

**SAN ANTONIO BRAC 2005
GROWTH MANAGEMENT PLAN**

**TASK 7 REPORT
STRATEGIC COMMUNICATIONS PLAN
APPENDIX A**

RESPONSIVENESS SUMMARY

**PREPARED FOR
CITY OF SAN ANTONIO
OFFICE OF MILITARY AFFAIRS**

**BY
THE DILUZIO GROUP, LLC
SAN ANTONIO, TX**

SEPTEMBER 2008

STRATEGIC COMMUNICATIONS PLAN

APPENDIX A

RESPONSIVENESS SUMMARY

TABLE OF CONTENTS

1.0	INTRODUCTION	1
2.0	VISIONING SESSION	3
2.1	COMMUNITY VISIONING SESSION OVERVIEW	4
2.2	INFORMATION SHEET	5
2.3	NARRATIVE DESCRIPTION HANDOUT	6
2.4	COMMUNITY VISIONING SESSION REPORT	7
3.0	PUBLIC INPUT MEETINGS.....	10
3.1	MEETING PLAN	10
3.2	ANNOUNCEMENT	11
3.3	SUMMARY OF CITIZEN INPUT	12
3.4	ANSWERS TO QUESTIONS	22
4.0	DELPHI REVIEW	28
4.1	INTRODUCTION.....	28
4.2	INVITATION	29
4.3	MATERIALS AND REVIEW STRATEGY	30
4.4	SESSION 1	31
4.4.1	FACILITATOR REPORT.....	31
4.4.2	PROJECT MANAGER NOTES	35
4.5	SESSION 2.....	41
4.5.1	FACILITATOR REPORT.....	41
4.5.2	PROJECT MANAGER NOTES	44
4.6	SESSION 3.....	48
4.6.1	FACILITATOR REPORT.....	48
4.6.2	PROJECT MANAGER NOTES	51
4.7	DELPHI REPORT.....	55
5.0	PUBLIC REPORT MEETINGS	74
5.1	PURPOSE	74
5.2	ANNOUNCEMENT.....	74
5.4	INPUT RECEIVED	75
5.5	RESPONSE TO QUESTIONS	97
6.0	STAKEHOLDER COMMUNICATIONS	102
7.0	PRESS HANDOUT	102
8.0	TEXAS STATE SENATE TESTIMONY	107

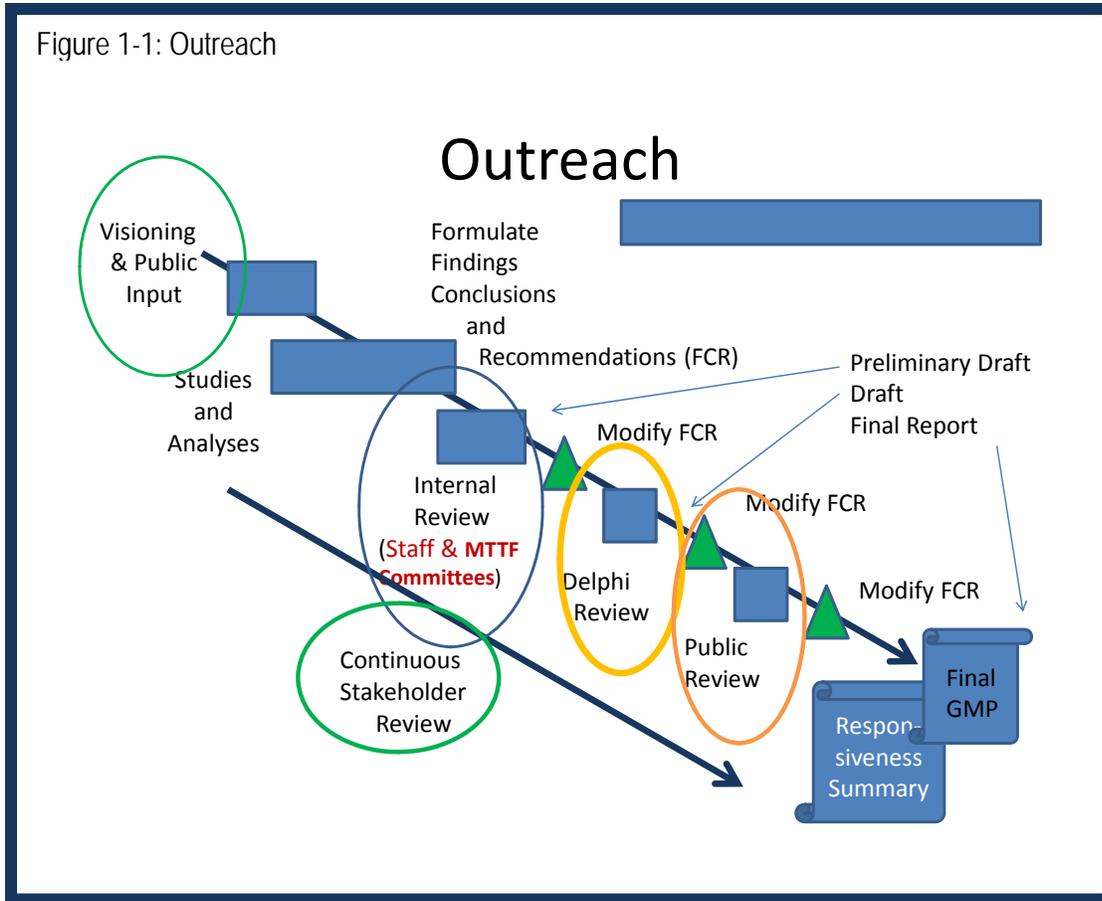
1.0 INTRODUCTION

The Growth Management Plan addresses potential impacts of Fort Sam Houston BRAC-related growth on San Antonio. Emphasis is on: (1) Impacts on neighborhoods near the post; and, (2) Opportunities to leverage BRAC in order to gain economic development or neighborhood revitalization goals. An important aspect of the planning process has been communications with persons and organizations in neighborhoods near the post to: (1) Answer their questions; (2) Learn of their concerns about such growth; and, (3) Gather their ideas for addressing concerns and capturing either economic or neighborhood revitalization opportunities.

The process, shown in Figure 1-1: Outreach, has included:

1. Two visioning sessions, one held by the City prior to selection of the planning consultants and a second by the consultants.
2. A series of three neighborhood meetings to obtain public input to the planning process and answer public questions.
3. A modified Delphi review. This process involves national experts, those with experience in similar undertakings and local business and political leaders in review of preliminary findings and conclusions.
4. Finally, the process included three “report-back” meetings through which the plan findings, conclusions and recommendations were presented and the public was afforded an opportunity to comment or ask questions.
5. In parallel with the four preceding steps, planning consultants engaged in a series of meetings with stakeholders. The stakeholder meetings followed the same process, discussing the vision and gathering input in the early stages and then discussing tentative findings, conclusions and recommendations toward the end of the process.
6. Also in parallel with the first four steps, the planning team worked with committees of community leaders under auspices of the Military Transformation Task Force (MTTF). This Task Force is a joint organization of the City, Bexar County and the Greater San Antonio Chamber of Commerce. It is Tri-Chaired by a City Council person, a County Commissioner and a Senior Chamber representative. The Task Force also includes representation from both the community and local military organizations. The MTTF assembled committees of volunteer Stakeholders for each of the Study Tasks. The MTTF Committees described below:

Figure 1-1: Outreach



MILITARY TRANSFORMATION TASK FORCE COMMITTEES, CHAIRS AND MISSIONS

ECONOMIC DEVELOPMENT & BUSINESS OPPORTUNITIES

Chairs: Scott Gray, J.M. Waller Associates
Chakib Chehadi, Workforce Solutions–Alamo

Mission: To identify issues and develop solutions relating to contract and business development opportunities for local businesses and residents.

HEALTH CARE DELIVERY & MEDICAL PARTNERSHIPS

Chairs: Dr. Daniel F. Perugini, (Brig. Gen., USA, Ret.) The University of Texas Health Science Center at San Antonio;
Dr. David Young, (Brig. Gen., USAF, Ret.)

Mission: To examine the impact of BRAC on the community's health care industry and health care delivery system.

LEGISLATIVE AND PUBLIC RELATIONS

Chair: Mark Frye, Bearing Point

Mission: 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 & ENHANCEMENT COMMITTEE

Chairs: David Cannan, (Brig. Gen., USAF, Ret.)
John Dickson, Dickson Consulting Group, Inc.

Mission: To develop execution strategy, work plans, and statements of work for Joint Land-Use Studies at Camp Bullis, and Lackland AFB.

NEIGHBORHOOD REVITALIZATION AND LOCAL COMMUNITY IMPACTS

Chairs: Howard Peak, AT&T
Leo Gomez, San Antonio Spurs

Mission: To determine the potential impact of BRAC-related growth on local neighborhoods and communities and potential opportunities

TRANSPORTATION AND INFRASTRUCTURE SUPPORT FOR BRAC

Chairs: Carroll Schubert, PCSI, Inc.
Arthur Emerson, GRE Creative Communications

Mission: To examine BRAC related growth and determine transportation and infrastructure needs to support BRAC and the community.

This appendix presents documentation of the outreach process. It includes reports from visioning session; public input; Delphi review and public report meetings. It also includes the results of project manager - stakeholder communications; selected press handouts and testimony before a State Senate Subcommittee.

All public meetings were managed by a professional facilitator, Mr. Bob Ashcroft.

2.0 VISIONING SESSION

This section includes the following information with each successive part beginning on a new page:

2.1 Community Visioning Session Overview. This is an overview of the process handed out at the beginning of the session

2.2 Information Sheet. This is a background information piece provided to participants at the session

2.3 Narrative Description Handout. This is a brief narrative outline of changes at Fort Sam Houston and a statement of the goals of the visioning session, which was provided to participants prior to the visioning session.

2.4 Community Visioning Session Report. This is the Facilitators Report on the visioning session, provided to the planning team shortly after the session, for the team's use in guiding the planning process.

2.1 COMMUNITY VISIONING SESSION OVERVIEW

City of San Antonio

Community Visioning Session

Wednesday April 30, 2008

6:00 p.m. – 9:00 p.m.

Community Center, St Paul's Episcopal Church

1018 East Grayson Street

Visioning Session Overview

The City of San Antonio's Office of Military Affairs and its Military Transformation Task Force is current overseeing a 6-month effort to prepare a Growth Management Plan looking at BRAC related growth at Fort Sam Houston and its implications and benefits for surrounding neighborhoods. This visioning session will assist that effort.

PURPOSE: To generate ideas for building stronger neighborhoods near Fort Sam Houston

FOCUS: How nearby neighborhoods can take advantage of significant growth and military mission enhancements at Fort Sam Houston to build stronger communities.

OUTCOMES: To **identify** the best thinking of session participants about community building ideas for the neighborhoods near Fort Sam Houston.

PARTICIPANTS: Neighborhood and community leaders, activists and resource people knowledgeable about and from neighborhoods adjacent to Fort Sam Houston.

RESOURCES:

- information about the transformation of Fort Sam Houston over the next 3-5 year
- information about the City of San Antonio's current Growth Management Plan effort
- knowledge and ideas of session participants from Fort Sam Houston neighborhoods

DISCUSSION TOPICS/QUESTIONS/RESULTS:

Community Building Ideas

Identify creative ideas for building stronger neighborhoods near Fort Sam Houston considering current community resources and conditions (people, infrastructure, housing stock, amenities, facilities, etc.) and Fort Sam Houston growth over the next 3-5 years.

-creative community building ideas representing the best thinking of participants

Suggestions for Achieving Community Building Ideas

Identify how surrounding neighborhoods and the larger community can use or leverage Fort Sam Houston's future growth to help achieve the community building ideas.

- suggestions to explore for achieving the community building ideas

NEXT STEPS:

-compile and distribute visioning session report

-further develop the ideas and suggestions from the visioning session and use them to help prepare a Growth Management Plan for the Fort Sam Houston area

2.2 INFORMATION SHEET

Community Vision Session
Wednesday, April 30, 2008

Growth Management Planning for Fort Sam Houston BRAC Related Expansion

Information Sheet

Project Description

Sponsor: City of San Antonio Office of Military Affairs
and the Military Transformation Task Force

Consultant: The DiLuzio Group with a team of subcontractors

Project Purpose: To prepare a plan that addresses impacts of BRAC on

- Neighborhoods near Fort Sam Houston
- Medicine in San Antonio
- Transportation and Infrastructure

Project Area: Fort Sam Houston and Neighborhoods in the Immediate Vicinity

- Jefferson Heights
- Harvard Place - Eastlawn
- Mahncke Park
- Government Hill Alliance
- Dignowity Hill
- Westfort Alliance

Deliverables: Task Reports on Neighborhood Impacts, Medicine and Transportation as well as an overall growth management plan

Project schedule

Project Start: March 5, 2008

Project Completion: October 10, 2008

Opportunities for public involvement

Three public meetings planned at dates and locations to be announced

Project Contact Information

Russell Freeman, Project Manager

Lauri Grams, Associate

The DiLuzio Group

314 East Commerce Street, Suite 600

San Antonio, Texas 78205

210 227 3400

<http://www.teamdiluzio.com/>

2.3 NARRATIVE DESCRIPTION HANDOUT

Visioning Session on

Transforming Fort Sam Houston and the Surrounding Community

Change at Fort Sam Houston: The Department of Defense is transforming military medical facilities. The transformation means major changes to military medicine in San Antonio, which is to become the center for medical education as well as a center of excellence in patient care. Brooke Army Medical Center at Fort Sam Houston and Wilford Hall at Lackland Air Force Base are being consolidated to become a jointly staffed 425-bed San Antonio Regional Medical Center. Trauma care will be moved from Wilford Hall and consolidated to create a new Joint Center of Excellence in Battlefield Health and Trauma at Fort Sam Houston. Wilford Hall will become a world-class outpatient and ambulatory surgery center. Fort Sam Houston will also become the national hub for training enlisted medical technicians of all services. This change merges Army, Air Force and Navy training, leading to a student population of between 9,000 and 10,000, which is comparable in size to a major college campus. Such changes, by recent Army estimates, will bring some 12,200 persons, including some 4,500 the new students, to Fort Sam Houston. There will be a further increase of some 5,804 family members, of which 2,252 will be school aged children. It is estimated that the incoming families will require 3,949 new homes. There will also be an estimated \$2.34 billion in BRAC military construction added to the San Antonio economy, creating an estimated 43,000 construction jobs. These changes are also attracting other federal medicine-oriented programs to the region.

Growth at Fort Sam and the factors driving that growth are also stimulating additional activity outside the post. One example is improvement of streets and roads leading to the post, which will link up with road improvements being planned on the post. Other Examples include new additions to the Veterans Administration and University Hospitals across town. BRAC and the related developments impact a community that is the 10th fastest growing region in the United States. Over the period between 2004 when BRAC moves were being planned and 2012 which is the first year after BRAC changes are supposed to be fully in-place and operational, the metropolitan area will see an influx of some 500,000 persons. Over this period construction of known improvements is expected to total something in the range of \$23.3 Billion. Thus, while BRAC will bring the community many more jobs than large employers such as Toyota or Rack Space, BRAC still represents only some 2 to 3 percent of the expected growth in the region and only some 10% of the expected construction. By any measure, San Antonio is headed into a major boom that includes new residents and new construction as well as BRAC driven expansion of the medicine and education sectors of the economy.

The Community Vision and Role: The community has commissioned preparation of a "Growth Management Plan" which has three overarching goals: (1) Anticipate problems associated with BRAC implementation and recommend preventive action; (2) Recommend ways to leverage growth in order to benefit communities proximate to Fort Sam Houston; and (3) recommend ways to facilitate implementation of BRAC expansion at Fort Sam Houston. A visioning session is planned for April 29 at the Saint Paul's Episcopal Church Auditorium, 1018 Grayson Street. The session will be on April 29 at 6 pm.

Visioning Session Goals: Goals of the session are to gather insight from community leaders. (1) What is your vision for communities in immediately proximate to the post? (2) How can growth at Fort Sam Houston be utilized to stimulate the attainment of that vision? (3) How can attainment of the community vision be leveraged in ways that also help avoid BRAC implementation problems or concerns? (4) How can attainment of the community vision help Fort Sam leadership achieve their BRAC goals? (5) What are the needed elements of partnership/cooperation between the Community and the Post?

2.4 COMMUNITY VISIONING SESSION REPORT

City of San Antonio

Community Visioning Session

Wednesday, April 30, 2008

6:16 p.m. – 8:20 p.m.

Community Center, St. Paul's Episcopal Church

1018 East Grayson Street

Community Visioning Session Report

PARTICIPANTS

Participants Representing Surrounding Neighborhood Interests:

Marianna Lujan	Richard Alcoser	Catherine Schneider
Stella Ashley	Dianne Green	Meggan Partain
Wilfred Brassard	Mark Browne	Diane Smilgin
Marie Stout	Adena Williams-Loston	John Alcoces
Cora Johns	Michael Peterson	Marianne Kestenbaum
Rev. Doug Earle	Jody Sherrill	Maria Wharton
Suzy Bettac	Rebecca Waldman	Edith Melendez
Richard Moore	Florence Alcoser	Betsy Pollock
Howard Peak	Beatrice Cortez	Kristen Pelsor

Observers:

There were 21 session observers from City of San Antonio, Bexar County, Fort Sam Houston, and DiLuzio Group (project consultants)

Visioning Session Facilitator: Bob Ashcroft

COMMUNITY BUILDING IDEAS

Carefully consider your neighborhood and all of the neighborhoods near Fort Sam Houston.

What creative, yet practical, ideas can you suggest for making these neighborhoods stronger?

Discussion Group Reports (6)

- streets and sidewalk replacement
- community center and park
- existing housing rehab and funding
- safety and code enforcement
 - personal and property
 - property upkeep
 - control absentee landlords
- traffic/infrastructure
 - sidewalks
 - lighting
 - transportation – expand VIA
- economic development

COMMUNITY BUILDING IDEAS Discussion Group Reports (continued)

- re-branding
- businesses off base
- improve schools and workforce development
- housing
- zoning and enforcement consistent with character of neighborhood
- improve housing stock through pride of ownership, affordable renovation assistance and aggressive use of green energy
- traffic
- adequate, efficient and effective public transportation
- flow that connects neighborhoods
- walkable neighborhoods
- social and economic integration and interaction between neighborhoods and FSH
- safety/crime
- promote resident ownership
- green space accessible to elderly and youth at sidewalk level
- infrastructure – lighted and policed
- master planned community containing:
 - well planned neighborhood with adequate affordable housing, recreational facilities, libraries, education venues (public and private; accessing K-20) and safety (include SAPD and community)
- safety
- well lighted streets
- diverse housing stock
- SAFE officer who is able to be responsive
- traffic issues
- rodent and feral animals
- recreation
- pocket parks/community green space
- sidewalks/walking and biking paths
- trees/vegetation
- education
- good schools
- community involvement (two-way between community and schools)
- adult opportunities
- proper infrastructure
- security
- good schools
- formal, active organization (neighborhood associations recognized by the City)
- business in close proximity

Report themes/messages identified by the large group.

- safety
- infrastructure
- housing
- education
- economic development

- traffic

SUGGESTIONS FOR ACHIEVING COMMUNITY BUILDING IDEAS

Consider the list of ideas for building stronger neighborhoods. What suggestions do you have for the neighborhoods and the larger community to actually achieve those ideas by using or leveraging Fort Sam Houston's growth and expansion over the next several years?

Discussion Group Reports (6)

- comprehensive area plan and rezoning
- targeted area for community redevelopment plan
- coalition group (reps from each neighborhood, city, schools and FSH; develop mission statement; meet monthly; and task with working on themes/messages - see above)
- modify Historic Department policies
- agencies formed to facilitate access to funding opportunities for affordable and green housing
- lobby MPO to use more tax revenue for public transportation
- make parade ground at FSH along Grayson Street a community green space FSH MPs patrol surrounding neighborhoods
- create opportunity grants for neighborhood improvements to build and enhance existing infrastructure
- request resources for enhancing neighborhood schools and channel monies to fund teacher certification programs
- create partnership with City department managers (e.g., police, fire, EMS, code enforcement)
- in order to increase neighborhood support
- money: FSH help city improve infrastructure by allocating money in areas adjoining post
- community involvement: FSH listens to input via meetings, sounding boards, etc
- guiding principle: keep in mind – would whatever you're doing you allow in the neighborhood/street where you live
- spirit of co-operation, mutual respect and partnership (neighborhoods, FSH, community at large and government)
- master planning (land use and zoning)
- encourage infill, both housing and commercial
- financial support, both public and private

Report themes/messages identified by large group.

- cooperation among FSH, neighborhoods and City of San Antonio is important
- funding

CLOSING COMMENTS: SUGGESTIONS AND IDEAS

During closing comments, the following ideas/suggestions were offered.

- develop and use a project map (e.g., showing location of projects on FSH, etc.)
- it is important to directly involve neighborhood association reps in the process
- add to list of neighborhoods near Fort Sam Houston the following: Belle Mead, Terrell Hills, Alamo Heights, Tobin Hill, Wilshire Terrace and Wilshire Village, Holbrook Road Neighborhood, and others shown on the aerial photograph/map in the session information packet

3.0 PUBLIC INPUT MEETINGS

3.1 MEETING PLAN

The plan provided by the Facilitator is as follows:

**San Antonio Growth Management Plan
Initial Round of Public Meetings
May, 2008**

Meeting Logistics

- weekday evening (Tuesday, Wednesday or Thursday)
- 2 hour and 15 minutes in length
- suggest 6:30 p.m. – 8:45 p.m.
- schedule ASAP – target May 20-23

Meeting Locations

- well recognized facility, easy to get to, ample and convenient parking
- large flexible room
- have meeting locations north, west and south of Fort Sam Houston
- north meeting convenient for Alamo Heights, Terrell Hills, Wilshire Terrace, Wilshire Village, Belle Meade, Terrell Hills and Holbrook Road
- west meeting convenient for Mahncke Park, Westfort, Government Hill and Tobin Hill
- south meeting convenient for Dignowity Hill, Harvard Place-Eastlawn and Jefferson Heights
- any area resident or interest can attend any one of the meetings, but we should target the advance notice to the locations and neighborhoods identified above

Meeting Purpose/Program

- the purpose of the meeting is to both share information and to solicit input
- sharing information should focus on:
 - BRAC related expansion at Fort Sam Houston
 - type, amount, timeframe, implications, etc.
 - San Antonio Growth Management Plan effort
 - project description (see information sheet used at Community Visioning Session)
 - answer questions for clarification about the two above topics
- solicitation of initial input should focus on:
 - ask attendees either individually or in discussion groups or both to provide input on:
 - likely implications of Fort Sam Houston expansion activities on nearby neighborhoods
 - opportunities for nearby neighborhoods due to Fort Sam Houston expansion
 - get attendees to fill out an “I want to Stay Informed/Involved” information sheet
- we will need a qualified person to provide the two information briefings shown above (15 minute presentation followed by 15 minute Q&A session – 1 hour total for sharing info and 1 hour total for soliciting info)

Immediate Next Steps

- finalize the three (3) meeting dates
- secure the three (3) meeting locations
- ASAP get early notices to all the affected neighborhoods and interests identified above
- develop a meeting information sheet to assist the meeting notification effort

3.2 ANNOUNCEMENT

Public Meetings Fort Sam Houston – BRAC Related Expansion

When and Where

Monday, May 19, 2008 – 7:00 p.m. – 8:30 p.m.

Heritage Room, Campus Center, St. Philip's College, 1801 Martin Luther King Dr.
(download Campus Map at www.teamdiluzio.com – click on Public Meeting Schedule)

Tuesday, May 20, 2008 – 7:00 p.m. – 8:30 p.m.

Fellowship Hall, Christ Lutheran Church, 6720 Broadway (at Castano)

Wednesday, May 21, 2008 – 7:00 p.m. – 8:30 p.m.

Craft Room, Lion's Field Adult and Senior Citizens Learning Ctr., 2809 Broadway (at Mulberry)
[Each of these meetings will have the same format and agenda.]

What

The City of San Antonio's Office of Military Affairs and its Military Transformation Task Force are currently overseeing a 7-month effort to develop a growth management plan addressing BRAC related growth at Fort Sam Houston and its implications and benefits for surrounding neighborhoods. These initial public meetings are designed to provide information about this effort and to solicit comments.

Information on BRAC related growth at Fort Sam Houston over the next seven (7) years.

Information on the current efforts to plan for the expected growth at Fort Sam Houston.

An opportunity to provide comments on Fort Sam Houston growth and its implications.

Who Should Attend

The informational public meetings are open to all, especially those who have an interest in Fort Sam Houston and its expansion over the coming years.

Residents and non-residential interests in the following neighborhoods, which are most likely to be impacted by growth at Fort Sam Houston, are encouraged to attend:

Alamo Heights

Bel Meade

Dignowity Hill

Government Hill

Harvard Place-Eastlawn

Holbrook Road

Jefferson Heights

Mahncke Park

River Road

Terrell Heights

Terrell Hills

Tobin Hill

Westfort

Wilshire Terrace

Wilshire Village

For additional information, please contact:

Laurie Grams at (210) 227-3400 or visit <http://www.teamdiluzio.com/>

3.3 SUMMARY OF CITIZEN INPUT

Input collected at Public Meetings held May 19-21, 2008.

Neighborhood	Comments/Concerns	Neighborhood Leverage
St. Philip's College	How can St. Philip's College partner with Federal agencies, private developer & other Government agencies to revitalize its neighborhood to build affordable, quality housing for DoD personnel	
St. Philip's College	1) Potential impact will be the added traffic to exit and enter Walter's Street from IH35; 2) Expected revitalization of surrounding community	Seek community development \$\$\$ to renovate/rebuild homes in the neighborhood
New Braunfels Gate Area	1) Specific impact/plans to open New Braunfels Street Entrance to Fort Sam 2) Is construction planned for the above area?	
Government Hill	1) As a homeowner, I would like to be informed if the government is interested in buying houses & property. Hopefully, we will be informed if we will be assisted in relocating to other homestead 2) My idea for controlling traffic is to building parks, study areas other than on base for students to relax. Stores, etc.	
Terrell Hills	Possible increase in property values	
St. Philip's College	1) Traffic - negative 2) increase of students - positive 3) job training - positive	St. Philip's can train civilians and family members of soldiers in ESL/ESOL classes, medical training, retraining and certification and re-certification in the healthcare industry
Dignowity Hill	1) New neighbors bringing fresh eyes, diverse experiences, higher incomes, higher density 2) Restoration of historic properties. Redevelopment of the Sutton Homes to a mixed use development 3) Positive impact on the really poor schools in the SAISD cluster: Bowden, Wheatley Middle 4) Re-opening of the New Braunfels Street Corridor between Grayson and Funston. The security checkpoints can be built off the major Post roads.	Increase residential density with higher income people - better schools - growth of small businesses - relocation to the area of DoD and other medical and Research facilities to the area - economic development and a higher quality of life for the residents. Partnerships with St. Philip's College Nursing/Allied Health Departments; and the soon to be build U. of the Incarnate Word Optometry Clinic. Pressure to build the Austin-San Antonio rail line to serve SAMMC/North rather than the West side multimodal facility

Neighborhood	Comments/Concerns	Neighborhood Leverage
Alamo Heights (Broadway Corridor)	1) Will Ft. Sam continue to remain a closed installation? 2) What % of the new military & civilian employment live off-post? 3) What is the Growth Management Plan to stagger the AM workers entering the and the PM workers departing the Post? If you don't have one, this will negatively impact EVERY neighborhood.	If Ft. Sam remains closed - more of a challenge. However, some thought could be given to periodically opening the Post for various events, tours, workshops, athletic events, etc., etc. as done i.e., during the Fiesta. Think bike lanes, public transportation, car pooling so we don't experience 281/1604 agony.
Alamo Heights	1) The traffic increase will be an ongoing problem - can the New Braunfels Gate be opened again, not for rush hour lanes, but for special events? 2) Schools will have to increase their capacities to accommodate a sudden influx, necessitating new faculty and facilities, or new bond issue. 3) San Antonio is a welcoming town and we will benefit from the people who come.	Perhaps parks and other recreation areas will become realities as the current ones become inadequate for the users. Also needed, more athletic fields will be needed.
Park at Lincoln Heights	1) Increased traffic (especially Basse and Tuxedo) 2) Possible increase in property values 3) More rental and apartment properties in adjacent areas	Increased volunteer activities bolstered by new San Antonio residents
Alamo Heights	1) Positive - buy or rent houses in A.H. 2) Negative - the Ft. Sam gates entries are narrowed down - several gates have been closed because of construction 3) Positive - new people coming into children 4) Positive - that army lease Fort Sam will never be closed	New people - houses selling or renting
Terrell Hills	1) Traffic implications for the future not just construction. Opening new gates to Fort Sam and re-open of old gates 2) Make projected demographic information available to the public via internet 3) Make directions available to new families coming to SA. Allow non-profits to list information for free 4) Hwy 35 expansion - very dangerous already	Our church should grow significantly. House value will increase but so will taxes. Supply and demand might be real issue for housing.
Alamo Heights	1) What is the City of San Antonio going to do about the road infrastructure around Fort Sam? Many road sections are in poor condition and need repair. 2) Is the City of San Antonio coordinating their planning of this project with San Antonio International Airport? More people, more air traffic 3) Is there any plans for light rail supporting Fort Sam BRAC?	

