

Base Realignment and Closure 2005
Challenges and Opportunities
for San Antonio

Community Visioning
Session Report

March 19, 2007



**Office of Military
Transformation**



Bexar County



**Greater San Antonio
Chamber of Commerce**

San Antonio

Military Transformation Task Force

Tri-Chairs

Richard Perez
City Council, District 4

March 19, 2007

Lyle Larson
Commissioner
Precinct 3, Bexar County

Dear Community Stakeholders,

Mike Novak
Representative of the
Greater San Antonio
Chamber of Commerce

On behalf of the Military Transformation Task Force (MTTF), the City of San Antonio, Bexar County and the Greater San Antonio Chamber of Commerce, we would like to thank you for your participation, interest and support of the February 9, 2007, Community Visioning Session.

Executive Committee

George DeCoux
Lackland Air Force Base

The Base Realignment and Closure (BRAC) 2005 actions will have a tremendous positive impact on our community and enhance the military's presence in San Antonio. Currently, the military provides an annual \$5.2 billion impact, providing \$2.7 billion in yearly wages and employing over 89,000. One of every four citizens in San Antonio is a military healthcare beneficiary.

Floyd Williams
Fort Sam Houston

During the morning session we heard from San Antonio's senior military leadership about how BRAC actions will affect our community. We learned about the tremendous growth occurring at Fort Sam Houston as it prepares to be the country's home for combat medic training and one of only two regional military medical centers. Wilford Hall Medical Center will become an ambulatory care center and many of the military jobs coming to San Antonio will be good paying, professional positions. For our business community, BRAC construction in San Antonio is estimated at \$2.23 billion over the next five years.

Sheila D. McNeil
City Council, District 2

Tommy Adkisson
Commissioner
Precinct 4, Bexar County

Committee Chairs

**Transportation &
Infrastructure Support for
BRAC**
Carroll Schubert
Arthur Emerson

The role of the MTTF is to ensure our San Antonio military installations meet their BRAC goals as well as form partnerships to strengthen our community. To accomplish these goals, we will engage our committee chairs with specific projects based on ideas and issues formulated at the Visioning Session and found in this report. We encourage you to stay engaged and involved as these projects are undertaken. Your continued input is critical to ensure that BRAC is a "win-win" for our community. In addition, the MTTF will continue to engage our local leaders, members of Congress and the administration to ensure BRAC is fully funded so the military can accomplish their mission.

**Economic Development &
Business Opportunities**
Scott Gray
G.P. Singh

Again, thank you for your participation and we look forward to your continued involvement and support with the community's BRAC efforts in San Antonio.

**Neighborhood Revitalization &
Local Community Impacts**
Howard Peak
Leo Gomez

**Health Care Delivery &
Medical Partnerships**
Harold Timboe
Daniel Perugini

Richard Perez
City Council, District 4

Lyle Larson
Commissioner, Precinct 3

Mike Novak
Greater San Antonio
Chamber of Commerce

**Legislative & Public
Relations**
Mark Frye

BRAC 2005 Community Visioning Session Report

Introduction

The Base Realignment and Closure (BRAC) actions for 2005 are a “good news” story for the military and San Antonio. San Antonio was fortunate enough to gain a sizable increase in military missions that will make it a premiere center for military medicine and installation command. This “good news” will further strengthen our friendly, pro-military atmosphere, for which we are justifiably known as “Military City USA.”

But much work remains to be done. Our military is undertaking BRAC actions in an atmosphere of tremendous international change and upheaval. The War on Terror and the transformation of the military from a forward deployed, in-theater operation, to a US-based expeditionary force will place multiple challenges and demands on our military leaders as they implement BRAC actions.

We, as a community, can assist the military with BRAC implementation in San Antonio to ensure it is a “win-win” situation. The BRAC Visioning Session undertaken with our BRAC Community Partners—the City of San Antonio’s Office of Military Transformation, Bexar County and the Greater San Antonio Chamber of Commerce—on February 9, 2007, was the first step toward working with the military on BRAC actions. It was the beginning of our plan to develop an extensive dialogue on how the military and community can cooperate and work together on BRAC issues and develop actionable initiatives to make BRAC successful for our community.

BRAC implementation in San Antonio will be complex, costly and require a great deal of coordination, cooperation and planning by both the military and the community. The purpose of the Visioning Session was two-fold: To hear from our military partners about the impact of BRAC actions in San Antonio and to elicit from you, our community stakeholders, an understanding of the challenges and opportunities BRAC implementation presents to the community.

The BRAC 2005 Visioning Session report reflects the ideas, issues and recommendations proposed by the community during the breakout sessions. Our next step is to take these issues and work them through two processes. For those issues that have quick and identifiable solutions we plan on utilizing the committees of the Military Transformation Task Force (MTTF) to develop action strategies to address those challenges and opportunities associated with BRAC. For issues that are more complex and will require greater examination and study, such as BRAC’s affect on healthcare delivery, transportation and infrastructure, we will undertake planning studies in coordination with the MTTF committees and our BRAC community partners to determine the needs and requirements of the military and the community and then develop strategies and actions to meet those needs. These studies will become part of the BRAC Growth Management Plan and will serve as an action plan for the community.

The key to making BRAC successful in San Antonio is to foster, develop and nurture a strong working relationship between the community and the military. The success of BRAC implementation in San Antonio, and its ultimate impact on the community, will be determined by a strong mutual partnership with the military. We need to develop sound working relationships based on common goals and cooperation.

Following the Second World War, General George C. Marshall, then Secretary of State, called upon the war-torn countries of Europe to work together in order to develop a plan for their economic and political recovery. The signal achievement of the Marshall Plan was not so much the money that was brought to bear for European recovery, but the fact that it encouraged a change in mindset and approach and introduced procedures necessary to foster “habits of cooperation” among the many countries participating in the plan. In doing so, it laid the groundwork for future European cooperation, prosperity and peace.

The challenges facing our community as a result of BRAC are obviously not as dire as the situation in Europe in 1947, but the approach that is necessary to ensure BRAC is successful and positive for both the military and the community is the same. Cooperation is not something we should *have to do* or *remember to do* but a matter of course, a way of doing business—a “habit.” Therefore, I want to assure our community and the military that I am absolutely committed to working together as true partners. In the spirit of cooperation, we can successfully meet the demands of BRAC and enhance and strengthen our community and our country.

Robert M. Murdock
Brigadier General, USAF (Ret.)
Director Office of Military Transformation
City of San Antonio

19 March 2007

Community Visioning Session

BRAC 2005

Challenges and Opportunities for San Antonio

INTRODUCTION

On Friday, February 9th 2007, approximately 400 members of the community representing local city and county governments, neighborhood associations, the Department of Defense, and interested community citizens and stakeholders gathered at the Henry B. Gonzalez Convention Center in downtown San Antonio for a Base Realignment and Closure (BRAC) 2005 Community Visioning Session. The visioning session was sponsored by the San Antonio Military Transformation Task Force and organized by the City of San Antonio's Office of Military Transformation, Bexar County and the Greater San Antonio Chamber of Commerce. This session was modeled, in part, after similar sessions related to the realignment of Kelly Air Force Base as part of BRAC 1995 and the transformation of Brooks Air Force Base into Brooks City-Base, which began in 2000.

The purpose of the February 2007 Visioning Session was two-fold:

- To provide the local military leadership the opportunity to inform the community about BRAC 2005 actions and their potential impact on San Antonio; and
- To provide an opportunity for attendees to identify issues and develop potential solutions to the challenges and opportunities posed by BRAC-related growth for further study and incorporation into the San Antonio Office of Military Transformation's Growth Management Plan.

Four broad focus areas were identified for discussion in breakout sessions:

1. Transportation and Infrastructure Support for BRAC
2. Economic Development and Business Opportunities
3. Neighborhood Revitalization and Local Community Impacts
4. Health Care Delivery and Medical Partnerships

PROCESS

The Visioning Session consisted of three parts—a Morning General Session, four focus area breakout sessions and an Afternoon General Session. Participants registered their preference to attend one of the four focus area breakout sessions in advance. After a morning of informational briefings about BRAC actions in San Antonio, each group spent the breakout session identifying and discussing challenges and impacts, and offering, where relevant, potential solutions for their area. A summary of each breakout session was presented by one of the co-chairs of the breakout session to the larger audience at the Afternoon General Session.

