



# Texas Military Value Task Force 2021 Report





GOVERNOR GREG ABBOTT

May 7, 2021

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 have worked to define what makes Texas the best place to house and grow current and future military missions, and enhance our communities and civil-military partnerships.

After visiting with installation commanders and staff, 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 work to meet the needs of military members and their families. 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 and opportunities to improve.

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 Defense Economic Assistance Grant (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 and leveraging of existing infrastructure. Past projects include upgrading security standards at entry gates; reinforcing critical infrastructure; and protecting missions from encroachment. Texas has served as a national 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.

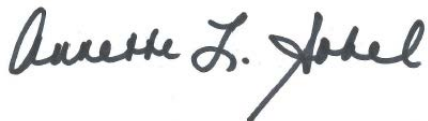
Other recommendations include:

- 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 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.
- Incentivizing high tech opportunities for retired veterans to reapply their skills.

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. (USAFR, Ret.)

Chair, Texas Military Values Task Force



Kevin Pottinger, Maj. Gen. (USAFR, Ret.)

Chair, Texas Military Preparedness Commission

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Cover photo provided by U.S. Army, Fort Hood.

## EXECUTIVE SUMMARY

The Texas Military Value Task Force (TMVTF) was created in Texas Government Code, section 436.105 (site and include statute wording in the 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. This is being accomplished by meeting with military installations commanders and staff. 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.

### Members

#### **Dr. Annette Sobel – Chair (Previously Active Duty Army and Air National Guard)**

Major General (USAFR, Ret.) Dr. Annette Sobel serves as an adjunct professor in the School of Nursing bioinformatics program at TTU HSC, and former professor of Electrical Engineering and the Executive for Health Security and Critical Infrastructure Protection at TTU. She has worked at both Sandia and Los Alamos National Laboratories. Dr. Sobel retired as a Major General after 28 years of military service and as the first Director of Intelligence for the National Guard Bureau after 9/11. She served on Governor Abbott's COVID Task Force during 2020. Her long résumé includes being an Army Astronaut Candidate and Senior Flight Surgeon for the 57th MEDEVAC Detachment and the first woman company commander at Ft. Bragg, NC. She served in combat in Operation Just Cause, and later became New Mexico's Homeland Security Director and Deputy Secretary for Public Safety. She has served on the National Board of the Girl Scouts of the USA, and on the South Plains Council of BSA. She was President of the West Texas Komen Foundation, serving the region from Amarillo to Lubbock to El Paso. Among scores of honors, she received the NM Anti-Defamation League's Distinguished Public Service award and the YWCA Woman of Excellence in Government Service. Her research currently focuses on integration of human factors principles into a wide range of systems engineering platforms and is a Research Fellow in geospatial matters at Saint. Louis University. She is married to Dr. Robert Duncan, the President's Distinguished Chair in Physics and former Senior Vice President for Research at TTU.

#### **Ken Cox – Army Subcommittee**

MG (Ret) 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 U.S. 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 nine 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 general manager for UniqueHR in 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 cumulative days in the years after 9/11 and participated in the opening airstrike for Operation Enduring Freedom, accumulating over 600 combat hours in five 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. He is married to Dr. Angela Nicolini, a retired optometrist, and has two grown sons and a daughter in law.

### **Timothy Strawther – Air Force Subcommittee**

Mr. Timothy W. Strawther is the Lead Executive for the Lockheed Martin Corporation in San Antonio, Texas. His responsibilities include supporting Lockheed Martin activities in South Central Texas and leading the San Antonio Corporate Field Office. In addition to his time with the Lockheed Martin Corporation, Mr. Strawther served as a senior executive with Kallman Worldwide Incorporated, supporting American economic activities around the globe. Mr. Strawther is a 28-year U.S. Air Force veteran. He saw combat in Operations: Desert Shield, Desert Storm, Allied Force, Northern Watch, Southern Watch, Enduring Freedom, and Iraqi Freedom. His Air Force experience includes F-16 Fighter Weapons School Instructor, U.S. Air Forces in Europe (USAFE) Chief of Advanced Programs, fighter squadron command, fighter group command, base commander at Kirkuk, Iraq, and as 19th Air Force Director of Operations. In addition, Mr. Strawther served as the Advisor to the AETC Commander for Flying Training Strategic Initiatives during his Civil Service tour. He has more than 4,300 hours of military flying time. Mr. Strawther is a graduate of the U.S. Air Force Academy, Valdosta State University, the U.S. Army Command and General Staff College, and the Air University. Mr. Strawther lives in New Braunfels, Texas, with his wife of over 30 years, the former Darla Jean Riney of Ft Worth, Texas. They have three exceptional grandchildren.