Neighborhood	Comments/Concerns	Neighborhood Leverage
Alamo Heights	1) How many extra children will be attending Alamo Heights High School and the area elementary & middle schools? 2) How will students get to South Texas Medical Center? There is no extra parking space at the center for additional students. If the military plans to have students learn at the medical center are you planning for bus transportation? 3) How do you plan to keep students occupied so they do not go to the local clubs and drink to excess? 4) Hotels for families coming to visit students? 5) Improvements to I35	
Alamo Heights	1) How will the employees of Ft. Sam enter the base each day to go to work? Will the gate on N. New Braunfels be re-opened? We need to provide easy access to enter the base from the Alamo Heights, Terrell Hills areas 2) Are the road expansions planned such as N. New Braunfels/Broadway? 3) As long as the employment of officers is long-term this is a very positive implication to our community	Home sales, retail expansion, growth, local economy.
Northwood (off Harry Wurzbach)	1) Traffic 2) Home values (sales/rentals) 3) Education - public school districts & private schools	Keep communication lines open between various agencies involved & neighborhood residents.
78209		Would like to see N. New Braunfels available for public use through the Post again. Will the Post housing office reach out to neighboring real estate companies for assistance?
Alamo Heights	1) Property tax increases to fund projects 2) Flooding 3) Traffic	
Alamo Heights	1) Through traffic on New Braunfels & Broadway 2) School population in AHISD 3) Development of multi-family housing in the immediate area 4) Impact on air quality - will construction traffic/activity result in permanent restrictions on operations in San Antonio?	Growth is good
Terrell Hills	1) increased traffic on Harry Wurzbach increasing congestion to and from neighborhood 2) Increased property values for land on Harry Wurzbach, homes in Terrell Hills with increased taxes rising with increased property values 3) Strengthening local economy	It would be helpful to have predictions of housing needs for permanent party and senior personnel housing demands, church and school demands, etc.

Neighborhood	Comments/Concerns	Neighborhood Leverage
Terrell Hills	1) Traffic increase on Harry Wurzbach 2) Property value increase 3) Street deterioration - particularly Harry Wurzbach & Rittiman	
Alamo Heights	1) Increased traffic on New Braunfels, surrounding area 2) Impact on AHISD enrollment? 3) Air quality 4) Property values	Construction of bike paths, improvements in public transportation - Shift away from private vehicle as primary mode of transportation
Alamo Heights	1) Traffic, traffic, traffic	Control the traffic
Northridge Park/Northwood	1) crowded schools - negative 2) heavy traffic - negative (need mass transportation) 3) outpatient care changed to Wilford Hall - negative 4) housing/sales/rentals/taxes	
Northridge Park	1) Economic improvement for City of SA - positive 2) Impact drainage - negative 3) Impact traffic - negative 4) Outpatient care for military retirees switched to Wilford Hall - which will be very inconvenient	
Bel Meade	1) Positive - expected increase in property value of homes in Bel Meade 2) Traffic - Bel Meade's closing of Brandon & Medford Drive Entrances has and will decrease traffic but Burr Road traffic increase will be a problem	
Terrell Hills	1) Construction period: a) traffic flow/congestion; b) noise 2) Needed amenities outside base: services, public amenities 3) drainage? Schools?	
Alamo Heights	1) Positive - housing: increase investment in real estate improvement, and hence increase property values 2) Negative - traffic: already clogged highway system will have to cope with more 3) negative - increased water consumption from already stressed aquifer 4) Negative - increased enrollment of students in Alamo Heights Independent School District	By having Real Estate and other business people, and neighboring City government people anticipate the growth's implications. This briefing is a good "heads up"

Neighborhood	Comments/Concerns	Neighborhood Leverage
The Park at Lincoln Heights (on top of the Quarry Rim)	1) Price of real estate; traffic flow 2) Gates to Fort Sam and where? 3) Services to retired military 4) Camp Bullis? #1 Trauma Center?	Increase in people going to city churches - Will SA fulfill their part? Increase in real estate values. More doctors in the areas and medical technicians. Increase in military retiree services. Increase in people retiring in San Antonio. Higher focus on local Universities, colleges and other educational developments. San Antonio will become a larger medical center. Greater challenge to welcome new people to S.A.
Bel Meade	1) Increased traffic on Burr Road (not designed for high traffic) 2) Increased cut-through traffic from Burr Road of those trying to reach Harry Wurzbach gate. This is exacerbated by traffic backups on Burr Road at Harry Wurzbach as Ft. Sam employees try to turn south (right) onto Harry Wurzbach. There is currently only one lane at this light. Need a right turn yield lane to expedite traffic 3) Bel Meade is left off your maps - please include our neighborhood concerns in your efforts	
Government Hill	1) The gate is closed on New Braunfels. Small businesses will not benefit from the high volume of activity that will occur. Will parking become an issue since the base does not have capacity to hold so many new people? Will streets be filled with vehicles block traffic to established businesses? 2) What subcontractor/vendors will be used? Are they local? How can someone become a vendor for the base to keep their business alive? 3) With such a large military community being created, can security in the area be addressed? Right now, our neighborhood is not safe with the base next door.	We would love to see access to/from the base and surrounding areas and major highways flow more freely by opening the gates on New Braunfels Ave. The entire area's growth would benefit.
Alamo Heights	1) Traffic on N. New Braunfels? Hope that gate will not be used 2) Flooding and water runoff 3) Family housing in surrounding neighborhoods will these families be professional/home owners?	
Bel Meade	1) A buffering tree line of oak and ash along Burr Road to conceal the six-story building -- much needed	
	1) More traffic 2) Military at the neighborhood bars	

Neighborhood	Comments/Concerns	Neighborhood Leverage
Terrell Hills	1) Traffic and traffic control - negative. Since 9/11, when the gates consolidated for security purposes, traffic has increased dramatically without needed infrastructure and traffic control measures having been implemented. No SAPD officers patrol the street, other than as paid escorts to funerals going to the cemetery. Terrell Hills PD will not respond to accidents or traffic and safety issues and Ft. Sam Houston MPs have no jurisdiction off-post. Either the road should be straightened and improved and/or traffic control must be addressed. At the present time, the street is so dangerous that pedestrian and bicycle traffic is impossible for anyone other than the bravest die-hard walkers and bicyclists.	
Terrell Hills	1) Increased traffic on Rittiman Road, Harry Wurzbach 2) Reopening of New Braunfels street would help our community	
Bel Meade & Mahncke Park	Open New Braunfels gat to take pressure off other entry gates. Business in the Eleanor/Broadway area generally would benefit.	
Wilshire Neighborhood Association/ Wilshire Terrace	1) Traffic on Corinne between Eisenhower and Rittiman - this is an absolute necessity 2) Salado Creek on Ft. Sam Houston has not been maintained and has in the past caused a problem when there is flooding	Affordable homes (under \$100,000) near the Fort (elementary school in neighborhood). Sidewalks - better lighting. See suggestions gleamed on April 30.
Government Hill	1) Fort Sam Houston has been a good neighbor 2) Fort Sam needs to push City of San Antonio to do their part to improve the neighborhoods around Fort Sam. 3) Make homeowners clean up their own places with a time limit to improve their home not just buy and leave them for years without fixing them and no more apartment or duplexes in historic area.	Security - better our area with good streets/curbs and sidewalks. Move homes on Carson and Willow or have time limit to fix. They have been there over 3 years. They were just moved and nothing has been done. Have reported to City with no action taken by them.
Alamo Heights	1) Fort Sam Houston Independent School District is not large enough to handle additional Children. How will this affect other School Districts in S.A. 2) How will the increase in Storm sewer run-off affect the drainage systems off-post? 3 Will all of the additional facilities put a strain of the City's only source of water (The Edward's Aquifer)?	

Neighborhood	Comments/Concerns	Neighborhood Leverage
Mary Mont	<p>1) The expansion and improvement of Ft. Sam Houston will benefit San Antonio and surrounding communities. Our neighborhoods will be positively impacted as some of my finest neighbors are active-duty and retired military.</p> <p>2) In showing property as a Realtor, the best-maintained homes are owned by military personnel. Military personnel will enhance any neighborhood in which they choose to live</p> <p>3) Perhaps the growth at Ft. Sam Houston could be impetus for the revitalization of the Perrin Beitel/Nacogdoches Rd. Corridor. There are already improvements (office space, retail) planned for Harry Wurzbach Rd. and the neighborhood associations of subdivisions bordering Perrin Beitel would like to work with you.</p> <p>4) With the growth across the city and the increase in the number of employees at Ft. Sam, this is a good time to promote light rail.</p>	<p>Our neighborhood in Mary Mont is well positioned to attract Ft. Sam Houston staff and students, as it sits just northeast of Harry Wurzbach Rd. and Loop 410 North (approximately 6 miles from the New Braunfels gate). Our neighborhood has single-family homes, garden homes, town homes, condominiums, and multi-family housing available. Perhaps I could help you craft a package enticing families to look at nearby neighborhoods. What can I do to help those of yours who are planning a smooth transition to San Antonio for the thousands of military personnel relocating to San Antonio?</p>
	<p>1) Repaving of Grayson Street East. Main road used by Walters Gate to downtown SA without using I35.</p> <p>2) Water flow on Grayson street</p> <p>3) Remove stop light at Quadrangle walking gate across Grayson. Gas and time is wasted stopped when no one is crossing. Better use of on call stop light with minimum timing. Usual number of personnel crossing 1 to 3, at all times. Since the Quadrangle Gate (vehicle) is closed, the traffic has been somewhat reduced. No actual crossing assistance is needed except a sign (stop for people in crosswalk)</p>	<p>Street repair and better traffic flow on existing streets. Better timing on Alamo and Broadway at Grayson Street.</p>
Westfort Alliance Neighborhood Organization	<p>1) The traffic on Cunningham Street has increased tenfold already and with 10-12,000 more individuals will increase the safety issue - there are 3 families with small children on the 1 block of Cunningham.</p> <p>2) You talk about economic benefit to the city, but if you don't open the New Braunfels street the businesses just outside south New Braunfels will continue to close. It seems that gate you should really address the business that surround F.S.H. - we are your immediate neighbor - you need us as much as we need you for our well being!!</p>	<p>To help our neighborhood businessmen and businesswomen (meet with them and learn about their needs and what they can offer you). You heard from the neighborhood organizations but you have not heard from the businesses along New Braunfels and the other side of N.B. bridge. Government Hill is a poor economic neighborhood - you have an opportunity to help us so our children will want to stay in Central City - good housing and good business!</p>
Government Hill	<p>1) Closure of New Braunfels directly impacts Govt. Hill</p>	<p>More restaurants. Would also like more access points around Post - already congested at AM & PM peak hour.</p>

Neighborhood	Comments/Concerns	Neighborhood Leverage
Terrell Heights	1) Increased traffic from new apartments on Austin Highway and restaurants at lunch time 2) Increase in school day traffic	More home owners and fewer renters.
Mahncke Park	1) Good neighbors for the most part 2) Heavy traffic thru the Park Neighborhood. The streets do not accommodate the heavy traffic! 3) Recommend strongly to close permanently the Old Austin Road-Pershing Gate 4) Perhaps the Cunningham Gate could be your alternate - it is very close to the 281 Freeway and Broadway two direct routes to the Base.	It will be a better place to live, by having any of these new workers to buy, and/or rent property in the area.
Tobin Hill Neighborhood Association	1) Impact on housing demands 2) impact on traffic flows around Ft. Sam 3) Economic impact on retail business	Fix the existing housing stock to provide good proper housing
Government Hill/Alta Vista	1) Property values/property taxes 2) Impact to Alamo Heights: -- Broadway Congestion; -- The Broadway Condos 3) Neighborhood Connectivity: -- Pedestrian Access; -- bicycle connectivity 4) Landscaping: -- Beautification; -- Maintenance	If you have one neighborhood that WANTS (needs/is a fighter for) a gate open to traffic, and neighborhood that wants to keep a gate closed (that is temporarily closed), what is the harm in switching? It would placate both groups without denying access or traffic flows.
Mahncke Park	1) Negative - Pershing Rd. Unless the City can have traffic management New Braunfels Rd. from Burr to Eleanor will be packed with cars from 4pm - 6pm. Bottom line - New Braunfels will have major traffic problems. 2) Burr Rd. will need a traffic study, Broadway will need more public transportation	We need public art. These "students" "medical" will travel around the world after learning S.A., and they need a sense of the cultural, SA artist need to have a chance to put sculptures around Ft. Sam Houston. As a former resident at Ft. Sam Houston it needs a touch of class. I graduated from Cole High School and I think the arts is just as important for therapy like Genetics, biogenetics and training.
Government Hill	1) Open New Braunfels Ave. through Ft. Sam 2) Do not allow ANY privatization or on base support development -- businesses off base need this activity to survive.	
Terrell Hills	1) Increase altitude of medi-vac helicopters before departing Ft. Sam airspace and or exit and enter by IH35 on industrial areas along IH35.	
Terrell Hills	1) Will Harry Wurzbach be a main traffic route into the base -- will it be expanded to more lanes to handle the traffic. 2) Will Burr Rd. be impacted by traffic to get onto the base?	

Neighborhood	Comments/Concerns	Neighborhood Leverage
Terrell Hills/Govt. Hill		Please rezone Govt. Hill to eliminate the use of existing historic housing as apartments vs. single family (as they were originally designated) - Hopefully, this is an opportunity to help revitalize Govt. Hill as a desirable residential neighborhood.
Old Spanish Trail Corridor - Seguin Street & New Braunfels Ave & Houston St.	<ol style="list-style-type: none"> 1) Positive Eastside San Antonio economic development could result from the inclusion of Austin-San Antonio rail station at Ft. Sam multimodal facility near SAMMC-N 2) CoSA is investing in extensive Creek ways Park Hike and Bike System that segment of Salado Creek Trail within Ft. Sam is a critical link leading to OST Jack White Trail Head. 3) Traffic impact along the IH-35 corridor of OST from 410 to 281 could be really overwhelmed. More entrances and exits at various areas away from IH-35 could help. 4) Austin-San Antonio Rail could allow families to live in other areas and dilute impact to nearer housing and schools 	Economic impact along New Braunfels Ave. should be substantial. Thank you.
Government Hill	<ol style="list-style-type: none"> 1) For people to have more reason and incentive to clean, renovate, invest in properties 2) For City to invest in community security more. Maybe if there are military living amongst neighborhood it will take less than 45 minutes for Law Enforcement to arrive. 3) Local investing information 4) As homeowners and small business owners, how do we communicate to Fort Sam soldiers available real estate and services. 	<ol style="list-style-type: none"> 1) Better economy 2) Revive communities 3) Investors to utilize New Braunfels street & see potential

Neighborhood	Comments/Concerns	Neighborhood Leverage
Mahncke Park	1) Most important: Extreme traffic going through the neighborhood to access the Old Austin Road Gate. Vehicles are using all through streets to get from roadway to New Braunfels Ave. High speed drivers cutting through neighborhood. This situation is unacceptable. The gate is presently closed due to Post construction. LEAVE IT CLOSED. The drivers have already been retrained to enter through other gates. Ft. Sam and City are running roughshod over the small neighborhoods around the Post, deteriorating the quality of life for the purpose of their own gains. The proposed closing of Funston, east of New Braunfels will only cause more traffic problems, as the only access to the gate will be through the Mahncke Park residential area. New Braunfels from Hildebrand to Pershing is in terrible condition for the amount of traffic it encounters. Pershing Ave. is not set-up to handle the amount of traffic that occurs during the morning rush hour or during the lunch hours.	
Olmos Park - AHISD	1) # of students @ AHISD 2) Traffic/traffic light engineering 3) # of multi-family residential/apartment projects near F.S. impact schools and traffic	Happy re: level of education and professionalism of students, staff
Bel Meade Homeowners Association	1) Congestion (traffic) on Burr Rd. and Harry Wurzbach. What are the plans to address? 2) How do we get the City's traffic plan?	
	OPEN THE NEW BRAUNFELS GATE!!! Is that clear enough?	
Mahncke Park		Traffic through residential neighborhoods; upgrade streets with gutters, wider, etc. We STRONGLY RECOMMEND the permanent closing of New Braunfels Gate and to close the Pershing/Austin Road Gate.
Government Hill		Traffic flow - open New Braunfels Gate; Increase quality of education - SAISD; Safety/Quality of life - able to walk streets safely; Green spaces; Relax Historic commission Guidelines to dispose of useless properties

Neighborhood	Comments/Concerns	Neighborhood Leverage
Government Hill		Historic District from N. New Braunfels to IH35 & Willow need street repairs. Sidewalks and curbs; Exit to N. New Braunfels coming west on IH35 where & when will it open; Key N. New Braunfels gate close - it helps neighborhood not getting all that traffic; What we need is city to help Government Hill Area with security and clean area through code.
Old Spanish Trail Corridor - Seguin Street & New Braunfels Ave & Houston St.		Transportation: Austin/San Antonio Rail to Fort Sam multimodal; Salado Hike & Bike Trail thru Ft. Sam to give alternate transport; Extension of Medical Center Fredericksburg Road Bus Rapid Transit over to Fort Sam to allow cooperation of Those medical training facilities

3.4 ANSWERS TO QUESTIONS

This section reproduces questions from information in Section 3.3 and provides a response to each of those questions.

1. *How can St. Philip's College partner with Federal agencies, private developer & other Government agencies to revitalize its neighborhood to build affordable, quality housing for DoD personnel?*

The GMP team has recommended that Saint Philips become the lead in a program with the San Antonio Independent School District to provide Excellence in Education. This (education) is a key element to support neighborhood revitalization. The plan will also recommend a lead role for the College in redevelopment of the neighborhood immediately around the College. Examples of University Lead roles in such an initiative will be provided directly to the College.

2. *Specific impact/plans to open New Braunfels Street Entrance to Fort Sam?*

At present there are no plans the GMP team is aware of to open the New Braunfels gate. However, the GMP will recommend a military/civilian partnership to improve linkages, which would include consideration of at least limited access at the Southern New Braunfels Gate.

3. *Is construction planned for the New Braunfels Street area?*

No.

4. *Will Ft. Sam continue to remain a closed installation?*

See response 2 above. The Growth Management Plan will recommend improved linkage between the post and the community.

5. *What % of the new military & civilian employment live off-post?*

The military says that 4,500 students will be housed on post. All others (approximately 8,000 people) will live off-post, requiring approximately 4,000 homes.

6. *Is there a plan to stagger the AM workers entering the Post and the PM workers departing the Post? If you don't have one, this will negatively impact EVERY neighborhood?*
The GMP will recommend aggressive measures to reduce commuter traffic, including housing proximate to post, express busses, park and ride facilities, access to rail transit as well as both staggered hours and flexible working hours among other things.
7. *The traffic increase will be an ongoing problem - can the New Braunfels Gate be opened again, not for rush hour lanes, but for special events?*
See response 2 and 6 above.
8. *Make projected demographic information available to the public via internet*
The Growth Management Plan and projected demographic impact data are expected to be available on the internet through the San Antonio Office of Military Affairs web site.
9. *What is the City of San Antonio going to do about the road infrastructure around Fort Sam? Many road sections are in poor condition and need repair.*
The Metropolitan Planning Organization has funded a study of the impacts of BRAC on the roads around Fort Sam. The City is reviewing and updating (as of 05/06) that study. This has led to a priority list of improvements. The list is on the Office of Military Affairs Web Site. <http://www.sanantonio.gov/edd/oma/oma.asp>
10. *Is the City of San Antonio coordinating their planning of this project with San Antonio International Airport? More people, more air traffic*
No. There is a separate City contract which will look at airspace issues.
11. *Are there any plans for light rail supporting Fort Sam BRAC?*
Not at this stage. The two possibilities presently being considered are that the Austin Commuter Rail might be accelerated via Amtrak participation, and if so stops at Schertz and Fort Sam Have been recommended in the GMP. The other possibility is that VIA might eventually extend their rubber-tire mass transit concept to Fort Sam Houston.
12. *How many extra children will be attending Alamo Heights High School and the area elementary & middle schools?*
The estimates are that the families will include some 2,250 school aged children. However there is no way of knowing where the incoming families will locate. The GMP encourages creating incentives for them to locate on the East Side, but getting the incentives in place and residences built by the time they arrive will be challenging. It is more likely that recommended incentives will stimulate persons working at Fort Sam to live close to the post, and that this will occur over a longer time period than the deadline for BRAC (i.e., beyond 2011).
13. *How will students get to South Texas Medical Center? There is no extra parking space at the center for additional students. If the military plans to have students learn at the medical center are you planning for bus transportation?*
At present there are no plans for students to go to the South Texas Medical Center. They will complete training at Fort Sam, except for some time spent in local medical facilities and laboratories. This "lab" time will be spent mostly in cooperating facilities - arranged on a class-by-class basis, or at military hospitals enroute to their next duty station.
14. *How do you plan to keep students occupied so they do not go to the local clubs and drink to excess?*
We do expect that students will enjoy San Antonio night life during their off-duty hours. The GMP will recommend reinstatement of a cooperative "Town Patrols" program in which the Military Police work with the local police in dealing with military personnel issues.

15 *Hotels for families coming to visit students?*

At present the Army is planning to build a hotel on Fort Sam. The GMP will recommend that this hotel be moved off-post, but linked to the post by good mass transportation so that it can serve the needs of post visitors and will also allow them to enjoy the amenities of the area.

16 *How will the employees of Ft. Sam enter the base each day to go to work? Will the gate on N. New Braunfels be re-opened? We need to provide easy access to enter the base from the Alamo Heights, Terrell Hills areas*

See above responses 2 regarding gate opening and 6 regarding commuter traffic. Also, see answer to Q49.

17 *Are there road expansions planned such as N. New Braunfels/Broadway?*

See response 9 above. There are no plans to improve either New Braunfels or Broadway specifically in response to BRAC. There are plans to improve drainage on Broadway at Funston and Parland Streets (Mahncke Park) as well as Broadway at Humphrey and Brackenridge Streets. These projects are funded.

18 *Will the Post housing office reach out to neighboring real estate companies for assistance?*

Yes, the military housing assistance program works with families to free up equity in their former home, and then puts them in touch with local realtors in San Antonio.

19 *Impact on air quality - will construction traffic/activity result in permanent restrictions on operations in San Antonio?*

It is not likely that this construction will do so. EPA has recently changed the requirements, which (together with growth) will cause San Antonio to fall into non attainment. This will mean that all new development will come under tighter control. Ask the Army to add note about permits?? No. Construction is a temporary activity that will have no effect on the permanent air quality.

20 *Drainage?Schools?*

The GMP does include recommendations for evaluating drainage needs and improving river corridors. A drainage plan is in the works, and some minor improvements are presently planned along Broadway. See response 17 regarding Broadway improvements. See response 12 above regarding schools.

21 *Gates to Fort Sam and where?*

The Garrison has no current plans to open additional permanent access control points onto Fort Sam Houston. All existing access control points will be available for future use by the current and future population of the installation. Walters, Cunningham, Funston, Harry-Wurzbach, Benz-Engelman, and Jadwin will remain in use. Petroleum, Scott gate and Hood/Frank Gate may be opened temporarily to support construction activities. There has been no decision made regarding the potential use of the Petroleum Gate as a permanent access control point.

22 *Increase in people going to city churches - Will SA fulfill their part?*

If the GMP can formulate and recommend a viable plan for revitalizing neighborhoods near the post, incoming families may reside in nearby neighborhoods. This could create a need for churches in the area to accommodate increased membership.

23 *The gate is closed on New Braunfels. Small businesses will not benefit from the high volume of activity that will occur. Will parking become an issue since the base does not have capacity to hold so many new people?*

See response 2 above regarding the New Braunfels Gate. See response number 6 regarding reduced commuter traffic. The Growth Management Plan will recommend a

military civilian partnership to provide off-post parking as part of the initiative to reduce commuter traffic. The Growth Management Plan will also recommend improving corridors as a means of stimulating small business growth.

24 *Will streets be filled with vehicles block traffic to established businesses?*

See response 6 above regarding reducing commuter traffic.

25 *What subcontractor/vendors will be used? Are they local? How can someone become a vendor for the base to keep their business alive?*

The City, County, Greater San Antonio Chamber of Commerce, and the Army, through the Military Transformation Task Force have run two matchmaking sessions for local businesses, and a third is planned. The Army Corps of Engineers manages BRAC construction. See: ebs.swf.usace.army.mil/BRACProgramInformation.cfm

26 *Family housing in surrounding neighborhoods will these families be professional/home owners?*

The Growth Management Plan will recommend a program which provides incentives for incoming personnel to live in the neighborhoods adjoining the post as homeowners.

27 *Fort Sam Houston Independent School District is not large enough to handle additional Children. How will this affect other School Districts in S.A.*

There is no additional family housing planned on Fort Sam, so incoming families are expected to find housing off-post. Geographic dispersion of incoming personnel is not known at this time. Also, please see the response to question number 12.

28 *How will the increase in Storm sewer run-off affect the drainage systems off-post?*

A drainage study/plan will be recommended. Please also see the response to question number 20

29 *Will all of the additional facilities put a strain of the City's only source of water (The Edward's Aquifer)?*

BRAC growth is small relative to the region's growth. Thus, it is expected that Fort Sam will be only one factor in the need to address the future water supply of the region. SAWS is planning to extend their Western Watershed Relief Line toward this region, to the vicinity of I-410.

30 *What can I do to help those of your who are planning a smooth transition to San Antonio for the thousands of military personnel relocating to San Antonio?*

Provide suggestions concerning what you believe needs to be done to attract those persons who work at Fort Sam Houston, or any post/base in San Antonio to live near the post/base and use eco-friendly transportation to get to work. Use the Growth Management Plan website Feedback tool at www.teamdiluzio.com.

31 *If you have one neighborhood that WANTS (needs/is a fighter for) a gate open to traffic, and neighborhood that wants to keep a gate closed (that is temporarily closed), what is the harm in switching? It would placate both groups without denying access or traffic flows.*

Location of gates is a primary concern for on-post persons because they define the circulation patterns and thus the preferred location for parking as well as routes for on-post circulation transportation systems. From the military point of view, efficient operation of the Post is the primary concern and we also note that there are many constraints that impact the location of buildings, streets and parking. Finally, the Post must conform to HQ guidelines on gates. The only solution which will help the community is a partnership which looks beyond the boundaries of the Post to provide better solutions for both the Post and the community.

32 *Will Harry Wurzbach be a main traffic route into the base -- will it be expanded to more lanes to handle the traffic.*

Harry Wurzbach will be one main access corridor. Improvements are planned to support the BRAC construction schedule

33 *Will Burr Rd. be impacted by traffic to get onto the base?*

There are some expected impacts. There is also a proposed project to address the impacts. This project would widen Burr Road, construct turn lanes, re-stripe the approach, install a traffic signal and optimize signal timing at Harry Wurzbach. The project is listed as "potential with further studies needed". The City has initiated the needed studies.

34 *Congestion (traffic) on Burr Rd. and Harry Wurzbach. What are the plans to address?*

Please see responses number 32 and 33.

35 *How do we get the City's traffic plan?*

The plan for improvement of city streets near Fort Sam Houston will be posted on the Office of Military Affairs web site.

36 *What gates will be opened after construction is complete?*

Please see the response to question number 21. All existing access control points will be available including Walters, Cunningham, Funston, Harry-Wurzbach, Benz-Engelman, and Jadwin. Petroleum, Scott gate and Hood/Frank Gate may be opened temporarily to support construction activities.

37 *What percent of the people arriving will be officers versus enlisted?*

The current military figures (5/07) are that there will be 12,250 incoming positions. Of these, some 4,500 will be students, slightly over 4,000 will be civilian employees and the remainder will be military employees. The civilians include both Civil Service and Contract Employees. These numbers have been rounded because the Army cautions that the numbers can be expected to change somewhat as relocation plans are implemented. The Army advises that data regarding officers versus enlisted relate to troop strength which is a national security issue. No details are presently available to release to the public.

38 *How long will the students stay (will they buy versus rent accommodations)?*

Length of the training courses varies from a two weeks to several months. The military expects something over 10,500 students on post at any one time, with a total of 57,000 passing through each year. It is expected that students will live in dormitories on post. (Note, totals have dropped some 20% since this response was posted)

39 *What about the 4,000 high paying jobs leaving Brooks?*

With any BRAC move, it is probable that some persons will prefer to remain in their home location rather than move. This is particularly true of civilian employees in high technology or medical fields who can readily find work elsewhere. These Civil Service employees have preference for similar openings in the area. The GMP will recommend an intensive effort to help the persons at Brooks find alternatives in San Antonio, particularly with help filling vacancies in incoming missions. It is expected that there will be many such vacancies at Fort Sam as a result of persons who had filled those positions elsewhere electing to change jobs rather than move to San Antonio with the position.

