

Commissioner's Base Visit Book



**Brooks City Base
Lackland AFB
DFAS San Antonio**

Commissioner James T. Hill

5 – 6 July, 2005

Library Routing Slip 2005 BRAC Commission Materials

Title of Item: Base Visit Book
Installation or Community: Brooks City Base, Lackland AFB, DFAS San Antonio
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Analyst / Provider: Carol Schmidt Date Received: 7/29/05

BROOKS CITY BASE – JULY, 5, 2005

LACKLAND AFB & DFAS – JULY 6, 2005

**SAN ANTONIO, TX
BASE VISITS**

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BASE SUMMARY SHEET

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Brooks City-Base, Texas

INSTALLATION MISSION

Brooks City-Base, Texas is the home of the 311th Human Systems Wing (HSW). The Mission of the 311th HSW is to enhance and sustain human performance for dominant air and space power.

DOD RECOMMENDATION

Close Brooks City Base, San Antonio, Texas by relocating or disestablishing the following units:

1. Texas (San Antonio):
 - a. Relocate from Brooks City-Base to Randolph AFB, TX
 - i. Air Force Audit Agency
 - ii. 341st Recruiting Squadron
 - b. Relocate from Brooks City-Base to Lackland AFB, TX
 - i. Air Force Center for Environmental Excellence
 - ii. Air Force Medical Support Agency
 - iii. Air Force Medical Operations Agency
 - iv. Air Force Element Medical Defense Agency
 - v. Air Force Element Medical DoD
 - vi. Air Force-Wide Support Element
 - vii. 710th Information Operations Flight
 - viii. 68th Information Operations Squadron
 - c. Relocate from Brooks City-Base to Army Institute of Surgical Research, Fort Sam Houston, TX
 - i. Army Medical Research Detachment
2. Ohio:
 - a. Relocate from Brooks City-Base to Wright Patterson AFB, OH
 - i. United States Air Force School of Aerospace Medicine
 - ii. Air Force Institute of Occupational Health
 - iii. Naval Health Research Center Electro-Magnetic Energy Detachment
 - iv. Human Systems Development and Acquisition Function
 - v. Human Effectiveness Directorate of the Air Force Research Laboratory (consolidate with the Wright Patterson AFB Human Effectiveness Directorate of the Air Force Research Laboratory)
3. Maryland:
 - a. Relocate from Brooks City-Base to Edgewood Chemical Biological Center, Aberdeen Proving Ground, MD
 - i. Non-Medical Chemical Biological Defense Development and Acquisition

4. Disestablish:
 - a. All remaining units

DOD JUSTIFICATION

This recommendation enables technical synergy, and positions the Department of the Air Force to exploit a center-of-mass of scientific, technical, and acquisition expertise required by the 20-year Force Structure Plan. Greater synergy across technical capabilities and functions will be achieved by consolidating geographically separate units of the Air Force Research Laboratory. The end state will co-locate the Human Systems Development & Acquisition function and the Human Systems Research function with Air Force Aerospace Medicine and Occupational Health education and training. This action will co-locate the Development & Acquisition for Human Systems with the Research function and will concentrate acquisition expertise for Human Systems at one site. Additionally, the relocation of the physiological training unit from Holloman AFB with the relocation of the high-onset gravitational-force centrifuge, enables the continued use of a critical piece of equipment required for both Human Systems Research and Aerospace Medicine Education and Training. This end state will also increase synergy with the Air Platform Research and Development & Acquisition functions and continue the efficient use of equipment and facilities implemented under Biomedical Reliance and BRAC 91 at Wright Patterson AFB, OH.

Co-location of combat casualty care research activities with related military clinical activities of the trauma center currently located at Brooke Army Medical Center, Fort Sam Houston TX, promotes translational research that fosters rapid application of research findings to health care delivery, and provides synergistic opportunities to bring clinical insight into bench research through sharing of staff across the research and health care delivery functions. The availability of a co-located military trauma center also provides incentives for recruitment and retention of military physicians as researchers, and is a model that has proven highly successful in civilian academic research centers.

Edgewood Chemical and Biological Center, Aberdeen Proving Ground, is home to the military's most robust infrastructure supporting research utilizing hazardous chemical agents. Relocation of the Non-medical Chemical Biological Defense Development and Acquisition to Aberdeen Proving Ground will increase synergy, focus on joint needs, and efficient use of equipment and facilities by co-locating Tri-Service and Defense activities performing functions in chemical biological defense and medical RDA.

This recommendation also moves the Air Force Center for Environmental Excellence (AFCEE) to Lackland AFB, where it will be co-located the Air Force Real Property Agency (AFRPA) that is being relocated to Lackland in a separate recommendation. The military value of AFCEE is 265th out of 336 entities evaluated by the Major Administrative and Headquarters (MAH) military value model. Lackland Air Force Base is ranked 25th out of 336.

COST CONSIDERATIONS DEVELOPED BY DOD

- One-Time Costs: \$325.3 million
- Net Savings (Cost) during Implementation: \$ 45.9 million
- Annual Recurring Savings: \$102.1 million
- Return on Investment Year: 2008 (2 years)
- Net Present Value over 20 Years: \$940.7 million

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

	Out		In		Net Gain (Loss)	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
This Recommendation	1,297	1,268	0	0	1,297	1,268
Other Recommendation(s)						
Total						

ENVIRONMENTAL CONSIDERATIONS

This recommendation is expected to impact air quality at Fort Sam Houston, Wright-Patterson, and Aberdeen Proving Ground. New source review permitting and permit modifications may be required. This recommendation has the potential to impact cultural or historic resources at Fort Sam Houston, Randolph, Lackland, Aberdeen Proving Ground, Brooks, and Wright-Patterson. Additional operations at Fort Sam Houston and Wright-Patterson may further impact threatened and endangered species leading to additional restrictions on training or operations. Significant mitigation measures to limit releases at Fort Sam Houston may be required to reduce impacts to water quality and achieve US EPA water quality standards.

Increases in population and operations at Aberdeen Proving Ground may require upgrades/purchase of additional waste management services. Modification of the hazardous waste program at Randolph and Wright-Patterson may be necessary. Additional operations may impact wetlands at Wright-Patterson and Lackland AFB, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; land use constraints or sensitive resource areas; or noise. This recommendation will require spending approximately \$0.5M for waste management and environmental compliance activities. This cost was included in the payback calculation. Brooks City Base reports \$4.2M in environmental restoration costs. Because the Department has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost was not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

REPRESENTATION

Governor: Rick Perry (R)
Senators: Kay Bailey Hutchinson (R)
John Cornyn (R)

Representative: Henry Cuellar (D)

ECONOMIC IMPACT

- Potential Employment Loss: 5,724 jobs (2,923 direct and 2,801 indirect)
- MSA Job Base: 1,009,217 jobs
- Percentage: .56 percent decrease
- Cumulative Economic Impact (Year-Year): ___ percent decrease

MILITARY ISSUES

- None at this time.

COMMUNITY CONCERNS/ISSUES

- There are a number of newspaper articles regarding the DoD recommendations for the San Antonio area but most focus on the potential changes at Brooks City Base. Essentially, these articles discuss the potential development of Brooks City Base and whether the installation should be closed. See Tab 12.

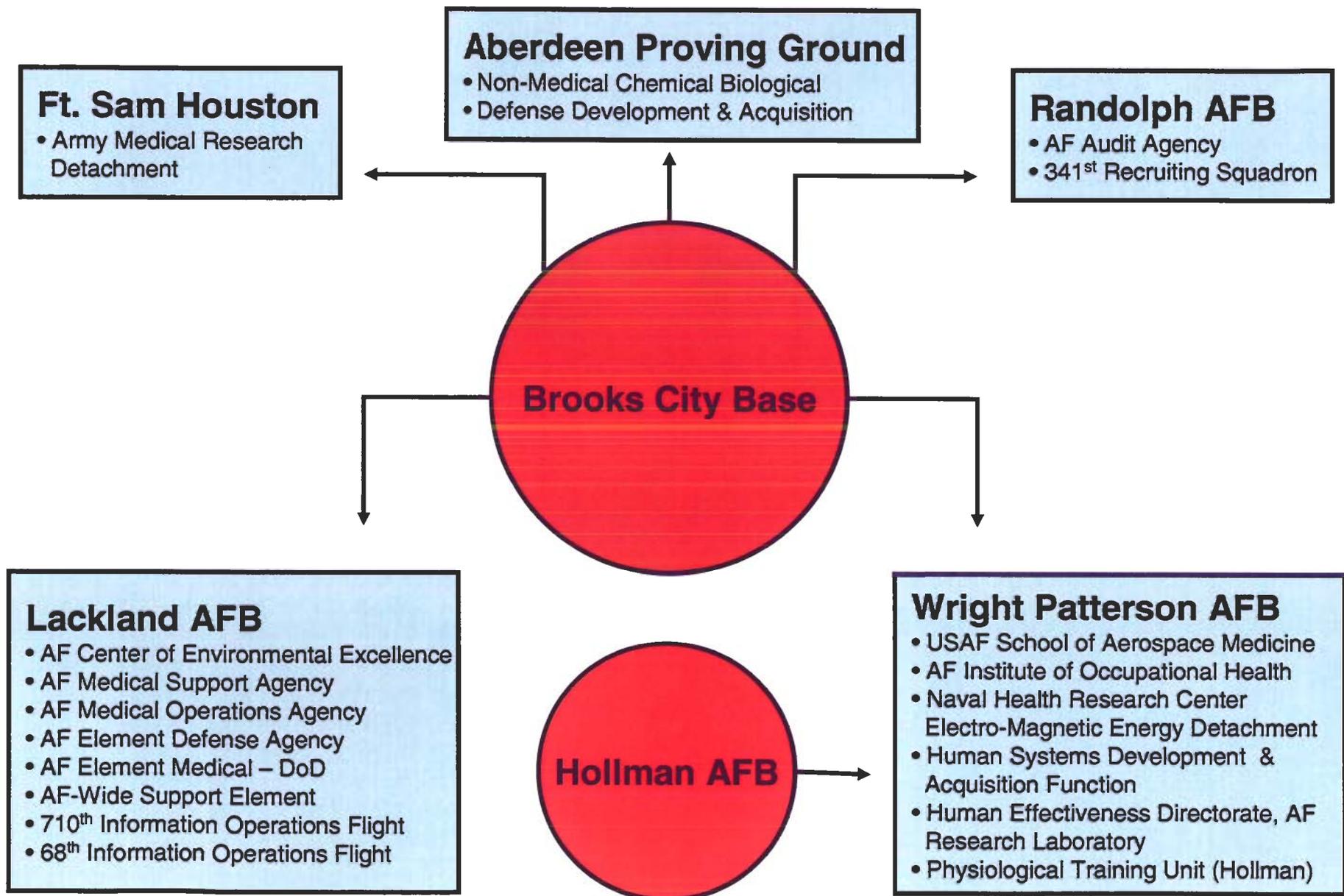
Mike Flinn, AF Team
and
Lesia Mandzia, JCS Team
June 18, 2005

SECRETARY OF DEFENSE RECOMMENDATION

Close Brooks City Base, San Antonio, TX. Relocate the Air Force Audit Agency and 341st Recruiting Squadron to Randolph AFB. Relocate the United States Air Force School of Aerospace Medicine, the Air Force Institute of Occupational Health, the Naval Health Research Center Electro-Magnetic Energy Detachment, the Human Systems Development and Acquisition function, and the Human Effectiveness Directorate of the Air Force Research Laboratory to Wright Patterson Air Force Base, OH. Consolidate the Human Effectiveness Directorate with the Air Force Research Laboratory, Human Effectiveness Directorate at Wright Patterson Air Force Base, OH. Relocate the Air Force Center for Environmental Excellence, the Air Force Medical Support Agency, Air Force Medical Operations Agency, Air Force Element Medical Defense Agency, Air Force Element Medical-DoD, Air Force-Wide Support Element, 710th Information Operations Flight and the 68th Information Operations Squadron to Lackland Air Force Base, TX. Relocate the Army Medical Research Detachment to the Army Institute of Surgical Research, Fort Sam Houston, TX. Relocate the Non-Medical Chemical Biological Defense Development and Acquisition to Edgewood Chemical Biological Center, Aberdeen Proving Ground, MD. Disestablish any remaining organizations.

Realign Holloman AFB by disestablishing the high-onset gravitational force centrifuge and relocating the physiological training unit (49 ADOS/SGGT) to Wright Patterson AFB.

CLOSE – Brooks City Base, San Antonio, TX (MEDICAL 6)



INSTALLATION REVIEW

Location: Brooks Air Force Base, Texas is located in southeast San Antonio, Texas, in Bexar County. The base is approximately 10 miles from historic downtown San Antonio.

Major Command: Air Force Materiel Command

Mission: Headquartered at Brooks, the 311th Human Systems Wing is the Air Force advocate for integrating and maintaining the person in Air Force systems and operations. Its mission is to protect and enhance human capabilities and human-systems performance ranging from the individual to combatant command forces. HSW has four areas of responsibility: Aerospace Medicine, Crew Systems, Human Resources, and Environment, Safety and Occupational Health.

Telephone Access: All phone numbers listed in this guide are in the "210" area code unless otherwise noted. The operator may be reached commercially by calling 536-1110 or through the DSN system by calling 240-1110. Phones on Brooks starting with "536" (or DSN "240") may be called from other Brooks (Lackland, Kelly, and Randolph) phones by dialing 5 digits, 4-xxxx.

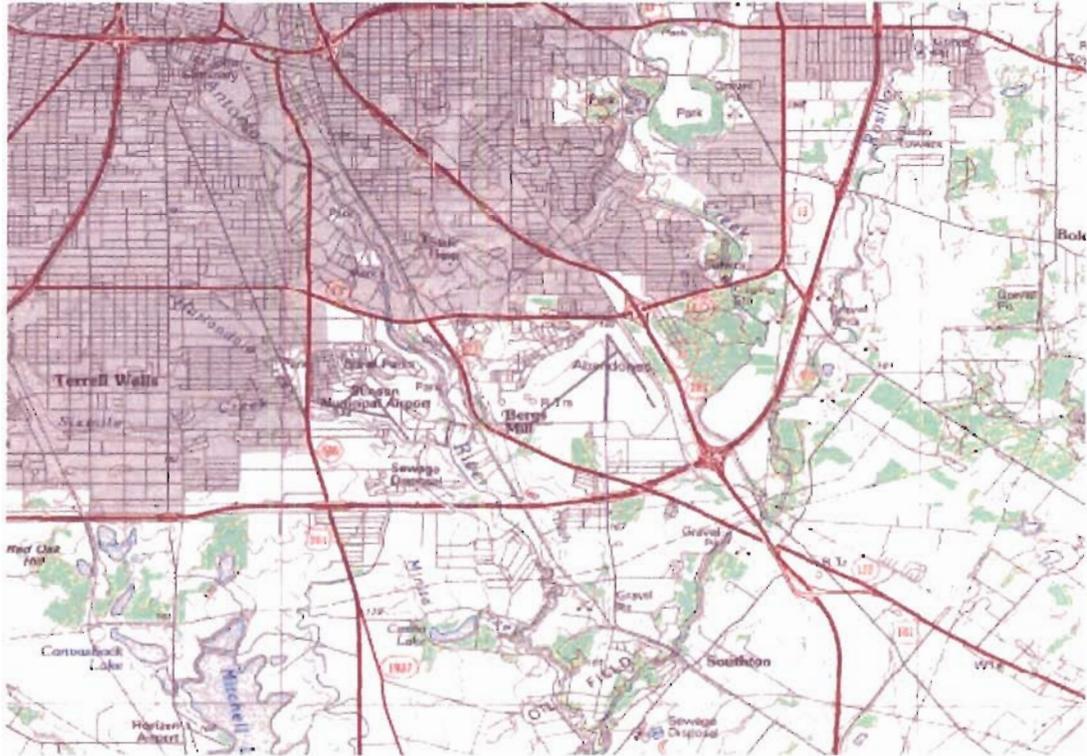
Brooks Air Force Base

Name: BROOKS AIR FORCE BASE

Category: **MILITARY**

Archive ID#: TX3191

(GOOGLE MAPS)



Description: One of four Air Force Bases around San Antonio. Brooks is home of the Human Systems Center, a laboratory that examines the human component in Air Force systems, using flight simulators, human centrifuges, etc.

Location: SE San Antonio

Contact Info: Public Affairs: (512) 536-1110

Visitor Info: Has a museum.

Zip4: 5000

Address: **Brooks AFB TX, 78235-5000**

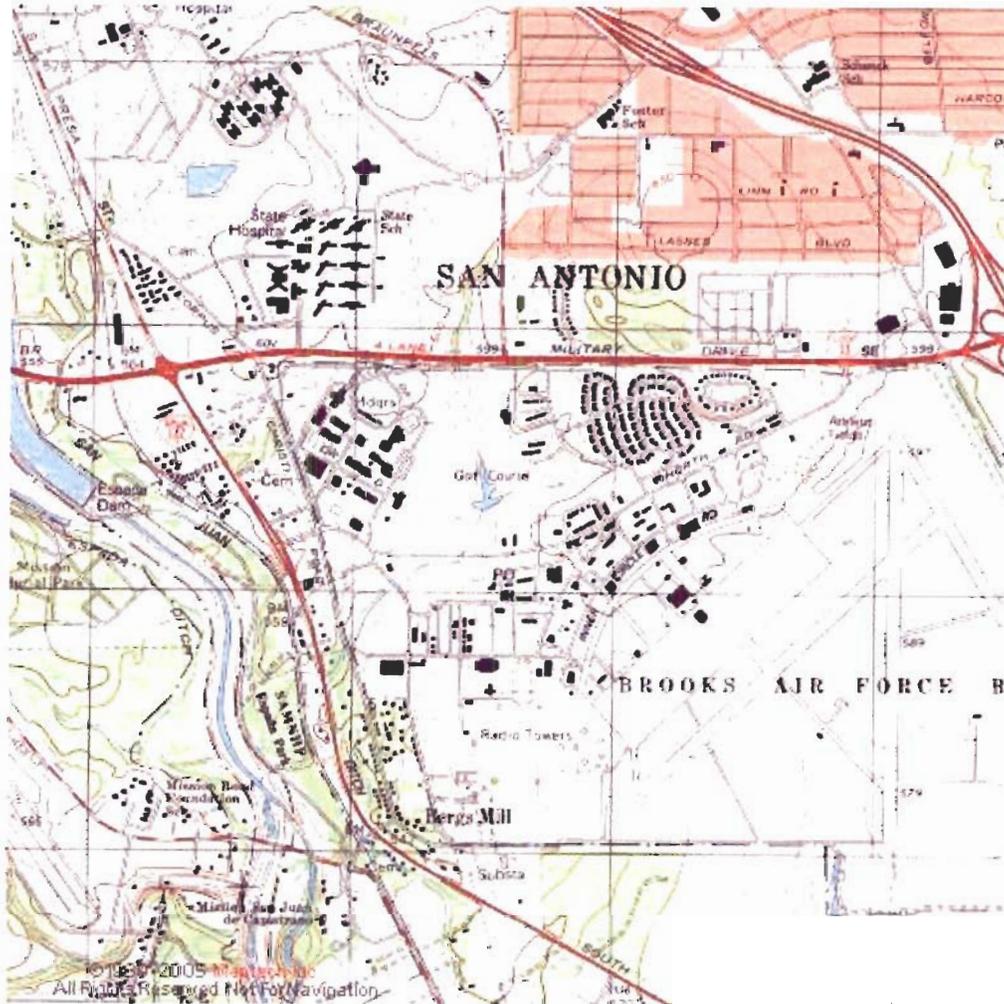
Map: ([show on map](#))

LCS: **Military, Aerospace R&D**

Links: <http://www.brooks.af.mil/HSW/HO/history.html>

<http://www.brooks.af.mil/ABG/MU/master.html>

<http://www.brooks.af.mil/>





311th Human Systems Wing



BGen Thomas W. Travis,
Commander,
311th Human Systems Wing
Biography



Mr. Eric L. Stephens,
Deputy Director,
311th Human Systems Wing
Biography



Col Laura V. Alvarado,
Vice Commander,
311th Human Systems Wing
Biography



CMSgt Reginald L. Williams,
Command Chief Master Sergeant,
311th Human Systems Wing
Biography

Commander's Intent

PPT Format

Wing Staff Offices

Core Values:

Integrity First--Always

**** Service Before Self--Our trademark ****

Excellence in All We Do--Through teamwork

Our Mission:
Enhance and sustain human performance for dominant air and space power

Our Vision:
Every Airman a Force Multiplier

Popular Sites

Contact Information:

BROOKS CITY-BASE

San Antonio, Texas 78235

Directory Assistance: (210) 536-1110, DSN 240-1110

Public Affairs: (210) 536-3234, DSN 240-3234

FEEDBACK

Page last modified on *May 6, 2005* by the 311 CS **WebTeam**

Technical Help: (210) 536-9999, DSN 240-9999

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Lackland AFB

INSTALLATION MISSION

- **37th Mission Support Group** mission: Serve the 37th Training Wing and associate units by providing quality facilities, housing, food services, security, communications, logistics readiness and contractual support, personnel administration, and activities for the morale and welfare of our community.
- **Wilford Hall Medical Center** mission: Providing global medical readiness capability supporting Aerospace Expeditionary Forces and in-garrison comprehensive healthcare in a world-class academic environment.

DOD RECOMMENDATION

- Med – 10: Realign Lackland AFB, TX, by relocating the inpatient medical function of the 59th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center, Ft Sam Houston, TX, establishing it as the San Antonio Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.

(Note: the other portion of this recommendation is to realign Naval Air Station Great Lakes, IL, Sheppard, AFB, TX, Naval Medical Center Portsmouth, VA and San Diego, CA, by relocating basic and specialty enlisted medical training to Fort Sam Houston.)

DOD JUSTIFICATION

- The primary rationale for this recommendation is to transform legacy medical infrastructure into a modernized joint operational medicine platform. This recommendation reduces excess capacity within the San Antonio Multi-Service Market (MSM: two or more facilities co-located geographically with “shared” beneficiary population) while maintaining the level of care over the beneficiaries, enhancing opportunities for provider currency, and maintaining surge capacity. By making use of the design capacity inherent in Brooke Army Medical Center (BAMC), the entire inpatient care produced at WHMC can be relocated into this facility. In terms of military value, while BAMC had a slightly lower quantitative military value score than WHMC, the difference was so small as to not be a meaningful discriminator. Additionally, the small difference is primarily attributable to the efficiency of the Dental Clinic at WHMC, a facility that is excluded from this recommendation. It was the military judgment of the MJCSG that in the context of this recommendation, the condition of the facilities and their average weighted age were the most important elements of the military value of the two locations. In this area, BAMC received a significantly higher score than WHMC. Additionally, it is more cost effective and timely to return BAMC to its inherent design

capacity and convert WHMC to an ambulatory care center, than to do the reverse. BAMC is located in a more centralized location, enabling it to better support the broader population area. WHMC and BAMC support Level 1 Trauma Centers, this capability is maintained in this recommendation by expanding the BAMC Level 1 Trauma Center to the capacity of both trauma centers. It was therefore the military judgment of the MJCSG that regionalization at BAMC provided the highest overall military value to the Department. Development of a premier Regional Military Medical Center will provide visibility, as well, as recruiting and retention advantages to the Military Health System. The remaining civilian authorizations and contractors at Wilford Hall medical Center that represent unnecessary overhead will be eliminated. Military personnel filling similar “overhead positions” are available to be redistributed by the Service to replace civilian and contract medical personnel elsewhere in Military Health System activities. While the jobs lost are lost in the military system the same type of job is available in the community.

COST CONSIDERATIONS DEVELOPED BY DOD

- One-Time Costs: \$ 1040.9 million
- Net Savings (Cost) during Implementation: \$ 826.7 million
- Annual Recurring Savings: \$ 129.0 million
- Return on Investment Year: 10 Years
- Net Present Value over 20 Years: \$ 476.2 million

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

Note: Lackland is affected by 13 DoD recommendations. Nine recommendations results in job losses and four result in job gains. See Tab 8 for details.