## **TIMELINE OF TASK FORCE VISITS**

The Task Force was reconstituted in August 2019. Mr. Timothy Strawther was selected to replace Mr. James Whitmore on the Air Force Subcommittee. Due to COVID-19 restrictions, the Task Force held their meetings with the installations by teleconference. They began their discussions with Texas military installations in October 2020 and finished their meetings in February 2021. The members met virtually with military commanders and command staff to discuss the installations and growth opportunities.

## **WHY TEXAS?**

Texas is home to 15 military installations, the U.S. Air Force's Air Education and Training Command, and the headquarters of Army Futures Command, which provide \$123.6 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 \$83 million to support military installations in Texas in the past five years. The state economy is strong, including a robust defense industry, and veteran-friendly communities provide an excellent quality of life for service members and their families. There are no personal or corporate income taxes. Texas is a top recipient of DoD contracts and is home to the leading defense contractors. In addition, there is a strong history of collaboration between military installations and community partners.



# *Economic Impact 2019*

## *Military Installations in Texas*

### *Total: \$123.6 billion*

*\*In billions, unless otherwise noted.*



# TEXAS MILITARY INSTALLATIONS

## 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 V modernization. The depot is not funded like other DoD facilities and must operate as a business to generate revenue. CCAD contributed \$1.7 billion to the Texas economy in 2019 and provided employment for 3,658 personnel with a gross domestic product of \$1.1 billion and a disposable personal income of \$700 million.<sup>1</sup>

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 essentials for all branches of the DoD, Department of Homeland Security, along with Customs and Border Patrol, and foreign nations.

### Strengths:

- Largest rotary wing repair facility in the world and uniquely skilled workforce.
- The Port of Corpus Christi is frequently used for Army deployments.
- Ongoing projects to strengthen resiliency for installation operations.

### 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.
- There are additional renewable energy projects, including geothermal, to be considered at CCAD.

### Recommendations:

- Continue to support the growth of depot activities and bringing in additional emerging work like UAS.
- Continue pursuing new opportunities with Army Futures Command

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<sup>1</sup> Texas Comptroller of Public Accounts

# UNITED STATES ARMY

## 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 \$25.6 billion to the Texas economy in 2019 and provided employment for 47,045 personnel with a gross domestic product of \$15.6 billion and a disposable personal income of \$8.1 billion.<sup>2</sup>

### 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 fired 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 fourth largest in DoD), Fort Bliss mobilized 50,000 troops a year which is at least half of the Army’s load.
- Fort Bliss is one of the few installations in the DoD that owns the airspace ground (subterranean) to air (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 is the largest of the two.
- Fort Bliss has trained units/soldiers/civilians from all 50 U.S. states and four U.S. territories including National Guard.
- Received an additional Armored Brigade Combat Team (ABCT) since the last report’s recommendations.
- Home to new Iron Dome Batteries.

### 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)
- 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 2021. 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

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<sup>2</sup> Texas Comptroller of Public Accounts

Command (MEDCOM) considers true readiness to be able to have medical staff to support all military families.

- Training for interagency (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.
- Support additional infrastructure to keep up with training capabilities.
- Add additional infrastructure to support WBAMC.

# UNITED STATES ARMY

## 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 \$29.8 billion to the Texas economy in 2019 and provided employment for 56,023 personnel with a gross domestic product of \$18.1 billion and a disposable personal income of \$9.7 billion.<sup>3</sup>

### Strengths:

- Home to three Armored Brigade Combat Teams (ABCT) and a Stryker Brigade Combat Team (SBCT).
- 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 Lake Belton for 12,000 acre-feet, of which historically Hood only uses half of what the rights allow.
- Fort Hood is home to one of the largest hybrid, renewable energy project (solar & wind).
- There is reliable and redundant utility infrastructure.
- Supports Army Reserve and National Guard annual training (in excess of 20,000 annually).
- New \$22 million Training Support Center and \$63 million 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, two Division headquarters, two additional Brigade Combat Teams (BCT), and two 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.
- Opportunities to increase allied and international partnerships. Currently train with 302<sup>nd</sup> Royal Dutch Aviation Squadron.

### Recommendations:

- Support expanded 5G technology on the installation.