40 *Will the BRAC effort be completed by 2011? What is the likelihood?*

It is very probable that the construction of the minimum on-post improvements needed to accommodate the BRAC moves will be accomplished by September 15, 2011. At this time, we do not have sufficient insight to speculate on BRAC personnel moves. We would expect that the majority of moves will be accomplished on schedule.

- 41 *Why would those coming to San Antonio move close to Fort Sam?*
It is not likely unless the Community develops a partnership with the Army and a credible redevelopment program with significant incentives is established. The GMP will recommend such a program. The planning process involves reviewing the proposed recommendations with stakeholders, knowledgeable experts, and political and business leaders to ensure that the program is realistic and will have the support necessary for it to succeed.
- 42 *Is air quality being considered with respect to construction and incoming personnel?*
See response 19 concerning construction. The State Implementation Plan, which addresses regional air quality will need to address growth, including Fort Sam growth.
- 43 *How will this affect water run-off drains in Alamo Heights?*
A drainage study will be recommended in the GMP, and one is proposed. Please see response No. 20
- 44 *What is meant by "revitalizing neighborhoods?"*
Enabling the neighborhood to enjoy better (new or restored) homes, better schools, lower crime, improved streets, drainage and sidewalks, fewer vacant homes, more access to shopping, arts and entertainment and a host of other advantages, together with protecting the neighborhood's character, enabling higher incomes and protecting low-income residents from higher costs. In short, creation of a good "quality of life" environment.
- 45 *Have the Environmental Impact Statements been completed for Fort Sam? If so who was the contractor and are they available for download?*
Yes. The contractor was: MACTEC Engineering and Consulting, Inc. The EIS can be downloaded from the Internet at: http://www.hqda.army.mil/acsim/brac/nepa_eis_docs.htm
- 46 *Will use of public transportation increase?*
See response 6
- 47 *Will the gate behind the old BAMC be opened?*
No. There is no plan to use the gate behind BAMC as an operational access control point onto Fort Sam Houston. The Gate will close after construction is complete.
- 48 *How will storm sewage run-off be disposed of? Where will water drainage go?*
See response 20 regarding recommended drainage study. Most drainage will go into Salado Creek. Some drainage flows west to collector systems west of Broadway which ultimately flows to the San Antonio River. Sewage goes to the SAWS sanitary sewer system.
- 49 *What gates will the 12,000+ people use to enter the Post?*
Please see responses to questions 21 and 36. The present gates will continue to be open.
- 50 *What can the public do to petition NOT reopening the Pershing Gate?*
See response number 31. Gates are a complex issue, however if a partnership can be established with the military then the community partner can at least advocate for the neighborhood's position. For this purpose, the first step has been taken by introducing this issue to the Planning Team.
- 51 *Where can we obtain a copy of the proposed traffic flow impact studies?*
These studies will be posted on the Office of Military Affairs Web Page at <http://www.sanantonio.gov/edd/oma/oma.asp>
- 52 *Are there any plans to expand Fort Sam Independent School District?*
Not at this time. See response 12 re BRAC impacts on schools.
- 53 *Is The DiLuzio Group as separate entity?*

Yes. The DiLuzio Group is a privately owned, veteran owned small business with headquarters in San Antonio. The DiLuzio Group, as lead of a team of supporting small businesses (Team DiLuzio) was competitively selected by the City of San Antonio to prepare the Growth Management Plan.

54 How is The DiLuzio Group funded?

The DiLuzio Group is a privately owned small business. The owner is Mr. Rudolph DiLuzio. The Growth Management Plan has been funded by the City of San Antonio with proceeds of a grant from the Federal Office of Economic Adjustment (OEA) within the Department of Defense.

55 How are the 2200 young students expected to fill the San Antonio schools?

Please see the response to question number 12.

56 What is the breakout of military versus civilian personnel positions coming to SA?

Please see the response to question number 37.

57 What will the housing needs be for the incoming personnel?

Please see the response to question number 5.

4.0 DELPHI REVIEW

4.1 INTRODUCTION

The Delphi process begins with a forum of nationally recognized experts who review preliminary findings, conclusions and recommendations. Persons selected for the initial review are widely known for leadership in redevelopment of areas similar to the San Antonio East Side. The results of the initial review, including recommendations are then reviewed by business and political leaders. A selected group of Stakeholders then provides a third review. With most Delphi initiatives, there is a fourth level of review – public review. Since such public review was already planned as part of the outreach process, public review was not included in the Delphi process, but provided independently as described in Section 5.

Each Delphi Review group participant was provided with basic background information and a summary of tentative findings, conclusions and recommendations as well as the comments and recommendations from preceding Delphi groups. In a normal Delphi process, the comments of each review group are also circulated back to all preceding groups. This feed-back cycle was omitted due to the extremely compressed schedule for completion of the GMP. Thus, the process employed with the GMP is referred to as a “Modified Delphi Process”.

The results of the Modified Delphi review are a blend of cutting edge ideas and practical real-world thinking about what will work in a particular neighborhood in San Antonio. This is very useful, both in gaining confidence of the political leadership that evolving plans are on the right track and in providing visibility for important elements of the implementation process.

4.2 INVITATION

Invitations were made by telephone call or personal visit with the invited participant. The initial contact was followed by either a letter via email confirming the personal invitation. A typical invitation letter is reproduced below;

The DiLuzio Group, LLC.
San Antonio, Texas
June 9, 2008

Dave Chandler
Center for Neighborhood Technology
2125 W. North Avenue
Chicago, IL 60647

Dear Mr. Chandler;

The DiLuzio Group has been engaged by the City of San Antonio to develop a Growth Management Plan for neighborhoods near Fort Sam Houston, to consider impacts of growth at Fort Sam Houston as a result of 2005 Base Realignment and Closure (BRAC) Commission recommendations. A significant part of this effort is to consider how BRAC actions might be leveraged to achieve revitalization of San Antonio's East Side neighborhood which borders Fort Sam Houston on the South.

East Side characteristics are: (1) A mixed Hispanic and African-American population; (2) A neighborhood bounded by freeways on three sides and the military base on the fourth and bisected by a major railroad; (3) A school district with the lowest achievement levels in the region; (4); The highest levels of Crime in the City; (5) San Antonio's lowest income; (6) Beautiful older historic homes, with some revitalization of these properties beginning as young professionals move into the area; (7) Community investment beginning to be made in a Corridor Project, street improvements, recreation facilities, an Arts District and the AT&T Center which is home of the San Antonio Spurs professional basketball team; and (8) Access to significant park and open space resources.

With completion of the \$2.1 billion BRAC effort, Fort Sam Houston will become the military's (joint Army, Navy, Marines, and Air Force) center of excellence for medicine and medical personnel training. This compliments a major Health Care and Health Care Education component of the Regional Economy which is one of the City's "Targeted Growth Industries".

The BRAC and related mission growth Fort Sam Houston will add slightly over 12,200 persons to the facility. Of these, some 4,500 will be students who will be principally housed in dormitories on post. The remainder will be military or civilian personnel who can be expected to have an average annual income equivalent to a GS12 step 5, which is slightly over \$65,000. Some 5,000 family members are expected to accompany the permanent personnel, creating an expected demand for some 4,000 housing units. A large percentage of families will be two-income. There are no plans to increase military housing to accommodate this demand. Most of the expected growth will occur between now and 2011 with the heaviest influx in the 2010 to 2011 time frame.

The DiLuzio Group has developed a number of preliminary recommendations for stimulating neighborhood revitalization. The central theme involves creation of an incentive for Fort Sam Houston employees to live near the post, with an investment in creation of a livable, walk-able community with eco-friendly transportation to the post. This would be the core of a comprehensive program to address education, crime, transportation and other aspects of a combination "smart growth/revitalization initiative". The concept includes specific incentives, to be created through legislative action. The core of the incentive initiative is a unique new form of investment tax credit.

We are convening a Delphi panel of experts in revitalization planning, implementation and finance to critique our ideas. We hope to get a candid appraisal of: (1) The conceptual approach; (2) The expectations for success of the proposed tax incentive legislation; (3) Whether the incentives would be sufficient to stimulating private sector participation in the proposed re-development as envisioned; and, (4) Whether it is likely that the Fort Sam Houston labor force would indeed consider occupying proposed housing if it were developed in the revitalized community.

We expect that the Delphi Panel can be completed in one day, and have scheduled it so that participants can stay over for at least one day of the week-end to visit San Antonio. We will provide an advanced "packet of information" to support your participation. We regret that we are not funded to provide compensation for participation in this panel, but we can cover the costs of travel and overnight accommodations in San Antonio.

A list of individuals who have been invited to participate is attached for your information. We thank you in advance for considering this invitation, and would appreciate a timely response.

Sincerely yours

L. Russell Freeman, Project Manager
San Antonio Growth Management Plan

4.3 MATERIALS AND REVIEW STRATEGY

Each participant was provided with a copy of a preliminary draft of the Task 1 Report. This was a comprehensive document covering all but the medical aspects of the planning process, which preceded preparation of the Growth Management Plan. For persons interested in this process, the current Task 1 Report and a more concise version – the Growth Management Plan are both posted on the Internet through the City of San Antonio Office of Military Affairs. In addition, each Delphi participant was provided with a list of questions that the GMP planning team wanted members to consider. These questions along with a summary of the Delphi comments are summarized in the Delphi Report found in Paragraph 4.7. Short briefings on BRAC, East San Antonio and the key elements of the GMP were provided at the beginning of each Delphi session. Planning team participation in these sessions was limited to the Team Leader and the Land Use Planning Lead presentations. The team presenters had no input to the session, other than the initial briefing and acting as a resource to answer questions from the Delphi Review Team. Each Delphi reviewer was also assured that, while all Delphi comments and recommendations would be made public, there would be no attribution to individual participants. The goal of this approach was to avoid advocacy of any particular planning team position and also encourage candid Delphi group review, discussion and feedback.

4.4. SESSION 1

4.4.1 FACILITATOR REPORT

**Fort Sam Houston Area Growth Management Plan
Panel Review – Round One
Friday, July 11, 2008, 9:08 a.m. – 1:48 p.m.
Conference Suite 544, Marriott Rivercenter Hotel
101 Bowie Street – San Antonio
Panel Report**

Panel Members

Dave Chandler

Center for Neighborhood Technology
Chicago, IL

Howard Ham, Commissioner

Texas Military Preparedness Commission
San Antonio

Tim Torma, Acting Division Director

EPA Center for Smart Growth Development
Washington, D. C.

Bob Ashcroft, panel session facilitator

Richard Hall, Secretary

State of Maryland, Department of Planning
Baltimore, MD

Stan Mulvihill, Vice President

McCormack Baron Salazar
St. Louis, MO

H. B. Zachry, Jr., Chairman of the Board

Zachry Construction Company
San Antonio

Panel Review Overview

The panel was convened to obtain the best thinking and advice of panel members about ideas/concepts in the Fort Sam Houston Area Growth Management Plan (Preliminary Review Draft, July 2008). The panel focused on the following elements of the draft plan: The Overall Plan Concept; The Financing Concept; The Organization; and, Overall Viability. The panel's critique and advice are reported below.

The Overall Plan Concept

Real Estate

- the term or label "real estate" may be inappropriate or misleading – rethink its use
- key will be to "create a sense of place" for those who live or work in the surrounding area – need to think about the key elements that will define a sense of place (currently much of the focus is on "post gates" – need to explore and/.or refine this)
- connectivity between the post and the surrounding neighborhoods will be key
- it may be wise and effective to use a plan concept map (a "bubble map" – a "birds-eye view") to clearly convey plan ideas and concepts so everyone will understand them and how they fit
 - need to "build to a market rate look/appearance"
 - build to the market you are trying to attract (social anthropology)
 - realize and appreciate you are dealing with "a very urban setting"
- does each area have a "sense of neighborhood"
 - look at "targets of neighborhoods"
 - neighborhoods with room for everybody
 - need to know and build to "what people want/need in a neighborhood" (characteristics, elements, amenities, etc.)
 - ultimately it is marketing the "neighborhood" to those you want to attract (thus you will need a "market profile")
- getting people to the post fence and through the post fence is important

- show people the “incentives”
- there exist some strong political identities and agendas – how to address these is important
 - be able to address the political transition over time
 - use political leadership over time – consider use of an oversight group to avoid implementation becoming too political
 - need a “champion(s)” to lead the effort, e.g., perhaps Mayor Hardberger after he leaves office
- look at the park projects in the recent bond issue – how to use them in the Fort Sam area
- need to show evidence of success ASAP – to show the effort is REAL!!!
- property/land assembly (with government facilitation/help) may become a key tool
 - may need a vehicle to do this (“friend of the project)
 - sends a signal to the private sector that the community is serious about the effort
 - not-for-profits (CDCs) may be an ally or help here
- need a “menu of support” to show what is available if investment is made
- dealing with a very large area – government can’t “prime” every opportunity in the area; must be able to make wise “priming decisions” – be able to deal with major/real issues/problems
- implementation strategies must be able to deal effectively with the “big elephants”
- avoid the perception of support by the government as a “handout”
- there needs to be healthy competition among those who want to help to build (e.g., NGOs, neighborhoods, developers, etc.)
- framing and terminology will be important – e.g., the term “high density” has negatives, perhaps use “mixed priced housing” to avoid the perception of gentrification
- again it will be very important to have and to use a “place based strategy”
 - site based management of key neighborhood facilities will be important to success (e.g., schools, community centers, etc.)
 - need immediate code enforcement – a systematic approach to abandoned, dilapidated, or buildings violating city code
 - need data/information/inventory of properties (develop/use/maintain)
 - consider developing and using a “build out analysis”
 - how to deal with Fort Sam Houston’s marketing of suburban areas to new employees as opposed to the opportunities in nearby neighborhoods
 - identify and use alternatives to get out good information to people about where to live (a web site may work well here)
 - worth of “potential labor force” as a tool to both “sell” and to get things done

Traffic

- identify and use a better term than “traffic” – term “traffic” is too narrow, and the current “traffic” section is too narrowly focused
- “closed gates” issue – consider the appearance and function of gates, deal with the appearance of closed gates
- consider east-west movement with the area
- clarify the meaning of “road improvements”
 - integrate “main street” and “complete street” concepts into the plan
 - see/use “housing and transportation index” (see Center for Neighborhood Technology web site)
 - what are the realistic alternatives to cars – explore bike, pedestrian, etc. (e.g., car sharing especially with students, hospitals, etc.)
 - consider bike/walk at post gates – bike/walk exclusive gates, express bike/walk lanes at key gates during rush hour, etc.
 - shuttle opportunities for on-off post movements

- talk about/explore getting to-from jobs in a broader context (e.g., consider pollution, energy)

Education

- need for cooperation among the four school districts in the area – look for opportunities to work together to improve learning/education
- need data/information on school capacity, enrollment, quality, etc.
- key to education supporting area development will be: basic attraction of quality schools to homeowners making location decisions; workforce development/preparedness
- use a “place based strategy” for education, e.g., St. Phillips College
- tie schools with BRAC process
- identify and use “academy type schools” – use business to help (HEB, USAA); key will be cooperation among school districts
- view schools as “pipelines” for workforce at Fort Sam Houston (e.g., the importance of security clearances – make student aware of this, what they can/must do to obtain one, etc.)

Crime

- consider the negatives with using the term “crime” (find a more appropriate term)
- key is to avoid draconian approaches versus proactive approaches to security (need to deal with people’s perception of “crime enforcement”)
 - see “Neighborhood in Bloom” initiative in Richmond VA
 - community redevelopment
 - consider the link between crime rate and connectivity
- the need for the plan to consider and work on all elements/issues at specific sites – it will take time to do it right; build a base for working relationships among all actors
- again with crime – a place based approach rather than a broad approach to the issue/problem

Amenities

- clarity how culture and art fit in
- add to and connect to resource amenities
- relate amenities to area residents
- consider basic infrastructure (may be a plus as basic infrastructure is already in place)
 - amenities = assets (create and build on)
 - consider “people gathering places” (identify, enhance, use, support)
 - consider vacant land for parks

The Financing Concept

- transferability of “credit”
 - a federal credit that is transferable and manageable
 - transfer savings/equity to homeowner
 - need to be efficient, fast and attractive – see states use of supercharged credit (goosing) e.g., NC, MO, RI and MD
 - key will be to provide “workforce housing” to fill the gap (see models from elsewhere)
- combination of public and private financing – consider “off-shore” financing (Europe, etc.)
- don’t approach any legislative body without the ability to explain ALL of the benefits (ability to measure the payback, tradeoffs, etc.)
- consider “work-live” programs (see MD)

- explore the full range of federal programs (full suite of EPA programs, brownfields, etc.)
- consider foundations that will fund local school initiatives (Bill and Melinda Gates Foundation)
- characterize efforts as “partnerships” not solely a private
- consider San Antonio’s current inner city TIRZ – perhaps use smaller, more focused geographic areas within a shorter time window
- consider the importance of “fast track” development approval processes
- see City of Cleveland’s Housing Enhanced Loan Program
- see City of Baltimore’s Dollar House Program
- use of “sweat equity”
- see Chicago’s NHS program (resource for homeowners)
- see Neighborhood Works (a national program that empowers individual homeowners)

The Organization

- the key will be the involvement, commitment and ownership by city departments
- get out of the “economic development mode” to “community development” or “community revitalization” modes
- three key groups: the military; city/county government; and, neighborhoods/community
- perhaps create a single development authority that all three above will work with
 - or perhaps several approaches or manageable pieces
- need something to “pull it all together” may be a facilitator or coordinator
- ultimately it will devolve into small area plans – how to address/accommodate this
- have and use a set of explicit goals – clearly state and then connect to efforts/resources
- align community actions/spending to achieve all goals (focused efforts)
- map what you are trying to achieve (goals/efforts) so people can clearly see it
- have and use measures of progress (measurement and report cards)
- develop a way to work in which all actors “get,” “own” and are committed to the goals and efforts
- clarify who the “military partner” is (BRAC construction versus post command, etc.)
- do/use an assessment of the quality and capability of the community partners
- clearly identify the priority of this project to the community (where is it on the radar?) – the right people have to own it and be committed (champions, coordinators, SWAT teams, etc.) – is this job number 1 in San Antonio???
- need a SWAT team and competent staff for this to work (have and use a “public face A team” and a “staff A team”)
- look at successful models from San Antonio and elsewhere for guidance

Overall Viability

- look at the BRAC construction underway – what can realistically be influenced and how
- how can post BRAC construction decisions be influenced at Fort Sam Houston
- this project has lots of moving parts, it defies the K.I.S.S. principle
- strategically you need to rate and rank the efforts
- key will be the right umbrella organization/entity to carry it forward to success
- dealing with a large area – need to target what it will take to get people to live there
- use this as a “Trojan Horse” to get things done in neighborhoods around Fort Sam Houston
- put Fort Sam Houston BRAC efforts in the context of overall growth in metro San Antonio
- “make no little plans” AND zero in on targeted investment efforts
- frame it beyond BRAC – talk the military commander’s language, e.g., force retention, realignment, etc.

- relate to combat field training at Camp Bullis
- see and use John Kotler's article in the Harvard Business Review (April-May, 1995)

4.4.2 PROJECT MANAGER NOTES

For VIA Express Busses, Fare Box needs to cover the cost of bus operations.

Think of a better term than "real estate" to introduce the subject of land use alternatives.

To create a community, there needs to be a "sense of place". This can be a plaza, a market, or any of a number of things. It looks like the "place" for the neighborhoods in the study area is a "Gate". If it is a gate, then that should not be just a blank space it should be more like a park. Create an environment that people will think of as their "place". Then there needs to be a connection of the "sense of place" with the neighborhood.

Need to have a "Bubble Map" showing how the neighborhood relates to the "sense of place" These "bubble maps" become "nodes" in the larger area.

For nodes, need to retain a "low-income" component, but the whole bubble needs to have a "market place" look. The market should be designed around the population we want to attract. The "attraction features" should used to build the "Bubble Map".

The idea is "social anthropology": Begin by asking:

1. "Who will want to use this?"
2. "What is the market we want to attract?"

"This area must be attractive to the individuals or families that make up the market we want to attract. Build the "Bubble Map as the marketing tool to attract them.

The bubble should say: "Chose This Area" to the people we want to attract, because it has the features that are attractive to that group.

The bubble must then also show all the features that the group will want at that bubble. Bottom line is that success requires beginning with a demographic profile of the market we want to attract to the bubble. Then recognize that there are competitors, so we must design the bubble around the idea of making the bubble a winner in a competition for the people we want to live there.

Emphasis on "Learn who is coming and what things they will want to have!"

Neighborhoods will need help. Show or "Market" initiatives that will attract people to live there.

To attract a population – Show strong identity and a strong "What is in it for me".

This is an opportunity for the Mayor to get involved and personally "put the message out". He should take **a visible lead!!**:

1. Pick this up
2. Create an organization that does not get politicized
3. Build in and enforce Code Changes
4. Perhaps remain on board with the organization after term-limits cause his departure from office, to maintain continuity and strength of leadership

5. Also emphasize corridors
 - a. Give roads a priority - focus the bond issue on key area roads
 - b. Put some bond money into parks – example “parks as gates”
6. Take Advantage of Tax Base Measures (TIF)

Private sector is acknowledged source of dollars, but public sector needs to do land assembly

- The thing needed to attract investment is coherent sites
- Community organizations such as colleges can have an influence beyond their normal function. For example, colleges can be an “assembler”
- Need a team
 1. Friends of the project
 2. City Assemble Land
 3. Private Sector Group

Strength of this team sends a signal about how serious the community is about getting something done.

Need an “A team” within the

City as well as a the “non-political” organization with a competent staff.

- The organization can;
 1. Partner with other public entities and
 2. Use an RFP-like process to select a “Developer of Record”

To the Bubble Demographic Profile, Need to add a “Commercial Profile”, Like Land Use Plan with key elements like connectivity, schools, public safety and amenities (as on the map) but also include the “basics” like a grocery store. Check out the literature on a “**neighborhood retail mix**”.

Balancing Act. Government can not package and lead every deal. Need to force some with tools like “Street Dollars”. This inducement package needs to be in a mix of things. Must also be aggressive in tackling the elephant issues in the area. If there are issues (like high crime, poor education or rundown low income housing) Those issues must be addressed aggressively, or private sector development dollars will never flow to the area.

There is also an idea that government is spending too much in a given neighborhood. Need to address this via “Creating Healthy Competition”. Seed an activity and make that available to “those who step up and want to play”. The “parties who are willing will start a redevelopment rolling, Then the incentives can be diminished as others will come in when they see what is going on. Start the process off with those who are willing to play.

Do not use the term high-density – it conveys the old image of public housing.

- Can talk about building lots of housing in one place. Allow diversity. For example, allow for gentrifying population to stay via a mix of housing but all within the market image for the overall bubble.
- Diverse housing can be very successful. Example is Hope 6 Housing that was used to revitalize a neighborhood near Georgia Tech in Atlanta.

Use Place-Based Strategies. Example is a School that can be a focus for the Sense of Place. The idea of Saint Phillips for this is good. Another example was use of a YMCA to address the issues of youth intervention and integration – to get a complete mix “things” needed within a neighborhood or bubble.

Systematic approach to code enforcement is essential.

Taking property for back taxes is another way to get control of derelict property.

Understanding percent of property that is rental is also important.

Because it is hard to predict who is coming one way is to focus on who we want to buy into the deal. Tell the target audience what is available, sell to them and give them options. Focus on marketing and on a positive approach and stress:

Available → Potential → Help (Incentives) → Positive Possibilities (Bubbles)

Understand that we do not need 100% success. A stream of new residents will kick off a process that will then gain momentum.

Change terminology from Traffic to Mobility

Stress walk-able and bike-able Did not see those words which are a keystone of “Smart Growth”

Need “gates” or other “Sense of Place” to be points of community pride and emphasize connectivity.

More emphasis on North-South flow vs East-West Flow

Road Improvement usually means widening- Need to emphasize complete street as an aspect of the bubble. Feed streetscapes into the bubble concept.

Need realistic alternatives to the automobile

- Walking
- Bikes
- Gates

Look at the Housing/Transportation Index from the Chicago web site.

Perhaps Schools could work together to help improve. Possibly use the 316 Council.

Funding:

Foundation level = property tax reduction - some state concessions needed in the mix

Education needs to look at workforce preparation – three year lead time

Press for Health Care Academy Acceleration

Availability of quality education is fundamental to a location decision for families with school age children. Will over-ride other considerations and incentives.

These are 100% drivers for bubbles. One example “not location” bubble designed entirely around a school.

Look into HUD Funding for development around colleges – re a Saint Phillips Bubble

Tie Schools to the BRAC process and seek DOD funding

Outreach to young people to emphasize relationships of Security and Good Jobs (Do not get in trouble now or you may not be able to get a clearance later)

Change terminology as code enforcement may be seen by some in neighborhoods as draconian. An example suggested in “Neighborhoods in Bloom” – suggesting a beneficial transformation.

Focus on positive and up-side, find another word than crime. One example, connectivity takes away factors that lead to crime, so can discuss connectivity rather than crime. One participant gave an example of how this might work in a specific study area neighborhood.

Stress that success requires that all factors must be addressed, CAN NOT work on a single issue and be successful. This sometimes requires “Knitting Together”. Use an IF-THEN strategy. Start discussions with “If we were to do this, then would you do that?”

Work this to the point that we can start with something having a commitment that other steps will follow.

Show how it all fits in on a map. The map can have “What To Include to Make People Want This Place”, with a step-by-step plan for implementing those features.

Must address infrastructure - Needs to:

- Be adequate
- Fit the “sense of place”
Example: “Do utilities need to be underground to fit in here?”

Market the Utilities and other Assets

- List the Assets
- Turn Liabilities into assets
 - Example Vacant or abandoned parcels can become parks.

Financing

ITC good, but:

1. To work do not need to worry about who gets it – it will flow through in pricing
2. Needs to be larger to be an incentive. See things in the range of 30 to 50% as likely needed
 - a. Suggest 20% Federal Contribution
 - b. Suggest a State Contribution “Austin needs to help too”
 - c. Also add a Local Contribution
3. Do not emphasize the “Security” aspect, as that has bad connotations just now
Let it come out in the discussions – an “oh, by the way”
4. Must present it to DC and to Austin
5. Look at the possibility of “Off Shore” financing
6. Normally would not go to decisions makers without the numbers
 - a. Economic Impact
 - b. Financial Flow: Spend this now and get this payback --- (when)
Here is reason to do this, and here are the tools!

Emphasize the other reasons (non economic too) and build into the process

Example: MD Live Near Work program, backed by

- a. Low interest loans
- b. Relief from an applicable transfer tax
- c. A lower mortgage
 - i. Example: Cuyahoga County Ohio Housing Enhancement Loan Program, supported by a revolving loan fund.

There are funds for other pieces. Examples:

- Federal Programs may be a source for some things, such as Brownfields funding from EPA to help characterize Hazardous Cleanup needs
- Foundations have education grants, such as Gates Foundation

Seek out such funding and emphasize partnerships with the private sector, not just private \$s for development.

Focus TIF/TIR zones on smaller areas. TER#11 is too big and the timing limits the ability to use larger funding amounts (Texas limit on recovery is 20 years)

Group suggests two or three TIF/TER zones in just the GMP study area.

Streamlining will help – let an individual or developer know that for a given question, an answer can be provided in a fixed number of days.

Organization:

There needs to be heavy involvement with many parts of the community organization including Planning, Housing, Public Works, etc.

Framing must be broad

1. Military
2. City and County Governments
3. Neighborhoods

Need to create an organization that brings all parties together

Not too monolithic

An alternative might be to separate finance from implementation

Could be more than one development organization

Need some organization to pull this all together and maintain an identity

Also needs to maintain leadership – like the suggestion of the Mayor as Champion

Ultimately will need to put the details and substance into the “Bubble Plans”

Example of Romney as Governor who set up an authority to align the various departments of State Government in order to insure that they were focused on common goals. His Office of Commonwealth Development set goals and then drove the budgets toward the attainment of those goals. The GMP needs to have that same orientation:

- Goals
- Alignment to Attain Goals
- Indicators of Progress and Metrics/Measurement of Progress
- Map “What we are Attempting to Achieve”

Plan is on a high road, need to now lay it out in a way that:

1. Gets “buy in”
2. Becomes a Rallying Point for Competing Interests

Need to know who the Military Partner is

Community team: **The Evidence of Commitment/Priority is the Strength of the Team offered by the Community as their Player in the Partnership**

1. A SWAT Team
2. Strong Leadership and Strong Staff/Capability to Implement
3. Brooks/Kelly offer a good platform

Overall Impressions

Lack of a leverage on "Post and Gates". These issues may drive much of the rest.