	Out		In		Net Gain (Loss)	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
This Recommendation						
Other Recommendation(s)						
Total	-2489	-1223	235	453	-2254	-770

ENVIRONMENTAL CONSIDERATIONS

- This recommendation is expected to impact air quality at Fort Sam Houston. Title V permit, permit modification, and a new Source Review may be required. This recommendation has the potential to impact cultural or historic resources at Fort Sam Houston and Lackland AFB. Additional operations at Fort Sam Houston may further impact federally listed species leading to additional restrictions of training or operations. A hazardous waste program may be required at Lackland AFB. Significant mitigation measures to limit releases may be required at Fort Sam Houston to reduce impacts to water quality and achieve US EPA water quality standards.

REPRESENTATION

Governor: Rick Perry (R)
Senators: Kay Bailey Hutchinson (R)
 John Cornyn (R)

Representative: Charles A. Gonzales (D)

ECONOMIC IMPACT

See Tab 8 for the list of recommendations and the employment gains and losses.

MILITARY ISSUES

- None at this time.

COMMUNITY CONCERNS/ISSUES

- There are a number of newspaper articles regarding the DoD recommendations for the San Antonio area but most focus on the potential changes at Brooks City Base. Essentially, these articles discuss the potential development of Brooks City Base and whether the installation should be closed. See Tab 12.

Lesia Mandzia
Joint Cross-Service Issues
June 25, 2005

San Antonio Regional Medical Center, TX

Recommendation: Realign Lackland Air Force Base, TX, by relocating the inpatient medical function of the 59th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center, Ft Sam Houston, TX, establishing it as the San Antonio Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.

Realign Naval Air Station Great Lakes, IL, Sheppard Air Force Base, TX, Naval Medical Center Portsmouth, Naval Medical Center San Diego, CA, by relocating basic and specialty enlisted medical training to Fort Sam Houston, TX.

Justification: The primary rationale for this recommendation is to transform legacy medical infrastructure into a modernized joint operational medicine platform. This recommendation reduces excess capacity within the San Antonio Multi-Service Market (MSM: two or more facilities co-located geographically with "shared" beneficiary population) while maintaining the level of care for the beneficiaries, enhancing opportunities for provider currency, and maintaining surge capacity. By making use of the design capacity inherent in Brooke Army Medical Center (BAMC), the entire inpatient care produced at WHMC can be relocated into this facility. In terms of military value, while BAMC had a slightly lower quantitative military value score than WHMC, the difference was so small as to not be a meaningful discriminator. Additionally, the small difference is primarily attributable to the efficiency of the Dental Clinic at WHMC, a facility that is excluded from this recommendation. It was the military judgment of the MJCSG that in the context of this recommendation, the condition of the facilities and their average weighted age were the most important elements of the military value of the two locations. In this area, BAMC received a significantly higher score than WHMC. Additionally, it is more cost effective and timely to return BAMC to its inherent design capacity and convert WHMC to an ambulatory care center, than to do the reverse. BAMC is located in a more centralized location, enabling it to better support the broader population area. WHMC and BAMC support Level 1 Trauma Centers, this capability is maintained in this recommendation by expanding the BAMC Level 1 Trauma Center to the capacity of both trauma centers. It was therefore the military judgment of the MJCSG that regionalization at BAMC provided the highest overall military value to the Department. Development of a premier Regional Military Medical Center will provide enhanced visibility, as well as, recruiting and retention advantages to the Military Health System. The remaining civilian authorizations and contractors at Wilford Hall Medical Center that represent unnecessary overhead will be eliminated. Military personnel filling similar "overhead positions" are available to be redistributed by the Service to replace civilian and contract medical personnel elsewhere in Military Healthcare System activities of higher military value. While the jobs are lost in the military system the same type of job is available in the community.

This recommendation also co-locates all (except Aerospace Medicine) medical basic and specialty enlisted training at Fort Sam Houston, TX, with the potential of transitioning to a joint training effort. This will result in reduced infrastructure and excess system capacity, while capitalizing on the synergy of the co-location similar training conducted by each of the three Services. In addition, the development of a joint training center will result in standardized training for medical enlisted specialties enhancing interoperability and joint deployability.

Co-location of medical enlisted training with related military clinical activities of the San Antonio Regional Medical Center at Brooke Army Medical Center, Fort Sam Houston, TX, provides synergistic opportunities to bring clinical insight into the training environment, real-time. As a result, both the healthcare delivery and training experiences are exponentially enhanced.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1,040.9M. The net of all costs and savings to the Department during the implementation period is a cost of \$826.7M. Annual recurring savings to the Department after implementation are \$129.0M with a payback expected in 10 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$476.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 4,373 jobs (1,926 direct jobs and 2,447 indirect jobs) over the 2006-2011 period in the Lake County-Kenosha County, IL-WI Metropolitan Division, which is 0.88 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,101 jobs (1,630 direct jobs and 1,471 indirect jobs) over the 2006-2011 period in the San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area, which is 0.17 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,963 jobs (2,378 direct jobs and 1,585 indirect jobs) over the 2006-2011 period in the Wichita Falls, TX Metropolitan Statistical Area, which is 4.26 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,013 jobs (489 direct jobs and 524 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

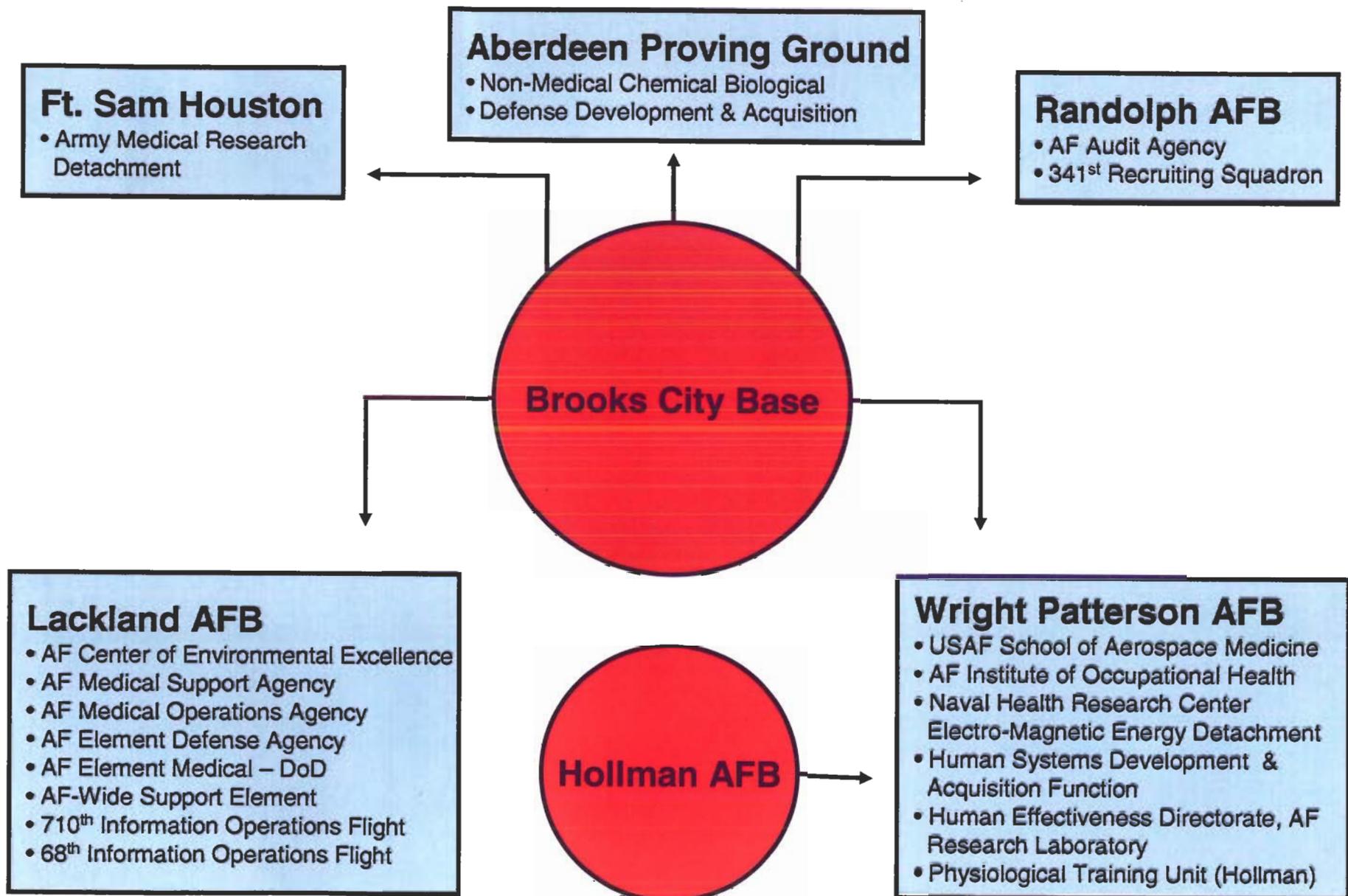
The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. Civilian inpatient capacity exists in the area to provide services to the eligible population. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation is expected to impact air quality at Fort Sam Houston. Title V permit, permit modification, and a New Source Review may be required. This recommendation has the potential to impact cultural or historic resources at Fort Sam Houston and Lackland AFB. Additional operations at Fort Sam Houston may further impact federally listed species leading to additional restrictions on training or operations. A hazardous waste

program modification may be required at Lackland AFB. Significant mitigation measures to limit releases may be required at Fort Sam Houston to reduce impacts to water quality and achieve US EPA water quality standards. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; or wetlands. This recommendation will require spending approximately \$1.2M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

CLOSE – Brooks City Base, San Antonio, TX (MEDICAL 6)



Compo	State	Base Name	Economic Ar	Action	Civ In	Net Mil	Net Civ	Net Contrac	Total Direct	Total Indirect	Total Chngs	Report Page
Active	TX	Leased Space - TX	San Antonio,	Realign	0	-77	-65	-131	-273	-242	-410	H&SA - 30
Active	TX	Leased Space - TX	San Antonio,	Closure	0	-1	-82	0	-83	-92	-175	H&SA - 26
				Total	0	-78	-147	-131	-356	-334	-585	
Active	TX	Brooks City-Base	San Antonio,	Closure	0	-1297	-1268	-358	-2923	-2799	-5722	Med - 6
Active	TX	Defense Finance and Acco	San Antonio,	Closure	0	-32	-303	0	-335	-366	-701	H&SA - 37
Active	TX	Fort Sam Houston	San Antonio,	Realign	0	-28	-52	0	-80	-81	-161	H&SA - 41
Active	TX	Fort Sam Houston	San Antonio,	Gainer	2	23	2	0	25	20	45	DoN - 10
Active	TX	Fort Sam Houston	San Antonio,	Gainer	36	1	36	0	37	40	77	USA - 8
Active	TX	Fort Sam Houston	San Antonio,	Gainer	17	10	17	13	40	37	77	Med - 6
Active	TX	Fort Sam Houston	San Antonio,	Gainer	20	61	20	16	97	85	182	Med - 15
Active	TX	Fort Sam Houston	San Antonio,	Gainer	51	96	51	63	210	187	397	Med - 4
Active	TX	Fort Sam Houston	San Antonio,	Gainer	1044	57	1016	0	1073	1188	2261	H&SA - 46
Active	TX	Fort Sam Houston	San Antonio,	Gainer	534	7428	534	0	7962	6839	14801	Med - 10
				Total	1704	7648	1624	92	9364	8315	17679	
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	-1849	-808	-243	-2900	-2655	-5555	Med - 10
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	-97	-196	0	-293	-301	-594	S&S - 7
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	-282	-9	0	-291	-179	-470	E&T - 8
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	0	-177	0	-177	-198	-375	Ind - 15
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	-140	-15	0	-155	-103	-258	E&T - 7
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	-103	-4	0	-107	-90	-197	USAF - 46
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	-12	-42	0	-54	-57	-111	Tech - 6
Active	TX	Lackland Air Force Base	San Antonio,	Realign	0	-9	0	0	-9	-7	-16	H&SA - 22
Gd/Res	TX	Lackland Air Force Base	San Antonio,	Realign	0	-5	0	0	-5	-4	-9	USAF - 20
Gd/Res	TX	Lackland Air Force Base	San Antonio,	Gainer	3	1	3	0	4	3	7	USAF - 33
Active	TX	Lackland Air Force Base	San Antonio,	Gainer	59	0	59	0	59	66	125	H&SA - 44
Gd/Res	TX	Lackland Air Force Base	San Antonio,	Gainer	58	22	58	0	80	83	163	USAF - 40
Active	TX	Lackland Air Force Base	San Antonio,	Gainer	361	220	361	127	708	690	1398	Med - 6
				Total	481	-2254	-770	-116	-3140	-2752	-5892	
Active	TX	Randolph Air Force Base	San Antonio,	Realign	41	-472	-99	0	-571	-507	-1078	E&T - 14
Active	TX	Randolph Air Force Base	San Antonio,	Realign	0	-40	-69	0	-109	-110	-219	H&SA - 41
Active	TX	Randolph Air Force Base	San Antonio,	Realign	0	-16	0	0	-16	-13	-29	USAF - 23
Active	TX	Randolph Air Force Base	San Antonio,	Gainer	0	4	0	0	4	3	7	USAF - 35
Active	TX	Randolph Air Force Base	San Antonio,	Gainer	77	1	77	0	78	86	164	Med - 6
Active	TX	Randolph Air Force Base	San Antonio,	Gainer	379	1	379	0	380	425	805	H&SA - 19
Active	TX	Randolph Air Force Base	San Antonio,	Gainer	243	110	243	63	416	414	830	H&SA - 33
				Total	740	-412	531	63	182	298	480	

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Lackland Air Force Base, TX

INSTALLATION MISSION

See Tab 5.

- **DOD RECOMMENDATION:** Joint Basing of Lackland Air Force Base, Fort Sam Houston, and Randolph Air Force Base, TX (JC-SG/H&SA 41).

COST CONSIDERATIONS DEVELOPED BY DOD

One-Time Costs:	Ft Sam	\$2,342M
	Randolph	\$2,825M
Net Savings (Cost) during Implementation:	Ft Sam	\$19,575M
	Randolph	\$28,094M
Annual Recurring Savings after Implementation:	Ft Sam	\$6,199M
	Randolph	\$8,736M
Return on Investment Year:		Immediate*
Net Present Value over 20 Years:		\$2,342.5M*

*All Joint Basing recommendations; individual installations are not broken out in COBRA.

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Reductions			
Realignments			
Ft Sam Houston	(28)	(52)	N/A
Randolph AFB	(40)	(69)	N/A
Total	(68)	(121)	

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

	Out		In		Net Gain (Loss)	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
This Recommendation						
Other Recommendation(s)						
H&SA 41, Joint Basing**	?	?	?	?	?	?
H&SA 30, Media & Pubs						
Consolidation	(70)	(59)	0	0	(70)	(190)
H&SA 22, Correctional	(9)	0	0	0	(9)	0

Facility Consolidation						
H&SA 44, Move AFRPA	0	0	0	58	0	58
Total						

**Numbers reflect the total projected reduction of all BASOPS personnel associated with this realignment. For the sake of simplicity, and with Services' concurrence, COBRA inputs/reductions were applied only to the installation(s) being realigned, in this case Ft Sam Houston and Randolph Air Force Base. The allocation between military and civilian personnel is based on the percentage distribution of the losing installation(s) workforce as reported in the Capacity Data Call. This distribution is only for purposes of developing a cost estimate. Actual reductions resulting from implementation may come from the existing workforce at all installations with the actual mix between military and civilian reductions reflecting staffing requirements based on service determinations.

ENVIRONMENTAL CONSIDERATIONS

Some permit changes are possible. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M cost for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

REPRESENTATION

See Tab 5.

ECONOMIC IMPACT

- Potential Employment Loss: 382 jobs (189 direct and 193 indirect)
- MSA Job Base: 1,009,217 jobs
- Percentage: less than 0.1%

MILITARY ISSUES

- Distance between installations (no contiguous fence line among the three installations affected.)

COMMUNITY CONCERNS/ISSUES

- None anticipated; changes resulting from Joint Basing recommendation should be transparent to the communities.

ITEMS OF SPECIAL EMPHASIS

None discovered.

- **DOD RECOMMENDATION:** Consolidate Correctional Facilities into Joint Regional Correctional Facilities (JC-SG/H&SA 22)

COST CONSIDERATIONS DEVELOPED BY DOD

One-Time Costs (for Lackland):	\$73K
Net Savings (Cost) during Implementation (Lackland):	\$2.1M
Annual Recurring Savings after Implementation (Lackland):	\$857K
Return on Investment Year:	2025*
Net Present Value over 20 Years:	\$2.3M*

*For the correctional facility consolidation recommendation as a whole; COBRA does not break out individual installations.

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Reductions			
Realignments	(9)	0	0
Total	(9)	0	0

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

See Joint Basing recommendation above.

ENVIRONMENTAL CONSIDERATIONS

This recommendation may impact air quality and will require New Source Review and conformity analyses. This recommendation may impact cultural, archeological or tribal resources. Tribal negotiations may be required to expand use (or construction) near listed areas. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; or water resources. This recommendation will require spending approximately \$0.4M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of the environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

REPRESENTATION

See Tab 5.

ECONOMIC IMPACT

- Potential Employment Loss: 17 jobs (9 direct and 8 indirect)
- MSA Job Base: 1,009,217 jobs
- Percentage: less than 0.1%

MILITARY ISSUES

- Original personnel savings was 18 employees. On Feb 8, 2005, HSA JCSG members agreed to Air Force's requested nine eliminations; the delta did not make a significant difference in the cost of the recommendation. Therefore, Lackland will maintain a pre-trial confinement (Level I) facility.

COMMUNITY CONCERNS/ISSUES

None anticipated.

ITEMS OF SPECIAL EMPHASIS

None discovered.

- **DOD RECOMMENDATION:** Consolidate Media Organizations into a New Agency for Media and Publications (JC-SG/H&SA 30)

COST CONSIDERATIONS DEVELOPED BY DOD

One-Time Costs:	\$2.8M
Net Savings (Cost) during Implementation:	\$13.7M
Annual Recurring Savings after Implementation:	\$4.0M
Return on Investment Year:	2012
Net Present Value over 20 Years:	\$89.0M

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Reductions			
Realignments	70	59	N/A
Total	70	59	N/A

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

See Joint Basing recommendation above.

ENVIRONMENTAL CONSIDERATIONS

This recommendation has no impact on cultural, archeological, and tribal resources; dredging; land use constraints and sensitive resources; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.07M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

REPRESENTATION

See Tab 5.

ECONOMIC IMPACT

- Potential Employment Loss: 516 jobs (273 direct and 243 indirect)
- MSA Job Base: 1,009,217 jobs
- Percentage: 0.1%

MILITARY ISSUES

- Change in cost of living and quality of life.

COMMUNITY CONCERNS/ISSUES

- Change in cost of living and quality of life.

ITEMS OF SPECIAL EMPHASIS

None discovered.

- **DOD RECOMMENDATION:** Relocate Air Force Real Property Agency (AFRPA), (JC-SG/H&SA 44)

COST CONSIDERATIONS DEVELOPED BY DOD

One-Time Costs:	\$4.54M
Net Savings (Cost) during Implementation:	(\$0.9M)
Annual Recurring Savings after Implementation:	\$0.9M
Return on Investment Year:	2013
Net Present Value over 20 Years:	\$7.9M

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Reductions			
Realignments	0	58	N/A
Total	0	58	N/A

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

See Joint Basing recommendation above.

ENVIRONMENTAL CONSIDERATIONS

Lackland Air Force Base has prehistoric sites, as well as two historic districts that may be impacted by this recommendation. Lackland Air Force Base has Military Munitions Response Program sites that may represent a safety hazard for future development. Less than 3db increase

in noise contours can be expected from future development. The AICUZ reflects the current mission, local land use, and current noise levels. 7,029 acres off-base within the noise contours are zoned by the local community. 3,299 of these acres are residentially-zoned. The community has not purchased easements for area surrounding the installation. Wetlands restrict .004 percent of the base and .008 percent of the range. Additional operations at the installation may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; marine mammals, resources or sanctuaries; threatened and endangered species and critical habitat; waste management; or water resources. This recommendation will require spending approximately \$0.05M to complete necessary National Environmental Policy Act documentation at the receiving installation. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

REPRESENTATION

See Tab 5.

ECONOMIC IMPACT

- Potential Employment Loss: 109 jobs (62 direct and 47 indirect)
- MSA Job Base: 2,771,791 jobs
- Percentage: 0.1%

MILITARY ISSUES

None anticipated.

COMMUNITY CONCERNS/ISSUES

- Community surrounding Lackland AFB has a crime index above the national average.

ITEMS OF SPECIAL EMPHASIS

None discovered.

Carol Schmidt/Joint Cross-Service Team/24 June 2005

SECRETARY OF DEFENSE RECOMMENDATIONS

JC-SG, Headquarters and Support Activities actions relating to Lackland AFB, TX

DOD RECOMMENDATION for H&SA 41 – Joint Basing

Realign Fort Sam Houston, TX, and Randolph AFB, TX, by relocating the installation management functions to Lackland AFB, TX.

DOD JUSTIFICATION

All installations employ military, civilian, and contractor personnel to perform common functions in support of installation facilities and personnel. All installations execute these functions using similar or near similar processes. Because these installations share a common boundary with minimal distance between the major facilities or are in near proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings, which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations.

Specific exceptions not included in the functions to relocate are Health and Military Personnel Services. In general, the Department anticipates transferring responsibility for all other Base Operating Support (BOS) functions and the Operations and Maintenance (O&M) portion of Sustainment, Restoration and Modernization (SRM), to the designated receiving location.

The quantitative military value score validated by military judgment was the primary basis for determining which installation was designated as the receiving location.

DOD RECOMMENDATION for H&SA 22, realigning Correctional Facilities

Realign Lackland Air Force Base, TX, Fort Knox, KY, and Fort Sill, OK by relocating the correctional function of each to Fort Leavenworth, KS, and consolidating them with the correctional function already at Fort Leavenworth, KS, to form a single Level II Midwest Joint Regional Correctional Facility.

DOD JUSTIFICATION

The Department of Defense (DoD) Correctional program exists to enforce the military justice system, ensuring the safety, security, administration, and good order and discipline of its prisoners under guidance of the Uniform Code of Military Justice (UCMJ). The UCMJ is legislation that is contained in Title 10 of the United States Code. It comprises a complete set of criminal military law and code. The DoD Correctional

program currently consists of 17 DoD correctional facilities, which incorporate three facility classifications and four custody levels. There are eight Level I, eight Level II and one Level III correctional facilities. Level I is capable of providing pretrial and post-trial confinement up to 1-year. Level II is capable of providing pretrial and post-trial confinement for prisoners/inmates with sentences to confinement of five years or less and Level III provides post-trial confinement exceeding five years, one day, to include life and death sentences.

This recommendation creates five, Level II Joint Regional Correctional Facilities. The Southwest Joint Regional Correctional Facility consolidates the Naval Consolidated Brig Miramar, Marine Corps Air Station Miramar; the Edwards Confinement Facility, Edwards Air Force Base, CA; the Kirtland Confinement Facility, Kirtland Air Force Base, NM; and the Marine Corps Base Brig, Camp Pendleton Camp Pendleton to a single Level II Joint Regional Correctional Facility at Miramar. **The Midwestern Joint Regional Correctional Facility consolidates the Lackland Confinement Facility, Lackland Air Force Base, TX; the Army Regional Correctional Facility, Fort Knox, KY; the Army Regional Correctional Facility, Fort Sill, OK, and the components of the US Disciplinary Barracks at Fort Leavenworth, KS, into a single Level II Joint Regional Correctional Facility at Leavenworth.** The Southeastern Joint Regional Correctional Facility consolidates the Naval Consolidated Brig Charleston, Naval Weapons Station, Charleston, SC; the Waterfront Brig Jacksonville, Naval Air Station Jacksonville, FL; and the Waterfront Brig Pensacola, Naval Air Station Pensacola, FL, to a single Level II Joint Regional Correctional Facility at Charleston. The Mid-Atlantic Joint Regional Correctional Facility consolidates the Naval Brig Norfolk, Naval Support Activity, Norfolk, VA; Marine Corps Base Brig, Quantico, VA; and Marine Corps Base Brig Camp LeJeune, NC; to a single Level II Joint Regional Correctional Facility at Chesapeake. The Northwestern Joint Regional Correctional Facility consolidates the Army Regional Correctional Facility at Fort Lewis, WA and the Waterfront Brig Puget Sound, Silverdale, Submarine Base Bangor, WA, to a single Level II Joint Regional Correctional Facility with correctional facilities at both locations.

