



GOVERNOR GREG ABBOTT
TEXAS MILITARY PREPAREDNESS COMMISSION

October 5, 2018

Dear Governor Abbott,

The Texas Military Value Task Force under the Texas Military Preparedness Commission thanks you for your support, as the latest report has been completed and provided to you. Each of the seven members has traveled across the state to discuss what makes Texas the best place to house and grow current and future military missions and enhance our communities.

After visiting with installation commanders and staff, military support groups, and military communities, Texas can confidently say we have one of the greatest gifts and opportunities in the nation to support the military. Texas provides an excellent home to hundreds of current (and future) military missions across the state. Military communities are supportive and present for anything military members and their families need. Texas is in an excellent position to grow or gain new military missions and personnel and leverage existing investments. However, we still have more to do.

Each installation has strengths and opportunities that have been identified and some even have recommendations for you and the Legislature. One of the most effective ways of helping the military and our military communities is utilizing funding through the DEAAG program. The return on investment is extremely high, ranging between 100% and 150% based on the amount of funding the state provides to grantees. Past projects include upgrading security standards at gates and airfields; providing training opportunities for employees; and reinforcing critical infrastructure. Texas has served as a Department of Defense role model for many of these projects. We appreciate all that you do in requesting DEAAG funding and hope the Legislature concurs and sustains these funds.

Other recommendations include:

- Supporting legislation that protects military installations and their training routes (air and land) from encroachment.
- Supporting opportunities for education, employment, and professional licensing for military members and their families.
- Ensuring that the quality of schools and quality of life are the best in the state.

- Prioritizing energy resiliency to ensure protection of our military installations and national security.
- Growing cyber security capabilities across academia, private industry, and the military.
- Ensuring and supporting high quality healthcare facilities, primary care practitioners, and specialists.
- Seeking partnerships with local communities and state agencies to reduce barriers and costs to military installations through intergovernmental agreements or other public partnership opportunities.

Thank you for allowing us the opportunity to serve the Great State of Texas and our military families and communities.

Very Respectfully Submitted,



Annette Sobel, M.D., M.S., Maj. Gen. (Ret., USANG)
Chair, Texas Military Values Task Force



Maj. Gen. Kevin Pottinger (USAF, Retired)
Chair, Texas Military Preparedness Commission



TEXAS MILITARY VALUE TASK FORCE 2018 STRATEGIC REPORT

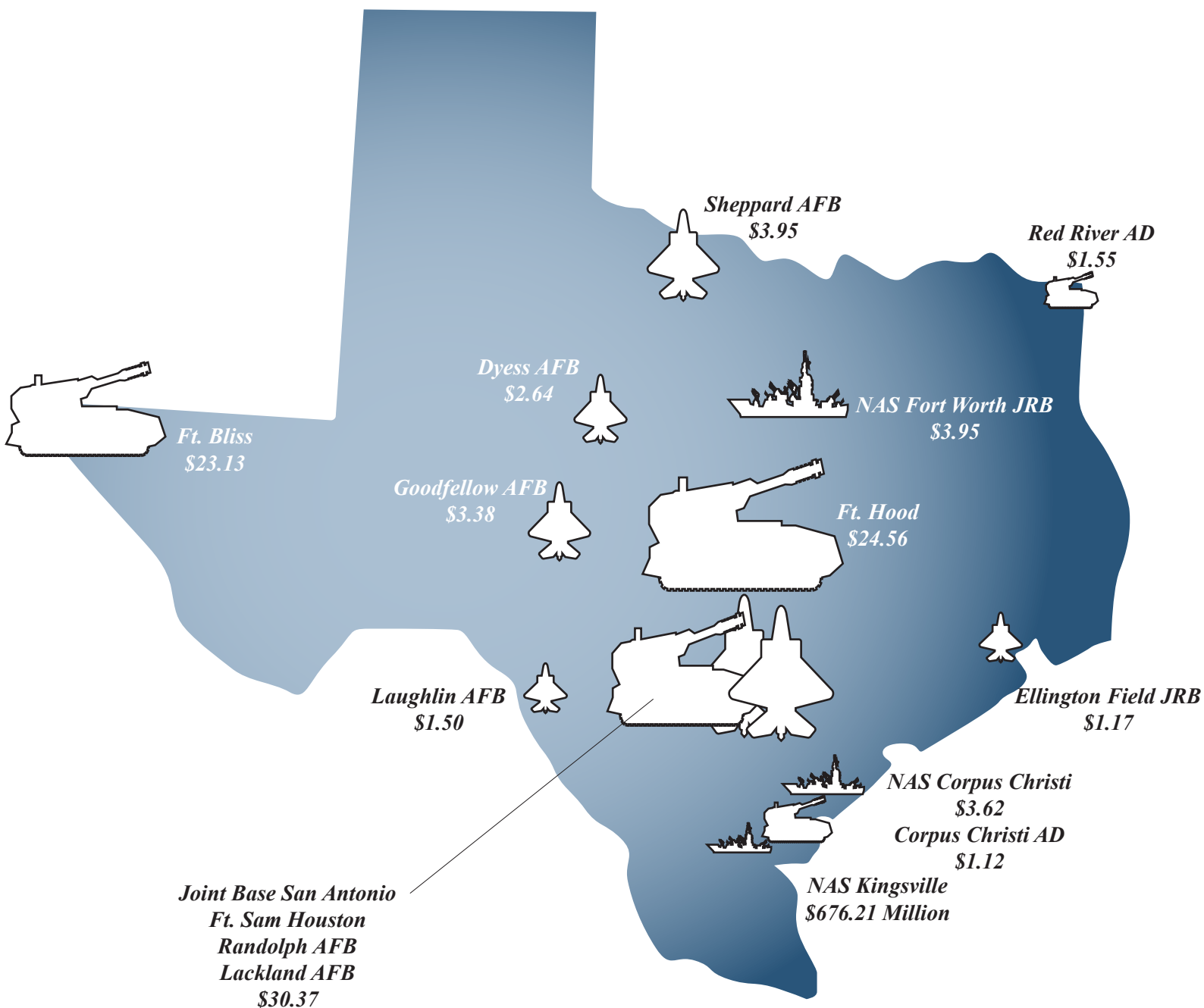


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Texas (2018)

Economic Impact (in Billions*)



*Unless otherwise noted



Executive Summary

The Texas Military Value Task Force (TMVTF) was created in the Texas Government Code, section 436.105 (see Appendix) to seek advice to prepare for possible actions by the U.S. Department of Defense (DoD) by identifying strategies, policies, plans, projects and other ways to improve or add military value installations. Other ways include bringing in new missions, like Army Futures Command, which was recently welcomed to Austin. This is being accomplished by meeting with military installations commanders and staff along with local community leaders. Recommendations will be provided to the Governor, Texas Military Preparedness Commission, state legislature, and congressional delegation to strengthen military installations in Texas.

Per statute, the TMVTF consists of a chair and six members for a total of seven. The Task Force is broken into three subcommittees: Army, Air Force, and Navy with a joint service chair.

Dr. Annette Sobel – Chair (Previously Army and Air National Guard)

Major General (ret.) Dr. Annette Sobel serves as an associate professor in the medical school at TTU HSC, professor of Electrical Engineering and the Executive for Critical Infrastructure Protection at TTU. She has worked at both Sandia and Los Alamos National Laboratories. Dr. Sobel retired as a Maj. General after 20+ years of military service and as the first Director of Intelligence for the National Guard Bureau.

Her long resumé includes being an Army Astronaut Candidate and Senior Flight Surgeon for the 57th MEDEVAC Detachment. She served in combat in Operation Just Cause, and later became New Mexico's Homeland Security Director. She's served on the national Board of the Girl Scouts and on the South Plains Council of BSA. She is President of the West Texas Komen Foundation, Lubbock. Among scores of honors, she received the NM Anti-Defamation League's Distinguished Public Service award. Her research currently focuses on integration of human factors principles into a wide range of systems engineering platforms. She is married to Robert Duncan, a distinguished scientist himself and former Vice President for Research at TTU.

