

**Base Visit Report
Fort Sam Houston, TX
11 July 2005**

Lead commissioner:

No commissioner visited.

Commission Staff:

Wes Hood (Senior Analyst, Army Team)

List of Attendees: (Broken down by session/date)

Garrison/Installation Overview Session: 11 July 2005

1. COL Garry Atkins, Garrison Commander
2. Mr. Michael Waldrop, Deputy to the Garrison Commander
3. LTC Barbara Holcomb, BRAC Installation Team Leader
4. Ms. Cynthia Helton, Director, DOIM
5. Mr. Floyd Williams, Acting Director, PAIO
6. Mr. Lawrence Toman, Master Planner
7. Ms. Carol Bann, PAIO Administrative Officer
8. Ms. Linda Holloway, APG Garrison
9. Ms. Karole Cole, PAIO Management Analyst
10. Mr. Mike Caldwell, SWRO BRAC Cell Team Leader
11. Mr. Michael Grizer, SWRO BRAC POC for Fort Sam Houston

**Southwest Region Office (SWRO), Installation Management Agency (IMA)
visit: 11 July 2005**

1. Ms. Kathleen Curd, Chief of Staff
2. Mr. Bill Thresher, Director of Operations
3. Mr. Mike Caldwell, SWRO BRAC Cell Team Leader
4. Mr. Michael Grizer, SWRO BRAC POC for Fort Sam Houston

Army Environmental Center visit: 20 June 2005

1. COL Tony Francis, Commander, USAEC
2. Mr. David Guzewich, USAEC
3. Mr. Keith Millison, USAEC
4. Mr. Andrew Murphy, APG Garrison PAIO
5. Dr. Ken Juris, USAEC
6. LTC Ben Tozzi, USAEC
7. Mr. Randy Cerar, USAEC

8. Mr. Robert E. DiMichele, USAEC
9. Mr. Sean Kennedy, staff of Senator Mikulski
10. Mr. Walter Gonzales, staff of Representative Ruppertsberger
11. Mr. Jason Gleason, staff of Senator Sarbanes

Community and Family Support Center (CFSC) visit: 6 July 2005

1. Mr. Peter F. Issacs, CFSC Chief Operating Officer
2. COL Sniffin, Deputy Commander
3. Mr. George Gallagher, CFSC
4. Ms. Lori Taylor, CFSC

Headquarters, Installation Management Agency (IMA) visit: 23 June 2005

1. Mr. Phil Sakowitz, IMA Deputy Director
2. Mr. Dave Abdelnour, HQ IMA
3. Mr. Dean Rhody, BRAC Commission Staff

Installation Mission: Fort Sam Houston is home to the Army Medical Department Center and School; U.S. Army Medical Command Headquarters, Brook Army Medical Center, 5th United States Army, U.S. Army Couth and Information Management Agency Southwest Region.

Secretary of Defense Recommendations and Justifications:

Fort Sam Houston is affected by the provisions of the eight recommendations listed below. The installation gains from seven of these recommendations and loses from one, but it is an overall gaining installation. See the appropriate sections of Department of Defense, Base Closure and Realignment Report, Volume I: Part 2 of 2, Detailed Recommendations, May 2005, for the complete text of all recommendations and justifications:

1. Medical-6, Brooks City Base, TX.
2. Army-8, Fort McPherson, GA.
3. Headquarters & Support Activities-41, Joint Basing.
4. Medical-15, Joint Centers of Excellence for Chemical, Biological and Medical Research and Development and Acquisition.
5. Headquarters & Support Activities-46, Relocate Army Headquarters and Field Operating Agencies.
6. Medical-10, San Antonio Regional Medical Center, TX.
7. Department of Navy-10, Submarine Base New London, CT.
8. Medical-4, Walter Reed National Military Medical Center, Bethesda, MD.

Installation gains: (7 Recommendations)

1. *Brooks City Base, TX (Med-6)* – Close Brooks. Relocate the Army Medical Research Detachment to the Army Institute of Surgical Research, Fort Sam Houston, TX

2. *Fort McPherson, GA (USA-8)* – Relocate the Army Contracting Agency Southern Region Headquarters to Fort Sam Houston, TX.

3. *Joint Centers of Excellence for Chemical, Biological and Medical Research and Development and Acquisition (Med-15)* – Realign Building 42, 8901 Wisconsin Ave, Bethesda, MD, by relocating the Combat Casualty Care Research sub-function of the Naval Medical Research Center to the Army Institute of Surgical Research, Fort Sam Houston, TX.