This realignment and consolidation facilitates the creation of a Joint DoD Correctional system, improves jointness, reduces footprint, centralizes joint corrections training; builds new facilities which will provide significant improvements in terms of safety, security, efficiency and costs. Within this construct, policies and operations become standardized, facilities modernized, ultimately reducing manpower and decreasing operational costs through economies of scale. The construction of new facilities provides the opportunity to eliminate or dramatically reduce operational and maintenance costs of older inefficient facilities in addition to facilitating accreditation by the American Corrections Association (ACA). Additionally, reengineering efforts may provide an opportunity to eliminate redundancy in treatment programs, create a DoD versus military service specific Clemency and Parole Board and a Joint Enterprise for common functions; benefits not capture through the Cost of Base Realignment and Closure Actions (COBRA). This recommendation is designed to confine inmates/prisoners based on sentence length, geographical location and rehabilitation/treatment programs. The skills and expertise developed by military correctional specialists and personnel in operating confinement facilities are critical in

operating detention camps (enemy prisoners of war) during the current global war on terrorism and future military conflicts.

DOD RECOMMENDATION for H&SA 30, Realigning Media Organizations

Realign Fort Belvoir, VA, by relocating Soldier Magazine to Fort Meade, MD. Realign Anacostia Annex, District of Columbia, by relocating the Naval Media Center to Fort Meade, MD. Realign 2320 Mill Road, a leased installation in Alexandria, VA, by relocating Army Broadcasting-Soldier Radio/TV to Fort Meade, MD. **Realign 103 Norton Street, a leased installation in San Antonio, TX, by relocating Air Force News Agency-Army/Air Force Hometown News Service (a combined entity) to Fort Meade, MD.** Close 601 North Fairfax Street, a leased installation in Alexandria, VA, by relocating the American Forces Information Service and the Army Broadcasting-Soldier Radio/TV to Fort Meade, MD. Consolidate Soldier Magazine, Naval Media Center, Army Broadcasting-Soldier Radio/TV, and the Air Force News Agency-Army/Air Force Hometown News Service into a single DoD Media Activity at Fort Meade, MD.

DOD JUSTIFICATION

This recommendation creates a new DoD Media Activity by consolidating a number of military department media organizations with similar missions into a new organization. It also collocates the American Forces Information Service (AFIS) with the new DoD Media Activity and the existing Defense Information School.

This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalizing the presence of DoD Activities within the NCR, and enhanced security for DoD Activities. The creation of a new DoD Media Activity as the result of consolidating a number of entities with similar missions promotes "jointness" and creates opportunities for cost savings and operational synergy. The co-location of AFIS with the new Activity will facilitate further consolidation of common support functions.

Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet antiterrorism force protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 75,000 Usable Square Feet (USF) of leased administrative space. The relocation to a military installation that is outside the boundaries of the NCR provides a dispersion of DoD Activities away from a dense concentration with the NCR. This, plus the immediate benefit of enhanced force protection afforded by a location within a military installation fence-line for those activities currently in leased space, will provide immediate compliance with force protection standards.

DOD RECOMMENDATION for H&SA 44, Relocating AFRPA

Realign Rosslyn Center and the Nash Street Building, leased installations in Arlington, VA, by relocating the Air Force Real Property Agency to Lackland Air Force Base, San Antonio, TX.

DOD JUSTIFICATION

This recommendation meets two important Department of Defense (DoD)

objectives with regard to rationalization of the Department's presence within 100 miles of the Pentagon and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value. The military value of the Air Force Real Property Agency (AFRPA) is 302nd of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Lackland Air Force Base is ranked 25th out of 334. The recommendation eliminates over 16,000 Usable Square Feet of leased administrative space within the National Capital Region and relocates the involved offices to a military installation that will provide immediate compliance with Force Protection Standards. AFRPA's current leased location is non-compliant with current Force Protection Standards. The relocation of a headquarters activity to an installation that is farther than 100 miles from the Pentagon provides dispersion of DoD Activities away from a dense concentration within the National Capital Region. This recommendation provides for operational efficiency and enhanced synergy by collocating AFRPA with a related Activity, the Air Force Center for Environmental Excellence, which is also relocating to Lackland Air Force Base.

Admin Space (Sq Feet)	Current Capacity	Maximum Potential Capacity	Current Usage @200 GSF	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)
San Antonio GC						
Ft. Sam Houston	182623	182623	122000	60623	0	33%
Lackland AFB	292008	292008	229800	62208	0	21%
Randolph AFB	256244	256244	167800	88444	0	35%
Brooks-City Base	131475	131475	71850	59625	0	45%
SA Totals	862350	862350	591450	270900	0	31%
Installation Management Electric Units: Kilowatt Hours (KWH)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)
San Antonio GC						
Ft. Sam Houston	37195	68000	37195	30805	0	45%
Lackland AFB	43625	63000	43625	19375	0	31%
Randolph AFB	19353	30000	19353	10647	0	35%
Brooks-City Base	10008	80000	10008	69992	0	87%
SA Totals	110181	241000	110181	130819	0	54%
Natural Gas Thousand Cubic Feet (MCF)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)
San Antonio GC						
Ft. Sam Houston	3000	99000	3000	96000	0	97%
Lackland AFB	4129	1500	4129	(2629)	0	-175%
Randolph AFB	1366	4000	1366	2634	0	66%
Brooks-City Base	1410	2640	1410	1230	0	47%
SA Totals	9905	107140	9905	97235	0	91%
Potable Water Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)
San Antonio GC						
Ft. Sam Houston	4.1	15.6	4.1	12	0	74%
Lackland AFB	4.6	3.8	4.6	(1)	0	-21%
Randolph AFB	1.7	7.1	1.7	5	0	76%
Brooks-City Base	0.8	5	0.8	4	0	84%
SA Totals	11.2	31.5	11.2	20	0	64%

Available Water Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
San Antonio GC							
Ft. Sam Houston	1	2.5	1	2	0	60%	2
Lackland AFB	0	1.2	0	1	0	100%	1
Randolph AFB	0.53	0.6	0.53	0	0	12%	0
Brooks-City Base	0.08	5	0.08	5	0	98%	5
SA Totals	1.61	9.3	1.61	8	0	83%	8
Industrial Waste Water Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
San Antonio GC							
Ft. Sam Houston	0	0	0	0	0	0%	0
Lackland AFB	0	0	0	0	0	0%	0
Randolph AFB	0	0	0	0	0	0%	0
Brooks-City Base	0	0	0	0	0	0%	0
SA Totals	0	0	0	0	0	0%	0
Note: All zeros indicate no industrial waste water system							
Sanitary Sewage Treatment Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
San Antonio GC							
Ft. Sam Houston	2.82	210.76	2.62	208	0	99%	208
Lackland AFB	2.75	3.74	2.75	1	0	26%	1
Randolph AFB	0.76	6.2	0.76	5	0	88%	5
Brooks-City Base****	0	0	0	0	0	0%	0
SA Totals	6.33	220.7	6.13	215	0	97%	215
**** City owned and operated no report							
Dining Facilities (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
San Antonio GC							
Ft. Sam Houston	3100	3100	2048	1052	0	34%	1052
Lackland AFB	353	353	639	(286)	0	-81%	(286)
Randolph AFB	189	189	375	(186)	0	-98%	(186)
Brooks-City Base	0	0	0	0	0	0%	0
SA Totals	3642	3642	3062	580	0	16%	580

1 ng (Rooms)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess Capacity (Shortfall)
San Antonio GC	579	733	579	154	0	0
Ft. Sam Houston	154					
Lackland AFB	2254	2504	2631	(127)	0	(127)
Randolph AFB	513	558	557	1	0	0
Brooks-City Base	196	211	299	(88)	0	(88)
SA Totals	3542	4006	4066	(60)	0	(60)
Note: All zeros indicate no lodging activity						
Child Dev (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess Capacity (Shortfall)
San Antonio GC	402	402	502	(100)	0	(100)
Ft. Sam Houston	402					
Lackland AFB	550	550	671	(121)	0	(121)
Randolph AFB	353	353	627	(274)	0	(274)
Brooks-City Base	79	79	60	19	0	19
SA Totals	1384	1384	1860	(476)	0	(476)
Note: All zeros indicate no Child Development Center						
Chapels (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess Capacity (Shortfall)
San Antonio GC	1458	1458	1602	(144)	0	(144)
Ft. Sam Houston	1458					
Lackland AFB	3090	3090	5875	(2785)	0	(2785)
Randolph AFB	722	722	398	324	0	324
Brooks-City Base	125	125	82	43	0	43
SA Totals	5395	5395	7957	(2562)	0	(2562)
Note: All zeros indicate no chapel services						

ies (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
San Antonio GC							
Ft. Sam Houston	280	280	351	(71)	0	-25%	(71)
Lackland AFB	556	556	859	(303)	0	-54%	(303)
Randolph AFB	135	135	415	(280)	0	-207%	(280)
Brooks-City Base	70	70	110	(40)	0	-57%	(40)
SA Totals	1041	1041	1736	(695)	0	-67%	(695)
Note: All zeros indicate no library service							

Physical Fitness Centers (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
San Antonio GC							
Ft. Sam Houston	1860	1860	1188	672	0	36%	672
Lackland AFB	2226	2226	1974	252	0	11%	252
Randolph AFB	1312	1312	986	326	0	25%	326
Brooks-City Base	618	618	424	194	0	31%	194
SA Totals	6016	6016	4572	1444	0	24%	1444

Note: All zeros indicate no fitness center available

Military Value							
Alternative	Score	Rank					
Ft. Sam Houston	0.230	24					
Lackland AFB	0.355	7					
Randolph AFB	0.218	29					

Installation	Current Capacity	Maximum Potential Capacity	Current Usage @200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
FORT SAM HOUSTON	1799267	1789545	834800	954745	9100	53%	945645
Lackland AFB	933046	955492	622000	333492	0	35%	333492
Randolph AFB	1213608	1383333	1082800	300533	2500	22%	298033
Brooks City-Base	441352	441352	601600	-160248	0	-36%	-160248

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
Real property management						
General engineering services	DPW	CES	PWD	BS/FS/FM	G-4//S-4 Fac. Eng	USA: Eng supply including warehousing is provided by DOL
Real property planning	DPW	CES	PWD	BS/FS/FM	G-4//S-4 Fac. Eng	
Real estate/facility management	DPW	CES	PWD	BS/FS/FM	G-4//S-4 Fac. Eng	
Construction administration	DPW	CES	ROICC	BS/FS/BS	NAVFAC/ROICC	AF: CoE and NAVFAC administers MILCON projects. CES provides oversight of this administration.
Forest and range land management	DPW	CES	ENV & NR		See remarks	USMC: Natural resources, Trg & Ed., Fac. Maintenance
Master planning	DPW	CES	PWD	BS/FS/FM	G-4/S-4/Fac Maint.	
Real property maintenance						
Facility repair and maintenance	DPW	CES	PWD	BS/FS/SRM	G-4/S-4/Fac Maint.	AF: Both in-house and contract
Minor construction	DPW	CES	PWD	BS/FS/SRM	ROICC	AF: Both in-house and contract
Engineer shop operations	DPW	CES	PWD	BS/FS/FM	Ops Units, Fac Maint	
Custodial support	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: By contract
Grounds maintenance	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: By contract
Refuse handling	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: By contract
Entomological service	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: Both in-house & contract
Snow removal	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: Both in-house & contract
						USA: DOL handles all used POL; MEDCOM handles all medical waste, DMWR is involved only if recycling is treated as a business
Landfill and waste storage	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: Typically removed to off-base landfill by contract; on-base waste storage managed by CES with assistance from org. who generate waste.
Recycling	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	USA: See note above. AF: By contract.
Utilities						
Water treatment and usage	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Typically accomplished by utility provider
Sewage treatment	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Typically accomplished by utility provider
Solid waste disposal	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Typically accomplished by utility provider
Power generation & distribution	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Both in-house and contract
Boiler and heating systems	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Both in-house and contract
Air-conditioning and cold storage	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	
Utility purchasing	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	
Engineering Services	DPW	CES	PWD	BS/FS/FM	G-4/S-4/Fac Maint/Eng	
Housing						
Batchelor	DPW	CES	HOUSING	CS/H/BQO	G-4/S-4/Housing	
Transient billeting	DMWR	SVS	HOUSING	CS/H/BQO	G-4/S-4/Housing	
Family housing	DPW	CES	HOUSING	CS/H/FH	G-4/S-4/Housing	
Housing furnishings	DPW	CES	HOUSING	CS/H/FH	G-4/S-4/Housing	
House leases	DPW	CES	HOUSING	CS/H/FH	G-4/S-4/Housing	
Housing referrals	DPW	CES	HOUSING		G-4/S-4/Housing	
Housing self-help	DPW	CES	PWD	CS/H/FH	G-4/S-4/Housing	
Emergency services						
Fire prevention and protection	DPS	CES	FIRE	BS/PS/FF	G-4/S-4	
Emergency medical response	DPS	MDG	FIRE	BS/PS/FF	BUMED/G-4	
Emergency hazardous material response	DPS	Multi	FIRE	BS/PS/FF	G-4/S-4	
Aviation crash and rescue	DPS	CES	AIR OPS	BS/PS/FF	Air Ops	
Weather emergency response	DPS	Multi	SECURITY	BS/PS/DP	G-4/S-4	

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
6. Environmental services						
Safely administration	DPS	SE	ENV & NR	BS/E	G-4/S-4/Environ/Fac/Eng	
Environmental compliance	DPW	CES	ENV & NR	BS/E/COM	G-4/S-4/Environ/Fac/Eng	
Environmental restoration	DPW	CES	ENV & NR	BS/E	G-4/S-4/Environ/Fac/Eng	
Pollution prevention	DPW	CES	ENV & NR	BS/E/PP	G-4/S-4/Environ/Fac/Eng	
Environmental impact/compliance	DPW	CES	ENV & NR	BS/E/COM	G-4/S-4/Environ/Fac/Eng	
Toxic waste control	DPW	CES	ENV & NR	BS/E	G-4/S-4/Environ/Fac/Eng	
Natural resource management	DPW	CES	ENV & NR	BS/E	Natural Resources	
						USA: DPW has policy; DOL usually executes in those areas where they have responsibility. DOL does all HAZMAT transportation.
HAZMAT operations	DPW/DOL	Multi	ENV & NR	BS/PS/FF	G-4/S-4/Environ/Fac/Eng	
Historical and archeological resources mgt	DPW		ENV & NR		Natural/Cultural Resources	
7. Base security						
a. Traffic control	DPS	SFS	PS	BS/PS/S	PMO	
b. Vehicle and firearms registration	DPS	SFS	PS		PMO	
c. Crime prevention	DPS	SFS	PS	BS/PS/FP	PMO	
d. criminal investigation	DPS	SFS/OSI	NCIS		PMO	
e. Security services	DPTMS/DPS	SFS	PS	BS/PS/FP	PMO	
f. Dog operations	DPS	SFS	PS		PMO	
g. Counterintelligence activities	DPTMS	OSI	PS		NCIS	
8. Reserve component support						
a. Reserve component support	DPTMS			BS/C&S/MS	G3,G4,Reserve Spt Unit	
b. Guard component support	DPTMS		N/A	N/A	G3,G4,Reserve Spt Unit	
c. Mobilization support	DPTMS			BS/C&S/MS	G-3	
9. Resource management						
a. Program and budget formulation	RMO	FM/XP	ADMIN/COMP	BS/C&S/RM	G-1/S-1	
b. Budget execution	RMO	FM/XP	ADMIN/COMP	BS/C&S/RM	G-1/S-1	
c. Management analysis	OPA&I	MO	ADMIN/COMP	BS/C&S/RM	G-1/S-1	
d. Manpower requirements	RMO	MO/MSS	ADMIN	BS/C&S/RM	G-1/S-1	
e. Support agreements	RMO	LRS	ADMIN/COMP		G-1/S-1	
10. Procurement						
a. Contracting	ACA/COE/MWR	CONS	PWD	BS/FS/FS	NAVFAC, Regional Contr.	USA: All three agencies do contracting for the Garrison. ACA is an outside agency.
b. Contract cost and analysis	ACA/COE/MWR	CONS/FM	PWD	BS/FS/FS	NAVFAC, Regional Contr.	
c. Quality assurance	ACA/COE/MWR	CONS/User	PWD	BS/FS/FS	NAVFAC, Regional Contr.	
d. Contract administration	ACA/COE/MWR	CON/User	PWD	BS/FS/FS	NAVFAC, Regional Contr.	
11. Personal property management						
a. Property accountability	DOL		PPO	CS/H/FH	G-4/S-4	
b. Materiel storage	DOL		PPO	CS/H/FH	G-4/S-4	
c. Materiel handling	DOL		PPO	CS/H/FH	G-4/S-4	
d. Materiel receipt and issue	DOL		PPO	CS/H/FH	G-4/S-4	
12. Transportation services						
a. Transportation motor services	DOL	LRS	PWD		G-4/S-4	
b. Transportation office operations	DOL	LRS	PWD		G-4/S-4	
c. Local materiel and household goods movement	DOL/JPPSO	LRS	PPO/JPPSO	CS/H/FH	G-4/S-4	

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
13. Equipment maintenance						
a. Nontactical equipment maintenance	DOL	LRS	PWD	BS/FS/BSV&E	G-4/S-4	USA: This is maintenance on base support equip. only. Maintenance on tactical equip. is reimbursable.
b. Vehicle maintenance	DOL	LRS	PWD	BS/FS/BSV&E	G-4/S-4	
14. Retail supply services						
a. Stock fund activities	DOL/DLA/AMC	LRS	SUPPLY		G-4/S-4	
b. Materiel requisitioning	DOL	LRS	SUPPLY	OFS/OS/S	G-4/S-4	
c. Petroleum, oil, and lubricants distribution	DOL/DLA	LRS	SUPPLY	OFS/OS/S	DLA	
d. Clothing/central issue facilities	DOL/DLA	LRS	SUPPLY	OFS/OS/S	G-4/S-4	
e. Clothing alterations	AAFES	AAFES	NEX	NEX	G-4/S-4	
f. Ammunitions supply operations	DOL	MUNS	SUPPLY	OFS/OS/OOS	G-4/S-4	
g. Self-service supply operations	DOL/Unit	Contract	SUPPLY		G-4/S-4	
15. Base communications						
a. Telephone service	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
b. Teleconference facility	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
c. Radio operations	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
d. Communications infrastructure maintenance	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
16. Information and audio/visual services						
a. Automated information systems operations/mx	DOIM/NETCOM	CS/Users	COMM/ADP	BS/C&S/ITS	G-1, G-2	
b. Information mgt equipment repair/mx	DOIM/NETCOM	CS/Users	COMM/ADP	BS/C&S/ITS	G-1, G-2	
c. software support service	DOIM/NETCOM		COMM/ADP	BS/C&S/ITS	G-1, G-2	
d. Records mgt	DOIM/NETCOM	CS	ADMIN	BS/C&S/ITS	G-1, G-2	
e. Mail and distribution center operations	DOIM/DHR	Contract	ADMIN	BS/C&S/ITS	G-1, G-2	
f. Film and video production services	DOIM/NETCOM	CS	ADMIN/PAO	BS/C&S/ITS	G-1, G-2	
g. Sound production services	DOIM/NETCOM	CS	ADMIN/PAO	BS/C&S/ITS	G-1, G-2	
h. Radio and cable TV systems	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-1, G-2	
i. Visual information library services	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-1, G-2	
j. Audio/visual equipment loan and repair	DPTMS	CS	COMM/ADP	BS/C&S/ITS	G-1, G-2	
k. Graphic training aids	DPTMS	CS	TRAINING	BS/C&S/ITS	G-1, G-2	
17. Personnel and professional support						
a. Legal services	SMC's SJA	JA	ADMIN/LEGAL	BS/C&S/C	CO/CG staff	
b. Pubic affairs support	PAO	PA	ADMIN/PAO	BS/C&S/C	CO/CG staff	
18. Personnel services						
a. Personnel records maintenance	DHR	MSS	PSD	BS/C&S/MS	G-1	
b. Personnel actions	DHR	MSS	PSD	BS/C&S/MS	G-1	
c. Orders publications	DHR	MSS	PSD	BS/C&S/MS	G-1	
d. Civilian personnel office	DHR	MSS	HRO	BS/C&S/RM	G-1	
e. Equal employment opportunity services	DHR	MSS	HRO	BS/C&S/RM	G-1	
f. Transition point operations	DHR	MSS	TPU	BS/C&S/RM	G-1	
g. Retiree affairs	DHR	MSS	HRO	BS/C&S/RM	G-1	
h. Survivor assistance	DHR	MSS	F&FSC	BS/C&S/RM	G-1	
19. Food Services						
a. Dining facilities	DOL	SVS	SUPPLY	CS/PS/G	G-4, Contract	
b. Ration distribution	DOL	SVS	SUPPLY	CS/PS/G	G-4, Contract	
20. Laundry services	DOL	SVS	N/A		G-4, Contract	

