



**Military Transformation Task Force
Meeting Minutes
Office of Military and Veterans Affairs**

A Regular Meeting of the Military Transformation Task Force was held in the Media Briefing Room of City Hall located at 100 Military Plaza, San Antonio, Texas 78205 on Tuesday, December 12th at 3:00 PM.

TRI-CHAIR MEMBERS PRESENT:

Commissioner Kevin Wolff <i>Bexar County</i>	Councilmember Clayton Perry <i>San Antonio City Council</i>	Carroll Schubert <i>SA Chamber of Commerce</i>
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ORGANIZATIONAL REPRESENTATION PRESENT:

Brig. Gen. Heather Pringle <i>JBSA, 502nd Air Base Wing</i>	Robert Naething <i>U.S. Army North</i>	Diane Rath <i>AACOG</i>	Rick Crider <i>Port San Antonio</i>
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CITY STAFF PRESENT:

Maj. Gen. Juan G. Ayala <i>Military & Veterans Affairs</i>	Lt. Col. Karen Rolirad <i>Military & Veterans Affairs</i>	Jeff Coyle <i>Government & Public Affairs</i>	Cecily Hope Pretty <i>Office of the City Clerk</i>
Manuel Mendoza <i>Military & Veterans Affairs</i>	Selena Espinoza <i>Government & Public Affairs</i>		

OTHERS PRESENT:

Lori Stinson <i>Chamber of Commerce</i>	Mark Frye <i>Umyuaq Technology</i>	Steve Lamb <i>AACOG</i>	Brian Martinez <i>AACOG</i>
Queta Rodriguez <i>Bexar County</i>	Steve Bonner <i>SONRI, Inc.</i>	Chris Cook <i>Cyber Texas Foundation</i>	Celina Barron <i>AACOG</i>
Meg Reyes <i>JBSA</i>	Valerie Ramirez <i>502 ABW</i>	Kristopher Berg <i>502 ABW</i>	Chris Merlo <i>502 ISG</i>
Dr. David Young <i>JBSA</i>	Tim Straight <i>BAMC</i>	Luis Tirado-Stoll <i>502 SRG</i>	Thomas Miner <i>502 SRG</i>
Brig. Gen. Jeffery Johnson <i>BAMC</i>	Col. Traci Crawford <i>BAMC</i>	Dr. Byron Hepburn <i>UT Health Science Center</i>	Dr. Ronald Stewart <i>UT Health Science Center</i>
Josh Gurr <i>BAMC</i>	Leni Kirkman <i>University Health System</i>	Dr. Bryan Alsip <i>University Health System</i>	Sharon Burg <i>O'Malley Burg Consulting</i>

CALL TO ORDER

Commissioner Wolff called the meeting to order.

1. Citizens to be Heard

No citizens were present to speak.

2. Review and Approval of Minutes from September 26, 2017

Tri-Chair Schubert moved to approve the Minutes of the September 26, 2017 Military Transformation Task Force Meeting. Councilmember Perry seconded the motion. The motion carried unanimously.

3. Information Items

a. Brooke Army Medical Center Update (BAMC)

General Ayala introduced Brigadier General Jeffrey Johnson as the Commander of Brooke Army Medical Center and stated the importance of BAMC's Level 1 Trauma Center mission and continued readiness. He noted that civilian organizations were discussing coming to San Antonio that would have a negative impact on BAMC's capability and value to the Department of Defense. He stated that a Resolution of Support for BAMC would be presented to the full City Council for consideration on December 14, 2017.

General Johnson stated that in early 2017 he became aware that HCA Healthcare was planning to expand its trauma capabilities within San Antonio with the operation of two Level 2 Trauma Centers. He noted that the Department of Defense wanted to guarantee sustained competency among health professionals in inter-war periods and therefore relied on trauma-based missions to train medical personnel for combat trauma care. He provided an overview of the creation of Area P in the 1970's around San Antonio and Bexar County to serve trauma needs in South Central Texas. He stated that initially trauma calls were diverted in thirds between BAMC, Wilford Hall, and University Health System until the 2005 BRAC. Thereafter, trauma cases were evenly split between BAMC and University Health System. He stated that the split created a unique environment in San Antonio that was recognized at the Congressional level and utilized as a model nationwide. He noted that BAMC had an exceptional combination of complexity and volume compared to other military treatment facilities and that 40% of the surgical trauma cases at BAMC were civilians. He stated that BAMC benefitted from the special relationship between its military mission and civilian volume in terms of service, training, quality, and teamwork.

