Texas

The Defense Community

Biennial Report

2011-2012

Texas Military Preparedness Commission

Office of the Governor

State of Texas
Office of the Governor
Texas Military Preparedness Commission

To: The Honorable Rick Perry

Subject: 2011-2012 Biennal Report

Dear Governor Perry:

On behalf of the Texas Military Preparedness Commission (TMPC), I am pleased to present to you the 2011-2012 TMPC Report.

Texas has the distinguished honor of hosting 14 military installations with representation from every branch of our nation's military services. Texas is proud of the strong and enduring relationship fostered between our state and the men and women who defend our country. This symbiotic relationship is evident in the steps taken to protect and preserve military missions located in Texas and the extensive impact the military has on our state's culture and economic climate.

It is significant to note that the military and defense industry is attributable for much of Texas economic prosperity. In FY11 alone, Texas realized an economic impact from the 14 military installations of over $140 billion with a domestic disposable income of approximately $54 billion; making the military and defense industry one of the largest economic sectors in the state.

The TMPC shares your commitment for passionately defending our military installations and providing them the ability to train and perform their missions from Texas. When the U.S. Air Force considered relocating eight C-130's from NAS Joint Reserve Base Fort Worth to a facility in Montana, the TMPC joined you, other esteemed Governors, and the members of the Texas Congressional Delegation and Legislature in emphasizing the importance of these assets to Texas and the gulf coast region. Through your leadership, vital military assets were retained here in Texas preserving critical capabilities for Texas and the southeastern United States.

There has been much speculation regarding the status of defense missions and installations throughout the state and the nation. With seemingly endless uncertainty on how defense missions in Texas will be affected by decisions made in Washington D.C. The TMPC will continue to assist you in your fight to defend our military and further propagate the mutually beneficial relationship our great state has fostered with America's finest warriors.

Sincerely,

Paul F. Paine

Paul Paine
Chair

cc: The Honorable David Dewhurst
The Honorable Joe Straus
Members of the Texas Legislature
Members of the Texas Congressional Delegation
Military, Defense Industry, and Community Leaders

Texas Military Preparedness Commission

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TMPC Overview

TMPC Commissioners and Staff

Commissioners	Position	City
Paul F. Paine	Chair	Fort Worth
Ernest Aliseda	Commissioner	McAllen
Tom Duncavage	Commissioner	League City
Arthur Emerson	Commissioner	San Antonio
Woody Gilliland	Commissioner	Abilene
William A. Heine, III	Commissioner	Austin
Alvin W. Jones	Commissioner	College Station
Dennis Lewis	Commissioner	Texarkana
William "Bill" Parrey, III	Commissioner	Killeen
Charles E. Powell	Commissioner	San Angelo
Karen Rankin	Commissioner	San Antonio
A.F. "Tom" Thomas	Commissioner	El Paso
Thomas Whaylen	Commissioner	Wichita Falls

Ex - Officio Members

The Honorable Leticia Van de Putte	Chair	Texas Senate, Veterans Affairs & Military Installations
The Honorable Joseph Pickett	Chair	Texas House, Defense Affairs & Veterans' Affairs

TMPC Staff

B. Keith Graf	Director
Timothy Ginn	Program Manager
Rebecca Hernandez	Intern
Pankaj Patel	Intern

A special thank you to Rebecca Hernandez and Pankaj Patel for their hard work in researching, compiling and analyzing data for the production of this report.

Executive Summary

Texas has a rich and enduring military history. Installations established in Texas during the 19th and 20th centuries provided the state with a vital economic impact that, at the time, amounted to $70 million. Texas' importance as a military sustaining state has continued since then. The state's economic climate, coupled with Texas' long-standing military tradition and its natural resources, work to make Texas a vanguard in military growth and sustainment.

The wide open spaces of Texas, its year-round temperate climate, diverse natural environments and resources provide existing military installations with the ideal setting to achieve mission goals. South Texas, home to Naval Air Stations (NAS) Corpus Christi and Kingsville, as well as the U.S. Coast Guard's in-state presence, provides more than 300 clear-weather days, conducive to search and rescue missions and pilot training. Texas is also capable of sustaining large, self-sufficient military bases. The state is home to Fort Bliss, the largest active duty armored post in the U.S. Armed Forces, and Joint Base San Antonio, the largest base organization in the Department of Defense (DoD).

Since the last biennial report, Texas military installations—unencumbered by lack of land resources—have continued to grow and expand. For example, on Fort Hood, construction of the Charles R. Darnall Armey Medical Center is ongoing and scheduled for completion in 2015. This teaching hospital will include a traumatic brain injury center and a women's health clinic, both of which are extremely important for the state's military population. Such growth not only provides active and retired military personnel, civilians, and family members with improved facilities and resources, but also creates a positive and sustained economic impact on surrounding communities and the state.

Subsequently, expanded facilities have led to increased installation and unit missions. Texas' continued viability as a military friendly state is shown through mission and personnel growth. In 2009, the Air Force established the 24th Air Force at Lackland Air Force Base (AFB), the service component to U.S. Cyber Command. Consistent with the defense secretary's increased focus on cyberwarfare, this development validates the continued importance of Texas military installations and the state itself to the greater goals of the DoD.

NAS Corpus Christi is a great example of different units and organizations working jointly to ensure the safety of the nation and overall success of the DoD. Corpus Christi Army Depot, which repairs and overhauls helicopters and engines; U.S. Border Patrol units that enforce border security and national drug control policies; and the U.S. Coast Guard Sector Corpus Christi are all tenants on NAS Corpus Christi.

Texas military installations maintain a positive and symbiotic relationship not only with the state but with their surrounding communities as well. In 2012, the city of Wichita Falls, adjacent to Sheppard Air Force Base, was presented with the Air Education and Training Command Altus Trophy for outstanding community support, beating out five other contenders, two of which were located in Texas.

The NAS Fort Worth Joint Reserve Base (JRB) Regional Coordination Committee, which works to enhance and maintain intergovernmental cooperation and open communications regarding development and base missions, is nationally recognized as a model for their work between military installations and their host cities. Installations, regardless of their size, benefit surrounding communities by way of financial support, job creation, and resources including medical assistance for veterans.

Since 2003, the Texas Military Preparedness Commission (TMPC) has worked to preserve, promote, and advance the military mission in the state. This has been, and will continue to be, realized by protecting vital installations within state borders and by encouraging defense related businesses to expand or relocate to Texas. For Fiscal Year (FY) 2011, half of the top 10 defense wide contractors were headquartered or had offices in Texas. Additionally, as published by G.I. Jobs, 95 of the Top 100 Military Friendly Employers have operations in Texas.

Recent contracts acquired by defense companies in Texas evidence the success of the defense industry, as well as the importance of the services offered by Texas businesses to the larger goal of the DoD. The location of Lockheed Martin and its role in manufacturing the Joint Force Fighter on NAS Fort Worth JRB, exemplify how the missions of the TMPC - advancement of the military presence and growth of defense related businesses - work to sustain each other.

The future of Texas' military mission looks promising. The past few years have brought personnel, mission, and facility expansion to military installations around the state. The economic climate, available natural resources, and nationally recognized community relationships unite to make Texas an attractive state for continued military growth and improvement.

TMPC Mission

Established in 2003 by the 78th Legislature, the Texas Military Preparedness Commission (TMPC) is a 13-member commission. The Commission's goal is to preserve and expand Texas' military installations and their missions; assist communities impacted by Base Realignment and Closure (BRAC) or other Department of Defense action; assist communities in retaining and recruiting defense related businesses; and encourage economic development in Texas by fostering the development of defense related industries.

TMPC has assisted defense related communities through the use of its Defense Economic Adjustment Assistance Grant and Texas Military Value Revolving Loan Fund. As of FY12, over $32.4 million in grants and $49 million in loans have been allocated to defense dependent communities to facilitate capital or infrastructure improvements aimed at addressing the demands of an expanded military mission or for job creating projects.

In 2009, the 81st Legislature realigned TMPC within the Office of the Governor's Economic Development and Tourism Division (EDT) to take full advantage of EDT's financial and economic development expertise. The Texas Economic Development Bank works in conjunction with TMPC to review and assess the creditworthiness of applicants for loan assistance through the Revolving Loan Fund.

As the TMPC engages with defense communities, military leaders, the congressional delegation, and the state legislature, it is vitally important that Texas present a unified message when communicating with national political and military leadership. Our goal is to make Texas the state of choice for military missions and defense contracts by ensuring the political and economic stability of defense communities, and by strengthening governmental partnerships in streamlining the implementation of national defense policies during this period of rapid transformation.

TMPC Strategies

The Commission advocates the following strategies to retain and attract new military missions to Texas in support of the DoD:

Mission Growth and Transformation: To attract new missions to Texas, the commissioners should be thoroughly knowledgeable of the concepts and requirements for military force transformation as it encompasses all service branches, especially the U.S. Army.

Technology: It is critical to engage emerging and "spin-off" technologies that will create new missions in the force structure that may be assigned to Texas, including future combat systems, unmanned aerial systems, cybersystems.

Capabilities: It is imperative to continue to understand the existing capabilities of our installations, including growth potential, constraints, and needs. TMPC's goal is to mitigate constraints and make Texas the state of choice for current and future DoD missions.

Communication: Dialogue must take place with all defense communities — installation and military commanders, state officials, the congressional delegation, and defense industries in Texas — to ensure the most effective representation of their interests. TMPC will continue to encourage communities to support local installations, understand their military needs, and actively cooperate with the local installation commanders and elected officials, as well as the Office of the Governor.

Support: The Commission will continue to work with legislators and the Office of the Governor to ensure communities have the support necessary for success and encourage utilizing Office of State-Federal Relations (OSFR) resources in Washington, D.C.

Coordination: TMPC will continue to communicate and work with state and federal agencies, as well as defense communities to coordinate infrastructure, transportation, and education projects and efforts necessary to make Texas more attractive for future missions.