Realign Naval Station Great Lakes, IL, by relocating the Army Dental Research Detachment, the Air Force Dental Investigative Service, and the naval Institute for Dental and Biomedical Research to the Army Institute of Surgical Research, Fort Sam Houston, TX.

4. *Relocate Army Headquarters and Field Operating Agencies (H&SA-46)* - Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the Army Installation Management Agency headquarters to Fort Sam Houston, TX.

Realign Rock Island Arsenal, Illinois, as follows: relocate the Army Installation Management Agency Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Installation Management Agency Southwest Region headquarters to form the Army Installation Management Agency Western Region; and relocate the Army Network Enterprise Technology Command Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Network Enterprise Technology Command Southwest Region headquarters to form the Army Network Enterprise Technology Command Western Region.

Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating the Army HR XXI office to Fort Knox, KY.

Realign the Park Center IV Building, a leased installation in Falls Church, VA, by relocating the Army Center for Substance Abuse to Fort Knox, KY.

Realign Seven Corners Corporate Center, a leased installation in Falls Church, VA, and 4700 King Street, a leased installation in Alexandria, VA, by relocating the Army Community and Family Support Center to Fort Sam Houston, TX.

Realign Rosslyn Metro Center, a leased installation in Arlington, VA, by relocating the Army Family Liaison Office to Fort Sam Houston, TX.

Realign Skyline Six, a leased installation in Falls Church, VA, by relocating the Army Contracting Agency headquarters to Fort Sam Houston, TX.

Realign the Hoffman 1 Building, a leased installation in Alexandria, VA, by relocating the Army Contracting Agency E-Commerce Region headquarters to Fort Sam Houston, TX.

Realign Fort Buchanan, Puerto Rico, by relocating the Army Contracting Agency Southern Hemisphere Region headquarters to Fort Sam Houston, TX.

Realign Aberdeen Proving Ground, MD, by relocating the Army Environmental Center to Fort Sam Houston, TX.

5. *San Antonio Regional Medical Center, TX (Med-10)* – 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.

6. *Submarine Base New London, CT. (DoN-10)* – Relocate Naval Undersea Medical Institute Groton, CT to Naval Air Station Pensacola, FL and Fort Sam Houston, TX.

7. *Walter Reed National Military Medical Center, Bethesda, MD (Med-4)* – Relocate enlisted histology technician training to Fort Sam Houston, TX.

Relocate the Combat Casualty Care Research sub-function (with the exception of those organizational elements performing neuroprotection research) of the Walter Reed Army Institute of Research (Forest Glen Annex) and the Combat Casualty Care Research sub-function of the Naval Medical Research Center (Forest Glen Annex) to the Army Institute of Surgical Research, Fort Sam Houston, TX.

Installation Losses: (1 Recommendation)

Joint Basing (H&SA-41) – Realign Fort Sam Houston, TX, and Randolph AFB, TX by relocating the installation management functions to Lackland AFB, TX.

Main facilities reviewed:

This visit directly addressed recommendations H&SA-46, Reloate Army Headquarters and Field Operating Agencies. In that light, I reviewed all facilities at Fort Sam Houston to determine their capacity and ability to receive all incoming organizations. In the case

of other recommendations, I have coordinated with the applicable analyst to ascertain the requirements, and whether or not significant community or operational issues are present.

Key issues identified:

All issues are implementation issues.

Sufficient space exists to accommodate all activities moving onto Fort Sam Houston for all 8 recommendations.

CFSC has unique implementation issues involving NAF personnel practices and the nature of their workforce. These are not war-stoppers, but require special care during implementation.

Community concerns raised:

No community issues have been raised over these issues.

Requests for staff as a result of the visit:

None required.

Wes Hood
Senior Analyst
Army Team, BRAC

Enclosures

1. Ft. Sam Houston Garrison Briefing
2. Ft. Sam Houston Gaining Installation Checklist



FORT SAM HOUSTON INITIAL BRAC IMPLEMENTATION CONCEPTS FOR *IMA , CFSC AND AEC*

Briefing to Mr. Wes Hood

11 July 2005

Our Mission - *provide equitable, effective and efficient management of Army installations worldwide to support mission readiness and execution, enable the well-being of Soldiers, civilians and family members, improve the Army's aging infrastructure and preserve our environment.*

Leading Change for Installation Excellence



FORT SAM HOUSTON GAINS



- **Army Plan is for Fort Sam Houston to become a “Premier Joint Medical Training Base and Home of Installation Management”**
- **Estimated net BRAC gains at Fort Sam Houston**
 - **Military Permanent Party - 2,637**
 - **Civilian Permanent Party - 1,624**
 - **Students - 5,011**
- **Non-BRAC Impending Moves to FSH**
 - **Army North (ARNORTH/TRMCOM) - 353**
 - **U.S. Army South (USARSO) - 570**
 - **470TH Military Intelligence - 620**