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<sup>3</sup> Texas Comptroller of Public Accounts

- Support 36 Interim Maneuver – Short Range Air Defense System.
- Continue to monitor encroachment that could negatively impact installations including land, air, and electromagnetic concerns.
- Continue to support Quality of Life opportunities.
- Support of a Gulf Coast Strategic Highway (IH-14).

# UNITED STATES ARMY

## RED RIVER ARMY DEPOT

Red River Army Depot (RRAD) is the Army's Center of Industrial and Technical Excellence for Tactical Wheeled Vehicles. 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). This does not include Strykers. The depot repairs, maintains, and overhauls other items such as engines, transmissions, axles, trailers, engineering equipment, and fire suppression systems. RRAD does this by utilizing robust fabrication capabilities to provide critical and hard to find replacement parts. RRAD contributed \$1.7 billion to the Texas economy in 2019 and provided employment for 3,887 personnel with a gross domestic product of \$1.1 billion and a disposable personal income of \$681 million.<sup>4</sup>

### 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. Recertification is not guaranteed and, additionally, potential environmental studies 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 Armored Multi-Purpose Vehicles (AMPV) 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.

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<sup>4</sup> Texas Comptroller of Public Accounts

Recommendations:

- Continue to support the depot and its workloads.
- Utilize available land by constructing additional infrastructure, maneuver areas, and training facilities supporting new missions.
- Utilize available land for solar energy initiatives.
- Support new heavy construction, improvement, and repair to enhance depot delivery.



# UNITED STATES ARMY

## ARMY FUTURES COMMAND

Army Futures Command (AFC) was created in 2018 and, after a nationwide search, was located in Austin, Texas. Army Futures Command leads a continuous transformation of Army modernization in order to provide future warfighters with the concepts, capabilities, and organizational structures they need to dominate a future battlefield. AFC contributed \$359 million to the Texas economy in 2019 and provided employment for 586 personnel with a gross domestic product of \$222.6 million and a disposable personal income of \$136 million.<sup>5</sup>

AFC teams include the Long Range Precision Fires Cross-Functional Team; Next Generation Combat Vehicles Cross-Functional Team; Air and Missile Defense Cross-Functional Team; Soldier Lethality Cross-Functional Team; Synthetic Training Environment Cross-Functional Team; Network Command, Control; Communication and Intelligence Cross-Functional Team; Assured Positioning, Navigation and Timing Cross-Functional Team; and Future Vertical Lift Cross-Functional Team.

### Strengths:

- Exceptional, varied relationships with Army commands, sister services, traditional industry, small businesses, academia, allies, and partner nations.
- New Bush Combat Development Complex at Texas A&M RELLIS Campus will have testing opportunities available for hypersonics, extreme environments, air-ground vehicle maneuvering, and network architectures among others.
- The new Robotics partnership with UT System will have opportunities for research emphasizing long-term autonomy and human-robot interaction to support a broad range of industrial applications.

### Opportunities:

- Continue to grow partnerships and relationships with a variety of entities.
- Innovative training and education programs serving the Community with Austin Community College
- Growth in software, hardware and cyber infrastructure throughout Texas

### Recommendations:

- Opportunities to allow small businesses to showcase their technologies, much like AFWERX and Defense Innovation Unit programs.

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<sup>5</sup> Texas Comptroller of Public Accounts

# 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. NASCC is the sole training site for all Navy multi-engine pilot training. NASCC contributed \$2.7 billion to the Texas economy in 2019 and provided employment for 4,782 personnel with a gross domestic product of \$1.7 million and a disposable personal income of \$905.7 million.<sup>6</sup>

Tenants include Chief of Naval Air Training (CNATRA), Training Air Wing Four, Marine Aviation Training Support Group Twenty-Two (MATSG-22), Customs Border Protection (CBP), Naval Operational Support Center (NOSC), and Naval Health Clinic. NASCC uses Truax Field along with local fields including Corpus Christi International Airport, Navy Outlying Field (NOLF) Cabaniss, NOLF Waldron, and NOLF Goliad. The fields support a necessary, combined capacity for flight training. Aircraft flown include the T-6 and T-44.

### Strengths:

- Hosts 40 tenant commands with a large presence in Corpus Christi.
- NASCC has access to four airfields for training.
- Access to abundant airspace and training areas.
- Good weather for flight training.