State and Federal Legislative Highlights

Texas 82nd Legislature

- **House Bill (HB) 282:** Amends Texas Government Code to require the adjutant general, before granting or conveying an interest in real property, to conduct analysis evaluating whether each unit of the state military forces has adequate facility space to ensure ongoing operations are maintained.

- **HB 447:** Enables defense base authorities to charge for the use, lease, or sale of an open space. The bill allows the authority to charge for a service provided in relation to a project undertaken by the authority; alone or with others, to fulfill an authority purpose or objective. An authority can implement a transportation project on- or off-base property and can construct a building, loading dock, or other facilities as part of a transportation project.

- **HB 559:** Requires the Texas Department of Motor Vehicles (DMV) to issue specialty license plates to recipients of the Bronze Medal or Bronze Medal with Valor. With the exception of parking meters charged by the federal government, vehicles displaying such license plates are exempt from paying parking meter fees.

- **HB 1178:** Outlines administrative review, judicial enforcement, and compensation relating to employment protection for all members of the Texas military forces (TXMF).

  The bill also amends the Texas Transportation Code to require the Texas DMV to issue specialty license plates to female active or former members of the U.S. Armed Forces, Texas National Guard, or Texas State Guard.

- **HB 1514**: Requires the Texas Department of Public Safety to designate "Veteran" on the drivers license of any individual who has served in, and has been honorably discharged from, the U.S. Armed Forces or the Texas National Guard if requested. Drivers license applications are required to provide a space for applicants to voluntarily list any military service qualifying the applicant to receive veteran status.

- **HB 2417:** Updates the Texas Code of Military Justice. Among other provisions, the bill revises a provision regarding the court-martial jurisdiction of each state military force. HB 2417 specifies that a person subject to the Texas Code of Military Justice who commits a Penal Code offense is considered to have violated the Texas Code of Military Justice and is subject to punishment under that code.

- **HB 2624:** Amends both the Family Code and Code of Criminal Procedures. If a person named in a protective order or a written report of family violence is active duty military personnel, a copy of the protective order should be provided to the staff judge advocate at Joint Force Headquarters of the provost marshal at the individual's military installation. The Commanding Officer must also be notified.

  HB 2624 requires an investigation of family violence to include information on whether the defendant has served in an active duty status. If so, the investigation has to identify if the defendant was deployed to a combat zone and if they suffered from post-traumatic stress disorder (PTSD) or a traumatic brain injury. The investigation report is required to include a copy of the defendant's military records and discharge papers.

- **Senate Bill (SB) 100:** Helps implement the Military and Overseas Voter Empowerment (MOVE) Act, passed in 2009. The bill requires blank ballots to be electronically transmitted to all military and overseas voters if requested. The Texas Secretary of State is charged with implementing a tracking system by which military and overseas voters can determine whether a voted ballot has been received by the early voting clerk. It extends elections covered by the MOVE Act requirements to include a statewide election or any election held jointly with a federal or statewide election.

- **SB 431:** Makes it a Class C misdemeanor for a person to use, or claim to hold, a military record that the person knows is fraudulent, fictitious, or has otherwise not been granted or assigned to the person, or has been revoked in written or oral advertisements or other promotion of business.

- **SB 1493:** Amends Local Government Code by decreasing both the number of directors on the board of a defense adjustment management authority, and the number of appointments made by the municipality that created the authority. The bill sets provisions relating to director residency requirements and qualifications and requires the board of an authority to conduct an annual study regarding the effectiveness of the authority and to report it to the legislature.

- **SB 1635**: Requires the Texas DMV to provide persons renewing motor vehicle registration with the opportunity to voluntarily contribute to the Fund for Veterans' Assistance (FVA).

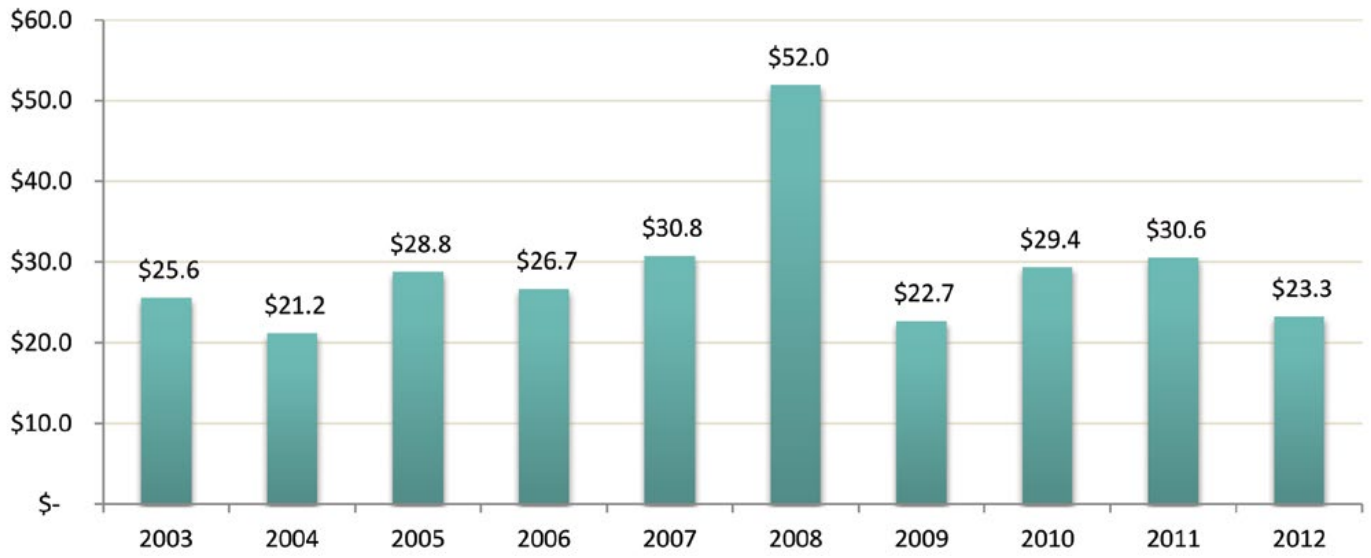
- **SB 1660:** Amends Texas Government Code and expands the duties of the Texas Veterans Commission. The Commission is tasked with informing and assisting veterans and their families in regards to discovering and initiating claims for unclaimed property held by the U.S. Department of Veterans Affairs.

- **SB 1796:** Establishes the Texas Coordinating Council for Veterans Services with the purpose of coordinating state agency activity that assist veterans, service members, and their families; coordinate outreach efforts to ensure those people are made aware of services; and facilitate collaborative relationships among state, federal, and local agencies and private organizations to identify and address relevant issues. The bill sets out provisions relating to the operation of the council.

Defense Industries in Texas

Since 2000, more than $352 billion worth of defense contracts have been awarded to Texas contractors. The state has more than 15,500 diverse defense contractors, including large corporations such as Lockheed Martin and Bell Helicopter, small businesses, and educational institutions.

DoD Texas Contract Expenditures Trend (in billions)



Source: USASpending.gov
<http://actuary.defense.gov/statbook09.pdf>

Bell Helicopter, which broke ground in Fort Worth on their refurbished global headquarters in October 2012, received a five-year procurement contract for FY13–17 to produce nearly 460 V-22 Ospreys. The aircraft produced will be used by all divisions of the military for airborne assault, combat search, and special operations missions.

BAE Systems, located in Austin, recently received a $97 million contract to rebuild and restore 146 Bradley Fighting Vehicles. The contract, awarded by U.S. Army TACOM Life Cycle Management command, is scheduled to be completed by 2014. The Red River Army Depot, located in Texarkana, will spearhead dismantling, rebuilding, and testing of the armed vehicles.

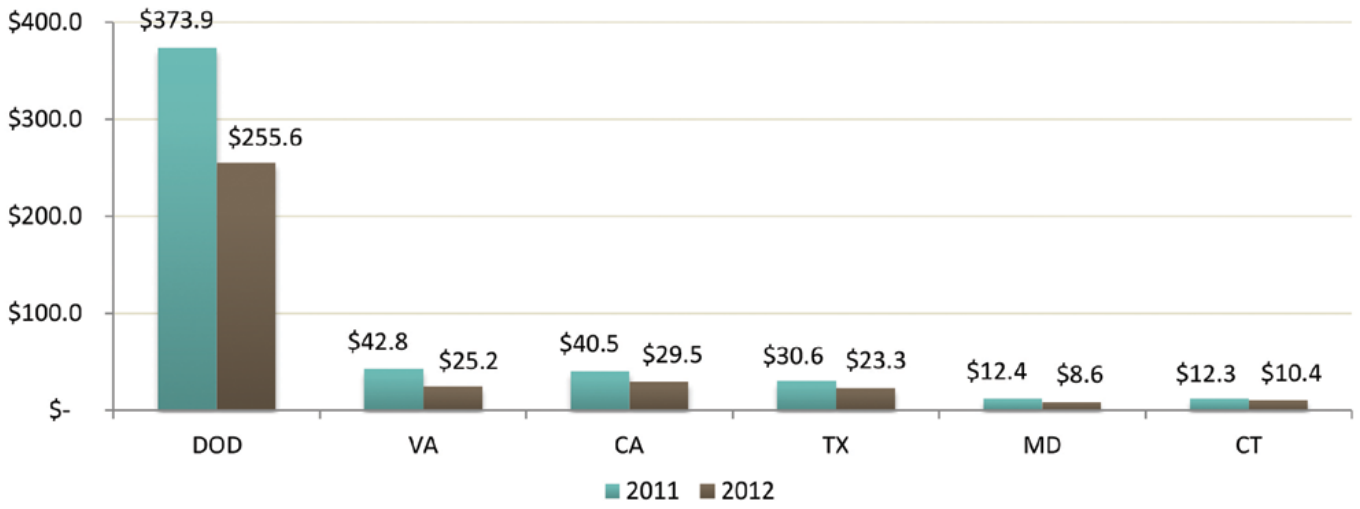
Top Defense Contractors in Texas

Contractors in Texas	Total Amount
Lockheed Martin Corporation	$ 11,262,816,000
L-3 Communications Holding, Inc.	3,008,799,000
Bell Boeing Joint Project Office	2,278,350,000
Vertias Capital Fund II, L.P.	2,247,541,000

Total DoD Contract Spending

In FY11, Texas contractors received nearly 28,000 defense contracts totaling $30.6 billion. Texas contracts accounted for 8.1 percent of the overall DoD expenditures for the fiscal year and ranked third in prime award recipients. In FY12, again ranked third in prime awards with $23.3 billion, or 9 percent of all DoD contract spending awards.