Ken Cox – Army Subcommittee

MG (R) Ken Cox was born into an Army family in Heidelberg, Germany in 1957. Ken graduated from the United States Military Academy in 1979 and commissioned as an Engineer. He served at all levels of command during his 36 year career, culminating as the Deputy Commanding General for III Corps. MG (Ret) Cox deployed 3 times to Iraq, while also spending almost two years traveling in and out of Afghanistan and the Middle East. After retiring, he served as the Executive Director for the Heart of Texas Defense Alliance (HOTDA) before becoming the Chief Operating Officer for Workforce Solutions of Central Texas. MG (Ret) Cox's education includes a Bachelor of Science Degree from the United States Military Academy, a Master's Degree in Operations Research from the Georgia Institute of Technology, and a Master's of Science Degree in Strategic Studies from the Army War College.

Dr. Henry Ostermann – Army Subcommittee

Dr. Henry Ostermann is a graduate of Texas A&M University. He is the President and CEO of HJO Enterprises, LLC. He was appointed by the Chief of the Army Reserve as an Ambassador for the State of Texas. He served in the US Army Reserve and retired as a Brigadier General. He retired from the Michael E. DeBakey VA Medical Center as the Clinical Support

Service Line Executive. Dr. Ostermann was an Associate Professor of Physical Medicine and Rehabilitation at Baylor College of Medicine. He resides in Anderson, Texas.

Robert Wood – Navy Subcommittee

Having lived in 15 states and visited 30 countries and after 37 years in uniform, CAPT Bob Wood, USN (Ret), has taught government, history, and economics full and part time in various private schools in Fort Worth for the past 9 years. Since retirement from the Navy in 2009, CAPT Wood has been engaged in a wide range of community activities, including being heavily involved in charity work supporting our military members and their families with the Fort Worth Airpower Council, USS Fort Worth Support Committee, and the Snowball Express. Already a 2004 graduate of the Industrial College of the Armed Forces of the National Defense University with a Master's Degree in National Resource Strategy, CAPT Wood completed a Master's Degree in Liberal Arts at Texas Christian University in 2012, and continues to be engaged with TCU working with Game Operations during the football season. A native of Valdosta, Georgia, when asked why he settled in Fort Worth, CAPT Wood always comments on the military friendly atmosphere in Fort Worth and in Texas in general, and that as a result, he and his wife, Mary Frances a native of Washington, DC, couldn't think of any really good reason to retire anywhere else.

Dave Edgecomb – Navy Subcommittee

Dave Edgecomb is a retired Navy Captain who graduated from the United States Naval Academy and served 34 years as a Naval Aviator before retiring in Corpus Christi Texas. His military experience includes Chief of Staff to the Chief of Naval Air Training, Command of Naval Air Station Corpus Christi, and Command of Helicopter Antisubmarine Squadron Light Four Five located in San Diego CA. He currently works as a project manager for Pin Oak Terminals Corpus Christi in the Port of Corpus Christi Dave is also a member of the South Texas Military Facilities Task Force.

Michael Bob Starr – Air Force Subcommittee

Michael Bob Starr is a retired Air Force colonel and the executive director of Global Samaritan Resources, a non-profit humanitarian aid logistics organization in Abilene, Texas. Colonel (ret) Starr's military career spanned 23 years and culminated in command of the 7th Bomb Wing and Dyess Air Force Base. He deployed for over 1,100 days after 9/11 and participated in the opening airstrike for Operation Enduring Freedom, accumulating over 600 combat hours in 5 aircraft, primarily in the B-1. He is a graduate of the U.S. Air Force Academy, the Harvard Kennedy School of Government, Air Command and Staff College, and the School of Advanced Air and Space Studies. His staff assignments included tours with 9th Air Force, Central Command Air Forces, Multi-National Force -- Iraq, the Air Staff, Office of the Secretary of Defense, and the congressionally mandated Commission on Roles and Missions of the Armed Forces.

James Whitmore – Air Force Subcommittee

Maj. Gen. James A. Whitmore entered the Air Force as a distinguished graduate of the Memphis State University ROTC in 1976. In his 35 years of active duty, he served in a variety of flying and staff positions, and commanded the 526th Fighter Squadron, 20th Operations Group, 455th Air Expeditionary Wing and 82nd Training Wing. He also served in the Pentagon as the

Executive Secretary for the Secretary of Defense. General Whitmore is a command pilot with more than 3,000 flying hours in the F-4 and F-16, including 190+ combat hours. After retiring from the Air Force, he has focused on consulting and board membership for a number of non-profit organizations including the USO, Air Force Association, United Way, and Blue Skies of Texas. He has been married to his college sweetheart Julia for 42 years. They have three adult children and enjoy life in the Hill Country about an hour north of San Antonio.

Timeline of Task Force Visits

The Task Force was reconstituted in December 2017. They began their visits to Texas military installations in January 2018 and finished their visits in August 2018. The members met with military commanders, command staff, and community leaders to discuss the installations and growth opportunities. The members met with the noted representatives below, which is not an exhaustive list of all meetings but an overview.

January 2018

Joint Base San Antonio (Fort Sam Houston, Lackland Air Force Base, Randolph Air Force Base).

- Brigadier General Heather Pringle, Commander of JBSA
- Mr. Robert Naething (SES), U.S. Army North

March 2018

Red River Army Depot

- Colonel Jason Carrico, Commander of RRAD

April 2018

Naval Air Station Corpus Christi

- Captain Phillip Brock, Commander of NASCC

Corpus Christi Army Depot

- Colonel Allan Lanceta, Commander of CCAD

Naval Air Station Kingsville

- Captain Erik Spitzer, Commander of NASK

Fort Bliss

- Brigadier General Mark Landes, Deputy Commanding General, 1st Armored Division
- Colonel Steve Murphy, U.S. Army Garrison Commander

May 2018

Goodfellow Air Force Base

- Colonel Ricky Mills, Commander of Goodfellow AFB

Dyess Air Force Base

- Colonel Brandon Parker, Commander of Dyess AFB

Fort Hood

- Major General J.T. Thomson, Deputy Commanding General, III Corps
- Colonel Henry Perry, U.S. Army Garrison Commander

Sheppard Air Force Base

- Brigadier General Ronald Jolly, Sr., Commander of Sheppard AFB
- Colonel Andrea Themely, Commander, 80th Flying Training

June 2018

Naval Air Station Fort Worth Joint Reserve Base

- Captain Jonathan Townsend, Commander of NAS Fort Worth JRB

Ellington Field

- Colonel Stan Jones, Commander, 147th Attack Wing

July 2018

Laughlin Air Force Base

- Colonel Charles Velino, Commander of Laughlin AFB

August 2018

Texas Military Department

- Brigadier General Tracy Norris, Deputy Adjutant General, TXARNG Commander
- Brigadier General Dawn Ferrell, Deputy Adjutant General, TXANG
- Brigadier General Greg Chaney, Director, Joint Staff

Brooke Army Medical Center

- Brigadier General George Appenzeller, Commander of BAMC

Why Texas?

Texas is home to 15 military installations that provide \$101 billion impact to the state economy. Texas has immense training space on the ground and in the skies with mission friendly weather. Texas is home to supportive infrastructure and logistics making it effective and easy to deploy assets and personnel overseas. The Governor's Texas Military Preparedness Commission has awarded over \$50 million to support military installations in Texas in the past four years. The

state economy is strong, including a robust defense industry, and veteran friendly communities which provide an excellent quality of life for service members and their families. There are no personal or corporate income taxes and Texas is a top recipient of DoD contracts and is home to the leading defense contractors.

United States Army

Corpus Christi Army Depot

Corpus Christi Army Depot (CCAD) is the largest rotary wing repair facility in the world. They perform depot level maintenance for all services but prioritize the army's needs, especially with UH-60 modernization. The depot is not funded like other DoD facilities and must operate as a business to generate revenue.