This summary report was compiled from presentation material and notes taken during the general and breakout sessions of the Community Visioning Session. It was an ambitious agenda for a single-day session, but the results achieved were well worth the effort put forth by the participants.

Morning General Session

Mr. Robert Peche, Interim Director of the City of San Antonio's Economic Development Department, welcomed the participants and introduced the morning's speakers. He called to the community's attention a grant to the City of San Antonio from the Department of Defense's Office of Economic Adjustment that made possible the creation of the City's Office of Military Transformation and the Community Visioning Session. Taken together, he said, the various Department of Defense (DoD) activities throughout San Antonio make DoD the City's single largest employer.

Mayor Phil Hardberger introduced the participants to the scale of the changes BRAC 2005 will bring to San Antonio and noted the \$1.6 billion in construction planned for Fort Sam Houston alone and its transformation into DoD's principal center for military medical training. He rallied the citizens to support the process and to help make the BRAC plans a reality, and pledged he would do everything he could to assist the military make BRAC a success. The Mayor acknowledged the growth for BRAC 2005 brings stresses to community, but characterized these as good problems. He vowed to the military participants present that San Antonio would step up to its responsibilities to support the new military missions.

City of San Antonio Deputy City Manager Jelynn Burley commented all parties – City government, the Military, the County, and the State – are working together to ensure the BRAC recommendations result in win-win situation for both the City of San Antonio and for the military. She called the participants' attention to the City's upcoming Bond Initiative, which includes a number of infrastructure improvement projects that specifically support growth around Fort Sam Houston and the Salado Creek.

Following the first break of the morning session, Major General Richard Perraut (USAF), the Director of Plans and Programs for Headquarters Air Education and Training Command at Randolph Air Force Base, and the Director of the San Antonio Integration Office that oversees BRAC planning and implementation in San Antonio, presented an overview of the BRAC 2005 Commission Recommendations that affect San Antonio. Major General Russell Czerw (USA) followed and gave a presentation about the changes in military medical training resulting from BRAC 2005 and the establishment of the Medical Education and Training Campus (METC) at Fort Sam Houston.

Following the second break of the morning session, Bexar County Judge Nelson Wolfe addressed the participants, stressing all of San Antonio was committed to ensuring residents had the best trauma care in the country. He assured the participants Bexar County would be as helpful as possible to support infrastructure improvements and funding.

Colonel Wendy Martinson (USA), the Fort Sam Houston Garrison Commander, gave a presentation to inform the participants about the changes BRAC 2005 will bring to Fort Sam Houston. Brigadier General David Young (USAF), Commander of the 59th Medical Wing at the Air Force's Wilford Hall Medical Center, outlined the BRAC recommendations related to Wilford Hall and to the Brooke Army Medical Center. He addressed the transformation of those two centers into the San Antonio Military Medical Center (SAMMC), with a north campus at Fort Sam Houston and a south campus at Lackland Air Force Base.

Following the final morning session break, Texas State Representative Frank Corte and City of San Antonio Council Member Richard Perez (District, 4), who chairs the City Council's Military Affairs Committee and is the principal Tri-Chair of the Military Transformation Task Force, addressed the participants. They spoke of the challenges and opportunities the BRAC 2005 actions initiated and emphasized the need for San Antonio to speak with a single voice when working with state and federal authorities. Council Member Perez introduced the moderators for each of the four breakout sessions. Then, Mr. Mark Frye, representing the Military Transformation Task Force, provided breakout session participants with basic information on the breakout sessions—general objectives, ground rules and other pertinent information.

Note: the presentations mentioned above are available at the City of San Antonio Office of Military Transformation's web site: <http://www.sanantonio.gov/omt>.

The following breakout session reports contain ideas, issues and recommendations from the BRAC 2005 Community Visioning Session participants. They do not represent the consensus of the breakout session participants or necessarily the opinions of the Military Transformation Task Force, City of San Antonio Office of Military Transformation, Bexar County and Greater San Antonio Chamber of Commerce.

Breakout Session

Transportation and Infrastructure Support for BRAC

Co-Chairs: Carroll Schubert and Arthur Emerson, Military Transformation Task Force Committee on Transportation and Infrastructure Support for BRAC

The agenda and presentations mentioned in this section can be found at the website: <http://www.sanantonio.gov/omt>

The mission of the breakout session was to:

- Develop initiatives that can assist the military in meeting its BRAC directives and also mitigate any impacts on the community.
- Discuss how BRAC actions may impact public transportation, city roads, highways, utilities and traffic.
- Examine how the community can leverage local, state and federal resources to meet the increased infrastructure needs.

Six questions were drafted to engage the participants in open discussion and ultimately make recommendations for further actions. The first two questions were designed to build a common definition of what comprised “community” and “infrastructure.” The last four questions elicited discussions to craft goals, objectives and strategies to meet the challenges of BRAC’s impact on transportation and infrastructure. (Because of extended discussions on the first four questions, questions five and six were not thoroughly addressed.)

The questions and responses are presented below and indicate a diversity of opinion and an accompanying wide range of options to meet the challenges.

DISCUSSION TOPICS

Topic 1: What do you consider the “community” to be?

Brainstorming Results:

Definitions of community put forth by the participants included:

- Stakeholders that reside in San Antonio who use transportation and infrastructure.
- Immediate neighborhoods around Fort Sam Houston and Lackland Air Force Base.
- South Texas communities who come to San Antonio for healthcare.
- Bexar County and its surrounding counties.
- Those passing through as a result of the North American Free Trade Agreement (NAFTA).

- The San Antonio metropolitan statistical area.
- Community is not just geographically based. It is anybody passing through the San Antonio area that is impacted by road system and infrastructure.
- Users of all transportation systems and methods in greater San Antonio (cars, trucks, buses, rail, roadways, highways, etc.).

The discussion then led to the question, “Who are the users of the ‘infrastructure’ that constitute our ‘community’?” The definition agreed to by the participants was:

A Community is:

- The metropolitan statistical area and anybody and everybody within that area.
- A stakeholder in the life of the community.

Topic 2: What do you think is included in transportation and infrastructure?

Brainstorming Results:

The list of items the participants included in “infrastructure” included:

- | | |
|--|---|
| • Ease of access to transportation systems | • Emergency Medical Systems |
| • Utilities | • Carpool lanes |
| • Roads | • Drainage systems |
| • Impact on available water sources | • Social services |
| • Sewer systems | • Community services |
| • Electrical systems | • Funding |
| • Natural gas systems | • Parking |
| • Hospitals | • Air, bus, train and trucking terminals |
| • Rail systems | • Zoning regulations |
| • Telephone systems | • Air quality |
| • Airport | • Housing developments |
| • Public transportation | • Retail developments |
| • Schools | • Highways / toll roads |
| • Pedestrian ways (sidewalks) | • City streets |
| • Parks | • Total environmental impact on greater San Antonio |
| • Police | • Aquifer |
| • Fire protection | |
| • Information Technology systems | |

Compared to the diversity of items identified for inclusion in “infrastructure,” participants’ ideas for what should be included in “transportation” was more straightforward.

In the participants’ view, “transportation” includes:

- The movement of people, goods and services from a point of origin to a destination via airplane, rail, roads or other form of transport.

Therefore, the definition of transportation and infrastructure is:

- To provide “transportation” to support the “infrastructure” for all those defined as being in the Community.

Topic 3: How do you think BRAC will impact our community?

Brainstorming Results:

- There will be an increase in demand for transportation and infrastructure (goods and services).
- There will be 6-7 times the influx of people as a result of BRAC as there were with the coming of the Toyota plant.
- Increased tourism.
- Increase in jobs created as a result of the increase in population.
- Lack of trained workforce.
- Increased opportunity for revenue.
- Increased tax base and cash flow.
- Increased air pollution.
- increased strain on resources:
 - Edwards Aquifer water supply.
 - City streets and highway capacity.
- Increased housing and rental demand.
- Increased urban sprawl.
- Increased police, fire and EMS protection required.
- Increased federal funding.

Overall, BRAC’s impact on the community was viewed as positive. However, there was concern expressed that potential impacts be handled correctly. Some participants expressed the concern that if impacts are not correctly managed, BRAC 2005 implementation could result in situations “like Applewhite and Light Rail.” One commenter stated: “We don’t want another black eye.”