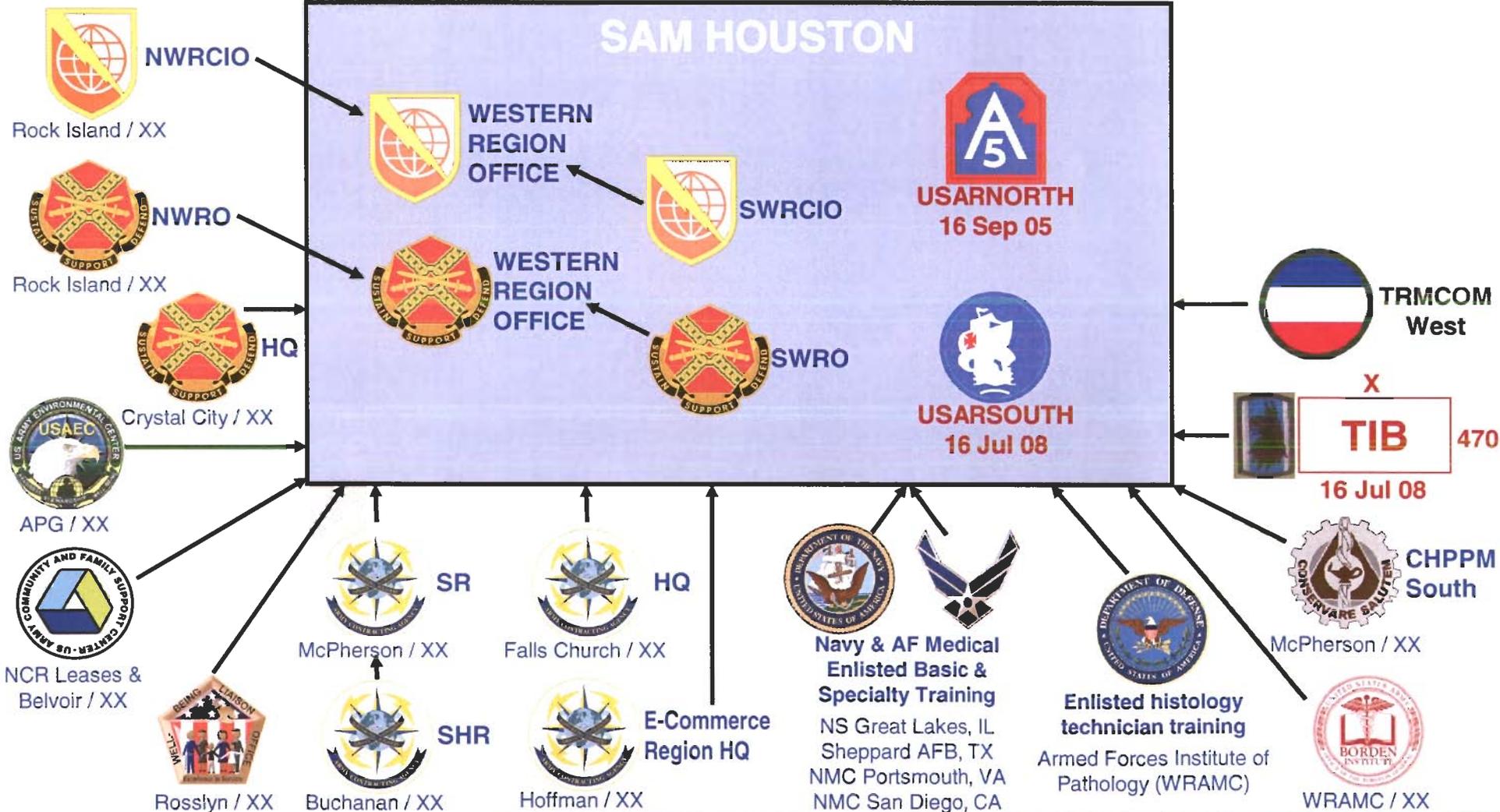


FORT SAM HOUSTON

DOD's PREMIER MEDICAL TRAINING BASE
HOME OF ARMY INSTALLATION MANAGEMENT



SAM HOUSTON

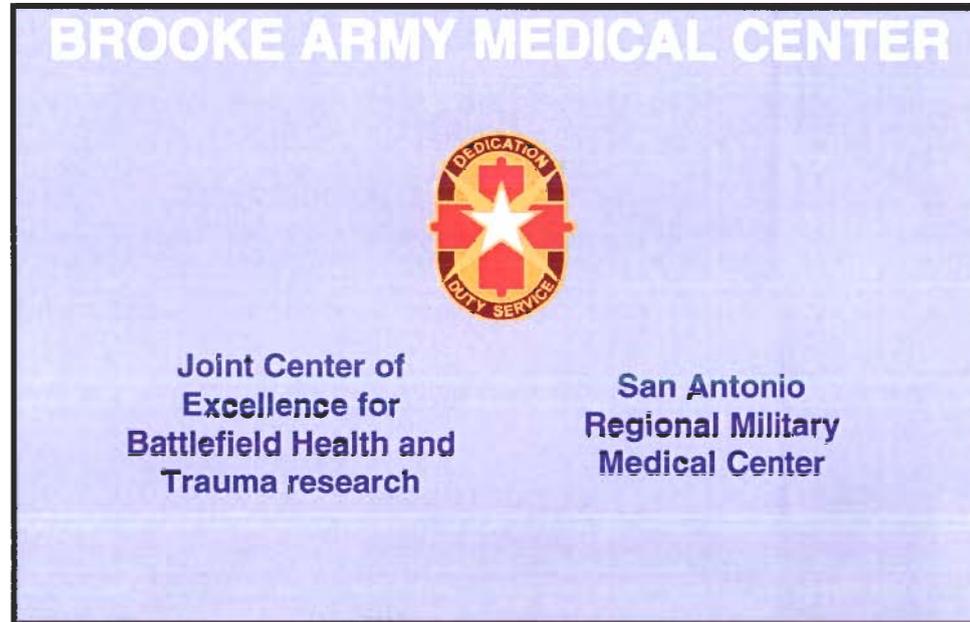




FORT SAM HOUSTON



**DOD's PREMIER MEDICAL TRAINING BASE
HOME OF ARMY INSTALLATION MANAGEMENT**



Army Medical Research Detachment

Brooks City-Base/XX



Combat Casualty Care Research

WRAMC (Forest Glen)/XX



Combat Casualty Care Research

WRAMC (Forest Glen)/XX



Dental Research

NS Great Lakes/XX



Naval Undersea Medical Institute

Groton, CT/XX



59th Medical Wing Inpatient function

Lackland AFB/XX



FORT SAM HOUSTON

DOD's PREMIER MEDICAL TRAINING BASE
HOME OF ARMY INSTALLATION MANAGEMENT



CAMP BULLIS



Construct Armed Forces Reserve Center (AFRC)

AFRC will have capability to accommodate:

- 5th Army Intelligence Training Army Area School (ITAAS)
- Regional Training Site -- Intelligence currently on Camp Bullis



