



OFFICE OF THE
GOVERNOR

TEXAS
MILITARY
PREPAREDNESS
COMMISSION

ANNUAL REPORT
2005-2006



TEXAS

THE DEFENSE COMMUNITY

A MASTER PLAN
for the FUTURE





OFFICE OF THE GOVERNOR

RICK PERRY
GOVERNOR

TO: Members of 79th State Legislature
Members of the Texas Congressional Delegation
Military, Defense Industry and Community Leaders

SUBJECT: 2005-2006 Annual Update, "A Master Plan for the Future"

DATE: December 31, 2005

My Fellow Texans:

It gives me great pleasure to present the 2005-2006 Annual Update, "A Master Plan for the Future," as prepared by the Texas Military Preparedness Commission (TMPC). This update includes the decisions made by the 2005 Base Realignment and Closure (BRAC) Commission.

The BRAC Commissioners recognized the military value of our many fine Texas military installations and supported recommendations that will increase our military manpower in the state by more than 8,155 positions. The Department of Defense's (DoD) Transformation Programs and the BRAC process will substantially increase the missions at Fort Bliss and Fort Sam Houston; however, the BRAC process also recommended the closure of three installations — Brooks Air Force Base, Lone Star Army Ammunition Plant, and Naval Station Ingleside — and a significant reduction at Sheppard Air Force Base.

The state's success with the BRAC process can be directly attributed to the diligent and persevering efforts of our nine TMPC Commissioners; Texas Secretary of State Roger Williams, who chaired the BRAC Response Strike Force; local, state and federally elected representatives; and, most importantly, the dedication and commitment of the citizens and military personnel, whether active duty or retired, in our defense communities. My staff and I were proud to work with a team of patriotic and committed citizens to ensure that the military value of military bases, training areas, and communities were properly evaluated by the BRAC process.

Our challenge for the next few years will be to work with the military services and defense communities to successfully implement the BRAC 2005 decisions and the DoD's transformation initiatives. As part of this effort, I am dedicated to continuing our partnership with defense communities to assist them in developing strategies and executing programs that will lead to new defense missions in the future. Texas has a proud heritage of supporting this country's military, and we will build upon that success to enhance existing defense opportunities, as well as create new ones, for Texas in the future.

Sincerely,

A handwritten signature in black ink that reads "Rick Perry".
Rick Perry
Governor

RP:brk

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TEXAS MILITARY PREPAREDNESS COMMISSION

The Texas Military Preparedness Commission (TMPC) was established in September 2003 in accordance with Senate Bill 652. In October 2003, Governor Rick Perry appointed nine Commissioners to serve as his advisory group on military issues.

COMMISSIONERS¹

Chairman William Ehrie, Abilene
Vice Chair Ralph Gauer, Harker Heights
Commissioner Dora Alcala, Del Rio
Commissioner Ron Henson, Texarkana
Commissioner Joe Robles, San Antonio
Commissioner William Ceverha, Dallas
Commissioner Johnny Fender, San Angelo
Commissioner Loyd Neal, Corpus Christi
Commissioner James Maloney, El Paso

EX OFFICIO MEMBERS

The Honorable Kay Bailey Hutchison
United States Senate
The Honorable John Cornyn
United States Senate
The United States House of Representatives
Texas Delegation
The Honorable Leticia Van de Putte,
Chair, Senate Committee on Veterans
Affairs and Military Installations
The Honorable Frank J. Corte, Jr.,
Chair, House Committee on Defense
Affairs and State-Federal Relations

TEXAS MILITARY PREPAREDNESS COMMISSION STAFF

Executive Director, Bob Rasmussen
Program Director, Al Casals

OUR MISSION

Since its creation in September 2003, the Texas Military Preparedness Commission (TMPC) has been totally involved in a statewide collaborative effort with defensive communities as well as other state and federal leaders, to preserve and grow Texas' 18 major military installations. As a direct result of these efforts, Texas will see a net gain of approximately 8,155 military personnel between 2005 and 2011 as a result of the implementation of BRAC 2005 actions. Some communities will experience significant mission and force structure losses, however. The losses will generate a need for economic redevelopment to replace jobs and incomes lost as a result of the BRAC 2005. Certain installations will see an increase in troop strength which may stress available community housing, utilities, schools, social services and facilities. The TMPC will partner with these defense communities that require assistance to resolve associated economic redevelopment and infrastructure problems.

Working closely with senior military and Congressional leaders, the TMPC will aggressively seek other defense missions that are a good fit for Texas military installations. Particular focus will be given to

¹ * House Bill 3302, passed during the 79th Texas Legislative Session, increased the number of Commissioners from 9 to 13.

replacement of “sunset” missions, or those which have a limited life expectancy due to technology or strategy changes with “horizon” missions that are expected to have a longer life span.

Senate Bill 652, passed by the 78th State Legislative, and as amended by Senate Bill 1481 and House Bill 3302 passed by the 79th State Legislature, assigns the following responsibilities to the Commission:

- Advise the governor and legislature on military issues and economic and industrial development related to military issues.
- Make recommendations regarding the development of policies and plans to support the long-term viability and prosperity of the military in this state to include promoting strategic regional alliances that may extend over state lines and the development of methods to assist defense-dependent communities in the design and execution of programs that enhance relationship with military installations and defense-related businesses.
- Provide information to communities, the legislature, the state’s congressional delegation, and state agencies regarding federal actions affecting military installations and missions.
- Serve as a clearinghouse for defense economic information to include data related to the operating costs, missions, and strategic value of federal military installations located in the state; employment issues for communities that depend on defense bases and defense-related businesses; and defense strategies and incentive programs that other states are using to maintain, expand, and attract new defense contractors.
- Provide assistance to communities that experienced a defense-related closure or realignment.
- Assist communities in the design and execution of programs that enhance a community’s relationship with military installations and defense-related businesses.
- Assist communities in the retention and recruiting of defense-related businesses
- Encourage economic development in Texas by fostering the development of defense-related industries.

SPEAKING WITH ONE VOICE

When addressing issues to the military services and DoD, experience has shown that it is much more effective for the state and the community to have the same message. The issues for the state’s defense communities are too important to the future of Texas to allow for the message to be misinterpreted. The state’s approach of presenting a well-coordinated message has paid dividends in dealings with the military services, DoD, and federal officials in Washington, D.C. Texas, through the TMPC, can support the Texas congressional delegation by offering leadership and assistance to the state’s defense-dependent communities, defense-related businesses, and military installations on the important issues that affect the state as a whole.

OBJECTIVES & RECOMMENDATIONS

STATE

1. Continue to monitor compliance with all actions passed by the Legislature in regard to Texas defense dependent communities.
2. If funds are available, distribute funding from the Defense Economic Adjustment Assistance Grant (DEAAG) program for use in support of new missions, realignments and closures
3. Continue to encourage eligible defense dependent communities to participate in the Texas Revolving Loan Fund. Additionally, continue to explore all means by which this program can be made more attractive to potential municipal participants.
4. Facilitate the continuing dialogue between the Texas National Guard, the Reserves, active duty installations and affected communities to address the future positioning and operation of the Armed Services Reserve and Guard Centers in Texas.
5. Collaborate with the Texas Department of Transportation on important military deployment routes, to include highways, ports, rail and airports, for future high priority infrastructure projects.
6. Continue to keep the Texas congressional delegation through the Office of State Federal Relations in Washington D.C., informed on the needs and direction of the state's military installations.

FEDERAL

1. Continue to support funding of military construction projects in the Future Years Defense Plan (FYDP), especially for FY 06, 07 and 08.
2. Advocate for the proper federal funding of projects related to Texas ports, highways, airports and rail that support military forces deployments and installations
3. Continue to assist Texas defense communities as they position their military installations to receive missions / units realigning from overseas locations.
4. Establish a greater Homeland Security presence in Texas in all areas, but especially along the border, on the Gulf and on military installations.
5. Continue to position Texas for new evolving missions such as Unmanned Aerospace Vehicles, Airborne Laser, Joint Strike Fighters, C-17s, air refueling tankers, C-130Js, Stryker, DD(X) with the Coast Guard / Navy, intelligence missions, T-45-C models, LCS deployment ships, Future Combat Systems (FCS), etc.
6. Provide assistance toward the redevelopment of Naval Station Ingleside with the Port of Corpus Christi in an effort to establish a greater Homeland Security presence with agencies such as the Coast Guard and the lay berthing of deployment ships.
7. Continue to monitor Department of Defense initiatives that consolidate the military services' exchange systems and support the co-location of their headquarters in Dallas, Texas.
8. Continue to support the funding of weapon systems being built, repaired, modified or stationed in Texas, including but not limited to the F/A -22, JSF, V-22, C-17, ABL, C-5, C-130, tankers, Stryker, Bradley and tactical wheeled vehicles, helicopters, MLRS and Army Current and Future Force systems, Patriot and Hawk missile recertification process, UAVS, and others.
9. Assist defense dependent communities in their efforts to implement the BRAC recommendations.

INTRODUCTION

The effective transformation of our military forces represents an ongoing effort that promises to take several years to accomplish. From all indications, the Department of Defense's (DoD) military force of the future must maintain maximum flexibility and will require considerable resources to acquire the hi-tech weapons that will give the U.S. the advantage it needs to meet a myriad of global threats. To provide a foundation for these new defense strategies, the DoD has implemented a five year study, termed the Quadrennial Defense Review (QDR), to be completed in early 2006. It has been augmented by both the Overseas and U.S. Base Realignment and Closure (BRAC) Commission to shape the military's force structure and installation infrastructure. The BRAC Commission's recommendations were approved by the President and Congress and took effect on November 9, 2005.

During the last two years, the Texas Military Preparedness Commission has worked in concert with community leaders and state and federal legislative delegations, each dedicated to a common goal—the preservation and growth of military installations located in Texas. Despite intense competition by other states for the Defense dollar, Texas is a net gainer in the (BRAC) process and continues to be a key contributor to national defense.

Entering the BRAC review process with eighteen major military installations, plus 120 guard and reserve training sites, the collective actions and influence of the state's 69 defense communities, had a decided impact upon deliberations of the nine BRAC Commissioners. Strategically enhanced by legislation passed by the State Legislature to increase the military value of the bases, as well as important highway and rail infrastructure funding priorities supported by Governor Rick Perry and other state leaders, these actions resulted in the net gain of 8,155 military personnel statewide. Because DoD clearly sees Texas as a good place to do business, 5,000 plus additional troops are expected to be assigned to Texas installations through programmatic actions taken by the respective military services subsequent to BRAC 2005. Appendix I, page 102 provides a synopsis of approved BRAC actions.

Three Texas installations were selected for closure by BRAC 2005: Naval Station Ingleside, Brooks-City Base, and Lone Star Ammunition Depot resulting in a loss of approximately 5,100 military service jobs. Other bases and defense communities are losing a part of their personnel and missions although their installations have not been closed. These lesser, but nonetheless, significant BRAC directed realignments at Red River Army Depot, Sheppard Air Force Base, Fort Hood, and Lackland Air Force Base will create considerable turmoil over the next few years as military units and personnel are realigned throughout the state and nation.

Several communities and bases will increase substantially in missions and personnel. Fort Bliss is currently scheduled to gain 11,501 by 2011 through BRAC actions as many U.S. troops return from overseas. San Antonio has effectively been designated as the military's "Joint Medical Center of Excellence" and has benefited by the addition of several new missions which are presently planned to increase the area's military personnel strength by over 2,800 positions. Effective and timely management of these movements will be a key concern of the Texas Military Preparedness Commission (TMPC).

While personnel issues will clearly deserve and garner much attention in coming months, economic redevelopment will become a primary concern of several of the communities hardest hit by BRAC 2005. Replacement of the jobs and incomes lost as a result of the closures and realignments, including many local businesses that are dependent upon the military for their support, will require careful and innovative planning by local and state officials. Communities receiving large numbers of new military personnel will also feel the stress of the influx of newcomers on their utility infrastructure, housing and schools. The communities of Ingleside, Corpus Christi, Wichita Falls, Texarkana and New Boston will feel the most negative influence of the BRAC. A preponderance of TMPC's attention for the foreseeable future

will be dedicated to working with community and installation leaders to address these issues and restore economic stability and growth to the areas.

In 2004, DoD expenditures in Texas created an economic impact in excess of \$76 billion, \$49 billion of which can be attributed to contracts awarded to defense industries located principally in Fort Worth - Dallas, Houston, San Antonio, Corpus Christi and El Paso. Governor Perry and other state leaders recognize the valuable partnerships that have been created with such defense contractors as Stuart-Stevenson, Vought Industries, Lockheed Martin, and Boeing as well as many others throughout the state and are constantly seeking creative new ways to expand these partnerships in the future. A list of primary defense contractors can be found at Table 5, page 101.

In 2004, the Strategic Military Ports of Beaumont and Corpus Christi were added to the state's list of critical military infrastructure assets. With 44 percent of the total military cargo shipped for the war effort in the Middle East going through these two ports, their value to national defense makes them highly deserving of additional attention in the future.

This Master Plan contains valuable information about the defense establishment in Texas, including recommended strategies for the continued growth of our military installations and development of their defense communities. It also contains excellent detailed overviews of the respective missions, populations and unique characteristics of each base. In addition, Appendix II, 113 has been added to this plan which provides a short evaluation of the degree to which the Commission executed the 2004-2005 State and Federal Recommendations.

MILITARY EXPENDITURES IMPACT ON THE STATE OF TEXAS

Total military expenditures (including payroll outlays and contracts) in Texas were \$32.3 billion in the Department of Defense FY2004 budget. The \$32 billion dollars worth of business in 2004 results in an estimated impact of over \$76 billion on the state's economy.² Refer to Page 93, Graph 3.

A comparison of Department of Defense FY 2004 expenditures for the top ten military states finds Texas (\$32.3B) ranks third behind California with (\$43.3B) and Virginia (\$39.6B). Refer to Page 100, Table 4.

MILITARY PERSONNEL AND PAYROLL

- In 2004, the military had 225,246 personnel located in Texas. This included 109,760 active military personnel, 29,285 direct hire civilians, and 76,101 Reserve and National Guard members.³
- Texas accounted for 10.4 percent of total active military personnel nationwide and 6 percent of total direct hire civilians, respectively, in 2004. Overall, Texas' share of U.S. active military and civilian personnel was 8 percent in 2004.
- Texas ranks second among the states, behind California in total number of active military personnel, and third behind California and Virginia, in total number of civilian personnel.⁴
- Total payroll outlay (i.e., active duty military, civilian pay, Reserve & National Guard pay, and retired military pay) in Texas by the Department of Defense was approximately \$11.1 billion in 2004.⁵
- Note: Refer to Page 100, Table 4 and Pages 98-99, tables 2-3

² 2.36 multiplier provided by Texas Comptroller of Public Accounts

³ U.S. DoD, Defense Industry Overview for U.S. and States, FY2004

⁴ U.S. DoD Military and Civilian Personnel by State, FY2004

⁵ U.S. DoD Defense Industry Overview for U.S. and States, FY2004

DEFENSE INDUSTRY CONTRACTS

The Defense industry in Texas is critical to our nation’s defense. In FY2004, the military services and the DoD invested \$21 billion in Texas through defense contracts (contracts worth over \$25,000).⁶ Refer to Page 95, table 1.

TOP CONTRACTORS RECEIVING THE LARGEST DOLLAR VOLUME OF PRIME CONTRACT AWARDS IN TEXAS	MAJOR DEFENSE PROGRAM
Lockheed Martin Corporation Aeronautics Missiles and Fire Control	F-35 Joint Strike Fighter, F-22 Raptor, F-16 Falcon Jet Fighter Patriot PAC-3, ATACMS, MLRS, HIMARS, LOSAT
Bell Boeing Joint Project	Fixed and Rotary Aircraft
Raytheon Company	Distributed Common Ground Sensor programs, Javelin, P-3 AIP Kits
N.V. Koninklijke Nederlandsche	Contracts with Defense Logistic Agency
L-3 Communications	P-3 Sustainment, Manned Reconnaissance Program, C31 Advanced Development
Textron	V-22 Osprey Tiltrotor Aircraft, H-1 and OH-58 system improvements
Dell Marketing	Communications
The Boeing Company	C-17, KC-10, KC-135, AH-64, C-130, and CH-47
Stewart & Stevenson Services	Family of Medium Tactical Vehicles (FMTV) Trucks
Computer Sciences Corporation	Flight school simulator services

Source: Texas Office of State-Federal Relations

FEDERAL FUNDING AND CONTRACT AWARDS

- Tarrant County led all Texas counties in 2004 with military procurement awards valued at \$9.4 billion. Bexar and Dallas counties followed with procurement awards valued at \$2.2 billion each. Other Texas counties with procurement levels exceeding \$250 million in 2004 include: Austin, Bell, Collin, El Paso, Harris, Hunt, Jefferson, Kleberg, Potter, Travis and Williamson counties.⁷
- Ten Texas bases and facilities received an estimated \$283 million for military improvements (construction of military barracks, housing, medical facilities, infrastructure improvements, and other projects) during FY 2004.⁸

⁶ Ibid

⁷ U.S. DoD Prime Contract Awards by County FY2004

⁸ Texas Base Military Construction Project List for FY2004; Compiled by Texas Office of State-Federal Relations

STATE AND COMMUNITY STRATEGIES

There is no one set strategy that can be used in retaining and attracting new missions to military installations in the State of Texas in a post BRAC 2005 environment. The Commission feels that the following approach is applicable.

Inclusion – In order to be successful in attracting new missions, our approach should consider the needs of all branches of the services, the Texas National Guard, the reserve components, the Coast Guard, other federal agencies, and the Office of Homeland Security.

Vision – The Commission feels it is critical to look at emerging technologies that will create new missions in the force structure that may be capable of being assigned to Texas installations. We acknowledge, however, that focus on our current force structure is equally important. Issues regarding space, laser technology, unmanned aerospace vehicles (UAVs), wheeled vehicles, intelligence collection and analysis, foreign language training, computer research and application all create opportunities for additional new missions in our state.

Analysis – The first element of our strategy has been and will be to understand the existing capabilities of our installations. This includes growth potential, constraints, and needs. We compared this information to the needs and direction being articulated by the Department of Defense, the service branches, and other federal agencies. A complete analysis of each installation was performed in depth and discussed with the communities. We took into account the assets the state has to offer in the way of training ranges, transportation, ports, airspace, financial resources, and education, etc. Our goal was to eliminate any constraints and make Texas the location of choice for current and future missions.

Leadership – The Commission has made a conscious effort to actively engage every community in a grassroots effort regarding the military installations in their jurisdiction. We feel dialogue must take place with the local community, installation commanders, state officials, federal delegation, and defense industries in Texas, all speaking with one voice. The focus of our efforts will continue to encourage communities to create support for local installations, understand the military needs and actively work issues with the local installation commanders, TMPC Commission and state and federal delegation. The leadership and support provided by Governor Perry, our state legislators, two senators, and house members is paramount to our success.

Visitation – The Commission encourages each community to visit with the federal delegation in Washington D.C., regarding matters impacting their local installations at least every six months. Visits locally and outside the state should include a dialogue with senior flag officers of each applicable service, the Department of Defense, key staffers in the Pentagon, and various committees in Congress. This includes, but is not limited to, Appropriations, Armed Services, Homeland Security, Transportation, National Guard Bureau, etc.

The Commission itself has and will continue to visit Washington D.C. to interface with each branch of the services: Air Force, Army, Marines, Navy, and Coast Guard. Additionally, we will continue to visit with Congressional members and their staffs to ensure our recommendations are being worked on behalf of the state and communities. We will continue to work recommendations with Governor Perry and state legislators to ensure that communities have the necessary support to be successful in their endeavors. We encourage the use of the resources of the Office of State-Federal Relations (OSFR) located in Washington D.C. The Commission has found OSFR to be very effective in working issues on behalf of the state and communities within the Washington arena.

STRATEGY

Texas is the home to over 225,000 active duty service members, reserve, National Guard, and civilian employees of the armed services.⁹ The state has 18 active duty installations and numerous National Guard and reserve locations. A prominent Homeland Security presence is required in Texas due to our active international border and ports along the Gulf coast. Additionally, the defense industry presence in the state is significant due to the favorable military and business climate of Texas. By implementing the following strategies we will be positioned to not only maintain, but build and strengthen the military presence in the great State of Texas.

- Analyze each military installation for its strengths, weakness, constraints and growth potential. Take action with the appropriate agency to eliminate or minimize the weaknesses / constraints
- Assess the opportunity to attract new mission or technologies to our installations including other federal agencies such as Homeland Security
- Implement a grassroots program in each community that takes into account all elements of the active military and guard and reserve components within the local jurisdiction
- Coordinate, communicate, and cooperate with Governor Perry, state legislators, congressional delegation, the Commission, installation commanders, and defense industries on the needs and direction best suited to strengthen the position of the community and installation
- Determine a visitation schedule that accommodates regular meetings with Governor Perry, congressional delegation, state legislators, and service leadership locally and in Washington, D.C., in order to keep informed regarding opportunities and community initiatives

⁹ U.S. DoD Defense Industry Overview for U.S. and States, FY2004

PREVIOUS BASE REALIGNMENTS AND CLOSURES IN TEXAS

Since FY 88, ten major Texas military installations and activities have been closed or realigned.

Naval Station Galveston (Galveston): CLOSED	1988
Fort Bliss (El Paso): REALIGNED	1988
Bergstrom Air Force Base (Austin): CLOSED	1991
Carswell Air Force Base (Fort Worth): CLOSED	1991
Goodfellow Air Force Base (San Angelo): REALIGNED	1991
Naval Air Station Chase Field (Beeville): CLOSED	1991
Naval Air Station Dallas (Dallas): CLOSED	1993
Kelly Air Force Base (San Antonio): CLOSED	1995
Reese Air Force Base (Lubbock): CLOSED	1995
Red River Army Depot (Texarkana): REALIGNED	1995

A number of smaller installations and activities were also closed:

Air Force Data Processing Center Computer Service Center (San Antonio): CLOSED	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: CLOSED	1993
Data Processing Center Navy Data Automation Facility, Corpus Christi: CLOSED	1993
Abilene Navy/Marine Reserve Center (Abilene): CLOSED	1993
Bergstrom Air Reserve Station (Austin): CLOSED	1995
El Dorado Air Force Station (El Dorado): CLOSED	1995
Laredo Naval Reserve Facility (Laredo): CLOSED	1995
Longhorn Ammunition Plant (Jefferson, Marshall): CLOSED	1995
Midland Naval Reserve Facility (Midland): CLOSED	1993
Naval Weapons Industrial Reserve Plant (McGregor): CLOSED	1995
Naval Station Ingleside (Ingleside): CLOSED	2005
Brooks City Base (San Antonio): CLOSED	2005
Lone Star Ammunition Plant (Texarkana) CLOSED	2005
Shepard AFB (Wichita Falls) REALIGNED	2005
Fort Hood (Killeen) REALIGNED	2005
Fort Bliss (El Paso) REALIGNED	2005
Corpus Christi NAS (Corpus Christi) REALIGNED	2005
Red River Army Depot (Texarkana) REALIGNED	2005
Lackland (San Antonio) REALIGNED	2005
Fort Sam Houston (San Antonio) REALIGNED	2005
Randolph AFB (San Antonio) REALIGNED	2005
Ellington Field (Houston) REALIGNED	2005
Laughlin AFB (Del Rio) REALIGNED	2005

PROGRAMS ASSISTING COMMUNITIES IMPACTED BY BRAC

STATE PROGRAMS

The State of Texas currently offers three economic development programs to assist defense-dependent communities impacted by BRAC: (1) Texas Military Value Revolving Loan Fund. (2) Defense Economic Readjustment Zone Program and (3) the Defense Economic Adjustment Assistance Grant Program;

TEXAS MILITARY REVOLVING VALUE LOAN FUND

Created by Senate Bill 652, this is a new financial assistance loan program for communities that are adjacent to, near or encompassing any part of a defense base. On September 13, 2003, a constitutional amendment, Proposition 20, was passed, authorizing the state to issue general obligation bonds not to exceed \$250 million. These funds will provide loans to defense communities for economic development projects or to enhance the military value of military installations. In order to receive funding for a project, the requesting community must submit a detailed justification explaining the project and use of the funds. The community will be responsible for repayment of the loan in accordance with the terms of the contract. The TMPC Commissioners will analyze loan applications for eligibility under the current criteria and may approve a loan to the defense community for the project from the Military Value Fund.

DEFENSE ECONOMIC READJUSTMENT ZONE PROGRAM (DERZ)

The Defense Economic Readjustment Zone program was established as by the 75th Legislature as a tool for business recruitment and job creation in adversely impacted defense-dependent communities. It is designed to provide assistance to Texas communities, businesses, and workers impacted by or vulnerable to the closure or realignment of military installations and the reduction in federal defense contracting expenditures. The incentives offered are similar to the Texas Enterprise Zone Program. A defense dependent community may be eligible to apply for a readjustment zone if an area within their jurisdiction meets certain eligibility thresholds related to the number of dislocated defense workers. Businesses that locate within the zones may be eligible for state benefits if they are nominated by the local governmental entity that created the readjustment zone. Up to two projects per zone may be designated as eligible to receive state incentives. Additional information on this program may be found at www.edet.state.tx.us.

DEFENSE ECONOMIC ADJUSTMENT ASSISTANCE GRANT PROGRAM (DEAAG)

The Defense Economic Adjustment Assistance Grant Program (DEAAG) was established by the 75th Texas Legislature to assist adversely impacted defense-dependent communities recovering from defense closures or realignments of defense installations, or reductions or termination of defense contracts. The 75th Texas Legislature appropriated \$20 million for the DEAAG program to assist installations that have been closed or realigned during the previous base realignment and closure rounds. The 76th and 77th Texas Legislature each appropriated \$1 million for the defense economic adjustment assistance grant program. In FY 2003 the Office of Governor Perry allocated \$1 million dollars for the DEAAG program. These grants have acted as a catalyst for creating over 10,300 new jobs and leveraging over \$87M in new investment in impacted defense communities. They have been an important factor in economic redevelopment in areas impacted by BRAC.

Although DEAAAG funding is not currently authorized, this legislation remains in place for possible future uses. The state could authorize grants be made available to local municipalities, counties or regional planning commissions representing these communities. Funding could be used by these local governmental entities to meet matching requirements for federal funding or for the purchase of Department of Defense property, new construction, rehabilitation of facilities or infrastructure, or the purchase of capital equipment or insurance. The state grants could then provide 50 percent of the amount of matching money or investment that the local governmental entity is required to provide (in some cases, special community hardship grants may be provided up to 80 percent of the local governmental entity share). The total amount of the grant may range from \$50,000 to \$2 million.

Applications are scored by a review panel appointed by the Executive Director of the Texas Military Preparedness Commission. Scoring criteria includes:

- Significance of the adverse effect of the loss of DoD expenditures within the local community
- Extent to which local resources are used to promote economic development
- Amount of previous state grants received by the applicant
- Anticipated jobs to be created as a result of the grant
- Impact of the grant on the region

Applicants are encouraged to acquire financial assistance for eligible development projects from a variety of sources, including federal, state, local, and public/private foundations. In addition, the review panel ensures that one adversely affected defense-dependent community is not disproportionately favored over another in recommending grant funding.

The Chief of Staff of Governor Perry's Office approves all grants.

Federal Programs

Federal programs that may assist defense-dependent communities impacted by BRAC include the U. S. Department of Commerce and the Economic Development Administration (EDA) Economic Adjustment Assistant Program (formerly Title IX funds). These funds can be used to assist these communities through infrastructure construction, planning studies, or establishment of a revolving loan fund. Other EDA funds may also be available for construction and rehabilitation of buildings and other infrastructure.

The Department of Defense, Office of Economic Adjustment (OEA) offers several programs to assist communities that have been impacted by a BRAC or otherwise need economic assistance. Planning assistance is offered to enhance the state's resources to communities, businesses and workers adversely affected by defense program changes. OEA can provide technical and financial assistance to state and local governments impacted by a base closure or realignment. Assistance includes development of base reuse plans, economic studies, and related efforts.

THE COMMUNITY ECONOMIC ADJUSTMENT ASSISTANCE FOR ADVANCE PLANNING:

This program provides grants to assist state and local governments, undertake economic adjustment planning activities intended to lessen an area's dependence on military base-related spending and / or to prepare strategies and plans for the potential reuse or redevelopment of active bases.

COMMUNITY ECONOMIC ADJUSTMENT PLANNING ASSISTANCE FOR JOINT LAND USE:

This program provides grants to assist local and State governments in preparing and adopting a planning study to mitigate or prevent incompatible community development that is likely to impair the continued operational utility of a DoD military installation. Grantees and participating governments are expected to adopt and implement the study recommendations.

GROWTH MANAGEMENT PLANNING ASSISTANCE:

This program provides grants to assist local governments or States on behalf of local governments to undertake community economic adjustment planning activities in response to the establishment or expansion of a DoD military installation. This activity is directed toward impacts resulting from the opening or expansion of a military installation, and the additional civilian public facilities and services that may be required to support the increased military presence.

COMMUNITY ECONOMIC ADJUSTMENT PLANNING ASSISTANCE:

This program provides grants to assist local governments or States on behalf of local governments to undertake community economic adjustment planning activities in response to Department of Defense (DoD) military base closures and realignments.

COMMUNITY ECONOMIC ADJUSTMENT:

Provides specialized services, advisory services and counseling to help alleviate serious community economic impacts that result from changes in DoD activities; e.g., closing or opening of a military base, expansions, contract changes, defense industry cutbacks, and personnel reductions or increases.

COMMUNITY BASE REUSE PLANS:

This program provides grants to assist local governments or States on behalf of local governments to develop a reuse/redevelopment plan for a Department of Defense (DoD) military installation approved for closure or realignment.

COMPATIBLE USE BUFFERS:

The National Defense Authorization Act of 2003 (Section 2811) authorizes the Secretary of Defense or the Secretary of a Military Department to enter into agreements with eligible entities (States, political subdivisions or private conservation organizations), addressing the future uses and development of real property near a military installation. Through the voluntary participation of eligible entities, a military installation may be able to control adjacent encroachment through leasing arrangements satisfactory to both the service and the participating public or private entities. The rationale is that the program can aid military installations that need to protect current missions or prepare themselves for future expansion.

Other federal programs that may be available for defense-dependent communities include assistance from the U.S. Department of Agriculture, U.S. Department of Defense, and the U.S. Department of Transportation.

OTHER STATE AGENCY PROGRAMS

There are a number of programs offered by the State of Texas as incentives to grow and expand business in Texas. A brief summary of available programs follows. More detailed information and a complete list of programs may be obtained through the Office of Governor Perry, Economic Development and Tourism Division.

TEXAS EMERGING TECHNOLOGY FUND Created by HB 1765 in 2005, this \$200M fund will improve research at Texas universities, help start-up technology firms get off the ground sooner and significantly reduce the time it takes to move new life-changing inventions out of the lab and into the hands of consumers. The Emerging Technology Fund includes three major areas of investment: (1) Increasing research collaboration between public and private sector entities to develop new Regional Centers of Innovation and Commercialization where the seeds of an idea can take root in a university lab and eventually grow into a new product marketed by a new firm; (2) Matching research grants provided by both federal and private sponsors to help innovators acquire the capital they need to bring their idea to life; and (3) Attracting more top-notch research teams from other universities around the nation that will help put Texas universities on the cutting edge of technology research and development.

TEXAS ENTERPRISE FUND Established by the 78th Texas Legislature, this fund allows the state to respond quickly and aggressively to opportunities to bring jobs and employers to Texas. Funded with \$181 million in the 79th Legislature, this program can fund a variety of economic development projects, including infrastructure development, community development, job training programs and business incentives. Before funds can be awarded, the Governor, Lieutenant Governor and Speaker must unanimously agree to support the use of the Texas Enterprise Fund for each specific project. The fund will be used primarily to attract new business to the state or assist with the substantial expansion of an existing business as part of a competitive recruitment situation. State leadership also will be able to use Enterprise funds to leverage other resources for an economic development project. The Governor's Office will work closely with local leaders to tailor incentive packages that best meet the needs of local communities and businesses.

SKILLS DEVELOPMENT FUND

Established by the Texas Legislature in 1995 and administered by the Texas Workforce Commission, the Skills Development Fund provides grants to assist Texas public, community, and technical colleges finance customized job training for businesses in their area.

TEXAS ENTERPRISE ZONE PROGRAM

The purpose of this program is to encourage job creation and capital investment in areas of economic distress. Communities with populations less than 250,000 are eligible for four enterprise projects, while communities above 250,000 are eligible for six. Upon a project's approved designation by the state, the project will be eligible for certain state sales and use tax refunds, as well as, franchise tax credits.

TEXAS CAPITAL FUND INFRASTRUCTURE DEVELOPMENT PROGRAMS

Administered by the Texas Department of Agriculture, the program is designed to provide financial resources to non-entitlement communities for public infrastructure needed to assist a business that commits to create and/or retain permanent jobs, primarily for low and moderate-income persons.