Participants associated with the military expressed concern the community does not have the resources to provide adequate construction capacity to support BRAC implementation.

Participants agreed there is a need to quantify the impact on local resources as a result of BRAC implementation.

- **Goal:**
 - Quantify the affect BRAC will have on available transportation and infrastructure resources.
- **Objectives:**
 - Define what resources need to be studied.
 - Gather accurate, verifiable data in order to define system capacity needs.
- **Strategies:**
 - Establish boundaries for studies.
 - Conduct feasibility studies.
 - Use outside help—City staff does not have time.

To address Question 3, the following goal, objective and strategies were identified:

- **Goal:**
 - Identify how BRAC-related growth will increase the impact on transportation and infrastructure.
- **Objective:**
 - Gather all existing/current data and perform gap analysis to identify insufficient data.
- **Strategies:**
 - First, focus on immediate impact, demands and needs of BRAC installations, and then focus on those surrounding communities impacted.
 - Assess the data.
 - Gather comparative data from other cities with similar situations.
 - Seek funding for enhancements to transportation and infrastructure.
 - Identify the Office of Military Transformation as the lead entity to exercise oversight and coordination.

Topic 4: What is the potential impact of BRAC growth on public transportation, city roads, traffic, and utilities?

Brainstorming Results:

- Strain on current resources
 - Roads
 - Aquifer
 - Utilities
 - Business
- Lack of public transportation allowed on installation (Fort Sam Houston)
 - May need to acquire shuttles on Fort Sam Houston.
- Traffic congestion
 - Increased road maintenance.
- Tremendous impact on public transportation

- Majority of impact on public transportation will be cabs to/from the airport.
- Lack of public transit to installations.
- Will need to take care of incrementally, starting with Brooke Army Medical Center (BAMC).
- Public transportation can be a solution to parking and traffic.
- Solutions
 - Van Pools
 - Ride Share programs
 - Some exist but need to expand advertising
 - Bus rapid transit
 - Express lanes on I-35
 - Light rail

The participants agreed traffic and transportation impacts were major concerns.

- **Goal:**
 - Mitigate the impact of traffic on city streets and highways in the vicinity of San Antonio's military bases.
- **Objective:**
 - Shift the transportation load from private vehicles to public transportation.
- **Strategies:**
 - Expand Van Pool and Ride Share through greater publicity for the programs.
 - Increase public transportation routes to the installation.
 - Allow public buses on the installation, beginning with BAMC, or provide shuttle services within the installation.
 - Increase public transportation from the airport to Fort Sam Houston for the students.
 - Explore the use of light rail.
 - Create express lane on I-35.

Topic 5: What can we do to benefit from or ease the impact on the community?

Two briefings were presented:

- **VIA:** Outlined a plan to run shuttle bus service from the parking lot at Windsor Park Mall to the BAMC entrance on either George Beach or Benz Engelmann Drives. The intent would be to provide service to BAMC employees which, in turn, would both lessen the strain on patient parking availability and relieve congestion on I-35 during peak rush hours.
- **City of San Antonio Department of Transportation:** Presented by Joe Marsillio who outlined proposed bond issues that will generate monies needed to address existing road and drainage problems.

Topic 6: What resources do we have to meet the increased transportation and infrastructure needs?

(More time was needed to address this question and by the time it was posed to the participants, the breakout session was nearly over.)

- A participant from the local transportation construction industry voiced concern that specific transportation construction vendors do not find out about potential projects until Requests for Proposal (RFP's) are issued from the local government offices (City, County, State). As a result, companies feel they do not get a chance to bid or are not adequately prepared to bid.
- The City, County and State are encouraged to create more visibility into the transportation construction program so there is increased competition by industry.

RECOMMENDATIONS

Recommendations from the breakout session focused on determining BRAC's impact on local transportation and infrastructure and examining alternatives to alleviate traffic congestion.

- Quantify the affect BRAC will have on transportation and infrastructure resources by defining the resources to be studied, gathering accurate and verifiable data and establishing study boundaries.
- Identify how BRAC-related growth will increase the impact on transportation and infrastructure on and around local military installations.
- In order to mitigate traffic impact on local streets and highways around military installations, examine ways to expand public transportation use such as Van Pool and Ride Share and explore any additional public transportation alternatives.

Breakout Session

Economic Development and Business Opportunities

Co-Chairs: G.P. Singh and Scott Gray, Military Transformation Task Force Committee on Economic Development and Business Opportunities.

The agenda and presentations mentioned in this section can be found at the website: <http://www.sanantonio.gov/omt>

The mission of the breakout session was to:

- Discuss how community businesses can take advantage of planned construction and capital and information technology investment in new and renovated military facilities.
- Examine and identify potential business expansion and development opportunities by leveraging new military missions and research/technology activities relocating to/within San Antonio.
- Identify how small, women and minority-owned businesses can take advantage of potential BRAC business opportunities.
- Determine processes and mechanisms that can be put in place by the military and community to facilitate contracting and business development opportunities for businesses.

Subject matter experts in military contracting were invited from local military contracting offices. They provided information briefings on potential business opportunities, gave advice on how and where to find opportunities using government resources, discussed the federal contracting process, and answered questions throughout the session. These presentations were followed by group discussions and brainstorming of questions designed to provide information and solicit feedback and recommendations from participants.

Key information from panel presentations

Army

- Primary requirements are for medical staffing (i.e., nurses, doctors, etc.).
- Teaming will be the key to securing business for both small and large businesses.

Air Force—Air Intelligence Agency (AIA)

- Primary contracting requirements are ETSS (Engineering, Technical Support Services) (i.e., computer hardware and software, modeling simulations, information technology, etc.).
- Contractors must have facility clearance to handle classified materials. AIA does sponsor a workshop that instructs contractor on how to get the proper clearance.

Air Force Program Office (AFOPO)

- “One-stop shopping” point for doing business with the Air Force. Information about all other Air Force contracting information (i.e., offices, opportunities) can be found on the AFOPO site: www.selltoAirForce.org. The Army has a similar website: (www.sellingtoarmy.info).
- Vehicle for Air Force’s outreach strategy designed to help small businesses participate in Air Force procurement opportunities through training and outreach.
- Supports the Historically Underutilized Businesses (HUB) Zone program.

Brooks Small Business Office

- Procurement Technical Assistance Center (PTAC): www.aptac-us.org/new/.
- Provides assistance to contractors that help them understand federal, state and local government contracting.
- Covers all government contracting phases from solicitation to award.
- San Antonio has a Regional PTAC.

Brooks City-Base (Brooks Development Authority)

- The Brooks Development Authority is a political subdivision of Texas.
- Has numerous, ongoing contracting and procurement opportunities.
- Upcoming projects: Facility renovation and build-out, New Braunfels Street, expansion/renovation of existing buildings, Master Planning.
- Mandatory pre-bid conference for all potential bidders.

Lackland AFB Contracting

- Ongoing contracts for day-to-day services (i.e., refuse, custodial, etc.) that are non-BRAC. Construction contracts as well.
- Has small business specialist on staff that can provide small businesses information about doing business at Lackland.

City of San Antonio Office of Economic Development

- Contracting opportunities similar to the federal government. Over \$1 billion in opportunities.
- City has Small Business Administration Office that can assist businesses.

DISCUSSION TOPICS

Topic #1: Identify issues related to contract and business development opportunities for local small businesses as a result of BRAC-related growth in San Antonio.

BRAC Organization “key players” Information

- Need information/background on organizations/activities moving to San Antonio as identified during general morning session. Example: Army

Contracting Agency, Installation Management Command, etc. Information about the procurement/contracting needs of these organizations would help local businesses identify and position themselves as potential contractors with these organizations.

- Subsequent meetings with the key points of contact of these organizations would be very helpful in identifying procurement opportunities as well.

Historically Underutilized Business (HUBZones)

- Program provides federal government contracting opportunities in distressed areas to encourage economic development and employment.
- There should be an outreach effort to provide the public additional information on the benefits of HUBZones because this information is not readily known.
- Texas state legislature is currently trying to change the definition of HUBZones in Texas to include disabled veterans (DAVs). The current unemployment crisis with Gulf War veterans is pushing this effort.
- Suggestion made to use school district facilities in HUBZones to “house” information and/or facilities for small business opportunities.

