

INSTALLATION MISSION GROWTH

Community Profile

November 2009

Fort Sam Houston, Texas

Community at a Glance

Growth Management Organization (GMO):

Office of Military Affairs

Geographic area affected by military installation growth:

San Antonio, Texas Metropolitan Statistical Area (MSA)

Regional Population of affected area:

(MSA 2005: 1,877,250); (MSA 2010: 2,049,511); (2020 MSA: 2,403,130) (MSA is Bexar, Comal, Guadalupe, Wilson, Bandera, Atascosa, Kendall, and Medina counties)

Top growth challenges:

- Transportation
- Workforce
- Neighborhood Revitalization
- Redistribution of Health Care Services
- Education

Outstanding requirements in support of mission growth:

Project Category	# of Projects	Sum of Project Cost	Sum of Funding Gap
Transportation	6	\$76M	\$76M

Mission Growth at a Glance

Growth Action:

Base Realignment and Closure (BRAC), Grow the Army (GTA), Global Defense Posture Review

Personnel Baseline and Growth Projection (Fort Sam Houston)

	Baseline (January 2005)	Build-out Projection 2011
Military Personnel	15,424	23,437
Dependents	5,842	10,962
Civilian Personnel/Contractors	9,395	11,954
Students	22,000 annually	46,000 annually

Source: San Antonio Joint Program Office

Growth Factors affecting community planning: Fort Sam Houston growth will result in significantly increased vehicular traffic onto and off the installation. The community goal is to leverage growth for supportive economic development in health care, health care education, bio-medical research and communications.

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Background

Regional Context

The geographical area affected by military installation growth is the San Antonio MSA. The principal city is San Antonio, and the area also includes the counties of Bandera, Bexar, Comal, Guadalupe, Kendall, Medina, and Wilson. The MSA is 7,994.7 square miles with a population of 1,877,250, as of 2005¹.

Economic Base

The City of San Antonio (COSA) has a large and diverse economy. The annual economic impact of the Department of Defense's (DoD) ranks fifth (\$13.3 billion) behind finance (\$20.5 billion); real estate (\$19.4 billion); health care (\$15.3 billion) and manufacturing (\$14.4 billion). However, DoD is by far the largest employer in the community . At \$9.4 billion, DoD also has the largest earnings by industry. Second is real estate at \$4.4 billion followed by health care at \$4.3 billion.

Military Economic Impact in San Antonio²

- \$13.3 billion impact on economy.
- DoD is the community's largest employer, supporting employment of over 195,000 people. Employment at local bases is estimated at over 68,000.
- Military-related earnings for 2006 totaled over \$9 billion.
- San Antonio-based DoD contractors employ over 44,000 people, and realize earnings of \$1.7 billion.
- BRAC 2005's economic impact at Fort Sam Houston will be approximately \$8.3 billion, and support over 60,000 construction jobs. Once BRAC is completed in 2011, Fort Sam Houston will support the employment of over 28,000 non-DoD jobs and provide an additional \$1.6 billion annual economic impact as well as an additional \$5 million in sales tax revenue.
- One of every four citizens in San Antonio is a military health care beneficiary.

DoD Growth Activity

BRAC activities scheduled to occur in San Antonio by September 2011 is arguably be one of the COSA's largest economic development projects ever.. San Antonio is expected to receive 12,500 new personnel, including: 10,000 family members and 9,000 additional students. COSA is also expected to receive \$3.1 billion in construction of military facilities. BRAC 2005 will bring:

- An internationally renowned teaching and research hospital
- The largest school for training medical technicians in the world—10,000 students at any one time and some 47,000 graduates per year
- Management and Command Centers for Fifth Army, Sixth Army, Military Property Management; and Military Health Care
- Jobs in six targeted industries—health care and health care education, communications, technology, intelligence, and security

Military Transformation Task Force (MTTF)

COSA, Bexar County, and the Greater San Antonio Chamber of Commerce chartered the MTTF to share information, assist the military in implementing BRAC, address any impacts on the community (including growth), and leverage BRAC to strengthen the economy and revitalize neighborhoods. The membership is comprised of elected officials, business and civic leaders, and installation representatives.