TEXAS CAPITAL FUND REAL ESTATE DEVELOPMENT PROGRAM

Also administered by the Texas Department of Agriculture and available only to non-entitlement communities, program funds must be used for real estate development to assist a business that commits to create and/or retain permanent jobs, primarily for low and moderate-income persons.

RURAL MUNICIPAL FINANCE PROGRAM

Administered and created by the Texas Agricultural Finance Authority, this program assists eligible applicants in rural areas that include – but are not limited to – city and county governments, economic development corporations, hospital districts, rail districts, utility districts, special districts, agricultural districts, and private water and wastewater corporations.

STATE SALES AND USE TAX EXEMPTIONS

These tax exemptions are administered by the Texas Comptroller of Public Accounts and extends to leased or purchased machinery and equipment, natural gas, electricity, and clean rooms (used in the biotechnology industry and in the production of semiconductor components).

TEXAS LEVERAGE FUND

This fund is available to approximately 500 Texas communities that have adopted a local economic development sales tax, such as 4A or 4B taxes. This program – an “economic development bank” within Governor Perry’s Office of Economic Development and Tourism – may loan funds directly to a Local Industrial Development Corporation (IDC) to finance eligible projects.

BONDS

A variety of bonds may be issued to promote economic development:

Tax-Exempt Industrial Revenue Bonds - These bonds – up to \$10 million – provide tax-exempt financing for land and depreciable property for eligible industrial or manufacturing projects.

Sales Tax Bonds - Sales Tax Bonds are available to communities that have passed the economic development sales tax. Ineligible projects include for-profit hospitals, multi-family projects, and municipal services.

TEXAS ECONOMIC DEVELOPMENT ACT

In 2001, the 77th Texas Legislature enacted House Bill 1200 creating Tax Code Chapter 313, Texas Economic Development Act. This Act allows school districts to attract new taxable property (i.e. large-scale manufacturing and renewable energy capital investment projects) by offering a tax credit and an eight-year limitation on the appraised value of a property for maintenance and operations portions of school district property taxes.

AD VALOREM / PROPERTY TAX EXEMPTION

This 1993 Texas Constitutional Amendment was created to ensure that compliance with environmental mandates, through capital investments, will not result in an increase in a facility's property taxes.

PROPERTY TAX RULE 9.105

The Texas Comptroller of Public Accounts offers a refund of state franchise and sales/use taxes paid by companies that meet the following three conditions:

- a) Paid Property taxes to a school district on property that is located in a reinvestment zone established under Chapter 312.
- b) Is exempt in whole or in part from property tax imposed by a city or county under a tax abatement agreement established under Chapter 312.
- c) Is not in a tax abatement agreement with a school district.

FRANCHISE TAX CREDITS FOR ECONOMIC DEVELOPMENT

The 76th Legislature passed Senate Bill 441 which allowed eligible corporations to take advantage of tax credits in the areas of Research and Development, Jobs-Creation, and Capital Investment.

ECONOMIC DEVELOPMENT AND DIVERSIFICATION IN-STATE TUITION FOR EMPLOYEES

This program allows for employees of qualified businesses (businesses in the decision-making process to relocate or expand their operations into Texas) and family members to pay in-state tuition fees at a Texas Institution of Higher Education prior to the standard 12-month residency tuition restriction.

STATE AGENCIES IMPACTING FEDERAL MILITARY INSTALLATIONS

TEXAS COMMISSION ON ENVIRONMENTAL QUALITY (TCEQ)

The following areas of waste and materials registrations / certifications may be relevant to a military base. In general, these registrations are processed within 30 to 45 business days and do not require public notice. The base would be subject to waste management requirements appropriate to the wastes generated. A number of management options are available to generators that do not require a permit. A permit could be required for certain options but generally not for those selected by military bases.

PETROLEUM STORAGE TANKS - Owners of regulated underground storage tanks (UST) register with the TCEQ, any construction activity at tank sites 30 days prior to the planned work. Owners of regulated UST's must register these tanks with the TCEQ. Tanks that are empty or unused must also be registered. Owners of regulated aboveground storage tanks (ASTs) must register these tanks with the TCEQ. The TCEQ must be notified within 30 days of any changes at a UST or AST facility. Suppliers are prohibited from making deliveries into motor fuel UST unless a valid Delivery Certificate is available. The Delivery Certificate must be posted at the facility. To obtain a Delivery Certificate, owners and operators of motor fuel UST systems must self-certify compliance with technical and administrative requirements.

INDUSTRIAL AND HAZARDOUS WASTE - Any person who intends to store, process, recycle, or dispose of hazardous waste or industrial solid waste without a permit must register at least 90 days prior to engaging in such activities: persons who transport hazardous or Class 1 waste; persons operating transfer facilities; persons who store, process, or dispose of industrial solid waste or municipal hazardous waste; persons who conduct or intend to conduct the recycling of industrial solid waste or municipal hazardous waste. Transporters of industrial Class I special waste (waste that requires special handling, trained people, and/or special disposal methods) must register with the TCEQ. There are manifesting, recordkeeping, fees and reporting requirements.

USED OIL - Registrations are required for used oil collection centers; used oil handlers; used oil transporters that collect and transport used oil generated by them or by others; used oil transfer facilities; used oil processors/re-refiners; used oil marketers; and used oil filter handlers. If you are a generator and you transport 55 gallons or less of used oil in your own vehicle or an employee's vehicle to a used oil collection center, or to a used oil aggregation point, you are not required to register as a transporter. Used Oil Handlers must submit evidence of financial responsibility to the TCEQ for approval. There are reporting requirements for most of these registrants.

MEDICAL WASTE - Persons who transport untreated medical waste from health care related facilities and providers of on-site treatment of medical waste in mobile vehicles must register with the TCEQ. Registrants must submit evidence of financial responsibility to the TCEQ for approval. There are reporting requirements for medical waste registrants.

SCRAP TIRES - Generators, transporters, facilities, storage sites, transportation facilities, land reclamation projects using tires, and landfills. Most tire generators are not required to register, but must follow rules for storage and record keeping. Anyone who stores more than 500 scrap tires must register with the TCEQ; however, the scrap tire rules apply to all generators and handlers, regardless of whether or not they are registered. Good reusable tires are not considered to be scrap tires if they are stacked, sorted, classified, and arranged in an organized manner for sale. Good used tires that are stored in stockpiles are scrap tires. Scrap tires must be hauled by a registered transporter to an authorized facility, either a permitted landfill or a scrap tire facility. All facilities must keep manifest records showing the disposition of scrap tires.

SLUDGE TRANSPORTERS - Persons who plan to transport sewage sludge, water treatment sludge, domestic septage, chemical toilet waste, grit trap waste, or grease trap waste shall apply for registration with the Commission. There are annual reports and fees associated with sludge transporters.

DRY CLEANERS - All facilities and drop stations are required to register with the TCEQ, including facilities that choose to opt out of the dry cleaning release fund.

The Registration and Reporting Section also oversees the Stage II Vapor Recovery Program. Gas stations operating in areas where ozone levels have exceeded federal limits must have at least one worker who has been trained by an approved TCEQ training provider to operate and maintain an appropriate Stage II vapor recovery system. Most public and private motor vehicle fuel dispensing facilities located in the 16 county ozone non-attainment areas must be equipped with Stage I & Stage II vapor recovery equipment to control emissions of volatile organic compounds (VOCs) during the filling of on-road motor vehicle fuel tanks. These facilities must comply with annual testing procedures, proper operation and maintenance and other requirements.

TEXAS EDUCATION AGENCY (TEA)

The Texas Education Agency has oversight of military base school districts (Lackland ISD, Fort Sam Houston ISD, et al) and reciprocity agreements for military dependents transferring from another state to a Texas ISD.

The Texas Higher Education Coordinating Board has developed rules in accordance with state statutes to assist students that are reservists or members of the National Guard who are called to duty. These students have the choice to either: (1) receive a refund for their tuition for the semester they withdrawal; (2) receive an incomplete in their classes for that semester; or (3) receive a final grade if they have satisfactorily completed a substantial amount of course work and sufficiently mastered the course material.

To ease the process of military students transferring into and out of Texas schools, the state has committed \$500,000 toward the Military Child Education Coalition's efforts to establish video teleconferencing systems at selected schools. This equipment allows the student and school officials to speak with deployed family members in parent-teacher conferences, visually display school facilities, as well as communicate and facilitate document transfer between schools.

Honorably discharged and separated Texas veterans are provided with education benefits at Texas public colleges or universities. The Hazelwood Exemption allows these students to be exempt from all dues, fees, and charges, excluding fees related to lodging, board, and clothing. In 2002-2003, more than 8,556 awards were given to Texas veterans.

Qualified "Texan" and "non-Texan" service members and their families are eligible to pay resident tuition rates at Texas public institutions of higher learning. The Texas Education Code §54.058 allows a service member, spouse, or child, enrolled in a Texas public college or university, the ability to continue paying instate tuition in any subsequent term or semester while the student is continually enrolled in the same program if the student is no longer a service member, or the spouse or child of a service member. Additionally, many "Texan" and "non-Texan" service members can qualify for financial aid through state programs. The above mentioned education benefits are subject to qualification and eligibility guidelines set forth by either statute or administrative rules and regulations. To facilitate an easier transition for military dependent children relocating in or out of Texas schools, TEA is working with other states to establish reciprocity agreements that give credit for scholastic credentials.

TEXAS DEPARTMENT OF HEALTH (TDH)

The Texas Department of Health administers the Women, Infants and Children's (WIC) program on military bases and coordinates with military health officials on public health issues. The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) is a health and nutrition program with a successful record for improving the diet of infants, children, and pregnant, postpartum, and breastfeeding women who are at risk for nutrition-related illness. The main focus of the WIC program is to educate mothers on the proper nutrition for babies and young children.

PUBLIC UTILITY COMMISSION (PUC)

The purpose of the rule is to implement the provisions of Public Utility Regulatory Act (PURA) §39.910. In particular, this section requires that utilities located in areas that are not subject to customer choice provide incentives to military bases to reduce energy consumption by 5.0%. Under the rule:

- A utility would meet the goal by making sufficient funds available to fund energy savings in the equivalent of an aggregate 5.0% energy reduction by the bases in its service area.
- The program will be structured as a standard offer program under which the utility offers predetermined incentives for kW and kWh savings, under standard terms and conditions. The proposed incentive level for the program is 50% of the cost-effectiveness standard prescribed in P.U.C. Subst. R. 25.181(e). Incentives levels may increase to 100% for projects benefiting military personnel (i.e. housing) who qualify as hard-to-reach customers.
- Military bases may participate in the program directly as project sponsors, or may enter in to an agreement with a third-party project sponsor.
- The rule assumes that the provision would apply to Entergy, El Paso Electric (EPE), Southwestern Public Service (SPS), and SWEPCO.
- The proposed rule takes a broad interpretation of the term "military base" to include the Air and Army National Guard and the U.S. Coast Guard. The preamble includes a question to solicit comments regarding the appropriate definition of a "military base" for the purpose of PURA.

TEXAS DEPARTMENT OF TRANSPORTATION (TxDOT)

The Texas Department of Transportation's has directed its local district engineers to meet regularly with military base and post commanders to determine the off-base transportation needs of military installations. District engineers will work with those commanders and defense communities as they do with other local government entities in the provision of safe and efficient access to military installations and roadway infrastructure to deployment sites (e.g. Fort Hood, Beaumont, etc.). If the development of viable projects is not within the means of the TxDOT districts' funding allocations, those needs should be presented to the TxDOT administration for possible Texas Transportation Commission funding consideration.

MAJOR MILITARY INSTALLATIONS

Texas has a unique blend of military installations including: ground combat operations and training, medical training, research and development, wheeled vehicle, aircraft maintenance depots, missile defense, flight training, communications, intelligence analysis, and firefighter training. These and numerous operational missions offer state and local communities tremendous opportunities to support the military services.

The military contributes significantly to local economies, as stated previously in this report. In FY 2004, the economic impact of Texas' military service and DoD contracts registered at an estimated \$76 billion. (Total expenditures of \$32.3 billion multiplied by 2.36% economic multiplier)¹⁰.

Unencumbered air, sea, and land training areas are of considerable value to our military installations and offer realistic training in diverse climates and terrains. It is a widely known fact that such areas are at a premium across the nation.

Following is a snapshot profile of each installation's vital statistics that include primary missions, estimated local economic impact, and installation population. A comprehensive topographical map of all major military installations throughout the State of Texas can be found on page 75, Figure 1. Blue dots on the map indicate facilities slated for closure.

¹⁰ 2.36 multiplier provided by the Texas Comptroller of Public Accounts

MILITARY INSTALLATIONS AND DEFENSE COMMUNITIES IN TEXAS

ARMY

FORT BLISS

El Paso

FORT HOOD

Belton, Copperas Cove, Gatesville, Harker Heights, Killeen, Lampasas, Temple & Waco

FORT SAM HOUSTON

Kirby & San Antonio

LONE STAR AMMUNITION PLANT

Texarkana

CORPUS CHRISTI ARMY DEPOT

Corpus Christi

RED RIVER ARMY DEPOT

New Boston & Texarkana

NAVY

NAVAL AIR STATION CORPUS CHRISTI

Corpus Christi & Robstown

NAVAL STATION INGLESIDE

Aransas Pass, Ingleside, Port Aransas, & Portland

NAVAL AIR STATION KINGSVILLE

Alice

AIR FORCE

BROOKS CITY-BASE

San Antonio

DYESS AIR FORCE BASE

Abilene

GOODFELLOW AIR FORCE BASE

San Angelo

LACKLAND AIR FORCE BASE

San Antonio, Leon Valley

LAUGHLIN AIR FORCE BASE

Del Rio

RANDOLPH AIR FORCE BASE

Converse, Garden Ridge, Live Oak, San Antonio, Schertz, & Universal City

SHEPPARD AIR FORCE BASE

Wichita Falls

RESERVE AND NATIONAL GUARD

ELLINGTON FIELD

Deer Park, Houston, Pasadena, Webster

NAVAL AIR STATION FORT WORTH, JOINT RESERVE BASE

Fort Worth, Lake Worth, River Oaks, Sansom Park, Westworth Village, & White Settlement

ARMY INSTALLATIONS

FORT BLISS

Fort Bliss integrates elements from five major commands: U.S. Army Training and Doctrine Command, U.S. Forces Command, U.S. Northern Command, Medical Command, and Intelligence and Security Command (INSCOM). It houses the U.S. Army Air Defense Artillery Center, the U.S. Army Sergeants Major Academy, the German Air Force and Air Defense School, and rapid deploying Forces Command tactical units such as the 32d Army Air and Missile Defense Command, four Patriot Air and Missile Defense brigades and the 4th Brigade Combat Team. The William Beaumont Army Medical Center, the 204th Military Intelligence Battalion (aerial exploitation), and the 204th Security Forces Squadron (Texas Air National Guard) are stationed on Biggs Army Airfield (BAAF). Also housed at BAAF are Joint Task Force North and the El Paso Intelligence Center (EPIC). JTF North is a one-of-a-kind organization that synchronizes and integrates Department of Defense operational, technological, and intelligence support to domestic law enforcement agencies' counter-drug efforts. When directed, JTF North provides operational, training, and intelligence support to domestic agencies' efforts in combating terrorism. Initially established to focus on drug movement and immigration violations on the U.S.-Mexico border, JTF North focus has broadened to include the entire United States and most of the Western Hemisphere.

Fort Bliss is comprised of state-of-the art training areas, ranges and facilities, led by adaptive, innovative and focused professionals, concentrated on individual and unit readiness, leader development, deployment, security and the well-being of Team Bliss. Fort Bliss's mission is to train, sustain, mobilize and deploy members of the joint team, conduct global, full spectrum operations in support of national military strategy, and provide for the well being of the regional military community.

With 1.1 million acres and the largest block of DoD-controlled airspace, the post is bigger than the state of Rhode Island and can accommodate every weapon system in the Army. III Corps Artillery units from Fort Hood and Fort Sill routinely come to Fort Bliss to fire Multiple Launch Rocket Systems (MLRSs). Its ranges have the distance and depth that allow them to test their equipment to the fullest extent. Excellent ranges and training areas, coupled with the longest runway in the Army, make Fort Bliss a premiere facility for training, mobilization, and deployment of combat forces.

The Fort Bliss cantonment area is located in West Texas within the city limits of El Paso. The remainder of its contiguous acreage sprawls across portions of Texas and New Mexico, extending forty-five miles north to New Mexico's White Sands Missile Range and seventy-five miles northeast to New Mexico's Lincoln National Forest. Land availability is no longer an issue at Fort Bliss since completion of the Military Lands Withdrawal Act of 1999 (Public Law 106-65). The McGregor Range land withdrawal now expires in November 2024, guaranteeing continued availability of the 1.1 million acres of installation land for future training, testing, and maneuver.

CLIMATE

Weather is excellent for year-round training, providing a cross-section of seasons to enhance readiness for national defense. An abundance of sunshine throughout the year, high, but not extreme daytime summer temperatures, very low humidity, scant rainfall, and a relatively mild winter characterize the climate of the region. For aviators, the weather conditions translate to an average of 340 flying days a year.

ENVIRONMENT

As the steward of 1.1 million acres, Fort Bliss proudly boasts that less than 1 percent of its acres have comparative environmental constraints. Scattered and easily avoidable pockets of archeological sites, protected playas, and grasslands pose only minor designated player roll-through restraints.

POWER PROJECTION / MOBILIZATION

Fort Bliss is designated as one of the Army's 15 Power Projection Platforms (PPP). As a PPP, Fort Bliss performs training and validation of mobilizing units and prepares forces for worldwide deployment and redeployment. As a multi-functional installation, the post supports mobilization of Active, Reserve, and other DoD forces by providing training and services to enhance the readiness of deploying forces. Fort Bliss has formidable force-projection capabilities, including training facilities and ranges, a rail deployment facility, an airfield that can handle any size aircraft up to and including the Space Shuttle, and inter-modal highway and rail transport corridors with high speed access to seaports and both coasts. Fort Bliss has executed numerous mobilization force-projection missions in support of units ranging from platoon to brigade-sized elements and other governmental agency force deployments whose missions include Operation Iraqi Freedom, Operation Enduring Freedom, Operation Noble Eagle, and Homeland Security. Since September 11th, over 15,000 personnel have mobilized and deployed through Fort Bliss and the base expects to continue to deploy hundreds of soldiers in the continuing war on terror.

The new \$12.7M Silas L. Copeland Departure Arrival Airfield Control Group (DAACG) provides deploying units a personnel-processing center with a passenger holding area that accommodates 1,000 personnel. DAACG is comprised of an administrative area, material handling equipment storage, a pallet buildup area, a concrete hardstand staging area for equipment inspections, a maintenance pit, and digital platform.

The \$26M LT Robert F. Augur Rail Deployment site supports the rapid deployment of strategic mobility forces by centralizing command and control. Built on 110 acres, the facility includes an operations building, engine maintenance shop, scale house, vehicle staging and marshalling areas, a hot load, and 6.9 miles of track capable of deploying 320 rail cars in a 24-hour period. Rail-loading operations are now safer and more efficient in achieving the required rail deployment time frame.



INTERSERVICE AND JOINT TRAINING

Fort Bliss has the airspace, ranges, and infrastructure to support virtually any DoD unit. A partnership with White Sands Missile Range supports division-sized maneuver elements and joint training with airspace and facilities extending to Holloman and Kirtland Air Force Bases in New Mexico. In 2004, Fort Bliss was designated as a permanent Joint National Training Capability (JNTC) site ensuring a high capacity link to key Service, Joint, and Agency locations. This, coupled with expansive ranges, is excellent for joint training.

Fort Bliss is host to Roving Sands, one of the largest joint exercises in the continental United States. More than 11,000 troops come to Fort Bliss and neighboring military sites to participate in this multi-national field event. The exercise includes air, land, and sea forces operating within a joint architecture and includes live missile firings.



In 2002, Fort Bliss took on a new mission becoming a CONUS Replacement Center (CRC). The CRC provides command and control, coordinates support, and manages the flow of Non-unit Replacement Personnel (NRP). It coordinates directly with the installation for support and with the U.S. Army Personnel Command (PERSCOM) for personnel movement flow to deploy civilian personnel (DoD, Red Cross, and contractors) and "fit to fight" Active and Reserve soldiers from all services (Army, Air Force, Navy, and Marines) from CONUS to the theater of operations as quickly as possible.

WEAPONS SYSTEMS

Today's Army is transforming into a Future Force capable of dominating across the full spectrum of operations. The Air Defense Artillery Center and School presently located at Fort Bliss (which will be moving to Fort Sill per BRAC 2005) is the genesis for product improvements to current weapon systems and the development of new weapon systems, command and control systems, and sensors that will be part of the Air and Missile Defense (AMD) force of the transformed Army. These current and future AMD systems perform the vital mission of force protection using improved systems such as the Patriot Advanced Capability (PAC)-3 weapon system, the improved Sentinel radar with Enhanced Target Range and Classification (ETRAC), and the Air and Missile Defense Planning Control System (AMDPCS). Fielding of the Patriot PAC-3 weapon system will provide hit-to-kill lethality against tactical ballistic missiles (TBMs). The addition of the ETRAC capability to Sentinel radars will increase the range at which the radar can detect and classify low observable targets, thereby, increasing the responsiveness of Divisional Air Defense systems. Improvements to the AMDPCS will insure full integration of Army AMD systems in the objective force at all echelons from the Army Air and Missile Defense Command down to Divisional Air Defense platoon and sections.

New weapons systems in the AMD arsenal include Terminal High Altitude Air Defense (THAAD), Medium Extended Air Defense System (MEADS), Surface Launched Advanced Medium Range Air to Air Missile (SLAMRAAM) and Enhance Area Air Defense (EAAD). The Army is reshaping its approach for fostering directed-energy (DE) to more effectively demonstrate its viability and utility for future joint warfighters. Earlier this year, the Training and Doctrine Command designated Fort Bliss as the proponent for DE capabilities. The new sensor for these systems will be a common multifunctional/multi-mission sensor that will meet the mission requirements of Army AMD, as well as, the fire-support requirements of Field Artillery and the combat assault requirements of Army Aviation. Each of these current and future AMD systems are operated and maintained by 32nd AAMDC and four AMD brigades stationed at Fort Bliss.

MODELS AND SIMULATIONS

The Fort Bliss Warfighting and Analysis Division, Directorate of Combat Developments, provides state-of-the-art modeling, simulation, and analysis support to a wide variety of DoD agencies to promote joint training, interoperability, validation, and accreditation, organization/force structure designs, and experiments. Fort Bliss promotes joint theater AMD exercises and joint exercises such as Roving Sands through interfaces with the Space and Missile Defense Command (SMDC) Battle Lab, the Joint National Integration Center, the Air Force Distributed Mission Operations Center (DMOC), National Simulation Center (NSC), and related modeling and simulation organizations. The installation maintains and operates the AMD Warfighting Center, the Battle Simulation Center and the Drive-Up Training Facility (DUST) at Tobin Wells to support AMD and joint unit exercises. The Battle Simulation Center is the premier Fort Bliss Schoolhouse provider of training simulations (CBS, BBS, and JANUS to name a few). The AMD Warfighting Center is the 32nd AAMDC's primary simulation/stimulation source for their BlackJack Team Training events. The DUST facility is designed to support TMD system exercises and integrates with other initiatives to enhance joint training opportunities. The DUST has been used extensively to train Patriot units in AMD operations and is prepared to support contingency training missions and exercises throughout the year.

A CITY WITHIN A CITY

With an active duty military force of over 15,000; over 7,400 civilian personnel; almost 20,000 military family members; and 80,000 retirees and their family members, the Fort Bliss community encompasses a population over 122,000.

Fort Bliss manages 3,950 buildings - the equivalent of four pentagon buildings; 3,052 Army Family Housing units; 4,619 permanent party and AIT billets; 1,318 miles of utility lines for gas, sewer, water, and electricity; and 5,880 miles of paved and unpaved roads.

The three main base camps on each major range can support training requirements of most operating forces. McGregor Range, Dona Ana Range, and Oro Grande Range base camps all have classroom, billeting, and support facilities necessary to conduct and maximize training opportunities. This year Fort Bliss is investing over \$5M for range upgrades, tower improvements, and facility renovations.

There are new facilities on the horizon for Fort Bliss. In December 2003, a groundbreaking ceremony was held for a new \$8.4M, 43,000 square-foot operations and training complex for the 204th Security Forces Squadron of the Texas Air National Guard. This new facility will provide the space to train and deploy assigned personnel for the Guard's base defense and force protection mission. Planning and design are also well on their way for a new \$5.4M tactical maintenance shop for the 31st Combat Support Hospital and \$2.1M in upgrades to two of the main entrance gates will ensure that force protection standards are met.

The Residential Communities Initiative (RCI) had a ground breaking in January 2005, at Fort Bliss. With the goal of eliminating inadequate family housing in the United States by 2007, the RCI program is built on partnerships with private sector world-class developers to provide soldiers with much improved family housing. In July 2005, GMH Military Housing assumed this project and will be responsible for renovating and constructing numerous new homes throughout Fort Bliss.

SUPPORT FACILITIES AND SERVICES

William Beaumont Army Medical Center (WBAMC), one of seven U.S. Army medical centers in the nation, provides quality health care for the force and serves more than 60,000 beneficiaries. Located just two miles from Fort Bliss proper, WBAMC operates more than 45 primary care and specialty outpatient clinics, 150 in-patient beds with expansion capability to 373, and serves as a Level II Trauma Center for the Southwest Region. A partnership with the adjacent Veterans' Administration outpatient clinic consolidates services and enhances treatment to veterans, as well as, to the active duty and retired population.



WELL BEING

Fort Bliss' family support programs are responsive to the needs of military members and their dependents. The post operates and maintains numerous Morale, Welfare and Recreation (MWR) facilities, including two Youth Service Centers, Armed Services YMCA Residence Center Inn, a Center Community and Technical Library, two community multi-purpose outdoor parks, state-of-the-art RV Park, an outdoor swimming pool and an Olympic-sized indoor pool, the 36-hole Underwood Golf Course, a post office, five gas stations, an auto hobby shop and parts store, three museums, seven chapels on the Main Post, two nationally accredited Child Development Service Centers, a new eight-bay private venture car wash, five physical fitness centers, Officers' Club, NCO Club and banquet facility (largest in Army), a 52-lane Bowling Center (largest in Army), a newly constructed post exchange, a modern commissary, the Fort Bliss Federal Credit Union, Armed Forces Bank, and State National Bank.

ON THE HORIZON

Fort Bliss is always eager to promote its capabilities and resources and is expected to gain over 21,230 soldiers and 23,629 family members over the next six years as a result of BRAC 2005 and Army transformation actions.

OFF-POST

Fort Bliss enjoys an exceptional relationship with the city of El Paso and receives strong support from the community. With an annual local economic impact of \$1.7 billion, Fort Bliss is the second largest employer in the area. Because of this significant impact, the post makes every effort to keep its city counterparts informed of changes that occur at Fort Bliss. Fort Bliss' leaders serve on numerous Chambers of Commerce in the area and have maintained a continuous dialogue with the mayor's office so that the installation's strategic plan is understood and supportable by the City.

The strong relationship between El Paso and Fort Bliss has allowed the two to pursue partnerships and initiatives that are mutually beneficial. Efforts are well on their way to build the United States' largest inland desalination plant at the capital cost of \$72 million. The plant will be built on Fort Bliss property but managed and operated by the City of El Paso. It will produce 27.5 million gallons a day of potable water by blending desalinated water with additional brackish water. Operations are scheduled to begin in late 2005.



Fort Bliss is working with the city to increase the number of rail cars in and out of a new rail deployment facility. This facility is capable of moving 320 rail cars in a 24-hour period, and the rail systems off post can only accommodate 200+ cars. Fort Bliss and city planners are currently working together to identify solutions to maximize rail deployment capability.

These initiatives are representative of the cooperative relationship that exists between Fort Bliss and El Paso. The Alliance for Regional Military Support (ARMS) Committee was established in 2002 and is comprised of representatives from Fort Bliss, White Sands Missile Range, Holloman Air Force Base, El Paso, Las Cruces, and Alamogordo City. The ARMS committee's mission is to enhance and promote the region by creating mutually supporting opportunities and partnerships between the military and civilian communities.

The El Paso Chambers of Commerce, El Paso City and County Governments, and Fort Bliss generated the TEAM El Paso Federal Agenda as a reference advocacy tool to present the community's priorities and needs to governmental leaders. The TEAM travels to Washington D.C. twice a year to present the agenda to members of Congress and their staff and officials from other federal agencies such as the Office of Installation Management, Department of Homeland Security, and the Small Business Administration.

ASSESSMENT

Since its establishment in 1849, Fort Bliss has been proud of its legacy of service to the Army and the surrounding communities. Today, Fort Bliss is a multi-faceted, multi-functional and multi-national installation. Fort Bliss, White Sands Missile Range, and Holloman AFB comprise 26 percent of DoD's land, and they collectively manage the largest DoD-controlled airspace in the world. The one million acres of training space—with no environmental limitations and encroachment—can support the firing of any weapon in the Army arsenal. During the BRAC 2005 deliberations, Fort Bliss was rated as the Army installation with the highest military value. Fort Bliss, with BRAC 2005 and programmatic increases in manning and missions being provided by the Army's transformation agenda, clearly has a bright future for the 21st century.

FORT HOOD

TRANSFORMATION, MODULARITY AND FORT HOOD'S ROLE IN MEETING TOMORROW'S DEFENSE NEEDS

America's Army is in the midst of enormous change. National defense requirements, as expressed in Transformation, Modularity, 2005 Base Realignment and Closure Commission (BRAC) decisions and a worldwide repositioning of major ground combat forces, coupled with an ongoing Global War on Terrorism (GWOT), are having a direct effect on Fort Hood, its soldiers, their families and the surrounding Central Texas region.

Fort Hood today trains, maintains and sustains a corps-level headquarters, two army division level headquarters, a corps support command, six brigade combat teams (BCTs), five other brigade-size formations and numerous other major organizations. With ongoing Army Transformation and Modularity, every major unit at Fort Hood will be restructured and the Headquarters, 4th Infantry Division, along with one brigade combat team will relocate to Fort Carson, CO. In this same time period, the 3rd Armored Cavalry Regiment, currently at Fort Carson, will move to Fort Hood. When these moves are complete, Fort Hood will house a corps-level headquarters, one division level headquarters, a logistics-focused Theater Sustainment Command - Deployable Command Post, five heavy maneuver brigade combat teams (BCTs), up to eight other brigade-size formations, various major tenant units and an ability to accommodate additional future service-specific and joint services growth.



Fort Hood remains a model Army installation in terms of infrastructure, ranges, and power projection capabilities, providing facilities and resources needed to sustain, maintain, train, and deploy combat-ready forces capable of meeting our nation's needs at all points along the ground warfare conflict spectrum. With approximately 48,000 currently assigned Soldiers and Airmen, in addition to 9,600 civilian employees, Fort Hood is the largest single site employer in Texas. In 2005, the State Comptroller estimated the annual direct and indirect economic impact of Fort Hood on the Central

Texas region as \$6.09 billion.

MISSION

Fort Hood exists to train its assigned units, as a mobilization station for Army Reserve and National Guard units, and as a strategic power projection platform. The installation also serves a wide variety of tenant organizations and ensures the highest quality of life support for a diverse military community of Soldiers, family members and retirees numbering over 200,000.

DEEP IN HE HEART OF TEXAS

Fort Hood occupies 339 square miles of Bell and Coryell Counties, 60 miles north of Austin and 50 miles south of Waco. Seven surrounding cities with a regional population of 325,000 are partnered with and provide substantial quality of life support to Fort Hood. The installation's principal cantonment area and the adjacent West Fort Hood are bisected by US Highway 190, a four lane controlled access road that flows directly into US Interstate Highway 35, the main North-South route through Texas and Mid-America.

To strengthen the strategic projection capability of military forces to and through Gulf Coast seaports, the Texas Department of Transportation (TXDOT) has embarked on a \$161.7 million dollar initiative to widen SH195 from Fort Hood to Georgetown, Texas. Scheduled for completion by 2012, this expansion will provide an uninterrupted four-lane, interstate-quality highway from Fort Hood to IH-35 and on to our

state's Gulf Coast ports. In 2005, the State of Texas also committed to a \$20.5 million investment in additional highway infrastructure construction, dramatically improving regional mobility by facilitating traffic flow on and off-post.

Central Texas' outstanding climate supports all forms of year-round air and ground training. Potable water for Fort Hood and surrounding communities is supplied by surface water from Lake Belton. An Army Corps of Engineers lake created in the 1950s, Fort Hood has water rights to 12,000 acre-feet per year and contracts with the Bell County Water Control Improvement District Number 1 (WCID#1) for water and wastewater treatment. With Lake Belton, Fort Hood is postured to meet all of its water needs for the next 50 years.

CAPACITY UTILIZATION

Fort Hood is unique, with the talent and technology needed to do the really big jobs well. It has been designed and is capitalized to fully support both current and future Army, joint and combined force mission requirements.