Teaming Arrangements

- Small businesses should make an effort to team with one another as well as with large businesses. However, small businesses need to know which businesses are seeking teaming partners.
- Brooks City-Base has a mandatory pre-bid conference on each potential contract award that provides information about potential teaming opportunities.
- Lackland permits potential contractors to go on site visits to “see who the competition is”.
- **February 15, 2007:** Scheduled date for Empowerment Zone and HUBZone seminar sponsored by the City of San Antonio Small Business Office. Time: 1530 to 1700. Location: 1901 South Alamo Street.
- **US Army:** Upcoming Industry Days Session will provide teaming information and/or opportunities for teaming information.

Identifying Contracting Opportunities

- Very difficult to find and locate contracting opportunities in San Antonio.
- **San Antonio Defense Technology Cluster:** Could be a “one-stop shop” for identifying upcoming contracting opportunities.
- Need **US Army Corps of Engineers (USACE)** input since USACE is the major player in the construction opportunities for this round of San Antonio BRAC actions.
 - USACE projects are normally out of reach for most small businesses. However, the new contracting strategy (Design-Bid-Build) requires 40% of the dollar value of all San Antonio BRAC projects be awarded to small business. USACE is planning another BRAC Industry Day at Fort Sam Houston April 4 to provide

additional information. Meeting will discuss San Antonio BRAC projects.

- **UTSA:** Small business office can match up contracting opportunities with the services of a small business.
- **Goal:** Need to make it easy to find upcoming opportunities so businesses have ample time to prepare bid packages. When an opportunity hits the Federal Business Opportunities (FedBizOpps) Register, it's usually too late to prepare a package to accommodate the submission deadline.

Topic #2: How can community businesses take advantage of planned construction, and capital and information technology investment in new and renovated military facilities?

Marketing

- What marketing efforts are planned to get potential BRAC procurement information out to the public?
- **SABOC:** (San Antonio Business Opportunities Council) Good networking opportunity. San Antonio area small business points of contact spearhead this meeting. Next meeting scheduled for August.
- **Suggestions:** Use media (e.g., Public access channel, personal contact with small business specialists).
- **Goal:** Establish a regional small business resource for BRAC.

Topic #3: What business expansion and development opportunities can be developed by leveraging new military missions and research/technology activities relocating to/within San Antonio?

- **Defense Challenge Program:** Gives small businesses a “hand up” in getting into the defense acquisition business.
- **Cooperative Research and Development Agreements (CRADA):** Collaborative agreements provide a “sharing of resources” between businesses and government entities. Sharing includes personnel, equipment, services, etc. Designed to be beneficial to all parties in the CRADA.
- **Small Business Innovation Research Program (SBIR):** Supports small businesses in their efforts to develop their technological potential. Incentives are provided to encourage small businesses to profit from their technological developments.
- **Small Business Technology Transfer Program (STTR):** Expands partnership between the federal government and small businesses by providing funding opportunities in federal government research and development. Works with non-profits as well.
- **UTSA:** Has business match program that identifies and matches businesses with potential contracts (\$125/year fee). Can customize database query to match specific business needs.

- **Issue:** Can San Antonio absorb increased workload from BRAC? Do we have the trained workforce/capacity to meet the upcoming BRAC challenges?
- **Issue: Need Timeline on construction and moves.** When will community get information about upcoming BRAC project timelines? This information is needed for small business planning purposes.
 - **USACE:** Construction projects procurement requirements will appear on FedBizOpps. Currently working with the SA Chamber to advertise opportunities. Most San Antonio BRAC construction is FY08 funded. Architectural & Engineering (A&E) contractor has been selected for the Battlefield Health and Trauma construction project. A&E solicitation for the hospital just closed.
- **Suggestion:** Include all BRAC related RFPs in Sec. L selection criteria by order of importance for an existing tenured office or business, OR charter such an office in Bexar County.
- **Goal:** Need another visioning session to better identify the organizations and requirements coming to San Antonio. Representatives from each organization should be in attendance at this visioning session.

Topic #4: How can small, women, and minority owned businesses take advantage of potential BRAC business opportunities?

- Businesses need to understand BRAC opportunities are not limited to San Antonio.
- Businesses should develop relationships with small business contract specialists to let them know who they are and what they provide. When opportunities develop, specialists can forward procurement requirement information that fit the business profile.
- Businesses should be registered in both the **Central Contracting Register (CCR)** and the **Dynamic Small Business Search Website (DSBS)**. CCR used by DOD to find potential contractors. Be sure your information is up to date. DSBS gives a narrative of what the small business provides and what the small business can do. Buyers use this tool to more easily find contractors who fit their requirements. This helps them save time with procurement activities.

Topic #5: What processes and mechanisms can be put in place by the military and San Antonio community to facilitate contracting and business development opportunities for small businesses?

- **Training sessions:** Geared toward small business and provided over the next few years. Consider developing a training session or service for small business over the next few years.
- UTSA has resources: numerous workshops on small business each year. Subjects include marketing, business planning, Contracting 101.
- **Goal:** Create a central BRAC website for information distribution.

FINAL COMMENTS

- Need informational brochure that contains information about all of today's presenters.
- Next visioning session should be longer and equally balance information from the small businesses as well as the contracting entities. Businesses would like to let the government know how they can help the government meet their objectives.
- Next visioning session should have a more strategic focus. Need to develop a long-range strategy for San Antonio.
- Small breakout groups were suggested.
- Need more time for breakout sessions.
- Need another forum to help small business compete better.

RECOMMENDATIONS

Issue 1: Awareness—Contractors are not aware of business opportunities.

Recommendations:

- Place opportunities in public media (e.g. business section of news papers).
- Develop a centralized repository or web portal to post business opportunities and related information.

Issue 2: Training and Education—Small businesses have a need for training programs in government contracting.

Recommendations:

- Develop training programs for small businesses.
- Increase awareness and utilization of existing training programs (e.g. UTSA).

Issue 3: Points of Contact—Contracting points of contact are not well known.

Recommendation: Publish points of contact for upcoming BRAC opportunities.

Issue 4: Communication and Access—Improve communication and access to information.

Recommendations:

- Conduct a follow-on visioning session with more time, more details, and a more strategic focus.
- Develop a centralized repository or web portal to post business opportunities and related information.

Breakout Session

Neighborhood Revitalization and Local Community Impacts

Co-Chairs: Howard Peak and Leo Gomez, Military Transformation Task Force Committee on Neighborhood Revitalization and Local Community Impacts.

The agenda and presentations mentioned in this section can be found at the website: <http://www.sanantonio.gov/omt>

The breakout session mission was to:

- Discuss how neighborhoods surrounding the local military installations may be impacted by BRAC growth/changes.
- Examine impacts on traffic, infrastructure, housing, schools, businesses and zoning.
- Explore how the community can mitigate potential BRAC impacts and/or take advantage of BRAC changes.
- Identify how the community can leverage BRAC growth to revitalize neighborhoods surrounding the bases.

Emil Moncivais (Director, Planning and Community Development, City of San Antonio) presented a briefing entitled *Recent Planning Initiatives, BRAC Charrette Report* that described the various neighborhood plans currently in place near Fort Sam Houston and Lackland AFB. These plans are focused on neighborhood revitalization and maintaining security.

Participants posed questions and comments to Mr. Moncivais' briefing and the following answers were provided:

- Why is there no planning activities shown around Brooks?
 - There is one to the north of Brooks. It was not shown because Brooks is well along in its development.
- Can neighborhood plans be updated sooner than every five years?
 - Once BRAC impacts are known, then the plans can be reviewed and adjusted. The plans must be reviewed at least every five years, but they can also be reviewed more frequently.
 - If there are significant changes, City Council can address the issues and offer resolutions.
- What are the actual traffic numbers around Fort Sam Houston?
 - A study is being done.
 - The study currently being undertaken by Fort Sam Houston will only analyze traffic at the gates. It does not review traffic patterns within surrounding neighborhoods.
 - A traffic study is currently underway by the San Antonio-Bexar County Metropolitan Planning Organization to determine traffic impact of BRAC to support the transportation needs of Fort Sam Houston and the surrounding communities.