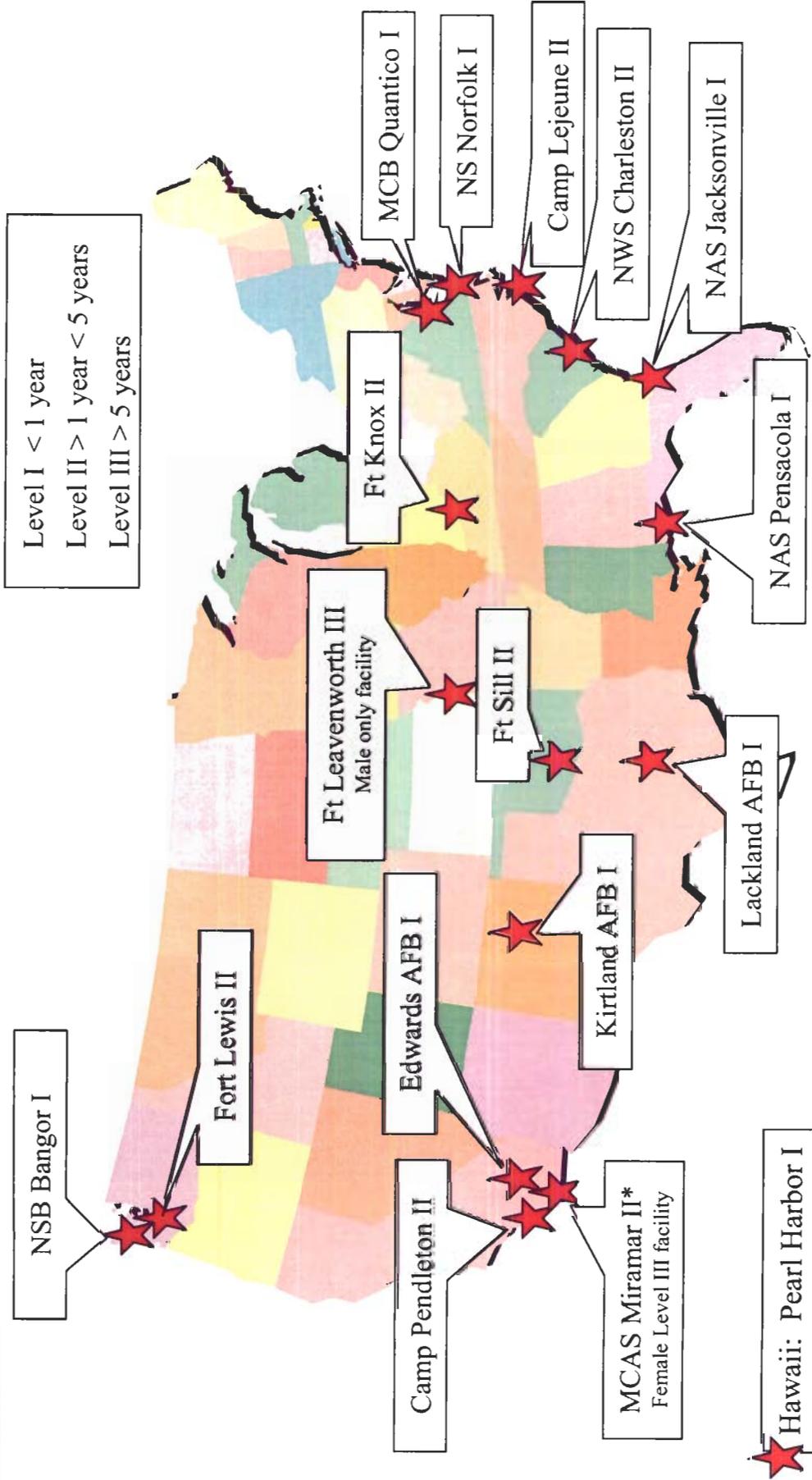
Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
1. Education services						
a. Education center	DHR	MSS	NAVY COLLEGE			G-2
b. Education testing	DHR	MSS	NAVY COLLEGE			G-2
c. Learning center	DHR	MSS	NAVY COLLEGE			G-2
2. Personal and family services						
a. Drug and alcohol	DHR/DPS/DMWR	MDG	F&FSC	CS/PS/FFS		MCCS
b. Exceptional family member program	DHR	MDG	F&FSC	CS/PS/FFS		MCCS
c. Family counseling services	DMWR	MSS	F&FSC	CS/PS/FFS		MCCS
d. Community education and awareness	DMWR	MSS	F&FSC	CS/PS/FFS		MCCS
e. Relocation counseling	DMWR	MSS	F&FSC	CS/PS/FFS		MCCS
f. Child care center	DMWR	SVS	F&FSC	CS/PS/FFS		MCCS
g. Youth center	DMWR	SVS	F&FSC	CS/PS/FFS		MCCS
h. Chapel operations and religious services	OCHAP	HC	CHAPLAIN	BS/C&S/C		MCCS
i. Chaplain counseling	OCHAP	HC	CHAPLAIN	BS/C&S/C		MCCS
j. Cemetery operations	DHR	HC				
23. Recreation services						
a. Installation and unit sports program	DMWR	SVS	MWR	CS/PS/MWR		MCCS
b. Bowling alleys	DMWR	SVS	MWR	CS/PS/MWR		MCCS
c. Information travel and transportation offices	DMWR	SVS	MWR	CS/PS/MWR		MCCS
d. Arts and crafts facilities	DMWR	SVS	MWR	CS/PS/MWR		MCCS
e. Golf courses	DMWR	SVS	MWR	CS/PS/MWR		MCCS
f. Theaters	DMWR	AAFES	MWR	CS/PS/MWR		MCCS
g. Equipment rental	DMWR	SVS	MWR	CS/PS/MWR		MCCS
h. Swimming pool	DMWR	SVS	MWR	CS/PS/MWR		MCCS
i. Gyms	DMWR	SVS	MWR	CS/PS/MWR		MCCS
j. Community and recreation centers	DMWR	SVS	MWR	CS/PS/MWR		MCCS
k. Base libraries	DMWR	SVS	MWR	CS/PS/MWR		MCCS
24. Military Exchange Operations	AAFES	AAFES	NEX			MCCS
25. DoD dependent schools	DODEA	DODEA	DODEA			DODEA
26. Airfield Operations	DPTMS/SMC					
a. Base Operations	DPTMS/SMC	OSS	AIR OPS	OFS/AO/AO		Air Ops, G-3
b. Weather	DPTMS/SMC	OSS	AIR OPS			Air Ops, G-3
c. Air traffic tower	DPTMS/SMC	OSS	AIR OPS	OFS/AO/AO		Air Ops, G-3
27. Garrison Operations						
a. Force Protection	DPTMS			BS/PS/FP		PMO, G3
b. Contingency planning	DPTMS			BS/PS/FP		G3, G4
c. Installation Operations Center	DPTMS			BS/PS/FP		G3, G4
d. Consequence Management	DPTMS					G3, G4
e. Training support	DPTMS			BS/C&S/MS		G2, T&E
f. Range operations	DPTMS			OFS/OS/OOS		G2, T&E
g. Training ammunition	DPTMS					Ammo
h. Training management	DPTMS			BS/C&S/MS		G2, T&E
28. Internal Review	IRACO					IG
29. Inspector General	SMC's IG		NAVY IG			IG
30. Strategic Planning	OPA&I					CO/GC

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
NOTES:						
LEGEND of TERMS						
USA:	DHR					
	Directorate of Human Resources					
	DMWR					
	Directorate of Morale, Welfare & Recreation					
	DOL					
	Directorate of Logistics					
	DPTMS					
	Directorate of Plans, Training, Mobilizations & Ser					
	DPW					
	Directorate of Public Works					
	DPS					
	Directorate of Public Safety					
	OP&I					
	Office of Plans, Analysis & Integration					
	IRACO					
	Inspector General					
	AAFEs					
	Army, Air Force Exchange Service					
	DODEA					
	Dept. of Defense Education Agency					
	MEDCOM					
	Medical Command					
	NETCOM					
	Army Contracting Agency					
	ACA					
	Corps of Engineers					
	COE					
	Public Affairs Office					
	PAO					
	Defense Logistics Agency					
	DLA					
	Army Materiel Command					
	AMC					
	Office of the Chaplain					
	OCHAP					
	Joint Personnel Property Shipping Office					
	JPPSO					
	Senior Mission Commander					
	SMC					
	ADMIN					
	Administration Department					
	USN:					
	Airfield Operations					
	AIR OPS					
	Base Housing					
	HOUSING					
	Base Supply Department					
	SUPPLY					
	Chaplain's Office					
	CHAPLAIN					
	Communications/Audio Data Processing Equip					
	COMM/ADP					
	Comptroller Shop					
	ADMIN/COMP					
	Environmental and Natural Resources					
	ENV & NR					
	Fire Department					
	FIRE					
	Fleet & Family Support Center					
	F&FSC					
	Human Resource Office					
	HRO					
	Inspector General					
	NAVY IG					
	Legal Services					
	ADMIN/LEGAL					
	NAVY COLLEGE					
	Navy Criminal Investigative Service					
	NCIS					
	Navy Exchange Services					
	NEX					
	Personal Property Office					
	PPO					
	Public Affairs Office					
	ADMIN/PAO					

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
Public Safety	PS					
Public Works Department	PWD					
Resident officer in charge of construction	ROICC					
Training Department	TRAINING					
Transient Personnel Unit	TPU					

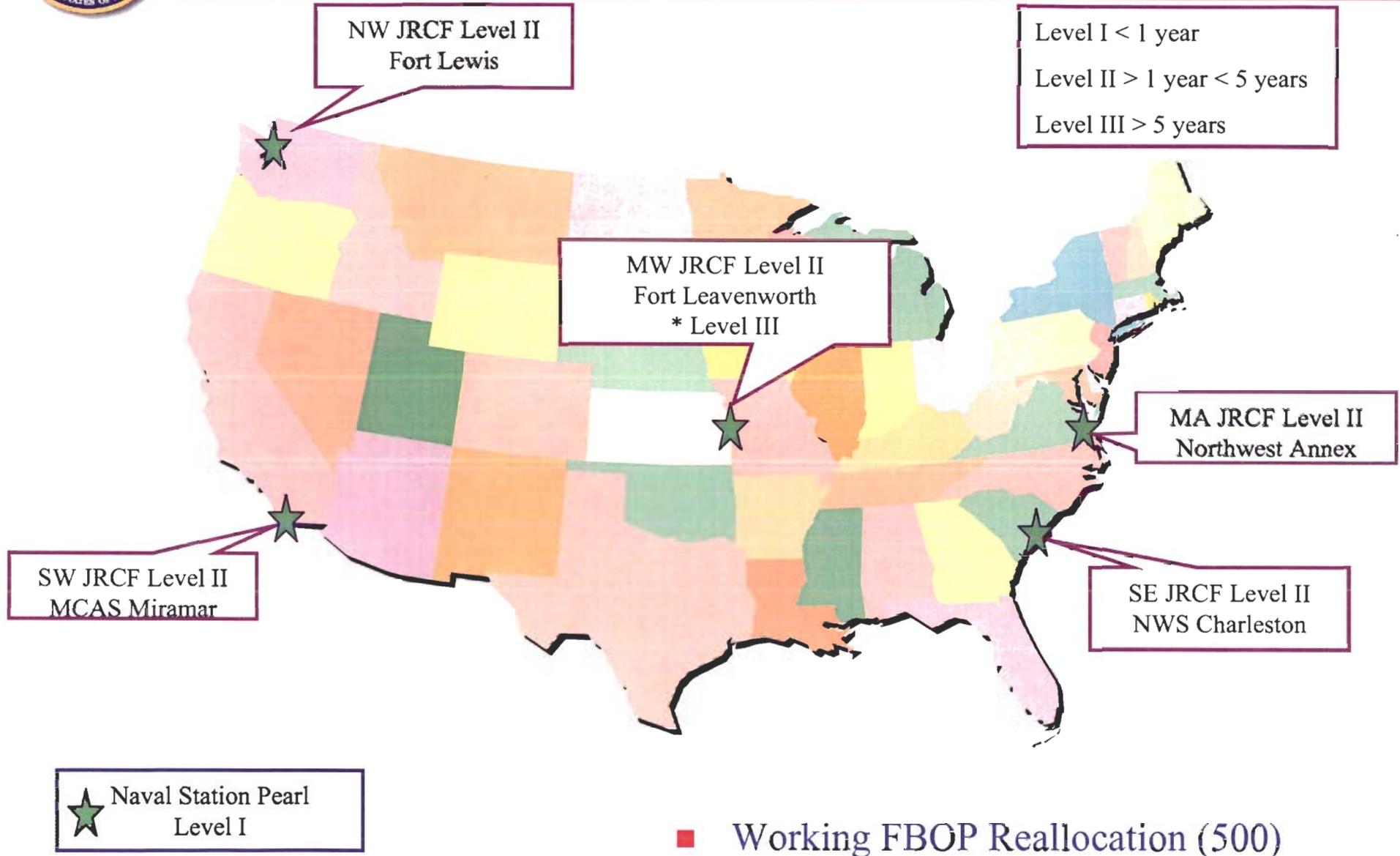


Corrections Facilities September 2003





Proposed Joint Regional Correctional Facilities



implementation are \$99.6M with a payback expected in 10 years. The net present value (NPV) of the costs and savings to the Department over 20 years is a savings of \$301.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6,011 (3,567 direct jobs and 2,444 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is 0.2 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Civilian inpatient capacity exists in the area to provide services to the eligible population. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has a potential impact on air quality at NNM Bethesda, MD, Fort Belvoir, VA, Dover AFB, DE, Aberdeen Proving Ground, MD and Fort Detrick, MD. New source review permitting and air conformity analyses may be required. Additional operations at Dover may impact archaeological resources and historic properties. New construction could impact historic resources at Fort Sam Houston, Fort Belvoir, and Aberdeen Resources must be evaluated on a case-by-case basis at Fort Belvoir, Aberdeen Proving Ground, and Fort Detrick. Consultation with SHPO will be required to ensure protection of cultural resources at Walter Reed. Additional operations may impact sensitive resources at Dover and constrain operations. Additional operations at Aberdeen may further impact threatened/endangered species leading to additional restrictions on training or operations. Modification to the hazardous waste program at Dover may be required. Significant mitigation measures to limit releases may be required at Aberdeen to reduce impacts to water quality and achieve US EPA water quality standards. Additional operations may impact wetlands at Dover, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; or wetlands. This recommendation will require spending approximately \$2.8M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Brooks City Base, TX

Recommendation: Close Brooks City Base, San Antonio, TX. Relocate the Air Force Audit Agency and 341st Recruiting Squadron to Randolph AFB. Relocate the United States Air Force School of Aerospace Medicine, the Air Force Institute of Occupational Health, the Naval Health Research Center Electro-Magnetic Energy Detachment, the Human Systems Development and Acquisition function, and the Human Effectiveness Directorate of the Air Force Research

Laboratory to Wright Patterson Air Force Base, OH. Consolidate the Human Effectiveness Directorate with the Air Force Research Laboratory, Human Effectiveness Directorate at Wright Patterson Air Force Base, OH. Relocate the Air Force Center for Environmental Excellence, the Air Force Medical Support Agency, Air Force Medical Operations Agency, Air Force Element Medical Defense Agency, Air Force Element Medical-DoD, Air Force-Wide Support Element, 710th Information Operations Flight and the 68th Information Operations Squadron to Lackland Air Force Base, TX. Relocate the Army Medical Research Detachment to the Army Institute of Surgical Research, Fort Sam Houston, TX. Relocate the Non-Medical Chemical Biological Defense Development and Acquisition to Edgewood Chemical Biological Center, Aberdeen Proving Ground, MD. Disestablish any remaining organizations.

Realign Holloman AFB by disestablishing the high-onset gravitational force centrifuge and relocating the physiological training unit (49 ADOS/SGGT) to Wright-Patterson AFB.

Justification: This recommendation enables technical synergy, and positions the Department of the Air Force to exploit a center-of-mass of scientific, technical, and acquisition expertise required by the 20-year Force Structure Plan. Greater synergy across technical capabilities and functions will be achieved by consolidating geographically separate units of the Air Force Research Laboratory.

The end state will co-locate the Human Systems Development & Acquisition function and the Human Systems Research function with Air Force Aerospace Medicine and Occupational Health education and training. This action will co-locate the Development & Acquisition for Human Systems with the Research function and will concentrate acquisition expertise for Human Systems at one site. Additionally, the relocation of the physiological training unit from Holloman AFB with the relocation of the high-onset gravitational-force centrifuge, enables the continued use of a critical piece of equipment required for both Human Systems Research and Aerospace Medicine Education and Training. This end state will also increase synergy with the Air Platform Research and Development & Acquisition functions and continue the efficient use of equipment and facilities implemented under Biomedical Reliance and BRAC 91 at Wright Patterson AFB, OH.

Co-location of combat casualty care research activities with related military clinical activities of the trauma center currently located at Brooke Army Medical Center, Fort Sam Houston TX, promotes translational research that fosters rapid application of research findings to health care delivery, and provides synergistic opportunities to bring clinical insight into bench research through sharing of staff across the research and health care delivery functions. The availability of a co-located military trauma center also provides incentives for recruitment and retention of military physicians as researchers, and is a model that has proven highly successful in civilian academic research centers.

Edgewood Chemical and Biological Center, Aberdeen Proving Ground, is home to the military's most robust infrastructure supporting research utilizing hazardous chemical agents. Relocation of the Non-medical Chemical Biological Defense Development and Acquisition to Aberdeen Proving Ground will increase synergy, focus on joint needs, and efficient use of equipment and

facilities by co-locating Tri-Service and Defense activities performing functions in chemical-biological defense and medical RDA.

This recommendation also moves the Air Force Center for Environmental Excellence (AFCEE) to Lackland AFB, where it will be co-located the Air Force Real Property Agency (AFRPA) that is being relocated to Lackland in a separate recommendation. The military value of AFCEE is 265th out of 336 entities evaluated by the Major Administrative and Headquarters (MAH) military value model. Lackland Air Force Base is ranked 25th out of 336.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$325.3M. The net of all costs and savings to the Department during the implementation period is a cost of \$45.9M. The annual recurring savings to the Department after implementation is \$102.1M, with a payback expected in 2 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$940.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 29 jobs (17 direct jobs and 12 indirect jobs) in the Alamogordo, NM Micropolitan Statistical Area, which is 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 4,081 jobs (2,097 direct jobs and 1,984 indirect jobs) in the San Antonio, TX Metropolitan Statistical Area, which is 0.4 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation is expected to impact air quality at Fort Sam Houston, Wright-Patterson, and Aberdeen Proving Ground. New source review permitting and permit modifications may be required. This recommendation has the potential to impact cultural or historic resources at Fort Sam Houston, Randolph, Lackland, Aberdeen Proving Ground, Brooks, and Wright-Patterson. Additional operations at Fort Sam Houston and Wright-Patterson may further impact threatened and endangered species leading to additional restrictions on training or operations. Significant mitigation measures to limit releases at Fort Sam Houston may be required to reduce impacts to water quality and achieve US EPA water quality standards. Increases in population and operations at Aberdeen Proving Ground may require upgrades/purchase of additional waste management services. Modification of the hazardous waste program at Randolph and Wright-Patterson may be necessary. Additional operations may impact wetlands at Wright-Patterson and Lackland AFB, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; land use constraints or sensitive resource areas; or noise. This recommendation will require spending

approximately \$0.5M for waste management and environmental compliance activities. This cost was included in the payback calculation. Brooks City Base reports \$4.2M in environmental restoration costs. Because the Department has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost was not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

McChord Air Force Base, WA

Recommendation: Realign McChord Air Force Base, WA, by relocating all medical functions to Fort Lewis, WA.

Justification: The primary rationale for this recommendation is to promote jointness and reduce excess capacity. This recommendation supports strategies of reducing excess capacity and locating military medical personnel in areas with enhanced opportunities for medical practice. McChord AFB's medical facility produced 44,283 Relative Value Units (RVUs) in FY02, which is well below the Military Health System average of 166,692 RVUs. Its Healthcare Services Functional Military Value of 51.45, is much lower than that of Ft Lewis (73.30). Military personnel stationed at McChord AFB's Medical Facility can be placed in activities of higher military value with a more diverse workload, providing them with enhanced opportunities to maintain their medical currency and making them better able to support Army medical readiness requirements. Approximately 169 military and civilian authorizations will be realigned to Fort Lewis in order to maintain the current level of effort in providing care to the McChord AFB beneficiary population. The remaining civilian authorizations and contractors at McChord AFB that represent unnecessary overhead will be eliminated. Military personnel that are filling similar "overhead positions" will be redistributed by the Service to replace civilian and contract medical personnel elsewhere in the Military Health System activities of higher military value. The large savings along with the reduction of inefficiencies and workload available supports this action. While the jobs are lost in the military system the same type of job is available in the community.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$55.1M. Annual recurring savings to the Department after implementation are \$11.6M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$164.4M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 101 jobs (55 direct jobs and 46 indirect jobs) over the 2006-2011 period in the Tacoma, WA Metropolitan Division, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Civilian inpatient capacity exists in the area to provide services to the eligible population. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality, cultural, archeological, or tribal resources; dredging; and use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

San Antonio Regional Medical Center, TX

Recommendation: Realign Lackland Air Force Base, TX, by relocating the inpatient medical function of the 59th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center, Ft Sam Houston, TX, establishing it as the San Antonio Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.

Realign Naval Air Station Great Lakes, IL, Sheppard Air Force Base, TX, Naval Medical Center Portsmouth, Naval Medical Center San Diego, CA, by relocating basic and specialty enlisted medical training to Fort Sam Houston, TX.

Justification: The primary rationale for this recommendation is to transform legacy medical infrastructure into a modernized joint operational medicine platform. This recommendation reduces excess capacity within the San Antonio Multi-Service Market (MSM: two or more facilities co-located geographically with “shared” beneficiary population) while maintaining the level of care for the beneficiaries, enhancing opportunities for provider currency, and maintaining surge capacity. By making use of the design capacity inherent in Brooke Army Medical Center (BAMC), the entire inpatient care produced at WHMC can be relocated into this facility. In terms of military value, while BAMC had a slightly lower quantitative military value score than WHMC, the difference was so small as to not be a meaningful discriminator. Additionally, the small difference is primarily attributable to the efficiency of the Dental Clinic at WHMC, a facility that is excluded from this recommendation. It was the military judgment of the MJCSG that in the context of this recommendation, the condition of the facilities and their average weighted age were the most important elements of the military value of the two locations. In this area, BAMC received a significantly higher score than WHMC. Additionally, it is more cost effective and timely to return BAMC to its inherent design capacity and convert WHMC to an ambulatory care center, than to do the reverse. BAMC is located in a more centralized location, enabling it to better support the broader population area. WHMC and BAMC support Level 1 Trauma Centers, this capability is

maintained in this recommendation by expanding the BAMC Level 1 Trauma Center to the capacity of both trauma centers. It was therefore the military judgment of the MJCSG that regionalization at BAMC provided the highest overall military value to the Department. Development of a premier Regional Military Medical Center will provide enhanced visibility, as well as, recruiting and retention advantages to the Military Health System. The remaining civilian authorizations and contractors at Wilford Hall Medical Center that represent unnecessary overhead will be eliminated. Military personnel filling similar “overhead positions” are available to be redistributed by the Service to replace civilian and contract medical personnel elsewhere in Military Healthcare System activities of higher military value. While the jobs are lost in the military system the same type of job is available in the community.

This recommendation also co-locates all (except Aerospace Medicine) medical basic and specialty enlisted training at Fort Sam Houston, TX, with the potential of transitioning to a joint training effort. This will result in reduced infrastructure and excess system capacity, while capitalizing on the synergy of the co-location similar training conducted by each of the three Services. In addition, the development of a joint training center will result in standardized training for medical enlisted specialties enhancing interoperability and joint deployability. Co-location of medical enlisted training with related military clinical activities of the San Antonio Regional Medical Center at Brooke Army Medical Center, Fort Sam Houston, TX, provides synergistic opportunities to bring clinical insight into the training environment, real-time. As a result, both the healthcare delivery and training experiences are exponentially enhanced.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1,040.9M. The net of all costs and savings to the Department during the implementation period is a cost of \$826.7M. Annual recurring savings to the Department after implementation are \$129.0M with a payback expected in 10 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$476.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 4,373 jobs (1,926 direct jobs and 2,447 indirect jobs) over the 2006-2011 period in the Lake County-Kenosha County, IL-WI Metropolitan Division, which is 0.88 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,101 jobs (1,630 direct jobs and 1,471 indirect jobs) over the 2006-2011 period in the San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area, which is 0.17 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,963 jobs (2,378 direct jobs and 1,585 indirect jobs) over the 2006-2011 period in the Wichita Falls, TX Metropolitan Statistical Area, which is 4.26 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,013 jobs (489 direct jobs and 524 indirect jobs) over the 2006-2011 period in the

Virginia Beach-Norfolk-Newport News, VA Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. Civilian inpatient capacity exists in the area to provide services to the eligible population. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation is expected to impact air quality at Fort Sam Houston. Title V permit, permit modification, and a New Source Review may be required. This recommendation has the potential to impact cultural or historic resources at Fort Sam Houston and Lackland AFB. Additional operations at Fort Sam Houston may further impact federally listed species leading to additional restrictions on training or operations. A hazardous waste program modification may be required at Lackland AFB. Significant mitigation measures to limit releases may be required at Fort Sam Houston to reduce impacts to water quality and achieve US EPA water quality standards. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; or wetlands. This recommendation will require spending approximately \$1.2M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Convert Inpatient Services to Clinics

Recommendation: Realign Marine Corps Air Station Cherry Point, NC by disestablishing the inpatient mission at Naval Hospital Cherry Point; converting the hospital to a clinic with an ambulatory surgery center.

Realign Fort Eustis, VA, by disestablishing the inpatient mission at the Fort Eustis Medical Facility; converting the hospital to a clinic with an ambulatory surgery center.

Realign the United States Air Force Academy, CO, by relocating the inpatient mission of the 10th Medical Group to Fort Carson Medical Facility, CO; converting the 10th Medical Group into a clinic with an ambulatory surgery center.

Realign Andrews Air Force Base, MD, by disestablishing the inpatient mission at the 89th Medical Group; converting the hospital to a clinic with an ambulatory surgery center.

DEPOT LEVEL REPARABLE PROCUREMENT MANAGEMENT CONSOLIDATION

S&S - 7

LACKLAND AFB, TX

REALIGN

Out	In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
	Mil	Civ	Mil	Civ		
(97)	0	0	(97)	(196)	0	(293)

Recommendation: Realign Lackland Air Force Base, TX, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Robins Air Force Base, GA, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; relocate the remaining integrated materiel management, user, and related support functions to Robins Air Force Base, GA.

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Anniston-Oxford, AL, Metropolitan Statistical Area	1	1	2	Less than 0.1
Detroit-Livonia-Dearborn, MI, Metropolitan Division	30	19	49	Less than 0.1

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.2M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Depot Level Repairable Procurement Management Consolidation

Recommendation: Realign Lackland Air Force Base, TX, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Robins Air Force Base, GA, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; relocate the remaining integrated materiel management, user, and related support functions to Robins Air Force Base, GA.