Fort Hood is one of the Army's premier training installations with 199,541 acres of training area, of which 136,094 acres are set aside for maneuver. Its largest single training segment is the Western Maneuver Area - an area that stretches 20 miles from north to south and from the western boundary of the installation eastward to the live fire impact area. Fort Hood meets or exceeds the training and support requirements of all assigned units and organizations.

The Western Maneuver Area can easily accommodate a full-up, modern, digitally-equipped battalion task force exercising in multiple scenarios over several weeks at a time. Direct access to Lake Belton provides the opportunity for training in all phases of water obstacle and river crossing operations, from small unit up to division level.

The Army's only Battle Command Training Center is located at Fort Hood. Training of brigade, division and corps formations occurs on the installation through exercises that place command and control elements in the field while fire and maneuver are replicated using a combination of deployed tactical units and computer-supported war gaming or constructive and virtual reality battlefield simulations.

The largest combat aviation training area in the free world, comprising 15,900 square miles, begins on Fort Hood and continues from Bell and Coryell Counties in the east to Runnels and Tom Green Counties in the west, permitting both US and allied military helicopter crews to train over a variety of terrain, in a realistic environment that affords the distances and depths required in combat aviation operations.

In the last five years alone, the Army has invested over \$440 million dollars in training devices and simulations at Fort Hood - the largest in the Army. In 1995, Fort Hood was rated first among the Army's maneuver installations, and past federal analyses have concluded that there is no better or cost effective place to train and support Army units than at Fort Hood.

In their 2005 BRAC analysis, the Army ranked Fort Hood first among its 97 installations for "Future" capability. And in a military where family quality of life is a true force-multiplier, one of Fort Hood's greatest strengths continues to be its proximity of "home and office." Ninety eight percent of all Fort Hood military reside within 10 miles of their place of work.

CAPITAL INVESTMENT

The Army has consistently demonstrated its commitment to long-term infrastructure improvements at Fort Hood. These include 98 new or renovated barracks, state of the art command and control facilities,

the 21st-century Krueger Soldier Development/Education Center, the Copeland Soldier Service Center to consolidate in and out processing at one location, an aggressive range modernization program, and installation support facilities.

In FY '05, Fort Hood has 10 Military Construction Army (MCA) major projects, valued at over \$211M under construction and an additional 14, valued at over \$257M, in design. Over \$396M is currently programmed for construction in fiscal years 2007 through 2011. On average, Fort Hood's MCA program contributes \$200 million annually to the local economy.

Since FY '00, the Army has invested nearly \$100 million to dramatically improve both the rail and airlift capabilities of Fort Hood. The installation boasts the Army's largest and most technology sophisticated railhead with twelve spurs and nine sorting tracks, and a \$40 million upgrade to its Aerial Port of Embarkation at Robert Gray Army Airfield. In both 2003 and 2005, the Department of the Army recognized Fort Hood as winner of its prestigious Deployment Excellence Award in the large installation category.

PARTNERING WITH CENTRAL TEXAS

Fort Hood prides itself as being a Good Neighbor. Partnering with the city of Killeen, the new Killeen-Fort Hood Regional Airport, co-located at Robert Gray Army Airfield opened in August 2004, resulting in a 42% annual increase in enplanements and the transition to a predominately regional jet commercial service. With its 10,000 foot runway, this facility can accommodate any aircraft - civilian or military - in the fleet today.

The installation also sponsors a number of regional educational support initiatives under the umbrella title of "Fort Hood 2010". These initiatives include



an Adopt-A-School program, providing Soldiers and family member volunteers to more than eighty elementary, middle and high schools in eight of the region's Independent School Districts; Camp 2010, an annual three day residential camp for area students focused on mentoring and youth leadership skills; a Math and Science summer day camp program for elementary and middle school students; and close affiliations with such national programs as Drug Abuse Resistance Education (DARE), Communities in Schools, America's Promise, and others. "Fort Hood 2010" and other, similar initiatives are immediately evident in the continuing stability of deployed Soldiers' families. Rather than leaving, deployed soldiers' families now realize Texas is home. Every year, military family member enrollments in both Killeen and Copperas Cove Independent School Districts have grown, as compared to the immediately preceding year. And given the stresses generated with parents in combat, staff and faculty remain acutely sensitive to the needs of children in their care.

RESIDENTIAL COMMUNITY INITIATIVE (RCI)

In October 2001, the installation joined forces with the Actus-Lend Lease Corporation, a world-class community developer, in a 50-year, \$4 billion limited partnership to privatize all 5,912 sets of on-post family housing. (There are 300 sets of Section 801 housing in Liberty Village that were not privatized under RCI.) The installation's deficit in four and five-bedroom enlisted housing has now been eliminated, and the quality and quantity standards of all family housing dramatically improved. In the partnership's first 18 months of operations, 80.6 percent (\$103.4M) of the total executed contracts have been awarded to local businesses and 85.4 percent (\$109.6M) have been awarded to qualified small businesses. Individuals enlist in America's military but it is families who stay. RCI directly reflects Fort Hood's effort to keep America strong by keeping our quality military in uniform and in Texas.

EDUCATIONAL OPPORTUNITIES

Continuing access to civilian education is critical to the military member and Soldiers' families. For the military member, it represents career advancement. For the member's family, it represents a key quality of life component. That said, civilian education opportunities for soldiers and family members are readily available - both on-post and in the surrounding local area. Five terms a year, with several mini-terms, are scheduled to provide additional opportunities for soldiers to continue their education. Local Colleges and Universities include: Central Texas College and Tarleton State University System Center - Central Texas, both in Killeen; Temple College in Temple; the University of Mary Hardin Baylor in Belton; and Saint Mary's University in San Antonio.



Under legislation signed into state law in 2005, Tarleton State University - Central Texas will transition into the Texas A&M University - Central Texas upon achieving a 1,000 full time student equivalent (FTSE) enrollment. Its campus will be located at the intersection of State Highways 195 and 201, on 672 acres of land authorized by the US Congress for immediate transfer from the US Army to the State of Texas when the state's FTSE requirement is met.

Military education opportunities aimed at insuring the professional development of the Army's enlisted corps are abundantly available on Fort Hood. The U.S. Army Noncommissioned Officer Academy, III Corps and Fort Hood, is under the operational control of the III Corps and Fort Hood commander. It provides the first phase of the Non-Commissioned Officer Education System for soldiers assigned at Fort Hood; Fort Bliss, TX; Fort Carson, CO; Fort Sill, OK; Fort Polk, LA; Fort Riley, KS; and on smaller military installations throughout Texas. Four hundred soldiers transition to Army NCO ranks annually through this NCO Academy.

FORT HOOD, THE ENVIRONMENT AND RESPONSIBLE STEWARDSHIP

Fort Hood has earned a distinguished record of caring for its environment. Since 1998 and assisted by The Nature Conservancy and Texas Parks and Wildlife Department, Fort Hood has made very substantial progress in restoring the state's populations of two endangered species - the Black Capped Vireo and the Golden Cheeked Warbler - after both faced extinction from Brown Headed Cowbird parasitism. These efforts continue, leading conservancy professionals to conclude that both may soon be eligible for removal from the endangered species list. Likewise, in the Eastern Training area, Fort Hood has established aviation restrictions over 5000 acres adjacent to Lake Belton, to avoid a catastrophic accident between any aircraft during the American Bald Eagle nesting season.

Fort Hood has identified 800 possibly sensitive cultural sites, spread across 13,000 acres. Many are the original home sites and family cemeteries that occupied the area prior to the 1942 founding of Fort Hood. The National Historic Preservation Act requires that these be properly documented for historic preservation. Fort Hood is working with the Texas State Historical Preservation Office under the Alternative Procedures Program to identify the sites, which are historically significant. While their impact on Fort Hood's training mission is minimal, they do represent an important part of Texas history which will be preserved through a close partnership with the State of Texas.

To ensure historically significant cultural sites are not destroyed or an erosion problem created, Fort Hood has enacted control measures for digging in all of its training areas. Much as in any municipality in the state, Fort Hood requires any unit desiring to dig in the training area to submit a request and overlay to verify that cultural sites, soil stability, and underground utilities are not adversely affected. Fort Hood has also set aside two large "free dig" areas that have previously been surveyed and certified for unrestricted training digging operations.

For the safety of its two airfields (one of which, Robert Gray Army Airfield is both a strategic power projection platform and the site of region's joint use airport), the installation's 6,200 sets of family housing and the surrounding communities, Fort Hood has established a one-mile buffer zone from the installation boundary prohibiting the use of smoke and the firing of artillery. The proper use of common sense control measures insures that Fort Hood is abiding by its environmental stewardship mission, while assuring it remains to be a fully sustainable military installation for decades to come.

Fort Hood has also recently offered to establish an entirely voluntary program with cooperating nearby landowners known as the Army Compatible Use Buffer. Under this program, landowners would be compensated in exchange for their agreement to maintain the current rural nature of their land near Fort Hood's boundaries.

DARNALL ARMY COMMUNITY HOSPITAL

The Army's largest community hospital operating under the Department of Defense's managed health care plan, Darnall is a teaching hospital affiliated with Scott & White Memorial Hospital and the Department of Veterans Affairs Central Texas Health Care System in Temple, and with Texas A&M University Health Science Center College of Medicine in Bryan-College Station. Darnall also has combined graduate medical programs with Wilford Hall Air Force Medical Center and Brooke Army Medical Center in Obstetrics and Gynecology, Pediatrics, and Medicine in San Antonio. Darnall serves 145,000 military beneficiaries in a 40 mile radius of the installation. Of the 145,000, 48,000 are active duty Soldiers and 36,000 are retirees. The rest are Soldiers' family members. Darnall currently averages 170 births per month. One of only three Army Hospitals with an Emergency Medicine Residency (EMR) Program, Darnall is now and has been for the last four years rated number one in the nation out of 120 civilian and military hospitals with EMR programs. Darnall also trains residents in orthopedics, pediatrics, general surgery, obstetrics, and psychiatry.

US ARMY OPERATIONAL TEST COMMAND

Fort Hood is home to the U.S. Army's Operational Test Command (OTC), an organization charged under Public Law to conduct realistic and continuous operational testing of Army equipment, doctrine, force design and training. Operational Test Command is playing an important role in field testing the Army's transformation concepts and Fort Hood directly benefits through OTC's permanent presence on the installation. Operational testing involves using regular active army units in realistic scenarios to find the real truth - what works, precisely why, and how well. To scientifically measure the data in that search for the truth, OTC employs state-of-the-art instrumentation to harvest test data that document performance levels and operational suitability. While many tests are conducted at Fort Hood with its large soldier population, test teams are also deployed anywhere in the world in support of US Army or joint service testing.

THE "CREDENTIALS" OF THE ARMY - OUR SOLDIERS

Headquarters III (US) Corps (nickname: "The Phantom Corps"): a major subordinate command of US Army Forces Command (FORSCOM), provides command and staff oversight of all assigned units at five installations, including Fort Hood. In January 2005, Headquarters III Corps returned from a year long deployment to Iraq as Headquarters, Multinational Corps-Iraq, responsible for all tactical operations and intelligence functions in the theater. It is now facilitating Army Modular Force (AMF) initiatives and overseeing the reset and regeneration of its tactical units.

1st Cavalry Division (nickname: "America's First Team"): is a fully modernized armored division of 17,600 personnel. In March, 2005, the division returned from a year long tour of duty in support of Operation Iraqi Freedom 2, having helped establish the stability and security required for Iraq's January 30, 2005 national elections. The division is now reorganizing in accordance with the Army Modular Force initiative, including its activation of a 4th Brigade Combat Team at Fort Bliss.

4th Infantry Division (Mechanized) (nickname: "Ironhorse"): the Army's first fully digitized and first Multi-Component (includes Active, Reserve and National Guard personnel) division. The division is organized with seven Brigade-sized elements: 4 maneuver brigades, a combat aviation brigade, fires brigade and a sustainment brigade. The division is split-based, with one maneuver brigade (4500 soldiers) at Fort Carson, Colorado and the remainder (15,000 soldiers) at Fort Hood. From March of 2003 through April 2004, the division deployed as the core of "Task Force Ironhorse" in support of Operation Iraqi Freedom. The highlight of this deployment was the division's capture of the Iraqi dictator, Saddam Hussein in December 2003. The division is now redeploying to Iraq in support of Operation Iraqi Freedom 4.



13th Corps Support Command (nickname: "Phantom Support"): With its 6,000 soldiers, Fort Hood's third largest unit and the "Logistical Backbone" of III Corps, providing supply, maintenance, transportation, field services, medical, engineering construction, smoke generation, and decontamination services. Virtually all 13th COSCOM units have deployed at least once to Operation Iraqi Freedom; many twice - and a few three times. As a part of Army Transformation, the 13th COSCOM is scheduled to become a logistics-focused Theater Sustainment Command - Deployable Command Post and in mid-2006, its Headquarters will return to Iraq in support of Operation Iraqi Freedom.

21st Cavalry Brigade (Air Combat): A unique unit of 100 aviator-instructors and support personnel, responsible for training, fielding and modernization of all U.S. active army AH-64 "Apache" attack helicopter battalions and squadrons. The brigade has also fielded National Guard units, U.S. Army Reserve aviation battalions, the Royal Netherlands and Singapore Air Force squadrons, and other allied units.

Other Major Units: Fort Hood is also home to 3,300 soldiers assigned to corps-level communications, military police, military intelligence and finance units. In FYs '04 and '05, more than seventy five percent of all personnel assigned to these units deployed in support of Operation Iraqi Freedom.

Consolidated Technical Support Facility (CTSF): The CTSF is the Department of Defense's only facility for the rapid development, fielding, and support of leading edge, survivable, secure, and interoperable tactical/theater/strategic Command, Control, Communications and Computer (C4) systems. It provides "system of systems" integration testing and configuration management to support Army digitization and Transformation requirements.

Reserve Components: Since 9/11, over 30,000 U.S. Army Reserve and Army National Guard Soldiers have been mobilized, trained, equipped, and deployed from Fort Hood. On average, 22,000 Reserve Component Soldiers train at Fort Hood each year, and much of their equipment is stored at the installation. The Military Equipment and Training Site (MATES) at North Fort Hood provides storage and support for 850 pieces of heavy equipment assigned to the 36th Infantry Division (Texas ARNG) and 256th Infantry Brigade (Louisiana ARNG), while an Equipment Concentration Site (ECS) stores and supports 1700 additional pieces of equipment for the Army Reserve. Fort Hood's ability to provide both garrison and field exercise support remains key to our nation's Reserve Component readiness.

OUTLOOK AND ASSESSMENT

As affirmed in the 2005 BRAC Final Report, Fort Hood remains a model Army installation in terms of infrastructure, ranges, and power projection capabilities. Again in 2005, the Army ranked Fort Hood first among its 97 installations in "Future" capability.

On a per capita basis, soldier training is accomplished more economically at Fort Hood than at any other major US Army installation. The Army has consistently recognized the unique ability of Fort Hood and

Central Texas to house, support and sustain upwards of 50,000 soldiers and their families, in whatever formations today's and tomorrow's forces might find themselves. Fort Hood's infrastructure, power projection capabilities and state of the art training facilities provide our national command authority with enormous flexibility as it transforms our military from today's interim and legacy forces into tomorrow's Future Force.



Fort Hood is, today, heavily committed. As we close out CY 2005, over 96 percent of its Soldiers, including the III Corps headquarters and all major units, have served at least one year-long combat tour in Iraq or Afghanistan. Many have served two tours, and a few are on their third. But busy does not mean turbulent, and Central Texans are proud of the successes achieved in stabilizing, assuring and growing the region.

For more than ten years, civic, education and business leaders representing the seven major surrounding cities and three counties, their Chambers of Commerce and Economic Development Corporations, the Association of the United States Army (AUSA) and the Heart of Texas Defense Alliance (HOTDA) have collaborated on a continuously updated action plan in support of Fort Hood, its Soldiers and Airmen, their families and the defense-centered economy of Central Texas. That plan, calling for expanded infrastructure, more schools, better spouse employment opportunities and an improved quality of life, remains dramatically successful.

Looking ahead, Fort Hood will continue to serve as one of our Army's premier maneuver installation and strategic power projection platforms, fully prepared to excel in whatever future missions our nation might require.

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FORT SAM HOUSTON

Fort Sam Houston is home to the Army's Medical Command, which is responsible for worldwide medical healthcare operations and administration of medical centers, hospitals, medical treatment facilities, dental treatment centers, veterinary operations and clinical medical research in the United States, Europe and Asia. The Army's Medical Department Center and School is the largest Defense Department allied healthcare training center with 170 accredited programs, to include undergraduate college and graduate level instruction, institutional training and related academic research for medical, veterinary, dental and Medical Service Corps personnel. The school has affiliations with Baylor University, the University of Texas at San Antonio, University of Texas Health Science Center–San Antonio, Texas A&M University, Baylor University, University of Nebraska and St. Philip's College. Also located on the post is the Institute for Surgical Research, which concentrates on trauma and burn research protocols. Fort Sam Houston is considered and analyzed in the categories of Army large installations and as an Army training installation.

MISSION

Fort Sam Houston's 3,150 acres are located in south central Texas, which is in the heart of the city of San Antonio. Camp Bullis, a 28,000-acre sub-installation, is located seventeen miles northwest of Fort Sam Houston. Camp Bullis has been used throughout its history as a training area extension of Fort Sam Houston. Ft. Sam Houston, including Camp Bullis, is primarily a medical service training base for all DoD services. Camp Bullis is also used extensively by the Air Force Training Center at Lackland AFB, providing the crucial field training so that trainees (air base defenders) are immediately ready to deploy when they leave San Antonio. Texas National Guard and Reserve units from all services train regularly at Ft. Sam Houston and Camp Bullis. Fort Sam Houston also serves as a mobilization and deployment station for units deploying to Operation Iraqi Freedom (Iraq) and Operation Enduring Freedom (Afghanistan). Use of Camp Bullis for training has increased from 250,000 man-days per year to over 850,000 in 2003 which has been sustained through 2005. In addition to healthcare operations and medical training and research, the post is host to several commands with hemispheric and regional defense missions such as U.S. Army South, Fifth U.S. Army, 5th Recruiting Brigade, Headquarters, Installation Management Agency, Army Contracting Agency, and Medical Information Technology Center. Potential Base Realignment and Closure realignments include establishment of Brooke Army Medical Center as a Defense Department Regional Medical Center, expansion of the Army Medical Department Center and School into the Defense Department Military Medical Training and Education Center, and location of several large commands and agencies currently located in Washington D.C. area. Over 1100 personnel have relocated to Fort Sam from FY02-FY04. The installation also serves as a supporting installation for over one hundred tenant and satellite activities in a multi-state area.

CAPACITY UTILIZATION

The Army's pre-BRAC analysis showed that Fort Sam Houston had significant excess, permanent facilities in administrative space (740,000 sq. ft.), direct support/general support maintenance facilities (130,000 sq. ft.), applied instruction space (142,000 sq. ft.) and supply/storage space (1,039,000 sq. ft.). The analysis showed a shortage of over 2,700 Uniform Enlisted Personnel Housing spaces, but it was balanced by an excess of almost 3,800 trainee barracks spaces. Additionally, the analysis did not include \$37.8 million in the FY 98 and FY 99 construction programs for barracks renovation to convert the trainee barracks to UEPH space. A \$1.3B Residential Community Initiative (RCI) 50 year lease began in March 2004. This lease will meet all of Fort Sam Houston's housing needs when completed. It is composed of a combination of renovating older housing as well as new construction of homes in an architecturally compatible fashion.

Since then, the installation has undergone a significant and successful demolition program to reduce excess facilities by demolishing World War II wood structure buildings and warehouses. Construction

was recently completed on two new barracks complexes, a new guesthouse and an Army RV Travel Camp. The Army signed a lease with Roy F. Weston and Orion Inc., to redevelop the former Brooke Army Medical Center (BAMC) and two wings of the former Beach Pavilion. The old BAMC reconstruction was completed in April 2004. It is now occupied by U.S. Army South and the regional IMA. One section of the Beach Pavilion is renovated and occupied by the Military Entrance and Processing Station and Navy Recruiting Headquarters. Another wing of Beach Pavilion is newly renovated and is occupied by the medical information center. The last wing of Beach Pavilion will be renovated when a tenant is identified. The current installation master plan includes continued demolition of warehouses previously converted to administrative space and relocation of operations to existing historic structures which will be converted from barracks to administrative space.

With the construction of new barracks spaces, some existing barracks are under renovation and conversion to applied instructional facilities due to expansion of the institutional training mission of the Army Medical Department Center and School. A new facility for the veterinary school and a new dining facility have been constructed. A new instruction building is underway to support the nursing program. Fort Sam Houston is responsible for one of the largest collections of historic resources within DoD. There are over 760 National Register of Historic Places (NHRP)-eligible properties at Fort Sam Houston and 76 at Camp Bullis. The "Old Post," pre-1930 historic core of the installation is designated as a National Historic Landmark District. An application will be forwarded this year to include the current Conservation District into the existing Landmark Historic District.

The new Brooke Army Medical Center occupies a 450-bed, 1.5 million sq. ft. state-of-the-art facility. The \$253 million project replaced most of the old Center's facilities that date back to 1938 and are in various locations around Fort Sam Houston and currently used as administrative space for new tenants.

The Army's capacity analysis indicated that Fort Sam Houston had a small amount of temporary building space remaining in areas where there is excess, permanent space, indicating the success of the facility demolition program to reduce excess, temporary space.

Ft. Sam Houston's utilization of reuse water for many of the high volume uses, e.g. golf course watering and cooling towers has dramatically reduced its dependency on the Edwards Aquifer. Camp Bullis performs a valuable stewardship role by protecting 3000 acres over the Edwards Aquifer recharge zone.

Civilian community growth is increasing around Camp Bullis and land near the installation has increased significantly in value. Continued growth, if not carefully controlled, could encroach on Camp Bullis and possibly decrease its training utility to the Army and other services. A Joint Land Use Study conducted by the Defense Department and the Alamo Area Council of Governments establishes this area as a military use zone. The post is working with the San Antonio City Planning Department to formalize military use zoning since the area in the vicinity of Camp Bullis was recently annexed by the city. A major support facility will be constructed at Camp Bullis and will serve as a regional training center for area National Guard and Army Reserve units. There are four drop zones and a combat assault airstrip at Bullis used by active and reserve components. The 141st Mechanized infantry battalion of the Texas Army National Guard is located on Bullis and is able to conduct training there also. The limiting factors of training at Bullis are lack of facilities for artillery and heavy caliber weapons -these require more extensive range area.

The Army's BRAC 95 installation assessment rank for Fort Sam Houston was eleven of fourteen (4 points out of a possible 8). However, the Army noted that "Because of its high military value, it was not selected for further study." The high military value ranking is due to the unique medical expertise and training facilities at the Army Medical Department Center and School, Brooke Army Medical Center and Camp Bullis. The lower relative ranking among its peer installations is due to the relative shortage of

significant training acreage and ranges needed for other types of training missions, but that are not required for medical specialty training or small unit combat training.

OUTLOOK

BRAC 2005 Commission decisions create substantial growth at Fort Sam Houston during the next six years to accommodate additional missions for Fifth U.S. Army, U.S. Army South, the Army Medical Department Center and School and Brooke Army Medical Center, and the relocation of several large commands to the installation. These BRAC Commission decision will increase the number of DoD employees at Fort Sam Houston by over 9,300 positions. The military construction program to support this growth is expected to approach \$2 billion.

The most significant BRAC Commission action was to support the DoD recommendation to establish the Brooke Army Medical Center as the San Antonio Regional Military Medical Center, one of two primary medical centers in DoD. This action requires the closure and relocation of the 59th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center and the conversion of Wildford Hall into an ambulatory care center. In addition, this BRAC action co-locates all (except Aerospace Medicine) medical basic and specialty enlisted training for all the military services to Fort Sam Houston.

BRAC 2005 also transferred multiple other missions to Fort Sam Houston that position the post to be a major medical and facility management activity within DoD for the 21st century. A few of these include the following:

- Army Installation Management Agency Headquarters and Regional Headquarters
- Army Community and Family Support Center
- Army Family Liaison Office
- Army Contracting Agency Headquarters
- Army Contracting Agency Southern Hemisphere Region Headquarters
- Army Environmental Center
- Enlisted Histology Technician Training
- Combat Casualty Care Research Sub-Functions of the Army (previously at Walter Reed Army Institute of Research) and the Navy (previously at Forest Glen Annex)
- Naval Health Research Center Electro Magnetic Energy Detachment and the Directed Energy Portion of the Air Force Research Laboratory

ASSESSMENT

The Army's large investment in facility construction, including the Brooke Army Medical Center, indicates that Fort Sam Houston will continue to have a high military value for the Army and DoD through 2020. Camp Bullis is a unique asset; crucial to enhancing the military value of Ft Sam Houston, and the City of San Antonio has demonstrated its concern to control encroachment at Camp Bullis to ensure its utility as an outstanding training area.

LONE STAR ARMY AMMUNITION PLANT

Lone Star Army Ammunition Plant (LSAAP) is a 15,546-acre industrial complex located in northeast Texas, 12 miles west of the Texas and Arkansas state line. It is presently categorized as a "Government Owned, Contractor Operated" (GOCO) installation. It is contiguous and shares selected common services with the Red River Army Depot (RRAD). LSAAP is considered and recognized as a military ammunition production installation. LSAAP was selected for closure by the BRAC 2005 Commission.

MISSION

The LSAAP mission includes:

- Designation as a center of expertise for production of Improved Conventional Munitions, Family of Scatterable Mines (FASCAM), the M67 hand grenade, detonators and artillery primers;
- Production of other DoD-related munitions for various other systems contractors, foreign military sales and other customers;
- Leasing unused facilities and land to commercial interests to reduce maintenance and overhead costs under the Army Retooling Manufacturing and Support Initiative (ARMS); and
- Providing support services (including demil and storage) to the RRAD

CAPACITY UTILIZATION

Some production lines at LSAAP are maintained in a standby state and are activated as necessary to meet production requirements. LSAAP is operated and maintained by one full-time operating contractor, Day & Zimmermann, Inc., who has run the facility since the outbreak of the Korean War.

Day & Zimmermann has initiated several contracts with commercial interests to use available facilities and land to reduce costs of operations and maintenance under the ARMS Initiative. Operation of the facility is accomplished under a "no cost" facility use contract where Day & Zimmermann maintains the facility without special funding from the Army. This should facilitate and provide incentives for additional contracting under ARMS.

Operation Enterprise, located in Annandale, Virginia, is the national marketing program for facilities and installations in the ARMS program. It is the best opportunity for commercial and industrial businesses that seek competitive advantages through affordable, strategic site locations. Through the national ARMS Initiative, Operation Enterprise markets diverse facilities that provide complete infrastructure—utilities, land, buildings, and equipment—at flexible and reasonable terms.

LSAAP is currently the sole producer of the M67 hand grenade, Volcano anti-tank mine system, MLRS sub-munitions, Dual Purpose, Improved Conventional Munition (DPICM) artillery rounds and small explosive components such as various detonators, delays, relays, and similar items.

Potable water is provided to LSAAP by contract with a capacity of 7.7 MGD and an average daily use of 0.472 MGD. LSAAP shares a wastewater treatment facility with RRAD. There are seven permitted industrial wastewater treatment plants—one for lead, one for chrome, and five for "pink water"—on LSAAP. The installation is on the National Priority List (NPL).

OUTLOOK AND ASSESSMENT

Lone Star Army Ammunition Plant was recommended for closure during the BRAC 2005 process. The production mission for LSAAP is projected to migrate to Iowa Army Ammunition Plant, Milan Army Ammunition Plant, Crane Army Ammunition Activity and McAlester Army Ammunition Plant.

CORPUS CHRISTI ARMY DEPOT

The Corpus Christi Army Depot is a tenant activity of Naval Air Station Corpus Christi. The Army's installation assessments do not include Corpus Christi Army Depot since the depot performs its work on the real property of another service—the U.S. Navy.

MISSION

Corpus Christi Army Depot is the Army's only organic facility for the repair and overhaul of rotary wing (helicopter) aircraft. The Depot contributes to Army, Navy, Marine Corps and Air Force readiness through repair, overhaul, modify, retrofit, test and modernization of a wide variety of helicopters and related engines and components. The Depot provides: services to overhaul, repair, modify, retrofit, test and modernize all Army and most DoD rotary wing aircraft; training for active duty Army, Reserve, National Guard and friendly foreign military personnel; world wide (on-site) maintenance teams, aircraft crash damage analysis, lubricating oil analysis and chemical, metallurgical and training support. Approximately thirty percent of the CCAD's workload is obtained from and supports other DoD services.

OUTLOOK

Corpus Christi Army Depot has a secure workload for the future. The Army is upgrading the rotary-wing fleet for the Reserve Component, purchasing replacement helicopters, funding the acquisition of future rotary wing systems, and supporting service life extensions for the existing fleet.

The Corpus Christi Army Depot has additionally been designated as a Center for Industrial Technical Excellence (CITE) for rotary wing aircraft (less avionics) by Secretary of the Army. This designation enables the Depot to partner with industry to leverage original equipment manufacturer core competencies and best commercial practices to continually reduce repair cycle time and increase support to the United States military war fighter. CCAD can, through partnering with original equipment manufacturers, maximize its capacity utilization; reduce or eliminate the cost of ownership; reduce the cost of its products; leverage private sector investment in its plant and equipment recapitalization; and foster cooperation between the armed forces and private industry. The designation is authorized in Title 10, U.S. Code Section 2474, which is known as the "public private partnership" legislation. Corpus Christi Army Depot has entered into partnerships with General Electric Aircraft Engines (GEAE), Sikorsky Aircraft Corporation, The Boeing Company, and Honeywell International, the original equipment manufacturers of the aircraft and engines that CCAD overhauls. The goal of these partnerships is to reduce cycle time and increase time "on wing" for rotary wing aircraft currently worked at the depot. The experience with GEAE as the first partnering effort CCAD has entered into has resulted in doubling production of the T700 engine overhaul over a two-year period. With material support and capacity increases in place due to a coordinated, partnered effort at CCAD, depot artisans have responded to surge requirements to support the fleet in an effective, efficient manner. Lean and Six Sigma initiatives currently in place at CCAD contributed significantly to the depot's doubling its production capacity for recapitalization of the UH-60 Black Hawk aircraft, further ensuring Army aviation mission readiness.

ASSESSMENT

Corpus Christi Army Depot supports all military services of the DoD. Ensuring their resources are fully utilized to reconstitute forces returning from Operation Iraqi Freedom and Operation Enduring Freedom, while generating creative "public private partnerships" will increase the workload effectiveness and efficiency of the CCAD.

RED RIVER ARMY DEPOT

Red River Army Depot (RRAD) is located in Texas, approximately 20 miles West of Texarkana, on Interstate 30. It is located in the center of a major regional transportation hub with rail, air, interstates and river navigation planned or readily available. Red River occupies approximately 18,000 acres and is co-located with Lone Star Army Ammunition Plant, which has been selected for closure by BRAC 2005. Together these two facilities comprise a total of 36,000 acres of government owned land in the heart of Bowie County, Texas. Strategically located within CONUS, RRAD supports many of the Army's tracked and wheeled power projection platforms serving the combatant forces.

MISSION

Red River Army Depot was originally established in 1941 to be an ammunition site but quickly gained additional maintenance missions for both heavy and light combat and tactical vehicles. Today, it supports a variety of major missions, and has been designated by the Secretary of the Army, October, 2002, as a Center of Industrial & Technical Excellence for several major weapon systems and tactical programs. Included were Tactical wheeled vehicles, the Small Emplacement Excavator (SEE), Bradley Fighting Vehicle series, Multiple Launch Rocket System chassis, Patriot Missile re-certifications and for rubber products necessary for sustained support to the United States and Allied forces and agencies. Red River has several unique characteristics that have proven to be invaluable strategic assets to the DoD. It has the only rubber products facility within DoD and is saving the taxpayers and the services millions of dollars in reclaiming worn track and road wheels. Red River presently has the only Patriot Missile Recertification capability within DoD, but the program will be realigned to Letterkenny, PA, as part of the BRAC 2005 decision. In addition, RRAD is currently performing 60% of the DoD Tactical Wheeled Vehicle Organic workload.

CAPACITY UTILIZATION

Red River Army Depot occupies over 18,000 acres that encompass 273 miles of roads and 52 miles of rail. The development potential for the unimproved land enhances the opportunity for future mission growth and construction. The installation's proximity to I-49 and I-69 and the projected waterway connection to the future port of Shreveport, La greatly enhances its potential to support future Army mission and commercial partnership opportunities to overhaul and repair heavy machinery and equipment.

OUTLOOK

Red River has always been responsive to the combatant in the field, but since the events of Sept 11, 2001, its value to the Army's wheeled and tracked vehicle programs has increased exponentially. The depot has taken substantially streamlined its processes and improved its contribution to the Army's readiness posture. Several major goals include: (1) Maintaining status as a premier joint services maintenance platform for combat and tactical wheeled vehicles; (2) Supporting the DoD's transformation program by modernizing existing infrastructure and processes technology for support to the future forces; (3) Maintaining the depots ISO 9001 certification while revolutionizing all existing and future processes using the "Lean Manufacturing" concept; and (4) Becoming a premier DoD Tactical Vehicle Center. The depot is actively engineering its facilities and capabilities to accommodate today's fleet as well as the future fleet. Modernization planning is actively being pursued to insure quality performance for future needs.