Close US Army Reserve Center
Boswell, TX / 2008




Close US Army Reserve Center
Callaghan, TX / 2008



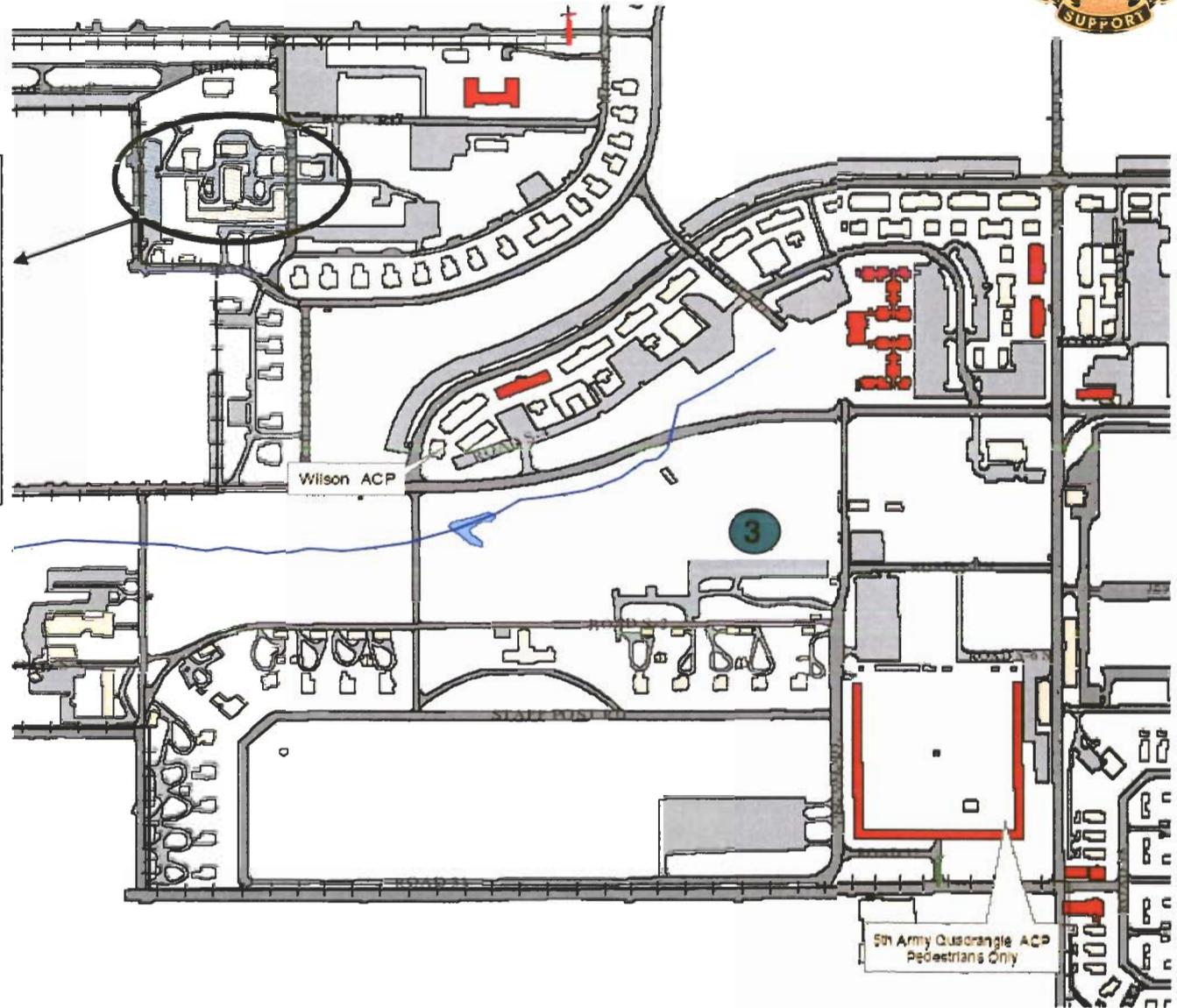
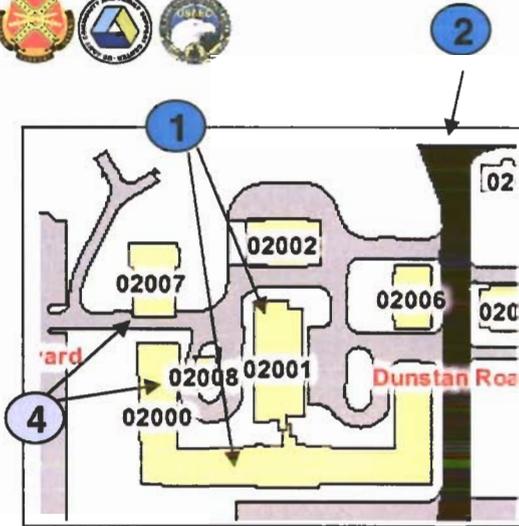
AFRC will have capability to accommodate:

- Texas ARNG Center, Hondo, TX
- A Co and HQ Co, 1/141 Infantry
- Texas ARNG Area Support Medical Bn