### Opportunities:

- Land and waterfront space is available for new missions.
- Support the T-44, T-6, T-45 mission and facility expansion.
- Customs and Border Patrol fly P-3s and Unmanned Aerial Vehicles (UAV) enabling future mission support.
- Geothermal energy utilization is an option for combined renewable energy development.

### Recommendations:

- Continue to monitor encroachment that could negatively impact the installations including land, air, and electromagnetic concerns.
- Seek additional relationships with UAS training and operations facilities across the services.
- Continue to pursue new opportunities for Homeland Defense with the U.S. Coast Guard.

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<sup>6</sup> Texas Comptroller of Public Accounts

# UNITED STATES NAVY

## NAVAL AIR STATION JOINT RESERVE BASE

### FORT WORTH

Naval Air Station Joint Reserve Base Fort Worth (NAS JRB FW) 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 11,093. A large tenant at NAS JRB FW is Lockheed Martin, who is currently producing the F-35 Lightning II. NAS JRB FW contributed \$3.7 billion to the Texas economy in 2019 and provided employment for 6,616 personnel with a gross domestic product of \$2.3 billion and a disposable personal income of \$1.3 billion.<sup>7</sup>

The following information is a summary of most of the command tenants at NAS JRB FW:

#### *Commander, NAS JRB Fort Worth*

An Echelon IV O-6 command as the executive agent and “landlord” for all tenants aboard the Base. The commanders provides direct support for all base facilities and airfield operations while supporting personnel and family needs.

#### *Commander, Navy Information Force Reserve (CNIFR)*

An Echelon III Flag command responsible for manning, training, and equipping approximately 7,800 active and reserve information force personnel. CNIFR personnel operate in 22 *Joint Reserve Intelligence Centers* (JRIC) nationally, including two JRIC’s and nine NOSC’s in Texas. *JRIC Fort Worth* is one of 28 JRIC’s nationally 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)*

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 JRB FW, 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 JRB FW due to its central U.S. location, and available hangar space and infrastructure. A potential major limitation is access to available local airspace for training.

#### *Commander, Fleet Logistics Support Wing*

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<sup>7</sup> Texas Comptroller of Public Accounts

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. *Air Logistics Training Center (ALTC)*'s mission is to provide the expertise and training to enable Fleet Logistics Support Squadrons to safely and effectively accomplish their mission.

Strength:

- VR-59 based at NAS JRB FW provides airlift support to U.S. Navy requirements.

*Commander, Reserve Component Command Fort Worth (RCCFW)*

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 NOSC's in Texas. NOSC Fort Worth is the largest NOSC in Texas and largest under RCCFW.

Opportunity:

- Adding the Harlingen Navy Operational Support Center (NOSC) to NAS Kingsville might create a positive and complementary mission group.

*Branch Medical Clinic Fort Worth*

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 150,000 prescriptions processed each year.

Opportunity:

- Military construction project to build \$4 million pharmacy is ongoing. Construction contract will be awarded in FY21.

*Fleet Readiness Center (FRC) West Detachment Fort Worth*

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.

*Navy Munitions Command Atlantic Detachment Fort Worth*

An O-5 Officer-In-Charge (OIC) command with the mission to provide ordnance support safely to NAS JRB Fort Worth, NAS Corpus Christi, NAS Kingsville and their tenant commands while providing surge capability in support of worldwide operations under the command and control of U.S. Fleet Forces and Navy Munitions Command Atlantic.

*Fleet Readiness Center Aviation Support Equipment (ASE)* provides agile, relevant, quality ASE maintenance, repair, and overhaul (MRO) services to meet Naval Aviation Enterprise entitlements and the Optimized Fleet Response Plan requirements in an efficient and cost effective manner. Provide seamless integrated MRO services to reduce the cycle time and improve the availability of ready for use aviation support equipment assets for Navy and Marine Corps activities.

## **U.S. Marine Corps**

### *Marine Air Group FORTY ONE (MAG-41)*

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. VMR-1 Squadron has stood up beneath MAG-41. This will be a 737 and C-40 aircraft squadron for personnel and cargo transport. The first VMR-1 aircraft should arrive in August 2021.

### *Marine Air Control Squadron 24 Detachment A*

This is a reserve Marine Corps air traffic control detachment aboard NAS JRB Fort Worth. The unit's mission is the support of air control operations as directed by the Commanding General, Marine Forces Reserve and to provide air surveillance, control of aircraft and ground based air defense assets, and to provide navigational assistance to itinerant friendly aircraft in support of the Fleet Marine Force.

