees the following are customized training and workforce development programs available to business, industry and non-profit organizations that are seeking to increase the skill level of their existing employees.

Expansion Management, one of the nation's leading economic development magazines, ranked Georgia Number 1 in the nation in Work Force training in 2001. The award is based on a comprehensive interview of site consultants who were asked to evaluate workforce training programs in terms of value and ease of access for their clients. Georgia's Quick Start program brought Georgia to the top.

(Source: Excerpts from "Aerospace Industry Overview", prepared by the Georgia Department of Industry, Trade and Tourism, March 2003)

Quick Start®

- ? Central Georgia Technical College and Middle Georgia Technical College administers this incentive program for new companies in our service area at no cost to qualified companies. Quick Start provides high quality training that is customized specifically for companies.
- ? Eligible companies include national and international corporate headquarters, manufacturing, warehousing and distribution centers, information technologies, and customer service operations.
- ? Services include training consultation, instructional design, implementation, training, and evaluation.
- ? Since 1967, the state of Georgia QuickStart program has trained 431,800 employees for over 4,000 firms. Locally, Middle Georgia Technical College in Warner Robins trained 785 individuals from July 2002-June 2003, and an additional 698 from July 2003-December 2003. From July 2002-June 2003 Central Georgia Technical College in Macon trained a total of 725 people.

(Sources: www.cgtcollege.org/busind/Quickstart.htm; www.dekalbtech.org/econdev/welcome.html; Georgia Department of Industry, Trade and Tourism, March 2003; Economic Development Departments at Central Georgia Technical College and Middle Georgia Technical College, March 2004)

Work Keys®

- ? Central Georgia Technical College is an authorized Work Keys® service center, offering ACT's comprehensive system for improving the workforce by using Job Profiling, Skill Assessments, and Training Programs.
- ? Work Keys® measures eight workplace skills via a written assessment test: Applied Mathematics, Applied Technology, Listening, Locating Information, Observation, Reading for Information, Teamwork and Writing.

(Source: www.cgtcollege.org/busind/work_keys.html)

Customized Training

- ? Central Georgia and Middle Georgia Technical College conducts individual business training tailored to a company's needs.
- ? Training sessions conducted have been in the following areas: Business Ethics, HVAC Certification, Conversational Spanish, Supervisory and Leadership Training, Teambuilding, Forklift, Customer Service, Recruitment, Interview and Hiring Skills, Computer Software Applications.

(Source: www.cgtcollege.org/busind/customized.html)

Georgia Department of Labor Career Centers

- ? The Georgia Department of Labor operates 53 electronically connected local Career Centers offering a wide range of services to both job seekers and employers. Specialized Veteran staff are available to provide employment assistance to military veterans.
- ? The Centers provide individuals seeking employment all the latest tools for their job search including resume assistance, interviewing seminars and individual job search assistance and career counseling.
- ? Employers will find assistance in recruiting new employees including a national job listing network, applicant screening, and space in the centers to conduct testing and employment interviews.
- ? Two locations locally in Macon and Warner Robins serve the 8 counties around Robins AFB: Bibb, Crawford, Jones, Monroe and Houston, Peach, Pulaski, and Twiggs.

(Sources: www.dol.state.ga.us/cc_services.htm; www.dol.state.ga.us/find_career_centers.htm)

EMPLOYMENT TRENDS

Overall industry growth in Middle Georgia over the ten year period 1998-2008 is expected to increase by 17%. As this chart demonstrates the highest industry employment area is in the services area (31.4%) with projected growth continuing in those positions through 2008. The second highest growth industry will be in retail trade with a 16.9% growth rate for the ten year period. The manufacturing industry is expected to decline but only at .2%

1998-2008 INDUSTRY PROJECTIONS MIDDLE GEORGIA REGION #6

| | 1998 | 2008 | 1998-2008 Change | | |
|---|---------------|---------------|------------------|-------------|--------------|
| | Base Yr | Proj | | | % of |
| Major Industry Group | Emp | Emp | Amount | % | Total |
| Agriculture, Forestry & Fisheries | 3,850 | 4,290 | 440 | 11.4% | 1.3% |
| Mining | 1,500 | 1,510 | 10 | 0.7% | 0.0% |
| Construction | 8,310 | 9,610 | 1,300 | 15.6% | 3.8% |
| Manufacturing | 28,800 | 28,720 | -80 | -0.3% | -0.2% |
| Transportation, Communication & Utilities | 9,010 | 9,930 | 920 | 10.2% | 2.7% |
| Wholesale Trade | 6,680 | 6,900 | 220 | 3.3% | 0.6% |
| Retail Trade | 34,940 | 40,860 | 5,920 | 16.9% | 17.2% |
| Finance, Insurance & Real Estate | 9,420 | 10,080 | 660 | 7.0% | 1.9% |
| Services, Incl Self-empd & Unpaid Family Wrkers | 77,000 | 101,180 | 24,180 | 31.4% | 70.1% |
| <u>Government</u> | <u>23,840</u> | <u>24,770</u> | <u>930</u> | <u>3.9%</u> | <u>2.7%</u> |
| Totals | 203,350 | 237,850 | 34,500 | 17.0% | 100.0% |

(Source: Georgia Department of Labor)

According to the 2000 US Census Middle Georgians in Houston and Bibb counties have less of a commute to work than their counterparts in the state of Georgia and when compared to the national average. Due to the local highway infrastructure, employers in Houston and Bibb counties can draw workers from outer counties to work there.

| COUNTY | COMMUTING TIME (minutes) |
|----------|--------------------------|
| HOUSTON | 20.2 |
| BIBB | 22.2 |
| PEACH | 25.1 |
| JONES | 27.8 |
| MONROE | 27.6 |
| CRAWFORD | 32.3 |
| TWIGGS | 29.3 |
| GEORGIA | 27.7 |
| US | 25.5 |

Source: <http://factfinder.census.gov> U.S. Census 2000 (SF 4);

Preliminary unemployment figures for January 2004 show an overall rate of 4.1% for the state of Georgia. For the Middle Georgia area there is a 3.6% unemployment rate for the Macon Metropolitan Area (MSA). Houston county has the lowest unemployment rate and is among the four counties with a higher percentage of growth rate for the study area (3.03%).

| UNEMPLOYMENT RATE & JOB GROWTH/ Preliminary JAN 200 | | |
|--|--|--|
| COUNTY | CURRENT UNEMPLOYMENT RATE | JOB GROWTH FOR THE LAST 12 MONTHS |
| Houston | 2.6% | 3.03% |
| Bibb | 3.9% | 3.03% |
| Peach | 6.4% | 3.03% |
| Jones | 2.8% | 3.03% |
| Monroe | 4.8% | 2.11% |
| Crawford | 4.4% | 2.26% |
| Twiggs | 4.1% | 3.02% |

*(Source: Georgia Department of Labor;
www.dol.ga.us/pdf/pr/clab0104.pdf)*

(Sources: www.dol.state.ga.us/pdf/pr/clab0104.pdf; www.dol.state.ga.us/pdf/pr/u0104m-georgia.pdf)