- How much coordination has there or will there be between the BRAC visioning group(s) and the neighborhood plans?
 - Increased coordination will be undertaken. This is the initial meeting to identify issues and determine next steps.
- There are a number of plans in place. Why are some plans being implemented and others not? Who are the organizations charged with implementing the plans?
 - These are 20-year plans involving many agencies and community initiatives based upon their specific concerns. We need the people in the community/neighborhood to “continue the train.”
 - Every five years, at a minimum, these plans need to be re-evaluated. Now there is the potential to rethink those plans relative to the BRAC 2005 actions.
 - The initiative must come from the neighborhood. Don’t forget your role in the process.
- Is there a way to get information about people who are in attendance today because they have expressed an interest in this session?
 - A sign up sheet was passed around that asked for name, contact information and organization represented.

The participants in the session then proceeded to begin brainstorming led by the facilitator who asked: “What’s really on your minds today about BRAC 2005?” This question elicited further questions, concerns and comments (with responses as noted).

DISCUSSION TOPICS

Topic #1: BRAC’s impact on transportation, schools and environmental quality.

Traffic

- When will air quality and traffic issues be addressed in the Westfort area near the Fort Sam Houston gate?
 - The City of San Antonio Traffic Department is a resource. There is a study being done.
- Because of the road closure on New Braunfels Avenue, traffic backs up to the cemetery.
- Traffic at Lackland will always be a problem, especially “at the school crossing.” A traffic study is needed to determine who will be impacted. Will the current traffic study identify what is impacted?
 - The current traffic study is related to determining numbers of vehicles going in and out of the gate area.
- Because of the road closure on New Braunfels Avenue, traffic cuts through Brackenridge Park. People aren’t obeying speed limits and school zones. New Braunfels is only one lane, but it looks like two in some areas, causing confusion. The traffic study needs to be more than just at the gates.

- Fix the streets (make them two lanes) (Pershing uphill to New Braunfels Avenue).
- With the fire station located on the north side of Fort Sam Houston, the response time to the south side is extended.
 - Suggested solution: Open the gate.
- Suggest building a by-pass freeway along Fort Sam Houston such as the one that exists at Fort Bragg with a separate entrance to the base.
- Consider an HOV/military-only lane for the highways around the bases.

Environment

- Some participants expressed concerns about encroachment around Lackland AFB and “night use” of aircraft flights is having an impact on the community. There has been tremendous growth around Lackland AFB that is resulting in more complaints about noise. “We don’t want these complaints to cause Lackland AFB to lose its mission.”
 - Is the district not being responsive?
 - Zoning does not match Air Force flight plans.
 - Randolph is updating the aircraft zone use plan. The results should be available next month.
- Is there a requirement for developers to prepare an Environmental Impact Statement (EIS)? Developers need to understand the nature of the military missions being conducted near their developments.
 - No, an EIS is only a federal agency requirement.
 - There needs to be a volunteer program for developers to notify perspective buyers about military activities near their developments.
 - “It is a real problem”.

Schools

- Will Fort Sam Houston be expanding its two schools?
 - Because there were few attendees representing schools, there needs to be a public forum at another time (evening) for the neighborhoods and school representatives to discuss school issues.

Recommendations

- BRAC is not new. What lessons have been learned at other places relative to neighborhood revitalization? Has anyone looked into this?
- Encourage the Fort Sam Houston neighborhoods to build a collaboration group similar to what currently exists around the old Kelly AFB. This group includes representatives/interests from schools, traffic, city planning, and the health department among others.
 - Make it a formal organization.
- To address the issues, there is a need for volunteers to form a group (via a Mayor’s ad-hoc?) with subcommittees for each area of concern: schools, traffic, zoning and planning.

- The City of San Antonio has the resources and wants to help, but it needs citizens' involvement.
- Put out a call to the community for volunteers for networking and sharing.
- Contact local churches that are located in the specific areas being affected.
- Contact various community publications and inform them of the issues and request feedback via a provided 1-800 number.
- Is there a community plan for north of Fort Sam Houston and what would be the distance between commercial and residential land uses?
 - How do you go about providing incentives for people to stay close to the base?
 - Consider changing industrial zoning to mixed use.

After this discussion, the group proceeded to review the identified issues/comments and prioritize and consider specific strategies for resolving these issues.

Topic #2: BRAC's impact on zoning, businesses and community infrastructure.

- Encroachment
 - Need a buffer zone and overlay zone to limit "zoning" to reduce impacts.
 - Luke AFB (in Phoenix, Arizona) has a best practices document.
- Zoning
 - Revisit what businesses are allowed near bases.
 - Property can be rezoned if there is a community plan that supports the proposed change. Rezoning also needs the cooperation of the property owners.
 - Walters Street is a good opportunity for the community to control how development is accomplished.
- Business Incentives
 - Local businesses need to be a significant part of the revitalization process. What tax rebates or incentives are available from the City? How can this information be better distributed to the small businesses?
- Neighborhood organizations need to interface more with City of San Antonio departments.
- Corridors
 - Consider assessing the creation of more pedestrian walkways along some of the thoroughfares.
- Fire station response time
 - There needs to be a fire station on the north side of Fort Sam Houston or,
 - Open the road (New Braunfels) or,
 - Complete an agreement between the Army and City of San Antonio Fire Department/EMS for access across base.

Topic #3: What resources are available to the community to assist with BRAC-related growth?

The group then brainstormed to identify resources that might be involved in further discussions and could help provide answers or processes for resolving the challenges and issues associated with BRAC 2005 implementation activities. The resources identified include:

- City of San Antonio Public Works Department
- Texas Department of Transportation
- Military base civil engineers
- Neighborhood associations
- Surrounding businesses (major employers)
- City of San Antonio Development Services
- Chambers of Commerce
- Fort Sam Houston school district
- City of San Antonio Economic Development Department
- City of San Antonio Planning and Community Development Department
- Fort Belvoir, Virginia – local planning groups there are going through similar issues
- San Antonio airport authority
- VIA Metropolitan Transit
- San Antonio Housing Authority
- Texas Real Estate Council
- Texas Builders Association
- Alamo Council of Governments
- Army and Air Force BRAC Program Management Offices
- Department of Defense
- Region XX Education Service Center
- Bexar County Superintendents Association

RECOMMENDATIONS

- Undertake study plans to examine traffic, and environmental and air quality concerns, and incorporate information/studies from other areas such as Fort Belvoir and Luke Air Force Base (don't reinvent the wheel).
- Update neighborhood plans based upon identified impacts and various study results. Ensure that:
 - There is neighborhood involvement.
 - City of San Antonio departments are encouraged to participate and provide planning professionals to assist in building the plans.
 - Proactive efforts are made by City of San Antonio Planning Department to solicit neighborhood involvement.
 - Elements are incorporated from other outside studies (don't reinvent the wheel).

- Create a collaboration group (similar to what was done at Kelly) to provide a forum and communication vehicle involving many of the identified resources such as schools, businesses, neighborhoods and government entities.
 - Create subcommittees to address specific concerns/issues.

Breakout Session

Health Care Delivery and Medical Partnerships

Co-Chairs: Harold Timboe and Daniel Perugini, Military Transformation Task Force Committee on Health Care Delivery and Medical Partnerships

The agenda and presentations mentioned in this section can be found at the website: <http://www.sanantonio.gov/omt>.

The breakout session mission was to:

- Identify opportunities for assisting the military in implementing BRAC changes and for leveraging the changes to benefit the community's health care systems.
- Examine the impact on health care delivery to the Southside of San Antonio from the closure of the Level 1 trauma facility at Wilford Hall Medical Center.
- Look at ways to partner with the military on the joint use of medical facilities, enhancing existing training partnerships and ensuring continuous quality health care for all citizens.

Opening Remarks

Dr. Timboe opened the session by describing the formation and activities of the Military Transformation Task Force. He outlined the multiple facets of the military medical mission: clinical care, education and training, research, and military readiness. He noted other facets of military medicine only existed because of the need to support military readiness. If not for the readiness mission, the military could purchase medical care in the same manner as civilian healthcare organizations.

He summarized the four BRAC recommendations affecting healthcare in San Antonio, focusing mainly on the recommendation to form the San Antonio Military Medical Center from the current Wilford Hall Medical Center (WHMC) and Brooke Army Medical Center. The BRAC decisions included a commitment to maintain the same level of military medical care and civilian trauma support San Antonio enjoys today.

DISCUSSION TOPICS

Topic #1: Impact of Level 1 trauma care in San Antonio as a result of BRAC.