Work bubbles and maps and KISS principles

Break into minimum, moderate, optimal

- Fight for and defend minimal package and celebrate early victories
- Focus on getting "some" market rate households (don't need them all)
- Target important zones
- Frame around Military Needs and use Military Words like "force retention"
- Say something about field training (at least know it is there and an issue, do not leave is out entirely)
- Pursue the Cutter Strategy (Iceberg is Melting)

4.5 SESSION 2

4.5.1 FACILITATOR REPORT

Fort Sam Houston Area Growth Management Plan

Panel Review – Round Two

Friday, July 18, 2008, 9:15 a.m. – 12:59 p.m.

Federal Room, Plaza Club – San Antonio

Frost Bank Building (21st Floor) – 100 West Houston Street

Panel Report

Panel Members

Tommy Adkisson, County Commissioner
Precinct 4
Bexar County

David Marquez, Executive Director
Economic Development Department
Bexar County

Dionne Roberts, Assistant Director
Housing and Neighborhood Services Department
City of San Antonio

Bob Ashcroft, panel session facilitator

Randy Holman, Deputy Director
Strategic Communication
Joint Program Management Office
Fort Sam Houston

Robert Peche, Director
Economic Development Department
City of San Antonio

Panel Review Overview

This second panel was convened to obtain the best thinking and advice of panel members about ideas/concepts in the Fort Sam Houston Growth Management Plan (Preliminary Review Draft, July 2008). The panel focused on the following draft plan elements: Overall Plan Concept; Financing Concept; Organization; and, Overall Viability. The panel's critique and advice is reported below.

The Overall Plan Concept

- potential problems with the proposed move of Sutton Homes – the neighbors in the residential neighborhood to which Sutton Homes is to be relocated
- potential use of the parking lots at the AT&T Center is good, but there may be problems with traffic movement from the Center to Fort San Houston (e.g., trains at R.R. Crossings)
- AT&T Center has 10,000 parking spaces, not 6,000
- need to take a hard look at railroads and their impacts on things being considered in the draft plan, e.g., railroads as an obstacle in the area, current plans by Union Pacific RR, etc.)
- relate medical center of excellence at FSH to: medical facilities downtown and at the medical center, need cooperation, collaboration and synergy among them

- Exxon Fuel Yard and other similar facilities in the area need to be considered regarding safety, impacts, perceptions, etc.
- with plans for education/schools in the area: need to avoid creating a bifurcated system or facilities, the efforts should be to elevate the whole system or all facilities
- avoid simply pushing crime to other areas – solve the problem, don't just move it around – seriously consider this, for example see what the City of San Francisco has done in this regard
- it will be important to fully engage SAISD, especially their ability and desire to put together the type of schools we seek to create
- need to bolster the City's Code Compliance function's effectiveness with problem structures/yards, clean-up and maintenance, etc. – the existing problems are causing people to leave certain areas
- a key to attracting people to relocate to some of the neighborhoods we seek will be physical appearance and aesthetics of the area
- look at City's current plans to bolster Code Compliance efforts, e.g., Neighborhood SWEEP Program
- consider the recently approved venue tax projects and how they may relate to FSH area plans
- look at the Wheatley Housing Project as well as Sutton Homes – look at and use the Victoria Courts model (range of housing types, relates to surroundings, involves the neighbors in the process, etc.)
- bring in area residents when addressing what to do with existing/new public housing
- look at Bexar County's recent injection of resources at Robert B. Green and Fox Tech
- look at SAISD's problems with declining enrollment in many schools – how to take advantage of this and the District's efforts to deal with this issue
- need a much more diverse social-economic foundation on the Eastside
- derelict housing and businesses – need a targeted effort to deal with – look at existing problems and incentives
- need to look at several areas with problems along North New Braunfels, north of Fort Sam Houston
- look at plans for corridors, both east-west and north-south – how can effective movement be achieved
- the standard for a gate at FSH is 200 vehicles/hour – currently, by this standard, FSH may be deficient
- any transfer or use of property on FSH must consider provisions of federal excess property rules
- look at military processes involved with moving any command and control facilities on FSH – what drives the move will be key, e.g., necessity, cost, etc.
- regarding Watkins Terrace housing on FSH – need to consider the complexities of current real estate lease arrangements with Lincoln Properties, etc.
- look at the old Frederick Air Conditioning manufacturing facility – planned reuse, number of potential employees, etc.
- important to link parks and open spaces throughout the area
- carefully look at near-term FSH relocations: opportunities for them to live near FSH, need to work with FSH housing office, to change attitudes about where to live and real costs of commuting trips, refine the message to relocatees (tell the whole story), etc.
- may need a central hub (one stop) for economic development/workforce – currently too spread-out; need to align all activities, use technology to accomplish this, etc.
- need to consider some of the opportunities/issues that are “just off the current map of the area”
- with respect to crime and crime prevention look at what London has been doing

The Financing Concept

- consider a pilot program with a sunset clause
- consider 10 years rather than 5 years

- be aware and consider what is happening with “auctionable securities”
- consider small district concept in this section (rather than current large TIFZ used in San Antonio)
- check on the current realities of using revenue anticipation financing by utilities (CPS, SAWS, etc.)

The Organization

- there may be some issues with military and civilian police cooperation
- re: SAGE versus CSA’s Office of Military Affairs – SAGE may be a better option, look at SAGE’s core mission, etc.
- before creating new organizations to implements plans, seriously look at mergers and consolidations of the many existing organizations (also look at Brooks Development Authority as a potential model, it appears that we may be creating a “super” public improvements district – need to look at other models of municipal management districts from around the country – need to avoid adding to the explosion of organization we have been creating locally) – do a “force-field” analysis of “winners and losers” in any consolidations/mergers – don’t walk in blindly; anticipate and be proactive – consider the operating environments
- the Corps of Engineers is the real estate agent for the Army – it is headquartered in Fort Worth
- working with ISD must ensure connections and accountability – see City South Management Authority as a model for working with ISDs
- leadership will be key in making the plans happen: be specific on how this will happen; who is in charge; who has what role and what specific responsibilities, pros and cons of who should lead, look at existing partnerships involving the City and the County, see what has worked and why, etc.
- the implementing organization must be able to “earn its own keep” – a stream of income for the services provided, etc.
- consider term limit impacts, especially the disparity between the City and the County
- for any implementing organization – consider the necessity of a state charter – rationale for
- where is the “bite” when things go awry? – be explicit up-front about specification of control mechanisms
- organization must be able to own and to participate in real estate transactions
- need to use a timeline and lay out a sequence of tasks/projects (or priorities)
- need to regain a sense of propriety of the inner city – an inner city renaissance
- need to carefully set out the priorities, especially those for a foundation
- look at the need for a “San Antonio Development Agency” type of organization
- use the term “private sector” rather that “business” (it is more inclusive and comprehensive)
- consider the full range of “private sector” communities – a wide variety of partners, some active, some passive, etc.
- consider the full range of neighborhood organizations as partners, e.g., non-profits, faith-based, etc.
- relationships will be key – between organization and others, among partners, among lead actors, etc.
- don’t forget relationships with the cities of Alamo Heights and Terrel Hills
- seriously consider how to “launch” the effort:
 - launching mechanism
 - when and how
 - take the time to talk with people/entities in advance, so there are no surprises
 - be aware of and attuned to the “pitfalls” of working on the “Eastside” (political leadership)
 - be aware of the processes this effort has used to date (who we have talked with and who we haven’t, perceptions about being included and not, etc.)

Overall Viability

- it will be very important to be positive and explicit (achieve understanding about what we are seeking to do and how and why - try to convey the symbiotic relationship we are seeking on- and off-post, etc.)
- having a graphic timeline will be important – people can “see” the sequence of events, hurdles, how we will address, etc. – people need to get the picture and get enthusiastic about our plans
 - lay out a clear path from today to what we seek to achieve
 - be realistic about both long and short term efforts – project viability; we have realistic plans and projects, etc.
 - consider how this effective graphic timeline can be use to inform and to launch the project
 - will builders/developers become interested and active partners – need to show them a ROI
 - consider the City’s “Showcase of Homes/Neighborhoods as a mechanism to use
- the key partners must be committed to the project’s success
- our ability to deal with risk (how to mitigate)
- clarify the delta of relocatees versus new local hires at FSH over the coming years
 - be realistic with the numbers we use in our reports/plans
 - emphasize the characteristics of who will be relocating
 - clarify the FSH student population, on an annual basis, and their characteristics, impacts and their needs
- address the problem of the info use by the base housing office for people relocating
- consider the option to use tax credits if there are problems/issues with securities
- the roll-out will be a function of short-term actions and long-term viability
- look at assembling “packages” for developers on the Eastside:
 - packages that are realistic and will work
 - developers that “fit” what we are seeking to do
 - consider, up-front, the “back-end” selling of housing

4.5.2 PROJECT MANAGER NOTES

Delphi #2 Freeman Notes:

If we propose to move Sutton Homes, that could start an uproar from people who live in the vicinity of the relocation site.

Use of the AT&T parking is a good idea, but there may be a problem getting commuters from the lot across the railroad into the post. The only road having a grade separation is Commerce Street.

Railroads in general are noisy so we need to consider that in terms of any housing in the immediate vicinity of the south post. This is a high traffic railroad that must be considered in terms of impact of streets and housing.

The Railroad has an expansion plan that involves moving more traffic onto the line running south, east of the current line.

UP RR is entering a growth phase with more traffic moving from truck to train because of high fuel prices. Their plan is to push more traffic down the AT&T Corridor.

Like the idea of a Med Center near fort Sam, but need to address how it would work with the down town and Medical Center complexes, rather than competing with them. Suggests emphasizing connectivity and cooperation with the other medical centers.

There are several “not neighborhood friendly” activities in the area east of the post, such as a fuel yard. They are not well placed, but also not easily moved or surrounded with homes. Need to be careful about suggested placement of housing.

The education component. An issue with Magnet schools is: "What about the kids who do not get to go there?" Need to have an inclusive concept where we “bring up the whole district” not isolate a “good school” for a select group of children.

Re Crime, if the solution results in just pushing criminals somewhere else, then where does it get pushed to, and has that really solved any problems? Other view – we cannot likely solve the whole problem of crime, so we will need to consider how to make the target neighborhoods safe.

It is important that SAISD be engaged.

City “Code Compliance” department could do a lot to help, for example, just moving trash out of the front yards – for example, when an eviction occurs and things are dumped on the curb.

City has a blue ribbon panel to address absentee landlord situation. One idea is a Coordinated City Services “Sweep” approach.

Suggests considering the flood tax and the proposed improvements along Salado Creek and then considering the Neighborhood “as it is going to be” rather than “as it is now”.

Wheatley is also a problem we should address. Consider a Victoria Court approach where there is a mix of housing for all income levels. Victoria Court is a good “success model” for housing. It includes mixed incomes, not just poor people. That model will be easier to sell to neighborhoods.

Summary, look at all public housing, not just one cluster. Look at a successful model for replacement.

The county is putting money into Robert P Green Elementary School. Perhaps we can piggyback on that. SAISD enrollment is going down. The District is looking for a way to compensate. Need to consider working with ACCD to consider one of their schools.

Look at opportunities for business corridors, not just housing. Need to consider how to “bump – up” business corridors.

Another depressed area is Mahnke Park. It needs to be revitalized.

Regarding N-S corridors, need to consider the impact of the Rail Road on connectivity.

If a road goes through the post, the prevailing standard for a gate is 200 cars per hour. Fort Sam already has more gates than authorized. If we propose more gates, we need to also propose funding for both gate creation and for guards to operate it.

Need to be sure we understand the XS property rules before proposing that land be transferred. Otherwise we could wind up being surprised – we could also wind up waiting a long time.

In terms of proposing moving things on the base, the military has a “Murder Board” approach. If questions are not answered satisfactorily, then the move First question is “What is driving the move?” Just a plan is not enough. Also need to show funding and the time line.

In proposing housing there are added complexities. An example is the long term contract with Lincoln Properties. Army cannot just agree to any changes at Watkins Terrace without considering the impact on the Lincoln Properties agreement.

The City has just put KLU into a long term deal for a building across the tracks from BAMC. That organization is planning to bring in from 300 to 500 more jobs. It will not move any time soon. It also may drive some changes in the roadways in and out.

The proposed parkway is in the flood plain.

People are coming in now. Where are they going? Can we influence them to locate on the East Side? We are losing an opportunity, as some of them could be the early adopters to get revitalization started. We need to put the proposed approach front and center and start with what we have, not wait to do studies and other things. That could happen by having a “tell us what you are doing” group. We need to have a mechanism for the people who are coming to see the opportunities. That could mean a central hub with economic development, work-force development, education and housing opportunities linked to attract some of the families – such as those with no children. Align all the players toward common goals. The “Kiosk” could be partly physical and partly electronic.

Beyond the map, we need to consider what is out there. The homes north of the post are new and easier to get into. They will compete with the area south of the post. We need to recognize and be prepared to match the competition. The availability of new homes is not bad, we just need for people to know that there is an attractive alternative.

Regarding Crime, it was studied in London. They looked at more police, citizen patrols, cameras and lights. Several comparative studies showed that the most effective deterrent was light.

In proposing an exchange, need to have military facility for military facility. The MDR or non-appropriated fund features are paid from soldiers dollars cannot be exchanged by the military. This could impact the ability to move the hotel.

Old hospitals being rehabbed have tenants. The Army is turning away prospective tenants due to lack of space. Some are considering Brooks and the Port.

Re revenue anticipation, need to discuss with Pub Svc as they think that Kelly has not worked as planned.

There may be issues associated with military police working outside the post. Need to be careful about how “cooperation” with the City Policy is structured.

Re organization, Sage might be better than OMA, but Sage would need to be beefed up.

BDA could be a model. Difference is that this is outside the fence, not inside. Another possibility is a municipal management district. One could custom-develop an organization to meet the exact needs of the redevelopment. Community wide there has been an explosion of organizations. Whatever organization is proposed, it should fold in some of the existing organizations to help stem this proliferation of organizations by merging the existing ones into the new one.

The Corps of Engineers manages Army real estate, so any decisions at the local level will need to touch base with Fort Worth.

The organization needs and absolute direct plug in to the SAISD.

A management authority with board members accountable to the City is one possibility. Need a driver. City is lead but Co is partner implies a co-lead. Need to be explicit about who has what role, so each partner will know what they are signing up to.

The organization must earn its own keep by providing services that the public or someone is willing to pay for. Operating budget on income for services provided.

City and county have a good relationship. They can put together a partnership. That has been done and the results have been good. Could have alternating co/chairs. County participation would add strength especially in view of city term limits. A partnership would allow a longer institutional memory.

The state could be brought in for top cover and support.

Need to clearly have a "bite". That means goals, measures of progress and a means of taking corrective action if the organization does not meet the goals or milestones.

If chartered by the state, the organization must be able to own property.

Lots of agencies will want a piece of the pie TIRZ 11 is an example. Need to identify the potential participants and consider their role. It would be good to do a diagram.

Need to do a time line. We are losing opportunity by not acting now. Press ahead with the activity that grabs the opportunity.

Use term private sector rather than business as the partner. There are Real Estate Interests that are specialists in redevelopment. This is a relatively small community. Need to be sure that they are included. Also need to include the small businesses. Both are important.

Another consideration is parks, schools, etc. They need to be a part of the plan.

Those roles need to be established in terms of setting up the organization. The organization needs to establish and maintain the appropriate relationship between the community and others.

Terrel Hills and Alamo Heights are also players.

In terms of mechanisms to launch, need to determine what the high priority actions are and then design the organization around kicking off those urgent actions.

Need to watch lessons learned. River North is an example. Put too much emphasis on urgency and not enough on home-work. The result was a setback of a year or more in the launch. Need to do the homework.

Need a strong person to lead the launch.

Overall; note that we cannot do the whole neighborhood at once, so we will wind up creating enclaves. These must demonstrate the symbiotic relationships between the military and the community. Then we must sell the symbiotic relationship.

We need time lines.

The time lines will impact the selling of the idea to partners as well as to the early move-in participants. Will also help people get on board and push. Time lines should show when the hurdles are cleared and when the results are expected

Also need footprints that are doable spaces

Also need to be realistic about our expectations about the numbers of people who will come into this area. 9,000 students at any one time, and 45,000 to 55,000 each year. Do we know more about them? Need to be more definitive about the persons in various groups – students, military, civilians, and who will come and who will not.

We also need to be sure that for things we are proposing, that there is a builder who will put it on the ground. To get the builder to participate, the community (City and County) will need to minimize the builder's risk. This will be in addition to the 10% credit. There will need to be a bundle of things that may be different for each parcel.

If the innovative tax credits do not fly, we can go back to the regular tax credits. These are available and they do work.

Roll out needs to start with developers who are willing to do the deal. Then we must bring them a bundle of incentives that are sufficient to get the ball rolling. Urban developers are a small subset of the development community, ones who understand smaller spaces. One real incentive is a “Development Ready” site.

We also need to be ready on the back end to help with the sales of the product, to help people get into the homes. An example is the Showcase Homes. These are 30 to 50 home subdivisions that are well received, but it is difficult for the city to find parcels.

4.6 SESSION 3

4.6.1 FACILITATOR REPORT

**Fort Sam Houston Area Growth Management Plan
Panel Review – Round Three
Friday, July 25, 2008, 9:11 a.m. – 12:57 p.m.
Federal Room, Plaza Club-San Antonio
Frost Bank Building (21st Floor) – 100 West Houston Street
Panel Report**

Panel Members

Leo Gomez
Vice President, External Affairs
San Antonio Spurs

Nettie Hinton
Dignowity Hill Neighborhood Assn.

Justin Holley
Chairman, East Area Business Council
Greater San Antonio Chamber of Commerce

Richard Moore
Tobin Hill Neighborhood Assn.

Bob Rasmussen
Director, Base & Federal Energy Development
Shaw Environmental and Infrastructure

Stephanie Smith
Project Manager
U.S. Representative Charles A. Gonzalez

Dr. Adena Williams-Loston
President
St. Phillip’s College

Bob Ashcroft, panel session facilitator

Panel Review Overview

This third panel was convened to obtain the best thinking and advice of panel members about ideas/concepts in the Fort Sam Houston Growth Management Plan (Preliminary Review Draft, July 2008). The panel focused on the following draft plan elements: Overall Plan Concept; Financing Concept; Organization; and, Overall Viability. The panel’s critique and advice is reported below.

The Overall Plan Concept

- the preliminary draft generally reflects the community's vision obtained from earlier meetings/sessions
- project/development timeframes will be important, e.g., FSH projects, River North, etc.
- need to specify priorities year by year, especially those prior to FSH relocatees and students arriving
- look at and take advantage of active projects that are "low hanging fruit" (how to build on and use)
- look at the difficult projects in the surrounding neighborhoods – what will it take to make them work
- need a communication strategy: who to involve, when to do so, appropriate message, etc.
- need to identify project/plan champions and key opponents – how to use or how to deal with
- a key to the education component will be SAISD schools that need focus and support
- key will be attracting appropriate developers to small scale projects in surrounding neighborhoods
- need the resources to clean-up areas (code compliance, etc.)
- need developers to act, not to invest and hold property
- need to look at the relationship between FSHISD and the other civilian school districts
- assess and deal with the quality of individual schools
- look at how best to use the facilities at Pfeiffer Elementary School (charter schools, some special activity jointly run by SAISD and FSHISD, etc.)
- need to demonstrate excellence in schools to attract families with kids to the area
- FSH (post housing office) is not marketing adjacent areas/schools to people working on the post
- look at short-term housing in adjacent areas for workers at FSH who don't have children
- there may be a short-term opportunity to house FSH students prior to their post housing being built
- need to look at trends in military assignments to installations, e.g., what % of FSH permanent party will be on post for the long term, length of assignment, etc.
- create environments for military retirees
- sustainable and green developments are both important
- need better public transportation, especially in adjacent areas to FSH
- need to look at the route for the Austin-San Antonio Commuter Rail and how it can help the areas adjacent to FSH
- need to focus on the infrastructure in neighborhoods that will promote people to stay and to move in
- look at major north-south and east-west streets and the improvements needed to improve traffic flow
- support the proposal in the plan for improvements to Pine Street
- look at North New Braunfels Street open thru FSH
- look at connectivity thru FSH
- investigate use of "enhanced use lease authority" on FSH (and opportunity for FSH/CSA partnerships)
- explore options for the National Guard site (currently owned by the State of Texas???)
- look at potential for Lincoln Park and its adjacent areas
- need consistent design and landscape standards for areas around FSH, especially for corridors
- take advantage of the US Department of Energy designation of San Antonio as a "solar city"
- how will proposed/planned railroad track relocation affect development in nearby areas
- look at police bike patrol impacts on areas adjacent to FSH
- look at attracting police officers, teachers, health care workers for living in areas adjacent to FSH
- look at TIFZ as a tool to assist neighborhood development (consider small, more focus zones, also consider the coming expiration of TIFs, etc.)

- look at expanding and/or attracting medical related IT to the area (economic development strategy for, target to specific sites and areas, etc.)
- look at the property owned by the Sisters of the Holy Spirit and Immaculate Mary
- look at the Terrel Castle property
- explore options around the Hays Street Bridge, e.g., green space along railroad tracks, changing the perception of the area, etc.
- strengthen the concept of linear parks with recycled water elements throughout the area
- look at the BUDCO property and other properties along Cherry and Chestnut Streets
- will the planned improvements along I35/410 be adequate
- need both a police substation and community policing on the Eastside

The Financing Concept

- explore use of the Texas Military Preparedness Commission's revolving bond loan fund
- look at pros and cons of credit versus loan programs
- need to develop and use an education program for homeowners
- use champions for loan programs
- need a "critical mass" of people to take advantage of home ownership/improvement programs to have an impact
- look beyond "historic tax credits" to other types of tax relief to homeowners
- in some areas we may be making a huge assumption: renovation of a house is a priority for homeowners
- help with foreclosures and what to do with foreclosed properties
- need to identify properties that have potential for housing (and a means to use/acquire)
- anticipate and be able to deal with the adverse affects of neighborhood gentrification
- look at financial incentive for the "older" historic districts, e.g., Dignowity Hill
- need continuous financial education for homeowners – individual and collective, perhaps use St. Phillip's College to help provide, etc.

The Organization

- look at the Brooks Development Authority (BDA) as a model, lessons learned, make-up, etc.
- some real questions about the viability of "beefing up" SAGE
- make sure that any implementing organization is "balanced" – represents all key interests
- don't currently see the education community represented in the proposed organization
- avoid the many political pitfalls that commonly create problems in community organizations
- need to actively involve neighborhood organization in any organization
- clarify roles and responsibilities for Board of Directors and Advisory Board
- the proposed organization should become the "go to entity" and a one-stop source
- will the proposed organization own and use property
- the current organization charts are fuzzy – need organization charts that clearly communicate intent to all interested parties (depict integration, develop and communicate clear message, K.I.S.S., etc.)
- look at and perhaps appropriately use the community's experience with "CRAIG"
- buy-in and active commitment among key partners will be key, e.g., military, city, neighborhood assn.
- adequate staffing and funding for operations over the long-term will be important
- who should take the lead (e.g., City of San Antonio) decide who is appropriate and rationale for
- carefully consider who should be the active partners in the organization/effort
- clearly identified roles and responsibilities for all actors/partners –and a commitment to them

- avoid over reliance on the District 2 City Council person as “the leader”
- need to carefully crafted a name for the organization – one that clearly conveys and attracts support
- in advance look at pitfalls with on-going involvement and/or meetings – try to avoid problems
- avoid the pitfalls associated with our experience with TIFZ
- clearly identify on-going responsibilities for master planning and zoning

Overall Viability

- (see item no. 4) what has been the experience to date??
- long-term integration is key
- need a champion to help bring the efforts together (look at experiences at Kelly and Brooks)
- role of the FSH garrison commander and changes to garrison commander at FSH
- (see item no 3) obstacles during an election year (also consider impacts of state and local elections)
- timing of actions and projects is key – ability for people to see “timing”
- need to push the City of San Antonio to drive development to needed areas
- need to have property accumulation powers to achieve some of the key projects
- need coordination among the health centers
- having clinical sites will be important for student education/training

4.6.2 PROJECT MANAGER NOTES

SAN ANTONIO FORT SAM HOUSTON - GROWTH MANAGEMENT PLAN - DELPHI SESSION #3

Time Frame: Broadway, Grayson, River North are ongoing but other areas might take 10 to 15 years. The plan needs to include a time frame for each proposed action.

Within the timeframe – what are the priorities? What needs to be done this year, next year, before people arrive, etc.?

Some ideas are low hanging fruit – there are ongoing things – other living arrangements like old show white. Need to start with Play-land Park because it is easy to get started. Manchke Park is next most difficult. The South is more difficult.

Need a communication strategy. Who are the individuals who need to be at the table? When do you bring them in? Who are the Champions? Who are the Opponents. There must be a strategy for both.

Education Strategy is critical. Need a serious strategy to deal with schools. In the report there is a discussion of Fort Sam but that is not elaborated. There is a Chamber of Commerce committee looking at education needs. There are new standards. Some incoming students have not had the requisite courses, so cannot graduate because they do not meet the standards.

Example related of one mother living in the East Side who caught a bus to take her children to other schools.

Chilton (WW Road and I10) is closed- Could use it as a laboratory school organized as a charter. The school board has not decided how to use it. The report could suggest running a charter school.

Cole High School may go to busses.

Quality of the available school is the most important decision a moving family will make. That determines where the family will live even if it means commuting long distances with high gas prices.

Real estate people market the North Side.

The reality is that gas prices will have an impact. If we do have good schools then that will attract people who want them.

An issue is code compliance. The City department is under staffed and does not have the resources to clean up the area. Need to put resources into cleaning up.

Finding qualified developers is critical. Need ones who buy into the development strategy.

In the short run, may need to market to people without children.

There is not enough housing on base for students. The plan needs to consider space for them.

Need to think of Sutton Homes. Under Hope 6, the plan is for a mixed use property with 20% low income. The other homes could be good people like students, with jobs. Higher income persons would not be interested in such homes.

Need to consider rent vs. purchase. What percent of the people will rent?

Another dynamic, how long are students here. Will they come back after retirement? We could target homes for students and empty nesters who come back to retire.

Sustainability and Green Development not emphasized enough in the Plan Draft.

Tie in Rail. Example is a trolley system up Broadway. San Antonio has an opportunity. Another example would be a transit system to the airport to take taxis off the road.

At present SA rail does not plan to bring commuter rail past Fort Sam. Main line should follow the I35 corridor with stops in Schertz, Fort Sam and Union Station. Plan needs a strong emphasis on that.

There needs to be more discussion of roads and there needs to be an assessment of road and utility infrastructure as an inducement to developers. Need to emphasize roads and drainage.

Pine Street is an excellent idea.

The Army could open New Braunfels by off-setting the gate to Stanley.

Have planners discussed development with the post? There is a possibility of Enhanced Use Leasing, especially for peripheral property. There is also the possibility of a deal with the State for the National Guard property – Possibly the Land Use Commission.

Lincoln Park should be looked at.

The Arts District may be useful as an overlay for road zoning.

Should say something about Solar Energy

It is not clear how important relocation of the rail is.

Need to extend bicycle cops into the tracks.

Need incentives for police to live in the neighborhood and to park their cars there – be visible

Also need incentives for teachers and health care persons to live in the area

Need to attract jobs for biosciences and health care to reinforce BAMC

Need to use the TIF or TIRZ to fund infrastructure to encourage neighborhood redevelopment. Existing East Side TIRZ expires in 2015.

TIRZ need to be redefined

Recommend expanding on the idea of attracting medical related businesses. Emphasize information technology in medicine. Suggest developing some property to encourage location of such businesses near the post.

A large property is on the market at Euclid Street

The Sisters of the Holy Spirit property at Terrell Castle has been auctioned

Re amenities - the Hays Street Bridge could be redeveloped and create green space between I35 and the tracks. Could do parking under with grass and a park on top.

If rail moves, could add a water element for local people with water from the SAWS purple pipe.

Silver Ventures bought the Busto (? Spelling) Property. Expect to Include an entertainment area and possibly an HEB plus apartments.

Need to consider park and ride for people living beyond 1604

Are improvements to I35 adequate?

Subsidies are needed to support community based policing. Park police are also needed for the parks.

Lamar park land is owned, needs to be developed

Financing

Texas Military Preparedness Commission has a loan fund of 250 million for projects in the vicinity of military bases. It is revenue bond based, so must pay back with interest. Not of interest to SA as city has good rates, but could help an Authority.

Must develop a campaign for the homeowner. There will be a problem in getting a critical mass of people to take advantage of incentives.

Need to also look at other agency participation.

Need money up front. Example, a loan could put money in people's hands so that they have the possibility of getting a home.

The plan seems to make an assumption that rehabilitation of homes is a priority. It may not be a priority for some or even most people.

Acquisition of infill property - is there money for helping people with that? The organization should identify which properties are eligible and what funding is available and then market that. Have data available re houses that can be picked up.

Need to protect the owners of existing homes from property tax increases

When the city created some historic districts, they made restoration incentives available

Financial education is needed. That can help people understand the opportunities. That needs to be available to individual homeowners as well as homeowner associations.

Such a course could be offered through the community college as a continuing education course. Most such courses can be audited free by older persons.