Although government-operated, the depot competes for programs from the private and government sectors. CCAD is a critical asset to the Army's Organic Industrial Base (OIB). The depot has a unique set of capabilities in helicopter, and component support essential for all branches of the DOD, Department of Homeland Security along with Customs and Border Patrol, and foreign nations. CCAD contributed \$1.12 billion to the Texas economy in 2017 with a gross domestic product of \$700.15 million and a disposable personal income of \$538.76 million. CCAD is home to 6 active duty members, 3,245 civilians and contractors, and 18 National Guard and Reserve members.¹

Strengths:

- Largest rotary wing repair facility in the world and uniquely skilled workforce.
- The Port of Corpus Christi is frequently used for Army deployments.

Opportunities:

- CCAD can readily absorb Unmanned Aerial System (UAS) maintenance with little recapitalization.
- CCAD has the ability to modernize and upgrade aging aircraft at greater cost savings than procuring new aircraft.

Recommendations:

- Continue to support the depot activities and bringing in additional emerging work like UAS.

¹ Numbers fluctuate on a day to day basis.

Fort Bliss

Fort Bliss is the second largest Installation Management Command (IMCOM) installation at 1.12 million acres, and when combined with the adjacent White Sands Missile Range it totals 3.3 million acres. Major commands include the 1st Armored Division, Joint Task Force – North, Joint Modernization Command, William Beaumont Army Medical Center (WBAMC), and the 32nd Army Air Missile Defense Command, and the U.S. Army Sergeants Major Academy. Fort Bliss contributed \$23.13 billion to the Texas economy in 2017 with a gross domestic product of \$14.15 billion and a disposable personal income of \$8.68 billion. Fort Bliss is home to 33,720 soldiers, 37,222 family members, around 4,500 deployed soldiers, and 11,532 civilians and contractors.²

Strengths:

- Fort Bliss is one of the newest complete Power Project Platform installations in the Army. It can project units by air, rail, and highway to ports on the East and West coasts.
- Any Army weapon system (from “Pistol to Missile”) can be launched or deployed here.
- Home to the world’s largest inland desalination plant, the Kay Bailey Hutchinson Desalination Plant can process 27.5 million gallons of water a day.
- With the longest runway in the Army (and 4th largest in DoD), Fort Bliss mobilized 40,000 troops in 2016 which was ½ of the Army’s total deployment.
- Fort Bliss is one of the few installations in the DoD that owns the airspace to the ground (subterranean to stratosphere).
- Fort Bliss has the largest restricted airspace in the United States.
- Only active component Continental United States (CONUS) Replacement Center (CTC) in the Army
- One of two active joint Mobilization Force Generation Installation (MFGI) in the DoD and has the largest capacity of the two.
- Fort Bliss has trained units/soldiers/civilians from all 50 U.S. states and 4 U.S. territories including National Guard.

Opportunities:

- Test and evaluation of new Army communication equipment. All new communications equipment goes through Fort Bliss for testing before being procured by the Army. (Cyber systems connectivity and meeting standards)

² Numbers fluctuate on a day to day basis.

- Capacity and space to absorb an additional Armored Brigade Combat team (ABCT).
- The Mission Training Complex and Training Support Center provide exceptional mission support and can take on additional training.
- New William Beaumont Army Medical Center (WBAMC) due to be completed in summer of 2020. Access to excellent universities (University of Texas – El Paso and Texas Tech University Health Sciences) in El Paso that could directly support WBAMC. El Paso is medically understaffed so that would be an excellent opportunity to grow. Medical Command (MEDCOM) considers true readiness to be able to have medical staff to support all military families.
- Training for interagency missions (including effective interrogation, military decision making) conducted for interagency partners with great success.
- Can accommodate additional National Guard unit training.

Recommendations:

- There are several transportation projects that would add value to the installations and add mission opportunities.
- Expanding transportation infrastructure in the rail shipping terminal would make it more efficient and speed deployments.

Fort Hood

Fort Hood is the largest active duty armored post with the largest concentration of armored forces. Fort Hood is 342 square miles and its major commands include III Corps, 1st Cavalry Division, 13th Sustainment Command Expeditionary, 3d Cavalry Regiment, 1st Medical Brigade, 36th Engineer Brigade, and 89th Military Police Brigade among many others. Fort Hood contributed \$24.56 billion to the Texas economy in 2017 with a gross domestic product of \$15.07 billion and a disposable personal income of \$9.36 billion. Fort Hood is home to 35,963 soldiers, 46,797 family members, and 12,801 civilians and contractors.³

Strengths:

- Home to 4 ABCT which is the most in the Army.
- Fort Hood is a Power Projection Platform installation with modern, high capacity infrastructure to support rapid deployment by air, land, and sea.
- One of two of the Army's Primary Mobilization Force Generation Installations (PMFGI) & Enduring Mobilization Training Centers.
- Original water rights to Belton Lake for 12,000 acre-feet, of which historically they only use half.

³ Numbers fluctuate on a day to day basis.

- There is reliable and redundant utility infrastructure.
- Fort Hood recently received a new Security Force Assistance Brigade - SFAB (Brigade level HQs with 600+ Soldiers assigned).
- Supports Army Reserve and National Guard annual training (in excess of 20K annually).
- New \$22M Training Support Center and \$63M Mission Training Complex that provides state of the art virtual and constructive (simulated) training.
- Unique underground training facility for unconventional missions.
- The Western Aviation Training Area is cleared by the FAA for day, night, and blackout operations and allows for rotary wing operations out to 150 miles.
- Home to Texas Army National Guard Maneuver Area Training Equipment Site (MATES).
- Capacity available to simultaneously mobilize/demobilize 3,500 to 10,000 soldiers.

Opportunities:

- Has the infrastructure to support a Corps headquarters, 2 Division headquarters, 5 (total) BCTs, and 2 Combat Aviation Brigades (CAB) and a total of 50,000 Soldiers assigned.
- Possesses the runway, hangar and airspace to support additional helicopter and unmanned aerial system missions.
- Healthcare collaboration (Military and Central Texas College) – 68W⁴ skill set to LVN program (as well as other 68 series Military Occupation Specialty) compresses to train LVNs coming out of the military.
- Opportunities to increase allied forces and international partnerships. Currently train with Dutch aviation units.

Recommendations:

- Continue to monitor wind farm developments that could negatively impact flight operations with fixed wing or rotorcraft and other encroachment issues.
- Leverage existing Veteran to BSN regional opportunities to expand health care capacity.

Red River Army Depot

Red River Army Depot (RRAD) is the Army's Center of Industrial and Technical Excellence for Tactical Wheeled Vehicles (except for the Stryker). These include Bradley Fighting Vehicle (Bradley), Multiple Launch Rocket System (MLRS), Family of Medium Tactical Vehicles (FMTVs), MRAP variants, High Mobility Multi-Wheeled Vehicles (HMMWV), and Rough Terrain Container Handlers (RTCH). The depot repairs, maintains, and overhauls other items such as engines, transmissions, axles, trailers, engineering equipment, and fire suppression systems. RRAD contributed \$1.55 billion to the Texas economy in 2017 with a gross domestic product of \$971.62 million and a disposable personal income of \$743.43 million. RRAD does

⁴ 68W – 68 Whiskey – The Military Occupational Specialty for the United States Army's Combat Medic specialist

this by utilizing robust fabrication capabilities to provide critical and hard to find replacement parts. Red River Army Depot is home to 8 soldiers, and 4,806 civilians and contractors.⁵

Strengths:

- Rubber Products Facility is the only one in DoD. It has the capacity to repair and remanufacture a wide variety of tracks for several vehicles.
- The cost to replicate programs at RRAD is substantial and many programs save costs that cannot be recovered elsewhere. If machinery has to be moved, it has to be recertified which is not guaranteed quickly or ever plus the potential environmental studies that would be required.
- RRAD does multi-service vehicular work that could expand to civilian vehicles supporting military operations, in addition to Customs and Border Patrol.
- RRAD's largest tenant is the Defense Logistics Agency (DLA). DLA has added \$70 million to RRAD in infrastructure projects with more planned in the near- to mid-term.
- Utilities are reliable, resilient, and dedicated to the site. There will be a new water treatment facility built and the city has guaranteed 25,000 acre feet flow of water.
- 35 miles of internal rail capacity, multiple docks, direct access to two major rail carriers.
- Access to two major interstate highways (I-30 & I-49) with the approved I-69, and easy access to major ports at Beaumont and Corpus Christi.