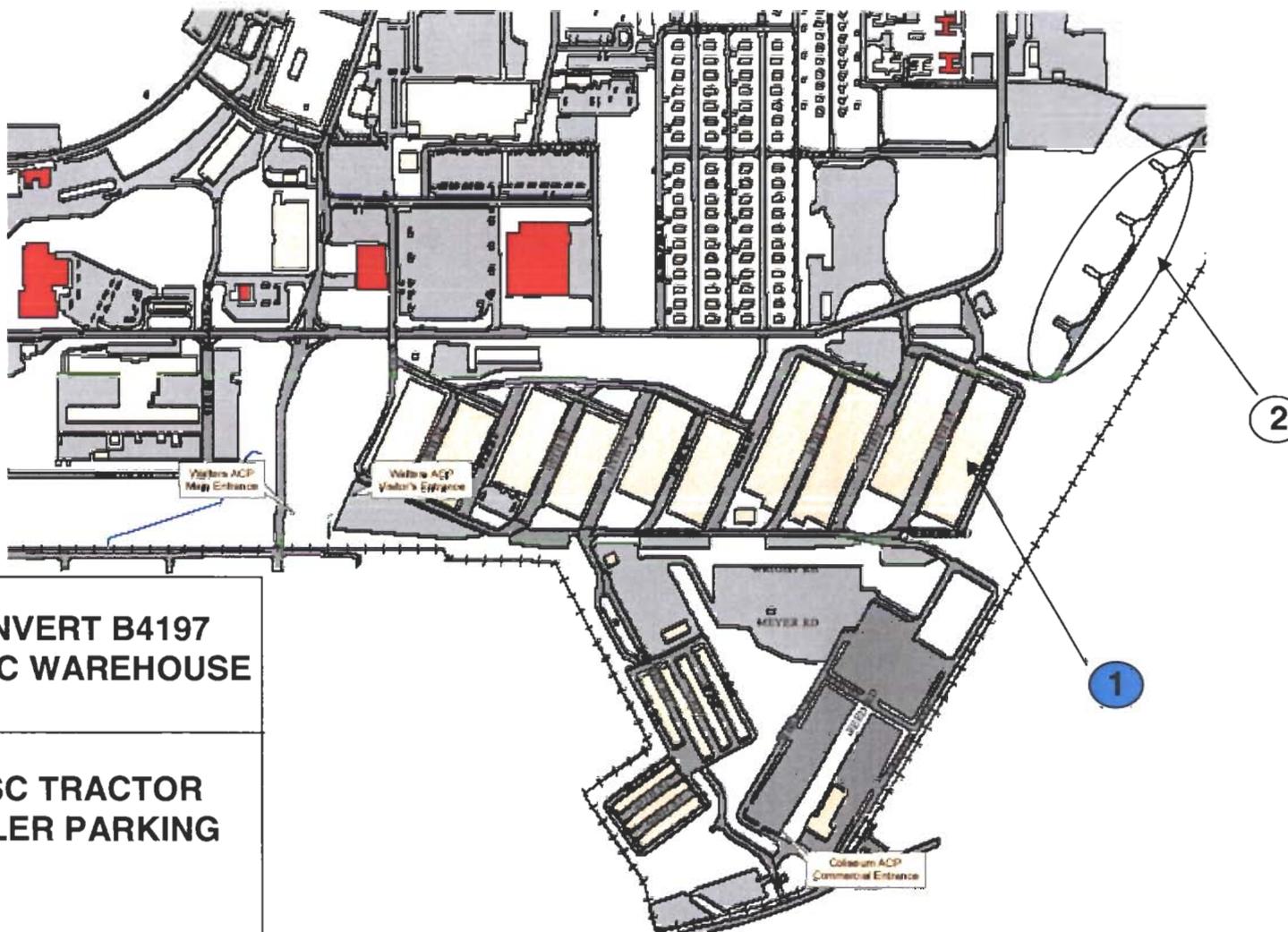
ARTILLERY & STAFF POST



RENOVATE	1 - B2000 - 2001
	2 - Relocate Dunstan RD
OTHER	3 - ARNORTH MILCON
DEMO	4 - B2007 B2008



LIGHT INDUSTRIAL & STORAGE



RENOVATE	● 1 – CONVERT B4197 TO CFSC WAREHOUSE
NEW CONSTRUCTION	○ 2 – CFSC TRACTOR TRAILER PARKING



FORT SAM HOUSTON

SUMMARY



- **Fort Sam Houston is actively working with the City of San Antonio to ensure a positive and sustainable future for our military community.**
- **History proves Fort Sam Houston and the City of San Antonio have been successful in past endeavors.**
 - U.S. Army South relocation from Puerto Rico
 - Enhanced Use Lease Program
 - Electric Privatization with City Public Service
- ***Fort Sam Houston is poised to implement the BRAC recommendations.***



END OF BRIEF

INSTALLATION MANAGEMENT AGENCY



“Sustain, Support and Defend”

BRAC Commission Gaining Installation Checklist

Installation Name: Fort Sam Houston, Texas

Volume 1 Page Reference:

Date of Base Visit: 11 July 2005, 1300 hours

Commissioners: Mr. Wes Hood, Senior Army Analyst

- Staff: COL Garry Atkins, Garrison Commander
 Mr. Michael Waldrop, Deputy to the Garrison Commander
 LTC Barbara Holcomb, BRAC Installation Team Leader (BITL)
 Ms. Cynthia Helton, Director, DOIM
 Mr. Floyd Williams, Acting Director, PAIO
 Mr. Lawrence Toman, Master Planner
 Ms. Carol Bann, PAIO, Administrative Officer
 Ms. Karole Cole, PAIO, Management Analyst
 Mr. Mike Caldwell, SWRO BRAC Cell Team Lead
 Mr. Michael Grizer, SWRO BRAC POC for Fort Sam Houston