Realign Soldier Systems Center, Natick, MA, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to

Defense Supply Center Philadelphia, PA, and reestablishing them as Defense Logistics Agency Inventory Control Point functions and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Philadelphia, PA, Inventory Control Point functions.

Realign Detroit Arsenal, MI, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Columbus, OH, Inventory Control Point functions.

Realign Rock Island Arsenal, IL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Detroit Arsenal, MI, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Detroit Arsenal, MI.

Realign Ft. Huachuca, AZ, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and designate them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Aberdeen Proving Ground, MD, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD.

Realign Naval Support Activity Mechanicsburg, PA, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items, except those Navy items associated with Nuclear Propulsion Support, Level 1/Subsafe and Deep Submergence System Program (DSSP) Management, Strategic Weapon Systems Management, Design Unstable/Preproduction Test, Special Waivers, Major End Items and Fabricated or Reclaimed items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer

Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Marine Corps Base, Albany, GA, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for any residual Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Naval Support Activity Philadelphia, PA, Tinker Air Force Base, OK, Hill Air Force Base, UT, and Robins Air Force Base, GA, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items, except those Navy items associated with Design Unstable/Preproduction Test, Special Waivers and Major End Items to Defense Supply Center Richmond, VA, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Richmond, VA, Inventory Control Point functions.

Realign Redstone Arsenal, AL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Aviation Consumable Items to Defense Supply Center Richmond, VA, and reestablish them as Defense Logistics Agency Aviation Inventory Control Point functions; disestablish the procurement management and related support functions for Aviation Depot Level Repairables and designate them as Defense Supply Center Richmond, VA, Aviation Inventory Control Point functions; relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Missile Consumable Items to Defense Supply Center Columbus, OH; reestablish them as Defense Logistics Agency Missile Inventory Control Point functions; disestablish the procurement management and related support functions for Missile Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Missile Inventory Control Point

functions; and realign a portion of the remaining integrated materiel management, user, and related support functions necessary to oversee the Inventory Control Point activities at Aberdeen Proving Ground, MD, Detroit Arsenal, MI, Soldier System Center, Natick, MA, and Redstone Arsenal, AL, to Headquarters Army Materiel Command (AMC).

Realign Wright-Patterson Air Force Base, OH, by relocating the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Fort Belvoir, VA, by assigning the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Justification: The Supply & Storage Joint Cross Service Group looked at the responsibility for consumable and depot level reparable item management across the Department of Defense. This recommendation, together with elements of a base closure recommendation, supports the migration of the remaining Service Consumable Items to the oversight and management of a single DoD agency/activity. This proposal moves select Inventory Control Point functions (Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, and Integrated Materiel Management Technical Support) to DLA. A number of Inventory Control Point functions (Allowance/Initial Supply Support List Development, Configuration Management, User Engineering Support, Provisioning, and User Technical Support) will be retained by the Services to maintain the appropriate critical mass to perform requirements and engineering. In addition, this recommendation realigns or relocates the procurement management and related support functions for the procurement of DLRs to DLA. For both consumable items and the procurement management of DLRs, this recommendation provides the opportunity to further consolidate Service and DLA Inventory Control Points by supply chain type. Defense Supply Center Columbus, OH (DSCC), manages the Maritime and Land supply chain, the Defense Supply Center Richmond, VA (DSCR), manages the Aviation supply chain, and Defense Supply Center Philadelphia, PA (DSCP), manages the Troop Support supply chain. The realignment should provide labor savings through transfer in place (application of standard labor rates across Inventory Control Points, headquarters staff reductions, and consolidation of support functions), reduce labor and support costs (from site consolidation) and business process improvements, such as consolidation of procurement under a single inventory materiel manager, reduction of disposal costs, and improved stock positioning. Savings related to overhead/support functions, especially at those locations where physical realignments occur at a lead center can be anticipated. Finally, this recommendation supports transformation by transferring procurement management of all Service DLRs to a single DoD agency/activity.

This recommendation also allows for the relocation of the remaining Army ICP functions at Fort Huachuca (integrated materiel management, user, and related support functions) to be collocated with its respective Life Cycle Management Command.

This recommendation relocates Air Force ICP functions from Lackland AFB to Robins AFB to provide for the continuation of secure facilities required by the Lackland ICP.

In addition while this recommendation incorporates most of the actions required to complete the transfer of management to DLA, one element is captured in the closure recommendation associated Fort Monmouth, NJ, as noted below:

The realignment of Fort Monmouth, NJ, which relocates the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablishes them as Defense Logistics Agency Inventory Control Point functions; relocates the procurement management and related support functions for Depot Level Repairables to Aberdeen Proving Ground, MD, and designates them as Defense Supply Center, Columbus, OH, Inventory Control Point functions; and relocates the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD, has been incorporated into the closure of Fort Monmouth, NJ.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$127.0M. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$369.8M. Annual recurring savings to the Department after implementation are \$159.3M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,889.6M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Sierra Vista-Douglas, AZ, Metropolitan Statistical Area	212	159	371	0.72
Cambridge-Newton-Framingham, MA, Metropolitan	18	12	30	Less than 0.1
San Antonio, TX, Metropolitan Statistical Area	293	302	595	Less than 0.1

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Davenport-Moline-Rock Island, IA-IL, Metropolitan Statistical Area	740	647	1,387	0.61
Albany, GA, Metropolitan Statistical Area	7	6	13	Less than 0.1
Harrisburg-Carlisle, PA, Metropolitan Statistical Area	10	9	19	Less than 0.1
Huntsville, AL, Metropolitan Statistical Area	71	55	126	Less than 0.1
Ogden-Clearfield, UT, Metropolitan Statistical Area	47	46	93	Less than 0.1
Oklahoma City, OK, Metropolitan Statistical Area	38	48	86	Less than 0.1

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation will impact air quality at Aberdeen. Added operations will require New Source Review permitting and Air Conformity Analysis. Potential impacts to cultural resources may occur at Aberdeen as a result of increased times delays and negotiated restrictions, due to tribal government interest, and the fact that resources must be evaluated on a case-by-case basis. Eighteen historic properties are identified at Detroit Arsenal to date, but no restrictions to mission reported. Potential impacts may occur to historic resources at Detroit Arsenal, since resource must be valued on a case-by-case basis, thereby causing increased delays and costs. Additional operations may impact cultural resources and sensitive resource areas at Robins, which may impact operations. Noise contours at Robins may need to be reevaluated due to the change in mission. Additional operations at Aberdeen may further impact threatened/endangered species leading to additional restrictions on training or operations. Modification of on-installation treatment works may be necessary at Robins to accommodate the change in mission. Significant mitigation measures to limit releases may be required at Aberdeen and Detroit Arsenal to reduce impacts to water quality and achieve US EPA water quality standards. A wetlands survey may be needed at Detroit Arsenal. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; or wetlands. This recommendation will require spending approximately \$0.8M for environmental compliance

activities. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Supply, Storage, and Distribution Management Reconfiguration

Recommendation: Realign Defense Supply Center Columbus, OH, by disestablishing the Defense Distribution Depot Columbus, OH. Relocate the storage and distribution functions and associated inventories to the Defense Distribution Depot Susquehanna, PA, hereby designated the Susquehanna Strategic Distribution Platform.

Realign Tobyhanna Army Depot, PA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Tobyhanna, PA, with all other supply, storage, and distribution functions and inventories that exist at Tobyhanna Army Depot to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Tobyhanna Army Depot, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Naval Station Norfolk, VA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Norfolk, VA, with all other supply, storage, and distribution functions and inventories that exist at Norfolk Naval Base and at Norfolk Naval Shipyard to support shipyard operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Norfolk Naval Shipyard operations, maintenance and production, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Defense Supply Center Richmond, VA, by relocating the storage and distribution functions and associated inventories of the Defense Distribution Depot Richmond, VA, to the Susquehanna Strategic Distribution Platform. Retain the minimum necessary storage and distribution functions and associated inventories at Defense Distribution Depot Richmond, VA, to serve as a wholesale Forward Distribution Point.

Realign Marine Corps Air Station, Cherry Point, NC by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Cherry Point, NC, with all other supply, storage, and distribution functions and inventories that exist at Naval Aviation Depot Cherry Point, NC, to support depot operations, maintenance and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Air Depot Cherry Point, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,120 jobs (1,443 direct jobs and 677 indirect jobs) over the 2006-2011 period in the Huntsville, AL, metropolitan economic area, which is 0.9 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered.

Community Infrastructure Assessment: A review of community attributes revealed no significant issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation may impact air quality at Fort Lee. However, noise caused by Ordnance School operations may result in significant impacts at Fort Lee. A noise analysis and mitigation may be required. This recommendation will have some impact on water resources at Fort Lee due to the increased in demand from incoming personnel. This recommendation may require upgrade of wastewater treatment plan. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; threatened and endangered species or critical habitat; or wetlands. The recommendation will require spending approximately \$1.2M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Joint Center for Consolidated Transportation Management Training

Recommendation: Realign Lackland Air Force Base, TX, by relocating the Transportation Management training to Fort Lee, VA.

Justification: Eliminates redundancy. "Train as we fight; jointly." Consolidates like schools while preserving service unique culture. Although Lackland Air Force Base, TX, has a higher military value than Fort Lee, VA, it is the military judgment of the JCSG that consolidation at the location with the largest amount of transportation training produces the greatest overall Military Value to the Department. Uses Inter-service Training Review Organization (ITRO) as the baseline.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.5M. The net of all costs and savings to the Department during the implementation period is a cost of \$5.8M. Annual recurring savings to the Department after implementation is \$1.3M with a payback expected in one year. The net present value of the costs and Department savings over 20 years is a savings of \$18.0M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 260 jobs (155 direct jobs and 105 indirect jobs) over 2006-2011 in the San Antonio, TX, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered.

Community Infrastructure Assessment: Review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation requires spending approximately \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Joint Center of Excellence for Culinary Training

Recommendation: Realign Lackland Air Force Base, TX, by relocating Culinary Training to Fort Lee, VA, establishing it as a Joint Center of Excellence for Culinary Training.

Justification: Consolidates Culinary Training at the installation with the largest Service requirement. Eliminates redundancy and costs. Trains the Services culinary training under Inter-service Training Review Organization (ITRO). It is the military judgment of the JCSG that consolidation at the location with the largest amount of culinary training produces the greatest overall military value to the Department, through increased training efficiency at a lower cost.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$5.0. The net of all costs and savings to the Department during the implementation period is a cost of \$2.9M. Annual recurring savings to the Department after implementation is \$1.4M with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$16.1M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 471 jobs (291 direct jobs and 180 indirect jobs) over 2006-2011 in the San Antonio, TX, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on these economic regions of influence was considered.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. The recommendation will require spending \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Joint Center of Excellence for Religious Training & Education

Recommendation: Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a Joint Center of Excellence for religious training and education.

Justification: Consolidation at Fort Jackson, SC, creates a synergistic benefit by having each Services' officer and enlisted programs conducted in close proximity to operational forces. Realized savings result from consolidation and alignment of similar officer and enlisted educational activities and the merging of common support functions. This recommendation supports the following DoD transformational options: 1) establish center of excellence for joint education and training by combining like schools; and 2) establish joint officer and enlisted specialized skills training.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.0M. The net of all costs and savings to the Department during the implementation period is a savings \$4.0M. Annual recurring savings to the Department after implementation is \$0.8M, with a payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of \$11.9M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 88 jobs (39 direct jobs and 49 indirect jobs) over the 2006-2011 period in the Providence-New Bedford-Fall River, RI, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 32 jobs (17 direct jobs and 15 indirect jobs) over the 2006-2011 period in the Meridian, MS, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Surveys and consultation with the SHPO will be required to determine disposition of archaeological and historical resources. Restoration, monitoring, access control, and deed restrictions may be required for former waste management areas to prevent disturbance, health and safety risks, and/or long term release of toxins to environmental media. Restoration and monitoring of contaminated sites will likely be required after closure to prevent significant long-term impacts to the environment. This recommendation has no impact on air quality; dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$1.3M for environmental compliance activities. This cost was included in the payback calculation. Umatilla reports approximately \$10.3M in environmental restoration costs. Because the Department of Defense has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost was not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Lackland Air Force Base, TX

Recommendation: Realign Lackland Air Force Base, TX, by relocating the depot maintenance of Computers, Crypto, Electronic Components (Non-Airborne), and Radio to Tobyhanna Army Depot, PA; and disestablishing all depot maintenance capabilities.

Justification: This recommendation supports depot maintenance function elimination at Lackland Air Force Base, TX and follows the strategy of minimizing sites using maximum capacity at 1.5 shifts. This recommendation eliminates over 36,200 square feet of depot maintenance production space with annual facility sustainment and recapitalization savings of \$0.1M. Required capacity to support workloads and Core requirements for the Department of Defense (DoD) is relocated to other DoD Centers of Industrial and Technical Excellence, thereby increasing the military value of depot maintenance performed at these sites. This recommendation decreases the cost of depot maintenance operations across DoD by consolidation and elimination of 30 percent of duplicate overhead structures required to operate multiple depot maintenance activities. Additionally, this recommendation supports transformation of the Department's depot maintenance operations by increasing the utilization of existing capacity by 150 percent while maintaining capability to support future force structure. Another benefit of this recommendation includes utilization of DoD capacity to facilitate performance of interservice workload.

Payback: The total estimated one time cost to the Department of Defense to implement this recommendation is \$10.2M. The net of all costs and savings to the Department during implementation period is a cost of \$0.07M. Annual recurring savings to the Department after

implementation are \$2.9M with payback expected in 3 years. The net present value of the costs and savings to the Department over 20 years is a saving of \$28.0 M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 376 jobs (177 direct jobs and 199 indirect jobs) over the 2006-2011 period in the San Antonio, TX, Metropolitan Statistical Area which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the community to support missions, forces and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has a potential to impact air quality at Tobyhanna. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does otherwise not impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Lone Star Army Ammunition Plant, TX

Recommendation: Close Lone Star Army Ammunition Plant (AAP), TX. Relocate the Storage and Demilitarization functions to McAlester AAP, IL. Relocate the 105MM and 155MM ICM Artillery, MLRS Artillery, Hand Grenades, 60MM and 81MM Mortars functions to Milan AAP, TN. Relocate Mines and Detonators/Relays/Delays functions to Iowa AAP, IA. Relocate Demolition Charges functions to Crane Army Ammunition Activity (AAA), IN.

Justification: Capacity and capability for Artillery, Mortars, Missiles, Pyro/Demo, and Storage exists at numerous munitions sites. There are 8 sites producing Artillery, 5 producing Mortars, 9 producing Pyro-Demo, 15 performing storage, and 13 performing Demilitarization. To reduce redundancy and remove excess from the Industrial Base, the closure allows DoD to create centers of excellence, avoid single point failure, and generate efficiencies. Goal is to establish multi-functional sites performing Demilitarization, Production, Maintenance, and Storage. Lone Star primarily performs only one of the 4 functions.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$29.0M. The net of all costs and savings to the Department during the implementation period is a cost of \$4.7M. Annual recurring savings to the Department after

approximately \$0.5M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Air and Space C4ISR Research, Development & Acquisition, Test & Evaluation

Recommendation: Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Research and Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

Justification: This recommendation will reduce the number of technical facilities engaged in Air & Space Sensors, Electronic Warfare, and Electronics and Information Systems RDAT&E from 6 to 2. Through this consolidation, the Department will increase efficiency of RDAT&E operations resulting, in a multi-functional center of excellence in the rapidly changing technology area of C4ISR.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$254.4M. The net of all costs and savings to the Department during the implementation period is a cost of \$115.3M. Annual recurring savings to the Department after implementation are \$36.2M with a payback expected in 8 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$238.0M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,250 jobs (1,262 direct jobs and 988 indirect jobs) over the 2006-2011 period in the Dayton, OH, Metropolitan Statistical Area, which is 0.44 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 384 jobs (220 direct jobs and 164 indirect jobs) over the 2006-2011 period in the Fort Walton Beach-Crestview-Destin, FL, Metropolitan Statistical Area, which is 0.32 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,254 jobs (1,971 direct jobs and 1,283 indirect jobs) over the 2006-2011 period in the Montgomery, AL, Metropolitan Statistical Area, which is 1.6 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 212 jobs (110 direct jobs and 102 indirect jobs) over the 2006-2011 period in the

San Antonio, TX, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Hanscom and Edwards. Additional operations at Hanscom and Edwards may impact archeological sites, which may constrain operations. This recommendation may require building on constrained acreage at Hanscom. Additional operations on Edwards may impact threatened and endangered species and/or critical habitats. The hazardous waste program at Hanscom will need modification. Additional operations may impact wetlands at Hanscom, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; waste management; or water resources. This recommendation will require spending approximately \$0.5M cost for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Ground Vehicle Development & Acquisition in a Joint Center

Recommendation: Realign Redstone Arsenal, Huntsville, AL, by relocating the joint robotics program development and acquisition activities to Detroit Arsenal, Warren, MI, and consolidating them with the Program Executive Office Ground Combat Systems, Program Executive Office Combat Support and Combat Service Support and Tank Automotive Research Development Engineering Center. Realign the USMC Direct Reporting Program Manager Advanced Amphibious Assault (DRPM AAA) facilities in Woodbridge, VA, by relocating the Ground Forces initiative D&A activities to Detroit Arsenal, Warren, MI.

Justification: This recommendation consolidates those USMC and Army facilities that are primarily focused on ground vehicle activities in development and acquisition (D&A) at Detroit Arsenal in Warren, MI, to increase joint activity in ground vehicle development & acquisition. The D&A being consolidated is centered on manned and unmanned ground vehicle program management. In Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF), effectiveness in combat depends heavily on "jointness," or how well the different branches of our military can communicate and coordinate their efforts on the battlefield. This collection of D&A expertise will not only foster a healthy mix of ideas, but will increase the ground vehicle community's ability to develop the kinds of capabilities that can position us for the future as well

Air Force Recommendations:

- Relocate the Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor and Pylon Packages (STRAPP) function from Lackland AFB, Medina Annex to McConnell Air Force Base, KS.
- Receive six F-16s aircraft from Springfield Beckley AGS, OH.
- Relocate base-level F-110 engine maintenance to Capital AGS, IL and establish a Centralized Intermediate Repair Facility (CIRF) at Capital for F-110 engines.
- Receive Expeditionary Combat Support Civil Engineering Squadron from Niagara Falls, ARS, NY.

DOD Justification

- This recommendation enables the Air Force Total Force participation by converting one of two Air Force STAMP/STRAPP missions from active duty Air Force to the Air National Guard. Lackland AFB, Medina Annex is one of two STAMP mission locations within the Air Force. The other is located at Hill AFB, UT. The action retains two geographically separated munitions sites to support the Air Force's Air Expeditionary Force (AEF) construct, while reducing the active duty manpower requirement to manage STAMP/STRAPP. Additionally, current missions out-load operations from Medina Annex to the airhead at Lackland pose transportation challenges (explosives shipment must be moved over interstate to the airfield).
- McConnell AFB has co-located munitions storage and hot-cargo handling capability on the base, enhancing the out-load effectiveness with little projected interference on the existing mission at McConnell AFB. The base has sufficient 1.1 net explosive with munitions storage capability in existing structures which once supported a wing mission. Additionally, ANG personnel at McConnell currently perform a function similar to the active duty STAMP mission. Because of this existing capability, mission conversion is expected to require fewer additional full time AF personnel at McConnell than active duty personnel at Median.
- Moving the F-16s from Springfield Beckley to Lackland, which has higher military value, optimizes squadron size at Lackland, the only remaining ANG F-16 Flying Training Wing.
- Closure of Niagara Falls ARS requires relocation of Expeditionary Combat Support manpower to other Reserve locations.
- Moving F-110 Engine maintenance from Lackland to Capital AGS, IL is establishes a CRIF at Capital for F-110 Engines.

Payback

- The total estimated one-time cost to the DOD to implement this recommendation is \$8.1M. The net of all costs and saving to the DOD during the implementation period is a saving of \$4.7M. Annual recurring saving to DOD after implementation is \$2.9M, with a payback expected in two years. The net present value the cost and saving to DOD over 20 years is a saving of \$32.4M. **Note: the data applies to the STAMP/STRAPP only. Awaiting data from the Air Force on the other actions listed in the BRAC recommendation.**

Economic Impact

- Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 198 jobs (107 direct and 91 indirect) over the 2006-2011 period in the San Antonio, TX, Metropolitan Statistical economical area (**applies to the STAMP/STRAPP only**). **Awaiting impact on the other BRAC recommendation identified above.**

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Defense Finance and Accounting Service (DFAS) – San Antonio TX

INSTALLATION MISSION

DFAS provides professional, responsive finance and accounting services to DoD and other federal agencies. It delivers mission essential payroll, contract and vendor pay, and accounting services to support America's national security. DFAS is a Working Capital Fund agency, which means rather than receiving direct appropriations, DFAS earns operating revenue for products and services provided to its customers.

DOD RECOMMENDATION

Close DFAS sites at Rock Island, IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL, Omaha, NE; Dayton, OH; St. Louis, MO; **San Antonio, TX**; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.

Realign DFAS Arlington, VA by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.

Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.

Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

DOD JUSTIFICATION

This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. Overall excess facility capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69 percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.

The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AFB Annex, CO, the Defense Supply Center-Columbus, OH, and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

Subject matter knowledge of DFAS's three business line missions and its operational components, along with business process review considerations and scenario basing strategy, was used to focus reduction of the 26 locations and identification of the three gaining locations. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorist and Force Protection standards, strategic business line redundancy, area workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.

COST CONSIDERATIONS DEVELOPED BY DOD

• One-Time Costs:	\$282.1 M
• Net Savings (Cost) during Implementation:	\$158.1 M
• Annual Recurring Savings:	\$120.5 M
• Expected Payback:	0 years
• Net Present Value over 20 Years:	\$1,313.8 M

TOTAL MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

The total number of jobs affected by this action is **6239** civilian and **205** military. Due to force future force reduction projections and BRAC savings gained from combining locations it is anticipated that there will be a reduction of **1931** positions. This leaves a net of **4513** positions that will be moving to one of the three designated DFAS locations.

MANPOWER IMPLICATIONS FOR DFAS San Antonio, TX - CLOSE

	Out	
	<u>Military</u>	<u>Civilian</u>
Reductions	32	303*

The following table indicates the number of spaces DFAS San Antonio will be losing and the number of spaces to the gaining locations. At this point in time the gaining location numbers are just estimated projections as DFAS has not developed its implementation plan.

LOSING LOCATION	GAINING LOCATION	MILITARY	CIVILIAN	TOTAL
DFAS San Antonio TX	DFAS Columbus OH	0	0	0
DFAS San Antonio TX	DFAS Denver CO	11	178	189
DFAS San Antonio TX	DFAS Indianapolis IN	21	122	143

* Total relocated staff does not match total manpower at the location due to future program workload changes and savings from the BRAC process.

ENVIRONMENTAL CONSIDERATIONS

- No major issues.

REPRESENTATION

Governor:	Gov. Rick Perry (R-TX)
Senators:	Sen. Kay Hutchison (R-TX) Sen. John Cornyn (R-TX)
Representative:	Rep. Charles A. Gonzalez (D-TX-20)

ECONOMIC IMPACT

San Antonio, TX MSA

- Potential Employment Loss: 702 jobs
- (335 direct and 367 indirect)
- MSA Job Base: 1,009,217 jobs
- Percentage for this action -0.1 %
- Percentage for actions in MSA 0.5%

MILITARY ISSUES

- None

COMMUNITY CONCERNS/ISSUES

- To be added.