Opportunities:

- In summary, due to seamless support opportunities for intermodal transportation of military assets, logistics, and resupply, RRAD has the capacity to accept a wide variety of new regional missions.
- RRAD has the potential to complete rapid prototyping that would support mission expansion.
- New AMPVs have 60% in common with the Bradley and would be ideal to assign maintenance to RRAD because the relevant shops, pieces, and abilities are already in place.
- Workforce can attend training during work hours. Texarkana College offers a variety of training programs for RRAD needs.

Recommendations:

- Continue to support the depot and its work loads.

⁵ Numbers fluctuate on a day to day basis.

- Consider adding rapid prototyping and 3-D printing facility in collaboration with Texarkana College.

United States Navy

Naval Air Station Corpus Christi

Naval Air Station Corpus Christi (NASCC) functions to maintain and operate facilities as well as provide service and material to support operations of aviation facilities and units of the Naval Air Training Command, Corpus Christi Army Depot, and other tenant activities and units.

Tenants include Chief of Naval Air Training (CNATRA), Training Air Wing Four, Marine Aviation Training Support Group (MATSG-22), Customs Border Protection (CBP), Naval Operational Support Center (NOSC), and Naval Health Clinic. NASCC uses 4 local fields (Corpus Christi International Airport, Cabaniss Field, Waldron Field, and Truax Field with Goliad Naval Outlying Field (NOLF) 65 miles to the north. The fields combined support additional capacity. Aircraft flown include the T-6 and T-44. NASCC contributed \$3.62 billion to the Texas economy in 2017 with a gross domestic product of \$2.24 billion and a disposable personal income of \$1.47 billion. NASCC is home to 1,947 active duty members, 6,138 civilians and contractors, 688 National Guard and Reserve members, and has an average daily load of 1,000 students.⁶

Strengths:

- Navy's single site for all initial dual engine training.
- Hosts 39 tenant commands with a large presence in Corpus Christi.
- Completed environmental assessment with finding of no significant impact for 4 airfields including two civilian owned and operated fields providing excess capacity for T-6 training requirements.
- Completing environmental assessment for on base geothermal energy plant
- Over 22,845 square miles of dedicated training airspace
- Texas State legislature passed SB 277⁷ limiting tax incentives for wind farm construction within 25 miles of military airfields (fixed wing).
- Access to abundant airspace and training areas.
- Good weather for flight training.

Opportunities:

- Space is available for new or expanded missions. Ideally, tenants could build their own facilities.

⁶ Numbers fluctuate on a day to day basis.

⁷ SB 277 - Relating to the eligibility of certain property for certain ad valorem tax incentives relating to wind-powered energy devices.

- Funding for a new operations and administration building has been allocated to support T-6 and T-44 missions.
- Customs and Border Patrol fly P-3s and UAS enabling future mission support.
- Geothermal energy utilization is an option for combined renewable energy development.

Recommendations:

- Continue to discourage incompatible development such as wind farms in close proximity to military operations.
- Seek additional relationships with UAS training and operations facilities across the services.
- Continue to pursue partnerships with the City of Corpus Christi to provide utility service and maintenance.

Naval Air Station Fort Worth Joint Reserve Base

Naval Air Station Fort Worth Joint Reserve Base (NAS FW JRB) is home to a multitude of commands, many of which support important reserve functions for their respective branches. The total combined population of the installation (including active, reserve, guard, DoD and Non-DoD civilians and contractors) totals 11,371. A large tenant at NAS Fort Worth JRB is Lockheed Martin, who is currently producing the F-35 Lightning II. NAS Fort Worth JRB contributed \$3.95 billion to the Texas economy in 2017 and provided employment for 10,033 personnel with a gross domestic product of \$2.38 billion and a disposable personal income of \$1.63 billion. The following information is a summary of the command tenants at NAS FW JRB:

Commander, NAS Fort Worth JRB is an Echelon IV O-6 command as the executive agent and “landlord” for all tenants aboard the Base. Provides direct support for all Base facilities and airfield operations. The commander is the Navy’s representative to the local communities.

Commander, Navy Information Force Reserve (CNIFR) is an Echelon IV Flag command responsible for manning, training, and equipping approximately 7,800 active and reserve Information Force personnel. CNIFR personnel operate in 22 JRIC’s nationally, including 2 JRIC’s and 9 NOSC’s in Texas.

Joint Reserve Intelligence Center (JRIC) Fort Worth is one of 28 JRIC’s nationally (9 JRICs hosted by the Navy under CNIFR cognizance) with over 500 active and reserve personnel assigned.

Opportunity:

- Fully capable intelligence facility with capacity for additional compatible mission growth, especially full-time utilization (FTU) active component command support.

Commander, Tactical Support Wing (CTSW) is an Echelon IV O-6 command whose primary mission is the operational and training support for active duty Navy aviation commands. A mix of F-5, F/A-18, and EF/A-18 aircraft used primarily in adversary role in training active duty air wings, and the EF/A-18 squadron is regularly called upon to deploy in support of the Joint Staff Global Force Management plan.

Opportunity:

- Initiatives have been considered and put forward to move a squadron to NAS Fort Worth JRB, and/or expand Navy Reserve tactical aviation. Thus far budgetary limits have not been overcome. CTSW would be interested in adding a squadron to NAS Fort Worth due to its central US location, and available hangar space and infrastructure. A potential major limitation is access to available local airspace for training.

Commander, Fleet Logistics Support Wing is an Echelon IV O-6 command that provides 100% of the Navy's airlift capacity coordinated through the Navy Air Logistics Office (NALO) with a mix of C-130 and C-40 aircraft.

Strength:

- VR-59 based at NAS Fort Worth JRB provides airlift support to US Navy requirements.

Commander, Reserve Component Command Fort Worth (RCCFW) is an Echelon IV O-6 command responsible for the manning, training, and equipping a qualified reserve force ready to support steady state operations, contingencies, and war in support of Navy and Joint active component commands. Twenty subordinate Navy Operational Support Centers (NOSC) operate in seven states, with nine of them in Texas. NOSC Fort Worth is the largest of the NOSC's and supports 53 active duty/full time civilian personnel and 1,571 reservists assigned to 53 reserve units.

Opportunity:

- Adding the Harlingen NOSC to NAS Kingsville might create a positive and complementary mission group. Available space at the Army Reserve Center would need to be confirmed first.

Branch Medical Clinic Fort Worth is an O-4 Officer-in-Charge clinic built and staffed to provide primary medical and dental care to active duty personnel assigned to the base and local area commands. All specialty care and dependent care is provided by medical personnel off base. The clinic supports 2,700 active duty personnel, but provides no medical or dental care to dependents, retirees, or reserve personnel, with the exception of pharmacy services to dependents and retirees. The current pharmacy is at maximum capacity with approximately 120,000 prescriptions processed each year.

Opportunity:

- Support of DEAAG funding to match Federal funding for expansion of pharmacy capacity would provide extremely valuable resources to the military and dependents served.

Fleet Readiness Center West Det Fort Worth is an O-5 Officer-In-Charge (OIC) joint aviation maintenance and logistics organization comprised of 359 Sailors, Marines, and civilians in support of the Naval Aviation Enterprise. FRC West Det Fort Worth repair and sometimes manufacture aircraft components for a range of Naval Aviation customers (15 directly supported and indirectly supported commands) saving taxpayer dollars and increasing fleet readiness.

Opportunity:

- Additional capacity exists at FRC WEST to absorb mission compatible customers

Marine Corps

Marine Air Group FORTY ONE (MAG-41) is an Echelon IV O-6 command responsible for the training and readiness aircraft and support units to provide combat forces in support of HQ, Marine Corps tasking.

Opportunities:

- Growth of VMR-1 with addition of aircraft
- Growth of COOP site capacity to support 4th Marine Air Wing

8th Marine District is an Echelon IV O-6 command responsible for Marine Corps recruiting over 13 states.