ASSESSMENT

Although Red River Army Depot's resources are being heavily utilized to reconstitute the force returning from Operation Iraqi Freedom and Operation Enduring Freedom, RRAD has the capability to accept additional tactical wheeled vehicle workload and is actively seeking new missions to increase its value to the new transformed Army.

NAVY INSTALLATIONS

NAVAL AIR STATION CORPUS CHRISTI:

NAS Corpus Christi is located in the Corpus Christi metropolitan area, at the end of a peninsula that defines the southern entrance to the Corpus Christi Bay and the Laguna Madre. It is surrounded on three sides by water and has a significant water buffer to any air operations. NAS Corpus Christi is the largest employer in the Corpus Christi region.

MISSION

Most of its various missions rely on its one 8,000-ft and three 5,000-ft runways. The current mission of NAS Corpus Christi is to serve as the Federal Complex host for nearly 50 tenants and provide facilities, services and programs that directly support:

- Navy Primary Pilot Training (two squadrons) and Joint Advanced Maritime Pilot Training (two squadrons) for Navy, Air Force and selected International military pilots
- Headquarters for the Chief of Naval Air Training Command, responsible for the training and readiness of all Navy aviation training
- Corpus Christi Army Depot (CCAD), the world's largest helicopter overhaul and repair facility (this facility is discussed separately with the Army activities)
- Headquarters for Commander Mine Warfare Command—responsible for training, tactics and readiness of all mine warfare forces (this mission will be realigned to the West Coast per BRAC 2005)
- U. S. Coast Guard Air Station that provides search and rescue support to the Central and Western Gulf of Mexico; and
- U. S. Customs Drug Surveillance Support Center which coordinates the interdiction of airborne drug carriers

NAS Corpus Christi also hosts a number of other diverse organizations. These organizations include an Armed Forces Reserve Center; a Naval Clinic; one of two Mine Warfare Helicopter Squadrons (being realigned to Norfolk, VA per BRAC 2005); the Texas Hub for Joint Task Force Six conducting Special Operations and a Defense Distribution Depot; as well as the multiple base support organizations required to support its operations and tenants. NAS Corpus Christi also serves as the housing authority for the three bases in the region.

CAPACITY UTILIZATION

A number of unique categories must be understood to evaluate the capacity of NAS Corpus Christi—but with each category requiring use of common assets. These common assets, such as hangars, aprons, runways, airspace and administrative space, are shared within the various mission categories to optimize the efficiency of the Federal Complex. Categories include:

NAVY PILOT TRAINING

This is the Navy's primary mission for the Air Station. Training Wing Four includes two Primary Training Squadrons of T-34s and one Advanced Maritime Squadron of T-44s and TC-12s. The Advanced Maritime Squadron supports not only Navy and Marine Corps training, but also training for the Air Force, Coast Guard and some foreign requirements. In support of the base's training mission are two nearby outlying landing fields owned by the Navy: Navy Landing Airfield (NALF) Waldron, which is 3.5 miles from the Air Station; and NALF Cabaniss, which is 8.0 miles from the Air Station. Additionally, the Navy has leased landing rights at the Aransas County Airport, 26.0 miles from the Air Station. These

outlying fields reduce the need to use the runways on the Air Station to complete programmed training requirements; therefore, the additional fields allow a much greater pilot training rate achievement.

Another element of the capacity analysis for training is the large volume of available air space. The air space supports training originating at Corpus Christi airfields, and also those originating at NAS Kingsville. There is adequate parking apron and hangar space to support the current Pilot Training Rates. However, any additional increase in fixed wing aircraft base loading will require expansion of existing apron parking. There is adequate training and administrative space to meet current and future requirements with upgrades to existing infrastructure underway and future replacement planned for FY07.

SUPPORT OF THE CORPUS CHRISTI ARMY DEPOT (CCAD)

This tenant organization occupies a large portion of the NAS, including a number of hangars and an extensive area of the parking apron. Helicopters arrive and depart the Army Depot by barge (using the adjacent wharf), truck and C-5 aircraft. There is little competition for the wharf area; however, the C-5 aircraft deliveries must compete with other users of the single, 8,000-foot runway. The hangars and apron area used by CCAD are removed from the airfield and do not compete with facilities needed by the training organizations.

SUPPORT OF OTHER TENANTS WITH FLYING MISSION REQUIREMENTS

The primary units supported in this category are the U.S. Coast Guard, the U.S. Customs Service and the HM-15 Mine Countermeasures Helicopter Squadron. Each of these tenants was deliberately located at NAS Corpus Christi to take advantage of the excellent flying weather and location. The Coast Guard benefits from easy access to the Gulf of Mexico. The Customs Service takes advantage of the installation's central U.S. location on the country's southern border. And, the Helicopter Squadron derives significant value-added by being sited close to the Mine Warfare Center of Excellence at NS Ingleside (As indicated earlier, the Helicopters are being relocated to Norfolk, VA, and the mine warfare ships, training and headquarters functions to the West Coast). with little or no conflict.

OUTLOOK

The current primary-pilot training rate and the rate for the foreseeable future will make the continued use of facilities at NAS Corpus Christi of significant military value. The Joint Primary Aircraft Training System (JPATS) will be introduced in Corpus Christi between 2009 and 2016. Similarly, Corpus Christi is taking responsibility for the advanced training pipeline for multi-engine propeller pilots for all services (except the Army). Advanced Maritime Pilot Training will continue to be a primary mission of Corpus Christi. The demand for both Primary and Advanced Maritime Pilot Training is driven by the number of Navy and Marine aircraft squadrons, the number of maritime aircraft squadrons of all services and the Coast Guard and the loss of military pilots to the civilian sector.

ASSESSMENT

NAS Corpus Christi is an ideal aircrew training location with its excellent location, year-round weather and climate. The depot workloads being accomplished by CCAD are expected to remain in high demand as a result of the significant usage of rotary wing assets in the Middle East.

NAVAL STATION INGLESIDE

Naval Station Ingleside - NAVSTA Ingleside is located on the northern shore of the Corpus Christi Bay about 18 miles from Corpus Christi. It is adjacent to the Corpus Christi ship channel that links the deep-water port of Corpus Christi to the Gulf of Mexico. NAVSTA Ingleside was formally established in July 1992. It was selected for closure by the BRAC 2005 Commission.

MISSION

The primary mission of NAVSTA Ingleside is to presently serve as the Navy's Mine Warfare Center of Excellence. To accomplish this mission, the base provides training, operations and maintenance support to the area's Mine Warfare Forces. Although the smaller Navy of the 1990s resulted in some of the new strategic homeports never being built, NAVSTA Ingleside survived—becoming the home of the Mine Warfare Community, rather than homeport for several Navy major combatants. As the result of the BRAC actions in the 1990s, much of the Navy's mine warfare assets have been located at or near NAVSTA Ingleside. Since the Gulf of Mexico is nearby and it provides conditions similar to littoral waters in many parts of the world.

Co-located at Ingleside as part of the "Mine Warfare Center of Excellence" are 10 Avenger Class Mine Countermeasures Ships; 10 Osprey Class Coastal Minehunter; the Mine Warfare Training Center; an Electromagnetic Roll Facility; and nearby at NAS Corpus Christi are the Mine Warfare Command headquarters and HM-15, a squadron of MH-53 helicopters. In addition to the operating and training facilities, the private sector has established ship repair capability to perform all ship life-cycle maintenance for the Mine Countermeasures (MCM) and Coastal Minehunter (MHC) ships. The Navy has also established a Regional Maintenance Center on base to meet routine maintenance requirements.

When NAVSTA Ingleside was built many of the base support functions, the type now being eliminated to reduce operating expenses at other bases, were never established. Instead, the Navy looked to the community to provide much of the support needed and did not duplicate the functions. In many cases the communities expanded their functions to support the added needs of the Sailors.

CAPACITY UTILIZATION

Capacity utilization of NAVSTA Ingleside must be measured against the needs of its primary mission—support of the Mine Warfare Community. This mission requires a mooring space, schoolhouse, maintenance capacity, and administrative space to be properly sized and balanced to optimize military value.

Piers and Wharf: The Naval Station has a 1,100-ft pier, a 1,800-ft wharf and a small craft pier where utility craft and a dive locker are moored. Little additional mooring capacity is available.

Schoolhouse: The construction of the Mine Warfare Training Center and Fire Fighting Training Facility provide training for the mine warfare community, as well as Reservists and JROTC units from surrounding states. The training facilities offer a variety of classes—from basic to advanced—including classes held via video-conferencing, computerized "smart" classrooms, hands-on training, in addition to traditional classroom courses. The MWTC offers the only Mineman "A" School in the Navy, which teaches Sailors the basics of mine warfare. The Fire Fighting Training Facility is one of only six in the Navy.

- Sea Training Areas: Commander, Mine Warfare Command, has designated seven excellent mine warfare training areas in the Gulf of Mexico. They are in close proximity to the base and present opportunities for realistic mine warfare training. Refer to Figure 4, Page 83.
- Maintenance Capacity: There is ample ship repair capability in the area. The Navy has leased a dry-dock to a local company so there is dry-dock repair capability in South Texas. Additionally,

intermediate-level maintenance is provided by South Central Regional Maintenance Center, as well as by local private sector companies.

- Administrative Space: Currently, all of the administrative space is fully used.
- Land for Expansion: Land is available for sale on the west side of the base if needed for expansion. Most of the base's existing land is being used or is planned for development.

Presently, the facilities at NAVSTA Ingleside are being used at nearly full capacity to support the activity levels of its current operations.

OUTLOOK

In May 2005, the Department of Defense recommended Naval Station Ingleside be closed with its ships and dedicated personnel, equipment and support to move to Naval Station San Diego, Calif. DoD also recommended: consolidation of Mine Warfare Training Center with Fleet Anti-submarine Warfare Training Center San Diego; relocation of Commander, Mine Warfare Command, and Commander, Mobile Mine Assembly Group to Fleet Anti-Submarine Warfare Center, Point Loma, Calif.; relocation of Helicopter Mine Countermeasures Squadron 15 and dedicated personnel, equipment and support to Naval Station Norfolk, Va.; disestablishment of Commander, Helicopter Tactical Wing, U.S. Atlantic Fleet, Aviation Intermediate Maintenance Detachment Truax Field at Naval Air Station Corpus Christi; and relocation of its intermediate maintenance function for Aircraft Components, Fabrication and Manufacturing, and Support Equipment to Fleet Readiness Center Mid-Atlantic Site Norfolk, Va.

The Base Realignment and Closure (BRAC) Commission agreed with this recommendation, the President approved the recommendations on Sept. 15, 2005, and the recommendation became effective on November 9, 2005. This action relocates mine warfare surface and aviation assets to major fleet concentration areas and reduces excess capacity. Relocation of Commander, Mine Warfare Command, and the Mine Warfare Training Center to San Diego, creates a center of excellence for Undersea Warfare, combining both mine warfare and anti-submarine warfare disciplines. This reorganization removes the Mine Warfare community from a location remote from the fleet thereby better supporting the shift to organic mine warfare.

NAVAL AIR STATION KINGSVILLE

NAS Kingsville is located 30 miles southwest of Corpus Christi. It is surrounded primarily by ranch land, much of which is the King Ranch. Its unencumbered air space is supported by four 8,000-ft runways at the Air Station, two 8,000-ft runways at Naval Air Landing Field Orange Grove and the McMullen Target Complex.

MISSION

The primary mission of NAS Kingsville is to train tactical jet pilots for the Navy and the Marine Corps. Supporting this mission is Training Air Wing Two and the two Advanced Jet Training Squadrons VT-21 and VT-22. These squadrons were the first to receive the new T-45 Advanced Strike Training System, the Goshawk. Using the T-45, training can be compressed by combining both intermediate and advanced training onto a single platform. Currently there are eighty-five T-45 Goshawks assigned to Training Air Wing Two; 12 are the newer “C” models (more digital with screens rather than gauges), and seventy-three are the older “A” models which have analog gauges. Also, the lower operational costs of the aircraft have significantly reduced the overall training program costs. The combination of compressing the training timelines and reducing program costs has permitted NAS Kingsville to satisfy about seventy-five percent of the Advanced Jet Training for the Navy and Marine Corps while the aircraft are being procured and delivered to a sister base. Co-located on the air station are facilities and personnel to perform all levels of maintenance on the airframe and the training system. Therefore, the aircraft do not need to leave the base for non-mission needs.

NAS Kingsville also hosts other organizations including the U.S. Border Patrol and several base support organizations required to support its operations and those of its tenants.

CAPACITY UTILIZATION

Capacity utilization of NAS Kingsville must be measured against the needs of its primary mission—Advanced Jet Pilot Training. This mission requires aircraft, hangars, aprons, runways, airspace, maintenance capacity and administrative space to be properly sized and balanced to optimize military value.

- Aircraft: The eighty-five currently assigned T-45 aircraft are meeting about seventy-five percent of the Navy and Marine Corps Pilot Training requirements. To accomplish this goal, a higher-than-planned number of flight hours have been required on each plane. Additional aircraft would be required to increase training capacity.
- Hangars: Hangars dedicated to the training mission have sufficient capacity to meet current and projected future requirements. A new environmentally safe corrosion control facility was built to provide for all the T-45 life-cycle maintenance requirements; it has surplus capacity to support other requirements, if needed. Other hangars are being used to conduct modifications to the T-45 by a contractor support team.
- Apron: There is surplus apron space that would be available for new or expanded missions.
- Runways: The runways are currently fully utilized for training missions; however, by using outlying landing fields or by more intensively managing the runways, higher training rates would be possible and additional training requirements could be met.
- Airspace: The extensive airspace, like the runways, is now being fully utilized. However, with more intensive management and the use of “part-time” airspace, higher training rates could be achieved.
- Maintenance Capacity: NAS Kingsville has sufficient capacity to maintain the entire procurement of T-45 aircraft.

- Administrative Space: Currently, most of the administrative space is being filled; however, a number of older buildings have been or are being refurbished to meet an increased demand. For example, the U.S. Border Patrol recently refurbished a three-floor Bachelor Quarters building and now uses the ground floor; the FBI or Customs Service may use the other floors.

Overall, the facilities and airspace at NAS Kingsville are being used at near full capacity to support the current requirements of assigned organizations; but surge capacity remains.

OUTLOOK

The current Advanced Strike Pilot Training Rate—and the rate for the foreseeable future—will make the continued use of facilities NAS Kingsville necessary. The demand for Advanced Jet Pilot Training is driven by the number of Navy and Marine aircraft squadrons and the loss of military pilots to the civilian sector. A significant reduction to produce replacement pilots for any of the foregoing could adversely impact the training loads supported at the installation, but such a reduced demand is not anticipated. The existing seventy-three analog T-45 “A” aircraft will be replaced by ninety-two new, modified aircraft between FY 2002 and FY 2007, but this should not change the training mission of the base. Twelve of the eighty-five are of the newer “C” models which are digital and have screens rather than gauges.

All services are initiating studies to evaluate ways to privatize functions and services that need not be done by military personnel or government civilians. These studies could result in fewer direct-federal jobs a corresponding increase in private sector jobs. These initiatives are part of DoD’s attempt to adopt better business practices and all the services are focused on reducing the operating costs of military bases by commercially procuring support services. Although these types of actions should not change any of the missions’ needs, they may change how they are accomplished.

ASSESSMENT

Because of the large volume of airspace, the availability of landing fields, the ability to provide life-cycle maintenance of the T-45 Training System and its excellent weather, NAS Kingsville should continue its current aviation training operations. Currently, the Department of the Navy is considering the need to duplicate the maintenance facilities at NAS Kingsville on its sister base. If taken, this action may create excess capacity at NAS Kingsville by reducing the number of T-45 aircraft maintained, thereby increasing the operating costs of the installation.

AIR FORCE INSTALLATIONS

BROOKS CITY-BASE

OUTLOOK

Brooks City Base was recommended for closure during the BRAC 2005 proceedings. As a result the following actions will take place. The Air Force Audit Agency and 341st Recruiting Squadron will be relocated to Randolph AFB. The United States Air Force School of Aerospace Medicine, the Air Force Institute of Operational¹¹ Health, and the Human Systems Development and Acquisition function will be relocated to Wright Patterson Air Force Base, Ohio. The Naval Health Research Center Electro-Magnetic Energy Detachment and the Directed Energy portion of the Human Effectiveness Directorate of the Air Force Research Laboratory will be relocated to Fort Sam Houston, Texas.¹² The Human Effectiveness Directorate will be consolidated with the Air Force Research Laboratory, Human Effectiveness Directorate at Wright Patterson Air Force Base, Ohio. 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 will be relocated to Lackland Air Force Base, Texas. The Army Medical Research Detachment will be relocated to the Army Institute of Surgical Research, Fort Sam Houston, TX. The Non-Medical Chemical Biological Defense Development and Acquisition will be relocated to Edgewood Chemical Biological Center, Aberdeen Proving Ground, Maryland. Any remaining organizations will be disestablished.

Brooks City-Base is a 1,308-acre research and development facility located in the southeast quadrant of San Antonio. A component of the Air Force Materiel Command, Brooks is the leading aerospace medicine research center.

MISSION

Presently, the 311th Human System Wing is the host military command of the installation. It is the Air Force's agent for human centered research, development, acquisition, education and operational support.

BROOKS CITY-BASE UNITS

The 311th Human Systems Wing, Brooks City-Base, Texas, is comprised of the following units: the U.S. Air Force School of Aerospace Medicine, the Air Force Institute for Operational Health and the 311th Mission Support Group. Other partners, located at Brooks but not under the 311th HSW, are the Human Effectiveness Directorate (Armstrong Research Site) of the Air Force Research Laboratory, the Human Systems Group, Air Force Medical Support Agency, Air Force Outreach Program Office, Air Force Audit Agency, Air Force Center for Environmental Excellence and the 68th Information Operations Squadron. One-fourth of the Brooks community holds advanced degrees. The special relations among these units result in a blending of scientific, medical, environmental, acquisition and instructional expertise.

311TH HUMAN SYSTEMS WING

The 311th Human Systems Wing is assigned to the Aeronautical Systems Center, Wright-Patterson Air Force Base, Ohio. The Wing's mission is to "Enhance and sustain human performance for dominant air and space power." The 311th Human Systems Wing is the birthplace, home and future of aerospace

¹¹ By Motion 170-4B, the Commission struck the word "Occupational", and substituted in its place the word "Operational".

¹² By Motion 170-4B, the Commission struck the Commission strike the language "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.", and substituted in its place the language "and the Human Systems Development and Acquisition function to Wright Patterson Air Force Base, OH. Relocate the Naval Health Research Center Electro-Magnetic Energy Detachment and the Directed Energy portion of the Human Effectiveness Directorate of the Air Force Research Laboratory to Fort Sam Houston, TX."

medicine. Because the human is the “key” enabler—even in unoccupied systems—we enhance the performance of the air expeditionary warrior through aerospace medicine knowledge, technology, and full integration with Air Force systems, unleashing human capability to maximize air and space power.

U.S. AIR FORCE SCHOOL OF AEROSPACE MEDICINE

The U.S. Air Force School of Aerospace Medicine (USAFSAM) is noted internationally as a premier center of aerospace medical learning, consultation, and aircrew health assessment. Approximately 7,000 students per year are trained by the school. This training is conducted for the entire entry-level officer and enlisted Team Aerospace specialties. Specialized training is provided for flight surgeons, flight nurses, bioenvironmental engineers, aerospace physiologists, public health officers and enlisted professionals. Sister Service and international aeromedical specialists receive basic and advanced training in many areas of study, both at USAFSAM, and at remote sites worldwide. USAFSAM conducts Air Force Medical Service multi-specialty operational medical team training for the Expeditionary Medical Support (EMEDS), Center for Sustainment of Trauma & Readiness Skills (C-STARS), and Critical Care Air Transport Team (CCATT) programs and the International Health Specialist program, which trains and identifies Air Force medics for service in specific geographic areas. It also administers the Defense Institute for Medical Operations (DIMO), which serves as a focal point for Air Force and Navy exportable and importable medical and disaster-related courses. The ultimate goal of DIMO is to provide training that improves host nations’ and U.S. abilities to manage their own threats/crises and to respond as coalition partners in regional crises.

AIR FORCE INSTITUTE FOR OPERATIONAL HEALTH

The mission of the Air Force Institute for Operational Health (AFIOH) is to promote global health and protecting Air Force personnel and communities. By developing and implementing creative solutions to operational health problems using tools such as environmental and health surveillance, risk analysis, consultation and technological innovations, AFIOH enhances and upgrades the readiness and effectiveness of the warfighter. AFIOH maximizes these efforts through partnerships with numerous academic, commercial and governmental agencies.

Human Effectiveness Directorate (Armstrong Research Site) of the Air Force Research Laboratory Sponsors and conducts research and development in numerous scientific fields including directed energy bio-effects (a tri-service effort), laser eye safety, artificial intelligence/virtual reality training systems/simulators, air crew protection and performance, life support and crew systems technology.

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE

The Air Force Center for Environmental Excellence is a field-operating agency of the Air Force Civil Engineer. The center provides Air Force leaders with the comprehensive expertise they need to protect, preserve, restore, develop and sustain our nation’s environmental and installation resources. AFCEE also advances excellence in Air Force installations by formulating and executing sound design and construction management principles. AFCEE is the Air Force’s premiere environmental service center, offering commanders a full-range of technical and professional services in the areas of environmental restoration, pollution prevention, natural and cultural resources conservation, design and construction management and comprehensive planning.

311TH MISSION SUPPORT GROUP

The 311th Mission Support Group operates, maintains, and provides base operating support to the 311th Human Systems Wing, Armstrong Research Site of the Air Force Research Laboratory, Air Force Center for Environmental Excellence, 68th Information Operations Squadron and other associate and tenant units. Support includes communications, logistics, services, plans/readiness and military personnel management.

MULTIPLE TENANTS

There are multiple tenants on Brooks City-Base including the AF Medical Support Agency, the Defense Institute for Medical Operations, the AF Audit Agency, Naval and Army research detachments, the AF Outreach Program Office, and the 68th Intelligence Squadron.

CAPACITY UTILIZATION

Due to the nature of the mission, the population of the base is balanced between civilian and military personnel. The fact that many civilian and military scientists, medical doctors, engineers and other professionals work on the base gives the relatively small base population an inordinately large economic impact on the local community. After adding all the government military and civilian pay and then factoring in the growing number of contractors working at the base, the total economic impact is \$485.2 million dollars. This results in an estimated 4,185 indirect jobs in the community with an estimated dollar value of \$131.1 million dollars.

The elimination of R&D duplication within DoD agencies and the transfer of many civil engineering activities to the Brooks Development Authority has resulted in a reduction of government employees at Brooks. Through reassignments and attrition, a reduction of 525 employees was seen from Sept 30, 1998 to Sept 30, 2002.

Base infrastructure and facilities are in generally good-to-excellent condition. Notable exceptions to this are some of the temporary facilities and the few World War II-era structures remaining on the installation. With implementation of Brooks City-Base, the City of San Antonio has assumed the police and fire protection. This combined with the overall BOS costs of operations and maintenance of Brooks, have resulted in savings to the Air Force of about \$8 million dollars per year.

DYESS AFB

Dyess AFB is immediately adjacent to Abilene.

MISSION

The base hosts the 7th Bomb Wing (Air Combat Command) which operates 36 B-1B bombers. The Wing's mission is to provide bombing, training and combat support for combat commanders worldwide. Dyess AFB is also the home of all initial B-1B Combat Crew training.

Dyess AFB's primary tenant organization is the 317th Airlift Group (Air Mobility Command) that operates 29 C-130H aircraft in support of airlift requirements worldwide. There are numerous other associated units in both direct and indirect support of these missions.

CAPACITY UTILIZATION

The base is favorably situated on the west side of Abilene on 6,432 acres. The airfield can easily accommodate 132 aircraft (well in excess of those assigned) and provides over 6 million gallons of above-ground fuel storage through a Consolidated Aircraft Service System (CASS) that provides underground cooling air, tool air, cooling fluids, electrical power and fuel to twenty-one parking locations for the B-1B aircraft. There are 17 hangar spaces for aircraft in maintenance, modification/retrofit, wash/corrosion control and refurbishment. The main runway is 13,500 feet long and 300 feet wide. An assault landing strip, 3,500 feet long and 60 feet wide, just to the west of the main runway, is an integral part of the C-130 aircraft training program.

Dyess AFB was selected as the central location for intermediate engine maintenance for all B-1B aircraft and, even with the current construction of a facility to support this mission, there remains ample land for further installation development. Additionally, the surrounding community has been generous in providing facilities and land in support of the base. Dyess AFB has moved military families into "Quail Hollow," an off-base privatized housing community consisting of 402 apartments and town homes. Additionally, Dyess has ongoing projects to replace over 400 on-base housing units, all of which have been funded. The entire housing complex for the base will be totally replaced by the year 2007. The project received concept approval from OSD in Jul 98 and the request for proposal was issued in Sep 98. OSD approved the award in Jul 01 and the closing was conducted in Sep 01. The first military tenants moved in immediately after the ribbon-cutting ceremony 18 Dec 01, with construction slated to be completed in Sep 02. Members are required to pay rent by mandatory allotment, with rent equaling the amount of their Basic Allowance for Housing (BAH) minus 110 percent of the predetermined average utility bill for the size of the unit.

During BRAC '95, the Air Force capacity analysis determined that up to five additional B-1B bombers and up to five administrative units of twenty-five persons each could be assigned to Dyess AFB without additional mission-facility construction. However, approximately \$15 million in additional military family housing would be needed. That same analysis determined that an additional B-1B squadron of 16 aircraft could be added, but this would require \$19.6 million in mission-facility construction and \$50 million in military family housing construction. Since the aircraft and unit assignments have not changed since completion of the BRAC 95 analysis, this assessment of beddown requirements remains accurate. In summary, Dyess AFB has not approached its capacity limitations for B-1B aircraft, although new construction would be required for additional missions.

Recent improvements have been made to add to the quality of life for Dyess airmen. A new \$12.8 million fitness center that consolidates all fitness functions into a single facility. At more than 73,000 square feet, the new center is 60 percent larger than the former gym. It includes an indoor pool and an elevated running track. Recently, a dormitory renovation was completed, which brings us to the forefront of

quality of life. More than \$650 thousand dollars was acquired in 2003 to replace furnishings, carpet, and paint in four dorms. Dyess has an aggressive quarters improvement plan, which ensures all facilities and furnishings are maintained to Air Force Standards. In March of 2005 the 317th AG opened the doors to its new 91,000 square foot combined operations building that cost \$15 million dollars and houses more than 900 Airmen.

Dyess is very proud of the support received from the city that led local developers, zoning experts, in concert with base leadership, to create one of the first joint public-private military family housing enterprises. This venture resulted in an additional four-hundred and two units for military families in Abilene. The Family Housing Units on base are also undergoing changes with replacement construction projects scheduled each year through FY07. Ultimately, the family housing inventory will consist of 842 units, which includes the privatization project.

Recently, the Army and Air Force Exchange Service agreed to replace the antiquated Base Exchange. They have developed a master plan to construct a new state-of-the-art Mini-Mall and Shopping Center. The BX is scheduled to be completed in December 2005 and the Mini-Mall is scheduled to be completed in the Spring of 2006

OUTLOOK

Dyess AFB possesses other characteristics that make it attractive for the Air Force to continue its operation. Surrounding land use zoning has essentially prevented a runway or airspace encroachment problem that so many bases have experienced. There is extensive, available land, both on and off the installation that can be developed at minimum cost. Over the past ten years, numerous unit/activity relocation studies concluded that Dyess AFB has the capability to accommodate other missions. There are no airspace limitations for flight operations. The base enjoys a healthy construction environment, with comparatively low construction costs; nearly year-round building weather and an available, skilled work force.

ASSESSMENT

The C-130 mission at Dyess was recommended for transfer during the BRAC 2005 process. The installation in the past proved that it could accommodate another large aircraft weapon system such as Airborne Laser, C-17, or tanker aircraft. Additionally, the area could handle ground units such as security forces that may be relocated.

GOODFELLOW AFB

Goodfellow AFB is located immediately adjacent to and east of San Angelo.

MISSION

The mission of the 17th Training Wing is to train and deploy the world's foremost combat ready Intelligence, Fire Protection, and Special Instruments Soldiers, Marines, Sailors, and Airmen that will be persuasive in peace, decisive in war, and preeminent in any form of combat. The wing also supports one of the Air Force's nine Non-Commissioned Officer (NCO) Academies. There are approximately 2,500 permanently assigned military and civilian personnel at the wing. The wing is responsible for:

20 Air Force Specialty Code (AFSC) Awarding courses; 19 in the intelligence area and 1 in fire
98 Follow-on Courses; 89 in the intelligence area and 9 in fire
11 Sister Service (Army, Navy, Marine Corps) Courses; 9 in the intelligence area and 2 in fire
Annual Student Load is 10,000+
Average Daily Student Load is 3,500 (has increased by nearly 20% since 2001)

CAPACITY UTILIZATION

Goodfellow Air Force Base is situated on 1,132 acres. Among the facilities on base is the Department of Defense Louis F. Garland Fire Academy. As the Executive Agent for DoD fire protection, Goodfellow is responsible for all apprentice fire protection training for the Army, Navy, Air Force, Marine Corps, Coast Guard, United States Air Force Reserves and Air National Guard. There are 98 on-base housing units in addition to 200 leased units off-base (801 program). The current 801 housing lease program expires in 2007. All of Goodfellow's permanent party dormitories have been upgraded to the "1+1" standard. In 2002 a new \$8.9 million student dormitory was constructed to house an additional 176 students attending training at Goodfellow, providing a total of 1,387 student bed spaces within standards; however, due to surges double occupancy, rooms have been tripled providing a total of 1,586 bed spaces. In 2002, the Fire Academy added a new Urban Search and Rescue trainer and a Weapons of Mass Destruction trainer. A \$2.2 million upgrade was recently completed on the third floor of one of the secure compartmentalized intelligence facility's training classrooms and a \$2.5 million upgrade to a 60 room student dorm was completed in April 04.

OUTLOOK

The base is a highly efficient, cost-effective operation. GAFB does not have an active runway and thus does not have any of the air installation compatibility use problems associated with air bases with active flight operations. There is ample space available (360 acres) for mission expansion. Additionally, the global threats following September 11, 2001 and Operation Iraqi Freedom highlight the critical nature of the installation's mission in providing trained intelligence, firefighter and weapons of mass destruction (WMD) monitoring personnel to support national defense objectives.

A new Consolidated Wing Support Complex costing \$10.6 million was completed this year. In the FY 04 defense budget there was \$18 million for a 400-person student dorm project and \$1.8 million for classroom expansion for apprentice courses at the Fire Academy. Additionally, the base recently completed a comprehensive study providing for a six-phase \$92.1 million approach to renovate and expand the intelligence training complex to accommodate increased student loads and technological upgrades.

In anticipation of the expiration of the 801 housing lease in 2007, the base is aggressively pursuing options to alleviate current and anticipated housing shortages. The FY05 MILCON program provided \$20.6M for the construction of 127 housing units. This first phase is expected to provide the necessary leverage to pursue privatization for Goodfellow's remaining housing requirement.

LACKLAND AFB

Lackland AFB is a large installation in the southwest quadrant of San Antonio. The base also encompasses the Kelly Field Annex, portions of the former Kelly AFB, which houses a joint-use runway, base operations and passenger terminal, as well as leased-back facilities for Air Force use. The base also includes Lackland Training Annex (Medina), a large tract of land used for family housing, technical training, information operations, firing ranges, and weapons storage located immediately west of the main base across Loop 410. An additional training area is located on U.S. Army's Camp Bullis, northwest of San Antonio, where various technical training courses are accomplished.

MISSION

The base has a diverse set of missions, including the basic training of all enlisted recruits for the Air Force (some 21,800 in FY05), English language training for international students from allied nations, Spanish language instruction for Latin American military members and a variety of technical training for all of the military services. Tenant organizations at Lackland include the 59th Medical Wing, the largest teaching hospital in the Air Force, the AF Reserve Command's 433rd Airlift Wing (C-5), the Texas ANG's 149th Fighter Wing (F-16), and the joint service Air Intelligence Agency. There are multiple other tenants on base.

CAPACITY UTILIZATION

Lackland AFB encompasses hundreds of buildings on more than 9,600 acres. An aggressive program of improvements planned through fiscal year 2020 has resulted in the demolition of numerous World War II-era buildings, renovation of a number of 1960s structures and construction of new facilities for various technical training purposes. However, there is ample land for future mission growth and construction.

Recent construction projects include a C-5 training facility, Security Forces technical training facilities and several new technical training and permanent party dormitories.