Organization

Brooks City Base Model is successful. That needs to be followed. It would be difficult to beef SAGE up to make it work.

The Biggest need is to make sure there is a balance. Need developers, but they can not dominate. Need other interests too – a balance.

Education is a huge driver. That needs to be shown on the organization chart.

Question the statement “City is Lead”. Need to either explain why that is so, or change it to avoid criticism.

Neighborhoods need to be shown on the organization chart.

What is the difference between a “Director” and an “Advisor”

The organization needs to be the “One Stop Shop” for getting something done.

Will the organization have property? Ownership capability is important.

Circles shown on the figure convey the wrong message – the partnership needs to be more integrated.

The partnership message must be simple and clear

Need to do a “lessons learned” for the Brooks City Base organization. Take advantage of those.

Also look at CRAIG re lessons learned there too.

What is the buy-in from the Military? What do they give up and what do they get? What is the long term commitment?

Ongoing funding for staff over time is critical.

Every partner should agree on their roles.

The partnership needs to have a name and it needs to be selected carefully both to gain support and convey the purpose

Need to see what is going on re the interests of parties who should be supporting this.

Do not organize or operate like the TIRZ

Need to clarify what the organization does vs what the City does. For example, who does the zoning?

Viability

What makes us believe that the City will do this?

Need to present this to the new Post Commander.

There is an issue with timing. If people do not see it on the ground when they get here, they will not believe it.

Must make sure the City is pursuing a densification policy.

There needs to be a property assembly element

Clinical sites for trainees is an issue

There is an impact of leadership change both at the Military and at the City

Using the Brooks Model – need to get that in the mill the state process is starting now.

4.7 DELPHI REPORT

SAN ANTONIO FORT SAM HOUSTON GROWTH MANAGEMENT PLAN *Delphi Report*

Focus Area - The Place

Outline Provided:

- a. Look at a logical area that is larger than the Post.
- b. Cluster high value Health Care, Health Care Education and Research and Command and Control and Supporting Technology on the Post
- c. Provide High Quality Living and Supporting Commercial Spaces Off-Post with Excellent Connectivity
- d. Provide Amenities appropriate to A Center of Excellence
- e. Inter-weave Homes suited to persons with Incomes in the \$100,000 plus bracket with homes for people who live there now
 - i. Three housing approaches
 1. Remodel Existing Homes and retain “Historic Character”
 2. Infill Housing with Similar Character
 3. High-Density Mixed Use Clusters with Amenities in the Cluster

DELPHI 1 Discussion:

To create a community, there needs to be a “sense of place”. This can be a plaza, a market, or any of a number of things. For the Growth Management Plan (GMP) it looks like “the place” for the neighborhoods in the study area is a “Fort Sam Houston Gate”. If it is to be a gate, then that should not be just a blank space it should be more like a

park. Create an environment that people will think of as their “place”. Then there needs to be a connection to create the “sense of place” within the surrounding neighborhood.

The report needs to have “Bubble Maps” showing how each neighborhood relates to the “sense of place”. Neighborhoods will become “nodes” in the larger area. The nodes need to allow diversity. For example, allow for a gentrifying population or a low income component to stay via a mix of housing and support, but all within the market image for the overall community. Diverse housing can be very successful. An example is Hope 6 Housing used to revitalize a neighborhood near Georgia Tech in Atlanta. However, the whole neighborhood needs to have a “market place” look.

Success requires beginning with a demographic profile of the market to be attracted to the neighborhood. The marketplace look should be designed around the population the GMP wants to attract, with “attraction features” highlighted on the “Neighborhood Bubble Map” The idea is “social anthropology”: Begin by asking:

3. “Who will want to use this?”
4. “What is the market the GMP wants to attract?”

Planners must recognize that there are competitors, so the neighborhood design must make it a winner in a competition for the people the GMP wants to attract to live there. The bubble map must then show all of the features that the targeted group would want to have at a place they have chosen. It should be a marketing tool that says **“Move into this neighborhood because it has all of these attractive features!”**

The community needs both a Demographic Profile and a Commercial Profile. In addition to key elements like housing, streets, connectivity, schools, public safety and amenities there must be “basic functions and services” like a grocery store, etc. Check out the literature on a **“neighborhood retail mix”**. See excellent example at: http://www.oup.org/conferences/presentations/hbcu/dallas07/HBCU07%20-%20Heard_cs2.pdf

The GMP must also be aggressive in tackling **elephant issues** like high crime, poor education or rundown housing. Such issues must be addressed aggressively, or private sector development dollars will never flow to the area.

Understand that successful GMP implementation does not require 100% success in getting families to live near Fort Sam Houston. There should be alternative living situations. A stream of new residents moving into the East Side will kick off a revitalization process that will then gain momentum.

There could also be a community wide impression that “government is spending too much in a given neighborhood”. To minimize this possibility create “Healthy Competition”. Seed activity with incentives and make them available to **“those who step up and want to play”**. These are parties who are willing will start a redevelopment rolling. Incentives can be gradually diminished as the development gets rolling, because others will come in when they see what is going on. Start the process off with incentives for those who are willing to play.

The GMP should not use the term high-density housing – it conveys the old image of public housing. Talk about building a lot of housing units in one place.

Use Place-Based Strategies. An example is a School that has been made the focus for the Sense of Place. The idea in the GMP of using Saint Phillips is good. Another example is use of a YMCA to address the issues of youth intervention and integration. The goal is to provide the right mix “things” needed within a particular neighborhood.

A systematic approach to code enforcement is essential. However, code enforcement may be seen by some in neighborhoods as draconian. An example that has worked is “Neighborhoods in Bloom” – suggesting a beneficial transformation.

Taking property for back taxes is one way to get control of derelict property, in order to start assembling land for redevelopment - As an alternative to condemnation.

Understanding the percent of property that is rental-property is also important.

DELPHI 2 Discussion:

Look at all public housing, not just one cluster, and consider a successful model for replacement. Victoria Court is a good “success model”, with a mix of housing for all income levels, not just low income people. That model will be easier to fit into neighborhoods. If the GMP were to propose to just moving Sutton Homes, that could start an uproar from people who live in the vicinity of the relocation site. Wheatley and Mahnke Park also need to be revitalized. These are areas the GMP should address.

There are several “not neighborhood friendly” activities in the area east of the post, such as a fuel yard. They are not well placed, but also not easily moved or surrounded with homes. The GMP needs to be careful about suggested placement of housing.

City “Code Compliance” department could do a lot to help. For example, just moving trash out of the front yards when an eviction occurs and things are dumped on the curb. The City has a blue ribbon panel to address absentee landlord situation. One idea is a Coordinated City Services “Sweep” approach.

The idea of a Medical Center near fort Sam is good, but the GMP needs to address how it would work with the down town and Medical Center complexes, rather than competing with them. The plan should emphasize connectivity and cooperation with the other medical centers.

Look at opportunities for business corridors, not just housing. Need to consider how to “bump – up” business corridors.

The GMP need to consider XS property rules before proposing that land be transferred. Otherwise the City could wind up being surprised – and also wind up waiting a long time. In terms of proposing to move things on the base, the military has a “Murder Board” approach. If questions are not answered satisfactorily, then the move is not allowed. The first question is “What is driving the move?” Just a plan is not enough. In addition to a good reason, there also needs to be funding and the time line.

In proposals for changes in base housing there are added complexities. An example is the long term contract with Lincoln Properties. The Army cannot just agree to any changes at Watkins Terrace without considering the impact on their Lincoln Properties agreement.

In proposing an exchange with the military the GMP needs to have military facility for military facility. The non-appropriated fund features which are paid for with soldier's dollars cannot be exchanged by the military. This could impact the ability to move the hotel.

The old hospitals being rehabbed have tenants. The Army is turning away prospective tenants due to lack of space. Some are considering Brooks and the Port.

The City has just put KLU into a long term deal for a building across the tracks from BAMC. That organization is planning to bring in from 300 to 500 more jobs. It will not move any time soon. It also may drive some changes in the nearby roadways.

DELPHI 3 Discussion:

All of the proposed development needs to be fitted into a time frame. Areas near Broadway, Grayson and River North are developing but other areas might take 10 to 15 years. Start with Play-land Park because it is easy to get started. Manchke Park is next most difficult. The South is more difficult. For the plan: What are the priorities? What needs to be done this year, next year, before people arrive, etc.?

Finding qualified developers is critical. Need ones who buy into the development strategy.

There is not enough housing on base for students. The plan needs to consider space for them. An example is Sutton Homes as redeveloped under Hope 6. That plan is for a mixed use property with 20% low income. The other homes could be good people like students, with jobs. Higher income persons would not be interested in such homes. The plan also needs to consider renting as opposed to purchasing. What percent of the people will rent? Another dynamic, how long are students here. Will they come back after retirement? He plan could target some homes for students and some for empty nesters who come back to retire.

Sustainability and Green Development are not emphasized enough in the Plan Draft. The plan should say something about Solar Energy.

The Arts District may be useful as an overlay example for zoning.

Have planners discussed development with the post? There is a possibility of Enhanced Use Leasing, especially for peripheral property. There is also the possibility of a deal with the State for the National Guard property – Possibly the Land Use Commission.

Lincoln Park should be developed.

Need to attract jobs for biosciences and health care to reinforce BAMC. Expand on the idea of attracting medical related businesses. Emphasize information technology in medicine. Suggest developing some property to encourage location of such businesses near the post.

Focus Area - Mobility

Outline Provided:

1. Traffic
 - a. Thoroughfares
 - i. Create Corridors that Allow Traffic to Flow around Fort Sam
 - ii. Connect Fort Sam to the Community and to the Freeways
 - iii. Reconnect Neighborhoods and Connect them to the Community
 - iv. Provide “Business Opportunity” Corridors
 - v. Minimize flow of traffic through Neighborhood Streets
 - b. Strategies to Minimize Commuting/On-Post Parking Needs
 - c. Strategies Improve Flow and Reduce Congestion
 - d. Eco-Friendly Connection of Mixed Use Clusters to Work Centers

DELPHI 1 Discussion:

Change terminology from Traffic to Mobility.

Stress walk-able and bike-able, those words were not used in the GMP. They are a keystone of “Smart Growth”. There must be realistic alternatives to the automobile

- Walking
- Bikes
- Rail
- Other Eco Friendly Means of Transportation

“Gates” and other “Sense of Place” features must become points of community pride and these should also emphasize connectivity.

The GMP needs more emphasis on North-South flow vs. East-West Flow

“Road Improvement” usually means widening. The GMP needs to emphasize “complete street” as an aspect of the neighborhood. Include “street-scapes” in the neighborhood bubble concepts.

Look at the Housing + Transportation Affordability Index: (The Housing + Transportation Affordability Index takes into account the cost of housing and the intrinsic value of place, as quantified through transportation costs. See: http://www.oup.org/conferences/presentations/hbcu/dallas07/HBCU07%20-%20Heard_cs2.pdf).

DELPHI 2 Discussion:

Use of the AT&T parking is a good idea, but there may be a problem getting commuters from the lot across the railroad and into the post. The only road having a grade separation is Commerce Street.

Railroads in general are noisy so the GMP will need to consider that in terms of any housing in the immediate vicinity of the south post. This is a high traffic railroad that must be considered in terms of impact of streets and housing. UP RR is entering a growth phase with more traffic moving from truck to train because of high fuel prices. Their plan is to push more traffic down the AT&T Corridor.

Regarding North-South corridors, the GMP needs to consider the impact of the Rail Road on connectivity.

If a road goes through the post, the prevailing standard for a gate is 200 cars per hour. Fort Sam already has more gates than authorized. If the GMP proposes more gates, it will need to also propose funding for both gate creation and operation (guards).

The proposed parkway is in the flood plain.

DELPHI 3 Discussion:

There needs to be more discussion of roads and drainage. Pine Street is an excellent idea. The Army could open New Braunfels by off-setting the gate to Stanley. Are planned improvements to I35 adequate? The community needs to invest in road and utility infrastructure as an inducement to developers. Need to consider park and ride for people living beyond 1604

The GMP also needs to tie in Rail. It is not clear how important relocation of the rail is. San Antonio has an opportunity. For example the GMP could consider a trolley system up Broadway or a transit system to the airport.

At present San Antonio does not plan to bring the Austin Commuter Rail line past Fort Sam Houston. The Main line should follow the I35 corridor with stops at Shertz, Fort Sam Houston and Union Station. The Growth Management Plan needs to place strong emphasis on that.

Focus Area - Education

Outline Provided:

Education

- a. Creative Strategy to Provide Excellence in Selected Magnet Schools
- b. Creative Strategy to lead the Revolution in Education
 - i. Begin as Incentive to Attract Key Personnel – Address Shortages
 - ii. Expand using technology to Leverage Teaching Resources
 - iii. Create “Leading Edge” Concepts and Teaching Tools/Strategies
 1. Leverage the Incentive Program
 2. Couple with the Med Ed Efforts at Fort Sam
 3. Leverage the Military Without Walls Initiative

DELPHI 1 Discussion:

Availability of quality education is fundamental to a location decision for families with school age children, which will over-ride other considerations and incentives.

Education is a potential 100% driver for some neighborhood bubbles. One example “noted previously” a neighborhood designed entirely around a school with the school as a focus for the “Sense of Place” within the community.

Education needs to look at workforce preparation – San Antonio Academy Concept is unique to the San Antonio area, and the recommendation to accelerate creation of the

Health Care Academy is good. Usually workforce education has a 3 year time-line. Press for Health Care Academy Acceleration.

The GMP thoughts about using Saint Phillips as a lead are good.

Community organizations such as colleges can have an influence beyond their normal function. For example, colleges can be an “assembler”

Look into HUD Funding for development around colleges – Potentially create a Saint Phillips Bubble. Tie Schools to the BRAC process and seek DOD funding. Perhaps Schools can work together to help improve. Possibly use the 316 Council. See: <http://www.texaspolicy.com/pdf>.

Outreach to young people should emphasize relationships of Security and Good Jobs Example: The message for outreach to schools is “Do not get in trouble now or you may not be able to get the clearance necessary for a good job later”.

DELPHI 2 Discussion:

The county is putting money into Robert P Green Elementary School. Perhaps the GMP can piggyback on that.

It is important that SAISD be engaged. Their enrollment is going down and the District is looking for a way to compensate. The GMP needs to consider working with ACCD to include SAISD schools.

There is an issue with Magnet schools: "What about the kids who do not get to go there?" The GMP needs an inclusive concept. Bring up the whole district; do not isolate a “good school” for a select group of children.

DELPHI 3 Discussion:

Education Strategy is critical. The quality of available schools is the most important factor a moving family will consider. That determines where the family will live even if it means commuting long distances with high gas prices. The GMP need a serious strategy to deal with schools. In the draft there is a discussion of Fort Sam schools, but that is not elaborated. The Chamber of Commerce has a committee looking at education needs. One issue they see is that new standards create problems for some incoming military family students. If the students have not had the requisite courses, they cannot graduate because they do not meet the standards.

An example was related of one mother living in the East Side who caught a bus to take her children to other schools out of the district.

Chilton (WW Road and I10) is closed – it could be used as a laboratory or charter school. The school board has not decided how to use it. The report could suggest running it as a charter school.

Real estate people market the North Side. However, the reality is that gas prices will have an impact. If there were good schools, on the East Side then that would attract people who want them. In the short run, the GMP may need to market to people without children.

Focus Area – Public Safety

Outline Provided:

Crime

- a. Program Developed with SAPD, includes
 - ii. Neighborhood “Community Based Policing” = Crime Prevention
 - iii. Work with Businesses
 - iv. Increase Presence
 - v. Eliminate Derelict Housing and Trash-filled Vacant Lots
- b. Youth Intervention

DELPHI 1 Discussion:

Change the terminology. Focus on positive/up-side and find another word than crime. One example, connectivity takes away factors that lead to crime, so discuss connectivity rather than crime. An example was presented to illustrate how this might work in a specific neighborhood location within the GMP study area.

The GMP must stress that success requires that all factors must be addressed. Community revitalization CAN NOT WORK as a collection of activities that address single issues. This sometimes requires “Knitting Together”, which means using an IF-THEN strategy. Start discussions with “If we were to do this, then would you do that?” Work this approach to the point that the GMP can start with something achievable along with a firm commitment that other necessary steps will follow.

DELPHI 2 Discussion:

If a solution results in just pushing criminals somewhere else, then where do they get pushed to, and has that really solved any problems? Other view – we cannot likely solve the whole problem of crime, so we will need to consider how to make the target neighborhoods safe.

Crime was studied in London. They looked at more police, citizen patrols, cameras and lights. Several comparative studies showed that the most effective deterrent was light.

There may be issues associated with military police working outside the post. The GMP needs to be careful about how “cooperation” with the City Policy is structured.

DELPHI 3 Discussion:

Subsidies are needed to support community based policing. Bicycle patrols need to be extended to the tracks. The GMP should recommend incentives for police to live in the neighborhood and to park their cars there – be visible. Park police are also needed for the parks.

Another issue is code compliance. The City department is under staffed and does not have the resources to clean up the area. Need to put resources into cleaning up.

Focus Area – Complete Package

Outline Provided:

Add Amenities

- a. Parks and Greenways
- b. Cultural and Arts
- c. Connectivity to Area Resources Such as Brackenridge - River North – Rodeo Grounds and Coliseum

DELPHI 1 Discussion:

There must be an emphasis on “Who is coming and what things they will want to have!” Because it is hard to predict who is coming one way would be to focus on **who we want to buy into the deal**. Tell the target audience what is available, sell to them and give them options. Focus on marketing and on a positive approach and stress for each neighborhood bubble:

Available → Potential → Help (Incentives) → Positive Possibilities

Neighborhoods will need help. Show their resources and then create initiatives that will attract people to live there. For targeted audience, show both a strong identity and a strong “What is in it for me”.

The GMP must address infrastructure – The infrastructure needs to:

- Be adequate
- Fit the “sense of place”. For example: “Do utilities need to be underground to fit in here?”

Market the Utilities as well as the other Assets

- List the Assets
- Turn Liabilities into assets. For example Vacant or abandoned parcels can become parks.

Show how it all fits together on a map. The map can have “What to Include to Make People Want to Live in This Place”, with a step-by-step plan for implementing those features. This needs to be sufficient to bring in the **“those who are willing to play”** as early participants, while the steps are being taken.

DELPHI 2 Discussion:

Beyond the map, the GMP needs to consider what is out there. The homes north of the post and GMP Study Area are newer and easier to get into. They will compete with the area south of the post. The GMP needs to recognize and be prepared to match the competition. The availability of new homes fairly close to the post is good, but to be successful the GMP needs make sure the East San Antonio area south of the post provides an attractive alternative.

DELPHI 3 Discussion:

Hays Street Bridge could be redeveloped to create green space between I35 and the tracks. Could do parking under with grass and a park on top. Consider developing Lincoln Park. Lamar park land is owned and needs to be developed

If rail moves, a water element could be added using water from the SAWS purple pipe.

Silver Ventures bought the Busto Property, and expect to develop that to include an entertainment area and possibly grocery store along with apartments.

Focus Area – Financing

Outline Provided:

Financing

1. Rely on Private Investment with Public Involvement limited to Incentives that are linked to attainment of public goals.
2. Public Financing Strategy involves Reinvention of Investment Tax Credits
 - a. Based on existing Types of Tax Credits
 - i. Investment in Redevelopment Areas
 - ii. Investment in Historic Property
 - b. The Change
 - i. Credit Accrues to the Homeowner, not the Investor
 - ii. City can “Issue and Sell” Credit on Behalf of a Present or Future Homeowners (Thus the name “Marketable ITC or MITC).
 - iii. Buyer acquires City-Issued MITC at a Discount and Uses it to Pay Taxes at Face Value
 1. Instant Return on a zero-cost investment, with no risk
 2. Discount set by Market but should be small, re zero risk
 - iv. The Organization Created by the City
 1. Uses an Investment Bank to Market MITCs (Actually a security)
 2. Obtains and Uses Funds
 - a. As a Construction Advance in case of third party builder
 - b. As a Cash Grant to Homeowner restoring his/her home
 - c. As a Tap to cover administrative costs
 - v. Builder
 1. Gets an advance that minimized construction loan
 2. Passes the MITC amount through to eligible homeowners
 3. Refunds advance to City if buyer is not “eligible”
 3. Legal Structure of the Tax Credit Overhaul
 - a. Postured as a “Pilot Program with Sunset Clause
 - b. Pilot Limited to “A Defined Zone within East San Antonio
 - c. City must Create a “Credible” Organization to manage the Pilot
 - i. Records of Property Transactions

- ii. Records of Financial Transactions re both SEC and IRS accountability
 - iii. Ability to represent homeowners interests
 - iv. Ability to manage rehabilitation and infill housing projects on behalf of persons who need such assistance
 - v. Report to Congress re Effectiveness and Extension/Termination of Pilot
- d. Sunset on Pilot Program is 5 years
 - e. Only Historic Home Re-construction can receive Historic Tax Credit
 - f. Eligible Homeowners are:
 - i. Persons who now own homes in the “Defined Zone”
 - ii. Persons who work on or are stationed at Fort Sam Houston and their Families
 - iii. Law Enforcement Officers
 - iv. Teachers
- 4. Leverage Increased Values through Tax Anticipation Financing
 - 5. Protect existing low-income residents from rising costs associated with increasing land values

DELPHI 1 Discussion:

An Investment Tax Credit (ITC) is good, but:

1. To work the GMP does not need to worry about who gets it – value will flow through in pricing
2. There needs to be a larger incentive. Subsidies in the range of 30% to 50% will likely be needed
 - a. Suggest 20% Fed
 - b. State Contribution “Austin needs to help too”
 - c. Local Contribution (Can come from TIF)
3. Marketable TIF - do not emphasize the “Security” aspect, as that has bad connotations just now - let it come out in the discussions – an “oh, by the way”
4. The program must be presented in both DC and Austin

GMP implementation must be a balancing act. The government cannot package and lead every deal. The GMP needs an inducement package of “Street Dollars” which allows a flexible mix of things.

The private sector is an acknowledged source of funding, but the public sector needs to do land assembly. The thing most needed to attract developer investment is coherent sites. Community organizations such as colleges can have an influence beyond their normal function. For example, colleges can be an “assembler”

Look at the possibility of “Off Shore” financing

The GMP should not go to decisions makers without numbers

- a. Economic Impact
- b. Financial Flow: Spend this now and get this payback --- (when)

Emphasize “Here is reason to do this, and here are the tools!”

The GMP should also emphasize other than economic reasons and build those ideas into the process. Examples are Global Warming, Air Quality, Energy, Etc.

The GMP should point to examples. One suggestion – the Maryland “Live Near Work” program, which is backed by:

- Low interest loans
- Relief from an applicable transfer tax
- A lower mortgage

*A small but growing phenomenon, **Live Near Work (LNW) Programs** usually combine counseling services with some sort of down-payment assistance from an employer- typically in the form of a loan that's forgiven if the employee stays with the company a certain amount of time. **LNW** can often be the extra boost needed to help people buy their first home in an area near where they work. For employers, the programs help reduce turnover and encourage loyalty.*

See: <http://www.wdtn.com/Global/story.asp?S=8661703>

Another Suggestion - Cuyahoga County Ohio “**Housing Enhancement Loan Program (HELP)**”, supported by a revolving loan fund.

(HELP allows homeowners in most Cuyahoga County communities to borrow money for repairing or remodeling homes at three percentage points below a bank’s market rate for home improvement loans. As of 08/24/2007, HELP has facilitated more than 6,650 loans totaling over \$86.5 million. The average amount of a HELP loan is about \$12,000. A companion programs, Heritage Homes Loan Program (HHLP) helps some of the most beautiful and distinctive homes in the state of Ohio that add character to neighborhoods and were built to last. To help preserve the historic character of these homes low interest loans are available to owners. As of 08/24/2007, HHLP has facilitated more than 300 loans totaling over \$11 million. See: <http://treasurer.cuyahogacounty.us/homeimprove/default.htm>).

There are sources of funds for elements of revitalization. Examples:

- Use Brownfield funding from EPA to help characterize Hazardous Cleanup needs
- Foundations have education grants such as those from the Gates Foundation for Education

The GMP should seek out such funding and emphasize partnerships with the private sector, not just private funding for development.

Use TIF/TIR zones. Create new ones and focus them on smaller areas. TER#11 is too big and the timing limits constrain the ability to use large funding amounts (Texas limit on recovery is 20 years). Two or three TIF/TER zones are suggested fir the GMP study area.

Streamlining of the approval process will help – let an individual or developer know that for a given question, an answer can be provided in a fixed number of days.

DELPHI 2 Discussion:

If the innovative tax credits do not fly, we can go back to the regular tax credits. These are available and they do work.

Consider the flood tax and the proposed improvements along Salado Creek and then the GMP should consider the Neighborhood “as it is going to be” rather than “as it is now”.

With respect to revenue anticipation, this needs to be discussed with Public Service. They think it has not worked at Kelly as planned.

DELPHI 2 Discussion:

Need to use the TIF or TIRZ to fund infrastructure to encourage neighborhood redevelopment. The existing East Side TIRZ expires in 2015. The TIRZ need to be redefined.

DELPHI 3 Discussion

Texas Military Preparedness Commission has a loan fund of \$250 million for projects in the vicinity of military bases. It is revenue bond based, so loans must be paid back with interest. This would not be of interest to San Antonio as city has good bond rates, but it could help an Authority.

Need to also look at other agency participation.

Home buyers may need access to money up front. When the city created some historic districts, they made restoration incentives available. The GMP needs to consider, for example, a loan to help people buy or remodel a home. There also needs to be information provided on which properties are eligible, which of those are available and what funding is available. Housing availability and assistance programs needs to be marketed, or at least the data should be available.

The plan seems to make an assumption that rehabilitation of homes is a priority. It may not be a priority for some or even most people.

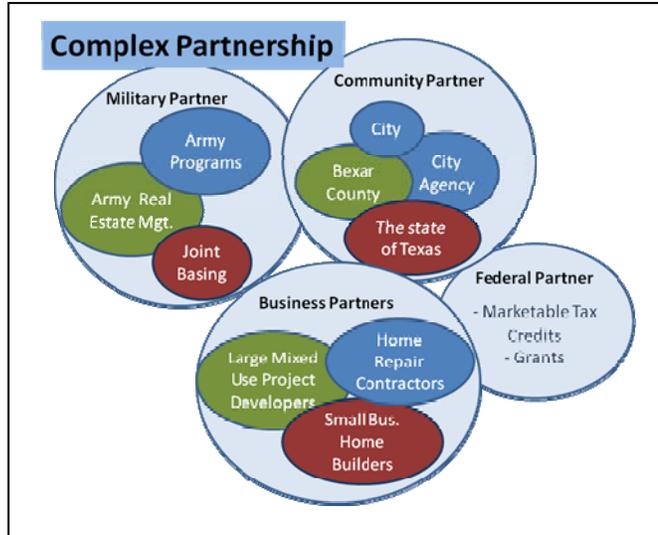
There needs to be protection for owners of existing homes from property tax increases

Focus Area – Organization

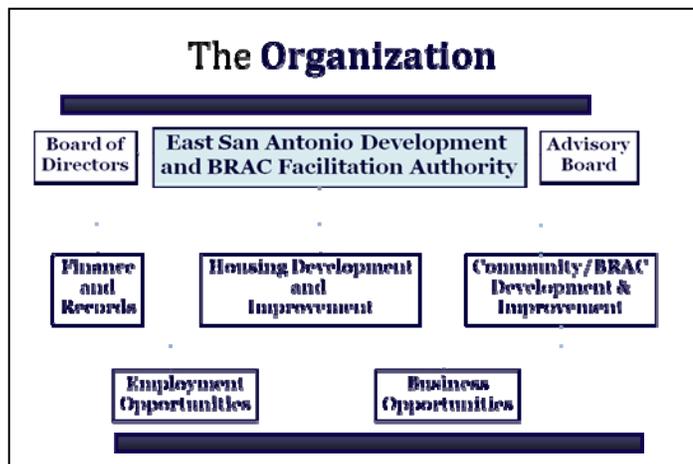
Outline Provided:

1. Military Partner
 - a. Commands
 - i. Medicine
 - ii. Education/Training
 - iii. Operating Army
 - b. Army Real Estate
 - i. Authority at HQ in DC
 - ii. Execution at Fort Sam
 - c. Joint Basing
 - i. All SA Military Bases Under one O&M Authority
 - ii. In SA, The Authority is the Air Force

- d. Construction Managed by Corps of Engineers
- 2. Civilian Partner
 - a. City is the Lead
 - b. County is essentially an Equal Partner on MTTF, and likely on Implementation
 - c. State Has a Key, but as yet undefined role
 - i. Potential Private Sector Partners believe a strong role is necessary
 - ii. The recommended City Agency would be a State Chartered Authority



- 3. Business Partners
 - a. Capitalize the Development
 - b. Create the Structures and Sell Homes or Lease or sell Offices/Facilities
- 4. To Be Created - City Implementing Agency
 - a. Options on the Table:
 - i. Beef Up Office of Military Affairs
 - ii. Beef Up SAGE
 - iii. Create a new State Chartered



- iii. Create a new State Chartered Authority (Like Brooks City Base)
- b. Must Have Legs = Ability To:
 - i. Manage and Account for Money and Securities
 - ii. Manage Competitions and Manage Large Contracts
 - iii. Manage and assure Quality of Infill and Renovation Construction
 - iv. Manage a TIF District and Cooperate on Creation of Improvements
- c. Do Other Things as needed, such as Lead or Support:
 - i. Manpower Training and Staffing of Vacancies
 - ii. Minimize Commuting and Establish Eco-Friendly Transportation
 - iii. Economic Development
 - iv. Education Excellence, Innovation, Economic Development/Leveraging
 - v. Crime Reduction
 - 1. Military/Civilian Interaction/Cooperation

2. Youth Intervention
 - vi. Enhancement of Amenities re Living/Working Environment
 - vii. Create and Administer Incentives

DELPHI 1 Discussion:

Implementation of the GMP requires a team:

4. Friends of the project
5. City Assemble Land
6. Private Sector Group

An organization is needed to pull all components of the plan this all together and maintain an identity. ***The strength of City action to create the team and participate on it will send a signal about how serious the community is about getting something done. GMP implementation needs to be led by an “A team” within the City as there needs to be a “non-political” organization with a competent supporting staff.***

The organization can;

3. Partner with other public entities and
4. Use an RFP-like process to select a “Developer of Record”

This GMP presents an opportunity for the Mayor to get involved and personally “put the message out”. **He should take a visible lead by:**

7. Adopting the Recommended Fort Sam Houston Partnership Initiative
8. Creating an organization that will not get politicized
9. Building in and enforcing necessary Code Changes
10. Remaining on the Board of Directors of the organization after term-limits cause his departure from office, to maintain continuity and strength of leadership
11. Take the lead in emphasizing corridors
 - a. Give roads a priority - focus the recent bond issue on key area roads
 - b. Put some bond money into parks – such as “parks as/at gates”
12. Take Advantage of Tax Increment Financing (TIF) measures

There needs to be heavy involvement with many parts of the community organization including Planning, Housing, Public Works, etc.