14th Marine Regiment is an Echelon IV O-6 command responsible for the training, readiness, and deployment of Force Artillery capability from eleven subordinate commands in 12 states in response to headquarters Marine Corps tasking. 2/14th Marines based at Grand Prairie Armed Forces Reserve Center (GPAFRC) is one of only two HIMARS rocket system units in the USMC. (Numerous Army Reserve units also based at GPAFRC.)

Opportunity:

- Growth of COOP site capacity to support 4th Marine Division

Air Force/Texas Air National Guard

10th Air Force

The 10th Air Force Headquarters is the Air Force Reserve Command's most diverse. It manages and supervises all reserve fighter and bomber operations and training, special operations, rescue, airborne warning and control, combat air operations battle staff, remotely piloted aircraft, space,

cyber, intelligence, surveillance, and reconnaissance units. Almost all components are associated with active duty units.

301st Fighter Wing

The 301st Fighter Wing Reserve Unit is responsible for training deployable airmen for active duty. As the only Air Force Reserve Command fighter unit in Texas, they are anticipating an upgrade to the F-35 aircraft by 2025.

Strengths:

- Excess airfield operations capacity allows significant flying mission growth.
- Transition to the F-35 for the Reserve's 301st Fighter Wing is a natural fit and has been announced but will require an environment review/ assessment.
- Great ramp space, weather, infrastructure and ongoing daily F-35 flying operations flown by Lockheed Martin across the flight line.
- Tremendous local support from Fort Worth's Air Power Council.
- Great recruiting opportunities in the DFW Metroplex and access to DFW and Love Field Airports.

136th Airlift Wing (TX Air National Guard)

The 136th Airlift Wing provides highly trained and equipped forces for worldwide combat and peacetime tasking supporting the state and the Nation. Their flying mission includes short field and dirt strip landings and airdrop delivery of cargo and people. The 136th Airlift Wing is the only C-130 Air National Guard Wing within the Gulf Coast area, and is instrumental for hurricane response and disaster-relief airlift capabilities in the Gulf States.

Opportunities:

- Replace older C-130H models with C-130J models.

Army/ Army National Guard

Baker Company, 90th Aviation Support Battalion

(Parent command 90th ASB is based at Col James L. Stone Army Reserve Center in White Settlement, TX. Additional Army active and reserve manning based with 90th ASB and other USAR units.) Baker Company has a primary mission of rotary-wing maintenance support and repairing Army aircraft. They are also responsible for fuel storage and delivery, water purification, storage and delivery, and is capable of operating a battalion medical aid station along with ground vehicle maintenance support.

Alpha Company, 6th Battalion, 52d Aviation Regiment

Alpha Company flies C-12 twin-engine turboprops and UC-35 jets as part of the Army's passenger fleet.

Opportunities:

- Have the ability to take on special operations projects.
- Fort Worth is the most likely place to move the battalion headquarters and bring in additional aircraft.
- There is plenty of room to grow and expand.
- Moving TXARNG CH-47s from Grand Prairie to NAS Fort Worth JRB. A more secure federal facility and support facilities for soldiers.

Recommendations:

- Continue to monitor wind farm developments that could negatively impact flight operations with fixed wing or rotorcraft and other encroachment issues.
- Encourage NG communication with SOF counterparts

Naval Air Station Kingsville

Naval Air Station Kingsville (NASK) provides advanced training for strike pilots for the Navy, USMC, NATO, and Allied countries. NASK operates its own FAA assigned airspace and also does their own depot level maintenance and NAS Meridian's maintenance. NASK trains half of the Navy's strike pilots. The T-45 is the aircraft flown and maintained here. NASK contributed \$676.21 million to the Texas economy in 2017 with a gross domestic product of \$415.35 million and a disposable personal income of \$291.56 million. NASK is home to 483 active duty members, 859 civilians and contractors, 71 National Guard and Reserve members, and has an average daily load of 174 students.⁸

Strengths:

- Joint Airport Zoning Board and Airport Zoning regulations allow the Installation and community to implement compatible land use invites and rapidly address encroachment concerns before they can impact Navy's Strike Pilot Training Mission.
- All Navy T-45 Depot level maintenance is accomplished at NAS Kingsville
- NASK has FAA authority to provide air traffic control over Training Air Wing Two's training air space.
- NASK provides required air traffic control for Southeastern Texas, to include visibility into border operations.
- Texas State legislature passed SB 277⁹ limiting tax incentives for wind farm construction within 25 miles of military airfields (fixed wing).
- Over 300 visual flight rules (VFR) days each year.
- Access to 36,000 cubic miles of airspace, training areas, and ranges.

⁸ Numbers fluctuate on a day to day basis.

⁹ SB 277 - Relating to the eligibility of certain property for certain ad valorem tax incentives relating to wind-powered energy devices.

Opportunities:

- Expand use of McMullen Target Range. Two targets with associated restricted area R-6312.
- 1,000 acres available for expanded or new missions with water and wastewater capacity available from the City of Kingsville.

Recommendations:

- Continue to discourage incompatible development such as wind farms in close proximity to military operations.
- Seek additional missions that could be absorbed on the installations, to include intergovernmental.

United States Air Force

Dyess Air Force Base

Dyess Air Force Base (AFB), located in Abilene, supports specialized missions of the Air Force by providing operational B-1B bombers and C-130 J aircraft. The 7th Bomb Wing, with the Air Force's only B-1B formal training unit, is the host unit and the 317th Airlift Wing, with two C-130J squadrons, is the primary mission partner. Additionally, the base is home to other tenant units of the Air Force as well as units from the Army and the Marine Corps. Dyess AFB contributed \$2.64 billion to the Texas economy in 2017 with a gross domestic product of \$1.61 billion and a disposable personal income of \$973.41 million. Dyess AFB is home to 4,455 active duty members, 573 civilians and contractors, 87 National Guard and Reserve members, and has an average daily load of 70 students.¹⁰

Strengths:

- Dyess AFB units perform bomber and airlift missions in the Air Force.
- Excellent facilities and plenty of capacity make mission growth a real possibility.
- City of Abilene support is outstanding.

Opportunities:

- CSAF recently announced that current bomber bases will be homes for the follow-on B-21 bomber. Dyess is already planning to take on the new bomber aircraft. We anticipate a significant infrastructure investment to facilitate this new mission.
- Over 20 acres of unused ramp space make additional flying missions an attractive option.
- Airspace in training areas needs to be modified to allow more low-level flight training (500 'Above Ground Level).

¹⁰ Numbers fluctuate on a day to day basis.

- On base housing would need to be addressed as mission grows.

Recommendations:

- Continue to monitor wind farm developments that could negatively impact flight operations and other encroachment issues.
- Continue to support the basing of new B-21 bombers throughout Texas to leverage taxpayer investment.
- Support additional flight missions that could be absorbed on the installation to include tanker aircraft.

Goodfellow Air Force Base

Goodfellow AFB, located in San Angelo, is home to the 17th Training Wing. Its mission is to train, develop, and inspire exceptional Intelligence, Surveillance, and Reconnaissance (ISR) analytic functions, and fire protection professional development for America and her allies. Goodfellow AFB also supports linguist training in the 517th Training Group, located at the Presidio of Monterey in California. In 2017, the base contributed \$3.38 billion to the Texas economy with a gross domestic product of \$2.06 billion and a disposable personal income of \$1.20 billion. Goodfellow AFB is home to 3,593 active duty members, 1,059 civilians and contractors, 29 National Guard and Reserve members, and has an average daily load of 2,340 students.¹¹

Strengths:

- Goodfellow AFB provides the only entry level ISR training in the Air Force.
- The wing also hosts the only fire protection training program in DoD for all services.
- The city of San Angelo is a strong partner for the wing and supports its mission enthusiastically.
- Goodfellow has more Sensitive Classified Information Facility (SCIF) space than any base in the Air Force.
- The Medical Treatment Facility has been ranked #1 of 55 in the Air Force

Opportunities:

- Consolidation of joint intelligence training at Goodfellow would increase efficiency and leverage expertise of the enterprise.
- Strong collaboration with Angelo State University (ASU) is an enabler.
- Capacity exists for mission growth, but dormitory space needs to be addressed to handle the increased population.
- International intelligence training is a proven growth area for the wing and has increased over the last couple of years and can increase even more; cyber and language training are two other areas that are complementary.