Level 1 Trauma Situation

- San Antonio presently has three Level 1 trauma facilities:
 - University Health System, which supports half of all civilian trauma cases.
 - Wilford Hall Medical Center.
 - Brooke Army Medical Center.

- The presence of three Level 1 centers is very unusual for a city of San Antonio's size and a high volume of specific kinds of trauma work is required to maintain the Level 1 certification.
- Level 1 trauma cases usually arrive via helicopter.
- Non-trauma medical emergencies are directed by the county's emergency authorities to other hospital emergency rooms.
- New hospitals being constructed on the West and South sides of town do not include plans for a Level 1 trauma facility.
- Military medical facilities have no obligation to provide civilian trauma care.
 - In San Antonio they do so to further military education and training opportunities.
 - San Antonio is unique in the access its citizens have to this kind of emergency medical care.
- San Antonio will have to make some decisions to adjust trauma care after the Level 1 center at WHMC closes inpatient and surgical care.
- There will have to be discussions and eventually decisions relating to the reuse of portions of WHMC not needed for its continuing large outpatient ambulatory care mission.
- Wilford Hall Medical Center must be fully functional and must meet every accreditation standard for a facility of its type until at least 2012.
 - WHMC has more than 70 different medical service areas, including Neonatal Intensive Care Unit (NNICU), a psychological unit, and an obstetrics and gynecology unit that supports all military beneficiaries in this area.
 - Wilford Hall Medical Center's primary job is to care for more than 60,000 military trainees passing through Lackland Air Force Base each year.

Topic #2: BRAC's impact on Wilford Hall Medical Center.

Wilford Hall Transformation:

- Several proposals have been received from various institutions in the community seeking help with their own space problems.
 - Some discussions regarding the establishment of a free-standing emergency room that does not include an on-site inpatient facility have been held.
 - Such a facility is being considered in Boerne.
 - A participant interjected the Boerne project was a \$13 million facility.

Free Standing Emergency Room: A participant stated the loss of the Wilford Hall trauma center would be a serious loss for the south side of town and suggested a free-standing emergency room would be worth considering.

- **Goal:**
 - To maintain a comparable level of trauma services in the area around Wilford Hall Medical Center.
- **Strategy:**
 - To involve the regional trauma authorities—STRAC (Southwest Texas Regional Advisory Council for Trauma).

How can the community help make the case for a free-standing emergency room?

- It was suggested the community conduct a needs assessment for the area, taking into account the loss of Wilford Hall trauma services.
 - Assessment should address transport times to the remaining trauma centers by ambulance and by helicopter.
 - Should also include the other areas of Southwest Texas supported by San Antonio's medical facilities.

Ambulatory Care Facility:

- BRAC 2005 recommendation calls for an ambulatory care center to be established at Lackland Air Force Base. A question was asked regarding the kinds of patient support that will be provided for such a center. General Young commented:
 - No ambulatory surgery would be provided at Lackland. This decision was made to fit the ambulatory care center into the funds available in the BRAC business plan for the Lackland center. With those constraints, ambulatory surgery did not meet the economic tests, and therefore those services would be migrating to the SAMMC North campus at Fort Sam Houston.
 - 800,000 square feet would be devoted to ambulatory care in renovated space at Wilford Hall Medical Center.
 - This facility would provide no trauma care and no inpatient services.

Wilford Hall Medical Center Timeline: Dr. Timboe asked for clarification of the timeline that was being followed to define the reutilization capacity of Wilford Hall.

- A participant from the military medical community stated funds for design should be available now. At least some of those funds should already be in the possession of the Army Corps of Engineers. The main concern was for the availability of funds for the remainder of federal fiscal year 2007.
- **Goal:**
 - Communicate with the San Antonio beneficiaries of military medical care about the coming changes to alleviate concerns and to help build community support for upcoming changes.

Topic #3: Community support for military medical education and training.

The group adopted a strategy of establishing a working group forum to assess clinical opportunities in San Antonio to support military medical training needs such as the Medical Education and Training Campus (METC) at Fort Sam Houston.

- **Funding:** Would there be sufficient funds available at Fort Sam Houston to implement the required projects? Could a better understanding of the federal priorities benefit from consideration of a public-private research park located on or near Fort Sam Houston?
 - General Czerw noted Fort Sam Houston has no available space for such a research park. Non-BRAC discretionary military moves proposed for Fort Sam Houston were being denied due to space constraints.
 - METC is in the early planning stages to identify core curriculum areas shared by all military services. The planning activities have had to be stopped due to lack of funding resulting from the current federal continuing resolution authority in the absence of an approved appropriation and an authorized budget.
 - **Goal:**
 - To ensure timely funding will be available to complete BRAC projects and to explore other alternatives to help close any funding gaps.
- **Civilian medical facilities support provided to military medical training:** Presently 47 sites provide Phase 2 clinical training for courses at Fort Sam Houston and some of these locations include civilian sites. There must be fair and equitable opportunities for community participants to provide expanded Phase 2 clinical training support required by METC.
- Could some of the units bound for Fort Sam Houston be diverted to Camp Bullis?
 - Consensus was this could not be done if the BRAC decision specified Fort Sam Houston as the receiving location.
 - **Goal:**
 - Capture all relevant inquiries to move non-BRAC military activities to San Antonio, even if there is no room for them at Fort Sam Houston.
- **Education Collaboration:** Explore opportunities for collaboration with the University of Texas at San Antonio, the University of Texas Health Science Center, components of the Alamo Community College District and other San Antonio area education institutions to support military medical training while METC stands up.

- The Defense Department's surgeon generals are working to get the funds required for METC and, in any case, infrastructure improvements need to be completed before the training moves begin.
- **Research:** There was discussion concerning opportunities for civilian organizations to participate in the research and veterinary work presently being done in facilities at Wilford Hall Medical Center.
 - None of the space in question would become available for civilian use.
 - The group adopted a strategy to support overall planning by obtaining a community-wide inventory of available clinical space and capabilities.
 - A participant commented the local hospital council would like to partner with the military in many areas and believed such an inventory is needed now.
- **Education:** During the SAMMC transition, how will the Air Force continue to meet their needs of graduate medical education currently being conducted by the Air Force at Wilford Hall Medical Center? Was there any interest from the military in partnering with civilian institutions to provide this education?
 - General Young stated the Department of Defense intended to remain in the business of graduate medical education.
 - San Antonio facilities provide half of the Air Force's graduate medical education production.
 - In looking for partners the question of which entity would be in charge of the education needed to be addressed and the Air Force would be looking for win-win opportunities.

Topic #4: BRAC Law Constraints.

General Perraut stated the military authorities are compelled to implement the BRAC recommendations, but clarified this did not mean the BRAC actions would be the end of military transformation activities. He said there were opportunities in the long term through the normal budget process to do many things.

Topic #5: BRAC's Impact on Brooks City-Base.

It was noted the group had not discussed the relocation of the USAF School of Aerospace Medicine (USAF SAM) to Wright-Patterson Air Force Base, Ohio.

- The community's relationship with USAF SAM is a tremendous benefit and opportunities to retain the school should be discussed.
- Might the Secretary of Defense be open to reconsidering the need to move military organizations from leased space to military installations?

- Both Brooks City-Base and the Texas Research Park have space and would likely welcome new tenants.
- The BRAC recommendations now carry the force of law. The military is obliged by statute to carry out BRAC's instruction.
- BRAC decisions are often interrelated so opening any BRAC decision to reconsideration can open all of the decisions to reconsideration.
- Because of the risks involved with such actions, Congress generally resists open-ended reconsiderations.

Topic #6: Additional health care related issues as a result of BRAC.

Environmental

The group called for a comprehensive examination of BRAC's environmental impact with a focus on the cumulative effects of the changes at Fort Sam Houston, Lackland Air Force Base, and Randolph Air Force Base on the community at large.

- It was suggested rather than specific environmental studies for each installation, a community-wide environmental assessment was needed.

Potential business opportunities:

Bidding on large-scale Enhanced Use Leasing initiatives can typically cost at least \$100,000, making bidding difficult for all but the largest vendors.

- It was requested the military authorities consider offering smaller Enhanced Use Leasing opportunities to the community.

Legal liability issues:

A participant suggested military medical education and research address legal liability for civilian sector instructors working with military students.