### *Marine Air Refueling Transport Squadron 234 (VMGR-234)*

Supports the Marine Air Ground Task Force Commander by providing air-to-air refueling and assault support, day or night, under all weather conditions during expeditionary, joint, or combined operations. VMGR Squadrons or detachments deploy when supporting a Marine Expeditionary Unit or as part of an aviation combat element in response to a request for forces. Deploying elements are capable of conducting operations within 24 hours of arrival. Deployed VMGR units sustain operations for short durations from an established ashore facility capable of providing aviation support.

### *Marine Aviation Logistics Squadron 41 (MALS-41)*

Reserve aviation logistics support unit. They provide logistical support to FA-18 and KC-130 squadrons assigned to 4<sup>th</sup> Marine Aircraft Wing and Commander, Naval Air Reserve Force.

### *Marine Fighter Attack Squadron 112 (VFMA-112)*

Reserve United States Marine Corps F/A-18 Hornet squadron under command of MAG-41. Their mission is to conduct Air-to-Air and Air-to-Ground operations in support of the Marine rifleman.

### *Marine Wing Support Squadron 473 Detachment Bravo*

Provides all essential Aviation Ground Support requirements to a designated fixed-wing and rotor-wing components of an Aviation Combat Element (ACE) and all supporting or attached elements of the Marine Aircraft Group 41.

Opportunities:

- Growth of VMR-1 with addition of aircraft
- Growth of Continuity of Operations Planning (COOP) site capacity to support 4th Marine Air Wing

*8th Marine District*

An Echelon IV O-6 command responsible for Marine Corps recruiting over 13 states.

*14th Marine Regiment*

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 Continuity of Operations Planning (COOP) site capacity to support 4th Marine Division

**Air Force/Texas Air National Guard/ U.S. Air Force Reserve**

*Commander, 10th Air Force*

The 10<sup>th</sup> 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.

*Commander, 301st Fighter Wing*

The 301<sup>st</sup> 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 301<sup>st</sup> 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.

Recommendations:

- Continue to monitor encroachment that could negatively impact installations including land, air, and electromagnetic concerns.

### *24<sup>th</sup> Fighter Squadron*

An Active Duty Unit located onboard NAS JRB FW. The integrated squadron supports the mission of the 301<sup>st</sup> Fighter Wing and 457<sup>th</sup> Fighter Squadron with active duty personnel augmentation.

### *Commander, 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. They are receiving new C-130J aircraft.

### Strengths:

- Recently announced the replacement of older C-130H models with C-130J models.

### **Army / Army National Guard**

#### *Baker Company, 90th Aviation Support Battalion*

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. Parent command 90th ASB is based at Col James L. Stone Army Reserve Center in White Settlement, Texas. Additional Army active and reserve manning based with 90th ASB and other USAR units.

#### *Alpha Company, 6<sup>th</sup> 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 JRB FW. 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 National Guard communication with Special Operations Forces counterparts.

# UNITED STATES NAVY

## NAVAL AIR STATION KINGSVILLE

Naval Air Station Kingsville (NAS Kingsville) trains half of all carrier-based pilots and, specifically, provides advanced training for strike fighter pilots for the Navy, Marines, NATO, and Allied countries. Unlike most Naval Air Stations, NAS Kingsville provides ATC Approach Control services in FAA assigned airspace. Additionally, NAS Kingsville is the only depot-level maintenance facility for all T-45 aircraft in the Navy. T-45's that require complete rebuild, overhaul, or major repair come to NAS Kingsville. NAS Kingsville contributed \$852 million to the Texas economy in 2019 and provides employment for 1,647 personnel with a gross domestic product of \$526.7 million and a disposable personal income of \$289 million.<sup>8</sup>

### Strengths:

- Joint Airport Zoning Board (JAZB) and Airport Zoning regulations allow the installation and community to implement the Navy's compatible land use recommendations. This encourages early notification and opportunity to mitigate encroachment concerns before they can impact NAS Kingsville's Mission.
- All Navy T-45 Depot level maintenance is accomplished at NAS Kingsville.
- NAS Kingsville has FAA authority to provide air traffic control services over Training Air Wing Two's air space.
- NAS Kingsville provides required air traffic control services for Southeastern Texas, to include visibility into border operations.
- Access to 37,000 cubic miles of NASK/TW2 airspace plus additional abundant Special Use airspace, multiple Military Training Routes, and military target ranges.