The MTTF has eight standing committees, identified below along with their mission statements:

¹ City of San Antonio Economic Development Department

² Includes 2006 and 2009 data

Economic Development & Business Opportunities: To identify issues and develop solutions relating to contract and business development opportunities for local businesses as a result of BRAC-related growth in San Antonio.

Transportation and Infrastructure Support for BRAC: To examine BRAC related growth and determine transportation and infrastructure needs to support BRAC and the community.

Neighborhood Revitalization and Local Community Impacts: To determine the potential impact of BRAC-related growth on local neighborhoods and communities and potential opportunities for revitalization.

Health Care Delivery & Medical Partnerships: To examine the impact of BRAC on the community's healthcare industry and health care delivery system.

Legislative and Public Relations: To develop and communicate information related to the BRAC transformation of San Antonio's military installations to the community and develop legislative proposals, if necessary, to support implementation of BRAC 2005 actions in San Antonio.

Mission Readiness and Enhancement: The committee will oversee Joint Land Use studies for Camp Bullis, Randolph Air Force Base (AFB) and Lackland AFB as well as developing ways to enhance municipal partnership.

Growth and Development - seek balanced public policies that protect the military's missions in San Antonio and the potential economic growth those missions bring to the city, while ensuring that the rights of private property-owners are also respected.

Education - implement the recommendations from the Growth Management Plan, through local educational institutions, to fill jobs stemming from BRAC growth.

COSA

COSA established the Office of Military Affairs (OMA) in January 2007. As shown in Figure 1, OMA is part of MTTF. The Office is a City Department-level organization staffed by a Director, a Special Project Manager, Senior Management Analyst, and an Executive Secretary. OMA the single point of contact for all military-related issues for COSA and provides staff support to the MTTF.

OMA is in constant communication, cooperation, and consultation with the Texas Military Preparedness Commission, as well with the Federal Government, on relevant military-community issues.