Framing must be broad

4. Military
5. City and County Governments
6. Neighborhoods

The City needs to create an organization that brings all parties together, but it should not be too monolithic.

- An alternative might be to separate finance from implementation
- Could be more that one development organization

Ultimately the organization will need to put the details and substance into the “Bubble Plans”

One example is provided by Governor Romney of Pennsylvania. He created an authority to align the various departments of State Government in order to insure that they were focused on common goals. His Office of Commonwealth Development set goals and then drove the State Departmental Budgets toward attainment of those goals.

The GMP needs to have that same orientation:

- Goals
- Alignment to Attain Goals
- Indicators of Progress and Metrics/Measurement of Progress
- Map “What we are Attempting to Achieve”

The GMP Plan is on a high road, need to now lay out the way that:

3. Gets “buy in”
4. Becomes the Rallying Point for Competing Interests
5. Identifies and engages the Military Partner.

The Strength of the Team offered by the Community as their Player in the Partnership Presents Evidence of Commitment/Priority. The Team Should:

4. Be a SWAT Team
5. Have Strong Leadership
6. Have a Strong Competent Staff
7. Have the Capability to Implement
8. Brooks/Kelly offer a good platform

DELPHI 2 Discussion:

Sage might be better than the City Office of Military Affairs, but Sage would need to be beefed up.

The organization needs a driver. The notes say that the City is lead but the County is a partner, which implies a co-lead. The GMP needs to be explicit about who has what role, so each partner will know what they are signing up to.

A management authority with board members accountable to the City is one possibility. The Brook Development Authority could be the model. The difference is that this is outside the fence, not inside. Another possibility is a municipal management district. The GMP could propose could custom-development of an organization to meet the exact needs of the redevelopment. The City and county have a good relationship. They can put together a partnership. That has been done and the results have been good. The organization could have alternating co/chairs. County participation would add strength especially in view of city term limits. A partnership would allow a longer institutional memory.

Community wide there has been an explosion of organizations. Whatever organization is proposed, it should fold in some of the existing organizations to help stem this proliferation of organizations by merging the existing ones into the new one. Lots of agencies will want a piece of the pie. TIRZ 11 is an example. Need to identify the potential participants and consider their role. It would be good to do a diagram

The Corps of Engineers manages Army real estate, so any decisions at the local level will need to touch base with Fort Worth.

The organization needs and absolute direct plug in to the SAISD.

The state could be brought in for top cover and support. If chartered by the state, the organization must be able to own property.

The organization must earn its own keep by providing services that the public or someone is willing to pay for. The operating budget should be from income for services provided.

The organization needs to clearly have a “bite”. That means goals, measures of progress and a means of taking corrective action if goals or milestones are not met.

The GMP should use the term private sector rather than business as the partner. There are Real Estate Interests that are specialists in redevelopment. This is a relatively small community. Need to be sure that they are included. Also need to include the small businesses. Both are important.

Another consideration is parks, schools, etc. They need to be a part of the plan. Those roles need to be established in terms of setting up the organization. The organization needs to establish and maintain the appropriate relationship between the community and others. Terrell Hills and Alamo Heights are also players.

In terms of mechanisms to launch, the GMP needs to determine what the high priority actions are and then design the organization around kicking off those urgent actions. In considering urgency, also need to watch lessons learned. River North is an example where the group put too much emphasis on urgency and not enough on home-work. The result was a setback of a year or more in the launch. Need to do the homework. The GMP needs to provide a time line. Demonstrate that the City is losing opportunity by not acting now and needs to press ahead with the activity that grabs the opportunity.

There is a need for a strong person to lead the launch.

DELPHI 3 Discussion:

Brooks City Base Model is successful. That needs to be followed. It would be difficult to beef SAGE up to make it work. The Biggest need is to make sure there is a balance. The board need to include developers, but they cannot dominate. Other interests aare need too to create a balance.

Education is a huge driver, and an education representative needs to be shown on the organization chart. Neighborhoods also need to be shown on the organization chart.

The GMP needs to explain or clarify: (1) The statement “City is Lead”. Clarify or delete the statement to avoid criticism; (2) The difference between a “Director” and an “Advisor”; (3) Buy-in from the Military - What do they give up and what do they get and their long term commitment? (4) What the organization does and what the City does. For example, who does the zoning?

The organization needs to be the “One Stop Shop” for getting something done. It will also need to be able to own property. Property ownership capability is important.

Circles shown on the figure convey the wrong message – the partnership needs to be integrated. The partnership message must be simple and clear and each partner understand and agree to its role.

Consider developing “lessons learned” by the Brooks City Base organization. Take advantage of those lessons and look lessons learned from CRAIG too.

Ongoing funding for staff over time is critical.

The partnership needs to have a name and that name needs to be selected carefully both to gain support and convey the purpose

It is necessary to understand what is going on with the parties who should be supporting this.

Do not organize or operate like the TIRZ.

Focus Area – Overall Impression

Outline Provided:

Is it realistic to believe that:

1. With a Variety of Home and Housing Options Proximate to the Post and with Work-in-Progress Education and Crime Initiatives, that people who work at Fort Sam will elect to buy homes, move in and live in the adjoining neighborhoods?
2. Builders will build Homes in the Conceptualized Setting with only a 10% Credit as a Stimulus, which Credit They must pass through to the Home-buyer?
3. The Federal Government Will Permit Re-Defining Tax Credits as Securities to Be Marketed with the Proceeds then being used by the Community?
4. The Military will partner with the City to Develop a more Attractive and More Functional Campus that Utilizes Coordinated ON-Post and Off-Post Placement of Facilities with Connectivity to achieve:
 - a. The highest and best use of property within Fort Sam Houston
 - b. Leverage and
 - c. Better Support for Post Missions?

DELPHI 1 Discussion:

There is a lack of leverage on “Post and Gates”. These issues may drive much of the rest. The GMP needs to work out and present the neighborhood bubble maps using KISS principles. Break Implementation into minimum, moderate, optimal.

- Fight for and defend minimal package and celebrate early victories
- Focus on getting “some” market rate households (don’t need them all)
- Target important zones
- Frame around Military Needs and use Military Words like “force retention”
- Say something about field training (at least know it is there and an issue, do not leave is out entirely)
- Pursue the Cutter Strategy (Iceberg is Melting)

DELPHI 2 Discussion:

People are coming in now. Where are they going? Can we influence them to locate on the East Side? We are losing an opportunity, as some of them could be the early adopters to get revitalization started. We need to put the proposed approach front and center and start with what we have, not wait to do studies and other things. That could happen by having a “tell us what you are doing” group. We need to have a mechanism for the people who are coming to see the opportunities. That could mean a central hub with economic development, work-force development, education and housing opportunities linked to attract some of the families – such as those with no children. Align all the players toward common goals. This could be a team with a “Kiosk”, partly physical and partly electronic.

The whole neighborhood cannot be done at once, so the GMP will wind up creating enclaves. These must demonstrate the symbiotic relationships between the military and the community. Then the plan must sell the symbiotic relationship.

The GMP needs time lines. Those time lines will impact the selling of the idea to partners as well as to the early move-in participants. Time lines will also help people get on board and push. Time lines should show when the hurdles are cleared and when the results are expected

The GMP will need to be realistic about expectations concerning the numbers of people who will come into this area. The plan needs to be more definitive about the persons in various groups – students, military, civilians, and who will come and who will not.

The GMP will also need footprints that are doable spaces. The plan also needs to be sure that for things proposed there are builders who will put them on the ground. Roll-out needs to start with developers who are willing to do the deal. The plan must provide them a bundle of incentives sufficient to get the ball rolling. Urban developers are a small subset of the development community, ones who understand smaller spaces. One real incentive is a “Development Ready” site. To get the builders to participate, the community (City and County) will need to minimize the builder’s risk. This will take more than a 10% tax credit. There will need to be a bundle of things that may be different for each parcel.

The organization also needs to be ready on the back end to help with the sales of the product, to help people get into the homes. An example is the Showcase Homes. These are 30 to 50 home subdivisions that are well received, but it is difficult for the city to find parcels.

DELPHI 3 Discussion:

The City will need to support this as will the new Post Commander. There will be an impact of leadership change both at the Military and at the City. The City must be willing to actually pursue a densification policy.

There is an issue with timing. If people do not see it on the ground when they get here, they will not believe it. It will be necessary to develop a campaign for the homeowner. There will be a problem in getting a critical mass of people to take advantage of

incentives. Financial education is needed. That can help people understand the opportunities. That needs to be available to individual homeowners as well as homeowner associations. Such a course could be offered through the community college as a continuing education course. Most such courses can be audited free by older persons. In the short run, the GMP may need to suggest marketing to people without children.

The organization will need to include a property assembly element.

For using the Brooks Model – need to get that in the mill because the state legislative process is starting now.

5.0 PUBLIC REPORT MEETINGS

5.1 PURPOSE

This series of public meetings served several purposes: (1) they allowed persons who had made suggestions at the beginning of the planning process to understand how such suggestions had been addressed in the plan; (2) the meetings provided an opportunity for public review of the proposed GMP strategies, findings, conclusions and recommendations coupled with a second opportunity to make comments or suggestions; and, (3) It provided the opportunity for participants to ask questions of the planners. The team's commitment throughout the planning process has been that comments would be provided along with the plan, so that decision makers would have an opportunity to understand the public's response. This document serves as the vehicle for providing such information to public decision makers.

5.2 ANNOUNCEMENT

Community Meetings

**Fort Sam Houston Growth and Mission Expansion
Potential Benefits for Surrounding Neighborhoods**

When and Where

Monday, August 25 – 7:00 p.m. – 9:00 p.m.
Fellowship Hall at Northridge Park Baptist Church
2659 Eisenhower Road

Tuesday, August 26 – 7:00 p.m. – 9:00 p.m.
Little Carver at the Carver Community Cultural Center
226 North Hackberry

Wednesday, August 27 – 7:00 p.m. – 9:00 p.m.
Passel Auditorium at the Witte Museum
3801 Broadway

What

The City of San Antonio, its Military Transformation Task Force and the DiLuzio Group Consulting Team is nearing the end of a seven month effort to develop a Growth Management Plan addressing growth and mission expansion at Fort Sam Houston. A draft plan has been developed and will be shared at these community

meetings. **The public is encouraged to attend to learn about the draft plan, to ask questions and to make comments about it.**

Who Should Attend

These three community meetings are open to all, especially those who have an interest in Fort Sam Houston and its expansion over the coming years.

Residents and non-residential interests in the following neighborhoods, which are most likely to be impacted by growth at Fort Sam Houston are encouraged to attend.

Alamo Heights	Holbrook Road	Terrel Hills
Bel Meade	Jefferson Heights	Tobin Hill
Dignowity Hill	Mahncke Park	Westfort
Government Hill	River Road	Wilshire Terrace
Harvard Place-Eastlawn	Terrel Heights	Wilshire Village

For additional information, please contact: Laurie Grams at (210) 227-3400
or visit <http://www.teamdiluzio.com/>

5.4 INPUT RECEIVED

INPUT IS PROVIDED IN THE TABLE WHICH BEGINS ON THE NEXT PAGE.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
<p>Representing the N.E. Coalition (14 neighborhoods). Own – Gen. Krueger Neighborhood Assoc.</p>	<p>That you <u>have</u> a plan and a widely researched one, at that. All thought some of it is very highly hopeful and futuristic</p>	<p>For every GS12-14 that comes in, for every Major, Colonel, etc. that comes in, there will be 2-5 lower grades – civilian and military. They won't be rehabbing historic homes or buying pricey condos – they'll need use-ready housing, affordable. Do not forget N.E. SA – Alamo Heights, E. Terrell Hills, Gen. Krueger., Camelot. Austin Highway has 350+ apartments, brand new ready to lease in October (Old 7 Oaks Resort) and 300+ ready next year. All new - ... full retail price, studio, 1 bdrm, a few 3 bdrm. We are very close – Holbrook to SAMMC – H. Wurzbach – Eisenhower to gat at Stanley, I-35 to WW White area. Please keep our area in your plans for the troop-level personnel. 2 technical schools – Roosevelt & Gen. Krueger We have 2 technical schools – Krueger Middle Roosevelt High Walzem Elementary</p>
<p>Government Hill</p>	<p>Thanks for including Gov. Hill in your plans but we need help. Fix our housing stock south of Fort Sam.</p>	<p>Need quality walking business on Walters (“chain stores”) Would like to see a library at Milan. Old school used by the SAISD bus in Government Hill From City, we need street repairs & sidewalk in Gov. Hill area.</p>
<p>Northwood</p>	<p>A “win-win” situation for everyone concerned!</p>	<p>Will the proposed new infrastructure create flooding (Salado Creek '98)? I am unable to visualize all the growth – a mini-city – and no open post; how will you cover 8k acres – a shuttle – or park-n-ride to the gates – but how do you “navigate” with a closed base?</p>
<p>East Terrell Hills</p>	<p>Very good presentation</p>	
<p>[none provided]</p>	<p>Good plans outlined. Good Luck! Build fire under City Council!</p>	
<p>[none provided]</p>	<p>Some good ideas. The open areas that you have to development</p>	<p>The City involvement in this. What do you want in these areas? What do the people in these areas want to see as to what they can use and need to help them? Road Plans – for next 10 years, 15 years.</p>

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Salado Valley Neighborhood		1) Flood control – Holbrook Road area 2) How plan to improve Holbrook Road? No room to widen! 3) Traffic on Holbrook 4) Ft. Sam – creek clean up! Underbrush let on reg bases 5) Schools will be affected, tax increased on people!
Wilshire Terrace	Gentlemen made very good point! - People that come to SAT with their children will look for communities with <u>GOOD SCHOOL DISTRICTS</u> . Especially the type of workforce that the plan hopes for. - More emphasis should be placed on schools. I felt that it was just mentioned as a side note during presentation of the plan	
[none provided]		Ok so CPS and the City should borrow at what interest rate to help Ft. Sam? Seems to me a couple years back Ft. Sam wasn't paying their CPS bill – it was <u>very</u> past due. Can the existing schools handle this increase in population or will schools have to be built?
[none provided]	The plan works best if surrounding communities can feed workers into the base. It is good that it is intended to do this <u>cooperatively</u> . The existing boundary of the Fort creates too much of a piece-meal approach in the surrounding areas. Can parts of the perimeter of the base be reconfigured (via land swap or giveaway) to strengthen your planned perimeter areas? The plan needs to <u>include</u> opportunities for <u>alternative energy</u> to play a role because getting people in S.A. to live close to where they work is itself "alternative." (just look at the worker flow to Fort Sam of 2000). <u>INCENTIVIZE.</u>	The existing (2000) worker flow chart indicates that Fort Sam workers do not want to live close to the Post. What is being done that is truly attractive to entice workers to live close in? Neighboring communities must not just become dense, but must do so holistically, integrating high ... housing environments linked with mass transportation systems, day-care systems, recreational systems, educational systems, etc. Base access points need to change to optimize traffic flow to and from and within the base as ... as through the base, wherever possible. Need to push mixed-use zones in order to enhance increased efficacy of pedestrian zones. The "vision" seems to be based primarily on limiting negative aspects rather than being a vision formulated of positive, realizable, means and outcomes and initiatives.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Oakpark – Northwood	I could hear Bob Ashcroft. I appreciate the careful planning and the opportunity for many different groups and individuals to make input and ask questions. It can't hurt.	<u>No sound system.</u> Hard to hear. I can't hear when there is background noise such as an air conditioner running or people moving about. This distracts greatly from my understanding of the presentation. After straining hard to hear for very many minutes, my mind begins to wander. I can't hear the questions. I can't hear the answer. Makes it hard to get the point. An inexpensive sound system with three mikes would contribute greatly to understanding of your plan. Have you discussed the plan with political parties? They should have some influence in the community – especially in this year of the presidential election.
Terrell Hills	The look at connectivity of transportation	I'm concerned about medical helicopter flight paths and resultant noise.
Terrell Hills		Concerned about the "node" at Burr rd and Harry Wurzbach. The residents of Terrell Hills will oppose development in this area due to inability to handle traffic on Burr Road. Cannot develop this area without addressing traffic in this area.
Terrell Heights	Like Salado Creek Parkway concept Like Holbrook Development if children can attend FSHISD. Don't forget bike lanes on improved roads. Like plan for overall view and concept. Good luck at East Side of town, Alamo dome and AT&T Center have not led to an improvement in the area.	People and children live where there are good schools/safety. The current slide addressing Ft. Sam employees shows a preference for NISD/NEIDS/AHISD. How will SAISD schools address education?
Terrell Hills		What is the traffic impact on Harry Wurzbach from 410 to the Post's Gate? Are any of the properties on the west side of Harry Wurzbach targeted for increased residential, office & retail space? Is the golf course to be retained in the plan? What specific financing options will be available for revitalization of Terrell Hills & Alamo Heights neighborhoods? What specific impact do you see this plan having on Terrell Hills & Alamo Heights?
Oakwell Farms		Fort Sam Houston and the City must work together more closely. BRAC implementation must be done before 2012!!

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Oak Park/Northwood	1) The plan is gorgeous. I sincerely hope it comes to pass.	1) Oak Park/Northwood Neighborhood Association was not contacted. 2) Some neighborhood plans are old and out of date and do not reflect the needs and concerns of today. 3) Must look at improving schools south of Ft. Sam or people will not buy or build there. 4) Are we getting assurance that Ft. Sam will not be closed? Several years ago we were told Kelly would never close! 5) <u>Do Not</u> close gates into Ft. Sam. Please keep the Pershing St. gate open for this side of town.
Oak Park/Northwood Neighborhood Board		<ul style="list-style-type: none"> - Plan for a senior center for NE area to accommodate our aging population - 37-Broadway – boundary of FSH old playground park - Have bus service – VIA should be continued - Be careful of Mark Granados, developers
Wilshire Terrace		Corrine – short street between Austin Highway and Harry Wurzbach. This is now being used as a “short cut” to and from Ft. Sam by employees. Traffic is very heavy – mornings & evenings. This street is the street accessing Wilshire Terrace (approx 680 homes) on the West. There is a traffic lite @ Eisenhower & none @ Harry Wurzbach – the main street on road going into Ft. Sam. There is an elementary school located about 2 blocks east of Corrine in the middle of this housing area.
Old Spanish Trail (Seguin Road along south border of Ft. Sam)	Salado Creek open as hike/bike transportation route. Katy line commuter stations. Let's use Form Based Code for the TIF & new development	Use Form Based Code Please

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Wilshire Terrace/Alamo Heights	<ul style="list-style-type: none"> - the nature of the growth – medical technical training & education - revitalization of (presumably specific targeted?) neighborhoods (see comments in next column) - traffic impact study vice ignoring this important factor on already busy roads - creating (an integrated) “walk-able, “bike-able’ environment - state of the art electronic connectivity - linking the communities to the post 	<ul style="list-style-type: none"> - What do you mean “revitalization” of neighborhoods? <ul style="list-style-type: none"> o I heard restoring old homes to the <u>south</u> and <u>east</u> of the base/post; there is no need to do this in Alamo Heights or Terrell Heights because of the high socioeconomic demographics of these areas to the <u>west</u> and <u>northwest</u> of the base o What becomes of the neighborhoods to the <u>north</u>? Do they become a sump for those who can no longer afford revitalized housing? - Wilshire Terrace (east to East Terrell Hills) appear to be the <u>only neighborhoods bordering</u> Ft. Sam that are not part of the plan. - Harry Wurzbach & Rittiman & Corinne are very busy roads that funnel traffic in and out of the Post. [map drawn on person’s input sheet]
Wilshire Terrace	<ul style="list-style-type: none"> - sidewalks, bike friendly - increase/maintain greenbelts 	<ol style="list-style-type: none"> 1) A tour of duty for most military personnel is 2-3 years. This short length of stay means that they must feel fairly confident about the housing market in order to invest (buy a home locally). While financial and permit assistance are a part of the plan, what efforts are being made to negotiate with the military to lengthen the average tour/assignment (for non-students) to 4-6 years? 2) Could the bike/walk friendly plan pleas include pedestrian bridges across busy roads like across Rittiman between James Park & Wilshire Terrace? 3) Light rail – is <u>anybody</u> thinking about that? 4) “Salado Creek Parkway” – sounds like a 4-lane road. If the plan means Wilshire Terrace will be thoroughly isolated and surrounded by 4-lanes roads – we’re already close – I’ll fight that! That quiet little green belt has to stay. 5) I35/410 merge – can we get that fixed? If not, at least there is high quality medical care readily available...
Dignowity Hill	Increasing the homestead exemption and tax incentives for rehabbing	The boundary on Center Street should be expanded to Iowa Street. The school district has many excellent academies that need to be promoted.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Closest to Dignowity	Increasing home school exemption and tax incentives for rehabbing	Boundary on Center should be extended to Iowa Street.
Government Hill	Improving streets and traffic flow Improving the quality of the neighborhood Improving the public safety Improving the quality of the housing Providing opportunities for more pedestrian traffic	I really enjoy using the small U.S. Post Office on Pierce. I hope this project allows it to remain. Add a free bicycle option at the pedestrian gates (reference Austin's "yellow" bikes). These bikes can be ridden and then left for the next person in need. They are left where the rider gets off.
Government Hill	I like the fact that comprehensive planning has been done to look at all the ramifications of Ft. Sam changes. Good and bad. I, like most others I know, would really like to see New Braunfels Avenue re-opened, but I understand this is not really an option from the Military's viewpoint. I still would like to see it opened, but pedestrian is next best option. I strongly support encouragement of nearby development/redevelopment of housing to allow people to reasonably live nearby and not further clog our roads.	More bicycle lanes, on and off Base...All over San Antonio Help existing neighborhoods market themselves to families coming in as affordable, convenient to the Base and Downtown, and good alternative to far-off housing. Strongly support Salado Greenbelt and having public access on it through toward Downtown.
Dignowity Hill	<ul style="list-style-type: none"> - Conceptually the plan is well thought through - Many good ideas – the reality is that issues with no real solution don't seem to be addressed. For example: Code Compliance is extremely weak or non-existent in SA. – Infrastructure needs, i.e., street repair/maintenance are slow to be met by the City 	<ul style="list-style-type: none"> - There are many or several plans in existence that address these issues some of them go back to the 70's that have not been implemented or ignored. - Unless the infrastructure issues are addressed in our neighborhood (Dignowity) the majority of people coming will migrate to the northern neighborhoods surrounding Ft. Sam as indicated by the worker flow slide. - The plan is great but city, state, and possibly the Feds will have to make a serious commitment in terms of resources – i.e., funding initiatives/incentives to make this work for the neighborhoods
Old Spanish Trail (OST) Map of OST: www.sanantonio.gov Main GIS map OST in General Folder	Because built-out time of this plan is 20 to 30 years it is imperative we get Austin-San Antonio Rail or an Amtrak Commuter Rail into SAMMC Multi-modal to allow newest arrivals to live in other areas and come by rail to work. Ask Ft. Sam to include in their newcomer's packet the benefits of living in the nearby neighborhoods.	Only OST Tree "Canope Corridor" in Bexar County is the low-water crossing on Seguin Street of Salado Creek near entrance to Mayor White Linear Creek Trailhead. We would like that rustic low-water crossing be preserved in its highly tree overhanging area if the Salado Parkway becomes a reality. Therefore, no widening of Seguin Rd. OST corridor as it crosses Salado Creek just north of IH-35 (OST on CoSA Main GIS Map in General folder)

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Willow Wood	Looks like a well thought out plan.	My concern is low income renters.
Vidorra High Rise	<ul style="list-style-type: none"> • eliminate crime • improve schools • more pedestrian traffic • add more neighborhood-friendly retail 	<ul style="list-style-type: none"> • displacing existing residents
[none provided]	1. concern about displaced persons and property. <ul style="list-style-type: none"> a. Many houses within the Dignowity Hill are have absentee owners – mostly Section 8 housing. 	
[none provided]	Can't wait for expansion	
Harvard Place/East Lawn Neighborhood Association	Having an action plan and financing, keeping San Antonio beautiful with plenty of lighting	Not getting the word out enough in Harvard Place/East Lawn neighborhood. Not coming up with an action plan; to help folks repair their existing home/house(s). Need more exercise facilities/gyms/recreation free of charge.
[none provided]	Very informative and well thought out	
[specific address provided – not included in this publication]		<ol style="list-style-type: none"> 1) Please address the housing condition and crime east – Coleman St. Code Compliance is not active in this area. 2) Interested in community involvement. Are there any other committees that as a home owner I can participate in other than attending community meetings pertaining to Fort Sam expansion.
Government Hill	The plan seems to provide a basic transportation infrastructure that would make New Urbanism possible. This is <u>critical</u> to the long-term sustainability of surrounding/impacted neighborhoods. <u>Keep it up!!!</u>	It doesn't seem to address the improvement of local schools – you won't get families to move here until public schools improve.
Hair Salon – Government Hill	Will this affect us off of IH 35 & New Braunfels. And how will it affect us. Will some one come buy us out and have to move out or move our business? We do not want to move out of our neighborhood. Thank you	

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Dignowity Hill Historic	You <u>have</u> listened in the visioning sessions and incorporated our concerns in the plan.	<ul style="list-style-type: none"> - I remain unhappy about the continued closure of New Braunfels Avenue. - The council person's vision: streets made one-way &/or closed at the U.P. railroad track; one huge entertainment district – is utterly counterproductive to the Growth Management Plan!! How do we prevent her from messing everything up??? - Any commuter rail line <u>must</u> pass Ft. Sam – not go to the airport & the West side multimodal. - Serious problems with the SAISD schools must be addressed – bring them kicking and screaming into the process.
Government Hill		Gross injustice to the City and neighborhoods by not working out a solution to open N. New Braunfels Ave. Security issues should be able to find a solution
[none provided]	Not sure what I “like” about the plan. We have been presented a “conceptual plan” with no guarantee anything presented will come to fruition.	<ol style="list-style-type: none"> 1) The areas outside Ft. Sam to be developed not clearly defined 2) All maps presented to us did not contain street names or major points currently in existence. 3) Pie in the sky approach to developing East Side development. City does not currently support the existing museums & libraries and roads. 4) Plan summary will be made to City with appropriate citizen input. 5) No consideration given to families of patients for their accommodations. 6) Does not address where students will be housed.
Live on Pershing, Work @ BAMC, Own in Comal Co.	Absolutely nothing!	I would appreciate greater focus on developing a rail transportation station @ BAMC/SAMMC. I feel that those roadways to the West and South of Ft. Sam were closed for various reasons throughout the years, primarily to reduce crime and security threats and should therefore <u>remain</u> closed or inaccessible. Egress and ingress to the hospital should be increased with greater accessibility to public transportation services.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Westfort	Please consider consolidating Cunningham/Pershing gates to a "new" Brackenridge Street gate using DoD owned property that extends down towards Broadway closer than either Cunningham/Pershing gates. Compromise solution would make proposed Brackenridge Street vehicle (Dod/non-DoD stickers) only whereas Cunningham & Pershing be foot/bicycle only.	
[none provided]	I understand these meetings are only planning – I do hope when the housing and street development is done, Government Hill Neighborhood will not be <u>redlined</u> . It appears the City has not tried to cooperate with the Military in time past. Ft. Sam makes a big contribution to the economy – on the other hand Ft. Sam (the Government) controls their own, by advising their personnel where to go to live.	
Mahnce Park	That the meetings were held and that participants could speak and be heard – exchange information and ideas (as opposed to the type of controlled note-pad only meeting {p...ated} by the military	Eleanor Avenue is a residential Street. Traffic should NOT be routed onto Eleanor. Unless traffic is being route to Eleanor there is no reason to keep open a gate onto Old Austin Road. There should be no traffic routed onto Pershing which is also a residential street. The military should cede space for its own roadway at the Cunningham boundary so that military traffic enters directly to Broadway. Neighborhood Plans to NCD's should take precedence over any new zoning/planning overlays.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Government Hill	<ol style="list-style-type: none"> 1) "The rich <u>social, cultural</u> and environmental resources of the area." How will you address gentrification & plight, which is also a part of any renovation process? With that, how will the possibility of higher property taxes affect lower income people in the community? How will it be mitigated? 2) "...the City must establish partnering agreements with the county and engage the key City and County organizational units..." Have local HOAs been involved thus far? If so, how specifically will these historic preservation organizations be allowed to stay involved in this process? 3) Have "key developers" been identified? 4) If there will be a large student population, how will their housing needs be addressed, as far as mixing multi-family apartments w/ single family units? Also, if the turn-around for these people, is about a year, how or what will be done to make the places around the base more attractive as places to live and less of a fringe/fleeting zone? 5) Housing improvements should happen in conjunction with transport improvements. People love their cars, they <u>will</u> drive to the burbs. You have to make residential areas attractive the first priority...especially if the average family income is projected to be \$100K +... 6) <u>No housing towers!!</u> Look at Chicago's housing attempts... compact density and quality of life does not happen in towers. 7) In regards to another resident's comment about the city's workforce being overtaxed already, better efforts must be made for responding to resident's calls – I called and left messages for the Historic department at the City with questions and never got a call back. 	