2011 & 2012 DoD Total Contract Spending (in billions)



Source: USASpending.gov

DoD Activities in Texas FY 2011 (dollars in thousands)

DoD Personnel	Total	Army	Navy & Marine Corps	Air Force	Other Defense
I. DoD Personnel Total	323,746	182,359	15,589	112,386	13,412
Active Duty Military	208,569	115,659	4,050	82,013	6,847
Civilian	58,435	30,476	2,514	21,636	3,809
State & National Guard	24,986	19,576	-	3,070	2,340 (TXSG)
Reserve	31,756	16,648	5,726 (N) / 3,299 (M)	5,667	416 (CG)
II. Expenditures Total	$ 42,150,603,903	$ 15,410,013,434	$ 11,622,704,898	$ 10,678,555,946	$ 4,199,544,625
A. Payroll Total	$ 9,610,174,157	$ 6,068,819,075	$ 262,275,309	$ 2,853,230,560	$ 425,849,213
Active Duty Military	6,612,629,951	4,362,608,955	166,215,349	1,843,148,183	240,657,464
DoD Civilian	2,951,694,625	1,675,223,148	91,711,549	999,785,349	184,974,579
State & National Guard	21,358,789	1,314,357	-	3,668,489	-
Reserve	24,490,792	13,296,672	3,237,023 (N) 1,111,388 (M)	6,628,539	217,170 (CG)
B. Inactive Military Total	$ 2,334,585,000	$ 2,280,052,000	$ 40,363,000	$ 14,170,000	$
C. Contracts Total	$ 29,965,736,000	$ 7,060,960,000	$ 11,320,051,000	$ 7,811,043,000	$ 3,773,682,000
R&D	2,781,551,000	99,988,000	1,680,835,000	974,046,000	26,682,000
Construction	1,097,235,000	1,038,165,000	41,405,000	16,478,000	1,187,000
Other	26,086,950,000	5,922,807,000	9,597,811,000	6,820,519,000	3,745,813,000
D. Grants Total	$ 239,785,000	$ -	$ -	$ -	$ -

Sources: DoD Defense Manpower Data Center, Texas Military Forces and National Guard Bureau
Note: Total Number of Personnel includes dependents

Economic Impact Analysis Summary

Economic Impact Locations	Economic Impact (in billions)			DoD Personnel			
	Output	GDP	Disposable Income	Military	Civilian	Contractor	Total
Joint Base San Antonio	$ 46.39	$ 26.04	$ 15.88	50,043	23,720	9,363	83,126
Fort Hood	44.49	25.26	18.58	46,764	7,470	13,965	68,199
Fort Bliss	25.48	14.24	8.53	28,700	8,109	3,153	39,962
NAS Fort Worth*	9.26	5.16	4.63	1,986	1,597	14,979	18,562
Sheppard AFB	5.61	3.16	1.97	6,423	1,931	1,661	10,015
Goodfellow AFB	4.35	2.41	1.35	5,807	1,102	411	7,320
Dyess AFB	3.22	1.79	1.03	4,325	713	66	5,104
Red Rive Army Depot	1.92	1.09	0.74	156	4,458	1,402	6,016
Laughlin AFB	1.65	0.09	0.51	1,935	916	250	3,101
NAS Kingsville	0.82	0.47	0.30	597	278	790	1,665
NAS Corpus Christi**	-	-	-	1,529	5,265	--	6,794
Corpus Christi Army Depot**	-	-	-	6	5,900	--	5,906
Total	$ 143.19	$ 79.71	$ 53.52	148,271	61,495	46,040	255,770

**Includes co-located facilities*
*** Economic impacts have not yet been conducted*
Sources: Study conducted in conjunction with Texas State Comptroller's Office; input data provided by military installations

Number and Payment of Military Retirees in Texas (As of September 30,2011

Service	Number Retired	Paid by DoD	Monthly Payment
Army	77,727	$ 72,141	$ 147,894
Navy	28,488	27,081	51,340
Marines	8,080	7,027	15,070
Air Force	78,350	75,818	174,185
Texas Total	192,192	$ 182,067	$ 388,489
Nationwide Total	2,051,939	$ 50,647,676	$ 3,932,164

Source: DoD Office of the Actuary. Statistical Report on the Military Retirement System (as of 30 September, 2009), May 2010.

Top DoD Agencies Purchasing from Contractors in Texas

The Navy led all DoD sub-agencies in contract expenditures for both FY11 and FY12. Texas contracts awarded in FY11 totaled $12.1 billion, while total Navy expenditures in FY12 decreased to $9.3 billion.

In FY12, the Air Force awarded Texas $6 billion worth of contracts, followed by the Army with $4.3 billion, and the Defense Logistics Agency with $3.4 billion.

Military Construction in Texas FY 2011 and 2012 (in millions)

Army	FY 2011	FY 2012
Fort Bliss	$ 150.0	$ 125.5
Fort Hood	145.1	132.0
Fort Sam Houston	22.2	10.4
Red River Army Depot	-	44.0
Total	$ 317.3	$ 311.9

Army Reserve	FY 2011	FY 2012
Fort Hood	$ 15.5	-
Dallas	12.6	
Rio Grande	6.1	
San Marcos	8.5	
Total	$ 42.7	$ 0.0

Air Force	FY 2011	FY 2012
Lackland AFB	$ 127.3	$ 64.0
Dyess AFB	4.1	-
Goodfellow AFB		
Fort Sam Houston		46.0
Randolph AFB	13.0	
Ellington Field	7.0	
Total	$ 151.4	$ 110.0

Army National Guard	FY 2011	FY 2012
Camp Maxey	$ 2.5	$ -
Camp Swift	2.6	-
Army National Guard Total	$ 5.1	$ -

Military Construction in Texas Total (in millions)	**$ 869.9**	**$ 2,373.0**

FY11 Source: Military Construction &VA & Related Agencies Appropriation Bill, 2011 <http://gpo.gov/fdsys/pkg/CRPT-111srpt226/pdf/CRPT-111srpt226.pdf>
FY12 Source: Military Construction & VA & Related Agencies Appropriation Bill, 2012 <http://gpo.gov/fdsys/pkg/CRPT-112hrpt331/pdf/CRPT-112hrpt331.pdf>

Army Military Installations

Corpus Christi Army Depot

Fort Bliss

Fort Hood

Red River Army Depot

Note: Individual installations provided the information used in the following entries.

Corpus Christi Army Depot

Corpus Christ Army Depot (CCAD) is the largest tenant organization on NAS Corpus Christi with more than 158 acres, 60 buildings, and 2.3 million square feet of industrial space. With a workforce of more than 4,100 civilian employees, six active duty military, 1,800 contractors, three reservists, and an annual revenue of more than $2.5 billion, CCAD is the largest industrial employer and economic engine for the South Texas region.

Mission

Offering ideal weather for flight testing virtually year round, CCAD is the DoD's primary facility for joint services of rotary wing and component repair.

CCAD ensures aviation readiness through overhaul, repair, modification, recapitalization, retrofitting, testing, and modernization of helicopters, engines, and components for rotary-wing aircraft of all services. Seventy percent of CCAD's total workload is component repair. This effort includes world-wide on-site field maintenance teams, analytical crash investigations, and chemical material process facilities. CCAD also serves as a depot training base for active duty Army, National Guard, Reserve, and foreign military personnel.

CCAD thrives on maximizing limited resources at the lowest cost with a quick turnaround. Programs and services rendered by the CCAD increase the capabilities and life of critical aircraft that would otherwise be out of commission. The crash battle damage repair program is a significant asset to Army Aviation, achieving $922 million in cost avoidance over the past eight years.

Additionally, CCAD is the Army's Center of Industrial and Technical Excellence for aviation structural airframes and blades, advanced composite technologies, flight controls and control surfaces, aviation engines, aviation transmissions and hydraulic systems (including sub-system accessory components), and aviation armament, electronics, and support equipment.

Reorganization and Streamlining

A depot-wide reorganization has allowed CCAD to implement practices and programs that maintain optimized support during a time of budget cuts and operational fluctuations. Improvements and initiatives such as Leading Change Teams, groups that work with aviation senior leader teams to guide changes and act to remove barriers to create a sense of empowerment among all aviation community members, along with leadership training and Lean-Six-Sigma, a process improvement methodology that focuses on eliminating waste and reducing variation, have increased the CCAD's level of efficiency.

In its first year after reorganization, CCAD increased production and lowered fixed price rates. The Logistics Modernization Program allows for financial accountability with total asset visibility, improved communication, and reduced costs. Likewise, the Electronic Shop Planning System reduces the need for contract timekeepers. Through these combined initiatives, CCAD offers the best possible rates to the customer while saving taxpayer money. By working together, the CCAD team has reduced costs by more than $15 billion between FY03 and FY11.

CCAD's adoption of a true cost-wise readiness culture has resulted in unprecedented cost avoidance for each helicopter it supports. Through repair and restoration efforts, CCAD has minimized the need to purchase new airframes and avoided the multi-million dollar purchase of new aircraft. By fully utilizing CCAD's unique capabilities, efficiencies in cost are achieved at the highest quality in existing aircraft and components.