### Opportunities:

- Expand use of McMullen Target Ranges. Two targets that can be used simultaneously and are protected by restricted airspace R-6312.
- 1,000 acres of space available onboard NASK with water and wastewater capacity available from the City of Kingsville for new missions.
- NAS Kingsville is well suited to provide support and/or basing to U.S. Customs & Border Patrol, Coast Guard Aviation, Unmanned Aerial Systems, joint base operations, and defense industrial base manufacturing facilities.
- As noted in NAS JRB FW, adding the Harlingen Navy Operational Support Center (NOSC) to NAS Kingsville might create a positive and complementary mission group.

### Recommendations:

- Continue to monitor encroachment that could negatively impact the installation including land, air, and electromagnetic concerns.
- Seek additional missions that could be absorbed on the installations, to include intergovernmental.

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<sup>8</sup> Texas Comptroller of Public Accounts



# 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 \$3.8 billion to the Texas economy in 2019 and provided employment for 6,005 personnel with a gross domestic product of \$2.3 billion and a disposable personal income of \$1.2 billion.<sup>9</sup>

### Strengths:

- Dyess AFB units perform bomber and airlift missions.
- Excellent facilities and plenty of capacity make mission growth a real possibility.
- The City of Abilene is exceptionally supportive of the installation.

### Opportunities:

- The Chief of Staff of the Air Force 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. Expect 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 (specifically 500' Above Ground Level).

### Recommendations:

- Continue to monitor encroachment that could negatively impact the installation including land, air, and electromagnetic concerns.
- Continue to support the basing of new B-21 bombers to leverage investment.
- Grow training opportunities through courses and ranges.
- Grow quality of life initiative to support growth of new missions including housing.
- Support additional flight missions that could be absorbed on the installation to include tanker aircraft.

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<sup>9</sup> Texas Comptroller of Public Accounts

# UNITED STATES AIR FORCE

## GOODFELLOW AIR FORCE BASE

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. Goodfellow AFB also supports linguist training in the 517th Training Group, located at the Presidio of Monterey in California. Goodfellow AFB contributed \$4.5 billion to the Texas economy in 2019 and provided employment for 8,309 personnel with a gross domestic product of \$2.7 billion and a disposable personal income of \$1.3 billion.<sup>10</sup>

### 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 Air Education and Training Command.
- The Medical Treatment Facility has been ranked No. 1 of 55 in the Air Force.
- Goodfellow AFB is one of the first installations to build 5G infrastructure.

### Opportunities:

- Consolidation of joint intelligence training at Goodfellow would increase efficiency and leverage expertise of the enterprise.
- Collaboration with Angelo State University is ongoing and an excellent example of community relations.
- Capacity exists for mission growth, but dormitory space needs to be addressed to handle the increased installation population.
- International intelligence training is a definite 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 would be a good fit.
- Homeland Defense learning opportunities exist for joint intelligence training with the City of San Angelo.

### Recommendations:

- Continue to support the intelligence mission and additional growth of foreign intelligence training.
- Encourage continued state asset academic partnerships.

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<sup>10</sup> Texas Comptroller of Public Accounts

# UNITED STATES AIR FORCE

## LAUGHLIN AIR FORCE BASE

Laughlin Air Force Base (Laughlin AFB), located in Del Rio, is home to the 47<sup>th</sup> 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 contributed \$2.0 billion to the Texas economy in 2019 and provided employment for 3,961 personnel with a gross domestic product of \$1.2 billion and a disposable personal income of \$612.8 million.<sup>11</sup>

### 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.
- DEAAAG funded vehicle entry control facility is the 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.

### Opportunities:

- Laughlin AFB is set to welcome the new T-7A "Red Hawk" airframe in the next few years.
- There will most likely be a continued increase in 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 encroachment that could negatively impact the installation including land, air, and electromagnetic concerns.
- Support additional missions that could be absorbed on the installation.

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<sup>11</sup> Texas Comptroller of Public Accounts

# UNITED STATES AIR FORCE

## SHEPPARD AIR FORCE BASE

Sheppard AFB, located in 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 ordinance disposal, and telecommunications. The 80th Flying Training Wing is home to the 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 \$4.6 billion to the Texas economy in 2019 and provided employment for 9,576 personnel with a gross domestic product of \$2.8 billion and a disposable personal income of \$1.3 billion.<sup>12</sup>

### Strengths:

- The 82<sup>nd</sup> Training Wing provides more than half of the initial enlisted skills training for the Air Force.
- Maintenance training for all aircraft (except F-35) is done at Sheppard.
- Support from the local community is superb; the Sheppard Military Affairs Committee is an integral part of Team Sheppard.
- The 80<sup>th</sup> 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 82<sup>nd</sup> Wing's training is conducted off station; possibility exists to bring some of that mission back to home station.
- Since the 80<sup>th</sup> 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-7A (T-38 replacement) when it comes on board.
- Infrastructure, ramp space, and runways would allow increased production of foreign pilot training and enhance international collaboration.