¹¹ Numbers fluctuate on a day to day basis.

Recommendations:

- Continue to support the intelligence mission and additional growth of foreign intelligence training.
- Encourage continued state asset academic and government partnerships (i.e., ASU, Department of Public Safety, law enforcement agencies).

Laughlin Air Force Base

Laughlin AFB, located in Del Rio, is home to the 47th Flying Training Wing, the Air Force's largest Specialized Undergraduate Pilot Training (UPT) organization. Its mission is to graduate the world's best military pilots, deploy mission-ready warriors, and develop professional and confident leaders. Laughlin AFB enjoys superb community relations and contributed \$1.50 billion to the Texas economy in 2017 with a gross domestic product of \$923.98 million and a disposable personal income of \$578.66 million. Laughlin AFB is home to 1,247 active duty members, 1,381 civilians and contractors, 134 National Guard and Reserve members, and has an average daily load of 700 students.¹²

Strengths:

- Laughlin produces more military pilot graduates of UPT than any Air Force flying training wing!
- Unique combination of remote location, security, good weather and superb training airspace make Laughlin the ideal location for flight training.
- Base is located on more than 5600 acres; large portion is undeveloped land east of the runways.
- DEAAAG funded vehicle entry control facility is the security model for the Air Force.
- Superb support from community; partnership with local ISD brought a charter elementary school inside the fence line, thus enhancing military quality of life and community inclusiveness.

Opportunities:

- Will most likely increase pilot production by 15 – 20% as the Air Force works through a shortage of nearly 2,000 pilots.
- Capacity exists for further mission expansion (beyond the anticipated 15-20%), but would require increase in support infrastructure.
- The large portion of undeveloped land across the flight line could absorb additional missions.

Recommendations:

- Continue to monitor wind farm developments that could negatively impact flight operations and other encroachment issues.

¹² Numbers fluctuate on a day to day basis.

- Support additional missions that could be absorbed on the installation.

Sheppard Air Force Base

Sheppard AFB, located near Wichita Falls, is the largest, most diverse training base in Air Education and Training Command. It is the only Air Force base that is home to both technical and specialized flight training. The 82nd Training Wing is the host unit at Sheppard AFB and provides technical training annually to more than 60,000 students from across all branches of the U.S. Armed Forces, along with international students. Courses of instructions include aircraft maintenance, civil engineering, logistics, explosive ordnance disposal, and telecommunications. The 80th Flying Training Wing is home to the world's only internationally manned and managed pilot training program. The Euro-NATO Joint Jet Pilot Training Program (ENJJPT), which includes 14 NATO countries, produces more than 200 pilots annually and has delivered more than 6,600 trained combat pilots to our NATO allies. Sheppard AFB contributed \$3.95 billion to the Texas economy in 2017 with a gross domestic product of \$2.42 billion and a disposable personal income of \$1.49 billion. Sheppard AFB is home to 1,540 active duty members, 3,138 civilians and contractors, 72 National Guard and Reserve members, and has an average daily load of 4,250 students.¹³

Strengths:

- The 82nd Training Wing provides more than half of the initial enlisted skills training for the Air Force.
- Maintenance training for all aircraft (except the F-35) is done at Sheppard.
- Support from the local community is superb; the Sheppard Military Affairs Council is an integral part of Team Sheppard.
- The 80th Flying Training Wing provides essential pilot training for the USAF and over a dozen other NATO countries; only program of its kind in the U.S. Air Force.

Opportunities:

- Much of the 82nd's training is conducted off station; possibility exists to bring some of that mission back to home station.
- Since the 80th provides undergraduate, pilot instructor, and introduction to fighter fundamentals training all in one location, it is an ideal unit to be one of the first to transition to the new T-X (T-38 replacement) when it comes on board.
- Infrastructure, ramp space, runways would allow increased production of foreign pilot training and enhance international collaboration.

Recommendations:

- Continue to discourage incompatible development such as wind farms in close proximity to military operations.
- Recapitalization of training classrooms with growing mission responsibilities.

¹³ Numbers fluctuate on a day to day basis.

- Additional Euro-NATO air forces should be encouraged to send additional pilots for training at Sheppard AFB.

Joint Base San Antonio

The largest and most diverse joint base in the Department of Defense, Joint Base San Antonio (JBSA) is comprised of four primary locations: Fort Sam Houston, Camp Bullis, Randolph Air Force Base and Lackland Air Force Base. JBSA expands out across a total of 11 geographically separated parcels of land consisting of 46,539 acres, and 35 million square feet in facilities that support over 266 mission partners. Despite its uniqueness in setup, the 70,000 members who belong to JBSA are making a difference, not only in San Antonio but for the nation by accomplishing diverse training, flying, medical, cyber, intelligence, and installation support missions every day. JBSA trains more students from the Department of Defense (DoD) and has more active runways than any other installation. JBSA is also home to the San Antonio Military Medical Center, the DoD's largest hospital and only state-side level one trauma center, supporting more than 561,000 personnel. Joint Base San Antonio contributed \$30.37 billion to the Texas economy in 2017 with a gross domestic product of \$18.66 billion and a disposable personal income of \$12.20 billion. JBSA is home to 21,247 active duty members, 25,219 civilians and contractors, 5,465 National Guard and Reserve members, and has an average daily load of 13,036 students.¹⁴

Lackland Air Force Base

Located in the southwest corner of San Antonio, Lackland AFB, hosted by the 37th Training Wing, is known as “The Gateway to the Air Force” and trains up to 80,000 U.S. and foreign military students annually. Lackland AFB's primary mission is to provide basic training for new recruits in the U.S. Air Force. It has numerous mission partners (including 24th and 25th Air Force, 59th Medical Wing, Air Force Installation and Mission Support Center, and 67th Cyberspace Wing), and other training programs such as encompass marksmanship, language, dog handling, cybersecurity, intelligence, medical and security forces skills. Furthermore, after the closure of Kelly AFB in 2001, Lackland gained its first operational runway, additional properties, a guard fighter wing, and a reserve airlift wing.

Strengths:

- The 37th Training wing is the Air Force's only basic training installation for new enlistees
- The wing also provides initial skills technical training for security forces and battlefield Airmen including combat controller, combat weatherman, joint terminal attack controllers (JTAC) and pararescue jumper (PJ).
- The recent stand up of a recruiting squadron specifically for Battlefield Airmen should help improve high attrition and ensure continued mission success.

¹⁴ Numbers fluctuate on a day to day basis.

- Lackland is home to DoD's only military working dog program.

Opportunities:

- Air Force Security Assistance Training squadron provides training to many Latin American countries in their native language; potential for significant growth with new partnerships.
- Recently approved DEAG project to refurbish airfield operations facilities will enhance current mission and provide platform for future growth.
- The 149th FW anticipates receipt of newer block F-16s and eventually F-35s to continue their training mission.
- With 24th and 25th Air Force Headquarters (combining under one major command), Security Hill, and robust partnerships with the local community/Port of San Antonio, Lackland is a natural location for a USAF Center of Excellence.

Recommendations:

- Continue to discourage incompatible development such as wind farms in close proximity to military operations.
- Support newer block F-16s for the 149th FW and eventual replacement with F-35s.
- Support funding for runway upgrades.
- Support additional cyber security civil-military missions and create a statewide cyber organization to include industry and academic partners.

Randolph Air Force Base

Randolph Air Force Base, located in the northeast side of San Antonio, is hosted by the 12th Flying Training Wing (FTW). Their primary mission is to produce new instructor pilots who will be assigned to all Specialized Undergraduate Pilot Training (SUPT) Bases in the Air Force. Additionally, the wing produces initial skills training for all Remotely Piloted Aircraft (RPA) pilots and sensor operators. Randolph AFB is also home to Air Education Training Command (AETC), Headquarters Recruiting Service, Air Force Personnel Center, and 19th Air Force. The three-star AETC commander headquartered here is responsible for 10 other major installations across five different states.