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Government Hill	<ul style="list-style-type: none"> - How will Historic Districts maintain their architectural uniqueness - Gentrification will occur as taxes increase!! 	
Mahncke Park		<p>Open South end only of New Braunfels – this feeds a major thoroughfare to go to & fro.</p> <p><u>CLOSE</u> the route of Funston, Pershing to the Austin Rd. gate. As there are just neighborhood streets not designed to carry the traffic.</p> <p>– Better to close Austin Rd. gate altogether.</p> <p>OPEN Brackenridge Street to Ft. Sam (in place of Austin Rd). Much less bother to neighborhood</p>
River Road N.A.	<p>More attention to our area & neighborhoods. More residents with higher economic earning potential, higher education level & hopefully more awareness of urban planning.</p>	<ul style="list-style-type: none"> - traffic - loss of home ownership & more rentals = less community investment - higher tax base for home owners - connectivity problems - drainage

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
<p>Highland Park, East Commerce, and River Road areas</p>	<p>[Note: This is SAN ANTONIO, not Austin. It's SALADO Creek, <u>not</u> Slaughter Creek!!] I am optimistic about the cross-connectivity and hope that this will in fact be emphasized and carefully developed in a way that will not cause the neighboring communities on the southwest area to be further disenfranchised. Please do fulfill the plans for historic preservation and connectivity to community resources. Yes, there should be connectivity with San Antonio Botanical Garden</p>	<p>This plan could be developed to be a premiere urban-military cooperative community = hope it is!! Having a community meeting room open to nearby neighborhood groups would fill a gap for some that would go a long way to developing better sense of community.</p> <ol style="list-style-type: none"> 1) <u>Transportation Center</u> There needs to be direct VIA route from Post to St. Philip's College. There is no major park and ride facility (other than limited use/trolley at Ellis Alley) in either east or southeast San Antonio. At one time a site was planned at McCreless Mall before H.E.B. purchased the property. To provide equity for workers at Ft. Sam Houston and its neighbors, and to make this location irreplaceable to the larger San Antonio community, a partnership with VIA Metropolitan Transit should be developed to place the new east San Antonio Via Park and Ride Transit Center on Fort Sam Houston. Make us proud! Help people living on the base be able to do laundry again. 2) <u>Walkability</u> The configuration of the base and its placement within the community has been detrimental to the neighborhood environment with the current gate closures. Open the gates only to pedestrian and bicycle traffic! Improve the image of DoD within the community by benefitting it with use of the walking paths while allowing access from base to community. 3) <u>Historic Preservation/Revitalization of Existing Structures</u> I attended the past presentation to the San Antonio Conservation Society and am concerned that the DoD not only preserve but provide examples of responsible sustainable use and re-use of facilities. 4) <u>Use of native plants, water recycling, organic landscape management, sewer gas reclamation, solar collection power generation.</u> DoD can and should show greater financial and stewardship responsibility by replacing the extensive exotic grass lawns with native grassland prairie, and using natural resources in sustainable ways. 5) <u>Co-ops with St. Philip's College</u> – Since the World Wars, service personnel have utilized St. Philip's College for education needs. This relationship needs to be strengthened and revitalized to provide full benefit to DoD employees and dependents with on-post satellite classes and shuttle buses. 6) <u>Campus-wide recycling</u> – The pre-eminence of this site and development demands responsible and exemplary re-use and recycling of the waste stream. 7) <u>Connecting to existing natural and cultural sites</u> – For true community development to occur, the entire area should connect by pedestrian and bicycle safe transportation routes to Salado Creek Greenbelt, San Antonio River, Brackenridge Park, San Antonio Botanical Garden and Civil Rights Memorial Botanical Garden.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Salado Valley/East Terrell Hills	Periphery traffic patterns proposed.	<p>Two areas not included that are in immediate proximity.</p> <p>Salado Valley neighborhood</p> <p>West - Holbrook Road/Salado Creek</p> <p>North - Eisenhower</p> <p>East - Kingston & East Terrell Hills</p> <p>South - Rittiman</p> <p>Offers:</p> <ol style="list-style-type: none"> 1) Salado Creek Parkway/Trails 2) 3 Churches 3) Community Center 4) Historical Site and Mansion 5) Elementary School 3/8 miles 6) Middle School 1/2 mile <p>East Terrell Hills</p> <p>South - Rittiman</p> <p>West - Holbrook & Salado Creek</p> <p>North – Eisenhower</p> <p>East – IH 35/410</p> <ol style="list-style-type: none"> 1) Elementary School 2) Middle School 3/8 mile 3) High School 1 mile 4) 2 churches 5) Numerous Fast food outlets 6) Beauty & other shops 7) Asiatic market 8) Numerous business establishment 9) Active neighborhood association
Windcrest		<ol style="list-style-type: none"> 1) Security Problems of Salado Creek Parkway 2) "Cavalry Post" – no such thing 3) Repeated ideas of passage through post, but no security measures mentioned.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Pittman/Sullivan (just east of Alamo Dome)	I support ideas to connect the East Side neighborhoods from North to South as one step in helping to revitalize the much in need East Side. I also support infrastructure improvements especially streets, sidewalks. Incentives for small business in the East Side neighborhoods would be beneficial as one must leave the quite large neighborhood to shop. Development should be encouraged but in keeping with the historic nature of the neighborhoods, or be of high architectural quality.	
Wilshire Neighborhood Association	I appreciate the fact that you have paid attention to our initial input.	When you compromise, please keep in mind that although we appreciate the good from BRAC – nothing should take away from what is considered quality of life for the people who live in adjacent areas. The city frequently seems to be unable to keep as commitment – Please make sure the city understands what partnership is & what is required.
[none provided]	Great job by The DiLuzio Group	I understand there has been a lot of review by stakeholders to the proposed plan. Has there <u>been</u> or will there <u>be</u> an Independent, third party, conflict of interest fee, review of the proposed plan.
Terrell Hills	1) Presentation was well done but most people did not ask questions but just wanted to complain about their personal problem. People did not seem to understand this is a “concept.”	1) The gates – which are opened or closed seemed to be the main question/concern.
North Alamo Heights	Grants for renovation = higher taxes	

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Terrell Hills/Burr Rd.	<ul style="list-style-type: none"> - Job growth for SA - Educational preparedness for East Side - Revitalization for East Side! - Revitalization for East Side! - Revitalization for East Side! - Eleanor & Pine St. gate <u>great</u> alternative for both transportation & revitalization - Who do we contact to encourage the New Braunfels gat on East Side? - Grandfather clause on taxes is Great. 	<p>Concerns:</p> <ul style="list-style-type: none"> - Impact on already congested Burr Rd. & the danger & environmental impact to residences on this street. What options do homeowners have & what actions can we take to protect our properties from this impact? - There are no curbs or driveway cuts on Burr Rd. to keep traffic off properties. - Will revitalization include removing neighborhood bars that will only get worse with the impact of BRAC's 12,000 students coming to the area? - Job growth should benefit <u>local population</u>, in addition to national incoming personnel. <p>Issues on East Side</p> <ul style="list-style-type: none"> - Code Compliance enforcement needed - Get rid of crime/taggers – biggest step towards improvement - Housing – <u>get rid of slumlords</u> who do not improve their properties - Get current homeowners to clean up their properties assist elderly to fix their properties or reverse mortgage? - Quiet railroad zone for East Side at Sherman <p>Property Issues</p> <ul style="list-style-type: none"> - BRAC is lowering property values because of traffic they are bringing to Burr Rd. which is a negative impact on this neighborhood. <p>Traffic Concerns</p> <ul style="list-style-type: none"> - Please keep traffic away from Burr Rd. & Harry Wurzbach - Consider Brackenridge Gate

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Mahncke Park		<p>Again, my concern is with the extreme amount of Post traffic through Mahncke Park to the Old Austin Rd. gate. I live at the N. New Braunfels Ave./Pershing Ave. intersection and daily see the impact of the traffic on our residential streets. I have yet to see any traffic studies or traffic counts at the intersection even after numerous request to do so. I have never seen any traffic count boxes set up at the intersection. Pershing Ave. & Mahncke Park is a residential area and we are being forced by Ft. Sam to absorb their workforce traffic that will only increase with the influx of new personnel over the next few years. This gate & the Cunningham Gate are the only gates at a military installation in SA that require access through residential neighborhoods. I'd appreciate some answers.</p>
Northridge/Terrell Heights/East Side/Mahncke Park	<p>I like the goal of making the area attractive for these new employees and their families to actually live in.</p>	<p>To make the neighborhoods around Ft. Sam we absolutely <u>have</u> to clean up these neighborhoods. We need to reduce crime, improve the appearance of the neighborhoods, (road condition, landscaping, property condition). Also need to provide better City services. I would recommend a field trip to Plano and Frisco as an example of what a city should look like. Also, CPS & SAWS could do <u>so</u> much more. Why do you think we lost AT&T?</p>

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Mahncke Park	<p>The concept to recognize existing n'hoods and their needs and desires.</p> <p>This includes stressing revitalization and suggestion of funding partnership with military.</p> <p>- Will your plan include the suggestion to fuse the many school districts into <u>one</u>! This would help distribute the funds most evenly even into demographically lower income school (areas)</p>	<ul style="list-style-type: none"> - short term problems – Traffic increase through our n'hood which will not stay short term. No planned solution. Only n'hood w/ gates routing traffic entirely through a residential n'hood - Don't trust City and Military commitment for funding. <ul style="list-style-type: none"> o Just had COSA meeting about minor street improvement. ANSWER: "No funds" We don't even have sidewalks along most our roads extremely poor drainage, worst funded school district. - MPNA perfect n'hood for revitalization but much housing stock < multi apartment, run down > on S. side of N'hood owned by absentee landlords all they way to Russia etc. how will you contact to rid of run down, crime & drug infested stock. - NO traffic increase on <u>Eleanor</u> – this is sole residential street; you mentioned two new feeds onto Eleanor from Pershing & from Pine – NO WAY!! Has dangerous, low visibility curve surrounded driveways. - Cannot afford tax increase for improved housing stock. - We like to <u>keep</u> some inner city n'hoods <u>AFFORDABLE!</u>
Bel Meade	<p>27 Aug 08</p> <p>Thank you very much for a program that was excellent in terms of content, organization and presentation.</p> <p>Best wishes,</p>	
[none provided]	<p>A more basic question – the BRAC giveth and the BRAC taketh away. 5000 plus new jobs arrive but almost 4000 even better (higher paying jobs) are leaving S.A. at about the same time. Brooks AFB the Sch. Of Aerospace Medicine departs for Dayton, Ohio. The math doesn't look as good as the speaker made it out.</p>	

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
[none provided]		1) Location of a Police & Fire substations in Government Hill & Harvard Place-Eastlawn Area 2) Remove railroad tracks between main Post & BAMC 3) No comments by either presenter on street cars/transportation Note: 2 nd presenter, Dixie Watkins, did a bad job on his graphic maps. He needs to do Power Point.
River Road & Mahncke Park	(801-807 Eleanor) Glad to know Ft. Sam is interested in seeing the rehabilitation of its <u>immediate neighborhoods</u> . However, "the military giveth & the military taketh away" – I own two 4-plexes across the fence from Ft. Sam that were built in 1952 for Ft. Sam employees! When the military "slacked-off" on its Ft. Sam commitment during the 60s, 70s, 80s – this neighborhood evolved into a SLUM. Pioneers like myself (& others) came in during the 90's – early 2000 and turned these neighborhoods around <u>on our own</u> . What assurances can you give us to "staying the course" keeping our communities vital, thriving and feasible? - Will the Eleanor/New Braunfels Gate ever be opened again? - When will "rehabilitation funds" become available?	(see other side)
Richard Reed – River Road Neighborhood Association	1) I am concerned that use of East Mulberry as a vehicular "thoroughfare" will overburden the Park Road. a. I am concerned that the city <u>maintain</u> the 25 MPH speed limit b. East Mulberry needs sidewalks to protect pedestrians 2) I am concerned that increased impermeable cover will increase flood flow north & east of 281, upstream from the tunnel inlet.	

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Brackenridge Conservancy	Revitalization of neighborhoods Jobs	Displays are set too low – unable to see them What is the zoning process? Should state it is a <u>conceptual</u> plan. City planning department is undersized for this project School district – how will it be revitalized?
Alamo Community Colleges	Actual planning for future growth taking place Partnerships among various governmental entities Opportunity to revitalize inner city.	Where will the “healthcare” academy be located and how will it be supported?
Westfort	Like increased population working at Ft. Sam. Since all the soldiers went to Iraq, multifamily dwellings near Ft. Sam that used to house military has gone Section 8. We welcome influx of military personnel into contiguous neighborhoods. Also, like the opportunity this plan provides for neighborhood revitalization & infill development.	<u>REOPEN NEW BRAUNFELS</u> Do not make Pine a major thoroughfare. If you open Pin St. please make it 2 lane w/ a stop sign on every corner to discourage thru traffic. Better option is to encourage use of Pine as a bicycle & pedestrian route if reopened. Take opportunity w/ Salado Trail as back bone to build safe infrastructure for pedestrian & bicycle traffic. Especially exclusive of car traffic. Integrate plans with existing plans for Broadway corridor & N. River Extension. Recognize potential of historic neighborhoods to gentrify.
Bel Meade	1) The idea of Salado Creek Parkway if bike lanes were an integral part of the Parkway.	1) Plan is totally opposed to reopening New Braunfels for employees only. It would only have to be open in the morning and afternoon.

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Mahncke Park (Botanical Garden)	Maximizing the Cunningham gate access.	<p>Candace Andrews, Managing Director, San Antonio Botanical Society (non-profit support organization for SA Botanical Garden) – candrews@sabot.org.</p> <p>We have concerns about future vision for the Botanical Garden. We have petitioned to close the 500-600 block of Funston to fold those properties into the Garden's footprint. Straightening out Austin Road to follow the fence line w/ Ft. Sam (at Funston) is important. Protecting the f??s conservatory is paramount – it needs a buffer zone of protection. Master side planning for the Garden has just begun.</p> <p>Reduce gate traffic at Old Austin Rd./Pershing. Minimize use of Eleanor.</p> <p>Can decals control gate access – the number of vehicles that would be allowed to use Old Austin Rd./Pershing gate?</p>
Mahncke Park	<p>Speaking for the Botanical Garden, thank you for acknowledging the City's ability to close the block of Funston between New Braunfels and Old Austin Rd. I was surprised to see a proposed major thoroughfare going through Austin Road and down to the south as the Garden is working land to protect our \$7 million conservatory which runs close to Austin Rd.</p> <p>Having met with Mahncke Park NA recently re: closing Funston, I appreciate their ask to not have access streets to Ft. Sam on the West cutting through residential areas. Our major artery from Broadway would alleviate concerns.</p> <p>Thank you fro your hard work Claire Alexander Chair, San Antonio Botanical Society</p>	
Government Hill	<p>It's great to see the City proactively looking at the impact, especially including mitigating negative impacts. I very strongly support ideas of "re-stitching the urban fabric." I think that would make a big difference in having this neighborhood thriving in the future.</p>	<p>Plan needs to address families of patients while they are here.</p>

Neighborhood	Things I like about the GMP	Issues/Concerns about the GMP
Eastwood Village, Gov't Hills		<p>Will historical district be expanded to Carson St. South of the Base? Bicycle paths should be added for safe cycling for people working there? Please recommend these paths instead of putting "pretty" planters & green things that impede green bicycle use.</p> <p>Put near neighborhoods into troop relocation guide. Tobin Hill, Gov. Hill.</p> <p>Rezone to reinforce fabric of neighborhood to low commercial to support people, i.e., small grocery stores, drug stores. People are most important. Walk/bike distance to stores that sell vegetables is important.</p>
Allensworth St. in Mahncke Park	<p>Revitalization of Broadway area near Cunningham/Alamo/Playland esp. if coordinated w/ River North expansion.</p>	<p>My concern is that Mahncke Park, which I understand to be the only neighborhood (residential) used to access the base, will become even more of a thoroughfare. I would like to see plans to help ensure that traffic flow from 281 to the Pershing gate is directed to the major thoroughfares (Hildebrand → N. New Braunfels → Pershing) OR to Cunningham gate via Broadway, rather than the quiet neighborhood streets like Allensworth, Thorman, Elmhurst, etc. This is a major concern in Mahncke Park.</p>
Northside Real Estate Investor	<p>Great Job!</p> <p>How many <u>patients</u>, short term & long term and their families going to come through and stay in the San Antonio area?</p> <p>Rough Calc</p> <p>Patients to staff 10:1</p> <p>1-3 month stay in outpatient care</p> <p>10-4 cycles/yr</p> <p>1.219 to 480,000/yr</p> <p>Families 3:1 -- 1.419 people</p> <p>If 10% stay in SA – 14089 new population</p> <p>If you build a library you have to plan for the weight of the books. In this case, the <u>patients</u> are the books. What are you going to do with the books (patients)?</p>	

5.5 RESPONSE TO QUESTIONS

1. ***Will the proposed new infrastructure create flooding (Salado Creek '98)?***

A properly designed “greenway” should improve the flood carrying capacity of Salado Creek. Thus, the short answer would be “no”. The GMP is a concept-level document. Implementation will require a detailed plan followed by an engineering design. Note that the plan recommends a drainage study as one element of the implementation process. In addition, one aspect of greenway planning and design will be to address flooding.

2. ***I am unable to visualize all the growth – a mini-city – and no open post; how will you cover 8k acres – a shuttle – or park-n-ride to the gates – but how do you “navigate” with a closed base?***

As noted above, the GMP is a concept-level document. It must be followed by plans and engineering design elements. The Army is considering a shuttle for persons to move around within the Post, and the GMP recommends a “connecting” system to allow people to walk across the boundary and arrive at a destination as a result of:

- a. Having desirable facilities that would likely be a traveler’s destination at the post boundary, or
- b. Having a similar off-post shuttle connecting post walk-in/out gates to nearby probable destinations, or
- c. Providing other alternatives ranging from bike paths to trolley or rail rapid transit.

3. ***What do you want in these areas? What do the people in these areas want to see as to what they can use and need to help them?***

The Study started there, by: (1) Assembling and reviewing existing available neighborhood plans; (2) Holding visioning sessions and input public meetings; (3) Visiting with Neighborhood Associations and Peer Groups; and (4) Conducting lots of 1-on-1 meetings with individual community leaders. From the public meeting comments, it is clear that the study area should have been extended somewhat to the north. Unfortunately, the area was set before the study began. The study team did go outside the area to a degree, but clearly missed some areas of concern.

4. ***How plan to improve Holbrook Road? No room to widen!***

Since Holbrook Road would be the primary service road for the planned Salado Creek greenbelt, the scope of improvement for the roadway is limited. The suggested width still only includes one traffic lane in each direction. The roadway would be reconstructed and in some places relocated to bypass some homes and other constraints to establish a good major collector street with extra width for bicycle lanes and potentially sidewalks or trails along the greenbelt. The roadway alignment would be reconstructed to safely accommodate a 35 mile per hour posted speed limit without the need for speed humps and other obstructions so that it can serve as a connection between local housing opportunities for base staff in the neighborhoods along Salado Creek, and Fort

Sam Houston. The corridor may also be useful as a bus transit route if connectivity is improved at the south end. Connectivity to the base would be improved by extending Holbrook Road south of Petroleum Drive to Binz Engleman Road to provide better two way access to the Brooke Army Medical Center and the Binz Engleman entrance to Fort Sam Houston.

5. ***Ok so CPS and the City should borrow at what interest rate to help Ft. Sam?***

Tax and Revenue Anticipation Bonds can be expected to be issued at rates that are controlled by the bond market. Unfortunately, that market is in turmoil at present, so it is not easy to predict what interest rate bonds will command. Since San Antonio is growing rapidly, it should represent a strong segment of the market, meaning that San Antonio should be able to obtain the lowest market rate. The study used 5% as the number for calculating amounts reported. The plan also recommends a conservative strategy for committing any such anticipated revenue.

6. ***What is being done that is truly attractive to entice workers to live close in?***

The plan recommends a comprehensive strategy: (1) Address schools through an Education Excellence Program – Led by St. Philip’s College and SAISD; (2) Attention to Crime and Public safety, led by SAPD in cooperation with the Military Police, Bexar County Sherriff’s Department and the Police Forces of Alamo Heights and Terrell Hills; (3) Improved Streets, Drainage, Water and Wastewater Systems; (4) Housing choices including new homes in mixed-use clusters, new infill single family homes and the chance to refurbish or acquire refurbished single family homes. As noted, there is also a lot of interest in multi-family in the area, so we believe that that base is also covered; and, (5) Improved amenities that range from simple access to shopping to features like parks, youth facilities, museums and etc. The goal is to have a variety of home choices that are competitive with other communities and with San Antonio suburban locations like the hill country. Much of the plan addresses this mix. It also address two parallel implementation tracks: (1) Intensive islands or bubbles of development which are strategically located and which include all aspects of the comprehensive strategy; and, (2) Broad programs which address aspects of the situation, such as education, where the goal is to continually improve the entire Fort Sam Houston area by a measurable amount. This strategy provides early successes, which can be expanded geographically to merge with the general overall improvement such that, over time, the whole area will be successfully changed for the better. Finally, the plan pays particular attention to helping “those who live in the neighborhoods now” participate in the process.

7. ***Have you discussed the plan with political parties?***

We have discussed the plan with leaders of those parties who are now in office at the local, State and Federal levels.

8. ***How will SAISD schools address education?***

The Growth Management Plan recommends a 5 element education excellence program. The first element is “Excellence in Education for Kindergarten through the 12th grade. A task force has been formed by the City Council Woman and the President St. Philip’s College to consider the plan which the GMP has proposed. That task force is led by St. Philip’s College, but SAISD is a key participant and all schools in San Antonio are included through a representative of the Mayor’s Committee of 16. The concept involves a SAISD magnet school where outstanding teachers from across the United States will be invited to propose, develop and test innovative ways to improve education. Ideas selected for consideration will be “developed and pilot-tested” in the classroom of the SAISD magnet school. Ones that work will then be extended to other SAISD schools for a “beta test”. Ones that prove to work in the second or “Beta Test” will then made available to other schools outside the SAISD through St. Philip’s. This will both improve education within the SAISD, and also spread SAISD/St. Philip’s reputation across the United States as “a source of good ideas and a place that helps teachers to improve education”.

9. ***What specific impact do you see this plan having on Terrell Hills & Alamo Heights? What specific financing options will be available for revitalization of Terrell Hills & Alamo Heights neighborhoods?***

It is expected that some of the senior Military and Civilian personnel stationed at Fort Sam may choose these areas as a preferred location to live and possibly to retire in the future. However, the planning team did not foresee a need for public intervention to cause this outcome to occur. Thus, the GMP has not proposed either financial incentives or financing options for those areas. The focus of the GMP in those areas has been on mitigating potentially negative impacts, such a cut speeding by through traffic. The short term GMP recommendations are for additional police presence to manage construction traffic and patrol neighborhoods in order to catch speeders. The longer term focus in on improving the street grid so that driving through the neighborhoods will be relatively less attractive than driving main road corridors.

10. ***What is the traffic impact on Harry Wurzbach from 410 to the Post’s Gate? Are any of the properties on the west side of Harry Wurzbach targeted for increased residential, office & retail space? Is the golf course to be retained in the plan?***

Based on traffic impact analysis conducted in previous traffic studies for Fort Sam Houston, several improvement projects have been designated and funded for Harry Wurzbach at the Rittiman Road intersection. This study recongnized that Harry Wurzbach is an important access roadway between IH-410 and the north base entrance, and that ongoing improvements may be warranted at intersections such as Eisenhower Road. Expansion to six lanes has been recommended from Austin Highway (Loop 368) south to the Winans Road entrance to the base. Harry Wurzbach Road has right of way for improvements, and the study recognized that such improvements would reduce the potential for

cut through traffic among other roads north of Fort Sam Houston that do not have space for capacity improvements. The area north of the post was not in the GMP study area. Although there is undoubtedly some property that will be developed, it is not addressed in the plan. The GMP makes no recommendations concerning Golf Courses, but it does acknowledge a deficiency of parks and green space in the area so the presumption is that those in the study area would remain.

11. Are we getting assurance that Ft. Sam will not be closed? Several years ago we were told Kelly would never close!

The GMP study team has not asked for such assurances. A recommended “next step” is for the City to enter into a partnership with the military. It would be appropriate for the partnership agreement to address what would happen to Fort Sam Property in the event of Post closure.

12. What do you mean “revitalization” of neighborhoods?

Please see the response to question 6.

13. What becomes of the neighborhoods to the north? Do they become a sump for those who can no longer afford revitalized housing?

Please see the response to questions 3 and 9.

14. Could the bike/walk friendly plan please include pedestrian bridges across busy roads like across Rittiman between James Park & Wilshire Terrace?

As noted above, the GMP is a concept-level document. Implementation will require a detailed plan followed by an engineering design. This is a question that will need to be addressed in the planning and design phase. The trade-off is normally miles of trails vs cost per mile.

15. Light rail – is anybody thinking about that?

The GMP “scope of work” was focused on road improvements and movement of persons between the North and South Campuses of the new San Antonio Military Medical Center. The plan has touched on other things as an aspect of community revitalization, but not with a level of effort comparable to the look at roads. The GMP plan tends to emphasize reducing traffic demand. Clearly, there needs to be a mix of solutions as well as a transition from the present situation to the desired future mix. Things that have been suggested for consideration include (1) A “Portland Like” trolley system, which would really reinforce the concept of smart community design; (2) The Austin-San Antonio commuter rail with stops at Schertz, SAMMC-N and Sunset Station; (3) A County wide light rail system; and, (4) The VIA Rubber-Tire Rapid Transit, from Fort Sam to the Down Town area and then on to the South West Medical Center. A comparison of these options was clearly beyond the scope of the GMP.

16. I35/410 merge – can we get that fixed?

The GMP study noted the importance of larger scale improvements to IH-35 from north of LP 1604 to the IH-410 junction, which includes the merge area near the

Brooke Army Medical Center. Such major improvements require many years to study, design and construct. Short term low-cost improvements were recommended to add one lane in each direction on this segment of IH-35, but this requires widening of the bridges in between the west IH-410 leg and the south IH-410 leg. Both short term capacity improvements and long term major widening were recommended for IH-35 in the GMP due to its strategic role in providing access to Fort Sam Houston, connectivity among the other bases in San Antonio, and other major travel patterns that IH-35 must accommodate which are vital to the San Antonio economy. Since no improvement to IH-35 are funded other than minor interchange and ramp braiding projects, a study of improvement options is the recommended next step in the GMP.

17. *Streets made one-way &/or closed at the U.P. railroad track; one huge entertainment district – is utterly counterproductive to the Growth Management Plan!! How do we prevent things like that from messing up the GMP?*

A principal recommendation of the GMP is network analysis which includes the capability to assess implications of street dead ends, as well as the implications of developments which generate a significant amount of traffic. This will permit the “follow-on” planning and engineering studies to address problem areas and plan street network solutions which efficiently address the expected traffic load. The GMP also recommends analysis of “connectivity” between the East Side communities and other developments like River North and the proposed entertainment district.