### Recommendations:

- Continue to monitor encroachment that could negatively impact the installation including land, air, and electromagnetic concerns.
- Recapitalization of training classrooms with growing mission responsibilities.
- Support building additional network (5G) infrastructure to support future technologies.

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<sup>12</sup> Texas Comptroller of Public Accounts

## 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 by accomplishing diverse training, flying, medical, cyber, intelligence, and installation support missions every day. JBSA trains more students from the 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 \$41.3 billion to the Texas economy in 2019 and employed 73,707 personnel with a gross domestic product of \$25 billion and a disposable personal income of \$13 billion.<sup>13</sup> The DoD has slated JBSA as a test bed for 5G implementation.

### Joint Base San Antonio – Lackland Air Force Base

Located in the southwest corner of San Antonio, Lackland AFB, hosted by the 37<sup>th</sup> Training Wing, 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 16<sup>th</sup> Air Force, 59<sup>th</sup> Medical Wing, Air Force Installation and Mission Support Center, and 67<sup>th</sup> Cyberspace Wing), and other training programs such as 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. Lackland AFB is also home to the 433<sup>rd</sup> Airlift Wing (U.S. Air Force Reserve) flying C-5M aircraft and the 149<sup>th</sup> Fighter Wing (Texas Air National Guard) flying the F-16C.

#### Strengths:

- The 37<sup>th</sup> 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).
- Lackland is home to DoD's only military working dog training 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.

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<sup>13</sup> Texas Comptroller of Public Accounts

- The 149<sup>th</sup> FW anticipates receipt of newer block F-16s and eventually F-35s to continue their training mission. This will also allow for training additional Guard, Reserve, and active duty pilots.
- Lackland is an ideal location for a USAF Center of Excellence.

Recommendations:

- Continue to monitor encroachment that could negatively impact installations including land, air, and electromagnetic concerns.
- Support newer block F-16s for the 149<sup>th</sup> FW and eventual replacement with F-35s.
- Support funding for runway upgrades.
- Support additional cyber security civil-military missions and create a statewide cyber alliance to include industry and academic partners.
- Support building additional network (5G) infrastructure to support future technologies.

## Joint Base San Antonio – Randolph Air Force Base

Randolph Air Force Base, located on the northeast side of San Antonio, is hosted by the 12<sup>th</sup> 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 19<sup>th</sup> 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 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 12<sup>th</sup> 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 12<sup>th</sup> FTW trains instructor pilots, it is an ideal unit to be one of the first to transition to the new T-7A in the next few years. The expected arrival of the T-7A is in 2023.

Recommendations:

- Continue to monitor encroachment that could negatively impact installations including land, air, and electromagnetic concerns.
- Support building additional network (5G) infrastructure to support future technologies.

## Joint Base San Antonio – 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 in the U.S. Army. FSH is known for its medical

services and headquarters. 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, and 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 and medical training.
- New state of the art medical facilities to include advanced mobile burn unit capabilities.

Opportunities:

- Consolidate additional DoD medical labs to Fort Sam Houston to create more synergy and efficiencies.
- The Defense Health Administration (DHA) has employees here and could relocate the headquarters to Fort Sam Houston.

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.
- Support building additional network (5G) infrastructure to support future technologies.
- Consider opportunities for medical innovation collaborations across Texas.

## 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 EF JRB are tasked with reconnaissance and air sovereignty alert missions and providing support for natural disasters among many other missions supporting Texas. Ellington Field contributed \$470 million to the Texas economy in 2019 and employed 2,323 personnel with a gross domestic product of \$285.9 million and a disposable personal income of \$143.3 million.<sup>14</sup>

The 147th Attack Wing (147th AW) of the Texas Air National Guard (TXANG) is the host unit at EF 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), 1<sup>st</sup> Battalion - 23<sup>rd</sup> Marines, 138<sup>th</sup> Fighter Wing Detachment 1, 75<sup>th</sup> Innovation Command (USAR), 136<sup>th</sup> Signals Battalion (TXARNG), 451<sup>st</sup> 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.
- 147<sup>th</sup> Attack Wing's recent transition to MQ-9 Reaper provides significantly increased capability for the unit. Could easily double their Combat Air Patrol requirement.
- Ongoing collaboration with the U.S. Air Force AFWERX program.