Strengths:

- Randolph AFB produces Instructor pilots for every SUPT wing in the Air Force.
- Despite rapid growth around the base, Randolph has effectively partnered with surrounding communities to help ensure compatible development.
- The Air Force's only undergraduate RPA fundamentals course for both pilots and sensor operators is conducted by the 12th FTW.
- RPA pilot candidates receive an "instrument rating" using the wing's T-6 like simulators.
- In addition to the flying missions, Randolph hosts four General Officer command HQs.

- Since the 12th FTW trains instructor pilots, it is an ideal unit to be one of the first to transition to the new T-X (T-38 replacement) when it comes on board.

Recommendations:

- Include military flying training bases and 5-mile buffer in critical infrastructure list in HB 1643¹⁵.
- HB 890¹⁶ requires sellers to notify new home buyers of resold homes when they are in Air Installation Compatible Use Zones (AICUZ); recommend and support this same notification apply to new homes in AICUZ areas.
- SB 277¹⁷ removes tax incentives for wind-powered energy devices within 25 miles of airfields; consider implementing same restrictions to devices impacting Military Training Routes (MTR) and discourage development under or near Accident Prevention Zones (APZ).
- Continue to discourage incompatible development such as wind farms in close proximity to military operations.

Fort Sam Houston

Located just north of downtown San Antonio, Fort Sam Houston (FSH) is the oldest installation of Joint Base San Antonio and among the oldest of the U.S. Army. FSH is known for its medical services and healthcare. The base is home to the Brooke Army Medical Center and the San Antonio Military Medical Center, which provides high quality care to military personnel, veterans, their families, and civilian emergency patients. U.S. Army North provides homeland security protection, civil support, and theater security operations for the United States. Meanwhile, the U.S. Army South operates in 31 countries of the Caribbean, Central, and South America.

Strengths:

- Only DoD Level I Trauma facility within the United States.
- All services conduct medical training here.
- Large population of San Antonio allows access to trauma patients.
- New state of the art medical facilities offering comprehensive care.
- The Defense Health Administration (DHA) has announced plans to relocate to Fort Sam Houston.

¹⁵ House Bill 1643 - Relating to the regulation of the operation of an unmanned aircraft and the prosecution of a related criminal offense.

¹⁶ House Bill 890 - Relating to providing information to the public and to purchasers of real property regarding the impact of military installations.

¹⁷ SB 277 - Relating to the eligibility of certain property for certain ad valorem tax incentives relating to wind-powered energy devices.

Opportunities:

- Consolidate additional DoD medical labs to Fort Sam Houston to create more synergy and efficiencies.
- Consider other joint DoD or DoD- civilian residency opportunities for partnership and mission enhancement.

Recommendations:

- Monitor the opening of additional trauma centers in the San Antonio area that could negatively impact patient load and training opportunities for DoD medical personnel that is critical to their mission.
- Encourage opportunities for entrepreneurship and medical innovation partnerships with the community and throughout Texas.
- Additional medical labs could be located near the facility to modernize training and new technology development.

Ellington Field Joint Reserve Base

Ellington Airport is a joint use civil and military airport that supports multiple tenants including the Texas Air and Army National Guard, and multiple reserve units - hence the name Ellington Field Joint Reserve Base (EF JRB). The major units at Ellington are tasked with reconnaissance and Air Sovereignty alert missions and providing support for natural disasters among many other missions supporting Texas. Ellington Field contributed \$1.17 billion to the Texas economy in 2017 with a gross domestic product of \$717.00 million and a disposable personal income of \$647.80 million. Ellington Field is home to 241 active duty members, 440 civilians and contractors, and 792 National Guard and Reserve members.¹⁸

The 147th Attack Wing (147th AW) of the Texas Air National Guard (TXANG) is the host unit at Ellington Field JRB. The 147th AW flies combat support missions 24/7 via advanced satellite communications thus providing surveillance, reconnaissance, and air support for U.S. and Allied forces. The 147th AW consists of a mission support group, an operations group, a maintenance squadron, and a medical group. Other tenants include the 111th Attack Squadron, the 1-149th Attack Reconnaissance Battalion (TXARNG), 1st Battalion - 23rd Marines, 138th Fighter Wing Detachment 1, 75th Innovation Command (USAR), 136th Signals Battalion (TXARNG), 451st Civil Affairs Battalion, Navy Operational Support Center, U.S. Coast Guard, Civil Air Patrol and Texas State Guard units.

Strengths:

- New control tower (partial funded by TMPC DEAAG award) and ample ramp space make partnering with the city for increased flying mission practical.

¹⁸ Numbers fluctuate on a day to day basis.

- 147th Attack Wing's recent transition to MQ-9 Reaper provides significantly increased capability for the unit. Could easily double their Combat Air Patrol requirement.

Opportunities:

- The MQ-9 Reaper provides great options to the state for use in domestic requirements (border patrol, natural disaster recovery, and others). Continued work with FAA is needed to allow flights in the National Airspace Structure (NAS).
- Great infrastructure and support at the 147th make it an ideal location for a light attack aircraft mission. Also Houston is a good location for recruiting pilots for the mission.

Recommendations:

- Encourage alliances and training exercises with other UAS training facilities.
- Support approval for UAS flights in the national airspace.

The Texas Military Department (Texas National Guard and Texas State Guard)

The Texas Military is commanded by The Adjutant General of Texas, the senior military official appointed by the governor. The Texas Military Department is comprised of the Texas Army National Guard (TXARNG), the Texas Air National Guard (TXANG) and the Texas State Guard (TXSG). The mission is to provide the Governor and the President with ready forces in support of state and federal authorities at home and abroad.

Federally, the Texas National Guard works in combatant commands and supports homeland defense and partnership programs with other countries. Within the state, the Texas Military Department duties include defense support to civil authorities (including humanitarian and disaster assistance), medical support, providing at-risk youth programs, and other programs in homeland security and defense. There are 18,336 Army Guardsmen, 3,224 Air guardsmen, 1,858 State guardsmen, 532 state employees, and 99 federal civilians.

Strengths:

- Texas has excellent recruiting locations for the guard, boasting quality of life and economic growth.
- The Texas National Guard could grow in end strength if authorized by the DoD and is small in per capita size for the population of the state.
- Good training opportunities with the active service units in the state.
- Long history of military support to civil authorities (hurricanes, wild fires, flooding, other natural or manmade disasters).
- World class State Emergency Management capability.

Opportunities:

- TXARNG - obtain armored tanks for opportunities to train with active units with Fort Hood and Fort Bliss.
- TXARNG can grow in size with DoD authorization and great recruitment opportunities in Texas.
- TXANG – can absorb aerial refueling tankers and mission, light attack aircraft, replace older C-130Hs with new C-130Js, and replace older block F-16s with newer block F-16s (and eventually F-35s).
- TXANG can grow in size with DoD authorization and has great recruiting and retention opportunities in Texas.

Recommendations:

- Continue to support funding for the guard to include new or newer model aircraft and support increasing the guard's end-strength numbers and missions for both the Army and Air.

Overall Recommendations for the Military Missions in Texas

Funding the Defense Economic Adjustment Assistance Grant (DEAAG)

The TMPC oversees a grant program that provides funding to military communities to protect installations, missions, and investment. This program has received funding for the past few biennia and it is imperative to the military communities that it continues to be funded by the Texas Legislature. Successful projects include new water infrastructure that has replaced faulty lines to military installations, refurbishment of classrooms to grow military training missions, and upgrading security features to protect employees and equipment. The DoD has requested new rounds of BRAC recently and the state and local communities must be prepared to try and add military values to installations in the state. Funding infrastructure projects is a good way to add military values to installations due to neglect. Military budgets have consistently been cut due to Sequestration and the Budget Control Act.

Recommendations:

- Support funding for DEAAG.
- Encourage economic partnerships between DoD, private sector and academia.