Ethan Saxon, Interagency, May 25, 2005

STATE MAP AND STATISTICAL DATA





Table DP-1. Profile of General Demographic Characteristics: 2000

Geographic area: Texas

[For information on confidentiality protection, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Numt
Total population	20,851,820	100.0	HISPANIC OR LATINO AND RACE	
SEX AND AGE			Total population	20,851.8
Male	10,352,910	49.6	Hispanic or Latino (of any race)	6,669.6
Female	10,498,910	50.4	Mexican	5,071.9
Under 5 years	1,624,628	7.8	Puerto Rican	69.5
5 to 9 years	1,654,184	7.9	Cuban	25.7
10 to 14 years	1,631,192	7.8	Other Hispanic or Latino	1,502.4
15 to 19 years	1,636,232	7.8	Not Hispanic or Latino	14,182.1
20 to 24 years	1,539,404	7.4	White alone	10,933.3
25 to 34 years	3,162,083	15.2	RELATIONSHIP	
35 to 44 years	3,322,238	15.9	Total population	20,851.8
45 to 54 years	2,611,137	12.5	In households	20,290.7
55 to 59 years	896,521	4.3	Householder	7,393.3
60 to 64 years	701,669	3.4	Spouse	3,989.7
65 to 74 years	1,142,608	5.5	Child	6,565.6
75 to 84 years	691,984	3.3	Own child under 18 years	5,164.4
85 years and over	237,940	1.1	Other relatives	1,419.2
Median age (years)	32.3	(X)	Under 18 years	601.8
18 years and over	14,965,061	71.8	Nonrelatives	922.7
Male	7,338,177	35.2	Unmarried partner	327.2
Female	7,626,884	36.6	In group quarters	561.1
21 years and over	13,981,939	67.1	Institutionalized population	374.7
62 years and over	2,479,192	11.9	Noninstitutionalized population	186.4
65 years and over	2,072,532	9.9	HOUSEHOLD BY TYPE	
Male	862,181	4.1	Total households	7,393.3
Female	1,210,351	5.8	Family households (families)	5,247.7
RACE			With own children under 18 years	2,723.3
One race	20,337,187	97.5	Married-couple family	3,989.7
White	14,799,505	71.0	With own children under 18 years	2,001.6
Black or African American	2,404,566	11.5	Female householder, no husband present	937.5
American Indian and Alaska Native	118,362	0.6	With own children under 18 years	564.2
Asian	562,319	2.7	Nonfamily households	2,145.5
Asian Indian	129,365	0.6	Householder living alone	1,752.1
Chinese	105,829	0.5	Householder 65 years and over	536.2
Filipino	58,340	0.3	Households with individuals under 18 years	3,027.5
Japanese	17,120	0.1	Households with individuals 65 years and over	1,469.8
Korean	45,571	0.2	Average household size	2.
Vietnamese	134,961	0.6	Average family size	3.
Other Asian ¹	71,133	0.3	HOUSING OCCUPANCY	
Native Hawaiian and Other Pacific Islander	14,434	0.1	Total housing units	8,157.5
Native Hawaiian	3,475	-	Occupied housing units	7,393.3
Guamanian or Chamorro	3,641	-	Vacant housing units	764.2
Samoa	2,491	-	For seasonal, recreational, or occasional use	173.1
Other Pacific Islander ²	4,827	-	Homeowner vacancy rate (percent)
Some other race	2,438,001	11.7	Rental vacancy rate (percent)
Two or more races	514,633	2.5	HOUSING TENURE	
Race alone or in combination with one or more other races: ³			Occupied housing units	7,393.3
White	15,240,387	73.1	Owner-occupied housing units	4,716.9
Black or African American	2,493,057	12.0	Renter-occupied housing units	2,676.3
American Indian and Alaska Native	215,599	1.0	Average household size of owner-occupied units	2.
Asian	644,193	3.1	Average household size of renter-occupied units	2.
Native Hawaiian and Other Pacific Islander	29,094	0.1		
Some other race	2,766,586	13.3		

- Represents zero or rounds to zero. (X) Not applicable.

¹ Other Asian alone, or two or more Asian categories.

² Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

³ In combination with one or more of the other races listed. The six numbers may add to more than the total population and the six per cent may add to more than 100 percent because individuals may report more than one race.

Table DP-2. Profile of Selected Social Characteristics: 2000

Geographic area: Texas

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see

Subject	Number	Percent	Subject	Numt
SCHOOL ENROLLMENT			NATIVITY AND PLACE OF BIRTH	
Population 3 years and over enrolled in school.....	5,948,260	100.0	Total population.....	20,851,8
Nursery school, preschool.....	390,094	6.6	Native.....	17,952.1
Kindergarten.....	348,203	5.9	Born in United States.....	17,727.3
Elementary school (grades 1-8).....	2,707,281	45.5	State of residence.....	12,970.2
High school (grades 9-12).....	1,299,792	21.9	Different state.....	4,757.1
College or graduate school.....	1,202,890	20.2	Born outside United States.....	224.7
EDUCATIONAL ATTAINMENT			Foreign born.....	2,899.6
Population 25 years and over.....	12,790,893	100.0	Entered 1990 to March 2000.....	1,335.5
Less than 9th grade.....	1,465,420	11.5	Naturalized citizen.....	914.3
9th to 12th grade, no diploma.....	1,649,141	12.9	Not a citizen.....	1,985.3
High school graduate (includes equivalency).....	3,176,743	24.8	REGION OF BIRTH OF FOREIGN BORN	
Some college, no degree.....	2,858,802	22.4	Total (excluding born at sea).....	2,899.6
Associate degree.....	668,494	5.2	Europe.....	152.3
Bachelor's degree.....	1,996,250	15.6	Asia.....	466.2
Graduate or professional degree.....	976,043	7.6	Africa.....	64.4
Percent high school graduate or higher.....	75.7	(X)	Oceania.....	6.9
Percent bachelor's degree or higher.....	23.2	(X)	Latin America.....	2,172.4
MARITAL STATUS			Northern America.....	37.1
Population 15 years and over.....	15,937,643	100.0	LANGUAGE SPOKEN AT HOME	
Never married.....	4,076,697	25.6	Population 5 years and over.....	19,241.5
Now married, except separated.....	9,006,327	56.5	English only.....	13,230.7
Separated.....	392,957	2.5	Language other than English.....	6,010.7
Widowed.....	902,613	5.7	Speak English less than "very well".....	2,669.6
Female.....	738,953	4.6	Spanish.....	5,195.1
Divorced.....	1,559,049	9.8	Speak English less than "very well".....	2,369.0
Female.....	895,265	5.6	Other Indo-European languages.....	358.0
GRANDPARENTS AS CAREGIVERS			Speak English less than "very well".....	92.3
Grandparent living in household with one or more own grandchildren under 18 years.....	551,047	100.0	Asian and Pacific Island languages.....	374.3
Grandparent responsible for grandchildren.....	257,074	46.7	Speak English less than "very well".....	186.5
VETERAN STATUS			ANCESTRY (single or multiple)	
Civilian population 18 years and over ..	14,871,550	100.0	Total population.....	20,851,8
Civilian veterans.....	1,754,809	11.8	Total ancestries reported.....	19,485.5
DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION			Arab.....	63.7
Population 5 to 20 years.....	5,183,137	100.0	Czech ¹	187.7
With a disability.....	410,150	7.9	Danish.....	43.7
Population 21 to 64 years.....	11,612,066	100.0	Dutch.....	202.5
With a disability.....	2,315,414	19.9	English.....	1,462.9
Percent employed.....	58.3	(X)	French (except Basque) ¹	466.8
No disability.....	9,296,652	80.1	French Canadian ¹	88.9
Percent employed.....	74.7	(X)	German.....	2,068.9
Population 65 years and over.....	1,966,272	100.0	Greek.....	32.3
With a disability.....	879,978	44.8	Hungarian.....	30.2
RESIDENCE IN 1995			Irish ¹	1,507.8
Population 5 years and over.....	19,241,518	100.0	Italian.....	363.3
Same house in 1995.....	9,545,367	49.6	Lithuanian.....	12.5
Different house in the U.S. in 1995.....	8,970,191	46.6	Norwegian.....	118.9
Same county.....	5,204,389	27.0	Polish.....	228.3
Different county.....	3,765,802	19.6	Portuguese.....	16.5
Same state.....	2,402,953	12.5	Russian.....	56.4
Different state.....	1,362,849	7.1	Scotch-Irish.....	337.6
Elsewhere in 1995.....	725,960	3.8	Scottish.....	289.8
			Slovak.....	10.3
			Subsaharan African.....	132.7
			Swedish.....	127.8
			Swiss.....	28.7
			Ukrainian.....	15.5
			United States or American.....	1,554.0
			Welsh.....	81.1
			West Indian (excluding Hispanic groups).....	40.3
			Other ancestries.....	9,915.1

Table DP-4. Profile of Selected Housing Characteristics: 2000

Geographic area: Texas

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
Total housing units	8,157,575	100.0	OCCUPANTS PER ROOM		
UNITS IN STRUCTURE			Occupied housing units	7,393,354	100.0
1-unit, detached	5,171,892	63.4	1.00 or less	6,695,272	90.6
1-unit, attached	249,018	3.1	1.01 to 1.50	362,295	4.9
2 units	170,679	2.1	1.51 or more	335,787	4.5
3 or 4 units	272,988	3.3			
5 to 9 units	356,073	4.4	Specified owner-occupied units	3,848,585	100.0
10 to 19 units	351,859	4.3	VALUE		
20 or more units	819,101	10.0	Less than \$50,000	875,444	22.7
Mobile home	731,652	9.0	\$50,000 to \$99,999	1,561,509	40.6
Boat, RV, van, etc	34,313	0.4	\$100,000 to \$149,999	700,830	18.2
			\$150,000 to \$199,999	335,179	8.7
YEAR STRUCTURE BUILT			\$200,000 to \$299,999	223,968	5.8
1999 to March 2000	285,423	3.5	\$300,000 to \$499,999	104,821	2.7
1995 to 1998	788,815	9.7	\$500,000 to \$999,999	37,697	1.0
1990 to 1994	615,612	7.5	\$1,000,000 or more	10,137	0.3
1980 to 1989	1,843,009	22.6	Median (dollars)	82,500	(X)
1970 to 1979	1,753,545	21.5			
1960 to 1969	1,096,908	13.4	MORTGAGE STATUS AND SELECTED		
1940 to 1959	1,336,454	16.4	MONTHLY OWNER COSTS		
1939 or earlier	437,809	5.4	With a mortgage	2,471,978	64.2
			Less than \$300	20,398	0.5
ROOMS			\$300 to \$499	165,939	4.3
1 room	207,639	2.5	\$500 to \$699	374,627	9.7
2 rooms	510,542	6.3	\$700 to \$999	706,875	18.4
3 rooms	981,597	12.0	\$1,000 to \$1,499	710,869	18.5
4 rooms	1,328,543	16.3	\$1,500 to \$1,999	278,944	7.2
5 rooms	1,833,437	22.5	\$2,000 or more	214,326	5.6
6 rooms	1,474,159	18.1	Median (dollars)	986	(X)
7 rooms	856,297	10.5	Not mortgaged	1,377,607	35.8
8 rooms	501,265	6.1	Median (dollars)	296	(X)
9 or more rooms	464,096	5.7			
Median (rooms)	5.1	(X)	SELECTED MONTHLY OWNER COSTS		
			AS A PERCENTAGE OF HOUSEHOLD		
			INCOME IN 1999		
Occupied housing units	7,393,354	100.0	Less than 15.0 percent	1,568,141	40.7
YEAR HOUSEHOLDER MOVED INTO UNIT			15.0 to 19.9 percent	701,804	18.2
1999 to March 2000	1,842,731	24.9	20.0 to 24.9 percent	509,176	13.2
1995 to 1998	2,233,669	30.2	25.0 to 29.9 percent	315,316	8.2
1990 to 1994	1,126,526	15.2	30.0 to 34.9 percent	192,337	5.0
1980 to 1989	1,030,476	13.9	35.0 percent or more	522,231	13.6
1970 to 1979	630,749	8.5	Not computed	40,580	1.1
1969 or earlier	529,203	7.2			
			Specified renter-occupied units	2,649,196	100.0
VEHICLES AVAILABLE			GROSS RENT		
None	548,125	7.4	Less than \$200	117,323	4.4
1	2,658,321	36.0	\$200 to \$299	123,921	4.7
2	3,024,813	40.9	\$300 to \$499	665,505	25.1
3 or more	1,162,095	15.7	\$500 to \$749	981,603	37.1
			\$750 to \$999	408,142	15.4
HOUSE HEATING FUEL			\$1,000 to \$1,499	167,914	6.3
Utility gas	3,192,579	43.2	\$1,500 or more	41,170	1.6
Bottled, tank, or LP gas	469,684	6.4	No cash rent	143,618	5.4
Electricity	3,651,110	49.4	Median (dollars)	574	(X)
Fuel oil, kerosene, etc	5,452	0.1			
Coal or coke	341	-	GROSS RENT AS A PERCENTAGE OF		
Wood	32,046	0.4	HOUSEHOLD INCOME IN 1999		
Solar energy	1,621	-	Less than 15.0 percent	498,475	18.8
Other fuel	9,556	0.1	15.0 to 19.9 percent	405,696	15.3
No fuel used	30,965	0.4	20.0 to 24.9 percent	356,043	13.4
			25.0 to 29.9 percent	269,717	10.2
SELECTED CHARACTERISTICS			30.0 to 34.9 percent	191,319	7.2
Lacking complete plumbing facilities	54,853	0.7	35.0 percent or more	717,156	27.1
Lacking complete kitchen facilities	53,511	0.7	Not computed	210,790	8.0
No telephone service	234,909	3.2			

-Represents zero or rounds to zero. (X) Not applicable.

Source: U.S. Bureau of the Census, Census 2000.

**STATE CLOSURE HISTORY LIST
(Appendix L of 1995 BRAC Report)**

As shown in Table 1 below (extracted from Appendix L of the 1995 BRAC Report, attached), the State of Texas has been affected by a total of 21 recommendations in the preceding Base Realignment and Closure (BRAC) rounds. These recommendations include 13 closures (one in 1988, three in 1991, six in 1993, and three in 1995); six realignment recommendations (one each in 1988, 1991, 1993, and three in 1995); one recommendation to redirect in 1993; and one recommendation to disestablish a facility in 1995

Table 1 – Texas Actions

1988	Fort Bliss	REALIGN
1988	Naval Station Galveston	CLOSE
1991	Bergstrom Air Force Base	CLOSE
1991	Carswell Air Force Base	CLOSE
1991	Goodfellow Air Force Base	REALIGN
1991	Naval Air Station Chase Field	CLOSE
1993	Air Force Data Processing Center Computer Service Center, San Antonio	CLOSE
1993	Carswell Air Force Base (Fabrication function of the 436 th Training Squadron redirected from Dyess AFB to Luke AFB, maintenance training function redirected from Dyess AFB to Hill AFB)	REDIRECT
1993	Data Processing Center Air Force Military Personnel Center, Randolph AFB	CLOSE
1993	Data Processing Center Navy Data Automation Facility, Corpus Christi	CLOSE
1993	Naval Air Station Dallas	CLOSE
1993	Naval Reserve Facility Midland	CLOSE
1993	Navy/Marine Corps Reserve Center Abilene	CLOSE
1993	Red River Army Depot	REALIGN
1995	Naval Reserve Center Laredo	CLOSE
1995	Bergstrom Air Reserve Base	CLOSE
1995	Reese Air Force Base	CLOSE
1995	Kelly Air Force Base	REALIGN
1995	Defense Distribution Depot San Antonio	DISESTABLISH
1995	Red River Army Depot	REALIGN
1995	Naval Air Station Corpus Christi	REALIGN

Texarkana on front line of base-closings battle; Area's efforts to save a way of life mirror other fights around the nation

Houston Chronicle

Kim Cobb

May 28, 2005

TEXARKANA - Workers at the Red River Army Depot repair and rebuild battered combat and tactical vehicles coming out of Iraq and Afghanistan, and these days the shifts run around the clock.

They bolt, blast and mold everything from new rubber for old tank treads to armored truck cabs that look like bank vaults. Then they slap on each vehicle a Red River sticker featuring the silhouette of a soldier and these words:

"Building it as if our lives depend on it - theirs do!"

But in a cost-saving move, a federal commission has put Red River and the nearby Lone Star Army Ammunition Plant on a list of proposed base closures.

Now community leaders will spend big bucks on lawyers, lobbyists and cross-country travel as they try to persuade the commission to reverse the decision. After all, almost 4,500 residents of the area work at the depot and adjacent defense industry businesses.

Will high-dollar lobbyists and tricky political footwork help? Maybe a little, maybe not at all, say the experts. But across the nation, communities like Texarkana are afraid not to try.

"This is important enough that we're going to have to break the piggy bank on this one," Bowie County Judge James Carlow said. "We'll have a raffle on everything you can think of, and the local governments will have to step up with the money."

Base-saving campaigns, in fact, are a kind of industry.

States and communities have paid more than \$ 10 million to military base lobbyists since 2002,

according to an examination of congressional lobbying records by Media General News Service.

Team effort promised

Texarkana has spent about \$ 120,000 a year since 2003 on the Rhodes Group, one of the big guns in the business of defending communities targeted for base closures.

"They've done some good and they can help us make some contacts within the Pentagon," Carlow said. "But what's scary is we didn't get the intelligence that told us we were on this list. They didn't get that, either, and that concerns us."

Gov. Rick Perry has promised a team effort with the state's two U.S. senators, Kay Bailey Hutchison and John Cornyn, to fight for Texas bases. Hutchison and Cornyn have met with Base Closure and Realignment Commission members and community leaders, and sent a letter last week urging the Department of Defense to release the full set of data used to determine which bases should be closed to allow communities to fairly defend themselves.

"Congress designed this process to be open and transparent, and we are troubled by the lack of information the department has released," the letter stated.

Carlow said the community is counting on help from the state in analyzing the data.

"And I hope we can get a financial commitment from the state for the expense of getting off this list," Carlow said.

Only 15 percent of the bases on the closure list in 1995 were able to negotiate their way off using congressional clout and lobbyists. It's expected to be even tougher this time.

"Moving people here, sending people from a particular base - pieces of missions are being shifted all over the country," said Tim Ford, executive director of the Association of Defense Communities. Because the proposed changes are

linked at a very basic level, he said, it will be difficult to cherry-pick bases off the list without creating ripples in the overall plan.

And if towns like Texarkana can't argue their way off the list, another industry stands ready to make money off the losers in this high-stakes game: developers and business brokers offering to convert abandoned military real estate into office space, industrial parks and housing.

The offers already are coming in to Texarkana, but Carlow isn't biting. "I am not into redevelopment right now," he said. "I am totally focused in getting off that list."

Bruce Donnelly, president of Global Direct Investment Solutions, said some people call him an ambulance chaser.

"No, I'm like someone who's invested in an ambulance service," Donnelly said. "I'm ready to help them make the best of a bad situation. My business is helping companies figure out where to set up operations."

The Pentagon has closed 17 Texas military bases since 1988 in the name of efficiency and cost-effectiveness in the post-Cold War era.

This time, the goal is to save \$ 48.8 billion over the next 20 years and make the American military more flexible in its response to terrorism and 21st-century warfare. Fifteen more Texas military installations are proposed for closure.

4 major closures

The Pentagon calls four of them major because the cost of replacing them would top \$ 100 million: Red River, Lone Star, Brooks City Base in San Antonio and the Naval Station Ingleside.

The nine-member commission has until Sept. 8 to study the recommendations, conduct public hearings and site visits and turn over a final list for President Bush to submit to Congress for approval .

The Defense Department likes to cite examples of communities that have successfully redeveloped abandoned military facilities. The Denver suburb of Aurora is the popular example, having redeveloped the former Lowery Air Force Base into high-end housing and office space.

But the primary rule of real estate applies here, as well. Location is king. And Texarkana is not Denver.

Red River Depot has been down this road before: It made the closure list in 1995, but commission members eventually were persuaded to realign the depot instead. The Army shut down part of the base, reduced the amount of work done there and cost the community 800 jobs.

Local leaders created the Red River Redevelopment Authority, and have since lured businesses to take over some of the property abandoned by the military, bringing back about half the jobs that were lost.

But those replacement businesses are mostly tied to the defense industry and the operations at the depot. If the depot shuts down, it likely will mean the death of many of them.

"The first instinct is protecting your communities," Ford said. "But at the same time, we know what every elected official knows. There is a reality to this and they have to start planning for closure. Everybody is not going to win the battle."

Texarkana is expecting members of the commission to visit the Red River Depot and Lone Star plant June 21.

The primary standard for keeping the bases open is supposed to be military value, though the impact on the surrounding community is a consideration.

And the word Texarkana officials keep using about the impact is "devastating."

Parades, banners, greeting committees and the traditional chamber of commerce pitch is the standard for the site visits. But an attorney who has worked both sides of the struggle between base-closing and base-saving warned that there's a certain fatigue that sets in for the commission members.

"When you're talking about a small town, everybody loves their base, everybody's supportive, everybody loves their job," said the attorney, who asked not to be identified.

"They're going to go from city to city, base to base. After 35 days, the last thing these guys want to see is another parade and smiling faces.

"But there will be a point in time when the news is over and you have these communities faced with thousands of acres of contaminated property," he said. "That's the long story. That's what takes 10 years."

Baptist Health System Announces Plan to Build New Hospital at Brooks City-Base

Distribution Source : Market Wire

Date : Friday - June 10, 2005

NASHVILLE, TN -- (Market Wire - Jun 10, 2005) – Vanguard Health Systems, Inc. and its affiliate Baptist Health System (BHS) today announced that BHS has signed a letter of intent to acquire land to relocate Southeast Baptist Hospital to Brooks City-Base. The transaction is subject to executing definitive agreements and obtaining approvals by the Board of Directors of Vanguard Health Systems and Brooks Development Authority. The new hospital will initially be sized for 175 beds and will be easily accessible from I-37 and Military Highway. The current facility will continue to serve the community, providing ancillary healthcare services.

Baptist Health System president and CEO Kent Wallace said locating the Southeast Baptist Hospital at Brooks City-Base has many advantages. "Baptist Health System made a commitment to the south side more than 30 years ago and this announcement makes clear our desire to expand state-of-the-art health care service to this growing and vital part of our community," Wallace said. "Building a new facility from the ground up, rather than remodeling the existing building, gives us the opportunity to more efficiently design hospital space to accommodate the newest technology. This hospital will be designed to grow with the community well into the 21st century. And, given the recent BRAC announcement, we're also excited to be part of the revitalization and redevelopment of Brooks," Wallace added.

"Since the inception of Brooks City-Base, the medical and bioscience industries have been a key redevelopment target," said Howard Peak, chairman of the Brooks Development Authority. "The new Southeast Baptist Hospital will be a perfect fit for Brooks and add to the on-going success of the City-Base concept. Equally important to Brooks City-Base is the fact this new hospital will bring a much needed improvement to the medical facilities and services offered to the residents of southeast San Antonio."

Tom Rumora, executive director of the Brooks Development Authority added, "I am not aware of any other BRAC-listed facility in the nation that is close to announcing an agreement as significant as Baptist Health System's decision to build a new hospital at Brooks City-Base. Coupled with the recent groundbreaking by DPT Laboratories, this letter of intent is a clear indication that the City-Base concept is a success. It took cooperation between the Brooks Development Authority, Baptist Health System and the Air Force to make this project a reality."

Bexar County Judge Nelson Wolff and Commissioner Tommy Adkisson also took an active role in early discussions to bring about the potential partnership. "This is just the best case scenario all the way around," said Wolff. "Bringing expanded healthcare to this area of San Antonio and the county is a huge positive as is the redevelopment at Brooks, especially in light of the BRAC announcement. I am just thrilled at the possibilities," added Wolff. Commissioner Adkisson echoed those feelings. "This will mean so much to people living in southeast Bexar County," said Adkisson. "The south side needs and deserves its own state-of-the-art medical complex, so this is just what the doctor ordered."

The new hospital will serve patients in southeast San Antonio and Bexar County, replacing the aging Southeast Baptist Hospital campus which has been serving the south side community since 1971. Southeast Baptist Hospital CEO Rick Marsh said the existing facility will continue to serve as a healthcare resource for the community. "We are visiting with our physician partners and community leaders to determine exactly which services will be most beneficial to provide here at the Southcross location," Marsh said. "The new hospital will allow us to expand our much-needed acute care and emergency services."

Dr. Jeffrey Glass, Chief of Staff at Southeast, has expressed his enthusiasm for the project. "Our patients deserve and expect a state-of-the-art facility where the best of medical care is delivered. This will be an awesome opportunity to implement the latest in technology and hospital design for the benefit of patients, employees and our medical staff."