General Johnson stated that in terms of service, all residents in Area P had the opportunity to benefit from world class healthcare regardless of paying status and without gaps in coverage. He noted that BAMC had the ability to add additional capacity and offered both in-patient and out-patient care. He stated that BAMC's Title X funding allowed for extended out-patient care and that BAMC was the only Department of Defense Burn Center with more than 750 admissions for burn care annually. He noted that training capabilities at BAMC were supported by the volume of military and civilian trauma patients and included 38 Graduate Medical Education programs, 22 Graduate Allied Health programs, and support for 900 medical student rotations and 1,200 medical technician rotations annually. He stated that many areas of expertise relied on civilian volume to provide the level of training necessary to sit for exams or obtain certifications. He noted that readiness was particularly dependent on volume of trauma patients and retirees during inter-war periods and that BAMC actively sought the sickest patients to enhance medical personnel competency. He stated that quality of care was directly correlated to volume of care and that a 1% decrease in trauma center volume was shown to lead to a two-fold increase in mortality rates. He noted that the training methods at BAMC allowed for better teamwork at the facility as well as during deployment because of consistencies in protocol and equipment. He mentioned that threats to trauma volume posed a significant threat to the mission at BAMC and to the Department of Defense overall. He stated that the addition of trauma centers in San Antonio would decrease quality of care and military readiness and threaten the future of BAMC's medical mission.

Commissioner Wolff noted his agreement with the importance of maintaining the mission at BAMC and stated that the City's Resolution of Support would also go before the Bexar County Commissioners Court at a later date. He asked of the designation of Trauma Center Levels. General Johnson replied that the American College of Surgeons Committee on Trauma designated the levels and provided an overview of the requirements.

Dr. Ronald Stewart stated that Trauma Center Levels had originally been designated in terms of public safety rather than profit but the current healthcare system made Level 2 Trauma Centers more profitable for providers. He noted that no other Military-Civilian Partnership such as Area P existed globally and that BAMC had a significant positive impact on the economy and healthcare industry in the region.

Councilmember Perry asked if there had ever been issues with capacity between the two systems in Area P. General Johnson stated that there had been no concerns and BAMC already accounted for project growth in the area.

Ms. Lori Stinson stated that the Chamber of Commerce was in support of the military as well as entrepreneurs and would schedule targeted meetings regarding BAMC's mission while conducting business in Washington, D.C. General Johnson noted that BAMC was open to collaboration in terms of educational opportunities but wanted to maintain its hold on the level of trauma volume.

Tri-Chair Schubert moved to approve the Resolution of Support. Councilmember Perry seconded the motion. The motion carried unanimously.

b. Base Realignment and Closure (BRAC) Update

General Ayala stated that he created a revised vision for the future of the MTTF based on input received since the last meeting. He noted the following as the most important components to insulate against future BRACs:

1. Did it increase the lethality of the soldier?
2. Does it enhance operational readiness?
3. Does it add military value?

He provided an overview of Joint Base San Antonio's unique missions and community impact and presented the following revised Mission Statement:

"The Military Transformation Task Force (MTTF) is a City of San Antonio, Bexar County, and The San Antonio Chamber of Commerce initiative that will make recommendations to key City officials and community stakeholders to preserve and increase military missions, protect military installations, and improve the City's military-friendly environment for the military/veteran community through community-military partnerships, transparent engagement, and by advocating for the military at a local, state, and national level."

He stated that the primary end state goal was to be capable of maintaining all current missions and absorbing new ones. He stated that the following Committees had been decided on and approved by the Tri-Chairs:

- Force Requirements: strength, weakness, opportunity and threats analysis
- Strategic Communications and Advocacy: telling the "Story"
- Intergovernmental and Interagency Relations: growing partnerships
- BRAC Coordinating Council: governance and leadership

He stated that the Force Requirements Committee was recommended to be led by a lobbyist or consultant and if approved, a Request for Proposals (RFP) would be issued for a value around \$200,000. He provided an organizational chart and noted that the most significant change was to put the BRAC Coordinating Council under the Tri-Chairs and other Committees under that Council. He stated that the next steps were to present the plan to key stakeholders, issue the RFP if approved, establish timelines for transition, execute the transition, and monitor BRAC actions through the new MTTF structure.

Commissioner Wolff suggested splitting the duties of the Force Requirements Committee Lead between the Tri-Chairs rather than hiring an outside consultant. He expressed his satisfaction with the plan and his desire to continue forward with the proposed restructure.

No action was required for Item 3b.

c. JBSA Opportunity to Address the MTTF

Brigadier General Heather Pringle stated that she and other representatives from Joint Base San Antonio would be attending the Texas Military Summit on December 14th to discuss current issues of military preparedness.

No action was required for Item 3c.

d. Committee Inputs

General Ayala stated that Committees would be assigned and present at the next MTTF meeting.

No action was required for Item 3d.

e. Tri-Chairs' Final Comments

Tri-Chair Schubert thanked everyone for their input and expressed his hope that outside parties would recognize the necessity of preserving San Antonio's Military Missions. He asked for continued input and data to demonstrate the strength of BAMC to outside parties.

No action was required for Item 3e.

4. Adjourn

There being no further discussion, Commissioner Wolff adjourned the meeting at 4:26 pm.

*Respectfully Submitted,
Cecily Hope Pretty, Office of the City Clerk*