Expenditures

CCAD facilities consist of more than 60 buildings and over 2 million square feet. Significant holdings are original World War II era construction, requiring more than $36 million per year to maintain. Estimated replacement cost for the complex and facilities exceed $417 million. Infrastructure renovation and replacement costs are ongoing as the installation aggressively pursues sound, environmentally compliant, and energy efficient production capabilities and working environments.

CCAD's main production facility, Building 8, is a 70-year-old, 1.2-million-square-foot building. The main function of the facility is to house the majority of rotary wing aircraft components, maintenance, and repair. With inefficiencies in electrical distributions, roofs, structural, and other components, Building 8 is well beyond its design life. Additionally, dated construction materials, space limitations, and asbestos contamination leave Building 8 unsuitable for modern manufacturing processes. These inefficiencies result in a 25-30 percent waste in energy and maintenance.

CCAD is currently phase one of a nine phase Dynamic Component Repair Facility project. The 140,000-square-foot facility will be used to house critical equipment and valuable assets, while maintaining open space and flexibility to meet current and projected component production requirements. Upon completion, CCAD will have the capability to provide a safe, modern, and streamlined environment to repair helicopter components. In order to complete the project, the DoD must continue to show high priority of CCAD's critical support infrastructure over the next 10 years.

As a tenant on NAS Corpus Christi, CCAD partners with the Navy in construction and renovation projects, along with base support needs including security, utilities, and fire protection.

Defense Contractors

CCAD has symbiotic partnerships with key players in private industry. In FY12, there were 1,561 contracts worth more than $100 million, allowing the depot to fulfill its mission in a better, faster, and more cost-effective manner. In addition, CCAD relies on vendors for parts repair, manufacture, and manpower support.

Original equipment manufacturers work closely with CCAD to ensure quality support to America's Warfighter. In turn, these partnerships look to CCAD for its unique capabilities and resources. CCAD's main partnerships are well-known in the aviation industry and include:

- Boeing Company - support of CH-47 Chinook and the AH-64 Apache
- General Electric - support of the T700 engine
- Honeywell - support for the T-55 engine
- Sikorsky Aircraft Corporation - support of the H-60 helicopters

L-3 Vertex Aerospace provides logistical, administrative, and base operations support to include data input with data gathering. L-3 also provides skilled labor in the inspection, maintenance, and repair of rotary wing aircraft and components.

Other contractors that provide support to CCAD and the Warfighter are: Brooks Range, Advanced Employment Services, Vanguard Resources Corporation, SIDTEK, Telesto Group, Bell Helicopter, Cape Environmental, Gleason Research Associates, DYONYX, and the South Texas Lighthouse for the Blind.

CCAD's Business Development Office utilizes local channels to find the best support offered in the region and gives private businesses the tools need to provide their services to CCAD.

Environmental Concerns

In an attempt to improve its environmental performance CCAD has partnered with the Environmental Officer program, Quality Assurance Audit program, and the Environmental Advocate-Liaison program to implement an ISO 14001 compliant Environmental Management System.

The ongoing Dynamic Component Repair Facility is being constructed within the Leadership in Energy and Environmental Design (LEED) specifications. Keeping location and environmental factors in mind, the DCRF will sit 25 feet above sea level and will be able to withstand a Category 5 hurricane storm surge, 160-mph winds, and seismic activity. It will meet anti-terrorism and force protection requirements, and will be blast resistant and 100 percent air conditioned, preventing costly corrosion damage.

Community Relations and Outreach

The CCAD workforce is dedicated to developing and fostering positive community relations. Employees engage in a number of outreach programs including:

- ✯ Coastal Bend Combined Federal Campaign. Employees raised more than $768,000 for the workplace charity campaign in 2011.
- ✯ Share Your Christmas Food Drive and Feds Feed Families.
- ✯ Operation Paint Brush sends depot volunteers out into the community to paint the homes of lower income, disabled, and senior citizens.

Outlook

CCAD remains committed to its mission of serving as the DoD's primary facility for the repairing and overhauling of helicopters, engines, and aircraft components. This mission, coupled with the CCAD's emphasis of promoting a cost-conscious culture, saves taxpayers millions of dollars. Steps that promote both the mission and the cost-conscious culture are exemplified in the recent automation of the entire sheet metal manufacturing process.

CCAD understands that its continued success relies on the continued development of key partnerships, which yield top-quality products with a quick turnaround. CCAD continues to be part of the Wartime Replacement Aircraft Program, a concentrated effort with the Armed Scout Helicopter Office, Aviation Field Maintenance Directorate, and Bell Helicopter to provide a cost-effective and efficient way to replenish Kiowa Warriors, the primary air cavalry helicopter.

As unmanned aerial systems are increasingly used by the military, thus changing the face of combat, the depot's experience with the UAS Shadow sets the stage for additional platforms.

Fort Bliss

Located in El Paso, Fort Bliss is comprised of 1.1 million acres of land in Texas and New Mexico. Excellent ranges and training areas, coupled with the longest runway in the Army, make Fort Bliss a premiere facility for training, mobilization, and deployment of combat forces. Weather is excellent for year-round training; providing a cross section of seasons to enhance readiness for national defenses. For aviators, the weather conditions provide an average of 340 flying days per year.

Mission

Established in 1849, Fort Bliss' mission is to sustain, prepare, reset, and transform members of the Joint Team to mobilize and deploy in support of the national military strategy, while providing for the well-being of soldiers, civilians, families, and retirees in the regional military community.

Tenant Installations

- 1st Armored Division is assigned to the U.S. Army Forces Command. Fort Bliss trains, sustains, transforms, and mobilizes members of the joint and combined team to conduct global unified land operations. Training supports the mission, conforms to doctrine, and focuses on fundamentals to enhance the confidence and competence of our soldiers and leaders.
- Joint Task Force North supports drug law enforcement agencies in the execution of counter drug/counter narco-terrorism operations in the U.S. Northern Command's area of responsibility. Working together, the Joint Task Force—North and law enforcement disrupt trans-national criminal organizations and deter their freedom of action in order to proactively protect the homeland.
- Brigade Modernization Command conducts integration and evaluations of the network, non-network, and other developmental and emerging capabilities in order to provide recommendations to the Army.
- On order, the 32nd Army Air Missile Defense Command deploys forces worldwide to conduct joint and combined/coalition air and missile defense operations. Additionally, 32nd Army Air Missile Defense Command executes training and readiness authority over four brigades at six installations within the continental U.S.
- The William Beaumont Army Medical Center delivers comprehensive, high-quality healthcare and preventative services to Warriors in Transition, soldiers, family members, and other patients living on or around Fort Bliss. The medical center ensures the medical readiness of all soldiers assigned and deployed at Fort Bliss and delivers highly skilled Warrior Medics to the force.
- U.S. Army Sergeants Major Academy develops, educates, and trains agile and adaptive non-commissioned officers and enlisted soldiers through professional military education opportunities, enabling the Army to meet the challenges of decisive action in an era of persistent conflict.

Population

Fort Bliss currently supports a total population of 169,866, whic inclues:

- 28,700 - Active military personnel
- 1,615 - Reserve component military
- 3,739 - Temporary duty and reserve personnel
- 46,734 - Family members
  - 13,910 - school-aged military children
  - 3,104 - school-aged DoD civilian children
  - 2,103 - school-aged civilian children
- 10,804 - Full-time civilian personnel
- 78,269 - Retirees and retiree families

Capacity and Utilization

- 5,122 buildings, totaling 28.1 million square feet
  - 3,373 family housing units
- Maintains 22,000 permanent party, training, and re-locatable barracks.
- 1.1 million acres
- 93 training ranges - 82 located in Texas and 11 in New Mexico
- 13,554-foot runway, the longest owned by the Army
- 902 miles of paved and 11,208 miles of unpaved road

Fort Bliss is the largest DoD controlled airspace and can accommodate every weapon system in the U.S. Army. Fort Bliss is comprised of state-of-art training areas, ranges, and facilities. The bases ranges have the distance and depth that allow them to test their equipment to the fullest extent. The three main base camps on each major range can support the training requirements of most operating forces.

Economic Information

- Fort Bliss is the single largest employer in the area
- Estimated annual local contribution over $3.8 billion
- By 2013
  - $248 million in new property taxes
  - $55 million in new sales taxes
  - 2000 new jobs in engineering, technical, and industrial sectors
- FY12 Total personnel compensation: $3,095,977,000
  - Full-time military pay: $2,385,420,000
  - Total civilian pay: $710,557,000
- FY12 Operating Expenditures: $1,167,431,000
- Value of Top 5 FY12 Contracts: $173,279,167,83

City Within a City

Freedom Crossing, located on West Fort Bliss, is the first open-air shopping center with the largest Post Exchange on any military installation. Freedom Crossing has 517,000 square feet of retail space, set on 53 acres and includes a 10-screen movie theatre, as well as national name-brand retail stores, and dining establishments. Freedom Crossing's event calendar includes Let Freedom Sing, a renowned summer concert series, festivals, and more. Fort Bliss also has ten shoppettes, one mini-mall, and restaurants such as Starbucks and Pizza Base.

Partnerships

Fort Bliss enjoys an exceptional relationship with the city of El Paso and receives strong support from the community. Its leaders serve on numerous chambers of commerce in the area and have maintained a continuous dialogue with the El Paso Mayor's Office and city representatives to further champion the installations strategic and sustainability plan.

The installation also partners with 10 neighboring school districts in Texas and New Mexico. The Fort Bliss Partners in Education program, which has been active for 27 years, supports school and private sectors by providing role models for students and improving the quality of education in the area through soldier involvement and enhanced community relations.