OUTLOOK

Lackland AFB's missions are vital to the Air Force's future, and the most recent BRAC recommendations offer a variety of gains, losses and realignments that impact several of them.

BRAC recommendations include realignment of Wilford Hall Medical Center with Brooke Army Medical Center to form a regional military medical center; realigning two technical training courses to joint environments; relocating the Lackland correctional facility to a joint regional facility and bringing several Department of Defense functions to the base. These potential changes recommended to the BRAC Commission may open facilities for use by other agencies at Lackland.

Lackland's leaders also continue to work diligently on issues including the environment, water supply and quality. A local Community Council on Restoration meets quarterly to discuss on-going environmental issues. The San Antonio Water System has a reuse pipeline that traverses Lackland AFB, providing watering capability on public areas like the golf course and parade ground.

ASSESSMENT

Lackland AFB faces a variety of challenges, which include infrastructure maintenance and accommodating mission changes resulting from BRAC recommendations.

LAUGHLIN AFB

Laughlin AFB is located six miles east of Del Rio on U.S. Highway 90 and represents the largest flying training operation in the U.S. Air Force. The base is the largest employer in Val Verde County, with more than 1,700 civilian and contractor employees, plus more than 1,400 military members and their families. Laughlin provides an economic impact of almost \$204 million annually.

MISSION

The base is home of the 47th Flying Training Wing, which has a primary mission to provide specialized undergraduate pilot training for U.S. Air Force active-duty, Reserve and Guard students, as well as international allied military pilots. Last year, Laughlin aircraft flew approximately 60,000 sorties and exceeded 89,000 flying hours. The wing is equipped with 243 training aircraft: 52 T-1A Jayhawks, 73 T-38C Talon aircraft, and 98 T-6A Texan IIs,. After completing about five months of basic flying training in the T-6, pilots move on to complete the 52-week program through fighter-bomber training in the T-38 or tanker-airlift training in the T-1.

In addition to Laughlin's primary pilot training mission, the wing also deploys forces worldwide in support of the Air and Space Expeditionary Force Concept. This concept provides Air Force combat and combat support forces to meet America's requirements for peacekeeping operations and our global war on terrorism.

CAPACITY UTILIZATION

Laughlin embraces approximately 5,343 acres, of which 2,657 acres have been developed. This development potential enhances the opportunity to add additional missions that would be compatible with the pilot training mission. The base also owns one small auxiliary airfield at Spofford. The airfield includes three active, parallel runways that are 8,852 feet, 8,316 feet and 6,236 feet in length. Each of the runways is 150 feet wide. The installation has sufficient parking space for its aircraft, and additional space for transit aircraft.

OUTLOOK

With current and projected student pilot requirements, no significant decrease in Laughlin's mission is likely to occur. The 96th Flying Training Squadron, a Reserve unit at Laughlin, has helped with the increase in training production and established a permanent Reserve presence. The BRAC 2005 actions transferred a third of the pilot training program at Moody AFB, GA, to Laughlin with an increase of 178 direct DoD positions.

In addition to pilot training, Laughlin is home for the Engine Regional Repair Center, which is a contract operation that provides depot-level engine maintenance for the J-69 (T-37) and J-85 (T-38) aircraft assigned to Laughlin, Randolph, Sheppard (Texas) and Vance (Oklahoma) Air Education and Training Command (AETC) Bases. This operation completely rebuilds and tests engines at specific flying-hour points and whenever engines encounter major problems.

Current daily flying of more than 300 aircraft sorties makes Laughlin one of the busiest airfields in the United States. The flying weather, airspace and size enable Laughlin to consistently produce approximately one-third of all new pilots for the Air Force each year. The base recently dedicated an \$8-million 96-room billeting facility, a \$3.6-million security forces complex and a \$12 million fitness center. A new student housing facility and education center currently are under construction.

ASSESSMENT

Great climate and extensive airspace enable Laughlin to excel at its primary mission of pilot training.

RANDOLPH AFB

Randolph AFB is located northeast of San Antonio and is the most active flight training installation in the Air Force.

MISSION

Home of the 12th Flying Training Wing, Randolph AFB provides instructor pilot training, joint combat systems officer training, and Introduction to Fighter Fundamentals training. The Air Force Advanced Instrument School at Randolph offers the Department of Defense's only graduate level courses in instrument flying. The base also hosts a number of major tenant units, including:

Headquarters Air Education and Training Command (AETC): Parent command for all training in the Air Force, has responsibility for 13 major training installations and a large number of smaller activities;

Headquarters Air Force Personnel Center (AFPC): Human resources directorate for the Air Force;

Headquarters 19th Air Force (19 AF): Provides command and control services for the AETC flying training bases in Texas and it is also responsible for training and management policy at 16 bases; and

Headquarters Air Force Recruiting Service (AFRS): Responsible for all of the recruiting of future Air Force personnel.

In addition to these major missions, Randolph AFB also serves as the home of the Air Force Recruiting Service, the Air Force Manpower Agency, Headquarters Air Force Services Agency and many other DoD and Air Force units.

CAPACITY UTILIZATION

Randolph AFB is located in what is known as the "I-35 Corridor." Interstate Highway 35 is the primary surface trade route between the United States and Mexico and is roughly parallel to the tracks of the Union Pacific railroad. The base location along the eastern edge of the corridor and just six miles north of Interstate Highway 10 provides excellent infrastructure support.

As previously noted, Randolph AFB's mission and population have grown significantly in the past 15 years. A major addition was the transfer of navigator training from Mather AFB, California, in 1992. This movement of Boeing T-43 aircraft (the military equivalent of the Boeing 737 passenger aircraft), along with the addition of instructor pilot training for airlift aircraft in the T-1A, brought the airfield to near total capacity utilization. Over 150 aircraft are stationed at Randolph AFB. Randolph is the first DoD base to receive the new T-6A "Texan II", which will eventually replace the aging T-37 "Tweet" in 2007. The base's two parallel runways are only 8,300 feet long and much of the aircraft parking ramps and taxiways are not stressed (constructed) for heavy aircraft. These two factors, combined with weather factors, limit Randolph AFB's usage by most of the Air Force's heavy aircraft inventory.

The installation has over 340 buildings listed on the National Register of Historic Places, yet most facilities are in excellent condition, with some being state-of-the-art facilities. Historic preservation concerns add cost to infrastructure maintenance and impact construction decisions. Land available for new construction is limited by Air Installation Compatible Use Zone (AICUZ) and/or other land use issues. Total base population is in excess of fifteen thousand people. Like the other bases in the San Antonio region, Randolph AFB is facing potential impacts on its missions from air quality attainment rules and water availability/quality issues, as well as, an impact on potential airspace use limitations.

OUTLOOK

The major mission change involves the addition of the new T-6A "Texan II", which will fly alongside the T-37 over the next two years as the T-37 phase-out continues. Additionally, the results of the 2005 Base Realignment and Closure commission will result in the loss of the combat systems officer mission at Randolph AFB in 2010. However, the base will gain overall with the relocation of the Air Force Audit Agency from Brooks AFB, and add more than 600 members to Headquarters Force Personnel Center. The most significant issues facing the base in the future are airspace concerns in relation to potential increased civilian aircraft traffic through Randolph airspace.

Other major issues include utility privatization and the commercialization of assets being considered by all levels of command in DoD. The Randolph AFB leadership does not see these as threatening issues, as long as the stakeholders approach the various challenges as a team. AETC leaders are very engaged in various aspects of meeting these challenges and perceive the need to foster more direct discussion of the topics with local and state government.

ASSESSMENT

Randolph AFB is expected to remain "The Showplace of the Air Force" and a key Air Force base in Texas through 2020. Mission consolidations and unforeseen force structure changes will surely change the operations of the base, but its central training mission is secure.

SHEPPARD AFB

Sheppard AFB is located immediately north of Wichita Falls.

MISSION

The 82nd Training Wing, the second largest technical training wing in the U.S. Air Force, is the host unit at Sheppard Air Force Base and conducts technical and follow-on training for the U.S. Armed Forces. The 82nd TRW's mission is: Global training to sustain warfighter capability.

The 80th Flying Training Wing conducts pilot training at Sheppard AFB for the United States and twelve allied NATO nations.

Sheppard produces about 56% of all Air Education and Training Command's graduates. Every aspect of Sheppard's infrastructure is devoted to training and supporting training for each career specialty. Training conducted at Sheppard includes:

- Aircraft Maintenance (*Per BRAC 2005, maintenance training for JSF will be realigned to Eglin AFB*)
- Aerospace Propulsion
- Fuels
- Ammo and Munitions
- Medical (*Per BRAC 2005 this training program will be realigned to Fort Sam Houston*)
- Armament
- Aerospace Ground Equipment
- Dental
- Civil Engineering
- Life Support
- Telecommunications
- Aircraft Avionics
- Euro-NATO Joint Jet Pilot Training (ENJJPT)

The 80th Flying Training Wing conducts the ENJJPT Program sponsored by the North Atlantic Treaty Organization (NATO). Its mission: Producing Tomorrows NATO Air Warriors Today! The program, which began in 1981, now trains 500+ students annually (including those in undergraduate pilot training, pilot instructor training and introduction to fighter fundamentals training), has 13 participating NATO nations.

There are numerous tenant organizations in both direct and indirect support of the base missions.

CAPACITY UTILIZATION

The base comprises 6,158 acres. The airfield consists of four runways of varying lengths from 6,000 feet to 13,000 feet, and ramp space that supports two-hundred and eight T-37, T-38 and AT-38 aircraft, with additional capability, as well as a joint use arrangement with the City of Wichita Falls.

Annually, the 82nd TRW trains approximately 80,000 students from all branches of the military, both at Sheppard AFB and at detachments and long distance learning centers around the world. The 80th FTW trains approximately 250 undergraduate pilots per year flying over 66,700 sorties annually. Sheppard AFB recently finished construction of a new non-prior-service dormitory, a dining facility, a permanent-party dormitory, a Fitness Center and Health and Wellness Center, and a new flight simulator for the 80th FTW; also, construction is under way on a new air operation complex, F/A-22 Technical Training

Facility, and non-prior service dormitory. These projects total more than \$64.4 million in new construction. Major renovations and additions to many facilities on base, totaling more than \$50 million, are in various stages of completion.

There are 1,237 housing units on the installation. Base officials anticipate the transformation of its housing assets through a housing privatization program slated to begin in 2006. Under the proposed program, there will likely be a significant increase in the number of off-base housing units required to meet demands. Additionally, privatization will result in many new housing units being built on the base to replace aging structures.

ASSESSMENT

Sheppard's vision of being "The training center of choice...today and tomorrow," points to a promising future. The surrounding communities continue to show tremendous support for Sheppard. In mid 2003, the original airport for the facility was renovated into a historical museum at a cost of over \$400,000. The funding for this project came entirely from local donations. The Squadron Adoption Program boasts some 53 partnerships and the local community's Military Affairs Committee continues its work in a very positive and aggressive way.

COAST GUARD INSTALLATIONS:

Coast Guard Installations are located in the various ports and along the coast. The missions of **Maritime Safety** includes Search and Rescue, Marine Safety, Recreational Boating Safety, and Port Security; **Maritime Mobility**, which encompasses Aids to Navigation, Vessel Traffic/Waterways Management, and Bridge Administration; **Maritime Security**, to include Drug Interdiction, Alien Migrant Interdiction, Exclusive Economic Zone and Living Marine Resources, General Maritime Law Enforcement, and Law and Treaty Enforcement; **National Defense**, which includes General Defense Duties, Homeland Security, and Ports and Waterways Security; **Protection of Natural Resources**, which encompasses Marine Pollution Education, Prevention, Response and Enforcement, Foreign Vessel Inspections, and Living Marine Resources Protection.

The major units and their subordinate commands/units may engage in any or all of the above missions at various times. The multi-mission capabilities make the Coast Guard one of the most efficient government agencies. Because the Coast Guard is expanding in size and missions, some reorganization is anticipated, which would affect the structure of the Coast Guard in Texas. The Coast Guard and the Texas Air National Guard's 147th Fighter Wing at Ellington Field are the only active military units that have an immediate defense responsibility for Texas.

The major Coast Guard units in Texas are:

U.S.C.G. Marine Safety Office Houston-Galveston
U.S.C.G. Air Station Houston
U.S.C.G. Group Galveston
U.S.C.G. Marine Safety Office Port Arthur
U.S.C.G. Group/Air Station Corpus Christi
U.S.C.G. Marine Safety Office Corpus Christi

U.S.C.G. MARINE SAFETY OFFICE HOUSTON-GALVESTON

USCG MSO Houston-Galveston is located in Galena Park on the Houston Ship Channel. Subordinate units include the Marine Safety Unit Galveston, Vessel Traffic System Houston-Galveston, and the Regional Examination Center.

MISSION

The primary missions of the MSO are Port Safety and Security, Marine Environmental Protection, and Commercial Vessel Safety under the Department of Homeland Security. The Area of Responsibility extends 200 nautical miles offshore and includes all navigable waters north of the Gulf of Mexico between the Trinity River as the eastern border, Colorado River as the western border, and the north Texas state line as the northern border. The approximately 300 active duty military, reservists, civilians and auxilarists perform a variety of tasks to include conducting armed port security patrols or offshore boardings, processing vessel arrivals, inspecting commercial vessels, enforcing safety zones and conducting waterfront facility exams for compliance with federal regulations.

The MSU Galveston coordinates all activity in the southern region of the AOR. The VTS Houston-Galveston facilitates safe, efficient waterborne commerce to prevent groundings, and collisions by sharing information and implementing appropriate traffic management measures. The VTS monitors 400-600 vessel transits per day, 225,000 vessel transits per year, and 8,600 ferry transits per year.

CAPACITY UTILIZATION

The MSO and VTS are co-located at the Galena Park facility. The facility is dated and fully utilized. The Regional Testing Center is in a commercial leased facility and the MSU Galveston is located in the Army Corps of Engineers building in Galveston.

OUTLOOK AND ASSESSMENT

The programs currently administered by MSO Houston-Galveston will make the continued use of facilities necessary. The current programs administered make it unlikely that units will relocate; however, there is a pending reorganization of the Coast Guard that possibly could involve relocation.

U.S.C.G. AIR STATION HOUSTON

USCG Air Station Houston is located on Ellington Field in Southeast Houston.

MISSION

The primary missions of the CGAS are Search and Rescue, Maritime Homeland Security, Maritime Law Enforcement and Maritime Environmental Protection. The Area of Responsibility is along the Texas/Louisiana Gulf Coast from White Lake, Louisiana to the Colorado River. Through deployments on Coast Guard cutters, the Operation Area is extended to all areas of the Gulf of Mexico and Caribbean. There are approximately 125 active duty military, reservists, civilians, and auxiliary members assigned to the Air Station. The Air Station assets include 4 HH65B short range recovery helicopters and 15 Coast Guard Auxiliary fixed wing aircraft.

CAPACITY UTILIZATION

The Coast Guard Air Station Houston was built in 1987 on Coast Guard owned property within the military reservation at Ellington Field.

OUTLOOK AND ASSESSMENT

The missions conducted by Air Station Houston will make the continued use of facilities necessary; therefore it is unlikely that the unit will relocate. There is a pending reorganization of the Coast Guard that possibly could involve additional units being located at Ellington Field. Similarly, if the transformation of the military process affect the 147th Fighter Wing, additional costs could be necessary.

U.S.C.G. GROUP GALVESTON

The Group Offices are located at Galveston. Other Group units located at Galveston are Station Galveston, Aids to Navigation Team Galveston, and Electronics Support Detachment Galveston. The following Coast Guard cutters are assigned to Galveston: coastal buoy tender USCGC Harry Claiborne (WLM 561); inland construction tenders USCGC Clamp (WLIC 75306) and USCGC Hatchet (WLIC 75309); coastal patrol boats USCGC Manowar (WPB 87330) and USCGC Skipjack (WPB 87353). Subordinate units at Sabine include Station Sabine, Aids to Navigation Team Sabine, and USCGC Heron (WPB 87344). Subordinate units at Freeport are Station Freeport and USCGC Manta (WPB 87230). Tenant units at Galveston include the medium endurance cutter USCGC Dauntless (WMEC 624) and Maritime Safety and Security Team 91104.

MISSION

The Coast Guard's Activities in the Southeast Texas/Western Louisiana operating area focus on the Service's four principal missions: maritime safety, maritime law enforcement, environmental protection, and national security. The units are established and managed based on their specialized functions corresponding to these missions. Since all the units are multi-mission, there is considerable overlap in what the units do relative to specific mission areas.

The marine safety and environmental protection mission encompass a variety of specific functions, including vessel inspection, vessel documentation, licensing of mariners, port safety and security, marine casualty investigation, pollution response and monitoring of waterways for illegal discharge of pollutants. In addition, aids-to navigation (ATON) and vessel traffic management fall under these mission areas.

Search and rescue (SAR) is one of the oldest missions and remains the driving force behind the coastal small unit organization. The primary resources for SAR are the coastal stations, patrol boats and aviation assets. The boats at the stations operate up to 30 miles from the coast and the patrol boats are used for operations beyond 30 miles from shore.

The Coast Guard Cutter Dauntless is a unit of Coast Guard Atlantic Area and is dispatched on Area directed missions. The primary missions of USCGC Dauntless are Law Enforcement, Alien Interdiction Operations, Protection of Marine Resources, Search and Rescue, and Homeland Defense in the Gulf of Mexico.

Maritime Safety and Security Team (MSST 91104) is a Coast Guard rapid response force assigned to the vital Port of Houston - Galveston and capable of nationwide deployment via air, ground or sea transportation to meet emerging threats. It has been established to protect military load-outs, enforce security zones (moving and fixed), defend critical waterside facilities in strategic ports, interdict illegal activities and assist with shore-side force protection.

CAPACITY UTILIZATION

Coast Guard Group Galveston units are located on Coast Guard owned property at the various locations.

OUTLOOK AND ASSESSMENT

The missions conducted by Group Galveston, as well as, subordinate and tenant units will make the continued use of facilities necessary; therefore it is unlikely that the units will relocate.

U.S.C.G. MARINE SAFETY OFFICE PORT ARTHUR

MSO Port Arthur is located in Port Arthur, Texas, with a subordinate unit in Lake Charles, Louisiana.

MISSION

The primary missions of the MSO are Port Safety and Security, Marine Environmental Protection, and Commercial Vessel Safety under the Department of Homeland Security. The Area of Responsibility includes several distinct ports and hundreds of miles of coastline. The AOR includes the Port of Beaumont which is the largest, most active strategic port of embarkation – debarkation of military equipment in the country and is one of the designated Tier I ports. The MSO provides landside and waterborne assets to ensure port security and Navy vessel protection. The MSO AOR includes many major refineries and largest inbound port for Liquefied Natural Gas (LNG) in the country.

CAPACITY UTILIZATION

The MSO has about 100 active and civilian employees. Due to the war in Iraq and other operations the MSO has 60 recalled Title 10 reservists to augment the forces.

OUTLOOK AND ASSESSMENT

The programs currently administered by MSO Port Arthur will make the continued use of facilities necessary. The Congress has mandated a Vessel Traffic Center, which will be instituted as part of MSO Port Arthur. The VTC will be staffed with 30 civilians to monitor the 4,100 annual deep-draft transits in the Sabine-Neches Waterway. It is unlikely that units will relocate as the Vessel Traffic Center will require continuous facilities.

U.S.C.G. GROUP/AIR STATION CORPUS CHRISTI

The combined Group and Air Station is located at the Naval Air Station in Corpus Christi, home of the Naval Air Training Command. Other Group units located Corpus Christi are Aids to Navigation Team Corpus Christi, and Naval Engineering Facility Corpus Christi. The following Coast Guard cutters are assigned to Corpus Christi: inland construction tender USCGC Mallet (WLIC 75304); and coastal patrol boat USCGC Brant (WPB 87348). Subordinate units are Aids to Navigation Teams Port O'Connor and South Padre Island; Search and Rescue Stations Padre Island, Port Aransas, and Port O'Connor. Coastal Patrol Boats are USCGC Amberjack (WPB 87315) at Port Isabel and USCGC Steelhead (WPB 87324) at Port Aransas. The Group/Air Station has Long Range Aids to Navigation Stations (LORAN) in Raymondville, Texas and Las Cruces, New Mexico.

MISSION

The primary missions of the Group/CGAS are Search and Rescue, Maritime Homeland Security, Maritime Law Enforcement and Maritime Environmental Protection. The Area of Responsibility is from Palacios, Texas to the Mexican Border. There are approximately 450 active duty military, reservists, civilians, and auxiliary members assigned to the Group/Air Station. The Air Station assets include 3 HH65B short range recovery helicopters and 3 HU-25C surveillance sensor equipped aircraft.

CAPACITY UTILIZATION

Coast Guard Group/Air Station Houston is located on Naval Air Station Corpus Christi.

OUTLOOK AND ASSESSMENT

The missions conducted by Group/Air Station Corpus Christi will make the continued use of facilities necessary. The current missions make it unlikely that the Group/Air Station will relocate; however, there is a pending move of coastal patrol boats to Naval Station Ingleside.

U.S.C.G. MARINE SAFETY OFFICE CORPUS CHRISTI

MSO Corpus Christi is located in Corpus Christi, Texas. Subordinate units are located in Port Lavaca and Brownsville.

MISSION

The primary missions of the MSO are Port Safety and Security, Marine Environmental Protection, and Commercial Vessel Safety under the Department of Homeland Security. The South Texas Coastal Zone AOR extends from the Colorado River to the International Port at Brownsville.

CAPACITY UTILIZATION

The MSO is located in leased facilities.

OUTLOOK AND ASSESSMENT

The programs currently administered by MSO Port Arthur will make the continued use of facilities necessary; therefore, it is unlikely that units will relocate.

TEXAS MILITARY FORCES

The Texas Military Forces (TXMF), which consists of the Texas Army National Guard (TXARNG), the Texas Air National Guard (TXANG), and the Texas State Guard (TXSG), are directed and supported by the Adjutant General's Department (AGD). Personnel include part-time citizen soldiers and airmen and full-time, active-duty soldiers and airmen, and state and federal civilian employees from across the length and breadth of Texas. They are commanded by MG Charles Rodriguez, Adjutant General of Texas, who responds to Governor Perry of Texas for state missions and the Department of Defense for federal missions. The TXMF can trace their roots to the 1830s, when Stephen F. Austin formed local militia groups to defend against Indian attacks and Texas militia forces defeated Mexican regulars at Gonzales and Goliad. Since that time, the TXMF have continued to distinguish themselves in both war and peace and, while the missions and force structures have evolved over time, the tradition of the citizen soldier with close ties to local communities continues to this day.

MISSION

The mission of the TXMF is to "provide mission-ready forces, responsive to community, state, and nation." The vision of the TXMF is to be a "continually-evolving, world class organization that accomplishes the mission and takes care of its people." Major subordinate commands within the TXMF (and their locations) include:

- 36th Infantry Division (Statewide);
 - 71st Troop Command (Statewide), including units specialized in public affairs, transportation, communications, information operations, medical support, supply, finance, aviation, maintenance, area support, corps-level rear operations command & control, and countering the effects of weapons of mass destruction;
 - 136th Combat Arms Training Regiment (Austin);
 - 136th Airlift Wing (C-130 tactical airlift) (Ft. Worth);
 - 147th Fighter Wing (F-16 general purpose/air sovereignty) (Houston);
 - 149th Fighter Training Wing (F-16 training) (San Antonio); and
 - Six Military Police Brigades, an Air Support Wing, and a Medical Reserve Corps of the TXSG (unpaid volunteers) (Statewide).
- Specific operational missions of the TXMF include:
- Responding to natural and man-made disasters and other state emergencies (wild fires, floods, hurricanes, tornadoes, rabies eradication, space shuttle Columbia, etc.) (statewide);
 - Homeland Security (airport & airbase security, border security augmentation) (statewide);
 - Counter Drug Program (specialized support to local, state, and federal law enforcement agencies) (statewide);
 - Helicopter flight training for the Singapore Air Force (Dallas area);
 - F-16 Fighter pilot training for the US Air Force, both active and reserve components (San Antonio area);
 - Air sovereignty mission for protection of US airspace integrity (nationwide);
 - Rapid, specialized response to natural and man-made nuclear, chemical, biological, and other hazardous material incidents and threats (statewide);
 - Support to war fighting combatant commanders of the Unified Combatant Commands (worldwide); and
 - Partnership for Peace training relationships with the Czech Armed Forces (statewide, as well as in the Czech Republic).

- Additional missions and activities of special interest to Texas citizens include:
- Operation Lone Star: The TXMF annually participate in joint military medical and dental support to the south Texas border region.
- Challenge Program: The TXMF provides a 17-month, quasi-military training and mentoring program for at-risk youth to develop the life skills, educational levels, and employment potential of sixteen to eighteen-year-old high school dropouts.
- Starbase Academy: The TXMF sponsor five-week programs for at-risk grade school students at Ellington AFB, Houston.
- Medical Reserve Corps: The TXSG, in partnership with the University of Texas Health Science Center at San Antonio, includes an expanding volunteer force of health care professionals and assistance professionals to augment local authorities and enhance the state's capability to respond to natural or man-made public health emergencies or disasters involving mass casualties.
- Environmental Stewardship: The TXMF maintain a nationally recognized, award winning program to preserve, protect, restore, and improve the quality of the environment on TXMF facilities and lands.
- Tuition Assistance: The TXMF, in coordination with the Texas Higher Education Coordinating Board, provide a tuition assistance program that allows thousands of TXMF personnel to attend Texas colleges and universities.
- Community Assistance: The TXMF provide statewide volunteer support for a variety of programs, such as state and community ceremonies, military funerals, Junior and Senior ROTC, Special Olympics, Operation Blue Santa, Coats for Kids, firearms certification and safety training, crowd control for special events, military history archival support to local schools and state universities, and other community and charitable endeavors.

CAPACITY UTILIZATION

The TXMF comprises a 21,600-person force (includes 2400 full-time) in 106 installations located in or near 86 cities and towns across Texas, including:

- 97 armories/training centers;
- 5 Army aviation support facilities;
- 34 regional maintenance/rebuild centers;
- 8 mobilization and/or training equipment sites;
- 5,192,753 square feet of buildings;
- 44, 225 acres of ranges and training areas; and
- 253 miles of roads.

The primary purpose of TXMF installations and facilities is to serve as the operational, administrative, recruitment, training, and logistical bases necessary to “provide mission-ready forces, responsive to community, state, and nation.” Refer to Page 77, Figure 2 for installation locations.

OUTLOOK

BRAC 2005 directed the funding (\$375M) and construction of 17 new Armed Forces Reserve Centers (AFRCs). These AFRCs will accommodate both Reserve and National Guard units. The State of Texas is expected to close 43 Texas Army Guard Armories, 6 Army National Guard Field Maintenance facilities, and realign Camp Bullis as part of this program.

The organizational partnership between the Texas Military Facilities Commission and the Adjutant General's Department will facilitate the implementation of the BRAC 2005 program by continuing to optimize the resources and experience of both agencies, streamlining facilities-related processes and practices, and maximizing the use of available federal funds to meet National Guard needs in facilities.

The TXMF Joint Installation Strategic Plan will continue an evolutionary restructuring plan, leading to a more diverse, joint, and urban-based force that enhances TXMF's commitment to the changing requirements of domestic and global security environments and the structure of the Department of Defense. In addition, the TXMF will continue to maintain their availability to the recruitable population base in the Dallas/Ft. Worth-San Antonio-Houston triangle. Also, the move of Headquarters, US Army South to Fort Sam Houston presents an opportunity for significant TXMF involvement in promoting regional cooperative security and economic stability.

The future will require continued refinement of TXMF mobilization processes and locations, the enhancement of capabilities for information operations, defense against weapons of mass destruction, and other homeland security requirements. Since non-military police units are taking an increased role in homeland security, the future may also require an expansion of certain skill sets, such as force protection, physical security, military police, and military support to civilian authorities.

ASSESSMENT

Economic: The TXMF have an annual combined (state & federal) operating budget of \$530 million. For every dollar of general revenue provided by the state, the federal government provides 30 dollars to operate and maintain the Texas Military Forces. In addition to the capabilities provided by the TXMF, this represents a significant return of tax dollars to Texas citizens and their communities. The TXMF economic impact on Texas is \$1.2 billion.

Operational: Since September 11th, 2001, the operational tempo, both state and federal, of the TXMF has increased. The TXMF have mobilized more soldiers and airmen than any other state. These young men and women have been deployed throughout Texas and the western United States, as well as, South America, Korea, Bosnia, Kosovo, Afghanistan, Kuwait, Iraq, and in numerous other operational areas – on land, at sea, and in the air. Given the growing demands of both homeland defense and international security commitments, it is the assessment of the TXMF that they will continue to be in demand, must be prepared to sustain a high level of activity in the coming months and years.

TRANSFORMATION

Their ability to meet the demands of these expanding roles, both Homeland Security and the Global War on Terrorism, is greatly facilitated by the drive for joint transformation by the Department of Defense and the National Guard Bureau. The basic aim is to work jointly to ensure they remain a reliable, ready, and accessible force in the 21st century. In short, they must continually change.

Texas already laid the groundwork when it began referring to the Texas Military Forces – not just Texas Army National Guard or the Texas Air National Guard or the Texas State Guard.

In Texas, the TXMF is pursuing transformation along five distinct, but closely related lines that directly and jointly support both the homeland security mission and the Global War on Terrorism:

Various headquarters have been transformed into a single, joint, state headquarters, to help fuse people and property across service lines into interdependent structures with consolidated functions and processes. This will include: dual-hatting the Assistant Adjutants General as joint force component commander for army and air forces; creation of a joint staff with joint procedures; establishment of a Joint Emergency Operations Center (EOC), including liaison officers from the Army, Air, Marine, and Navy Reserves; and creation of a joint automation network to replace five separate and distinct networks, allowing for information sharing and electronic collaboration across the joint organization and at lower cost.

The Texas Army National Guard is being transformed into agile, versatile, deployable units of execution and units of action, including the reflagging of the 49th Armored Division as the 36th Infantry Division

(unit of execution), and the restructuring of maneuver brigades into modular, deployable, independent units of action, and the addition of other structure such as a military police brigade. This will equip them for service throughout the spectrum of conflict and emergencies, war, post-war stability operations, peacekeeping, homeland security, and natural and man-made disasters.

The Texas Air National Guard is being transformed into a more ready and reliable force anchored in the three primary missions of precision strike, fighter pilot training, and worldwide tactical airlift, but with new emphasis on information operations and eventual transition to follow-on aircraft, including unmanned aerial vehicles.

The Texas State Guard is transforming into a well trained joint force of volunteer specialists focused on homeland security, including a Medical Reserve Corps to augment the medical infrastructure in Texas in response to public health emergencies and terrorist use of weapons of mass destruction.

Joint Operating Forces are being developed and expanded to fuse various elements together to meet the demands of both federal and state missions. Currently, these include the Counter Drug Task Force, the 6th Civil Support Team, the Texas State Guard, and our growing support to U.S. Army South, and its southern focus with the U.S. Southern Command. Activities of these joint forces have included the following:

- Exercise UNIFIED DEFENSE 04, or UD04, a joint, NORTHCOM-sponsored homeland security exercise involving TXMF, local, state, and federal agencies;
- Joint contingency units and emergency operations centers for the 2002 Winter Olympics and the 2004 Super Bowl, including coordination and collaboration with local, state, federal, U.S. Army, U.S. Air force, U.S. Navy and Coast Guard forces;
- Integration of Texas Army and Air National Guard members in the 6th Civil Support Team, a unit focused on assisting first responders to a chemical, biological, nuclear, or other hazardous material incident. This unit has been conducting joint operations with the Coast Guard and local, state, and federal agencies for the past three years. It continues routine liaison to assure these agencies know how to both request 6th CST support and provide essential information about hazardous materials stored or transported in and around the Texas ports and long coastline;
- Operation Lone Star, an annual, two-week medical exercise that focuses needed medical and dental support to the local populace in the Rio Grande Valley and includes medical specialists from the Navy Reserve, Marine Reserve, Texas Army National Guard, Texas Air National Guard, Texas State Guard, and state and federal agencies;
- Establishment of a joint, Army & Air Guard, Chemical, Biological, Radiological, Nuclear & Explosives (CBRNE) Emergency Response Force Package for reconnaissance and recovery, mass casualty decontamination, and emergency medical assistance in support of local and state responders in the wake of a WMD event;
- Establishment of a joint operating base at Ellington ANG Base in Houston by collocating Texas Army and Air National Guard units with a Coast Guard unit; and
- Integration of Texas Army and Air National personnel in a Counter Drug Task Force to augment local, state, and federal law enforcement agencies.

OTHER RESERVE FORCES:

ELLINGTON FIELD

Ellington Field, or “Ellington Field Joint Reserve Base” as the installation leadership and local community refers to it, is located approximately 20 miles South of Houston.