### 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 Systems (NAS).
- Great infrastructure and support at the 147<sup>th</sup> make it an ideal location for a light attack aircraft mission.
- Houston is a good location for recruiting pilots for EF JRB missions.

### Recommendations:

- Encourage alliances and training exercises with other UAS training facilities.
- Support FAA NAS approval.

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<sup>14</sup> Texas Comptroller of Public Accounts



# THE TEXAS MILITARY DEPARTMENT (NATIONAL GUARD AND TEXAS STATE GUARD)

The Texas Military Department (TMD) is commanded by Major General Tracy Norris, the Adjutant General of Texas. The TMD 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 service members of the following in the TMD: 17,978 TXARNG, 3,268 TXANG, and 1,835 TXSG.<sup>15</sup>

## 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.
- TXANG recently announced the replacement of older C-130Hs with new C-130Js, and the replacement of older block F-16s with newer block F-16s.
- TXARNG recently obtained armored tanks for opportunities to train with active units with Fort Hood and Fort Bliss.

## Opportunities:

- TXARNG can grow in size with DoD authorization and great recruitment opportunities.
- 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.

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<sup>15</sup> As provided by the Texas Military Department.

# OVERALL RECOMMENDATIONS FOR THE MILITARY MISSIONS IN TEXAS

## Funding the Defense Economic Adjustment Assistance Grant (DEAAG)

The TMPC oversees the 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 Texas military communities that it continues to be funded by the Texas Legislature. Successful projects include new water and natural gas 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 in the past and the local communities must be prepared to try to add military values to installations in the state. Funding infrastructure projects is a good way to add military values to installations due to Congressional budgets. Military budgets had been cut due to Sequestration and the Budget Control Act with recent years being a struggle to catch up.

### Recommendations:

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

## Encroachment Issues

Many military installations were built at significant distances from 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. The increase of wind farms has had a detrimental impact upon low level flying training for all of the flying units utilizing Texas airspace. As a result, substantive communications, a collective understanding of flight missions, and the actual placement of wind turbines requires a more robust discussion between the wind energy industry and military flying units.

### Recommendations:

- Support legislation to limit encroachment that could negatively impact installations including land, air, and electromagnetic concerns.
- Utilize mapping programs, such as Texas A&M NRI Tent Tool and others to ensure awareness of sensitive spaces around military installations.

## Spousal Employment and Education

Military spouses face unusual obstacles when it comes to employment, personal development, and education. For many military 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:

- 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 Equivalency and 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. Spousal licensing has been used in recent basing decisions and scoring. The Texas Veteran's Commission hosts the Texas Veteran's Portal with a section for active duty military members and their families. It was established during the 86<sup>th</sup> Session by HB 2530 by Chair Dan Flynn. It can be found at the following link: [https://www.tvc.texas.gov/active\\_duty/](https://www.tvc.texas.gov/active_duty/). Texas is doing well but still has opportunities to improve.

### Recommendations:

- Continue to aid military members or spouses with license equivalency and reciprocity to include expedited services, waive or reduce fees.

## 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. The quality of local schools has been used in recent basing decisions and scoring.

### 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 issues by the DoD. Satisfied service members and their families allow the member to focus on their job. Quality of life issues have been used in recent basing decisions and scoring.

### 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 outreach opportunities between state academic institutions and military facilities.
- Encourage community service that engages military and civilian partnerships.

## 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. The DEAG program recently awarded \$5 million to the Alamo Area Council of Governments to harden the infrastructure (including electrical) around Joint Base San Antonio.

### 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 such as the State of Texas funded demonstration project (GLEAMM) at TTU. 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

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.
- Support 5G infrastructure across all installations to prepare for future technology capabilities.

## 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 in areas that are missing from the local installation healthcare facility to serve the military members and their families.

## Public/ Public, Public/ Private Partnerships (P4) and Intergovernmental Support Agreements (IGSAs)

The DoD has recognized the importance of 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 partnership 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.

## 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, deployability, infrastructure, and weather to grow missions. Texas stands willing and able to support and add military value to Texas installations and to the Nation in these dynamic times.