Environmental and Encroachment Issues

Of its 1.1 million acres, less than one percent has comparative environmental constraints. Archaeological sites, protected playas, and grasslands are situated in scattered and easily avoidable areas that do little to hinder exercises and training. Electric power consumption at Fort Bliss has been reduced by over 3 MW as the base continues to work towards becoming a “net zero” energy installation.

A Joint Land Use Study by Fort Bliss and El Paso area city governments found that desalination was a viable method for increasing El Paso’s water supply by 25 percent. The Kay Bailey Hutchinson Desalination Plant, located at Fort Bliss, desalinates the groundwater of the Hueco Bolson for use by El Paso and Fort Bliss. The plant is currently the world’s largest inland desalination plant and has the capability to produce 27.5 million of gallons of fresh water daily.

Outlook

Fort Bliss continues to gain missions and units and restructure itself to better meet the goals of the Army. In 2011, Fort Bliss added the 1st Armored Division Headquarters, Combat Aviation Brigade, Fires Brigade, Sustainment Brigade Headquarters, a Combat Support Hospital Detachment, and converted the 1st Basic Combat Team from a Heavy BCT to a Stryker BCT.

By the end of FY13, Fort Bliss will gain one Terminal High Altitude Area Defense Battery, a Civil Affairs Battalion, and an Air Force Security Forces unit will begin standing up. This unit will add approximately 120 permanent party airmen and an annual transient airmen population of 8,000 to 9,000.

Fort Hood

Introduction

Located in Central Texas, Fort Hood, often referred to as "The Great Place," is approximately 60 miles north of Austin, 160 miles south of Dallas, and 150 miles north of San Antonio. Fort Hood spans a total of 340 square miles and supports multiple units, a corps headquarters, and a robust mobilization mission. Fort Hood is home to the 1st Calvary Division.

Fort Hood is the largest active duty armored post in the U.S. Armed Forces. It meets the training and support requirements for large units, smaller units, and organizations, thus maintaining a vital defense force for the U.S.

Mission

Fort Hood's mission is to prepare soldiers and units for combat and take care of soldiers, families, and civilians. Since 2003, Fort Hood has deployed over 662,000 soldiers in support of Operation Iraqi Freedom, Operation New Dawn, and Operation Enduring Freedom.

Fort Hood is home to III Corps Headquarters (Tactical) and 1st Army - Division West. The base also houses both tactical and support units. Tactical units assigned to Fort Hood include:

- 1st Calvary Division
- 4th Sustainment Brigade
- 1st Medical Brigade
- 36th Engineer Brigade
- 504th Battlefield Surveillance Brigade

Support units assigned to Fort Hood include: Operational Test Command, U.S. Army Garrison Fort Hood, Army Medical and Dental Activity, 48th Chemical Brigade, and 69th Air Defense Artillery BDE.

Population

Supported population—approximately 395,000

- Post Population - 82,700
  - Military, on-post family members, civilian employees, contractors, and other employees
- Off-post family members - 61,400
- Retirees, survivors, and family members - 250,600

Economic Impact

Seven surrounding cities (with a regional population of 335,000) partner with, and provide substantial quality of life support to, Fort Hood. Almost 98 percent of the 48,000 soldiers stationed at Fort Hood live within 10 miles of the installation. These soldiers are complemented by more than 21,500 civilian employees at the Central Texas post, making Fort Hood the largest single site employer in the state. According to the Texas Comptroller of Public Accounts, Fort Hood's annual statewide economic impact in 2011 was $44.59 billion.

Reserve Component (RC) Mobilization

Fort Hood is one of the Army's four Primary Mobilization Force Generation Installations for the Army National Guard and the Army Reserve. In 2009 Fort Hood became the largest Reserve Component Training Center in the Army after the reassignment of 1st Army Division West and three of its Training Support Brigades. North Fort Hood serves as Fort Hood's principal location for all Reserve Component post-mobilization training. The primary mission sets trained at Fort Hood in support of overseas contingency operations are: aviation operations, transportation operations, and Division and Brigade level Command and Control operations. The Directorate of Plans, Training, Mobilization, and Security has overall responsibility for support with the Hood Mobilization Brigade providing Command and Administrative control of mobilizing units.

71,860 service members—including 15,000 Texans—have mobilized through Fort Hood since September 2001. The ability of Fort Hood to sustain this extremely high volume of mobilized soldiers is due in large part to expanded facilities on the north side of the post. North Fort Hood currently provides facilities and resources, which support a current peak capacity of 2,636 mobilizing troops. In June 2010, First Army shifted all aviation mobilization training to North Fort Hood; utilizing two renovated and expanded airstrips capable of handling a Combat Aviation Brigade.

Capacity Utilization

The Army has consistently recognized the unique ability of Fort Hood and Central Texas to house and sustain nearly 50,000 assigned soldiers and support ongoing and future Army, joint, and combined force mission requirements.

- ✯ The Western Maneuver Area (WMA), the base's largest, single on-post training segment, easily accommodates a full-up, modern, and digitally equipped heavy battalion task force exercising in multiple scenarios over several weeks at a time.
- ✯ The Army's largest mission Command Training Center is located at Fort Hood and provides individual, leader, and collective digital training in a live-virtual-construction (LVC) integrated construction.
- ✯ Fort Hood supports the Department of State and DoD in Foreign Military Training and Security Assistance. The U.S. is currently working to supply Apache Longbow technology and aircraft to several allies. As the only collective trainer for attack helicopters in the world, Fort Hood provides the Unit Training Program to these allies.
- ✯ Direct access to Lake Belton provides training in all phases of water obstacle and river crossing operations, from small unit to divisional level.

Installation Growth and Improvements

Long-term infrastructure improvements at Fort Hood include the new Spirit of Fort Hood Chapel and Religious Education Campus, state of the art command and control facilities, the Krueger Soldier Development & Education Center, the one-stop Copeland Soldier Service Center, and an aggressive range modernization program. Construction is also underway on the first phase of an operational readiness training center. This initial phase, which consists of a battalion headquarters and barracks to support more than 750 beds, is slated for completion in FY14.

Currently, Fort Hood has 13 ongoing Military Construction Army projects under construction totaling $772 million. Six projects, totaling of $148 million, are in the design phase and are scheduled for completion by FY19.

In response to the decrease in military construction funding, Fort Hood is preparing to execute over $600 million in restoration and modernization projects over the next six years to ensure that existing facility inventory is adequate to meet mission requirements.

Healthcare Infrastructure Improvements

Fort Hood's Carl R. Darnall Army Medical Center is a teaching hospital affiliated with Scott & White Memorial Hospital, the Department of Veteran Affairs Central Texas Health Care System, and Texas A&M University Health Science Center College of Medicine in Bryan-College Station.

The medical center serves more than 172,000 military beneficiaries in a 40 mile radius of Fort Hood and has co-residency programs in emergency medicine and family practice, as well as combined graduate programs in obstetrics and gynecology, and pediatrics with the San Antonio Military Medical Center.

The Fort Hood leadership, in conjunction with federal assistance, has initiated construction of a new CRDAMC with an estimated $570 million cost. Beneficial occupancy is scheduled to begin in the summer of 2015. Additional construction projects to expand medical services to Fort Hood's military community include:

- Construction of a Traumatic Brain Injury Center (opened November 2010)
- A 46,000 Sq. Foot Women's Health Clinic addition (opened May 2012)
- Intensive Outpatient Addiction Treatment facility (opened October 2011)
- National Intrepid Center of Excellence Satellite Center (approved by DoD, funding pending)

Warriors in Transition

Fort Hood's Warriors in Transition Unit (WTU) provides soldiers and their families with a receptive and supportive environment where they can focus on their primary mission of healing. Since 2008, WTU has served more than 2,500 wounded, ill, or injured soldiers.

A new $62 million campus to centralize and fulfill the WTU mission officially opened on June 6, 2012. The 15-acre campus includes a battalion headquarters, a company operations facility, a barracks facility for 320 soldiers, and a soldier and family assistance center.

Fort Hood is pursuing the construction of the $6.3 million Warrior Transition Unit physical fitness center, which will provide a more private and conducive atmosphere to warriors with physical challenges, and a $24 million dining facility to provide soldiers with a closer, more centralized location for meals. Both projects are currently funded.

Soldier and Family Housing

Fort Hood has 99 barracks with approximately 15,400 soldiers and 6,730 family quarters. Family on-post housing serves about 23 percent of the active duty population. Since 2002, and under the Residential Communities initiative program, more than 4,500 sets of quarters have been renovated. 398 units have been removed and 1,206 units have been built. 200 new homes were constructed using energy-saving "green" materials and were certified as Leadership in Energy and Environmental Design (LEED) Silver homes.

Fort Hood understands the community impact of on-post housing and relies on the local housing market to provide attractive opportunities for new home ownership and affordable, high-quality rental properties. The local market continues to provide housing for over 80 percent of the active duty military families.

Community Partnerships

Fort Hood has comprehensive, formal and informal relationships with its surrounding communities, government agencies, and corporate sponsors. Formal reciprocal support agreements for emergency services such as police, fire, and medical response ensure mutually beneficial support when natural or manmade disasters occur.

Fort Hood's ability to preserve its world-class training capability requires fostering productive partnerships with surrounding communities in addressing the preservation of economic, environmental, and land initiatives.

The Central Texas Sustainable Communities Partnership, which began in 2009 and includes the Killeen, Harker Heights, Copperas Cove, Gatesville, and Fort Hood communities, works to foster long-term sustained economic growth and improve the region's quality of life and environmental quality.

Texas A&M University - Central Texas
Fort Hood and Texas A&M share a vision to establish an top-tier university on 672 acres of Fort Hood land that has been transferred to the Texas A&M University System. The first building, Founders Hall, opened May 24, 2012, and a second building is under construction. By establishing TAMU-CT, soldiers and family members are able to earn their academic degrees from a nationally recognized university with programs tailored to the unique local population needs. In-state tuition rates apply to soldiers and family members, even when the military personnel leave the state.