The new hospital will bring 700 to 800 jobs to the south side and represents a significant economic investment in the community. Initial plans are to construct a five-story hospital with the capability of adding

additional floors and square footage as healthcare needs on the south side grow. Ultimately, the hospital could grow to over 400-beds. Assuming timely approvals, groundbreaking is expected to take place in mid 2006 with grand opening slated for late 2007 or early 2008.

About Baptist Health System

Baptist Health System is a leading provider of health care in San Antonio and South Texas. Baptist Health System includes five faith-based, acute-care hospitals (Baptist Medical Center, North Central Baptist Hospital, Northeast Baptist Hospital, Southeast Baptist Hospital and St. Luke's Baptist Hospital) that offer 1,537 licensed beds.

The system also includes Baptist Regional Children's Center, Baptist Women's Health Center, HealthLink wellness and fitness center, Baptist M&S Imaging Centers, community health and wellness programs, ambulatory services, rehabilitation services, medical office buildings, San Antonio AirLife air medical transport, a teaching center (School of Health Professions), and other health-related services and affiliations.

Brooks City-Base

As the owner, operator, and developer of Brooks City-Base, the Brooks Development Authority is responsible for maintaining and redeveloping the 1,300-acre complex into a world-class technology center for bioscience, academic, environmental, and technical research.

The unique collaborations that take place at Brooks City-Base encourage technology-based economic development and will help create high-paying jobs and bright futures for San Antonio and South Texas.

Vanguard Health Systems, Inc.

Vanguard Health Systems, Inc. owns and operates 19 acute care hospitals and complementary facilities and services in Chicago, Illinois; Phoenix, Arizona; Orange County, California; San Antonio, Texas and Massachusetts. The Company's strategy is to develop locally branded, comprehensive healthcare delivery networks in urban markets. Vanguard will pursue acquisitions where there are opportunities to partner with leading delivery systems in new urban markets. Upon acquiring a facility or network of facilities, Vanguard implements strategic and operational improvement initiatives including expanding services, strengthening relationships with physicians and managed care organizations, recruiting new physicians and upgrading information systems and other capital equipment. These strategies improve quality and network coverage in a cost effective and accessible manner for the communities it serves.

Contact:

Baptist Health System
Karen May
(210) 297-1024
(210) 287-3056

On behalf of Baptist Health System
Patti Tanner
(210) 223-2772
(210) 884-8066

On behalf of Brooks City-Base
Steven Schauer
(210) 826-8899
(210) 724-2942

Vanguard Health Systems
Suzanne Towry, Director Marketing & Communications
(615) 665-6016
Aaron Broad, Director Investor Relations
(615) 665-6131

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From the May 20, 2005 print edition

City-Base concept may have doomed Brooks

Mike W. Thomas

The Department of Defense's decision to recommend Brooks City-Base for closure has some city officials feeling they were led down a primrose path these past several years.

Brooks City-Base was a unique experiment in cost savings for the military with the understanding that it would increase the facility's chances of surviving future base-closing initiatives. There were never any guarantees, of course, and city officials say they understand that other factors may have outweighed what the city was trying to do at Brooks.

However, some of the rationales put forth by the military have raised concerns that the whole concept behind City-Base may have worked against it.

In a document titled Base Realignment and Closure (BRAC) Overview and Results, available on the Department of Defense Web site, the military states that one of its goals for BRAC 2005 is to take dispersed forces and activities and place them on "more secure, military-controlled sites."

In the case of Brooks City-Base, the city of San Antonio, through the Brooks Development Authority, took control of the base in 2002 and provided all of the facilities management and maintenance services while the military leased back space as needed.

The same Department of Defense (DoD) document also notes the following statistics to illustrate the breadth and depth of the closure recommendations: "About 12 million square feet of leased space will be vacated for more secure, functionally enhanced facilities."

Howard Peak, who was serving as mayor of San Antonio when the City-Base concept was first proffered and who currently serves as the chairman of the Brooks Development Authority, says in light of the recent BRAC recommendations, other cities that were looking to follow the model set by San Antonio will probably back away from that course.

"It sure should give other communities pause and make them grateful they didn't enter into an arrangement like this," Peak says. "We voluntarily took over operational costs at Brooks and saved millions of dollars for the Department of Defense. Now they have gone and pulled the missions."

Peak says when Brooks first showed up on the BRAC list in 1995, the city knew there was a good chance it would show up again. City officials hoped that by investing in the Brooks City-Base concept they might not only forestall a future closure, but also attract more missions to the base by demonstrating to the military that it would save money.

What happened?

Joe Krier, president of the Greater San Antonio Chamber of Commerce, says it is apparent now that the City-Base concept was not the deal-closer that city leaders hoped would help keep Brooks open.

"In 1995 we knew there were things we would need to do to keep Brooks open," Krier says. "At the time, we did everything that the Pentagon suggested, spending millions of dollars and making adjustments to address their concerns. When they said they needed more space, we made sure it got built, and for the past three or four years, we have consistently received good grades from them. So I think the community can legitimately ask, 'What happened?'"

Krier flew to Washington, D.C., earlier this week to see if that and other questions could be answered.

Asked if the military had changed its position on occupying leased space, Larry Farlow, a military spokesman at Brooks, had no comment. Instead, he referred to the explanatory documents on the DoD Web site and repeated statements by Defense Secretary Donald Rumsfeld calling the BRAC recommendations "totally and absolutely fair and equitable."

"The criteria used to evaluate all DoD installations were the same ones used to evaluate Brooks," Farlow says. "There was not a special City-Base criteria."

John Drogin, press secretary for U.S. Sen. John Cornyn, R-Texas, says the senator's staff is hearing that the military had a strategy of moving out of leased spaces in favor of military-owned and controlled facilities. He was not sure whether that was for security reasons or not.

"There are still a lot of questions that need to be answered, and we are looking into every aspect," he says.

Tom Rumora, executive director of the Brooks Development Authority, says security should not have been a concern for the military at Brooks.

"If they had any concerns about security, they never brought it to our attention," Rumora says. "They have complete control of access to the base, and they control the nature of work being done there."

Rumora says what the City-Base concept did for the Air Force was reduce their operating costs to the lowest level of any base in the country.

"Our goal was to cut costs for the Air Force, attract complementary tenants, improve the quality of life and leverage public assets for the public benefit -- all of which we have done," he adds.

Paddling upstream

Now that Brooks has made its second appearance on the BRAC base closure list, city officials will have to decide how much time and resources to spend in its defense.

Krier notes that for the last four rounds of BRAC, about 85 percent of the bases that appeared on the list ultimately wound up closing.

"I suspect that percentage may be even higher this time," he says. "We will be paddling upstream to get this changed."

Krier says the city spent a lot of money and resources trying to keep Kelly Air Force Base open after the last BRAC round, and they were ultimately unsuccessful.

Considering that San Antonio could see a net gain of 3,000 jobs from this BRAC round, the city may have to choose between fighting to save Brooks or fighting to make sure the other jobs and missions actually do come to San Antonio, Krier says.

Peak says other communities that find themselves with a military base that could be in jeopardy need to study the implications at Brooks carefully before pursuing the City-Base concept.

"It would seem that we are being penalized for having done that," he says.

But despite everything that has happened, Peak says he does not regret that the city chose to pursue the City-Base route, because it has given San Antonio about a three-year headstart in preparing for the closure, compared to other communities where bases are slated to be shuttered.

He notes that even after the Air Force leaves, Brooks will continue to have tenants, such as DPT Laboratories, which is building a new 250,000-square-foot facility there.

"I consider what DPT is doing for Brooks is similar to what Boeing did for KellyUSA," Peak says.

Air Force seeks partnerships

Capt. Linda Pepin
437th Airlift Wing Public Affairs

8/23/2002 - **CHARLESTON AIR FORCE BASE, S.C. (AFPN)** -- Get Air Force people off the lawn mowers and onto the flightline.

That is the essential goal behind the Air Force's public-private partnership initiatives, according to Fred Kuhn, deputy assistant secretary of the Air Force for installations.

"We've got too much money (being spent) and too many people who wear the blue suit doing stuff that is not absolutely critical to the warfighter," Kuhn said.

Kuhn spoke at a conference of the National Association of Installation Developers here recently. The conference brought together nearly 400 community representatives, private sector consultants and military representatives from across the nation to discuss base development and base-community partnerships at active, closed and closing bases.

"To effectively manage and run our installations to support the warfighter, we need to seriously look at leveraging private sector resources so that we can free up Air Force budgeted dollars in direct support of the warfighter," Kuhn said.

"We need to be an effective Department of Defense," he said. "The mission of airmen is to fight wars. Running utility systems, painting buildings and cutting grass are not our primary mission. Dropping (Joint Direct Attack Munitions) down caves is a mission of the U.S. Air Force."

Kuhn cited the recent Brooks City-Base initiative in San Antonio as an example of how a partnership between a community and a base can benefit both entities.

The Brooks City-Base is a partnership between the Air Force and the city of San Antonio through the Brooks Development Authority. The Air Force conveyed the base to the BDA and now leases back property required for mission accomplishment. The city provides municipal and other services while the Air Force focuses on its research mission there.

"At Brooks, now we've got more people working on research and fewer people worried about the height of the grass," Kuhn said.

While the conference included much talk of base realignment and closure, Kuhn is explicit in separating partnering initiatives from BRAC.

"None of this has any relationship whatsoever to BRAC," he said. "We're not thinking about BRAC on these [partnership] projects, we're thinking about saving \$8 to 10 million by being a tenant versus a landlord."

Kuhn urged conference attendees to work together for the betterment of both the local community and the Air Force mission.

"Sit down and talk. If it doesn't work out, you walk away. What's to lose? Absolutely nothing!"

Partnerships are not all-or-nothing, one-size-fits-all propositions. Kuhn cites privatized housing and utilities, and local communities' ability to work certain issues at the municipal level. This flexibility facilitates efficiency and lets experts in the private sector manage functions that are not core to the Air Force mission.

The Air Force continues to explore partnerships under current legal authorities. In addition, the law authorizing the 2005 BRAC round authorized each service to attempt two efficient facilities initiatives, which Kuhn said would be similar to the Brooks City-Base initiative.

The Air Force may select two bases in the next few years, Kuhn said. If those test cases prove successful, Kuhn expects legislation that would make it easier for more bases to enter into similar partnerships.

"I would really like to have communities come forward and say they've heard about this. Some communities have come forward and said they're interested in this. Some communities are concerned that it appears that if they want to do this, they're throwing themselves on the mercy of BRAC, because this [efficient facilities initiatives] is in the BRAC law. But the two of them have nothing to do with each other."

There are a number of factors to weigh in evaluating partnerships with communities, Kuhn said. One of the major concerns, particularly after Sept. 11, is force protection.

While security concerns may limit some facilities' ability to enter into partnerships, security may also be an incentive for some bases to allow partners to put facilities in vacant areas of the base security forces must now patrol, Kuhn said.

Another factor for communities is the commitment, but only if it is something they really want to pursue.

"Communities also have to realize this is a long-term endeavor," Kuhn said. "It's not something that's forced on them. This is something you can sit down and try to work cooperatively."

"It's creativity; it's thinking outside the box a little bit." (Courtesy of Air Mobility Command News Service)

New face of Brooks City-Base celebrated

Web Posted: 05/26/2005 12:00 AM CDT

L.A. Lorek

Express-News Business Writer

Despite the Defense Department's plans to remove the Air Force's missions at Brooks City-Base, officials said Wednesday it will become a thriving technology park. "The city voluntarily undertook the closing of the old Brooks Air Force Base three years ago," said former Mayor Howard Peak, chairman of the Brooks Development Authority, which runs the park. "It was with the understanding that the military would move."

Now Brooks City-Base has a head start on redeveloping the old Brooks AFB, he said. That redevelopment got a big boost with the groundbreaking Wednesday for the park's first major commercial tenant, San Antonio-based DPT Laboratories, a subsidiary of DFB Pharmaceuticals. City and park officials gathered in the sweltering heat under a tent to listen to speeches and watch a bulldozer turn over dirt at what will be DPT's new manufacturing plant and lab.

Brooks Development Authority will own the \$24 million two-building development and lease it to DPT for 18 years. DPT will move into the buildings within a year. The project means DPT will retain 136 pharmaceutical and biotech jobs in San Antonio, with plans to grow to 175 employees within five years, said DPT President John Feik. DPT is a contract research and manufacturing company with more than 200 customers that specializes in making prescriptions and nonprescription lotions. "I think San Antonio is a city where biotech companies can grow and flourish," Feik said.

That's what park officials are counting on. Brooks City-Base made the list of bases slated for closure in a report for the Defense Base Closure and Realignment Commission, known as BRAC. This was announced two weeks ago. Under the recommendation, many of Brooks' 2,923 workers in Air Force and civilian jobs will move to Wright-Patterson AFB in Ohio. But some of those employees may relocate to other San Antonio bases. "There is not one place in the country that is on that (BRAC) list that is having a groundbreaking today or planning a groundbreaking," said Mayor Ed Garza.

DPT's presence in the park sends a message about the importance of Brooks City-Base and the South Side as a growing region of economic development and research and technology, Garza said. Some of the biggest economic development projects in the past four years have been on the South Side, Garza said, including Toyota Motor Manufacturing Corp.'s new plant, the Toyota supplier park and now DPT.

The effort to remake Brooks City-Base began in September 2001 when the City Council established the Brooks Development Authority. A year later, the authority bought the Brooks property from the Air Force. It has been managing and leasing real estate at Brooks City-Base since then.

DPT's presence there will attract other research and development companies, former mayor Peak said. The 1,300-acre park near Interstate 37 and Loop 410 has a bustling retail center under construction. The Brooks Development Authority sold 60 acres to retailers including Wal-Mart, and proceeds from the sale are being used to build the new DPT site.

"I see the Air Force leaving is not just, 'Gosh we're losing something,' but the opportunities it creates," Peak said. "We're going to miss them. But we've got great things in the wings."

Brooks City-Base Project involves a partnership between the Air Force and the San Antonio community. Brooks Air Force Base will provide property to the Brooks Development Authority (BDA) for economic development, and the BDA and City of San Antonio will provide municipal and other services to the base to allow it to focus more efficiently on its military mission.

The future vision for Brooks is a thriving bioscience, academic, environmental and technical center of excellence that will enhance Air Force missions at the base and encourage future development in Southeast San Antonio

The Air Force will maintain the capability to execute its missions and retain the flexibility to meet future mission requirements. The assets and capacity at Brooks can be leveraged through partnerships with the public and private sectors to enhance the mission capabilities of Brooks, while at the same time benefiting the local community.

The Brooks City-Base Project is moving forward at a rapid pace with details being firmed up between all the parties to facilitate the transfer of the property to the BDA this spring.

Master Plan approved by Congress

The authorizing legislation for the Brooks City-Base Project (P.L. 106-246) required a Master Plan to be submitted to appropriate congressional committees for review. "The Master Plan for the Development of Brooks City-Base," was approved June 14, 2001, clearing the way to implement the legislative authorities to allow the Brooks City-Base Project to proceed.

Brooks Development Authority established

The San Antonio City Council enacted an ordinance establishing the Brooks Development Authority on Sept. 27, 2001. The BDA is an independent entity under the Texas Defense Base Development Authorities statute and will have the power to manage, market, develop, lease, and sell the real property at Brooks. At its first official meeting, Dec. 8, 2002, Howard Peak, former Mayor of San Antonio, was elected President. Completing the slate of officers the following members were also selected: George Pedraza, Vice-President; Jim Greenfield, Treasurer; and Lewis Westerman, Secretary.

Tom Rumora named Executive Director

Tom Rumora has been selected as the Director, Brooks City-Base Office. He comes to San Antonio from his previous position as Director, K I Sawyer Development Department, County of Marquette, Michigan. Mr. Rumora brings more than 25 years of experience in development-related enterprises, including construction, urban and rural planning, economic development, real estate, housing, and military base conversion at the state, county, and city level. His successes experienced at the former K.I. Sawyer Air Force Base were nationally recognized through the award of the 1999 Facility-of-the-Year Award from the National Association of Installation Developers.

Property manager

At a meeting held Feb. 19, 2002, the BDA approved the contract with Grubb & Ellis Management Services to provide property management and development services for the Brooks Technology and Business Park.

The property manager will be an integral link in the process to ensure the property, support infrastructure, and facilities are maintained for Park tenants, and that available facilities are ready and available for occupancy.

The contract is for approximately \$7.5 million per fiscal year.

Texas Engineering Experiment Station (TEES)

The BDA authorized the execution of an inter-local agreement with the Texas Engineering Experiment Station (TEES), a state-supported engineering research and development agency, for the provision of staff support services to the Brooks Development Authority for a primary period ending Aug. 1, 2006.

TEES will assist in the day-to-day operation of the Brooks Development Office and facilitate continuing partnerships with Brooks' missions.

TEES has been a part of the Brooks community for more than two years, assisting in mission support and technology transition activities. A member of the Texas A&M University System and a research agency for the State of Texas, TEES has as part of its charter the transfer of knowledge gained from research and development activities through programs in intellectual property, commercialization, technology licensing and technical assistance.

Possible TEES support roles for the BCBP include assistance in creating a property management office, technology and business application support, and development and management of an innovative enterprise office. The involvement of the City of San Antonio, TEES, and the Air Force is an innovative demonstration of the opportunities available through city, state and federal cooperation and coordination in the project.

Cooperative Agreement

The BDA authorized the execution of a cooperative agreement with the U.S. Air Force in order to cover property management services until property conveyance and leaseback are accomplished. The agreement provides for a full reimbursement by the Air Force to the BDA for allowable actual expenses associated with services received by the Air Force, currently estimated at \$7.5 million annually. The cooperative agreement between the Brooks Development Authority and the Air Force is tied to inter-local agreements among the BDA, the City of San Antonio, and TEES to strengthen and ensure critical support services are maintained. Grubb & Ellis Property Management personnel are now providing operational support at Brooks AFB.

Environmental Processes -- Record of Decision Signed

The Record of Decision (ROD), a National Environmental Policy Act key document in

the transition of the base properties, was signed by the Air Force Aug. 17, 2001. The ROD allows conveyance, leaseback, and development of the properties in accordance with plans described in the Final Environmental Impact Statement (FEIS). The FEIS for the Brooks City-Base Project was filed with the U.S. Environmental Protection Agency and published in the Federal Register March 23, 2001. The deed will contain restrictions on development of areas of past contamination, like landfills, to ensure protection of human health and the environment. In addition, environmental statutes guarantee that the U.S. Government will remedy any contamination it caused, even if discovered after the date of the transfer.

Operating Properly and Successfully (OPS) Certificate Signed by EPA Region VI.

The Environmental and Protection Agency signed the Operating Properly and Successfully (OPS) Certificate March 7, 2002. Believed to be the first OPS nationwide that addresses off-site contamination, it was accomplished through a cooperative effort among EPA Region VI, the Air Force, and the Texas Natural Resource and Conservation Commission. The base Environmental Baseline Survey and Finding of Suitability to Transfer documents are expected to be completed soon.

Property Transition

The documents for the conveyance of Brooks AFB to the Brooks Development Authority will be signed by Mr. Nelson Gibbs, Assistant Secretary of the Air Force for Installations, Environment and Logistics, and Mr. Howard Peak this spring.

What in Heaven's Name is a City-Base?

Session: Federal/Local Partnering for Economic Development

April 15, 10:15 AM

Dr. Brendan Godfrey

Nancy McDaniel

Brooks AFB

Howard Peak

Brooks Development Authority

Also from this session:

Brooks City-Base Project

Brooks City-Base Project Overview

Reading a map has always worked wonderfully well when you know exactly where you want to go. Following directions has always been relatively easy when the process has already been clearly defined. When there is only a vision of a goal, and no step-by-step set of instructions to get there, bureaucracies often resort to a "wait and see" approach. Surely, "somebody" will tell us what to do. Surely, directions will come from somewhere. Reacting to whatever comes along has been the traditional approach to both federal and local bureaucratic planning. Rather than wait to react to predictable events, the Air Force and the City of San Antonio joined forces to define a new goal, develop a new process, and create an opportunity to plan for success -- instead of reacting to circumstances. The result is the planning process and implementation activities that will result in the Brooks Technology and Business Park.

Reductions in federal defense spending in the mid-90s were evident in the San Antonio community as well as other military communities throughout the country. Kelly Air Force Base, on the southwest side of the City, had been designated for closure in the 1995 round of Base Realignment and Closure (BRAC) decisions. Kelly, one of the oldest and largest bases in the Air Force, was the site of aircraft depot maintenance activities employing up to 30,000 employees. Brooks Air Force Base, on the economically challenged southeast side of the City, is the home for Air Force aerospace medicine research and education, environmental technology, and technology transfer. Brooks AFB is the work site for approximately 4,000 highly skilled biotech workers. The City of San Antonio recognized that the tourism industry that has burgeoned over the years would not provide the local economy with a foundation of high-paying jobs. The City's vision was to capitalize on the medical and research entities located in San Antonio and to become a nationally renowned life sciences/biotechnology center. Brooks AFB is an integral part of that biotechnology magnet. The City of San Antonio and the United States Air Force recognized in 1996 that it was time to start planning in order to create positive opportunities for the City of San Antonio and the Air Force.

Rather than "react" to the forecast of political decisions, the City of San Antonio and Brooks Air Force Base leadership met and began to chart a course that would be beneficial to both the Air Force and the City of San Antonio. The reduction of base operating costs was the focus for the Air Force. Preservation of the highly skilled workers and the economic impact brought by Brooks AFB on the southeast side of the City was the focus for the City of San Antonio. It became apparent that the Air Force technologies on the base could serve as magnets for future growth and partnerships. Instead of developing a "wait and see" attitude, the Mayor appointed the Brooks Opportunities Task Force to meet with Air Force leaders and began to craft recommendations that would complement Air Force missions and contribute to City economic development efforts.

Leaders from the City, universities, business, and the Air Force formally met in July 1998 to discuss the future of Brooks as an economic anchor within the southeast San Antonio community. The southeast quadrant of San Antonio has not experienced the growth of the more affluent northern sector of San Antonio. While existing as neighbors since 1917, it was apparent that there was not a clear understanding of what the Air Force really did on those 1,308 acres. The Base had been the home for flying operations until the early 1960s. When the United States took its first trips to space, Brooks became a focal point for research on the health effects of man in space and the center for aviation medicine. The City of San Antonio began the process of becoming very familiar with the Brooks' missions. It became quickly apparent that the human performance and protection, biologic detection, environmental technology, and aerospace medicine education and training offered both the Air Force and the City an opportunity for partnerships between the Air Force and federal, state and local agencies. These missions also provided a basis for partnering with the private sector.

In the fall of 1998, Congress directed the Air Force to undertake a Special Study to analyze the real costs involved with base operations and to identify opportunities for partnering. Most importantly, the Study identified statutory impediments to implementing what was being called a City-Base concept. Under this concept, the entire base would be conveyed to the City, and the Air Force would lease back only those properties required to carry out the missions. The City would supply essential services, including law enforcement and fire protection. The Air Force would remain on the property and focus on its missions rather than building and road maintenance, and custodial and other support services. The concept looked feasible on paper, and projected significant cost savings, but in order to carry it out, special legislation exempting the Air Force from some encumbering statutes regarding property disposition and enabling other concepts such as conveyance and leaseback would be required.

By October of 1999, Congress passed legislation known as the Base Efficiency Project (Section 8168 of the Fiscal Year 2000 Defense Appropriations Act). Through the legislation, Congress authorized the Air Force to conduct a demonstration project at Brooks AFB. The purpose of the legislation was "to evaluate and demonstrate methods for more efficient operations of military installations through improved capital asset management and greater reliance on the public and private sectors for less costly base support services, where available". With enactment of minor modifications in July 2000, the legislation allowed the Air Force to conduct joint activities with the community, state or private sector party for the benefit of the Base. The legislation provided the Air Force with authorities to depart from traditional methods of acquiring and disposing of real and personal property. It gave the Secretary of the Air Force the authority to lease real or personal property on the Base. The legislation provided the authority to dispose of real or personal property without the federal restrictions usually imposed on such processes. Most importantly, it provided the Air Force with the authority to enter into a conveyance and leaseback agreement for properties still needed by the Air Force. The legislation mandated that a "Master Plan for the Development of Brooks City-Base" be developed and submitted for review and approval.