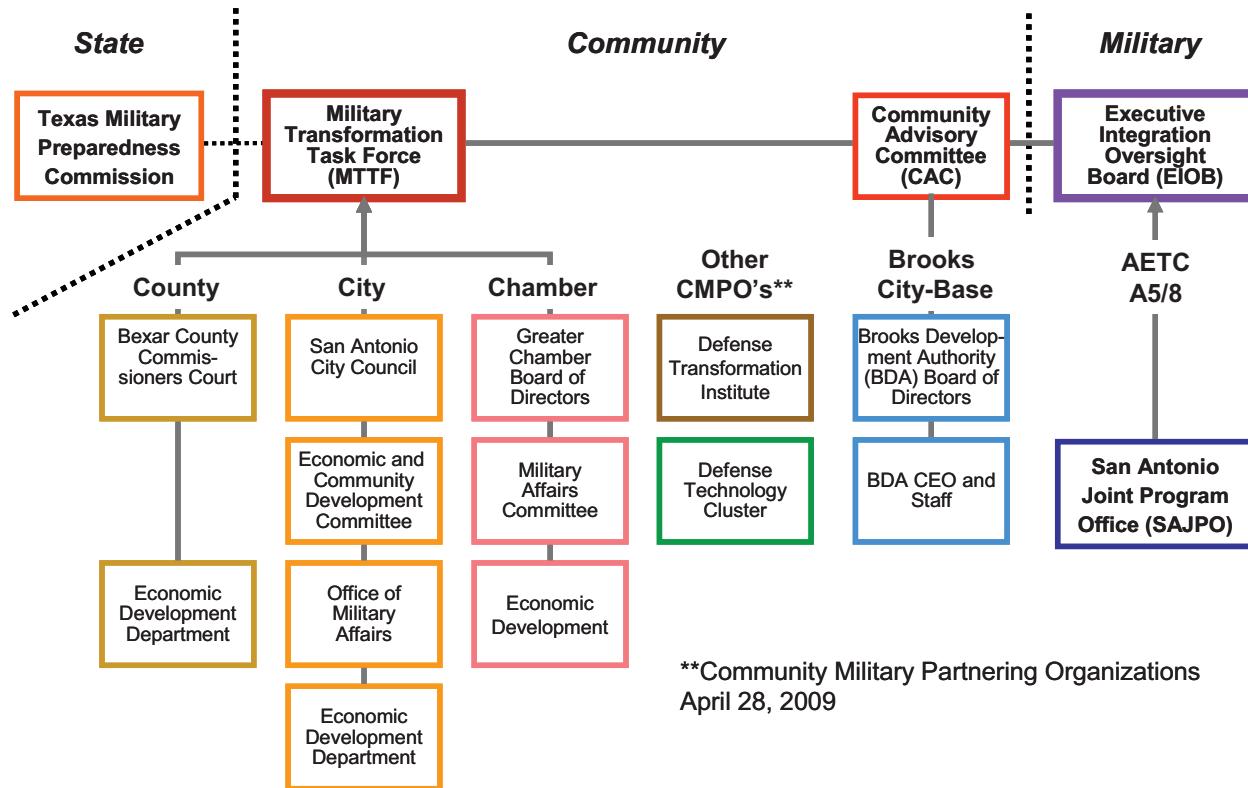


Figure 1: San Antonio Community-Military Partnerships

Fort Sam Houston Growth Management Plan (FSH-GMP)

To capitalize on the tremendous growth, the COSA undertook the FSH-GMP. Funded by the Office of Economic Adjustment (OEA), the FSH-GMP was conducted in close cooperation with MTTF and its committees. The FSH-GMP is a tool for the community to provide findings and recommendations to assist COSA with BRAC and military related growth. The purpose of the FSH-GMP was to identify critical issues related to the Fort Sam Houston growth and to develop recommendations to mitigate any potential problems and take advantage of opportunities. The FSH-GMP was completed in October 2008 and COSA is implementing the recommendations identified in the Plan through the Fort Sam Houston Community Development Office.

The FSH-GMP identified five action plans with recommendations that could be used by COSA, its partners, and the greater community to assist with revitalization efforts:

1. Economic Development—Leverage the BRAC growth for business development that serves and benefits both the personnel at the Post and the local neighborhoods.
2. Neighborhood Revitalizations—Establish a formal military-community partnership to coordinate efforts for revitalization and establish an entity to carryout the recommendations from the FSH-GMP.
3. Housing Action Plan—Create a connected living and working environment that support the missions at Fort Sam Houston and the neighborhoods adjacent to the Post.
4. Public Safety—Enhance community-based policing to support revitalization in the neighborhoods.
5. Mobility—Improve the roadways to accommodate increased commuting due to BRAC and encourage revitalization.

One of the principal opportunities identified, and one of the most challenging, is that the BRAC growth at Fort Sam Houston could be leveraged for revitalization of the eastside neighborhoods located in close proximity to the installation.