Clinical Simulators:

There was a comment that clinical requirements with the state licensing board be examined to determine whether and to what extent medical simulator time can be counted towards clinical training requirements.

Partnership Opportunities:

Private industry, military, universities and civilian hospitals should collaborate to establish new medical technology companies in the San Antonio area.

- **Objective:** Explore opportunities presented by current clinical trial and research capabilities in the context of the BRAC end state.

- It was suggested to add the academic institutions to a forum similar to the Visioning Session.

RECOMMENDATIONS

- A comparable level of trauma services should be replaced in the area around Lackland AFB/Wilford Hall Medical Center following the closure of the Level 1 trauma center at WHMC.
 - The regional trauma authorities should be involved to define this goal and to develop objectives and strategies.
- Military authorities and the civilian community must communicate their plans with the eligible beneficiaries in the San Antonio area to alleviate their concerns about changes to their healthcare delivery options and to promote community buy-in for those changes.
- The civilian community should strive to obtain a better understanding of federal funding priorities as the BRAC process progresses to better understand emerging opportunities for medical partnerships with the military services.
- Through the City's Office of Military Transformation, all relevant inquiries related to non-BRAC military moves to San Antonio should be captured, including those that are being turned away because of a perceived lack of space.
- The community should consider undertaking environmental assessments examining the effects of the BRAC recommendations on San Antonio as a whole, not solely the effects on Randolph Air Force Base, Fort Sam Houston and Lackland Air Force Base.
- Working groups should be formed consisting of participants from the breakout session to address issues of education, research and clinical care.

Afternoon General Session

The general session reconvened and Mr. Mike Novak, Tri-Chair of the MTTF, moderated the Breakout Report Session. He observed how the San Antonio community leadership steps forward to help make things happen and BRAC 2005 is the latest example of this quality. He introduced the breakout session moderators.

Breakout Session Report: Transportation and Infrastructure Support for BRAC

MTTF Committee Chair Carroll Schubert reported on the deliberations of the breakout session. He reported as follows:

- The group defined what they meant by “community” as the people within the San Antonio metropolitan statistical area, who are affected by BRAC.
- The group defined what they meant by transportation and infrastructure, with “transportation” being the movement of goods, people, and services, and “infrastructure” being anything that supports the people involved.
- The group’s conclusions were there remains a good deal of uncertainty regarding BRAC’s impact on the community, but opportunities appear to be abundant, presenting both benefits and challenges to all involved.
- The group recommends pulling together all the studies that have been done related to BRAC 2005 and to look for and fill in any gaps, maintain reports and place them in a central repository.
- The group noted City Public Service Energy and the Texas Department of Transportation have already begun addressing challenges BRAC presents in their areas.
- The group noted local businesses must have an opportunity to participate in solving the challenges and in realizing the benefits of BRAC 2005.

Breakout Session Report: Economic Development and Business Opportunities

MTTF Committee Chair G.P. Singh reported on the deliberations of the breakout session. He reported as follows:

- The group began by examining the mix of their participants, finding that women-owned businesses, small businesses, Section 8-A businesses, and federal contracting officers were all well represented.
- The group spent 40 minutes listening to the contracting officers outlining the expected opportunities presented by BRAC 2005.
- The group recommends a catalog of opportunities should be made available in advance of the formal solicitation process.
- The group recommends providing expanded training to help local businesses learn to work with the federal government. Greater communication and greater access to federal contracting expertise was urged, making greater use of public media, the Internet and web portals.

- The group suggested establishing a small business BRAC office and recommended future community sessions should focus more specifically on individual military missions coming to San Antonio.

Breakout Session Report: Neighborhood Revitalization and Local Community Impacts

MTTF Committee Chair Howard Peak reported on the Neighborhood Revitalization and Local Community Impacts breakout session. He reported as follows:

- The group focused their discussion on ways to maximize opportunities and to minimize, even to prevent, adverse impacts.
- The group agreed the military and the City of San Antonio must continue to work together. Neighborhood plans should be reviewed and revised where necessary to address the context of the effects of BRAC 2005. Specifically, the neighborhood plans need to assess traffic, zoning, and land use for compatibility with the BRAC end state. The community must also consider how decisions being made outside the fence line of the military installations affect the integrity of the military missions inside the installations. Compatibility is vital in this regard.
- The group made a list of its participants with contact information to facilitate efforts to stay in touch as the BRAC implementation proceeds.
- The group recommended school districts be a part of the process and suggested further studies be undertaken to consider air quality, traffic, hazardous wastes, and the lessons learned from other communities. Finally, the neighborhoods surrounding the military installations must assume some responsibility to become a part of the solution to any challenges identified in the future.

Breakout Session Report: Health Care Delivery and Medical Partnerships

MTTF Committee Chair Dr. Harold Timboe reported on the Healthcare Delivery and Medical Partnerships breakout session. He reported as follows:

- The group examined the research, education, and clinical facets of military healthcare and considered creative ways to achieve the desired ends, including such tools as enhanced use leasing. He noted the research activities of the military medical organizations in San Antonio will double after BRAC is implemented.
- The group believes, subject to funding, the mandated timelines appear to be doable. Clinical venues available for military medical training are a concern. Availability of trauma care in the South and West of San Antonio is also a concern.
- The group wants to look at alternatives that would still meet the intent of BRAC.
- The group recommends the City's Office of Military Transformation be the focus to establish appropriate committees to address challenges and opportunities for research, medical education and training, and clinical

services. The Office of Military Transformation might become involved in the reuse options for Wilford Hall Medical Center.

- The group recommends the City of San Antonio consider a community-wide environmental study to examine the effect of BRAC on San Antonio.

Closing Remarks

Bexar County Commissioner Lyle Larson, Tri-Chair of the MTTF, provided closing remarks, noting Bexar County and the State of Texas committed \$30 million and \$24 million respectively to the deal that brought Toyota to San Antonio. He called the participants' attention to the fact the BRAC realignments to San Antonio will result in many more jobs for the area. He said the local community must support the military's efforts to bring BRAC 2005 to fruition. To date, the State has committed more than \$60 million to infrastructure improvements around Texas military installations, but no State funding had been provided for San Antonio bases. He said the City of San Antonio and Bexar County would be asking the State for assistance. He told the military leaders the local leadership is here to assist them but needed their input on how the community can support the military to make BRAC 2005 a reality.

Community Visioning Session

BRAC 2005 Challenges & Opportunities for San Antonio

Henry B. Gonzalez Convention Center

February 9, 2007

8:30 am to 4:00 pm

The military is an important part of the community employing over 89,000 and providing a \$5.2 billion economic impact to San Antonio. The Base Realignment and Closure (BRAC) actions for 2005 will significantly increase the military's impact in the community. These BRAC changes will present opportunities and challenges for the community with respect to neighborhood planning, transportation, health care delivery and our economy. How can the community address these challenges and take full advantage of these opportunities?

We invite you to take part in the BRAC 2005 Community Visioning Session to begin the process of developing the goals and objectives for a Growth Management Plan in order to capitalize on the upcoming BRAC changes.

Agenda

- ◆ Overview of BRAC Actions in San Antonio and Impact on the Community
- ◆ Community Breakout Sessions
 - Transportation & Infrastructure
 - Economic Development & Business Opportunities
 - Neighborhood Revitalization & Local Community Impacts
 - Health Care Delivery & Medical Partnerships

Who Should Attend

- ◆ Neighborhood associations, healthcare providers, business, education and community leaders, government officials or their representatives and those interested in helping plan for the future.

Registration

The Community Visioning Session is free and open to the public. For more conference information and to register, please go to: <http://www.sanantonio.gov/edd/2005bracvisioning.asp>; or call 210-207-8080.



Office of Military
Transformation



Bexar County



Greater San Antonio
Chamber of Commerce

VISIONING SESSION AGENDAS

Base Realignment and Closure (BRAC) 2005: Challenges and Opportunities for San Antonio

Community Visioning Session

Henry B. Gonzalez Convention Center

Friday, February 9, 2007

8:30 am to 4:00 pm

Purpose

To inform the community about BRAC actions and their potential impact on San Antonio, and to engage the community to identify issues and develop solutions to the challenges and opportunities posed by BRAC-related growth for further study in the Office of Military Transformation's Growth Management Plan.