MISSION

The 147th Fighter Wing (FW), home of the second oldest continuously active fighter unit in the United States Combat Air Forces, is the host unit at Ellington ANGB and conducts local Homeland Defense Air Sovereignty Alert, as well as, all-weather, day/night, General Purpose and Precision Guided Munitions missions in the F-16C aircraft. Per BRAC 2005, the aircraft for the 147th FW are scheduled to be retired. Reassignment of newer aircraft is being pursued.

The present mission of the 147th Fighter Wing is to provide Governor Perry, National Command Authority, and Combatant Commanders with a superbly equipped and trained 15 PAA F-16C Block 25 fighter squadron, a C-26 counter drug package and associated Expeditionary Combat Support (ECS) functions for world-wide combat and peacetime tasks in support of our community, state, and national interests.

Ellington provides 24/7 Homeland Defense for the Houston area and greater Texas-Louisiana Gulf Coast region. With a conservative eight minute response time from notification to takeoff, the 147th FW can provide Homeland Defense aircraft on-scene to a Port of Houston area threat within one minute from takeoff and loiter for almost three hours at max endurance airspeed, or for over an hour and a half at 450 knots. Other missions conducted at Ellington include:

- Offensive Counter-Air/Ground;
- Defensive Counter-Air;
- Interdiction;
- Close Air Support;
- Time Critical Targeting;
- Suppression of Enemy Air Defenses (Conventional);
- Counter-Drug Reconnaissance;
- Air Sovereignty Alert/Homeland Defense;
- President of the United States (POTUS) Support;
- Multiple Unit Type Code, functional area specific, deployable packages; and
- Provide air assets for joint training with Army, Navy, Marine, and Coast Guard assets in the Texas/Louisiana/Oklahoma/Arkansas area.

The 147th employs over 330 full-time personnel from numerous specialties (Flight Ops, CE, Security, Disaster Response, etc.) and over 900 people total. There are numerous tenant organizations in both direct and indirect support of the base missions: U.S. Coast Guard Aviation, Texas Army National Guard 1-149th Army Aviation Regiment, NASA Flight Operations, 24/7 Operational Control Tower, Southwest Services Fixed Base Operator, and Civilian Flight Training operations.

CAPACITY UTILIZATION

The base comprises over 2300 total acres, 700 of which are currently available for development. The airfield consists of three runways of varying length from 4,600 feet to 9,000 feet. There are 94 acres of general aviation/transient aircraft ramp space, with 45 outdoor parking positions and 90 (66 large, 24 small) corporate aircraft hangars. The 147th Fighter Wing owns over 200 acres of federal property and

controls 1.35 million square feet (32+ acres) of recently renovated ramp, hangar, and alert and support aircraft parking space at Ellington Field. Over 457,000 square feet is provided to the 149th Army Aviation Regiment via permit, leaving the 147th over 900,000 square feet at its immediate disposal. The 147th ramp alone has almost 10 times the Air National Guard recommended ramp space available and can support parking of 84 - 108 (depending on type/size) fighter aircraft under a maximum utilization plan, or 46 - 56 under a preferred parking plan while still maintaining sufficient space for multiple heavy aircraft (747/DC-10/C-5) transient parking.

Ground has been broken for numerous new base facilities including a dining facility, a permanent-party dormitory, a new gym and wellness center, and base exchange to serve the 147th FW as well as a MEPS facility for macro-level personnel processing from all services. These new projects, along with other major renovations and additions to facilities on base, total more than \$21.6 million.

The 147th FW aggressively pursues and supports joint training at every feasible opportunity from both home-station and deployed locations. 147th FW aircraft scheduled/flew 444 sorties between January 2003 and June 2004 in direct support of joint training. The majority of these sorties were flown from Ellington and dedicated towards joint training at the Ft Polk, LA, and Ft Hood, TX, complexes.

OUTLOOK

Ellington's vision of being a Joint Reserve Base points to a promising future. In April 2004 Senator Kay Bailey Hutchison announced plans for moving the 75th Division of the Marine and Navy Reserve Center (2,300 jobs) from their current location in the Houston Medical Center area to Ellington Field and to push for Ellington being designated as a Joint Reserve Base. Assistant Secretary of Defense for Reserve Affairs, Tom Hall, provided morale support for this designation in November 2005.

The surrounding communities continue to show tremendous support for Ellington. The Bay Area Houston Economic Partnership has formed the Ellington Field Task Force (EFTF) to protect and grow Ellington Field and keep the TXANG 147th Fighter Wing flying out of Houston. The 147 FW has positioned itself not only to sustain its current operations, but also to make it the most advantageous location for more and newer aircraft such as the F35 Joint Strike Fighter (JSF).

ASSESSMENT

The 147 FW at Ellington Field provides a unique capability at an optimum location. The 147 FW not only protects the nation's fourth largest metropolitan area, second largest petro-chemical sector, the Port of Houston, and 700 miles of the nation's borders. The Fighter Wing also provides the airspace and bomb ranges needed to perform air to air, precision guided munitions, night vision goggle, large force, and joint training with Army, Navy, Marine and Coast Guard assets, to ensure combat proficiency to fight current and future conflicts.

NAVAL AIR STATION, JOINT RESERVE BASE FORT WORTH

NAS JRB Fort Worth is on the site of the former Carswell Air Force Base located in Fort Worth. The site has been a military installation since 1941. The Naval Air Station was created as part of the 1993 BRAC process by consolidating many Navy, Air Force, Marine Corps Reserve and Texas Air National Guard units displaced from other closing and realigning bases.

The Navy took over as host of the installation on Oct. 1, 1994 from the Air Force and has since invested over \$200 million to modernize and prepare for its various tenants, many which came from the closure of NAS Dallas. The result is a base organization and operations that has been developed cooperatively and successfully through the joint efforts of all the services. In doing so, taxpayer dollars are being used more effectively and efficiently.

MISSION

The primary mission of NAS JRB Fort Worth is to provide a quality training environment to all Reservists and Guardsmen while supporting joint service Reserve training and operations. There are over 40 tenants onboard NAS JRB Fort Worth, but the major tenant commands include:

- Headquarters, 10th Air Force (AF Reserve)
- 301st Fighter Wing (AF Reserve)
- 14th Regimental Marines
- Marine Aircraft Group 41 (MAG 41)
- Marine Air Control Squadron 24 (MACS 24)
- Marine Fighter Attack Squadron 112 (VMFA 112)
- Marine Aerial Refueler Transport Squadron 234 (VMGR 234)
- Marine Aviation Logistics Squadron 41 (MALS 41)
- Navy Fighter Attack Squadron 201 (VFA-201)
- Commander, Fleet Logistics Support Wing (Navy)
- Navy Fleet Logistics Support Squadron 59 (VR-59)
- Commander, Navy Reserve Intelligence Command
- Commander, Navy Reserve Security Group
- 9th Naval Construction Regiment (9th NCR)
- Navy Mobile Construction Battalion 22 (NMCB 22)
- Reserve Intelligence Area Six (RIA 6)
- Commander, Navy Reserve Readiness Command South
- Navy Operations Support Center
- 136th Airlift Wing, Texas Air National Guard (TANG)
- Army Reserve 370th Chemical Company

Major tenant gains from BRAC 2005 include:

- Marine Fighter Attack Squadron 142 (VMFA 142)
- Navy Fleet Logistics Support Squadron 46 (VR-46)
- Commander Carrier Wing Reserve 20
- 8th Marine Corps District HQ

CAPACITY/UTILIZATION

The capacity/utilization of the base must be measured against the needs of its primary mission – support of the joint services Reserve training and operations. This mission requires hangars, aprons, runways,

airspace, maintenance, training and administrative space to be properly sized and balanced to optimize military value.

- Hangars: Hangars are adequate to meet current needs with some excess space available for projected future requirements.
- Apron space: There is ample apron space for 168 aircraft, depending on size, thus affording capacity for future additional units.
- Runways: The runways can support additional operations.
- Airspace: The airspace is adjacent to the Dallas-Fort Worth Airport. There are no limitations identified regarding air traffic de-confliction or encroachment due to the FAA's implementation of the "Metropolplex Plan" during the mid 1990's and that all military training areas are west and north west of the DFW and NAS JRB airfields.
- Maintenance, training and administrative space: All buildings used in these capacities are fully utilized and there is an increase demand for these facilities as more responsibilities and mission requirements are placed on the Reserve Forces. There is land available to construct additional buildings.

Overall, the facilities at NAS JRB Fort Worth are used at approximately 90 percent capacity to support the active levels of its current tenants. Gaining future tenants would require renovation of some existing buildings and some new construction.

OUTLOOK

As a result of the 1993 BRAC, Congress established NAS JRB Fort Worth as the nation's first Joint Reserve Base and is considered the "model" for future military consolidations. As pressures to further reduce base infrastructure costs are felt, additional units may seek to relocate to NAS JRB Fort Worth. The Dallas Fort Worth metropolplex is one of the best areas in the country for supporting the demographic requirements for a Reserve base. The base has both hangar and ramp space to accommodate additional squadrons. Co-location with Lockheed Martin and their manufacturing of the Joint Strike Fighter makes NAS JRB Fort Worth an excellent choice as a future site for Navy, Marine Corps or Air Force JSF squadrons as well as a centralized JSF training center.

The installation continues to strive to create the most efficient and effective organization to manage the shore establishment for the 21st Century. All Services are streamlining and refining its force structure and are initiating studies to evaluate new approaches to provide services to its customers. The completion of a Chief of Navy Operations approved Joint Navy/Air Force Functionality Assessment in 2003 and transition to a most efficient joint organization created a joint operational environment, eliminating duplicate functions, increasing efficiency of operation and produced significant savings for both Services. This approach fostered a joint environment for others to model and is truly a win/win for all Department of Defense customers, employees of NAS JRB Fort Worth, and the Navy and Air Force teams.

ASSESSMENT

Service commanders at NAS JRB Fort Worth have been very successful in coming together as a joint team to reduce redundancy and overhead by developing joint doctrine and operating procedures that create seamless functionality amongst host and tenant commands in base support and community service programs, thus saving over \$2 million annually. As the largest Joint Reserve Base in the country, and one that has proven to be a model of success for future consolidations, NAS JRB Fort Worth plays a much greater role in the defense posture of the Armed Forces.

OTHER RESERVE FORCES WITH A PRESENCE IN TEXAS

Texas is fortunate to have all branches of service represented by the Reserves, as they play a vital role in our national defense. As these men and women train to become mission ready individuals, they also contribute to the diversity and economy of Texas. Whether it is the Army, Navy, Air Force, Marines, or Coast Guard, the Reserve Forces in Texas have a long, proud history of being ready to complete their missions alongside their active duty counterparts. Since Reservists reside and train throughout the state, identification of their respective training sites is not practical as it is for active duty and National Guard members in the preceding text. The force structure statistics presented with each service component below represents reservists with a Texas address as of May 2004.

ARMY RESERVE MEMBERS IN TEXAS: 15,680

As the Army has evolved into a smaller, lighter, and quicker force, the need for the Army Reserve has become crucial to the success of the Army as a whole. The Army Reserve supplies its active counterparts with well trained, highly skilled, flexible soldiers when and where they are needed to protect our nation's interests. This cost-effective, flexible force plays an invaluable role in areas such as combat support, combat service support, peacekeeping, nation-building, and civil support. Although the Army Reserve is only 20 percent of the Army's organized units, it comprises more than 50 percent of the Army's combat support and 25 percent of the Army's mobilization base expansion capability, which is nearly 5.3 percent of the Army's budget. Overall, the Army Reserve enables the Army to do more with fewer resources.

NAVAL RESERVE MEMBERS IN TEXAS: 7,314

The Naval Reserve is a significant force the Navy utilizes to meet its growing global commitments. This reserve force represents more than 20 percent of the Navy's total assets and is playing an increasingly active role in the day to day planning and operational requirements of the active Navy. Their mission is to provide mission-capable units and individuals to the Navy -Marine Corps team throughout a full range of operations from peace to war. The Naval Reserve is comprised of Ready Reserve, Standby Reserve, and Retired Reserve, which combined totals more than 690,000 men and women. These reservists are a significant multiplier the fleet must have to successfully respond to a changing global environment.

AIR FORCE RESERVE MEMBERS IN TEXAS: 6,810

The mission of the Air Force Reserve is to provide citizen airmen to defend the U.S. and protect its interests through aerospace power. As an integral, essential part of the nation's presence in air and space, this reserve force contributes daily to the Air Force missions and operations around the world. The Air Force Reserve's primary charge is readiness, as they undertake the significant task of providing well trained, combat ready military professionals at a moments notice. The Air Force Reserve provides slightly more than 10 percent of the available manpower of the Air Force; however, more than 30 percent of all Air Force missions are accomplished by the Air Force Reserve. Their missions support other Commands and fulfill DoD requirements for important fighter, airlift, aerial refueling, rescue, and force-projection assets. The Air Force Reserve is categorized by Ready Reserve, Standby Reserve, Inactive Ready Reserve, or Retired Reserve.

MARINE FORCES RESERVE MEMBERS IN TEXAS: 3,228

The Marine Force Reserve is comprised of two integrated groups of Marines and Sailors. At the core of the Marines "warfighting strength" is the first group of Marines and Sailors who are not currently on active duty. The second group, those currently on active duty, are described as the "critical enablers" that ensure the Marines are combat ready. Both groups are essential to the success of the Marines. This reserve force is equipped and trained under the same rigorous standards as active Marine Forces. The Marine Force Reserve's mission is to augment and reinforce active Marine forces in times of war, national emergency or contingency operations, while providing personnel and operational tempo relief for the active forces in peacetime and providing services to the community as a whole.

COAST GUARD RESERVE MEMBERS IN TEXAS: 315

Under the direction of the Commandant of the United States Coast Guard, the Coast Guard Reserve is a unique, complementary, yet non-redundant member of the Joint Force. Their purpose is to provide trained and qualified personnel available for active duty in time of war, national emergency, or when required for national security. This reserve force is multi-mission in nature due to its military and maritime functions. The Coast Guard Reserve responds to a wide variety of national security mission, foreign and domestic, as well as, deployed harbor defense/port security, Homeland Security, and Maritime Interdiction Operations (MIO).

FIGURE 1 - MAJOR MILITARY INSTALLATIONS IN TEXAS 2005

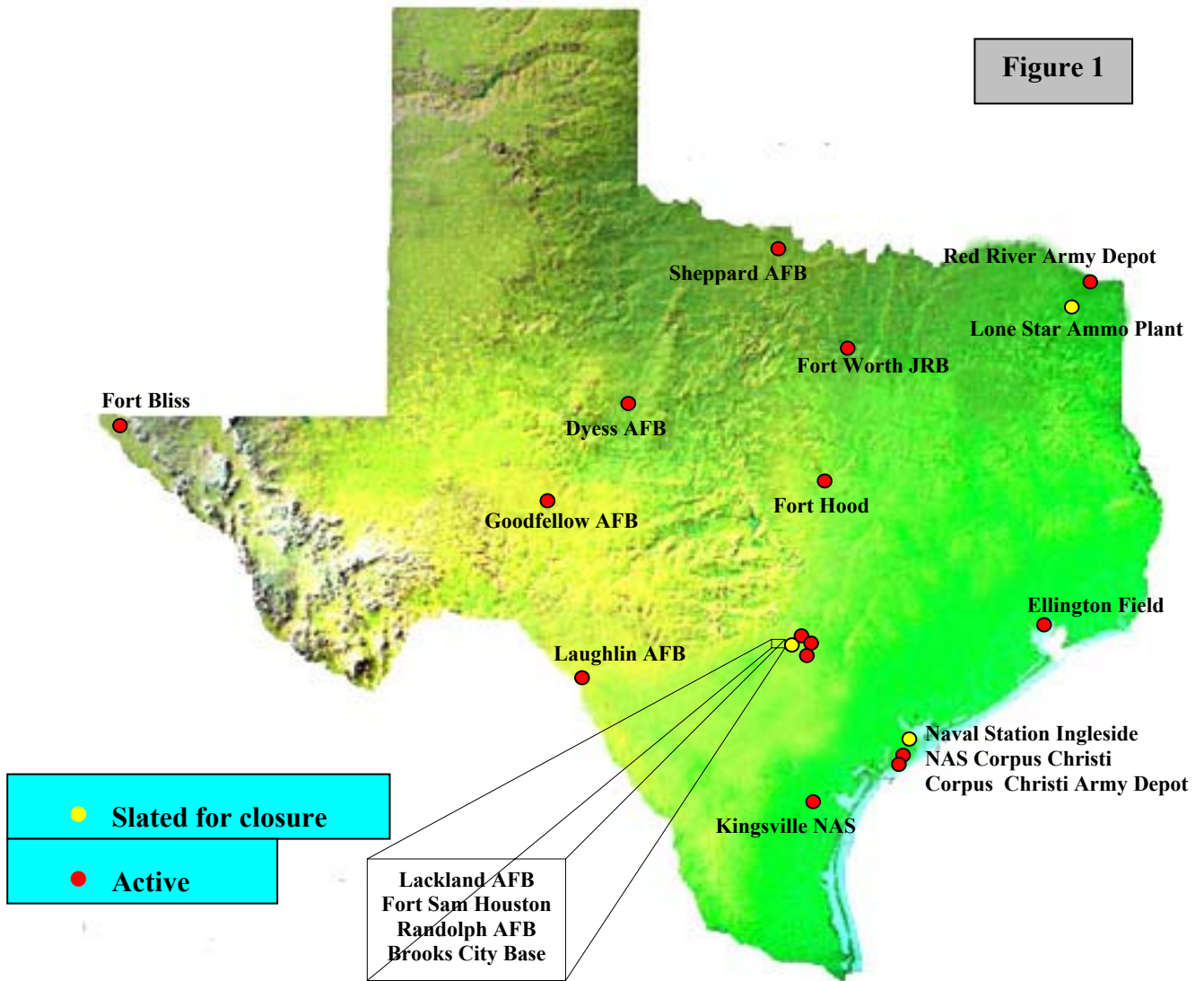


FIGURE 2 - STATEWIDE DISTRIBUTION OF TEXAS MILITARY FORCES FACILITIES

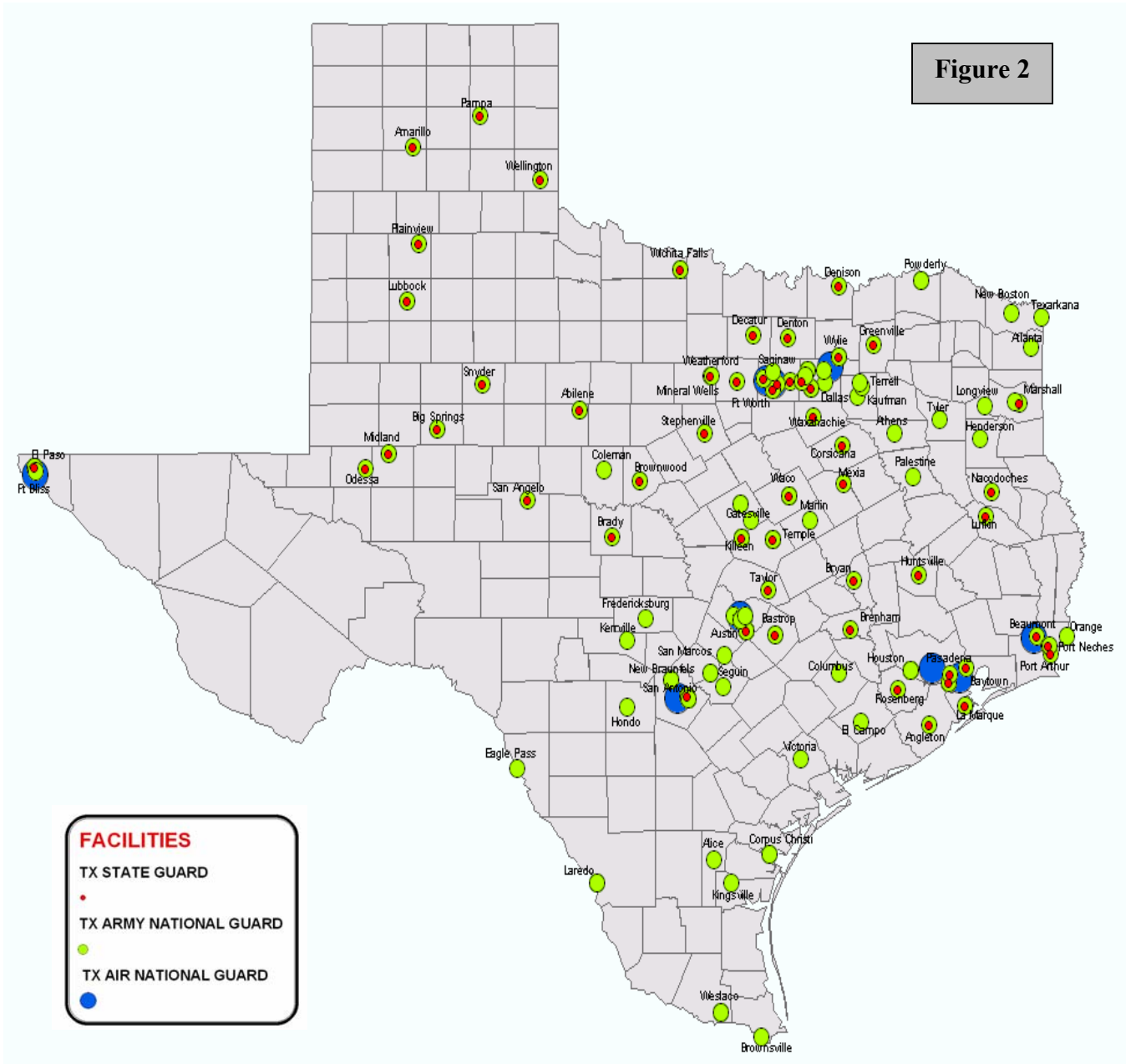


FIGURE 3 - MILITARY TRAINING AREAS

Texas possesses a significant number of air, land, and sea training areas. These areas are considered critical to provide a wide variety of realistic training conditions for military installations located throughout the state, as well as, units located in other states.

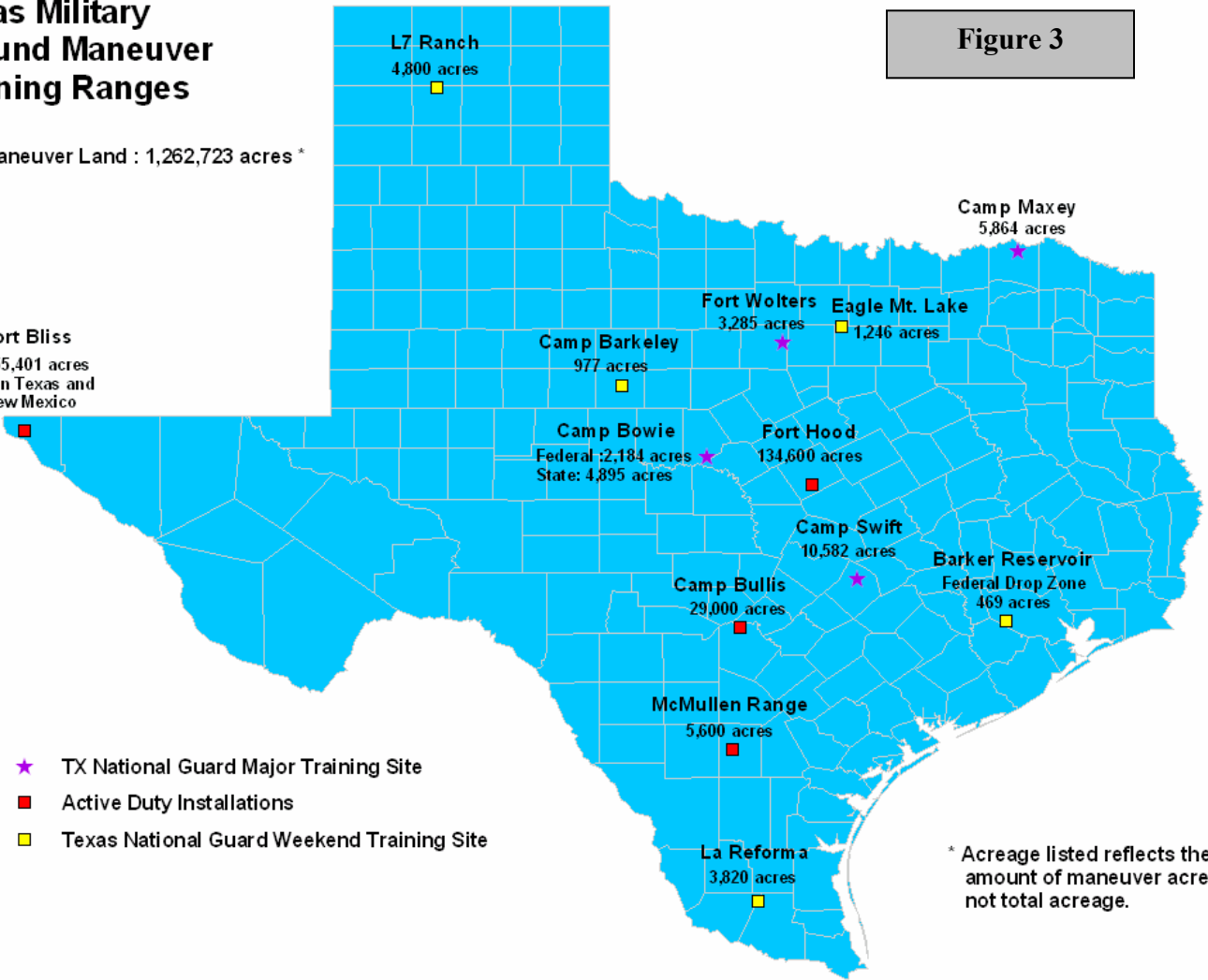
Figures 3, 4, and 5 identify the respective footprints of currently designated military training areas used for land maneuver, weapons firing, a variety of aircraft training operations, and naval mine warfare training areas. As the map legends indicate, over land aircraft training areas are specified as “Military Operations Areas” (MOA) and off shore aircraft training areas are shown as “Warning Areas” (W). The simplified maps do not give the “floor” and “ceiling” limits (e.g. “0.00 ft to 20,000 ft.”) or the specific use of the land and air training space, but are intended to provide location and proximity information only. Some information related to the “ranges,” as they are known, is considered confidential. This information is presented for the primary purpose of emphasizing the number of training areas in Texas that are essential to national defense.

Texas Military Ground Maneuver Training Ranges

Figure 3

Total Maneuver Land : 1,262,723 acres *

Fort Bliss
1,055,401 acres
within Texas and
New Mexico



* Acreage listed reflects the amount of maneuver acreage, not total acreage.

Military Aircraft Training Areas

Military Operations Areas (MOA) and Offshore Warning Areas (W)

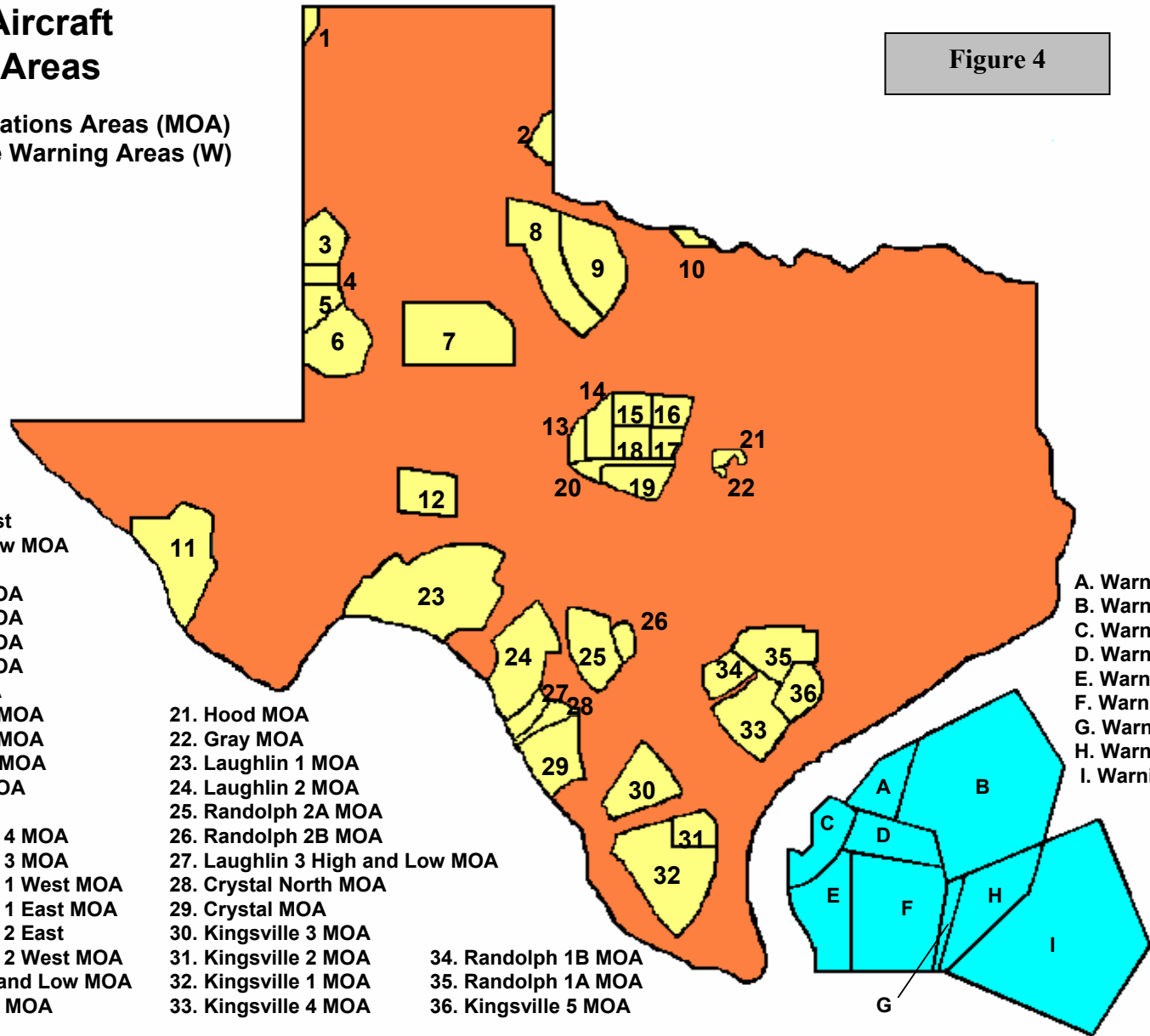
Figure 4

- 1. MT Dora East High and Low MOA
- 2. Hollis MOA
- 3. Bronco 1 MOA
- 4. Bronco 2 MOA
- 5. Bronco 3 MOA
- 6. Bronco 4 MOA
- 7. Lancer MOA
- 8. Westover 2 MOA
- 9. Westover 1 MOA
- 10. Sheppard 2 MOA
- 11. Valentine MOA
- 12. Texon MOA
- 13. Brownwood 4 MOA
- 14. Brownwood 3 MOA
- 15. Brownwood 1 West MOA
- 16. Brownwood 1 East MOA
- 17. Brownwood 2 East
- 18. Brownwood 2 West MOA
- 19. Brady High and Low MOA
- 20. Brady North MOA

- 21. Hood MOA
- 22. Gray MOA
- 23. Laughlin 1 MOA
- 24. Laughlin 2 MOA
- 25. Randolph 2A MOA
- 26. Randolph 2B MOA
- 27. Laughlin 3 High and Low MOA
- 28. Crystal North MOA
- 29. Crystal MOA
- 30. Kingsville 3 MOA
- 31. Kingsville 2 MOA
- 32. Kingsville 1 MOA
- 33. Kingsville 4 MOA

- 34. Randolph 1B MOA
- 35. Randolph 1A MOA
- 36. Kingsville 5 MOA

- A. Warning W-147C
- B. Warning W-147D
- C. Warning W-228A
- D. Warning W-228B
- E. Warning W-228D
- F. Warning W-228C
- G. Warning W-147B
- H. Warning W-602
- I. Warning W-602



Note: The data presented does not include any of the numerous low level routes (IFR, VFR, or Low Speed) that are located in Texas. This information can be found on the DoD Area Planning AP/1B Chart, Military Training Routes, Central U.S.