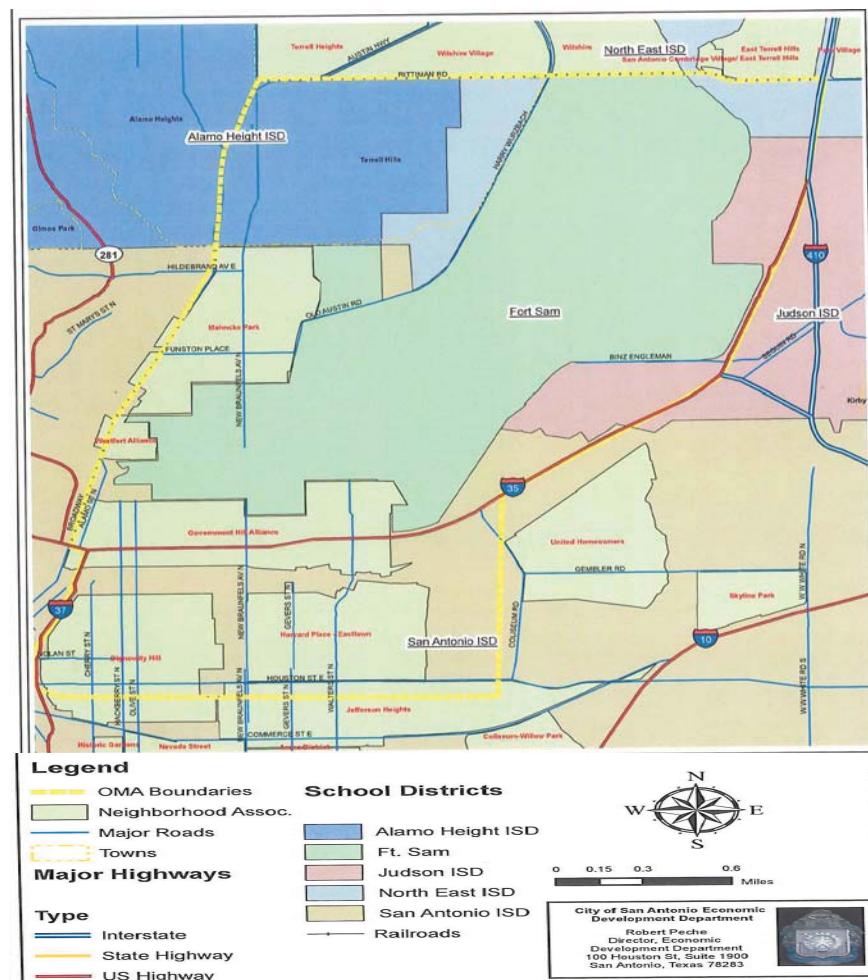


Figure 2: Fort Sam Houston and Surrounding Areas

The FSH-GMP findings for this area included:

- Population—27,824
 - Households—9,355
 - Families—5,677
- Median Household Income—\$30,011 (San Antonio Median income is \$45,019)
- High School Degree—16.4 percent
- Below the poverty level (2000 census)—26.9%
- Crime rate—High
- Pedestrian facilities that are incomplete, inadequate and inaccessible.
- Neighborhood mobility links that are inadequate or nonexistent.
- Public transportation that is inadequate.
- Activity centers that are lacking.
- Degraded housing and infrastructure, poor streetscapes, and poor lighting create an unsafe environment.
- No public libraries within the study area.

Implementation and Partnering Strategies

MTTF

Through MTTF and the Military Community Partnership structure, the community and the military have developed an excellent strategy to ensure good communication, cooperation, and collaboration to discuss and address issues related to military growth in the community. The military bases, including the newly formed Joint Base San Antonio, have a seat on MTTF. Likewise, MTTF has a seat on the military's Executive Integration and Oversight Board which oversees all BRAC implementation in the community. This allows both the community and the military to address issues at the highest level. The Community-Military Partnership brochure highlights the key community stakeholders.

Fort Sam Houston Community Development Office (FSH-CDO)

FSH-CDO is fully dedicated to FSH-GMP implementation and will focus on issues such as economic development, housing, transportation, and infrastructure and public safety. FSH-CDO consists of a six person staff. COSA, through OMA, applied for and received a grant from OEA to fund five new full-time equivalents (FTEs) to carry out the FSH-GMP implementation of the five action plans. The FTEs are composed of newly hired staff from Housing and Neighborhood Services (Neighborhood Services Coordinator and Senior Management Analyst), Economic Development (Economic Development Manager), Public Works (Engineer), and San Antonio Police Department (Senior Management Analyst). FSH-CDO will not work in isolation; instead, it will work closely with relevant departments to harness the expertise of COSA and other community experts for implementation and support.

The new office of FSH-CDO will be near Fort Sam Houston. FSH-CDO works closely with two other community partners: the Procurement and Technical Assistance Center (PTAC) and Workforce Solutions Alamo. In addition, the FSH-CDO works alongside MTTF, Bexar County, local municipalities, local neighborhood alliances, Fort Sam Houston Community Advisory Board, local utility providers, San Antonio Independent School District, and Fort Sam Houston. The mission of the office is to:

Develop and promote sustainable, safe and prosperous communities near Fort Sam Houston that provide lasting benefits to both the community and the military.