Natural and Cultural Resources
Since 1990, with the assistance of the state and partnerships with Texas Parks and Wildlife, The Nature Conservancy, and Texas AgriLife Research, Fort Hood has worked with the U.S. Fish and Wildlife Service on recovery efforts of the state's Black-capped Vireo and Golden-cheeked Warbler populations. With the 2010 Biological Opinion issued by U.S. Fish and Wildlife Service, Fort Hood has no training restrictions on more than 95 percent of its training lands.

In 2010, Fort Hood successfully implemented Army Alternate Procedures (AAP) to meet compliance with the National Historic Preservation Act (NHPA). The advantage of AAP lies in its ability to streamline traditional NHPA consultation process with the Texas State Historical Preservation Office and Tribal Stakeholders, thereby significantly reducing delays to installation undertakings and U.S. Army training.

Installation Needs
Fort Hood's success as the premier deployment platform for the Army is in large part due to the capabilities that training lands, infrastructure, and personnel offer soldiers that are training for overseas combat. The continued success of Fort Hood to adequately training soldiers is directly linked to the installation's monetary augmentation and political support of state and federal legislative assistance programs.

The future of Fort Hood constantly evolves under the requirements it is presented with as a leading training installation in the Army. Due to infrastructure growth and expansion to support future requirements, Fort Hood has developed a deliberate process to rank potential projects that would improve its capabilities. The following initiatives are where Fort Hood sees an opportunity for state and federal agencies to influence the installation and its community in a positive way.

Texas A&M University - Central Texas
The success in establishing a major university in the Fort Hood area is already providing a positive impact the area's economy and workforce. In addition to additional revenue for Fort Hood and the surrounding communities, the university will bring jobs, students, and higher education opportunities, as well as research and development opportunities in the defense, healthcare, and bioscience clusters. Continued support is necessary to enhance quality of life, improve the workforce, and generate revenue as the university grows into a mature educational institution.

Centex Sustainability Partnership
This partnership, between four local cities and Fort Hood, is the newest advancement in a regional alliance aimed at improving the area's economic and environmental progress. This mission is achieved through improved quality of life, implementation of better environmental practices, and development of a sustainable regional community. The partnership is currently researching the feasibility of a joint recycling partnership, educating citizens in xeriscaping, and promoting green building technologies. Any monetary and legislative help offered from state or federal agencies could act as a catalyst to create a regional agency influencing improvement in the local area.

Outlook
Fort Hood will remain a model Army installation with outstanding infrastructure, ranges, and power projection capabilities. On a per capita basis, soldier training is accomplished more economically at Fort Hood than at any other Army installation. The Army has consistently recognized the unique ability of Fort Hood and Central Texas to house, support, and sustain upwards of 50,000 soldiers and their families in whatever formations today's and tomorrow's forces might find themselves.

Red River Army Depot

Located in Northeast Texas, 19 miles west of Texarkana and approximately 170 miles Northeast of Dallas, Red River Army Depot (RRAD) is a government strategic asset and an essential element of continued army transformation.

Mission

RRAD is an ISO 9001:2000 and ISO 14001:2004 registered industrial complex that provides responsive and innovative solutions for the DoD in repair, overhaul, remanufacture, and conversion of combat systems and tactical vehicles. RRAD is recognized as the Center of Industrial and Technical Excellence for the Bradley Fighting Vehicle System, Multiple Launch Rocket System carriers, Tactical Wheeled Vehicles, and rubber products.

Vital Statistics

- 6,409 total employees
  - Five active duty military
- Largest employer in four-state area (Texas, Louisiana, Oklahoma, and Arkansas)
  - Economic engine for Northeast Texas region
- Economic Impact - $620 million
- FY11 and FY12 Payroll - $591 million
- FY11 and FY12 Contracts for construction, supplies, and services - $353 million

Tenant Installations

RRAD is the host installation for 16 major tenants including:

- The Defense Logistics Agency's Disposition Services, Red River, whose mission is to reutilize, transfer, donate, sell, or dispose of excess and surplus government property.
- Mine Resistant Ambush Protected University (MRAP), a joint services endeavor aimed at training civilian workforce and military deploying to Southwest Asia on the proper maintenance and operation of the Mine Resistant Ambush Protected fleet.
- Defense Distribution Red River, Texas, an 800-acre installation that receives, stores, packages, assembles, and ships assigned items and kits. They are also able to unload, inspect, and perform maintenance on the DoD's primary battle equipment.
- Texas National Guard
- U.S. Army Reserves

As the host and landlord, RRAD provides installation support to ensure the tenants have the necessary facilities, utilities, and other infrastructure required to perform their missions.

Current Assessment

The mission flexibility and responsiveness of RRAD's workforce, equipment, and facilities provides it a competitive edge within the defense industry. RRAD is able to quickly shift efforts to meet changing requirements worldwide and on-base. In support of recent operations in Afghanistan and Iraq, RRAD deployed teams worldwide and improved immediate readiness and provide for the long-term sustainment of U.S. combat and tactical fleet.

RRAD produces two MRAP training platforms; the MRAP Egress Trainer and the High Mobility Multipurpose Wheeled Vehicle Egress Assistance Trainer, which train soldiers how to safely exit overturned vehicles. RRAD is also the only DoD facility capable of remanufacturing road wheel and track vehicle systems, and is the only qualified source of supply for M1 road wheels.

The installation proactively seeks industrial partners and has successfully negotiated over 50 teaming and 200 partnering arrangements. These relationships leverage the strengths of both parties and ultimately results in a higher quality and less expensive product. RRAD technical resources include the capability to design, fabricate, and manufacture a wide variety of items ranging from specialty parts to unique prototype weapon systems and vehicles. Future missions include Future Combat Systems variants and the Future Tactical Truck System.

Environmental Concerns

RRAD's environmental policy is an integral part of its mission. RRAD's primary focus areas are pollution prevention, compliance, restoration, and conservation. Environmental stewardship is the responsibility of every member of the workforce, including the strategic partners that reside at the depot. RRAD is ISO:14001 certified and undergoes semi-annual audits from Perry Johnson Registrars to maintain certification.

RRAD maintains an Integrated Cultural Resources Management Plan, an Integrated Natural Resources Management Plan, and a Fisheries Management Plan for the facility. Currently, there are no identified endangered species on site. The Texas Commission on Environmental Quality is currently reviewing RRAD's air permit application for the installation and operation of a bio-mass boiler. This boiler will burn wood chips and process steam heat, which will reduce the amount of coal RRAD currently consumes, resulting in reduced costs and cleaner emissions.

Community Relations

RRAD and the surrounding community have two common goals: the sustainment and growth of RRAD and continued collaboration to ensure the viability of RRAD in the future. The Military Affairs Committee hosts several functions that maintain relations between the community and military base.

Communication is maintained with legislative representatives in Texas and Arkansas to keep them informed of issues which could potentially affect workload, funding, or personnel within the defense community.

The committee also works closely with the depot to identify areas which could potentially be funded by state or local government to improve RRAD's military value, such as access to transportation networks and access to water, as well as road improvements. RRAD has identified several potential joint-use projects between the depot and community, including:

- New I-30 exchange to align with RRAD main gate (Texas Department of Transportation funding)
- Upgrade/construct southern railroad spur to support rail transport to the RRAD and the Red River Commerce Park
- Plan to connect U.S. Highway 67 and U.S. Highway 82

Outlook

Based on the decrease in military forces deployed in support of the Global War on Terror, RRAD expects a corresponding decrease in workload over the next two fiscal years, based upon current projections and does not account for potential workload associated with partnerships. The decreased workload could potentially lead to a requirement for a decreased workforce. Numerous industries have contacted RRAD to inquire about public/private partnerships opportunities for a variety of workload opportunities supporting both U.S. workload and foreign military sales.

Navy Military Installations

Naval Air Station Corpus Christi (NASCC)

Naval Air Station Forth Worth Joint Reserve Base (JRB)

Naval Air Station Kingsville (NASKING)

Note: Individual installations provided the information used in the following entries.

Naval Air Station Corpus Christi

Mission

The overall command mission of NAS Corpus Christi is pilot training. To this end, there are several tenant commands at NAS Corpus Christi whose main focus is pilot training. Training Air Wing FOUR (TRAWING FOUR) is comprised of four individual units: two primary training squadrons and two squadrons that provide advanced multi-engine training. TRAWING FOUR produces nearly 600 new, highly qualified aviators every year. In addition to TRAWING FOUR, NAS Corpus Christi is the Chief of Naval Air Training headquarters, which oversees the Naval Air Training Command. Naval Air Training Command actively works to safely train and produce the world's finest combat quality Naval Aviators and Naval Flight Officers.

Tenant Commands

NAS Corpus Christi houses tenant commands that function to maintain and operate facilities and provide service and material support for aviation facilities and Naval Air Training Command operations. Tenant commands include:

- CCAD is the largest tenant command at NAS Corpus Christi. It is the industry leader of repair and overhaul for helicopters, engines, and components in Army Aviation.
- Department of Homeland Security's National Air Security Operations Center, Corpus Christi executes the Office of National Drug Control Policy's defense in depth strategy, conducts border security operations with Predator Unmanned Ariel Systems, and collaborates with partner agencies to secure the nation's border and infrastructure.
- U.S. Coast Guard Sector Corpus Christi performs all Coast Guard missions with the exception of ice-breaking. Annually, Coast Guard Sector Corpus Christi conducts about 450 search and rescue cases, seizes over 5,500 pounds of drugs, manages the safe arrival of 3,200 commercial vessels, and provides support for 47 Coast Guard cutters and small boats.
- Base Communications Office provides services to support the installation, tenant commands, and authorized non-Navy activities under the Area of Responsibility of NAS Corpus Christi. These sites include the three outlying airfields in Corpus Christi and Goliad.
- Fleet Weather Center Component Corpus Christi provides timely, comprehensive, and tactically relevant meteorological and oceanographic products and services in direct support of fleet training and readiness and other federal government agencies as directed.
- Naval Criminal Investigative Service (NCIS) is tasked with investigating and defeating criminal, terrorist, and foreign intelligence threats to the U.S. Navy and Marine Corps, wherever they operate: ashore, afloat, or in cyberspace. NCIS contributes to the nation's security by investigating major criminal activity that impacts the Department of the Navy.
- Naval Munitions Command operates and maintains an explosive ordnance facility at NAS Corpus Christi, providing ordnance support to the installation and its tenants.