While the City of San Antonio was learning about Air Force missions, the Air Force was immersing itself in graduate level urban planning studies. City planners, experts in commercial business practices, and financiers met with Air Force leaders in a two-day venue to visualize the Base under a City-Base concept. Transportation planners, landscape architects, and proponents of new urbanism shared their thoughts on what "could be". This "charrette" provided a basic framework for cooperative and collaborative actions between the Air Force and the City. Opportunities to incorporate academic institutions that could partner with Air Force missions were depicted on the map indicating Brooks' perimeters. Potential zoning plans were discussed. Traffic flow, green spaces, and artists' depiction of Brooks' role in the heritage of United States' development of air power were discussed. Options for security were addressed. Historical districts were addressed and folded into a vision for what would eventually develop into the Brooks Technology and Business Park.

Activities involved with development of the vision, determination of implementation requirements, and the negotiation of "the deal" were beginning to happen in a simultaneous fashion. As a result, in some cases the activities of implementation were being developed at the same time the vision was being articulated. The National Environmental Policy Act (NEPA) mandates an assessment of the likely impacts on the environment of a proposed federal project. An Environmental Impact Statement (EIS) is required for property transfer from the military to new users. Public involvement in proposed plans is critical to the process. Citizens were invited to share their views on proposed development. Cleanup of existing contamination was progressing, and reports were shared with the community and environmental regulators. At the same time, the completion of the Environmental Baseline Study (EBS) was progressing to ensure that the property could be deemed suitable for transfer. The need for "due diligence" on the part of the City was critical in the

environmental arena, and all Air Force records and studies were made available to City environmental officials.

The legislation mandated that the property would be conveyed at fair market value. Lessons learned from previous Economic Development Conveyances (EDCs) throughout the country pointed out that a standard real estate appraisal is not always appropriate to determine fair market value. Comparable sales of properties in both size and complexity are not generally available. From these lessons learned, a joint appraisal that employed both an income and a sales approach was selected. A prominent local property appraiser, acceptable to both parties, was selected. The appraisal provided the single most important point of departure for determining the fiscal consideration required to ensure "the deal" met the fair market value intent of the legislation and provided the City with a sound foundation for its investment. Cash flow models based on development scenarios and capitalization provided the basis for the Air Force and the City to forecast potential values, develop budgets, and determine development priorities. The joint nature of the project produced a revenue sharing arrangement that would benefit the City and the Air Force equally after net expenses were covered. The Congressionally approved "Master Plan" developed a course of action and provided a point of departure for further negotiation and process refinement.

Political leaders at the City and Federal levels had contributed mightily to ensuring success of this vital project. The State of Texas also recognized the opportunities that could develop from other military installations within the State. As a result, the State Legislature passed a bill allowing the formation of development authorities in communities with military bases that were not faced with Base Realignment and Closure actions. The City of San Antonio quickly passed an ordinance establishing the Brooks Development Authority (BDA). The BDA, comprised of eleven members appointed by the City Council, will be the designated recipient of the property rather than the City of San Antonio. The eleventh member of the board was appointed in December 2001, and the BDA immediately set about the tasks of establishing a charter, developing a financial infrastructure, and hiring a commercial property manager, Grubb and Ellis Management Service, to manage development and to provide essential services to the Air Force. The visualization, articulation, and implementation of the Brooks City-Base Project have evolved over a five-year time period. No "first of its kind" project evolves without some false starts. Trips down blind alleys were frequent. Fear of the unknown provided a fair amount of tension in negotiations. Frustration with regulations and obscure legal opinions often set nerves on edge. Leaders in the process changed once and then once again. Lack of understanding of budget processes and political realities on both sides created a feeling of uneasiness. Federal environmental laws, historical preservation directives, and Air Force coordination processes provided unwanted "extenders" to almost every schedule. Despite the uncertainty of implementing something that has never been done before, the reality of the vision is becoming clearer. With each day, potential tenants are seeking to locate on the property, are seeking to partner with the Air Force missions, and plans for development of vacant land are being formulated. The vision that developed with the first meetings between the Air Force and the City of San Antonio back in 1996 has turned into a reality-based project with opportunities for not only the two principal parties, but also for the nation.

Blending the attributes of a research and business park with the culture of a military base will be a focus for the BDA and Brooks' military leadership over the course of the next several months. Determination of an optimal utilization of existing facilities and properties will be critical to ensuring land use plans are credible and effective. Development of routine procedures for leasing and partnering with Air Force mission organizations must be accomplished. Establishing a priority list for facility renewal and reinvestment into the Park is on the horizon. Planning for capital improvements for both the military and private sector partners will be a major focus as opportunities present themselves and military requirements evolve. The details of transition from federal ownership to private ownership will require the attention of experts on both the military and the civilian side. Marketing and development plans will be fine-tuned over the next several months. The tasks are many, they are complex, but their accomplishment contributes to a promising future.

The schedule forecasts signatures on legal documents for June 2002.

Cuellar, S.A. differ on Brooks approach

San Antonio Express-News

Gary Martin

June 15, 2005

WASHINGTON — San Antonio leaders said Tuesday they are walking a tightrope, defending Brooks City-Base from closure while being careful not to jeopardize Pentagon plans to build a regional medical center at Fort Sam Houston.

But Rep. Henry Cuellar, D-Laredo, prodded the Greater San Antonio Chamber of Commerce to fight harder for Brooks, even though the city stands to gain jobs and federal spending under the plan submitted to the Defense Base Closure and Realignment Commission, commonly called BRAC.

"I understand it's a major win for San Antonio, not only for jobs but for the potential, but all I ask is, 'Help me out on this particular part,'" Cuellar told the group during a breakfast gathering at the Renaissance Mayflower Hotel.

"I need your help," he said.

Under the Pentagon's proposal, jobs lost at Brooks and Lackland AFB would be more than offset by 9,300 new positions at Brooke Army Medical Center, site of the new medical center, and more than \$1 billion in new construction that comes with it.

Because of that, San Antonio leaders have urged restraint in making the case for Brooks to the Pentagon and BRAC, when it holds a regional hearing July 11.

"San Antonio is considered a net gaining unit," said John Montford, chairman of the Greater San Antonio Chamber. "We need to temper our comments."

But Cuellar, whose congressional district includes the working-class South Side, urged business leaders not to ignore the fight for Brooks or for the 3,700 civilian and military jobs that would be lost if the base closes.

He said the fight needs to be waged, not only for the research personnel who command high salaries, but also for workers who make the minimum wage.

"I'll be very honest," Cuellar told the group. "I'll be a team player for San Antonio, but you have to help me out on the South Side."

Cuellar said losing Brooks would mean a second economic hit for the South Side, which lost thousands of jobs after Kelly AFB was ordered closed in 1995.

Then, San Antonio business leaders organized huge demonstrations involving thousands of people who donned T-shirts with slogans and urged BRAC to spare local facilities.

Bexar County Judge Nelson Wolff said those tactics, "T-shirts, begging, just didn't work."

This time, Wolff suggested, a little perspective would be useful.

Though San Antonio will argue to save specific missions at Brooks, the city will gain far more than it loses under the 2005 BRAC proposal. And, besides, the Pentagon has considered closing the base for more than a decade.

"You can't argue out of both sides of your mouth," Wolff said. "We're not going to take a broadside at the Pentagon."

Others say that's not necessarily a bad thing.

Officials in the District of Columbia are protesting the closing of Walter Reed Army Medical Center, which would consolidate with National Naval Medical Center in Bethesda, Md., and send other missions to Fort Belvoir, Va.

Nearby states and counties, though happy to be beneficiaries of the BRAC recommendations, nevertheless are complaining that the Pentagon failed to adequately plan to move thousands of jobs to facilities in a metropolitan area ranked as one of the highest nationwide for traffic congestion.

Local governments are seeking federal assurances that roads and infrastructure would be improved to handle the influx of new workers in Maryland and Virginia.

Paul Taibl, with Business Executives for National Security, a nonpartisan group that advocates corporate practices in the Defense Department, said San Antonio might be wise to consider a similar strategy.

"They ought to be saying, 'What are you going to do for me?'" Taibl said.

"Communities and their local leadership should take their best shot at saving their base," Taibl said.

But if it looks as if the Pentagon will prevail, "they should look at alternative uses if they stay on the list."

If Brooks closes, Cuellar said, he would seek reimbursement from the Air Force of \$9 million spent by San Antonio during the past decade to take over maintenance of the base.

Taibl said the city was right to seek those funds.

"They should certainly ask. They should definitely make that case," he said.

Wolff agreed that if the base closure commission, which has until Sept. 8 to review Pentagon proposals, sides with the Defense Department, the community should accelerate its redevelopment plans

He noted that numerous private businesses are moving to the base's business park operated by the Brooks Development Authority.

If the commission orders the Air Force to close Brooks, Wolff said, the military should move out immediately and allow the city and county to complete its redevelopment.

"If they make a decision to go, the quicker they go, the better for us," Wolff said.

**Gathering facts for BRAC counterattack
Texas official visits Ingleside today, Thursday**
Corpus Christi Caller-Times (Corpus Christi,
TX)

Fanny S. Chirinos

June 8, 2005

Area community leaders said they will emphasize the value of the area's military presence to Texas Secretary of State Roger Williams, head of the state's BRAC Response Strike Force, when he visits Ingleside today and Thursday.

Judy Hawley, a member of the South Texas Military Facilities Task Force, said leaders plan to show Williams the assets of Naval Station Ingleside including the base's potential for expansion, the training facilities, its double-decked pier and deepwater port.

"That, along with the local perspective, will further help the strike force in the getting the base off the list," Hawley said.

The Defense Department recommended Naval Station Ingleside for closure May 13 when it released the Base Realignment and Closure list. The Pentagon also recommended realigning Naval Air Station Corpus Christi and the Corpus Christi Army Depot. The area faces a potential loss of 3,335 jobs, according to the Pentagon.

Gov. Rick Perry created the strike force in response to the recommendations, which would close a total of four Texas military bases and realign six others.

Williams plans to tour the Ingleside base today and meet with community leaders for a strategic session Thursday morning in Portland. He also will take an aerial tour of NAS Corpus Christi and NAS Kingsville.

He will offer the community assistance with analysts and coordinate grassroots efforts to prepare for the July 7 BRAC commissioner visit to Corpus Christi and a July 8 visit to Ingleside. He also will assist the area in the July 11 BRAC Commission hearing in San Antonio.

"This can be an emotional issue, but we're not going to give the commission our emotions, we're going to give them our facts," Williams said. "And we believe that's a strategy that can work. We have a short time and the opportunity to change some minds."

Ingleside Mayor Gene Stewart said his primary focus is pointing out the small amount of money that will be saved by closing the base.

"Even if some money is saved, moving the ships and personnel to either coast would still be costly for the Navy," Stewart said. "We won't be able to nail down specific numbers, but can make the point in generalities."

Josephine Miller, executive director of the San Patricio County Economic Development Corporation, said the Defense Department might be overlooking the Ingleside base's greatest asset.

"It's the only Navy base located next to deep water that is built on real land, not filled land," Miller said. "It's a deepwater port on the Gulf. If they let that go, they'll never get it back."

The strategic location also offers more protection from hurricanes than any other coastal port on the gulf and is surrounded by oil refineries, Miller added.

"We're trying to put forth our best arguments as to why base jobs should be saved," said Terry Carter, president and CEO of the Corpus Christi Chamber of Commerce. "It's a team effort. It's about keeping our installations open and viable."

Also this month, Williams plans to visit the Red River Army Depot and Lone Star Ammunition facility near Texarkana, Sheppard Air Force Base in Wichita Falls, Brooks City Air Force Base in San Antonio and Ellington Field in Houston.

Joint Military Centers May Offset Closure Plan

Fort Worth Star-Telegram (Fort Worth, TX)

Chris Vaughn

June 13, 2005

On the edge of Randol Mill Park, the 51-year-old National Guard armory sits empty save for the painters and carpenters.

The armory, the only one in Arlington, is undergoing tens of thousands of dollars in renovation while its citizen-soldiers from the 2nd Battalion, 112th Armor serve 12 months in Iraq.

But renovation or not, the armory is on the Defense Department's closure list as part of a sweeping realignment of the state's Reserve and National Guard armories.

The Defense Department and the Army have recommended that the Base Closure and Realignment Commission close 23 Army Reserve centers and 42 National Guard armories and replace some of them with new joint facilities.

Officials with the Texas National Guard headquarters in Austin are far from upset by the Army's plan. Instead, the Texas Guard's chief spokesman, Col. John Stanford, said the idea could improve recruiting and retention and save money.

"For the Texas Army National Guard, this could be very good news," he said.

In North Texas, the plan could mean the closure of two Army Reserve centers in Dallas and one in Mesquite and six National Guard armories in Arlington, Irving, Denton, Dallas and Denison.

National Guard armories in Corsicana, Athens, Kaufman, Terrell and Abilene would also close, along with dozens in the Houston, Austin, Amarillo, Brownsville and Texarkana areas.

The authorization to renovate the Arlington facility was given two years ago, Stanford said, when no one knew it would be closed.

Offsetting the closures is the Defense Department's idea to build 17 centers in Texas that could serve the Army Reserve and National Guard.

On paper, at least, that means new training facilities in Lewisville and Seagoville and the expansion of the complex at the former naval air station in Grand Prairie.

The Defense Department says that the plan will cost \$ 220 million but that realignment will save \$ 36 million a year. Not included, the report says, is \$ 231 million that the government would not have to spend to renovate all existing armories.

"Transforming these will improve training, readiness and quality of life" for the reservists and members of the National Guard, said Maj. Desiree Wineland, a spokeswoman for the Army in Washington.

The Army is treading lightly around the topic of closing National Guard armories, apparently out of sensitivity to the governors who partially control them.

But because the federal government pays 75 percent of the cost of each armory, the Defense Department seems to have the authority to close an armory by cutting off funding.

Leaders of the Texas Guard are scrutinizing the plan so they can forward recommendations to newly installed Adjutant Gen. Charles Rodriguez and Gov. Rick Perry. Stanford said Rodriguez wholly supports the plan.

Many of the state's armories are aged and deteriorating, Stanford said, and were built when the National Guard was armor-heavy and largely male.

But the Texas Guard, like most others nationwide, is switching to more light infantry and critical-support roles, such as military police and medical duties, jobs open to women.

Just as important, Stanford said, is the suggested placement of new centers in heavily populated areas, where recruiting and retaining soldiers is easier.

"Of all the soldiers who drill at the armory in Hondo, exactly one of them lives in Hondo," he said. "It's more of a burden for guys to commute to towns where they don't live."

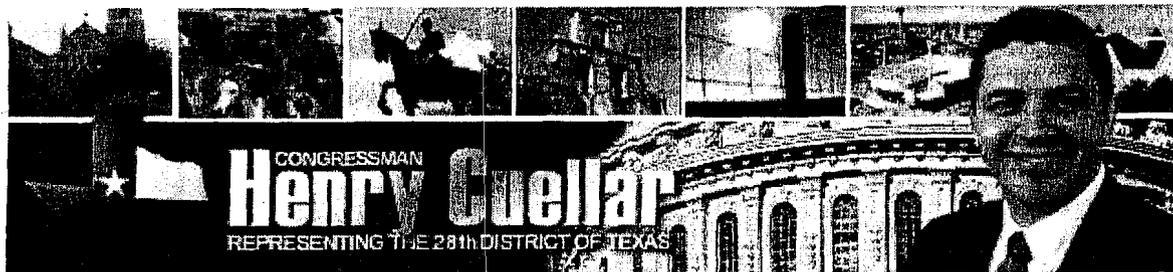
ARMY RECOMMENDATIONS:

-- Close Herzog Army Reserve Center in Dallas and National Guard armories in Arlington and Irving. Move units to reserve complex at former Naval Air Station Dallas.

-- Close Muchert Army Reserve Center in Dallas and National Guard armories in Denton, Irving and Denison. Build center in Lewisville.

-- Close Hanby-Hayden Army Reserve Center in Mesquite and National Guard armories in Dallas, Kaufman and Terrell. Build center in Seagoville.

-- Close Grimes Army Reserve Center in Abilene. Move 490th Civil Affairs Battalion to Grand Prairie complex.



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FOR IMMEDIATE RELEASE:
 May 13, 2005

For more information, contact:
 Sandra Abrevaya
 Communications Director
 (202) 225-1640

Statement on Brooks City Base

Washington D.C.—Today the Department of Defense released its recommended list of bases to either be closed or realigned in 2005. Representative Henry Cuellar made the following statement after the list was released.

This morning, the Department of Defense released a list of recommended base closures, which included San Antonio's Brooks City Base. This is certainly not the outcome we were hoping for, but we must remind ourselves of two things: first, Brooks will not close and second, San Antonio will be seeing a net gain of over 5,100 jobs.

We must give credit to everyone involved in the Brooks Development Authority project -Mayor Ed Garza, the San Antonio City Council, Chairman Howard Peak and the Brooks City Base board of directors, Bexar County Judge Nelson Wolff, and the members of their county commissioners' court -- for being so well prepared for this scenario. Under their leadership, Brooks has taken progressive measures over the past five years to spur private investment and to operate more independently.

We must also remember that this is only a preliminary list and I will be working with federal, state and local officials to examine the justification provided by the D.O.D. and to ensure that mechanisms are in place for economic development and job training assistance. At the end of the day, I just want to be sure every employee at Brooks has a job.

####

The Texas 28 th Congressional District is made up of the following counties: Atascosa, Bexar, Comal, Frio, Guadalupe, Hays, La Salle, McMullen, Webb, Wilson, and Zapata

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Congressman Henry Cuellar | 1404 Longworth House Office Building | Washington, DC 20515 | Phone: 202-225-1640 | Fax: 202-225-1641

Lawmakers Fear Texas Communities Won't Be Able To Beat The BRAC Clock

San Antonio Express-News (San Antonio, TX)

Gary Martin

June 22, 2005

WASHINGTON -- Texas lawmakers voiced concern Tuesday that communities won't have enough time during next month's hearing in San Antonio to convince the Defense Base Closure and Realignment Commission to save installations in the Lone Star State.

Texas and Arkansas have been allotted just four hours at the July 11 hearing to show the Pentagon deviated from the selection criteria in making its recommendations.

San Antonio has 15 minutes to make its case for Brooks City-Base, which is targeted for closure, and Lackland AFB, which would lose a medical hospital and an intelligence mission to realignment.

"Give us a little time," said Rep. Charlie Gonzalez, D-San Antonio. "Fifteen minutes doesn't seem adequate."

The lawmakers spoke out as BRAC Chairman Anthony Principi announced he'd attend the hearing at the Convention Center, along with three other commissioners.

"The overall impact on Texas is enormous and the chairman's presence indicates his interest in hearing the facts on which the commission must base its decision," said Sen. Kay Bailey Hutchison, R-Texas.

Sen. John Cornyn, R-Texas, said he was encouraged by the fact Principi will attend the hearing.

A BRAC spokeswoman, Megan Riffle, downplayed Principi's attendance, saying it was based on his availability rather than the priority of Texas military installations.

The chairman is expected to attend several regional hearings as the commissioners spread out to cover more ground, she said.

The commission has until Sept. 8 to review the Pentagon list and prepare a final roster of bases for closure.

That list goes to the president for his approval or rejection.

The amount of time given to each state at regional hearings is determined by criteria that includes the number of jobs lost and other factors.

A request by Hutchison for more time at the San Antonio hearing was denied.

According to the base closure commission, the senior senator determines the time allotted each community.

Under a plan devised by Hutchison, Texarkana officials will have 55 minutes to defend Red River Army Depot and the Lone Star Ammunition Plant.

Coastal Bend leaders have 45 minutes to make the case for the Ingleside Naval Station, Corpus Christi Naval Air Station and the Corpus Christi Army Depot.

"What can you explain in 45 minutes when you are talking about billions of dollars of equipment and soldiers lives?" asked Rep. Solomon Ortiz, D-Corpus Christi.

El Paso, Houston, Wichita Falls, Temple and Abilene each will have 30 minutes or less.

"It's never enough time," said Chris Paulitz, a Hutchison spokesman. "Everyone in this process should be unhappy. Anyone who is satisfied about the time we have to fight for these bases would be way too complacent."

Under the formula, Arkansas gets 30 minutes, part of which will be used to defend the Texarkana installations.

San Antonio leaders said they'd be hard-pressed to cram all the details about Brooks and Lackland into a 15-minute presentation.

"Obviously, you can't get into any level of detail," said retired Brig. Gen. John Jernigan, who heads a San Antonio military missions task force.

"The only thing we will be able to do is get the ideas on the table," Jernigan said.

San Antonio wants to use its time to reinforce the Pentagon's plan to build a regional medical center at Brooke Army Medical Center.

They also will contend the regional center would be enhanced by keeping the School of Aerospace Medicine at Brooks and locating other Brooks research missions at local installations.

"We wish we had more time, but if this is the time that is allotted, the San Antonio delegation is going to come together," said Rep. Henry Cuellar, D-Laredo, whose district includes South San Antonio. "I feel very confident we will make the presentation."

City leaders also will argue that the Cryptologic Systems Group at Lackland AFB should remain intact, not splintered under realignment, and at the San Antonio base if possible.

The cryptologic group accounts for 700 intelligence jobs. Its clients include the National Security Agency, which recently announced a major relocation to San Antonio.

Despite the lack of time at the hearing, Gonzalez said it wouldn't be San Antonio's sole opportunity to make its case.

He said commissioners also would conduct site visits of each base targeted for closure.

"There is a lot going on behind the scenes," he said.

**Pentagon officials come to call;
Two from closure commission tour Fort Hood before hearing**
Austin American-Statesman (Austin, TX)
Anita Powell
June 23, 2005

KILLEEN -- Members of the Pentagon's Base Realignment and Closure Commission visited Fort Hood on Wednesday to discuss the Pentagon's plan to significantly reduce the post's size in upcoming years, a proposal that has been met with sharp criticism from Texas legislators since its release in May.

The two visiting commission members, retired Gens. James T. Hill and Sue E. Turner, said they had not drawn any conclusions from the visit, which included a flyover of the post's recently acquired training acreage and visits with top post commanders.

Turner said only that she was impressed with Fort Hood's resources and felt the visit was worthwhile. Neither commissioner would talk about their private visits with post officials.

U.S. Rep. John Carter, R-Round Rock, who accompanied the commissioners for part of their visit, said at a news conference at the Killeen airport that he was still opposed to any plan to reduce Fort Hood in size.

"It doesn't make economic sense," he said. "I have questions about the expenditures and whether this is cost-effective."

The Pentagon's proposal calls for Fort Hood to shrink by 5,000 to 7,000 soldiers by 2011. A related Department of Defense document says the 47,000-soldier post would dwindle to less than 41,000 by 2011.

The 750-page report also recommended the closure of 33 major installations nationwide. Three are in Texas: the Red River Army Depot in Texarkana, Naval Station Ingleside near Corpus Christi and Brooks City-Base in San Antonio.

Wednesday's visit was a prelude to a July 11 commission hearing in San Antonio. Fifteen such hearings are planned nationwide in June and July.

Carter said he was confident that Texas legislators would make a compelling case for Fort Hood at the hearing.

"We have a lot to sell," he said. "I think they'll listen."

Carter and U.S. Rep. Chet Edwards, D-Waco, have lobbied fiercely to keep the post as is. Both noted that the closure commission's report, which was based on figures from 2003, did not take into account a recent post expansion that added nearly 40,000 acres of training land.

The report justified the transfer of one brigade combat team and a unit of employment headquarters from Fort Hood to Fort Carson, Colo., by saying that Fort Hood lacked "available maneuver training acreage."

Carter and Edwards challenged that assertion, saying Fort Hood's new acreage would serve as better training ground than Fort Carson's Pinon Canyon Maneuver Site, 150 miles southeast of the main post.

After the hearings, the commission will make its final recommendations to President Bush by Sept. 8.

Bush has until Sept. 23 to accept or reject the recommendations. If he accepts the recommendations, Congress has 45 days to pass a joint resolution against it. Otherwise, the plan will move forward.

Carter did not say whether he would seek the congressional resolution.

"That's really far out," he said, but added: "I think there's a lot of unhappy people in Congress."