Encroachment Issues

Many military installations were previously built at significant distances from large cities and housing. As populations grow, many developments are growing too close to military installations. Intelligent planning in development and land use are important tools to understand issues before they become problems. Many installations develop Joint Land Use Studies every few years to understand current or impending issues which can include land development,

endangered species, and pollution. The state must be mindful of potential impacts of wind turbines on military aviation missions that could jeopardize the missions. Communications, understanding flight missions, and the placement of wind turbines are encouraged discussions between the wind energy industry and the military.

Recommendations:

- Build on Senate Bill 277 (85R)¹⁹ to include military rotorcraft flight operations and possibly Military Training Routes (MTR).
- Support legislation to limit encroachment from wind farms and other infrastructure that would limit airspace and consider incentives that would encourage encroachment avoidance.

Spousal employment/education

Military spouses face unusual obstacles when it comes to employment, personal development, and education. For many spouses, building a career can be difficult when their spouse is moved every two to three years for their military career. Military spouses face issues with employers who are unwilling to take them on because of the frequent moves. Education can be equally problematic because the spouse would need to re-enroll and apply to different educational institutions if their program was not remotely based.

Recommendations:

- Give military spouse preferential treatment for state employment.
- Encourage community college and other institutions of higher learning to actively recruit military and military dependents.
- Consider opportunities for shared on-installation-research partnerships (e.g., Fort Leonard Wood Technology Park partnership with University of Missouri).

Spousal License Reciprocity

In the same line as spouse employment and education, some state requirements for licensing can be too costly or lengthy for the spouse to reapply and renew licenses every few years. Some states require additional schooling which may be neither cost-effective nor available to a military spouse.

Recommendations:

- Continue to aid military members or spouses with license reciprocity to include expedited services, waive or reduce fees.
- Create a one-stop web location for military members or dependents to locate license reciprocity information.
- Continue to support Veteran to BSN programs throughout Texas.

¹⁹ 85th Regular Session, Texas Legislature

Quality of Local Schools

The quality of schools across the country varies and can be dependent on the district standards. Military children should have access to the best schools in the country no matter where they are located.

Recommendations:

- State and communities should work to continue to increase the quality of local schools where military children attend.
- Encourage ISD proximity/co-location with military installations.

Quality of Life Issues

Service members with and without families should have good experience in the communities they serve. Quality of life issues for service members and their families have been recognized as important recruitment and retention issues by the DoD. Satisfied service members and their families allow the member to focus on his/her job.

Recommendations:

- Local communities should continue to increase quality of life issues to include sports or outdoor facilities, children's programs, and other family or service member activities.
- Encourage education and research outreach opportunities between state academic institutions and military facilities.
- Encourage community service that engages military and civilian partnerships.
- Local communities should continue to support affordable housing options for service members and their families. Consider entrepreneurial partnerships between military members and civilian counterparts in economic development across Texas.

Energy Resiliency

Many Texas installations have completed or begun construction on redundant energy supplies for the installation. For some installations, the ability to restore power after a major event is of the highest importance for national security. Some Texas installations have mitigated these concerns by installing their own solar production facilities, redundant energy connections, or beginning to build their own micro grid. Texas is unique in that most of the state has a separate electrical grid from the East and West coasts with smaller entities (like universities) having their own micro grids as well.

Recommendations:

- Encourage ERCOT and energy providers to work with installations to ensure energy resiliency with redundant, back up, or prioritization to restore services and could include micro grids. It is important to be able to communicate to the DoD the priority of

community-centered resiliency plans that includes energy infrastructure to maintain operations during and post-disasters.

Cyber Security

Cyber capabilities are a necessity to homeland security and global operations. Texas is already home to a significant amount of cyber infrastructure, research and development to include military headquarters, universities, private businesses, and other government agencies. Texas would be an excellent home to an expanded trans-state cyber security corridor or alliance with the institutions, infrastructure, and workforce, and continued training to support it. Growth in this area of expertise also enhances the workforce pool for DoD.

Recommendations:

- Continue to support collaborations between the military, academia, private industry, and workforce boards and community colleges and create an alliance or some other type of collaboration that enhances economic development and technology growth.

Healthcare: External to the Installation and Virtual Healthcare

The levels of healthcare at some installations have been downgraded or reduced due to cost. Military communities serving civilian populations have been able to take on some of the load for veterans and retirees but not all provide service at adequate levels.

Recommendations:

- Local communities should continue to support the quality of their healthcare facilities and recruit specialists from high demand specialties that add value to both community and military installation.

Public/ Public, Public/ Private Partnerships (P4)

The DoD has recognized the importance partnerships with the state and local communities that can provide service at a cost savings or greater efficiency. Several of the military services are in the process of institutionalizing these partnerships and are seeking ideas for intergovernmental agreements. The services could include road repair or maintenance inside the fence line, bulk purchase, garbage or recycle collection or other services. There are areas where the installations could provide services to the local community as well.

Recommendations:

- The state and local communities should seek partnerships ideas and find ways to lower any barriers or restrictions to intergovernmental agreements between the installation, local community, or state to include changing state law or local ordinances. Some of the military services would like to explore opportunities to partner with Texas Department of Transportation on transportation projects on installations and Texas Department of

Economic Development and Texas Veterans Commission on entrepreneurial alliances/incentives for military and dependents.

- Consider new paradigms to leverage job expertise and know-how for transitioning veterans.

Conclusion

In order for Texas to stay at the forefront of supporting military missions and members, innovative partnerships are key. These recommendations should inspire change and creative thinking with all community partners that interact with the military and their families.

There are opportunities to add military value to Texas installations by growing current missions or absorbing additional missions. Texas has abundant air space and maneuver or training areas to support additional missions. Texas and its local communities are supportive of the military and want to find innovative ways to grow the military and finds ways to add military value. The Department of Defense could not find a better mix of supportive communities, facilities, airspace and land, deploy ability infrastructure, and weather to grow missions. Texas stands willing and able to support and add military value to the Department of Defense.

Appendix

Texas Military Value Task Force (Military Base Realignment and Closure Task Force), Texas Government Code 436.105 - <https://statutes.capitol.texas.gov/Docs/GV/htm/GV.436.htm>

Sec. 436.105. MILITARY BASE REALIGNMENT AND CLOSURE TASK FORCE; EXPIRATION DATE. (a) The commission shall establish a task force to seek advice to prepare for possible action by the United States Department of Defense related to the realignment or closure of military installations in this state.

(b) The task force established under this section must consist of not more than seven members who have demonstrated experience or expertise in the United States Department of Defense's base realignment and closure process.

(b-1) A member of the task force is entitled to reimbursement for travel expenses.

(c) The task force established under this section shall:

(1) confer with defense communities and military installations located in this state to identify strategies, policies, plans, projects, and other ways to improve base realignment scores; and

(2) advise and make recommendations to the commission and legislature on any strategy, policy, plan, project, or action the task force believes will strengthen the defense communities and military installations in the state and prevent the closure or a significant reduction of the operations of the military installations.

(c-1) Any information written, produced, collected, assembled, or maintained by or for the task force is confidential and exempt from disclosure under Chapter 552 only during the task force's existence.

(d) The task force is abolished and this section expires September 1, 2021.

Added by Acts 2013, 83rd Leg., R.S., Ch. 777 (S.B. 1200), Sec. 6, eff. September 1, 2013.

Amended by:

Acts 2015, 84th Leg., R.S., Ch. 330 (S.B. 1358), Sec. 4, eff. September 1, 2015.

Acts 2015, 84th Leg., R.S., Ch. 330 (S.B. 1358), Sec. 5, eff. September 1, 2015.

Acts 2017, 85th Leg., R.S., Ch. 575 (S.B. 751), Sec. 1, eff. September 1, 2017.

Sec. 436.1051. MILITARY BASE REALIGNMENT AND CLOSURE TASK FORCE; PRESERVATION OF INFORMATION. (a) On the abolishment of the military base realignment and closure task force, the task force shall transfer all information written, produced, collected, assembled, or maintained by or for the task force to the commission and the commission shall maintain the information.

(b) Any information transferred to the commission under Subsection (a) is public information subject to disclosure under Chapter 552.

Added by Acts 2017, 85th Leg., R.S., Ch. 575 (S.B. 751), Sec. 2, eff. September 1, 2017.