Population

- 7,825 - Employment population including active military personnel, civilians, and contractors
- 1,529 - Active military personnel
- 18,750 - Retired military personnel accessing station, base, fort, and camp facilities and resources such as hospitals, commissaries, and exchanges.
- Defense Contractors on base include Boeing, Lockheed-Martin, L3, and Sikorsky.

Installation Inverntory

NAS Corpus Christi is comprised of 5,711 acres and its on-base facilities are valued at $1.34 billion. TRAWING FOUR conducts pilot training on Truax Field and two outlying airfields: Navy Outlying Landing Field (NOLF) Waldron and NOLF Cabaniss. In order to decrease air traffic congestion and facilitate an increased pilot training rate, NAS Corpus Christi has leased landing rights at Aransas County Airport and Corpus Christi International Airport. In 2011, the Navy acquired Goliad Airfield for training pilots on new T-6 Texan II Primary Fighter turboprop planes.

Installation Resources

The base also provides housing, medical, recreational, and other quality-of-life services to a base population of 7,800 military personnel, dependants, and civilian employees, as well as 18,750 local military retirees. Resources available to these individuals include:

- Naval Health Clinic Corpus Christi, whose mission is to promote total force health and wellness by providing ready access to high-quality patient-centered care.
- The Navy Marine Corps Relief Society, which provides financial, educational, and other assistance to members of the U.S. Naval Services, eligible family members, and survivors when in need.
- STARBASE Atlantis, which exposes youth to the technological environments and is a positive role model on military bases and installations. Participating youth follow a curriculum exceeding the current national teaching standards and emphasizes science, technology, engineering, and mathematics.

Other installation resources include programs that focus on suicide prevention, personal financial management training, alcohol and drug prevention, and individual deployment support facilities.

Community

NAS Corpus Christi has several memorandums of understanding with local communities and organizations including the city of Corpus Christi, Corpus Christi Fire Department, Nueces County Emergency Operations Department, and Coastal Bend Council of Government. NAS Corpus Christi supports the city of Corpus Christi with several events such as the Beach to Bay Marathon, Pearl Harbor Day, Veterans' Day, and Memorial Day.

Outlook

With its temperate climate and unencumbered airspace, NAS Corpus Christi is able to continue fulfilling its primary purpose of training Navy and Marine Corps pilots as well as foreign students. T-6 turboprop aircraft is currently replacing the aging T-34 training fleet. The new T-6 aircraft provides increased training effectiveness, and enhanced operational capabilities, as well as significant improvements in safety and cockpit accommodations. In April 2011, the NAS Corpus Christi acquired the Goliad Airfield for utilization as the primary outlying landing field for T-6 training operations.

NAS Corpus Christi continues to have a positive relationship with its surrounding city and county communities. NAS Corpus Christi supports local events, associations, and school districts while the surrounding communities provide continued support of the installation's mission.

Naval Air Station Fort Worth Joint Reserve Base

Located within the city limits of Fort Worth, NAS Fort Worth JRB was established in October 1994 as the first JRB in the country.

Mission

The primary mission of NAS Fort Worth JRB is to provide joint training capability and resources to enable Warfighter readiness while sustaining personnel and their families, community compatibility, and a culture of safety.

Under the operational command of the Naval Installations Commander, NAS Fort Worth JRB is a strategic joint defense facility that plays a pivotal role in the training and equipping of air crews and aviation ground support personnel.

Tenant Installations

- 10th Air Force headquarters, which directs 15,000 personnel at more than 30 military installations around the country. The mission of 10th Air Force is to exercise command supervision of its assigned Reserve units to ensure they maintain the highest combat capability to augment active forces in support of national objectives.
- 301st Fighter Wing is the only Air Force Reserve fighter unit in Texas. The mission of the wing is to provide commanders in chief and major commands with the combat ready warriors needed to operate the country's Expeditionary Air Force, fight and win America's wars, and protect the nation's worldwide interests.
- 14th Marine Regiment provides the Marine Air Ground Task Force with a Force Artillery Headquarters in order to command, control, and coordinate Force Artillery delivered fires. The 14th Marines assume the civil military operations mission for the task force with a focus on coordinating and achieving unity of effort among all forces and non-military organizations participating in stability operations in the task force's battle space.
- Marine Aerial Refueler Transport Squadron 243 provides aerial refueling service and assault air transport of personnel, equipment, and supplies in support of Fleet Marine air operations.
- 9th Naval Construction Regiment provides rapid and effective construction support and ground defense operations to the Navy, Marine Corps, and other forces as directed. The regiment also provides public works functions as directed.

Population and Employment Figures

- Population, including active duty, guard, and reserve personnel; civilian employees; and contractors: 11,569
- Number of active duty military dependants: 2, 780
- Employment figures for co-located facilities
  - Lockheed-Martin Aeronautics: 14,240
  - Federal Medical Center Carswell: 442

Economic Impact

In terms of payroll, NAS Fort Worth JRB paid its active duty military personnel, civilian workers, contractors, guardsmen, and reservists approximately $313.45 million in FY10. In FY11, Lockheed-Martin and Federal Medical Center Carswell paid its employees $1.46 billion and $41.95 million respectively. With its multi-service commands, NAS Fort Worth JRB has a combined annual economic impact of $2.3 billion on the local economy.

If the operations of its co-located facilities are added, these facilities would be directly and indirectly linked to $9.26 billion of total industry output in Texas in FY11. In terms of GDP, in FY11 $5.16 billion in final goods and services were produced in-state by businesses directly and indirectly associated with these facilities.

Installation Inventory

- Total Installation Acreage: 1775
- Aircraft Inventory:
  - 12 - Marine Corps F/A 18
  - 14 - Marine Corps KC-130T
  - 8 - National Guard C-130H
  - 27 - Air Force F-16
  - 4 - Navy C-40A
  - 11 - Army C-12R
- Brownwood and Brady Military Operating Areas for flight and aviation mission training

Capacity/Utilization

The capacity and utilization of the base must be measured against the needs of its primary mission—support of the joint services Reserve trainings and operations.

- Hangars: Hangars on NAS Fort Worth JRB are adequate to meet current needs with limited availability for possible future requirements
- Apron Space: There is ample apron space for more than 170 aircraft, depending on size, thus affording capacity for future additional units
- Runway 17/35 is 12,000 feet long and can support additional operations.
- Airspace: NAS Fort Worth JRB's airspace is adjacent to the Dallas-Fort Worth Airport. Due to the FAA's implementation of the "Metroplex Plan" in the mid 1990's, there are no limitations identified regarding air traffic deconfliction or encroachment. All military training areas are west and northwest of the DFW and NAS Fort Worth airfields.
- Maintenance, training, and administrative space: All buildings used in these capacities are utilized.

Overall, the facilities at NAS Fort Worth JRB are used efficiently to support the activity levels of its current tenants. Gaining future tenants will require renovation of some existing buildings, consolidation efforts, and possibly some new construction.

Community Relations

NAS Fort Worth JRB fosters and sustains close relationships with the city of Fort Worth, and surrounding municipalities. Base leadership maintains a continuous dialogue with the officials, chamber of commerce, and other organizations. Command leadership encourages volunteering in the community, and has several personnel volunteering as Scout leaders, school mentors, and engaging in other social, civic, and religious activities.

Throughout the year, several opportunities arise for military-civilian interaction, such as base tours, Adopt-a-School programs, Color Guard and Honor Guard appearances, speaking engagements, free air shows and concerts, and Drug Education for Youth training. In turn, businesses and organizations from surrounding cities host military appreciation events.

NAS Fort Worth JRB Regional Coordination Committee (RCC)

The NAS Fort Worth JRB RCC was the result of a Joint Land Use Study completed in 2008. The RCC was organized to enhance and maintain intergovernmental cooperation and open communication in regards to development patterns that might impact the base's mission.

The RCC is responsible for encouraging compatible land use planning, conducting community outreach, and participating in military affairs. It also serves as a clearinghouse for development patterns in western Tarrant County, allowing participating entities to brief each other on significant projects that may cross jurisdictional boundaries. In addition, several of the participating local governments have independently moved forward on re-zoning, overlay zoning, and comprehensive plan updates to support the military's mission in North Texas.

Because of its many successes, the RCC has become a nationally recognized model that illustrates how intergovernmental cooperation between military installations and their host cities can preserve military training and readiness requirements while enabling compatible development to address local economic market conditions. In 2010, the RCC was awarded a HUD Community Challenge focusing on Planning for Livable Military Communities. This grant will enhance Joint Land Use Study implementation efforts by providing critical planning funds to the cities around the installation. Housing, transportation, and building codes will be addressed through this grant.

Outlook

The Dallas-Fort Worth Metroplex is one of the best areas in the country for supporting the demographic requirements for a Reserve base. The base has both hangar and ramp space to accommodate additional squadrons, and the installation is working diligently to find new and innovative ways to create more operational space within the confines of the current fence line. Co-location with Lockheed Martin, which manufactures the Joint Strike Fighter (JSF) makes NAS Fort Worth JRB an excellent choice as a future site for Navy, Marine Corps, or Air Force JSF squadrons, as well as a centralized JSF training center.