Figure 5

GRAPHS AND TABLES

GRAPH 1 – DOD PERSONNEL ASSIGNED TO TEXAS

FISCAL YEARS 1996-2004

GRAPH 2 – DEPARTMENT OF DEFENSE SPENDING IN TEXAS

FISCAL YEAR 2004

GRAPH 3 – VALUE OF PRIME CONTRACTS

FISCAL YEARS 1997-2004

TABLE 1 – PRIME CONTRACTS BY COUNTY

FISCAL YEAR 2004

TABLE 2 – DOD MILITARY AND CIVILIAN PERSONNEL BY INSTALLATION/CITY

SEPTEMBER 2004

TABLE 3 – DOD ACTIVITIES IN TEXAS

FISCAL YEAR 2004

TABLE 4 – ESTIMATED MILITARY PAYROLL, CONTRACTS, AND GRANTS BY STATE (TOP 10 STATES)

FISCAL YEAR 2004

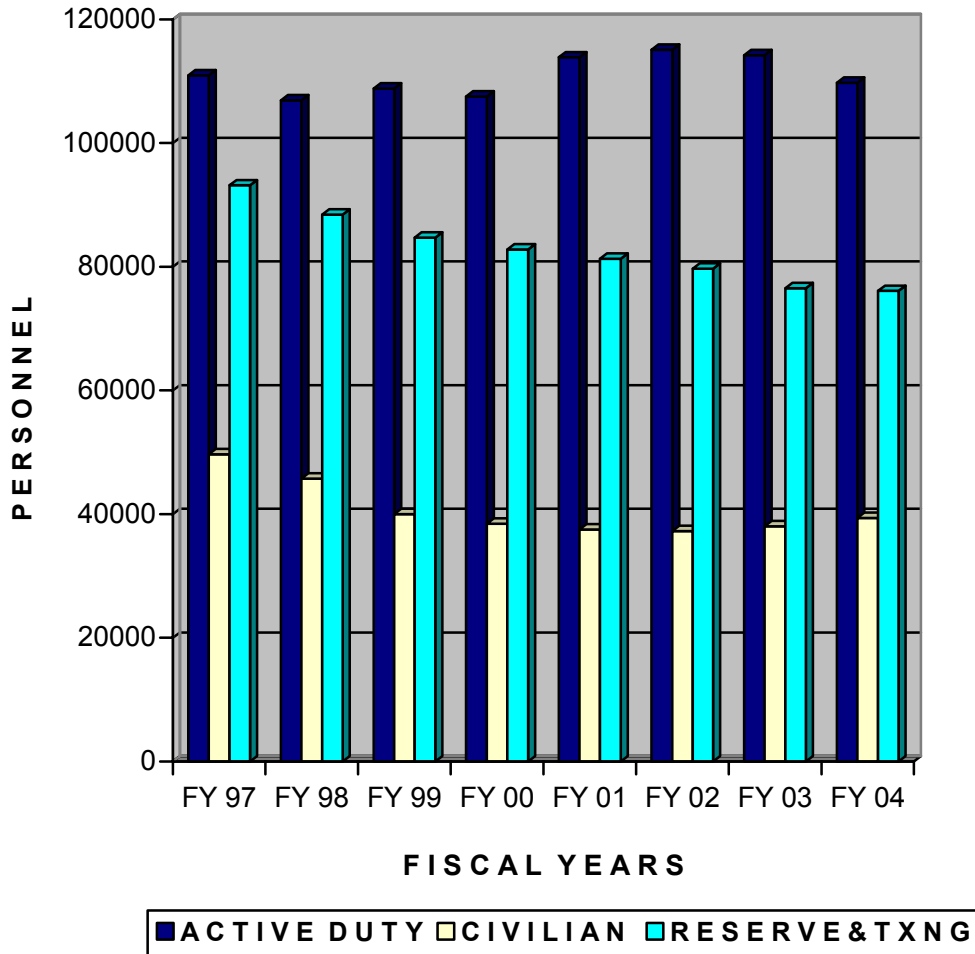
TABLE 5 – TOP 10 DOD PRIME CONTRACTORS IN TEXAS

FISCAL YEAR 2004

DoD Personnel Assigned to Texas

Fiscal Years (FY) 1996-2004

GRAPH 1

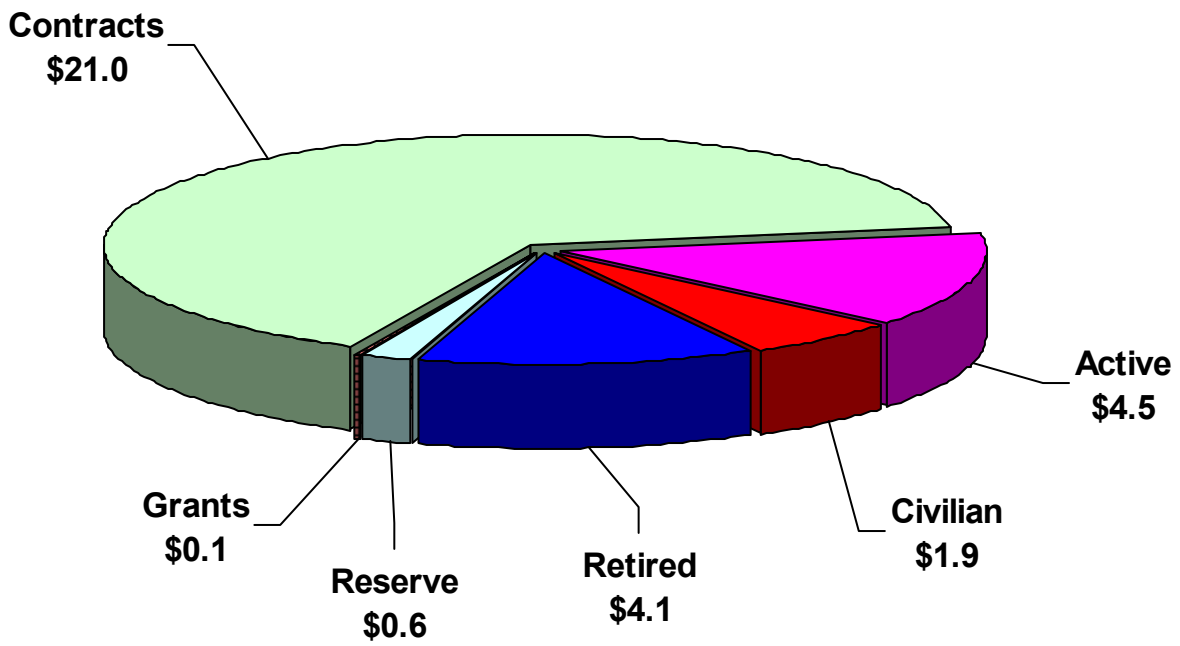


Source: U.S. DoD Defense Industry Overview for U.S. and States FY2004

Department of Defense Spending in Texas Fiscal Year (FY) 2004

GRAPH 2

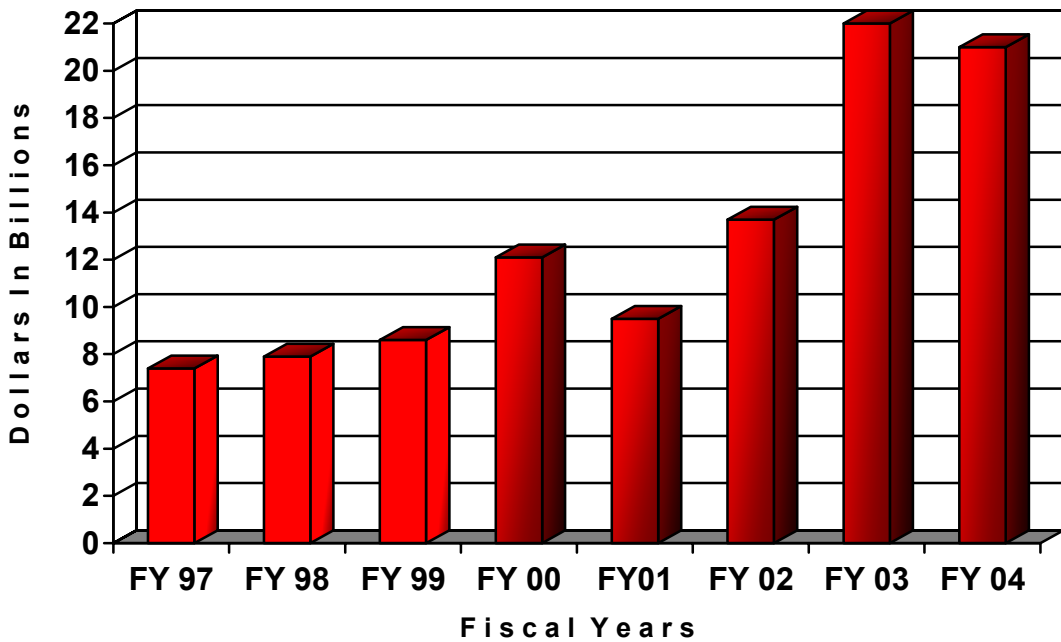
\$32.2 BILLION



Source: U.S. DoD Defense Industry Overview for U.S. and States FY2004

Value of Prime Contracts Fiscal Years (FY) 1997-2004

GRAPH 3



Source: U.S. DoD Defense Industry Overview for U.S. and States FY2004

TABLE 1

Prime Contracts by County
Fiscal Year (FY) 2004

COUNTY	TOTAL	ARMY	NAVY	AIR FORCE	DLA	CORPS OF ENGINEERS	ODA
Anderson	59,026	27,181	31,845	0	0	0	0
Angelina	181,055	0	0	99,955	81,100	0	0
Aransas	402,720	24,665	361,696	0	0	16,359	0
Atascosa	527,748	509,250	0	18,498	0	0	0
Austin	371,840,348	351,456,730	273,890	5,365,520	14,734,132	3,224	6,852
Bailey	943	943	0	0	0	0	0
Bandera	64,977	0	0	64,977	0	0	0
Bastrop	1,907,617	1,907,617	0	0	0	0	0
Bee	4,752	4,752	0	0	0	0	0
Bell	609,520,567	394,127,641	9,643,213	170,224,905	32,375,086	164,402	2,985,320
Bexar	2,169,019,897	414,525,909	27,600,299	1,549,883,091	156,016,980	300,560	20,693,058
Blanco	4,400	4,400	0	0	0	0	0
Borden	100,983	44,986	0	0	55,997	0	0
Bosque	140,835	140,835	0	0	0	0	0
Bowie	129,394,705	65,283,324	72,612	55,492,469	1,518,425	762,919	6,264,956
Brazoria	4,346,968	988,603	443,901	659,028	0	1,505,466	749,970
Brazos	24,256,913	9,801,330	2,838,645	7,212,047	3,497,550	32,000	875,341
Brewster	639,979	7,572	0	0	0	632,407	0
Briscoe	160,230	160,230	0	0	0	0	0
Brooks	154,535	(64)	89,804	0	0	64,795	0
Brown	5,455,625	599,470	0	0	4,856,155	0	0
Burleson	596,194	505,322	0	0	0	90,872	0
Burnet	575,774	203,659	267,626	0	28,151	76,338	0
Caldwell	608,276	529,330	68,146	10,800	0	0	0
Calhoun	13,795,359	4,753,246	0	0	0	9,042,113	0
Callahan	3,029,078	2,075,523	336,772	10,106	592,193	14,484	0
Cameron	64,514,312	1,297,841	6,291,568	0	31,563,932	25,360,971	0
Carson	148,911	49,637	0	0	0	99,274	0
Cass	369,429	340,653	0	0	28,776	0	0
Chambers	41,389,624	9,105,108	0	0	0	32,284,516	0
Cherokee	255,695	0	0	255,695	0	0	0
Childress	14,243	14,243	0	0	0	0	0
Coleman	224,047	224,047	0	0	0	0	0
Collin	662,802,781	278,101,559	215,147,768	78,657,295	7,166,915	124,484	83,604,760
Collingsworth	(50,000)	0	(50,000)	0	0	0	0
Colorado	32,901	0	0	32,901	0	0	0
Comal	1,627,194	1,245,386	27,500	277,284	0	77,024	0
Comanche	410,136	382,890	0	0	0	9,746	17,500
Cooke	2,734,905	2,220,265	90,515	0	424,125	0	0
Coryell	8,800,120	3,695,718	613,516	254,012	4,215,789	0	21,085
Culberson	223,811	0	0	0	223,811	0	0
Dallas	2,166,608,928	1,915,682,020	99,080,811	83,675,777	42,264,896	1,023,304	24,882,120
De Witt	6,850	6,850	0	0	0	0	0
Delta	176,611	169,911	0	0	0	6,700	0
Denton	80,991,885	74,417,379	2,817,670	1,898,636	1,587,300	178,149	92,751
Dimmit	16,800	16,800	0	0	0	0	0
Duval	833,696	0	808,407	25,289	0	0	0
Eastland	5,703	5,703	0	0	0	0	0
Ector	98,204	30,561	8,095	0	59,548	0	0
El Paso	474,472,337	269,674,654	767,342	29,717,048	165,951,507	4,618,208	3,743,578
Ellis	2,654,774	422,429	1,414,403	0	817,152	790	0
Erath	275	275	0	0	0	0	0
Falls	6,852	6,852	0	0	0	0	0
Fannin	846,631	489,405	0	205,623	0	0	151,603
Fayette	483,429	467,439	15,990	0	0	0	0
Foard	9,621	(1,099)	0	0	0	10,720	0
Fort Bend	11,852,223	8,339,340	1,569,863	239,003	805,077	864,092	34,848
Franklin	211,014	19,645	73,014	0	0	118,355	0
Freestone	464,309	207,340	50,282	82,198	0	0	124,489

Frio	712,369	13,505	0	36,629	0	0	662,235
Galveston	140,794,806	5,203,366	359,812	216,324	116,990,585	18,024,719	0
Gillespie	908,572	51,776	6,488	191,055	659,253	0	0
Gonzales	4,300	4,300	0	0	0	0	0
Gray	1,500	1,500	0	0	0	0	0
Grayson	6,017,993	809,858	37,855	79,359	0	5,090,921	0
Gregg	1,427,713	202,265	272,577	127,234	800,637	0	25,000
Grimes	887,726	102,206	0	333,455	68,200	383,865	0
Guadalupe	4,515,559	1,716,201	458,430	1,844,911	470,104	0	25,913
Hale	6,825	6,825	0	0	0	0	0
Hall	28,274	3,164	0	0	25,110	0	0
Hamilton	42,125	10,475	0	0	0	0	31,650
Hardin	9,130	256	8,874	0	0	0	0
Harris	459,691,943	187,886,856	85,266,681	16,344,520	139,940,017	24,044,923	6,208,946
Harrison	6,976,796	6,882,394	100,008	(5,606)	0	0	0
Hays	3,760,946	564,254	3,834	3,192,858	0	0	0
Henderson	11,543	0	4,493	0	0	7,050	0
Hidalgo	201,153,801	17,824,660	3,234	0	183,325,907	0	0
Hill	1,618,112	1,118,030	31,720	0	0	468,362	0
Hockley	3,500	3,500	0	0	0	0	0
Hood	2,261,090	2,261,090	0	0	0	0	0
Hopkins	71,426	23,794	0	0	0	47,632	0
Houston	2,070,599	33,469	523,971	339,498	855,352	318,309	0
Howard	45,281,143	34,185	0	0	45,246,958	0	0
Hudspeth	175,111	5,918	93,254	0	0	75,939	0
Hunt	492,834,498	177,979	48,855,333	441,968,271	166,754	0	1,666,161
Hutchinson	23,343	23,343	0	0	0	0	0
Jasper	757,932	762,932	0	0	0	(5,000)	0
Jefferson	784,593,053	11,400,828	530,618	761,368	761,171,217	10,729,022	0
Jim Hogg	(50,385)	0	0	0	0	(50,385)	0
Jim Wells	703,697	703,697	0	0	0	0	0
Johnson	643,940	524,301	500	38,739	80,400	0	0
Jones	59,474,491	3,459,404	119,259	38,891,965	16,123,384	0	880,479
Kaufman	56,720	50,960	0	5,760	0	0	0
Kendall	21,471,979	319,543	100,069	3,559,154	17,436,181	12,665	44,367
Kerr	24,809,944	7,506,869	99	124,960	17,178,016	0	0
Kleberg	316,998,383	31,399,044	191,976,750	2,133,795	80,242,289	10,828,459	418,046
Knox	56,258	0	0	0	0	56,258	0
Lamar	2,083,577	1,188,633	0	0	0	894,944	0
Lampasas	22,363	22,363	0	0	0	0	0
Lee	5,582	5,582	0	0	0	0	0
Leon	24,500	24,500	0	0	0	0	0
Liberty	38,141	0	0	33,600	0	4,541	0
Limestone	1,553,964	229,098	0	33,650	1,291,216	0	0
Live Oak	209,014	209,014	0	0	0	0	0
Lubbock	31,931,229	23,252,778	132,998	5,630,943	2,741,008	146,975	26,527
Madison	10,470	10,470	0	0	0	0	0
Marion	3,241,923	646,149	15,490	0	0	2,580,284	0
Matagorda	2,566,592	1,929,720	0	164,490	34,656	437,726	0
Maverick	568,993	242,364	0	0	0	326,629	0
McCulloch	125,678	31,534	0	0	94,144	0	0
McLennan	135,731,608	7,613,591	8,992,321	105,170,144	10,527,158	2,848,877	579,517
Medina	78,531	16,056	0	0	62,475	0	0
Midland	4,923,514	369,118	0	0	4,554,396	0	0
Milam	281,031	0	3,344	277,687	0	0	0
Mills	9,188	9,188	0	0	0	0	0
Montague	82,106	4,279	0	0	77,827	0	0
Montgomery	7,270,752	1,814,190	1,488,797	199,828	2,762,558	0	1,005,379
Nacogdoches	340,992	14,220	75,470	0	251,302	0	0
Navarro	272,903	274,403	0	0	0	(1,500)	0
Nolan	94,815	0	5,565	0	89,250	0	0
Nueces	11,944,357	373,174	82,608	9,395,000	39,128	2,054,447	0

Orange	85,280	(157,149)	46,178	0	120,000	76,251	0
Palo Pinto	1,084,321	231,102	42,504	638,857	171,858	0	0
Panola	43,088	43,088	0	0	0	0	0
Parker	3,413,038	94,113	168,125	683,294	2,467,506	0	0
Polk	784,363	756,885	0	0	0	27,478	0
Potter	770,438,094	2,702,481	759,653,449	267,930	7,643,863	170,371	0
Presidio	124,873	2,460	0	0	122,413	0	0
Rains	110,669	0	0	0	110,669	0	0
Real	33,840	20,920	0	0	0	12,920	0
Red River	23,140	0	23,140	0	0	0	0
Reeves	863,047	0	0	0	863,047	0	0
Robertson	44,460	0	0	0	44,460	0	0
Rockwall	44,723,395	63,931	1,763,500	42,696,688	216,700	(17,424)	0
Rusk	144,828	3,810	27,363	0	113,655	0	0
San Patricio	43,897,377	15,191	38,414,392	0	5,467,794	0	0
San Saba	179,655	179,655	0	0	0	0	0
Shackelford	27,000	0	0	0	27,000	0	0
Shelby	(113,258)	(163,263)	27,000	0	0	23,005	0
Sherman	2,938	0	2,938	0	0	0	0
Smith	39,282,588	2,879,712	569,151	0	35,809,235	24,490	0
Starr	220,859	55,110	0	0	158,599	7,150	0
Stephens	96,219	18,648	0	0	77,571	0	0
Tarrant	9,355,501,164	371,307,705	3,905,761,450	5,014,271,968	59,871,453	1,360,792	2,927,796
Terrell	4,463,721	(51,445)	0	0	0	4,515,166	0
Throckmorton	67,952	67,952	0	0	0	0	0
Titus	84,274	43,999	1,950	0	38,325	0	0
Tom Green	50,173,346	21,684,503	130,815	24,055,871	3,825,220	83,428	393,509
Travis	321,636,736	77,649,519	96,177,323	104,867,646	30,736,091	581,088	11,625,069
Tyler	1,539,826	326,056	0	0	0	1,213,770	0
Uvalde	90,894	90,894	0	0	0	0	0
Val Verde	68,103,419	5,149,229	40,790	62,541,664	87,441	17,035	267,260
Van Zandt	2,300	2,300	0	0	0	0	0
Victoria	81,191	65,567	0	0	26,730	(11,106)	0
Walker	575,937	281,184	31,255	0	86,792	176,706	0
Waller	6,725,974	349,114	165,708	3,813,926	2,393,226	4,000	0
Ward	771,519	771,519	0	0	0	0	0
Washington	1,179,593	144,530	619,065	0	412,623	3,375	0
Webb	3,079,537	1,202,789	0	0	1,879,748	(3,000)	0
Wharton	51,241	51,241	0	0	0	0	0
Wheeler	53,488	0	0	53,488	0	0	0
Wichita	146,142,786	37,489,225	24,114	106,896,938	25,065	524,992	1,182,452
Wilbarger	203,156	149,455	0	0	53,701	0	0
Willacy	150,383	0	0	0	0	150,383	0
Williamson	531,885,046	217,565,391	97,158,288	175,385,395	2,496,579	6,807,251	32,472,142
Wilson	2,411	0	2,411	0	0	0	0
Wise	1,500,202	5,502	0	1,297,566	197,134	0	0
Yoakum	5,300	5,300	0	0	0	0	0
Young	52,869	0	38,320	14,549	0	0	0
Zapata	8,597	8,597	0	0	0	0	0
Zavala	111,800	0	0	0	0	0	111,800
TOTALS	21,044,000,809	4,874,795,296	5,611,194,874	8,152,937,528	2,027,714,577	172,556,055	204,802,479

Source: U.S. DoD Defense Industry Overview for U.S. and States FY2004

TABLE 2

**DoD Military and Civilian Personnel by Installation/City
September 30, 2004**

INST./CITY	AR MIL	NV MIL	MC MIL	AF MIL	SUB MIL	AR CIV	N/M CIV	AF CIV	ODA CIV	SUB CIV	TOT DoD
Austin	94	32	27	33	186	122	3	1	41	167	353
Brooks AFB	4	0	0	1,233	1,237	13	7	1,187	4	1,211	2,448
Camp Mabry	0	0	0	0	0	394	0	10	0	404	404
Carswell AFB	0	0	0	5	5	0	7	546	0	553	558
Corpus Christi	10	1,630	290	219	2,149	3,445	629	1	191	4,266	6,415
Dallas	317	332	401	51	1,101	217	27	22	256	522	1,623
Dyess AFB	1	0	12	5,481	5,494	5	0	336	39	380	5,874
El Paso	8	15	43	14	80	960	1	1	26	988	1,068
Ellington Field AGS	0	0	1	1	2	113	1	246	0	360	362
Fort Bliss	10,344	7	80	19	10,450	1,360	0	0	158	1,518	11,968
Fort Hood	42,425	0	0	317	42,742	4,133	0	3	217	4,353	47,095
Fort Sam Houston	7,157	102	190	139	7,588	3,734	5	0	200	3,939	11,527
Fort Worth	14	193	4	32	243	563	284	213	310	1,370	1,613
Galveston	4	6	12	0	22	309	1	0	0	310	332
Gatesville	0	0	0	0	0	213	0	0	0	213	213
Goodfellow AFB	370	0	0	2,694	3,064	6	2	558	31	597	3,661
Grand Prairie	11	0	29	2	42	19	2	0	62	83	125
Greenville	0	0	0	50	50	0	0	8	51	59	109
Houston	305	249	150	71	775	128	15	5	156	304	1,079
Ingleside	0	577	0	0	577	0	224	0	0	224	801
Irving	0	0	0	1	1	17	0	0	85	102	103
Kelly AFB	64	5	0	28	97	12	0	1,459	157	1,628	1,725
Kingsville	6	445	0	1	452	1	177	0	15	193	645
Lackland AFB	180	350	89	15,657	16,276	28	13	3,696	133	3,870	20,146
Laughlin AFB	0	0	0	1,410	1,410	5	0	868	23	896	2,306
Randolph AFB	0	91	0	3,957	4,048	0	1	3,569	127	3,697	7,745
Red River Army Depot	3	0	0	0	3	2,146	0	0	81	2,227	2,230
San Angelo	0	36	148	9	193	3	0	0	0	3	196
San Antonio	803	756	77	302	1,938	568	19	254	692	1,533	3,471
Sheppard AFB	260	0	0	8,353	8,613	9	0	1,334	71	1,414	10,027
Texarkana	1	0	11	1	13	115	0	0	565	680	693
Waco	0	2	19	36	57	34	0	2	16	52	109
Wichita Falls	0	244	0	0	244	5	0	0	0	5	249
Other	92	98	124	294	608	911	16	112	225	1,264	1,872
State Total	62,473	5,170	1,707	40,410	109,760	19,588	1,434	14,431	3,932	39,385	149,145

Source: U.S. DoD Defense Industry Overview for U.S. and States FY2004

Department of Defense Activities in Texas—2004 Overview

TABLE 3

(Dollars in Thousands)

Personnel/Expenditures		Total	Army	Navy Marine Corps	Air Force	Other Defense	
I.	Personnel - Total	225,246	124,191	29,019	67,376	3,932	
	Active Duty Military	109,760	62,473	6,877	40,410	0	
	Civilian	39,385	19,588	1,434	14,431	3,932	
	Reserve & National Guard	76,101	42,858	20,708	12,535	0	
II.	Expenditures - Total	\$32,253,479	\$10,477,247	\$6,844,211	\$12,505,908	\$2,426,1	
A.	Payroll Outlays - Total	11,082,032	5,334,712	1,218,644	4,336,341	13	
	Active Duty Military Pay	4,525,105	2,498,920	429,860	1,596,325	192,335	
	Civilian Pay	1,889,321	922,733	74,352	699,901	0	
	Reserve & National Guard Pay	554,799	494,005	39,208	21,586	192,335	
	Retired Military Pay	4,112,807	1,419,054	675,224	2,018,529	0	
B.	Contracts Over \$25,000 - Total	21,044,024	5,047,351	5,611,200	8,152,943	0	
	Supply and Equipment Contracts	13,201,503	3,046,671	2,116,034	5,944,309	2,232,53	
	RDT&E Contracts	4,133,655	308,013	2,981,081	837,248	0	
	Service Contracts	3,271,744	1,326,615	471,065	1,343,361	2,094,48	
	Construction Contracts	264,569	193,499	43,020	28,025	9	
	Civil Function Contracts	172,553	172,553	0	0	7,313	
C.	Grants	127,423	95,184	14,367	16,624	130,703	
						25	
						0	
						1,248	
Major Locations of Expenditures	Expenditures			Major Locations of Personnel	Military and Civilian Personnel		
	Total	Payroll Outlays	Grants/ Contracts		Total	Active Duty Military	Civilian
Fort Worth	\$9,187,656	\$278,516	\$8,909,140	Fort Hood	47,095	42,742	4,353
San Antonio	2,668,684	1,059,262	1,609,422	Lackland AFB	20,146	16,276	3,870
Fort Hood	2,467,455	1,908,136	559,319	Fort Bliss	11,968	10,450	1,518
Grand Prairie	1,532,114	50,443	1,481,671	Fort Sam Houston	11,527	7,588	3,939
Lackland AFB	907,792	784,532	123,260	Sheppard AFB	10,027	8,613	1,414
Amarillo	793,352	29,357	763,995	Randolph AFB	7,745	4,048	3,697
Port Arthur	764,986	4,729	760,257	Corpus Christi	6,415	2,149	4,266
Fort Sam Houston	728,786	549,148	179,638	Dyess AFB	5,874	5,494	380
Fort Bliss	709,783	501,572	208,211	Goodfellow AFB	3,661	3,064	597
Houston	577,911	181,540	396,371	San Antonio	3,471	1,938	1,533
Prime Contracts Over \$25,000		Total	Army	Navy Marine	Air Force	Other Defense	
Fiscal Year 2004		\$21,044,024	\$5,047,351	\$5,611,200	\$8,152,943	\$2,232,530	
Fiscal Year 2003		22,867,574	5,047,557	4,943,807	10,256,272	2,619,938	
Fiscal Year 2002		13,699,660	4,075,331	2,622,984	4,983,329	2,018,016	
Fiscal Year 2001		9,538,770	3,074,430	1,246,822	3,263,561	1,953,957	
Fiscal Year 2000		12,145,186	3,124,797	2,196,731	5,459,713	1,363,945	
Fiscal Year 1999		8,666,460	2,864,655	1,751,934	3,020,221	1,029,650	
Fiscal Year 1998		7,980,196	2,526,895	1,889,151	2,095,536	1,468,614	
Top Ten Contractors Receiving the Largest Prime Contract Awards in Texas		Total Amount					
LOCKHEED MARTIN CORPORATION		\$ 9,581,402					
BELL BOEING JOINT PROJECT OFFICE		1,255,200					
RAYTHEON COMPANY		917,726					
N.V. KONINKLIJKE NEDERLANDSCHE		757,540					
L-3 COMMUNICATIONS HOLDING, INC		691,984					
TEXTRON INC		623,242					
DELL MARKETING L P		549,093					
THE BOEING COMPANY		498,965					
STEWART & STEVENSON SERVICES INC		372,562					
COMPUTER SCIENCES CORPORATION		281,444					

TABLE 4

**Estimated Military Payroll, Contracts, and Grants by State (Top 10 States)
States Ranked by Total Spending for Fiscal Year 2004**

(Dollars in Thousands)

	Total Payroll	Total Contracts	Grants	Total
California	\$15,017,113	\$27,875,260	\$384,184	\$43,276,557
Virginia	\$15,992,369	\$23,542,542	\$68,911	\$39,603,822
Texas	\$11,082,032	\$21,044,024	\$127,423	\$32,253,479
Florida	\$9,333,981	\$8,385,549	\$83,189	\$17,802,719
Maryland	\$4,999,382	\$9,206,239	\$161,974	\$14,367,595
Arizona	\$2,678,171	\$8,430,013	\$91,354	\$11,199,538
Georgia	\$6,633,440	\$3,905,216	\$48,345	\$10,587,001
Connecticut	\$717,458	\$8,959,424	\$42,550	\$9,719,432
Pennsylvania	\$2,912,308	\$6,202,797	\$154,037	\$9,269,142
Alabama	\$3,283,835	\$5,849,355	\$39,232	\$9,172,422
Total: Top 10 States	\$72,650,089	\$123,400,419	\$1,201,199	\$197,251,707

Source: U.S. DoD Defense Industry Overview for U.S. and States FY2004

Table 5**Top 10 DoD Prime Contractors**
Fiscal Year 2004

1. Lockheed Martin Corporation	\$20,690,912,117.00
2. The Boeing Company	17,066,412,718.00
3. Northrop Grumman Corporation	11,894,090,277.00
4. General Dynamics Corporation	9,563,280,236.00
5. Raytheon Company	8,472,813,918.00
6. Halliburton Company	7,996,793,706.00
7. United Technologies Corporation	5,056,937,646.00
8. Science Applications International	2,450,781,108.00
9. Computer Sciences Corporation	2,390,806,128.00
10. Humana, Inc	2,372,078,226.00
Total	\$87,954,906,080.00

APPENDIX I—BRAC 2005 IMPACT ON TEXAS

BRAC 2005 resulted in the closure of 4 installations/functions (Brooks, Ingleside, Lone Star, and Defense Finance Accounting Service), the realignment of 11 bases, and the closure and consolidation of multiple Army Reserve and National Guard Centers. The job impact for Texas based upon BRAC actions is summarized in the table below, which suggests that Texas experienced a total increase of 13,848 positions (direct and indirect positions) as a result of BRAC 2005 decisions. This number provides a general overview of how Texas did when comparing BRAC 2005 actions with the FY03 baseline, which was used by DoD and the BRAC Commission to generate cost and savings.¹³

The job impact for BRAC actions for Texas is summarized in the following table.

Military Positions	+9,718
DoD Civilian Positions	-919
DoD Contractor Positions	<u>-644</u>
Total Change Direct Positions	8,155
Indirect Job Changes¹⁴	<u>+5,588</u>
Total of Direct & Indirect Positions¹⁵	+ 13,848

An extracted summary of BRAC actions for Texas active duty military installations as approved by the BRAC Commission follows:¹⁶

¹³ The increase of 13,848 positions does not adequately portray the significant impact that DoD and BRAC Commission decisions had on two communities who experienced substantial increases in manpower in FY04 and FY05.

- **Red River Army Depot.** The Army's FY03 baseline data for Red River indicated that the closure would result in the loss of 2,500 jobs. In reality, the workload had increased at Red River and there were actually 3,800 individuals working at the depot when the BRAC Commission visited the depot in July 2005, and there was action underway to hire another 800 individuals to support the increased workloads for overhauling equipment returning from the Middle East. By keeping Red River open, the state actually kept 4,600 jobs (3,800 + 800 new hires), but if the FY03 baseline data is used, the state only saved 2,500 jobs.
- **Fort Hood.** The Army's FY03 baseline data was approximately 41,500 jobs, but the FY05 authorized active military strength is 48,111. The growth from FY03 and FY05 was caused by the Army's activation at Fort Hood of an additional Brigade Combat Team and other smaller units. The FY05 figure of 48,111 begins to reduce in FY06 as a result of BRAC 2005 decisions and under current planning stabilizes at an estimated 42,000 positions in FY09. Using the FY03 baseline number, the state gained a small number of positions, but if the FY05 authorized numbers are used, the state will lose 6,611 positions as a result of BRAC 2005 decisions.

¹⁴ Indirect changes are the sum of estimated indirect and induced job changes in the community associated with the change in total direct jobs.