As of mid-September 2009, the FSH-CDO has been engaged in activity for six weeks. During that time, the team has been working on the following initiatives, and is developing a list of economic and housing incentives for the revitalization area.

Economic Development

- Plans are underway for a Walters Street commercial and residential design charrette to provide public input into the potential for commercial and residential revitalization along Walters Street from Interstate 35 to FSH. OEA has agreed to fund the charrette. It is anticipated the charrette will be held from the end of October to first part of November.
- A Scope of Work (SOW) has been drafted for the market analysis of a business/ contractor park near FSH.
- A grant application has been made to the Economic Development Administration (EDA) to fund water infrastructure improvements on Walters Street which are needed for commercial revitalization. The project scope includes installing new water pipe, beautification of Walters Street and side-street repair. Total project cost is estimated at approximately \$3 million. The EDA grant would fund approximately 50 percent of the project cost. The regional EDA in Austin has recommended funding of the project at \$1.3 million. A final decision is expected in four to eight weeks.

Housing

- Staff is developing a profile of the revitalization area and inventorying vacant properties, single and multi-family homes, parks, and schools.
- Proposed neighborhood cleanup initiatives include graffiti mitigation, building code enforcement, trash and rubbish removal, and minor home rehabilitation efforts.

Mobility

- A SOW for a mobility and engineering analysis is being drafted to examine roads impacted by BRAC growth.
- US Department of Transportation (DOT) grant application is being drafted to assist with surface transportation projects on Harry Wurzbach Road.

Education

- An education SOW is nearly finalized for submission to OEA for funding consideration.
- The funding, if approved, will develop an education action plan to prepare the elementary and secondary schools for increased enrollment and retool high school and college curriculums to prepare students for the skills needed to fill the new positions opening up as a result of the growth on FSH.

Public Safety

- Staff has developed a crime profile in the revitalization area.
- Staff is developing potential crime reduction initiatives such as:
 - Strategic Nuisance Abatement Program
 - Tactical Response Unit
 - San Antonio Fear Free Environment
 - Significant Comprehensive Public Safety Intervention Program

BRAC Transportation and Infrastructure Support

Identifying transportation funding is the greatest challenge affecting the community. Currently, the community faces a funding gap of \$76 million to make critical improvements to some key roads in order to support anticipated traffic flow on to and off of Fort Sam Houston. The Walters Street entrance will become the major entrance to the base once BRAC 2005 actions are completed. It will be the primary thoroughfare for daily commuters and will be the main entrance for visitors to the base. To accommodate the enormous growth and increased daily traffic on and off the base, COSA, the State , and the Army are working together to make significant improvements along Walters Street.

The Texas DOT is currently funding over \$22 million to widen and improve the Walters Street Bridge over Interstate 35. The bridge is being expanded from four to six lanes (four lanes into the base and two lanes out) and will feature new architectural styles to complement the architecture at Fort Sam Houston. In addition, the COSA is spending over \$4 million to widen Walters Street from Interstate 35 to the main entrance of the base from four to six lanes, including a 15-foot multi-use path for pedestrians and bicycles. The Army is planning road improvements at the main gate and inside the base to complement COSA's project. These road improvements provide a tremendous opportunity for commercial, retail, and residential revitalization along Walters Street that could bring benefits to the community, the neighborhoods, and the base.

COSA is providing \$5.6M in support for transportation and infrastructure improvements and studies to assist the community and the military with BRAC-related growth.

Successes/Lessons Learned

Responding to the growth has been a coordinated effort between COSA and Bexar County. COSA and county officials saw the need for inclusion of the private sector and formed MTF. In forming MTF, COSA and Bexar County recognized the need to partner with the Army and the Air Force and included representatives of Fort Sam Houston, Lackland AFB, and Randolph AFB. This inclusionary vision enabled all of the parties and stakeholders to maintain effective communication throughout this complex process. Communication and coordination among the partners was the key to effectively positioning the community's response to BRAC and non-BRAC actions in San Antonio.