General	Description
Current Mission	Fort Sam Houston is home to the Army Medical Department Center and School, Medical Command HQ, Brook Army Medical Center, 5 th U.S. Army, U.S. Army South and Information Management Agency, Southwest Region
Incoming Mission	Headquarters (DOD, Reserve and National Guard) (Administrative); Medical Instruction (Administrative, Barracks, Medical); Tactical Training; Medical Research (Administrative, Lab); Health Care Services
Losing Installation(s)	See Annex A.
Equipment	Bio-medical Research Lab Equipment
Deployment Status	
Special Needs	
Summary Assessment	Fort Sam Houston is well suited and capable of expanding its current facilities and base operations to accommodate the expansion proposed by the TABS Group.

Personnel		Current	Incoming*	Description Outgoing	Net Remaining
Officers	2578	1014	37	3555	
Enlisted	7014	1740	80	8674	
Civilians	4933	1779	155	6557	
Family Members		4799**		22255**	
Contract Personnel	3002	180		3182	
Students	5672	5011		10683	
Total	23199	14523	272	54906	
Summary Assessment					

*BRAC and non-BRAC moves, i.e. Army modularity.

**Based on standard model of 65% married and 1.8 children.

Installation Issues & Community Requirements

On Base		Description	
	Current	Shortage/Overcapacity	Comment [2005 ISR-1 Assets/Requirements Report]
Parking & Roadways			Renovation of the 600 area will require the extension of an existing road to accommodate the increase in traffic. Parking areas in the 600 area will require resurfacing. Renovation of the 2000/2001 area will necessitate the re-location of a road to meet AT/FP requirements.
Admin Facility	1,718,927 GSF	582,752 GSF	Not usable without investment. Assets = 149% of pre-BRAC requirement.
Barracks		165 Spaces	
Family Housing	925 Units	Undetermined	DA to conduct a Housing Market Analysis after final BRAC decision. DA ACSIM to conduct desk side analysis during Summer 05.
Utilities			With the exception of water and waste water systems, all utilities are privatized. Water and waste water systems have the physical capacity meet BRAC requirements.
Maintenance Facilities	ARNG 21,435 GSF USAR 42,035 GSF USA 10,648 GSF DOL has a DS/GS maintenance facility, built in 1993.	ARNG 0 GSF USAR 0 GSF USA -28,135 GSF DS/GS has sufficient capacity to satisfy BRAC requirements.	ARNG: 100% of pre-BRAC requirement. USAR: 47% as of date of report but prior to posting of recently completed shop facilities. 100% of pre-BRAC requirement. USA: 27% of pre-BRAC organizational requirement. BRAC impact does not appear to increase deficit.
Research Space	104,295 GSF		
Training Areas	Light 13,037 AC Heavy 8,256 AC	Light 184 AC Heavy -23,370 AC	Light 101% of pre-BRAC requirement. Heavy 26% of pre-BRAC requirement. BRAC impact does not appear to increase deficit.

Installation Issues & Community Requirements

On Base		Description	
	Current	Shortage/Overcapacity	Comment [2005 ISR-1 Assets/Requirements Report]
Storage	635,195 GSF DOL space is limited to shipping and receiving activities (including in-transit)	502,615 GSF Storage facilities are adequate to satisfy BRAC requirements.	GSF 460% of pre-BRAC requirement. Estimate 4-6 personnel increase to satisfy BRAC requirement.
Deployment Facilities			Fort Sam Houston is not a PPP however, does have a MOB-DEMOB mission. This mission has primarily supported Army Reserve, National Guard and overflow requirements from Fort Hood.
Health Clinic	32,947 GSF	2,185 GSF	107% of pre-BRAC requirement.
Support Services			
Lodging			Fort Sam Houston is a member of the initial 8 installations to participate in the Privatization of Army Lodging (PAL) project. Although due diligence has been accomplished and calls for the construction of a 570 room hotel, we anticipate the need for an adjustment in the facility size as well as the inclusion of conferencing facilities to accommodate the BRAC recommendations.
Commissary	104,442 GSF	0 GSF	100% of pre-BRAC requirement.
Exchange	17,462 52,458 7,885 177,437 17,613 101,883	17,462 GSF 53,280 GSF 7,885 GSF 183,246 GSF 17,613 GSF 101,883 GSF	Clothing Sales 100% Eating 98% Service Stations 100% Retail 97% Support 100% Warehouse 100%