Agenda

- 8:30 am – 9:00 am* **Registration**
- 9:00 am – 9:30 am* **Welcome**
-Mayor Phil Hardberger, City of San Antonio
-Judge Nelson Wolff, Bexar County
-Jelynne L.Burley, Deputy City Manager, City of San Antonio
- 9:30 am – 10:00 am* **Overview of BRAC Actions in San Antonio**
-Major General Richard E. Perraut, Jr., Director of Plans, Requirements and Programs, Headquarters Air Education and Training Command, Randolph Air Force Base
- 10:00 am – 10:20 am* **Medical Education Training Campus**
-Major General Russell J. Czerw, Commanding General, Medical Education and Training Campus & Fort Sam Houston
- 10:20 am – 10:30 am* **Break**
- 10:30 am – 10:50 am* **Fort Sam Houston**
-Colonel Wendy L. Martinson, Garrison Commander, Fort Sam Houston

10:50 am – 11:15 am **San Antonio Military Medical Center**
-Brigadier General David G. Young, III, Commander, 59th Medical Wing,
Wilford Hall Medical Center
-Brigadier General James K. Gilman, Commanding General,
Brooke Army Medical Center

11:15 am – 11:35 am **BRAC: Challenges and Opportunities for San Antonio**
-Representative Frank Corte, Jr., TX-122
-Councilman Richard Perez, District 4 & Tri-Chair,
Military Transformation Task Force (MTTF)

11:35 am – 11:45 am **Break & Box Lunch Pick-up**
(Please pick-up your box lunch and proceed to your Breakout Session room)

11:45 am – 2:15 pm **Community Breakout Sessions and Lunch**
(Breakout sessions will include facilitators and will work with community representatives to identify challenges, opportunities and potential strategies for the community to meet BRAC implementation.)

Breakout Sessions:

- Transportation & Infrastructure Support for BRAC—Room 213
- Economic Development and Business Opportunities—Room 214A
- Neighborhood Revitalization & Local Community Impacts—Room 214B
- Health Care Delivery & Medical Partnerships—Room 215

2:15 pm – 2:45 pm **Break**

2:45 pm – 3:45 pm **Breakout Session Reports**
Moderated by:
-Michael Novak, Greater San Antonio Chamber of Commerce &
Tri-chair, MTTF

3:45 pm – 4:00 pm **Next Steps**
-Lyle Larson, Bexar County Commissioner & Tri-chair, MTTF

4:00 pm **Adjourn**

Base Realignment and Closure (BRAC) 2005: Challenges and Opportunities for San Antonio

Community Visioning Session

Henry B. Gonzalez Convention Center

*February 9, 2007
11:45 am to 2:15 pm
Room 213*

Breakout Session—Transportation & Infrastructure Support for BRAC

Co-Chairs: Carroll Schubert & Arthur Emerson, MTTF Committee on Transportation & Infrastructure.

Breakout Session Mission

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

- Develop initiatives that can assist the military in meeting its BRAC directives and also mitigate any impacts on the community.
- Discuss how BRAC actions may impact public transportation, City roads, highways, utilities and traffic.
- Examine how the community can leverage local, state and federal resources to meet the increased infrastructure needs.

Breakout Session Agenda

- What do you consider the “Community” to be?
- What do you think is included in Transportation and Infrastructure?
- How do you think BRAC will impact our Community?
- What is the impact on public transportation, city roads, traffic, and utilities?
- What can we do to benefit from or ease the impact on the Community?
 - Here are some examples of efforts to address BRAC transportation challenges:
 - Public Transportation
 - Roads
 - Drainage
 - Traffic
- What resources do we have to meet the increased transportation and infrastructure needs?
- Next Steps:
 - How can we most effectively use this information?
 - What is the timeline?

Base Realignment and Closure (BRAC) 2005: Challenges and Opportunities for San Antonio

Community Visioning Session

Henry B. Gonzalez Convention Center

*February 9, 2007
11:45 am to 2:15 pm
Room 214 A*

Breakout Session—Economic Development and Business Opportunities

Co-Chairs: GP Singh & Scott Gray, MTTF Committee on Technology Partnerships.

Breakout Session Mission

To identify issues and develop solutions relating to contract and business development opportunities for local small businesses as a result of BRAC-related growth in San Antonio.

- Discuss how community businesses can take advantage of planned construction and capital and information technology investment in new and renovated military facilities.
- Examine and identify potential business expansion and development opportunities by leveraging new military missions and research/technology activities relocating to/within San Antonio.
- Identify how small, women and minority-owned businesses can take advantage of potential BRAC business opportunities.
- Determine processes and mechanisms that can be put in place by the military and community to facilitate contracting and business development opportunities for businesses.

Breakout Session Agenda

- Presentations by Military and Community Business Development Organizations
- How can local businesses engage with the San Antonio Military Community to win contract opportunities?
- Military Contracting Opportunities—How can local businesses take advantage of military contracts?
 - Minimizing the difficulties small businesses face pursuing local military contract opportunities.
 - Streamlining the process for pursuing procurement opportunities.
- BRAC Business Development Opportunities
 - What are the opportunities available for local businesses as a result of BRAC actions?
 - Where can businesses find out about these opportunities?

- Is there a way to streamline, simplify or centralize the process for procurement opportunities?
- Next Steps—How will this information be used to develop contracting and business opportunities for local businesses? What is the timeline?

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Room 214 B*

Breakout Session—Neighborhood Revitalization & Local Community Impacts

Co-Chairs: Howard Peak, Chair, MTTF Committee on Facility and Land Planning & Leo Gomez, Chair, MTTF Committee on Community Impacts & Opportunities.

Breakout Session Mission

To determine the potential impact of BRAC-related growth on local neighborhoods and communities and potential opportunities for revitalization.

- Discuss how neighborhoods surrounding the local military installations may be impacted by BRAC growth/changes.
- Examine impacts on traffic, infrastructure, housing, schools, businesses and zoning.
- Explore how the community can mitigate potential BRAC impacts and/or take advantage of BRAC changes.
- Identify how the community can leverage BRAC growth to revitalize neighborhoods surrounding the bases.

Breakout Session Agenda

- Presentations by City of San Antonio officials on projects in areas surrounding the local military bases affected by BRAC.
- Define potential impacts from BRAC-related growth.
 - What is the potential for revitalization of these impacts?
 - What are the linkages between and among these potential areas for revitalization?
- Identify groups/organizations to target outreach and input.
- Recommend government action to leverage or mitigate impacts.
 - What are the potential policies the City of San Antonio and Bexar County can put in place to accommodate growth?
 - What resources do the City and County need to implement these policies?
- Next Steps
 - How will this information be used to develop a strategy for anticipating the local community impacts?
 - What is the timeline for our next steps?

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Room 215*

Breakout Session—Health Care Delivery & Medical Partnerships

Co-Chairs: Harold Timboe & Daniel Perugini, MTTF Committee on Health Care Delivery & Medical Partnerships.

Breakout Session Mission

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

- Identify opportunities for assisting the military in implementing BRAC changes and for leveraging the changes to benefit the community's health care systems.
- Examine the impact on health care delivery to the Southside of San Antonio from the closure of the Level 1 trauma facility at Wilford Hall Medical Center.
- Look at ways to partner with the military on the joint use of medical facilities, enhancing existing training partnerships and ensuring continuous quality health care for all citizens.

Breakout Session Agenda

1) Health Care Delivery

- BRAC mandated no decrease in health care delivery or quality, how will the military be able to keep the same volume and quality of health care delivery during BRAC?
- What is the timeline for the creation of the San Antonio Military Medical Center and other BRAC health care related moves?
- How will Level 1 trauma care be affected by BRAC? What is Level 1 trauma care? What is the Level 1 trauma care area of service? Will the Level 1 trauma capacity at SAMMC and University Hospital be adequate for the region served?
- Wilford Hall Medical Center—What will be the level of care at Wilford Hall after BRAC? What is an ambulatory care clinic? Will the clinic be able to meet the community's needs?

2) Medical Partnerships

- Education—What is the local capacity to handle more military and civilian students? How can local academies and hospitals leverage local resources to take advantage of the increase?
- Research—Is there an economic or business opportunity with the increase of expanded military medical mission? How can we leverage local resources to expand our medical research capacity?
- Wilford Hall Medical Center—The ambulatory care clinic will only use the first four floors of the facility. Is there a health care need in the area that could be used for the remaining floors? What type of health care delivery could be put in place?