- Indirect job changes are the net gain or loss of local non-government jobs supporting installation material, service, and infrastructure needs, such as local motor pool parts distributors or base operations support (BOS) contractors.
- Induced job changes are the net addition or loss of local non-government jobs in industries that provide goods or services to the households of direct or indirect installation employees. Examples are local grocery stores, retail stores, and restaurants. (Source: Department of Defense, May 13, 2005, BRAC Report)

¹⁵ 2005 Defense Base Closure and Realignment Commission Report to the President 8 September 2005, Page 0-29

¹⁶ See <http://www.brac.gov/finalreport.asp>

CLOSURES

Facility	Action and Impact
1. DFAS San Antonio	Action: Closure Military Jobs Lost: -56 Civilian Jobs Lost -312 Contractor Jobs Lost: 0 Total Direct Jobs Lost: -368 Indirect Jobs Lost: -329 Total Jobs Lost: -697 DoD and BRAC Commission Recommendation Close the Defense Finance and Accounting Service (DFAS) sites at Denver, CO; 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; Charleston, SC; Orlando, FL; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA.
2. Ingleside Naval Facility	Action: Closure Military Jobs Lost: -1,726 Civilian Jobs Lost: -254 Contractor Jobs Lost: -57 Total Direct Jobs Lost: -2,037 Indirect Jobs Lost: -2,558 Total Jobs Lost: -4,595 DoD and BRAC Commission Recommendation Close Naval Station Ingleside, TX. Relocate its ships along with dedicated personnel, equipment and support to Naval Station San Diego, CA. Relocate the ship intermediate repair function to Shore Intermediate Maintenance Activity San Diego, CA. Consolidate Mine Warfare Training Center with Fleet Anti-submarine Warfare Training Center San Diego, CA. Realign Naval Air Station Corpus Christi, TX. Relocate Commander Mine Warfare Command and Commander Mobile Mine Assembly Group to Fleet Anti-Submarine Warfare Center, Point Loma, CA. Relocate Helicopter Mine Countermeasures Squadron 15 (HM-15) and dedicated personnel, equipment and support to Naval Station Norfolk, VA. Disestablish Commander Helicopter Tactical Wing US Atlantic Fleet Aviation Intermediate Maintenance Detachment Truax Field at Naval Air Station Corpus Christi, TX, and relocate its intermediate maintenance function for Aircraft Components, Fabrication & Manufacturing, and Support Equipment to Fleet Readiness Center Mid-Atlantic Site Norfolk, VA. ONE-TIME COST: \$29.0M ANNUAL RECURRING COSTS/(SAVINGS): (\$17.3M) 20-YEAR NET PRESENT VALUE: (\$164.2M) PAYBACK PERIOD: 1 YEAR

Facility

Action and Impact

**3. Lone Star Army
Ammunition Plant**

Action: Closure
Military Jobs Lost: -2
Civilian Jobs Lost: -18
Contractor Jobs Lost: -129
Total Direct Jobs Lost: -149
Indirect Jobs Lost: -79
Total Jobs Lost: -228

DoD AND BRAC COMMISSION RECOMMENDATION

Close Lone Star Army Ammunition Plant (AAP), TX. Relocate the Storage and Demilitarization functions to McAlester AAP, OK. 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.

ONE-TIME COST: \$29.0M
ANNUAL RECURRING COSTS/(SAVINGS): (\$17.3M)
20-YEAR NET PRESENT VALUE: (\$164.2M)
PAYBACK PERIOD: 1 YEAR

4. Brooks AFB

Action: Closure
Military Jobs Lost: -1,297
Civilian Jobs Lost: -1,268
Contractor Jobs Lost: -358
Total Direct Jobs Lost: -2,923
Indirect Jobs Lost: -2,799
Total Jobs Lost: -5,722

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1, as well as from the Force Structure Plan. Therefore, **the Commission recommends the following: 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 Operational Health, and the Human Systems Development and Acquisition function to Wright-Patterson Air Force Base, OH. Relocate the Naval Health Research Center Electro-Magnetic Energy Detachment and the Directed Energy portion of the Human Effectiveness Directorate of the Air Force Research Laboratory to Fort Sam Houston, TX. 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.

ONE-TIME COST: \$325.3M
ANNUAL RECURRING COSTS/(SAVINGS): (\$102.1M)
20-YEAR NET PRESENT VALUE: (\$940.7M)
PAYBACK PERIOD: 2 YEARS

REALIGNMENTS

Facility	Action and Impact
1. Laughlin AFB (Del Rio)	Action: Realigned (Increase)
	Military Jobs Gained 98
	Civilian Jobs Gained: 80
	Contractor Jobs Gained: 0
	Total Direct Jobs Gained: 178
	Indirect Jobs Gained: 133
Total Jobs Gained: 311	

DOD AND BRAC COMMISSION RECOMMENDATIONS:

Realign Moody Air Force Base, GA, as follows: Relocate the Primary Phase of Fixed-wing Pilot Training to Columbus Air Force Base, MS; **Laughlin Air Force Base, TX**; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS; **Laughlin Air Force Base, TX**; Randolph Air Force Base, TX; Sheppard Air Force Base, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS; **Laughlin Air Force Base, TX**; Sheppard Air Force Base, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph Air Force Base, TX. Realign Randolph Air Force Base, TX, by relocating Undergraduate Navigator Training to Naval Air Station Pensacola, FL.

2. Corpus Christi Army Depot	Action: Realigned (Loss)
	Military Jobs Lost 0
	Civilian Jobs Lost -92
	Contractor Jobs Lost: 0
	Total Direct Jobs Lost: -92
	Indirect Jobs Lost: -132
Total Jobs Lost: -224	

Realign Corpus Christi Army Depot, TX, by disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases.

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

Facility**Action and Impact****3. NAS Corpus Christi**

Action: Realigned (Loss)
 Military Jobs Lost: -926
 Civilian Jobs Lost -89
 Contractor Jobs Lost: -10
 Total Direct Jobs Lost: -1,025
 Indirect Jobs Lost: -1,182
 Total Jobs Lost: -2,207

DoD AND BRAC COMMISSION RECOMMENDATION

Realign Naval Air Station Corpus Christi, TX. Relocate Commander Mine Warfare Command and Commander Mobile Mine Assembly Group to Fleet Anti-Submarine Warfare Center, Point Loma, CA. Relocate Helicopter Mine Countermeasures Squadron 15 (HM-15) and dedicated personnel, equipment and support to Naval Station Norfolk, VA. Disestablish Commander Helicopter Tactical Wing U.S. Atlantic Fleet Aviation Intermediate Maintenance Detachment Truax Field at Naval Air Station Corpus Christi, TX and relocate its intermediate maintenance function for Aircraft Components, Fabrication & Manufacturing, and Support Equipment to Fleet Readiness Center Mid-Atlantic Site Norfolk, VA.

4. Randolph AFB

Action: Realigned
 Military Jobs Lost: -437
 Civilian Jobs Gained: +301
 Contractor Jobs Gained: +63
 Total Direct Jobs Lost: -73
 Indirect Jobs Gained: +20
 Total Jobs Lost: -53

BRAC COMMISSION RECOMMENDATION:

Realign Moody Air Force Base, GA, as follows: Relocate the Primary Phase of Fixed-Wing Pilot Training to Columbus Air Force Base, MS; Laughlin Air Force Base, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS; Laughlin Air Force Base, TX; **Randolph Air Force Base, TX**; Sheppard Air Force Base, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS; Laughlin Air Force Base, TX; Sheppard Air Force Base, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to **Randolph Air Force Base, TX.** (*Gain*)

Realign **Randolph Air Force Base, TX**, by relocating Undergraduate Navigator Training to Naval Air Station Pensacola, FL. (*Lost*)

Per the BRAC Commission, Realign Wright-Patterson, Hill, Tinker, and Bolling Air Force Bases, by relocating the transactional functions of the Civilian Personnel Office to **Randolph Air Force Base, TX.** Retain sufficient positions and personnel to perform the personnel management advisory services, the non-transactional functions, necessary to support the Wright-Patterson Air Force Base, OH, civilian workforce.) (*Gain*)

Facility

Action and Impact

5. Lackland AFB

Action: Realigned (Loss)
Military Jobs Lost: -2,168
Civilian Jobs Lost -416
Contractor Jobs Lost: -116
Total Direct Jobs Lost: -2,700
Indirect Jobs Lost: -2,282
Total Jobs Lost: -4,982

DoD AND BRAC COMMISSION RECOMMENDATIONS:

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, Fort 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 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.

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

Relocate the Air Force Real Property Agency to Lackland Air Force Base, San Antonio, TX.

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.

6. Sheppard AFB

Action: Realigned (Loss)
Military Jobs Lost: -2,464
Civilian Jobs Lost -156
Contractor Jobs Lost: 0
Total Direct Jobs Lost: -2,620
Indirect Jobs Lost: -1,740
Total Jobs Lost: -4,360

DoD AND BRAC COMMISSION RECOMMENDATIONS

Realign Sheppard Air Force Base, TX, by relocating to Eglin Air Force Base, FL, a sufficient number of frontline and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force's portion of the JSF Initial Joint Training Site hereby established at Eglin Air Force Base, FL.

Facility

Action and Impact

6. Sheppard AFB (cont)

Realign Moody Air Force Base, GA, as follows: Relocate the Primary Phase of Fixed-wing Pilot Training to Columbus Air Force Base, MS; Laughlin Air Force Base, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS; Laughlin Air Force Base, TX; Randolph Air Force Base, TX; **Sheppard Air Force Base**, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS; Laughlin Air Force Base, TX; **Sheppard Air Force Base**, TX; and Vance Air Force Base, OK. Relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph Air Force Base, TX.

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.

7. Red River Army Depot

Action: Realigned (Loss)

Military Jobs Lost:	-0
Civilian Jobs Lost	-257
Contractor Jobs Lost:	0
Total Direct Jobs Lost:	-257
Indirect Jobs Lost:	-172
Total Jobs Lost:	-429

DoD AND BRAC COMMISSION RECOMMENDATIONS

Realign Red River Army Depot, TX. Relocate the storage and demilitarization functions of the Munitions Center to McAlester Army Ammunition Plant, OK. Relocate the munitions maintenance functions of the Munitions Center to McAlester Army Ammunition Plant, OK, and Blue Grass Army Depot, KY. Relocate the depot maintenance of Tactical Missiles to Letterkenny Army Depot, PA. Disestablish the supply, storage, and distribution functions for tires, packaged Petroleum, Oil, and Lubricants, and compressed gases.

The Department is also disestablishing storage and distribution Functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at Red River Army Depot, TX.

8. Fort Sam Houston

Action: Realigned (Increase)

Military Jobs Gained:	7,625
Civilian Jobs Gained:	1,622
Contractor Jobs Gained:	92
Total Direct Jobs Gained:	9,339
Indirect Jobs Gained:	8,354
Total Jobs Gained:	17,693

Facility

Action and Impact

8. Fort Sam Houston (cont)

DoD AND BRAC COMMISSION RECOMMENDATIONS

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, Fort 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.

Relocate the Army Installation Management Agency Headquarters to Fort Sam Houston, TX.

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.

Relocating the Army Community and Family Support Center to Fort Sam Houston, TX.

Relocate the Army Family Liaison Office to Fort Sam Houston, TX.

Relocate the Army Contracting Agency headquarters to Fort Sam Houston, TX.

Relocate the Army Contracting Agency E-Commerce Region Headquarters to Fort Sam Houston, TX.

Relocate the Army Contracting Agency Southern Hemisphere Region Headquarters to Fort Sam Houston, TX.

Relocate the Army Environmental Center to Fort Sam Houston, TX.

Relocate enlisted histology technician training²²³ 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

Relocate the Army Medical Research Detachment to the Army Institute of Surgical Research, Fort Sam Houston, TX.

Facility

Action and Impact

8. Fort Sam Houston (cont) 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.

Relocate the Naval Health Research Center Electro-Magnetic Energy Detachment and the Directed Energy portion of the Human Effectiveness Directorate of the Air Force Research Laboratory to Fort Sam Houston

9. Fort Hood

Action: Realigned (Loss)
Military Jobs Lost: -73
Civilian Jobs Lost -118
Contractor Jobs Lost: 0
Total Direct Jobs Lost: -191
Indirect Jobs Lost: -163
Total Jobs Lost: -354

DoD AND BRAC COMMISSION RECOMMENDATION

Realign Fort Hood, TX, by relocating a Brigade Combat Team (BCT) and Unit of Employment (UEX) Headquarters to Fort Carson, CO.

10. Ellington Air Guard Station

Action: Realigned (Loss)
Military Jobs Lost: 0
Civilian Jobs Lost -3
Contractor Jobs Lost: 0
Total Direct Jobs Lost: -3
Indirect Jobs Lost: -2
Total Jobs Lost: -5

DoD AND BRAC RECOMMENDATIONS

Distribute the 15 F-16 aircraft assigned to the 147th Fighter Wing (ANG) to meet the Primary Aircraft Authorizations (PAA) requirements established by the Base Closure and Realignment recommendations of the Secretary of Defense, as amended by the Defense Base Closure and Realignment Commission. Establish a contiguous enclave for the 147th Fighter Wing (ANG) sufficient to support operations of that unit, including flight operations, and compatible with joint use of Ellington Field as a civilian airport. If the State of Texas decides to change the organization, composition and location of the 147th Fighter Wing (ANG) to integrate the unit into the Future Total Force, all personnel allotted to the 147th Fighter Wing (ANG), including the unit's Expeditionary Combat Support (ECS) elements, will remain in place and assume a mission relevant to the security interests of the State of Texas and consistent with the integration of the unit into the Future Total Force, including but not limited to air mobility, C4ISR, Information Operations, engineering, flight training or unmanned aerial vehicles. Where appropriate, unit personnel will be retrained in skills relevant to the emerging mission. This recommendation does not effect a change to the authorized end-strength of the Texas Air National Guard. The distribution of aircraft currently assigned to the 147th Fighter Wing (ANG) is based upon a resource-constrained determination by the Department of Defense that the aircraft concerned will better support national security requirements in other locations and is not conditioned upon the agreement

of the state. Ellington retains the capability to support the Homeland Defense mission. The 272d Engineering Installation Squadron, an ANG geographically separated unit, moves into available space on Ellington.

Facility	Action and Impact
11. NAS JRB Ft Worth & Carswell ARS	<p>Action: Realigned (Increase)</p> <p>Military Jobs Gained: 276</p> <p>Civilian Jobs Gained: 107</p> <p>Contractor Jobs Gained: 2</p> <p>Total Direct Jobs Gained: 385</p> <p>Indirect Jobs Gained: 274</p> <p>Total Jobs Gained: 659</p>

DoD AND BRAC COMMISSION RECOMMENDATIONS

Realign Naval Air Station Joint Reserve Base Fort Worth, TX, by consolidating Navy Reserve Readiness Command South with Naval Reserve Readiness Command Midwest at Naval Station Great Lakes, IL.

Establish 8 PAA C-130 aircraft at the 136th Airlift Wing ANG, Naval Air Station Joint Reserve Base Fort Worth, TX.

Establish 24 PAA F-16 aircraft at the 301st Fighter Wing, Naval Air Station Joint Reserve Base Fort Worth, TX.

Realign Naval Air Station Joint Reserve Base Fort Worth, TX, and Nellis Air Force Base, NV, by relocating base-level F-110 engine intermediate maintenance to Hill, establishing a CIRF for F-110 engines at H

Realign Naval Air Station Joint Reserve Base Fort Worth, TX, by disestablishing the Aircraft Intermediate Maintenance Department, establishing Fleet Readiness Center West Site Fort Worth, Naval Air Station Fort Worth, TX, and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center West Site Fort Worth, Naval Air Station Joint Reserve Base Fort Worth, TX.

Relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 6 K DLHs), Aircraft Hydraulic Components (approximately 2 K DLHs), Aircraft Landing Gear Components (approximately 3 K DLHs), Aircraft Other Components (approximately 12 K DLHs), and Aircraft Structural Components (approximately 3 K DLHs) from Naval Air Depot North Island to Fleet Readiness Center West Site Fort Worth, Fort Worth TX;

Close Naval Air Station Atlanta, GA. Relocate its aircraft and necessary personnel, equipment and support to Naval Air Station Joint Reserve Base New Orleans, LA; Naval Air Station Joint Reserve Base Fort Worth, TX; and Robins Air Force Base, Robins, GA. Relocate Reserve Intelligence Area 14 to Fort Gillem, Forest Park, GA. Relocate depot maintenance Aircraft Components, Aircraft Engines, Fabrication and Manufacturing, and Support Equipment in support of F/A-18, C-9 and C-12 aircraft to Fleet Readiness Center West Site Fort Worth at Naval Air Station Joint Reserve Base Fort Worth, TX.

Relocate 8th Marine Corps District to Naval Air Station Joint Reserve Base Fort Worth, TX.

No BRAC Impact

1. Dyess AFB DoD recommended the closure of Ellsworth AFB and the realignment of its B-1s to Dyess AFB. DoD also recommended that the C-130s at Dyess AFB be realigned to National Guard Units and to Little Rock AFB. The BRAC Commission disapproved these recommendations.
2. Goodfellow AFB No DoD BRAC recommendations submitted.
3. NAS Kingsville No DoD BRAC recommendations submitted.

APPENDIX II: TMPC ACTIONS WITH 2004-2005 RECOMMENDATIONS

STATE

- 1) **Recommendation:** Continue to keep the Office of State-Federal Relations in Washington informed on the needs and direction of the state's military installations.

Status: The TMPC completed two visits to Washington D.C. during 2004 – 2005, and conducted regular meetings/discussions with the Austin Director of the Office of State Federal Relations.

- 2) **Recommendation:** Identify potential candidates for nomination as a BRAC Commissioner.

Status: The issue was discussed with the Federal delegation from Texas and they worked the nominations at their level.

- 3) **Recommendation:** During the next legislative session, consider changing the language for Defense Economic Adjustment Assistance Grants (DEAAG) and fund additional grants to be used by communities to attract new missions and address realignment or closure needs.

Status: HB 2340 was passed that allows the DEAAG program to be used by defense communities that were positively impacted by BRAC decisions. However the 79th Legislature due to budget constraints chose not to fund the DEAAG program for FY05-06.

- 4) **Recommendation:** During the next legislative session, support the recommended amendment of Vernon's Civil Statute that legislates the use of the 4A/4B economic sales tax by the communities in support of military installations.

Status: Governor Perry approved the HB548 and SB252 that allow communities to use 4A/4B funds for economic development projects that will enhance the military value of the local base.

- 5) **Recommendation:** Support the policy guidance to state agencies stated in SB652 that gives priority consideration to defense community requests for projects that add military value.

Status: The TMPC became involved in several projects with multiple state agencies to enhance military value of military installations. Excellent examples are a state multi-agency proposal to the BRAC Commission to secure land for the McMullen Training Range and transportation funding for road infrastructure improvements at several military installations.

- 6) **Recommendation:** Collaborate with the Texas Department of Transportation (TxDOT) on the importance of military deployment routes, to include highway, rail and sea ports, for future high priority infrastructure projects.

Status: Collaboration with Texas Department of Transportation and the Transportation Commission included scheduling of meetings/presentations on Strategic Port needs in South Texas. As result of multiple meetings and discussions, over \$60M of improvements has been made to the transportation infrastructure surrounding military bases. Direct liaison has been maintained with the military liaison official from TXDOT and with discussions with Transportation Commission officials.

- 7) **Recommendation:** Monitor Texas Education Agency's (TEA) execution of HB591 by Representative Delisi, which requires TEA to negotiate reciprocity agreements governing the terms of school transfers for military dependents with other states.

Status: The Senate Committee on Veteran Affairs and Military Installation reviewed TEA's implementation of HB 591 in the fall of 2004. The Committee recommended that TEA continue to pursue reciprocity agreements with Louisiana, Maryland, New York, and South Carolina. Subsequently, HB 25 was passed by the 79th Legislature which directed the schools to assist the transition of military students from one school to another with the timely transfer of student records, transition programs during the first two weeks of enrollment, promoting practices that foster student access to extracurricular programs, maintaining partnerships between the military bases and affected school districts, and encouraging school districts to provide services for military students when applying for admission to postsecondary study. TEA will be reporting the results of its efforts to implement this new program to the Senate Committee on Veteran Affairs and Military Installations and the House of Representatives Committee on Defense Affairs and State-Federal Relations in January 2006.

- 8) **Recommendation:** Monitor execution of HB261 by Rep. Hupp, which allows members of the armed forces or dependents to pay state rates, as long as the person is continually enrolled in the same degree or certificate program.

Status: This bill was passed during the 79th Legislature.

- 9) **Recommendation:** Continue to encourage eligible defense-dependent communities to participate in state programs, such as the Texas Military Value Revolving Loan Fund and the Defense Economic Adjustment Assistance Grants (DEAAG) program. These programs provide funds for economic development projects, redevelopment of infrastructure and other community resources that add value to the community and local military installation.

Status: Two communities (Temple and Corpus Christi) initially indicated an interest in the revolving loan program and made application for loans, totaling \$8.5M. Because of the administrative upfront costs and variable loan rate that would be applied to these projects, the communities opted to cancel their applications and pursue other financing options for their projects. The Military Value Revolving Loan Fund, as presently defined, can provide competitive rates and administrative costs when the loans exceed \$20M.

FEDERAL

- 1) **Recommendation:** Support federal legislation that would make military pay and benefits comparable to that of the private sector.

Status: This issue was included in the legislative initiatives package provided to the Texas Congressional Delegation during both legislative trips to Washington D.C. in 2004 and 2005.

- 2) **Recommendation:** Support the continuation of Federal Impact Aid for school districts educating military dependents who live on or off military installations.

Status: This issue was included in the legislative initiatives package provided to the Texas Congressional Delegation during both legislative trips to Washington D.C. in 2004 and 2005.

- 3) **Recommendation:** Continue to support funding of military construction projects in the Five Year Defense Plan, especially privatized housing projects in FY05 and FY06.

Status: This issue was included in the legislative initiatives package provided to the Texas Congressional Delegation during both legislative trips to Washington D.C. in 2004 and 2005.

- 4) **Recommendation:** Monitor, and where needed, fund projects related to Texas ports and highways that support military force deployments and installations (during reauthorization of TEA-21).

Status: The construction SH201 in Bell County and the expansion of SH 195 in Bell and Williamson Counties have progressed on schedule and will dramatically facilitate the rapid deployment of military units from Fort Hood to our Texas seaports. Governor Perry approved a \$5.2M grant to the Port of Corpus Christi for two projects that will increase rail storage and double the rail throughput capability for military cargo. In addition, the Port was successful in obtaining TEA-21 funding of \$1,000,000 for two road projects.

- 5) **Recommendation:** Continue to position military installations in Texas to receive missions/units realigning from overseas locations.

Status: The State made strategic investments in military facilities to ensure that the infrastructure would support the positioning of additional military forces in the State. These investments included \$5.2M for the Port of Corpus Christi to increase rail throughput; \$20.5M to improve roadways in and around Fort Hood; \$16.5M for Ft Bliss for a highway interchange to facilitate tank movements, and proposals that are still being worked to improve infrastructure for Red River, Fort Hood, and Ingleside.

- 6) **Recommendation:** In cooperation with the Department of Homeland Security (DHS) and other federal agencies, establish a greater presence for interagency activities at Texas installations.

Status: This initiative is being pursued in coordination with the military bases, local communities and the Department of Homeland Security. At Fort Bliss, the Joint Task Force North is integrating DoD operational, technological, and intelligence support to domestic law enforcement agencies' counter-drug efforts. When directed, JTF North provides operational, training, and intelligence support to domestic agencies' efforts in combating terrorism. The Joint Reserve Base in Fort Worth has been particularly successful, and Ellington Field also has a wide diversity of missions. The Coast Guard has expressed an interest in being positioned at the Port of Corpus Christi and Ingleside. Additional interagency activity at military bases is expected to occur as part of the process to implement BRAC 2005. The military services will be seeking interest in space on facilities to be realigned or closed.

- 7) **Recommendation:** Continue to support the development of Unmanned Aerial Vehicles (UAVs) and establish Texas as a Center of Excellence for UAV development, maintenance, training, and operations at our military installations in support of the Department of Defense and Homeland Security.

Status: Governor Perry and TMPC Chairman Ehrie provided strong support for this recommendation on each of their trips to Washington DC when meeting senior DoD officials. In addition, TMPC Executive Director Smith presented the state's interest in UAVs to the National Guard Bureau. Governor Perry specifically met on two occasions with General T. Michael Moseley, Chief of Staff of the Air Force, to discuss the assignment of the Predator mission to Texas. The cumulative efforts led to Ellington Field being announced in August 2005 as the location for the first squadron of USAF Predators in the state of Texas.

- 8) **Recommendation:** Ensure that the resources currently located at the Corpus Christi Army Depot and Red River Army Depot, as well as other locations in Texas with similar maintenance missions, are fully utilized to reconstitute the force returning from Operation Iraqi Freedom and Operation Enduring Freedom.

Status: The war activities in the Middle East led to more than 100 percent increases in workload at both Red River Army Depot and the Corpus Christi Army depot. In addition, Governor Perry, the TMPC Chairman Ehrie and TMPC Executive Director Smith included the capabilities of the depots at Red River Army and Corpus Christi Army Depot in their presentations to military officials and legislators during their legislative trips to Washington D.C.

- 9) **Recommendation:** To capitalize on the resources at Red River Army Depot (RRAD), request that the Department of the Army assign additional wheeled vehicle workload for Stryker, PAC-3 missile (Patriot Advanced Capability), and HIMARS (High Mobility Artillery Rocket System) missile defense systems to RRAD for on-going maintenance overhaul.

Status: The TMPC encouraged the Red River community and its consultants to directly advocate for these additional workloads during their meeting with the Texas Congressional delegation as they explained the essential role that the depot was serving to support the war effort. The community also advocated their desire for additional work to the Under Secretaries of the Army, Navy and Air Force. As a result of these efforts, the community and congressional delegation were galvanized to make a compelling and successful case to the BRAC Commission to reverse the DoD's recommendation to close Red River Army Depot on 11 July 2005. In a post BRAC 2005 environment, the community and congressional delegation are continuing to seek new workload assignments, and Governor Perry and TMPC will support this effort during their periodic meetings and visits with senior DoD officials.

- 10) **Recommendation:** Support the desalination facility scheduled for operational capability at Fort Bliss in 2006 to facilitate long-term regional water supply.

Status: The state and TMPC strongly supported the project and marketed its capability to the Army and DoD. The project is now under construction and is expected to be in production in 2006.

- 11) **Recommendation:** Optimize troop strength at Fort Hood by adjusting current assets to the modular Brigade Combat Team (BCT) Unit of Action (UA) design and by adding the transformational force equivalents of an additional BCT/UA and the assigned divisions' Units of Execution associated aviation brigades.

Status: Despite being rated as the best of 13 Army maneuver posts for the 1991, 1993, and 1995 BRACs and third overall in the 2005 BRAC, DoD recommended to realign Fort Hood as part of the BRAC 2005 process. Fort Hood, in a post BRAC 2005 environment, will house a corps-level headquarters, one division level headquarters, a logistics-focused Theater Sustainment Command, five heavy maneuver brigade combat teams, up to eight other brigade-size formations, various major tenant units and an ability to accommodate additional future service-specific and joint services growth. Based on available BRAC and Department of the Army data, Fort Hood's authorized strength is then expected to stabilize at 42,000 by 2009.

- 12) **Recommendation:** Optimize troop strength at Fort Bliss by expanding its total strength to include four or more Brigade Combat Teams (BCT)/Units of Action (UA) and a division-level Unit of Execution (UE).

Status: As a result of BRAC 2005, Fort Bliss will house four heavy Brigade Combat Teams, a Multifunction Aviation Brigade, a Fires Brigade, a Sustainment Brigade, the 1st AD Division Headquarters, the 32nd AAMDC, an Air Defense Artillery Brigade, and multiple echelons above brigades. The number of troops at Fort Bliss is expected to increase by 21,230 as a result of BRAC 2005 recommendations and other programmatic additions associated with the Army's transformation program.

- 13) **Recommendation:** Continue to support the acquisition of additional C-17s and request they be based in Texas

Status: Governor Perry met with the Deputy Under Secretary of Defense for Installations and Environment and the Under Secretary of the Air Force in Washington DC to press for the acquisition of additional C-17s and request they be based in Texas. The TMPC, working with the Texas National Guard, met with the Secretary of Defense's Deputy Special Assistant, Pete Geren, to express the State's desire to have C-17s assigned to the State's Air National Guard. Additional C-17s are being procured, but none of them have been slated, to date, for basing in Texas.

- 14) **Recommendation:** Continue to support the development of the Airborne Laser Program and request it be based at Dyess Air Force Base in Abilene, Texas.

Status: This initiative was supported by the TMPC and addressed by Governor Perry in his meetings and correspondence with the Air Force. To date, this mission assignment has not taken place.

- 15) **Recommendation:** Continue to support the placement of state of the art joint communications and intelligence analysis systems at Goodfellow Air Force Base in San Angelo, Texas.

Status: The TMPC conducted several meetings with base authorities, community officials, DoD and Air Force leadership in Washington, and the National Guard to support this recommendation. The State supported the establishment of a new Arabic language degree program at Anglo State University that will directly benefit the U.S. Department of Defense's Defense Language Institute at Goodfellow AFB. The State specifically provided \$3M to Angelo State University to support this program. In addition, the Texas National Guard supported the placement of a detachment of guardsmen at Goodfellow which also increase the base's analysis systems capability.

- 16) **Recommendation:** Support the development of a Joint National Training Capability focused on all military assets within proximity to the Gulf of Mexico, Texas, Oklahoma, New Mexico, Louisiana and Mississippi.

Status: Governor Perry met with the Deputy Under Secretary of Defense for Installations and Environment, Phil Grone, and offered to expand the McMullen range as a means to increase the joint

training capability in the southwest. The Under Secretary stated that the proposal would be considered after BRAC 2005. The Texas National Guard is subsequently petitioning the National Guard Bureau for approval to expand the McMullen range to meet National Guard training requirements. The expanded range will satisfy training needs for all the Services.

- 17) **Recommendation:** Working with all appropriate federal departments, agencies and activities, promote expansion of Texas coast deployment facilities and the Texas-based home porting of container/cargo ships to ensure an accelerated deployment capability for U.S. ground forces from CONUS into overseas contingency areas.

Status: On March 3, 2005, the TMPC met with over 40 representatives from the Port of Corpus Christi, Port of Beaumont, U.S. Transportation Command, and multiple federal and state agencies to identify the strategic actions needed to improve the capability of Texas' Strategic Ports to meet emerging military needs to rapidly deploy Army forces. The recommendations were compiled and provided to the Secretary of Defense.

- 18) **Recommendation:** Continue to work with the U.S. Navy and Coast Guard to station capital ships at NS Ingleside, thus fully utilizing the modern infrastructure in place.

Status: The USN and Coast Guard could not discuss this issue while the Military Services and DoD were preparing their BRAC recommendations. With the closure of Naval Station Ingleside, the opportunity to execute this recommendation will depend upon the Navy and Coast Guard's interest in stationing ships at Ingleside as it is redeveloped into a commercial port.

- 19) **Recommendation:** Continue to work with the U.S. Navy to station additional deployment ships at the Port of Corpus Christi in support of future possible deployments.

Status: The TMPC continues to support the Port of Corpus Christi as it markets this capability to the Army and Navy.

- 20) **Recommendation:** Continue to work to increase the funding for the T-45 production and modernization in order to strengthen the assets at NAS Kingsville.

Status: Governor Perry, TMPC, and the community made the case for T-45 production and modernization during their visits to Washington D.C. In addition, Governor Perry made a proposal during the BRAC 2005 process to provide \$365M of financial support to the Navy if they decided to relocate USN missions at NAS Oceana to NAS Kingsville. This action is still being worked and supported by the community and the state.

- 21) **Recommendation:** Assist the Texas National Guard and the National Guard Bureau in efforts to modernize the facility infrastructure and training and operational equipment assets currently assigned to the state.

Status: The TMPC is meeting regularly with the Texas National Guard and the Texas Military Facilities Commission to assist in the execution of the BRAC 2005 recommendation to build 17 new Armed Forces Reserve Centers (AFRC) with \$373M of BRAC funds. This initiative will allow the Army and the State to transfer the activities in 24 Army Reserve Centers, 53 National Guard Armories and multiple other National Guard facilities into these new AFRCs

22) **Recommendation:** Continue to support the funding of weapon systems being built and repaired in Texas, including, but not limited to the F-22, JSF, V-22, C-17, ABL, C-5, C-130, KC-135/767, Stryker, Bradley, MLRS and the continuously evolving families of combat and combat support systems.

Status: The TMPC meets with members of the Texas Defense Aviation and Aerospace Alliance (TDAAA) and supports actions as necessary to ensure satisfactory progress with this recommendation.

23) **Recommendation:** Continue to monitor the Department of Defense initiatives to consolidate the three respective military exchange services, Army and Air Force, Navy and Marine, and support the location of the Exchange Service Headquarters in Texas.

Status: Governor Perry met with representatives from the Army and Air Force Exchange Service in August 2004 and expressed the State's strong interest in maintaining the AAFES Headquarters and Distribution function in Texas. Subsequently, the TMPC has maintained contact with the project officer for the consolidation study. The official report is expected to be released towards the end of 2005.