Installation Issues & Community Requirements

On Base		Description	
	Current	Shortage/Overcapacity	Comment [2005 ISR-1 Assets/Requirements Report]
Child Care	34,536 GSF	0 GSF	100% of pre-BRAC requirement. Anticipate the addition of a CCD to meet BRAC requirements.
Youth Center	1 – Teen Ctr (6-12 grade) 1 – School Age (K-5 grade)	32,000 GSF	Addition of 1, 16,000 GSF Youth Center to accommodate the BRAC requirement would permit the splitting of the Teen and Middle age students into separate, age appropriate centers.
Schools	1-Elementary School 1- Jr/Sr High School		
Physical Fitness	79,510 GSF	-12,600 GSF	86% of pre-BRAC requirement. BRAC recommendations will require the construction of 2 new fitness centers (FSH – 1, Camp Bullis – 1).
Transportation	DOL offers transportation services for official use purposes. Services include on-post shuttle bus service, GSA leased fleet, commercial ticketing for official travel, passport/visa application processing, household goods and military freight movement.	Services provided are adequate to meet current and anticipated BRAC demands.	

Installation Issues & Community Requirements

On Base		Description	
	Current	Shortage/Overcapacity	Comment [2005 ISR-1 Assets/Requirements Report]
Religious Services			Anticipated requirement of an additional small-size chapel to include education space.
Counseling Support			
Time Requirements			
Summary Assessment	The BRAC re-stationing of the IMA, CFSC, AEC, and ACA elements to Fort Sam Houston do not represent a major facilities challenge.		

Environment		Description	
	Current	Shortage/Overcapacity	Comment
Water Systems	<p>The post will soon complete privatization of water, storm water and wastewater distribution systems that will support expansion and system efficiencies. An example is the housing construction mentioned in the Housing column below - the developer and the city would pay for all improvements to include the post piece wherever construction tie-ins are required. The developer would also finance preservation of the historic acequia that borders the post and the construction. The post has an agreement with San Antonio Water System (SAWS) for re-use water for industrial purposes; example of cooperation is lease right of way for this system which provided the post tie-ins for the re-use/gray water - already in use on golf course, cemetery and in major cooling towers.</p>		<p>In anticipation of the post's BRAC expansion, FSH is aggressively working with the San Antonio Water Working Group to obtain increased pumping rights to sustain its impending growth.</p>

Environment		Description	
	Current	Shortage/Overcapacity	Comment
Air Pollution	Fort Sam Houston is considered a "clean-air" operation vice active polluter; the post cooperates with Alamo Area Council of Government programs to reduce secondary pollution such as traffic access and egress by designing appropriate gates and following AACOG guidelines on announced "Ozone Action" days.		
Noise Pollution	No issues at FSH main post		
Waste Management	No identified community issues		
Critical Habitat	No issues at FSH main post		
Time Requirements			
Summary Assessment			

Off Base Issues		Description	
	Current	Shortage/Overcapacity	Comment
Rental Market			Greater Chamber, Apartment Managers Association and local builders posed to meet demand for affordable housing. During relocation of Army South to Fort Sam Houston, the Greater Chamber and its members' organizations joined with post officials to meet with command members in Puerto Rico to determine community needs and establish requirements and provide information about the community for any quality of life topic raised by the USARSO Community.
Housing Market			Currently, a local builder has plans to construct 300+ units (1, 2, and 3 bedroom) near the post on Broadway (at Wilson/Cunningham gate) for company grade officers and NCOs. The construction will include favorable amenities such as club house, pool, parking, and playscape area, etc.
Schools	San Antonio has 19 School Districts		The City of San Antonio has a multitude of elementary, middle, and high schools available in each of the 19 San Antonio School Districts to accommodate the city's continuing growth.

Off Base Issues		Description	
	Current	Shortage/Overcapacity	Comment
Health Care	The City of San Antonio contains major medical centers throughout the city and is home to ubiquitous specialized health care providers and facilities.		
Transportation	<p><u>International Air</u> – 2 terminals, 27 gates, 13 airlines, cargo facility with rail accessibility. 8 miles from central business district</p> <p><u>Rail</u> – railhead w/in min of FSH, 3 rail companies service city of San Antonio (COSA)</p> <p><u>Freeways</u> – hub and spoke network, 2nd most extensive system in the nation</p> <p><u>Bus</u> – 3 major bus lines, VIA metro bus system throughout COSA</p> <p>See area map below.</p>	The tourism market has prepared COSA for surging and expanding its transportation which will enable the city to accommodate the anticipated demands as a result of the BRAC recommendations.	
Spouse Employment			
Time Requirements			
Summary Assessment			