18. *Has there been or will there be an Independent, third party, conflict of interest fee, review of the proposed plan.*

The planning team is not aware of any such review, existing or proposed.

19. *Why do you think we lost AT&T?*

This is a “rhetorical question” which was embedded in a comment to help make the point of the comment. Thus, it is neither possible nor appropriate to attempt a response in this document.

20. *What is the zoning process?*

Zoning is best done as a comprehensive imitative, with as much cognizance and respect as possible for the character of an area and the historic approach. The GMP recommends that the City use this study, the previous neighborhood plans, and proposed development to undertake a comprehensive rezoning of Fort Sam Houston Neighborhoods. Change should be minimal in many areas, with the simple goal of removing non-conforming uses. Other areas could see significant change, such as: (1) Creation of new overlay districts dedicated to support of Fort Sam Houston missions; (2) Zoning to encourage Transit Oriented Developments; or (3) Zoning to encourage mixed use or adaptive re-use projects. Zoning can be expected to include performance-based or form-based approaches. The process itself is mechanical and straightforward. Steps are (1)

Owner notifications, (2) Public input, (3) Groundwork by the responsible departments and agencies; and (4) Planning Commission, and then (5) City Council approval.

21. School district – how will it be revitalized?

See response to question 8.

22. Where will the “healthcare” academy be located and how will it be supported?

23. Can decals control gate access – the number of vehicles that would be allowed to use Old Austin Rd./Pershing gate?

There are a number of ways to control gate access including physical items on the vehicle, identification of vehicle occupants or a combination of the two. Some of vehicle identification systems can be automated, so that the gate does not need to be staffed with guards.

24. Will historical district be expanded to Carson St. South of the Base?

The growth management plan does not include that detail. It does recommend emphasis on encouraging and supporting restoration of historic property. It does not make any recommendations about historic districts or other means about means of identifying historic property that lies outside of existing districts. The expectation is that implementation would begin using the existing district boundaries and property definitions.

6.0 STAKEHOLDER COMMUNICATIONS

Many stakeholder meetings were held by individual GMP team members during the course of the study. Representative summaries of stakeholder comments were considered as part of the GMP process. They have been provided to the OMA as a separate informal report in order to respect the privacy of individuals who provided comments “off-the-record.”

7.0 PRESS HANDOUT

A one page handout was prepared to provide to the press in parallel with the second round of public meetings. This section was provided to two area newspapers and used as a summary for two radio-station interviews during the final stages of public review. Content of the handout is as follows:

Fort Sam Houston BRAC Growth Management Plan

The base realignment and closure (BRAC) process will establish at Fort Sam Houston: (1) A regional medical center with graduate medical education and five separate centers of excellence; (2) a large medical technical education/training campus; and, (3) A regional health-care management center and two Army Management Commands. Such BRAC and parallel military changes will add some 12,500 positions to the region, of which some 4,500 will be students. This will have the largest economic growth impact in the history of the region, initially adding \$5.1 billion to the economy and make a continuing annual economic contribution of \$2.9 billion.

If nothing were done to intervene, new employees arriving at Fort Sam Houston would most likely find homes in disparate locations throughout the region. That would in turn lead to significant increases in traffic congestion, air quality emissions, the carbon footprint, and incidence of trauma all of which rise in proportion to vehicle miles traveled (vmt) within a region. Dispersal of the post population would also have significant economic impacts related to expenditures for fuel, lost time due to traffic delays and the lost opportunity to leverage BRAC changes for the benefit of The Post and the City of San Antonio.

Dealing with problems, avoiding costs and capturing opportunities will require a vision as well as an action plan and the energy to create, sustain and market a program of **significant intervention**.

The Strategic Vision:

1. Transform neighborhoods surrounding the post into areas where persons essential to achieving and sustaining excellence in the working environment will want to live; and,

2. Attract supporting government and private sector enterprises that employ a similar workforce in order to create and sustain a critical mass of workers engaged in leading edge research, education, implementation and communications within each targeted “excellence” area.

Fortunately, neighborhoods around Fort Sam Houston have some of the basic attributes needed to attract the necessary “excellence workforce” in Health Care, Health Care Education, Health Care Research, and support for Military Mission Management including Communications

Vision:

- Transform neighborhoods surrounding the post into areas where persons who must participate in order to achieve excellence will want to live
- Attract a critical mass of supporting, leading-edge institutions engaged in research, education and innovation

A critical mass of supporting services provides both necessary components of a workable system, and the opportunity for intellectual interaction at the cutting edge of the targeted excellence areas:

- Health Care
- Health Education
- Health Related Research
- Communications
- Security.

Targeted “Excellence” Areas:

- Health Care
- Health Care Education
- Health Care Research
- Military Management Systems
 - Communications
 - Security

and Research. Transformation of the Fort Sam neighborhoods thus becomes a core requirement for both addressing issues and capturing opportunities afforded by BRAC.

The transformation will involve capitalizing on:

1. The rich social, cultural and environmental resources of the area
2. Locations suited to accommodation of compatible businesses and support services
3. Opportunities to significantly reduce on-post parking and enhance the use of valuable on-post real estate.

The Growth Management Plan sets forth a program of coordinated action plans to address issues. It further recommends sustainment of these coordinated programs in order to capture business opportunities and accomplish neighborhood transformation.

Excellent connectivity must include convenient, state of the art electronic connectivity and convenient environmentally friendly physical connectivity.

Recommended action plans provide for participation by existing residents in the revitalization process; maintenance of ethnic diversity; provision of access to broad range of alternative cultural amenities; and, development of attractive, energy-efficient, walk-able bike-able environments with access to multiple out-door opportunities. There are also action plan elements geared toward: excellence in education within local schools; public safety; area-wide inter-connection; and, basics such as easily accessible shopping and services. In addition, there are action plan elements geared toward the working environment. This working environment must include a full range of supporting facilities and services, some of which can be clustered within the immediate area, and some of which can be drawn from the broader community via excellent connectivity. The action plans also draw national organizations into the process through needs identification, sponsored research and facilitated implementation of resulting innovative practices and/or technologies. The goals of such involvement are to capture federal research funding while also supporting the establishment and sustainment of excellence in targeted areas.

Key goals of the Growth Management Plan are:

- Address Issues
- Capture Opportunities
- Leverage BRAC to Revitalize East Side Neighborhoods

Last, but not least, attainment of the vision is economically attractive. Growth in the tax base will more than cover the public cost of significant intervention even as those less able to afford increasing taxes share in the benefits while being sheltered from their costs. In addition, the actions plan's framework provides for San Antonio's public agencies, institutions and private sector businesses to be key players in the process, and thus the principal beneficiaries of benefits leveraged from BRAC generated growth.

Delphi Comment

Potential partners will look at leadership and the strength of the City organization as key indicators of its commitment.

Involve the A team.

"The Mayor should personally lead this effort and stay on after being term-limited from office to maintain continuity of leadership".

Implementation of the recommended program requires several steps:

- The first step is for the City of San Antonio to establish the organization that will act as an implementing arm.

- In parallel, the City must establish partnering agreements with the County and engage the key city and county organizational units in the implementation process.
- The next step will be to create the key partnering relationship with the State, the Military, local institutions such as Saint Phillips College and Key Developers selected to implement priority projects.
- These teams must work with their congressional delegation and state legislators to obtain needed supporting Federal and State legislation and support for the partnering relationships.
- As the partnering relationships are established, the implementation process can begin, using an IF-THEN approach. The pattern of actions and the related milestones and timetables can then be used to “market” to early adopters. These are the individuals who are willing to buy into the program and move into the region in anticipation of the transformation that has been laid out in the sets of related action plans.
- Early actions will involve:
 - Implementing transportation improvements that link the communities to the post and to each other while providing a basis for the day-to-day commerce;
 - Implement programs that reduce commuting to Fort Sam and reduce vmt in the region;
 - Creating incentives for BRAC employees to move with their jobs, which will serve as the basis for a national recruiting campaign which follows;
 - Building a strong bio-sciences, medicine and medical education pipeline for bridging new employees into targeted excellence areas, particularly health care and health care education;
 - Expand upon the San Antonio Nurses Education Program to provide a continuing capability for coordinating “hospital and/or laboratory experience” elements of health care education. The program should be inclusive:
 - Including both military and non military trainee needs
 - Include all training institutions in the San Antonio region that offer health related education/training
 - Be open to all hospitals, laboratories and other institutions that are capable of providing the needed experience, who choose to participate.
 - *Consideration should be given to establishing, in cooperation with a major hospital like the Veterans Administration Hospital, a laboratory that includes appropriate credentialed personnel, and which:*
 - *Is sized to meet the region’s training needs,*
 - *Is funded in part through compensation for training provided,*
 - *Provides services to support needs of indigent patients at reduced rates in order to create a demand for the volume of activity needed to provide required “training experience” for the numbers of students to be trained.*
 - *Uses any fees realized for services to reduce the cost of training.*

Delphi Comment
 Use an IF-THEN approach.

This approach creates agreed linkages, such that one partner can begin with achievable actions, secure in the knowledge that other partners are committed to follow through with sequential actions in an agreed action plan.

Delphi Comment
 Market to “Early Adopters”

Early Adopters are individuals who are willing to buy into a program and move into the region in anticipation of a transformation that has been laid out in an action program.

- Establishing a “cooperative police presence” among the San Antonio Police Department, Bexar County Sherriff’s Department and the Military Police in cooperation with neighborhoods and businesses in the community.
- Establishing a three-pronged Educational Excellence program in cooperation with Saint Phillips College and the San Antonio Independent School District (SAISD) to (1) Create a continual improvement program within in the SAISD; (2) Coordinate and support leveraging of technical resources to address potential shortages in personnel within incoming BRAC mission; and (3) capture the opportunity for San Antonio Institutions of Higher Education to collectively become the resource for providing personnel and military spouses who seek a health care oriented education under the emerging military “University Without Walls” recruiting and retention program with that education.
- Establishing a Forum for each of the targeted economic growth/excellence areas outlined in this plan and charge that forum with engagement of appropriate parties in establishment of the continual improvement protocol as outlined in this plan. Initiate the first annual congress in San Antonio for each of the targeted “continual improvement venues” within one year.
- Assembling parcels of land, creating incentive packages, selecting a “Developer of Record” and initiating development of each of the six “early action development programs” recommended in this plan
- Establishing Tax Increment Reinvestment Zones (TIRZs) recommended in this plan and issue the Tax Increment Financing (TIF) bonds to capitalize those zones.
- Initiating the improvements for each zone in accordance with IF-THEN agreements with partners and selected Developers of Record for those zones.
- Establish a one-stop-approval process with links to zoning approvals, historic designation approvals, building permit assistance and support in obtaining financial incentives for persons wanting to improve homes in the designated TIRZs.
- Adopt a formal management protocol including a detailed implementation program plan, coupled to a financial or business plan that includes milestones, metrics, reporting requirements and a corrective action process to ensure that the program achieves performance criteria and success factors acceptable to partners participating in the implementation process.

8.0 TEXAS STATE SENATE TESTIMONY

At the conclusion of the study, the study team presented the report to the Military Transformation Task Force, The City Management Staff and the Military San Antonio Integration Office. The Team Project Manager was then asked to present a summary of the report findings and recommendations to the Texas State Senate Committee on Veterans Affairs and Military Installations, Subcommittee on Base Realignment and Closure. Testimony presented on September 29, 2008 to the Subcommittee follows.

Testimony

Texas State Senate Committee on Veterans Affairs and Military Installations Subcommittee on Base Realignment and Closure

Honorable Senator Shapleigh and Committee Members:

My Name is L. Russell Freeman, and I am an Associate of The DiLuzio Group. The DiLuzio Group was retained by the San Antonio Office of Military Affairs, through a competitive selection process, to develop a Growth Management Plan (GMP) that would help the City address impacts of BRAC 2005 at Fort Sam Houston. The planning process was to include 8 specific tasks which addressed economic impact, mobility, health care, economic development, neighborhood revitalization and public outreach. The specific tasking is an attachment to my testimony. The study began in March, and it was completed and briefed to the City Staff and the MTTF this past week. It will be briefed to City Council next week. The Growth Management Plan, or GMP, and an Action Plan (which is an Appendix to the GMP) are available on the San Antonio Office of Military Affairs Web site at: <http://www.sanantonio.gov/edd/oma/oma.asp>.

While San Antonio's Office of Military Affairs was the GMP lead, the GMP has been developed under the auspices of the Military Transformation Task Force. This Task Force is a joint organization of the City, Bexar County and the Greater San Antonio Chamber of Commerce. It is Tri-Chaired by a City Council person, a County Commissioner and a Senior Chamber representative. The Task Force also includes representation from both the community and local military organizations. The MTTF also assembled committees of volunteer Stakeholders for each of the Study Tasks. I have also attached an outline of the MTTF Committee structure to this testimony. Committees were closely aligned with the GMP tasks and they actively participated in the planning process.

The planning process also included extensive public involvement, including two visioning sessions, three public input meetings, over 100 stakeholder outreach meetings, a series of reviews by local and national experts and three public report-back meetings. The responsiveness summary documenting such extensive involvement runs to over 100 pages.

At the beginning of the planning session, the planning team was asked to: (1) Outline issues that the San Antonio Community would need to address in order to help implement proposed BRAC changes; (2) Recommend whether BRAC could be leveraged to achieve added economic development; and, (3) Recommend whether BRAC could be leveraged to achieve revitalization of the neighborhoods around Fort Sam Houston.

To summarize findings, The GMP has concluded:

1. There will be two, and possibly three, implementation support needs. The two areas which definitely need to be addressed are job vacancies in the incoming missions and traffic.
2. The third possible need is for housing. The army is not building new housing on the post. There is sufficient housing in the San Antonio region for the incoming BRAC labor force; however, it is just not in the vicinity of the Post. Since the GMP recommends revitalization of post neighborhoods, the GMP characterizes housing in neighborhoods near the post as a “need”. (I will come back to this in a moment.)
3. **There is a significant opportunity for economic growth leveraged from BRAC, and the GMP estimates that economic development could add over 8,000 new jobs to the economy – in addition to the jobs coming in from BRAC. Moreover, such development could add over \$3.1 billion in new construction over and above the BRAC construction.** Of that amount, some \$2.3 billion would be on non-federal property.
4. There are additional opportunities to stimulate small business growth.
5. There is an opportunity to leverage much-needed neighborhood revitalization from BRAC. The key is to attract economic growth, which will provide the economic engine for upgrading infrastructure and investing in neighborhood revitalization.

The strategy is to stimulate and support economic development and then leverage such development to provide funding for supporting capital improvements and community revitalization initiatives. There are two aspects of the economic development model. One is a real-estate oriented strategy; the other is a target industry growth strategy.

Real Estate Aspects of Future Economic Growth

The tasking from the City requested that the GMP seek to identify parcels of land which could possibly be put to a higher use. Such tasking required the study team to consider both on-post and off-post land parcels. Accordingly, the planning team completed both Internet and field surveys. These surveys identified small parcels which offer enhanced use potential. In some cases small parcels inside the fence are aligned with similar small parcels outside the fence which – if developed jointly - could serve a much higher use. In other cases, the higher use stems directly from a planned development pattern.

The developable parcels have been mapped, and that map is one element of the GMP. The business development goal is to get the property owner or a developer representing that owner together with the Army in order for them to consider the possibility of realizing the proposed enhanced use. For the Army’s part, they are attempting to fit a large amount of development into a limited space. That limited space includes historic sites, a flood plain and several specialized uses, such as a military cemetery. The Army is now actually turning away Federal programs seeking a Fort Sam Houston location in order to be a part of the evolving Health Care, Education, Research or Management complex. It is apparent from the study team efforts that a better result could be achieved if the Army were able to consider a slightly larger footprint than the Post. The GMP Study Map lays out several key areas where on-post land uses, such as parking, could be relocated off-post in order to allow much higher-value land uses to occur on or near the post. Depending on the needs for security, the post fence could be moved in or out, with no actual transfer of property being made. Rather, the development would take place under a variation of an Enhanced Use Leasing strategy. The Military has the ability to enter into an Enhanced Use Lease (EUL). EUL is a federal program which allows private development on military property whenever such development would provide a net benefit to the military. The GMP recommends that the community and the Post enter into a partnership agreement. One

goal of such an agreement would be to achieve: (1) A significantly enhanced level of land use at Fort Sam Houston; and, (2) A significantly enhanced level of land use on appropriately selected parcels of property in neighborhoods near the Post.

A second aspect of the recommended real estate strategy is use of a single “agreement” for the entire Post, rather than attempting to do parcel by parcel arrangements. This is the approach we used at Kelly Air Force Base and it significantly reduces the paperwork and red tape associated with use of several small parcels of property. The terms of the lease also allow staff to negotiate sub-lease agreements with some confidence, which is important to closing a deal when an opportunity arises.

The third aspect of the recommended real estate strategy is for the partnership to look beyond the 2011 BRAC deadline.

Targeted Development Industry Aspects of Economic Growth

The underlying business development strategy in this area is to select Targeted Development Industries (TDIs) that are essential to successful attainment of BRAC goals, and which also: (1) Are experiencing strong growth; (2) Have a significant presence in San Antonio; and (3) Make a desirable contribution to the region. A desirable contribution means that the industry is clean, provides good paying jobs, and is synergistic with other desired growth industries.

The TDIs selected as meeting the foregoing criteria include: Health Care; Health Care Education; Communications; Technology, especially those technologies which support other TDIs; Intelligence; and Security.

All 6 of these are industries with a significant San Antonio presence. For each of the 6 industries, the GMP proposes attracting a significant investment in education and research aimed at providing a continuing competitive advantage. The GMP calls this a “location advantage”. The idea here is that continual increases in productivity can be translated into a continual business advantage by TDI businesses in San Antonio. It is that competitive advantage which allows San Antonio-based TDI businesses to successfully compete for business in order to grow. This is a tested model which was used at Kelly to attract Boeing and the other aerospace businesses there as the City took responsibility for closing that military facility. In the GMP, this system is referred to as a research pipeline, and the controlling arrangement is a periodic planning, reporting and deployment conference. Again, this is a proven model. Some parts of it are working here, but we need to stand the system up in San Antonio and make it robust.

There is another arrow in the San Antonio quiver. That is the unique cluster of San Antonio Academy systems. Those systems are a cooperative educational arrangement between high schools, colleges, universities and TDI business partners. The Academies attract young people into careers at the junior/senior high school level with pathways into jobs in the student’s selected career field. The Academy pathways lead to career ladders which can extend: (1) To senior management, engineering and scientific positions in technical industries; (2) To nurse, physician and surgeon positions in the Health Care field; and (3) To full professor status in the field of education. The community already has three successful “Academies”, and the GMP recommends establishing 6 others for the 6 TDIs. The Health Care Academy is being established now.

The Academies are employee “pipelines”. However, the workforce situation has two aspects. One is the Academy focus on generating entry level employees and then allowing them to work

their way up the system. Another necessary aspect is a strategy to attract the “best and brightest” superstars, the ones who work at the cutting edge of continual improvement. To attract superstars, San Antonio needs to have, for each TDI, a “best place to work” working environment, coupled to a variety of attractive alternative living environments. Coupling, as used here, means a very person-friendly way of getting to and from work.

This leads us, then, to consider the living/working environment. Fortunately San Antonio is, in general, an excellent place to live and work. Both BRAC and the real estate element of the business development program previously described will address the work-environment. The remaining challenge is to address connectivity and the characteristics of Post neighborhoods which detract from this attractive situation. The key detractors are the quality and availability of housing, a poor educational system serving these neighborhoods, significant public safety issues, and a lack of many things ranging from parks to grocery stores.

Let’s look briefly at what the plan recommends in each area, under the general heading of a Comprehensive Neighborhood Revitalization Program. Note that we can discuss individual elements, but the elements will not work alone. All must be pursued together to achieve successful revitalization. The goal must be nothing short of providing an environment which will attract the best and brightest superstars from across the country where San Antonio will be in competition with other large metropolitan areas.

Let me begin with Housing.

Housing: The Growth Management Plan includes a three part housing program. One element is the creation of **mixed-use complexes** which provide modern urban lifestyle homes in carefully chosen locations that allow homeowners to walk to work or otherwise get there quickly and conveniently. The other two areas include new **infill housing** and **refurbishing** of some of the valuable historic property in San Antonio’s East Side. There is significant opportunity to refurbish East Side homes and create new homes on vacant lots or other small vacant areas. Such activity will create business opportunities for small home builders and remodeling contractors as well as business for materials suppliers and others. In addition, the infill housing and street improvements can stimulate rebirth of small businesses along main thoroughfares and at the intersections of such thoroughfares. This GMP includes an action plan to accomplish housing revitalization, as well as a creative financing initiative that will help make it possible for homeowners to participate.

Education: The GMP proposes a 5-element education program. An MTTF Education Committee has been formed to consider how to proceed with the agenda laid out in the plan.

The first element of the program is a K-12 Education Excellence program. We have given it a catchy title with a cool acronym: Teaching/Learning Improvement Projects and Strategies (TIPS). TIPS will invite two leading teachers from across the country to share a classroom with one teacher from the San Antonio Independent School District (SAISD). This provides three teachers, two of whom are nationally recognized, to work in the class-room on a job-sharing basis. The shared-job will require the three teachers to accomplish three things over the course of a school year: (1) Teach the class; (2) Get continuing education credits by attending St. Philip’s College; and (3) Design and implement an education-improvement project which they have proposed.

The two participating teachers are to be chosen through a national competition. To compete, teachers will submit their “improvement project proposal” along with their qualifications and past performance information. The selection committee that reviews such information will include the

local teacher. One factor to be considered in the selection will be teacher credentials and past performance. A second factor will be the merit of the proposed improvement and compatibility of the two best similar ideas. The two ideas will be merged by the three teachers into an “annual improvement initiative” which they then will jointly agree to pursue over the course of the school year.

The TIPS protocol will provide for evaluation of results. Projects shown to have merit will then be Beta tested in other SAISD schools the following year. Those which prove to be effective in such Beta tests will then be made available to all schools, and they will also be incorporated into the continuing teacher education program at St. Philip’s. One other aspect of the program is making the latest technology available to the teachers to support implementation of their ideas.

The second element of the program is a Collaborative Initiative to Leverage Technology and Resources in order to continually improve college level health care education

The third element of the program is to establish one or more magnet schools to support the 6 proposed TDI Academies.

The fourth element of the program is a linking of San Antonio-based colleges and universities in a collaborative effort to support the Army’s **University Access Online** Program. This is an Army initiative which offers an “over the Internet” education to active duty persons or their spouses as an incentive to encourage enlisting in the volunteer service. The goal of this element of the Education Initiative is for San Antonio educational institutions to provide the majority of the “health care-related education” sought by Army personnel under this program. We note that San Antonio’s Incarnate Word University is already supporting this important effort.

The fifth element of the initiative is the annual Health Care Education Planning, Reporting and Deployment (PRD) Conference which supports the Education Continual Improvement R&D Pipeline described earlier in this presentation.

St. Philip’s College has been nominated to lead this Action Initiative. Located in the heart of San Antonio’s East Side, St. Philip’s College is among the oldest and most diverse community colleges in the nation and one of the fastest growing in Texas. A Historically Black College and Hispanic Serving Institution with a semester enrollment of over 10,000 credit students and more than 5,000 continuing education students, St. Philip’s College is meeting the educational needs of San Antonio’s growing and diverse East Side and South Side communities. The College is a multi-campus institution within the Alamo Community College System.

Public Safety: The GMP has proposed a program designed by an experienced law enforcement professional in close cooperation with the SAPD, Bexar County Sherriff and the Military Police with input from smaller community police departments. It begins with re-establishing cooperation which existed among the police years ago and extends through more intense “community based policing” initiatives. Such programs are cooperative efforts between police, neighborhood associations and businesses. The steps also include a greater police presence in the community as well as a directed effort to improve traffic flow, eliminate derelict houses (to be replaced with infill housing), providing improved lighting, and especially designed signage which contributes to the an important “Sense of Place”. Added features include: (1) Attracting police to live in the community and be visible even when off-duty; and, (2) Increased police involvement in youth activity.

Amenities: Finally, the GMP incorporates some of San Antonio's present and future attributes: (1) Improved access to River North and the attractions along the Broadway Corridor; (2) A significant investment in the Salado Creek Green-way; (3) Creation of a Civic Center; and, (4) A Black History Museum. The GMP also highlights historic military, rail and architectural features in the area.

Where San Antonio Needs Help from the State of Texas

The GMP recommends that the City of San Antonio partner with the military to develop a Significant Comprehensive Intervention Program. The goal is creation of 8,000 new jobs in industries that support the BRAC mission at Fort Sam Houston. The program will begin by addressing problems and move on, past the 2011 BRACC deadline, to continue addressing the goal of capturing economic and neighborhood revitalization opportunities.

One tangible goal of neighborhood revitalization is to develop, attract and retain a world-class workforce to support the military and each of the six targeted military mission support industries. The comprehensive GMP neighborhood revitalization program seeks to create excellent working and living conditions supported by excellent connectivity. In addition, the program seeks to ensure that the Fort Sam neighborhoods are very competitive with other desirable living areas in San Antonio and elsewhere. To be competitive as a desirable living area, workers and their families must have access to excellent cost-competitive homes and schools which meet very high standards and expectations. They must feel that the neighborhoods are: (1) Safe and attractive; (2) Have both basic services and convenient shops, stores, parks and other features; and (3) Are conveniently connected to the community at large.

Areas in which the state could help are:

1. Support (Funding) for street and highway improvements
2. Support (Funding) for the Education Initiative
3. Assistance in providing both Funding and State Tax Credits to assist with job creation
4. Tax Credits for housing within the Fort Sam Houston Neighborhoods, modeled on the proposed GMP Federal Pilot Program which insures that such credits accrue to homeowners
5. Help in the Health Care Arena
 - a. Help establish the research funding pipeline and jointly sponsor the Health and Health Education PRD Conferences for the 6 TDIs
 - b. Support (Help Fund) Improvements in the State's Region P Trauma System
6. A recommendation that comes not from the GMP, but from input through our public outreach efforts:

Take the Lead in working with the Military, VA and the Community to provide at the State Hospital site a mental health facility that would address an unmet mental health needs in the civilian community as well helping to address the large numbers of expected cases of post traumatic stress disorder (PTSD) and traumatic brain injury (TBI) among the military population returning from the war zone.

SAN ANTONIO BRAC 2005 GROWTH MANAGEMENT PLAN TASKS

Task 1: BRAC Community and Economic Impacts Analysis

Task 2: San Antonio Military Medical Center Public Transportation

**Task 3: Fort Sam Houston Off-Post and On-Post Transportation
Infrastructure**

**Task 4: Fort Sam Houston Commercial Revitalization and Reuse of
Army Surplus Property**

**Task 5: Fort Sam Houston Sustainable Neighborhood Revitalization
and Redevelopment Planning**

**Task 6a: Redistribution of Healthcare as a result of realignment of
Wilford Hall Medical Center (WHMC)**

Task 6b Military Clinical Training

Task 7: Regional Coordination and Communications

**Task 8: Integrate Work Accomplished for Tasks 1- 7 into a
Growth Management Plan**

MILITARY TRANSFORMATION TASK FORCE COMMITTEES, CHAIRS AND MISSIONS

ECONOMIC DEVELOPMENT & BUSINESS OPPORTUNITIES

Chairs: Scott Gray, J.M. Waller Associates

Chakib Chehadi, Workforce Solutions–Alamo

Mission: To identify issues and develop solutions relating to contract and business development opportunities for local businesses as a residents.

HEALTH CARE DELIVERY & MEDICAL PARTNERSHIPS

Chairs: Dr. Daniel F. Perugini, (Brig. Gen., USA, Ret.) The University of Texas Health Science Center at San Antonio;

Dr. David Young, (Brig. Gen., USAF, Ret.)

Mission: To examine the impact of BRAC on the community's health care industry and health care delivery system.

LEGISLATIVE AND PUBLIC RELATIONS

Chair: Mark Frye, Bearing Point

Mission: 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 & ENHANCEMENT COMMITTEE

Chairs: David Cannan, (Brig. Gen., USAF, Ret.)

John Dickson, Dickson Consulting Group, Inc.

Mission: To develop execution strategy, work plans, and statements of work for Joint Land-Use Studies at Camp Bullis, Lackland AFB, a

NEIGHBORHOOD REVITALIZATION AND LOCAL COMMUNITY IMPACTS

Chairs: Howard Peak, AT&T

Leo Gomez, San Antonio Spurs

Mission: To determine the potential impact of BRAC-related growth on local neighborhoods and communities and potential opportunities

TRANSPORTATION AND INFRASTRUCTURE SUPPORT FOR BRAC

Chairs: Carroll Schubert, PCSI, Inc.

Arthur Emerson, GRE Creative Communications

Mission: To examine BRAC related growth and determine transportation and infrastructure needs to support BRAC and the community.