The installation continues its efforts to create the most efficient and effective organization to manage the shore establishment for the 21st century. All services are streamlining and refining their structure and are initiating studies to evaluate new approaches to provide services to their customers. This approach has helped identify where the installation can utilize technology to increase its capability. NAS Fort Worth JRB will soon have its first automated base-entry control point, with automated control onto the airfield. Further, the architecture for many buildings to have automated, monitored security access and control is in development, along with a fiber optics backbone to support the base-wide security posture.

Service commanders at NAS Fort Worth JRB have had success in developing joint doctrine and operating procedures that create seamless functionality among host and tenant commands in base support and community service programs. As the largest JRB in the country, NAS Fort Worth JRB continues to play an important role in the military's defense posture.

Naval Air Station Kingsville

NAS Kingsville, built during World War II, is located three miles north of downtown Kingsville and 40 miles southwest of Corpus Christi. Situated in temperate South Texas, NAS Kingsville provides pilot trainees with more than 300 training days per year.

Mission

The primary mission of NAS Kingsville is to provide facilities and support for Training Air Wing TWO (TRAWING TWO) by training undergraduate jet and strike pilots for the U.S. Navy and Marines. Pilot production is the responsibility of TRAWING TWO and its two training squadrons; VT-21 and VT-22. Utilizing 104 T-45 Goshawk aircraft, TRAWING TWO trains 50 percent of the Navy and Marine Corps jet/strike pilots each year, while the other half train at NAS Meridian in Mississippi.

Military Population

NAS Kingsville has a total population of 1,895, including 498 active duty military personnel on board, of which 150 are flight students, and 1,245 active duty dependants.

Military retirees and their dependents residing in South Texas have access to all base services. According to the DoD Actuary Report for 2011, there are 5,600 retired military personnel and 9,800 dependants residing within a 50-mile radius of NAS Kingsville.

Employment and Compensation

NAS Kingsville employs more than 1,890 people, accounting for 13.8 percent of the Kingsville and Kleberg County workforce. Employment totals include 498 active Navy and Marine Corps personnel, 279 reservists, 254 Department of the Navy civilian employees, and 250 U.S. Customs and Border Patrol civilian employees. Additionally, there are nearly 300 non-appropriated fund employees and 583 contract employees on base.

There are three major civilian contractor employees providing services to NAS Kingsville:

- L-3 Communications Vertex Aerospace provides aircraft maintenance and logistics for the 104 T-45 Goshawk aircraft operated by TRAWING TWO and the Naval Air Training Command and employs 448 full-time personnel.
- Rolls-Royce's 44 full-time employees performs all maintenance on the T-45 Goshawk's Rolls-Royce engine and operates the air station's Jet Engine Test Cell Facility.
- Fidelity Technologies has 38 full-time employees that handle flight simulator instruction and simulator maintenance for the TRAWING.

According to the Greater Kingsville Economic Development Council's 2010 "Report on the Annual Economic Impact of Naval Air Station Kingsville," combined active duty and Reserve military salaries totaled more than $43 million annually. Combined DoD civilian and contract employee salaries were estimated at $93 million, with U.S. Customs and Border Patrol's annual payroll estimated at $14.1 million. Total base employment compensation was $136 million.

Expenditures

NAS Kingsville's local annual procurement is estimated at $6.5 million, with an estimated $9.5 million annual average for funded construction projects. The annual economic impact for Kingsville and Kleberg Counties is an estimated $450 million and $100 million for Nueces County.

The operations budget for the command in FY11 was $17.7 million.

Tenant Commands

In addition to housing infrastructure needed to provide undergraduate jet/strike pilot training, NAS Kingsville also houses several facilities and contract personnel tasked with performing maintenance on the airframe and training system. NAS Kingsville is home to 23 tenant commands and activities including:

- Commander, TRAWING TWO: Responsible for providing fleet with 200 newly winged Marine Corps and Navy pilots.
  - Training Squadron 21: Reserve Unit that provides advanced pilot training for carrier jet aviators.
  - Training Squadron 22: Reserve Unit whose mission is to train pilots in strike jet transitional training.
- U.S. Border Patrol Rio Grande Sector Kingsville Station plays an important role in manning the Border Patrol Checkpoint in Sarita, Texas. In addition to performing checkpoint duties, agents perform highway interdiction operations, brush crew details, ATV operations, and train checks.
- 11th Aviation Command MEDEVAC Company
- NG Reserve 836th Engineer Company
- Fleet Logistics Center Jacksonville Detachment
- Chief of Naval Air Training Detachment performs surveillance of contractor operations for Naval Air Training Command aviation maintenance contracts.
- Naval Branch Health Clinic Kingsville offers outpatient medical care to active duty military personnel, military retirees, and their family members.

Capacity Utilization

The capacity utilization of NAS Kingsville is measured against the needs of its primary mission—undergraduate jet/strike pilot training. This mission requires aircraft, hangar space, aprons, runways, airspace, maintenance capacity, and administrative space to optimize military value. Command inventory includes four 8,000 ft. runways, four aviation hangars, and more than 1.2 million square feet of building space.

NAS Kingsville controls more than 16,000 acres of property located in three different counties. The main station consists of 4,000 acres in Kleberg County. The command's Auxiliary Landing Field at Orange Grove in Jim Wells County totals about 1,500 acres and the air station's McMullen Target Range, home of two target sites, consists of 4,000 acres. The command's Escondido Ranch houses a Relocatable Over the Horizon Radar, the U.S. government's primary surveillance system for the counterdrug mission, is located in McMullen County and consists of 6,500 acres.

NAS Kingsville has an environmentally safe corrosion facility for T-45 life-cycle maintenance requirements and has the capacity to support other requirements as needed. Other hangars are used to conduct modifications to the T-45 by contract support teams. There is limited surplus apron space available for new or expanded missions; providing they do not impede on the command's primary mission of support for the training environment.

The 11th Aviation Command MEDEVAC Company arrived on base in late 2010 with two HH-60 Black Hawk helicopters. The unit added a third helicopter in 2011 and plans to bring three additional HH-60s to NAS Kingsville, but those plans are currently on hold.

Community Partners/Outreach

NAS Kingsville is committed to sustaining a positive relationship with the surrounding cities and counties. Various mutual aid agreements regarding fire and emergency services and force protection are in place with the Kleberg County Sheriff's Office, the city of Kingsville, and other surrounding organizations.

NAS Kingsville performs community outreach through two avenues: the Public Affairs Office responds to volunteer requests from the local community while the command chaplain handles requests for relief drives and donation assistance. Volunteer opportunities include judging science fairs, assisting with holiday celebrations, and volunteering as cooks and servers for the annual King Ranch "Ranch Hand Breakfast." The NAS Kingsville Color Guard and Honor Guard also volunteer their time, participating in more than 50 events throughout South Texas. In 2011, NAS Kingsville supported the Navy Junior Reserve Officer Training Corps Summer Camp by hosting more than 400 cadets over a two-day period.

Encroachment and Environmental Issues

The Encroachment Management Program, managed by the Community Plans and Liaison Officer, represents NAS Kingsville to all internal and external stakeholders, including landowners, local and state elected officials, and non-governmental organizations on matters pertaining to encroachment. The officer also works with tenant commands to articulate any training requirements or concerns they may have.

Because of the 2010 Joint Land Use Study, the city of Kingsville and Kleberg County enacted the state's Airport Zoning Act and created the Joint Airport Zoning Board. This five-person board has police power authority to create zoning ordinances to protect NAS Kingsville from incompatible development. This authority extends five miles from the end of each runway and is three miles wide.

Two environmental studies are currently being updated: the Air Installations Compatible Use Zones study for NAS Kingsville and Naval Air Landing Field (NALF) Orange Grove and the Range Air Installations Compatible Use Zones study. The former provides recommendations of compatible land use around an air installation while the latter provides land use recommendations which will be compatible with the military range operations; in this case McMullen Bombing Range Complex.

A Joint Land Use Study for NALF Orange Grove is scheduled to begin after the completion of the Air Installations Compatible Use Zones study. NALF Orange Grove is critical to the base's ability to prepare student Naval aviators for aircraft carrier landings.

Outlook

In 2012, air operations on base conducted more than 130,000 air traffic control operations, including 45,000 radar operations, nearly 8,500 military VFR operations, and 8,710 civilian operations. NALF Orange Grove completed 39,666 military operations and 14 civilian operations.

With over 36,000 cubic miles of unencumbered airspace, easy availability of landing fields, and the on-base ability to provide life-cycle maintenance of the T-45 Training System, NAS Kingsville will continue to rank as an invaluable aviation training facility.

Air Force Military Installations

Dyess Air Force Base

Ellington Field Joint Reserve Base

Goodfellow Air Force Base

Laughlin Air Force Base

Sheppard Air Force Base

Note: Individual installations provided the information used in the following entries, with the exception of Ellington Field Joint Reserve Base. Information for this entry was provided by the Bay Area Houston Economic Partnership

Dyess Air Force Base

Dyess AFB, home to the Air Force's only B-1B formal training unit, is situated on the west side of Abilene on 5,303 acres. Dyess holds an additional 1,017 acres in easements, 89 acres in geographically separated units, and 605 acres in leased sites.

Mission

Dyess AFB hosts the 7th Bomb Wing (Air Combat Command) which operates 36 B-1B Lancer bombers and is composed of many units working in unison to support logistic, operations, medical, and support functions. The mission of the 7th Bomb Wing is to provide world-class airmen and air power for the Warfighter. It is also charged with producing combat-ready aircrews in the Air Force's only B-1B formal training unit.

Groups assigned to the wing include:

- 7th Operations Group, is responsible for executing global conventional bombing directed by proper command authority and combines the skills and experience of its four squadrons to provide heavy worldwide firepower at a moment's notice. It is the Air Force's largest B-1B operations group with 36 B-1s and 1,100 personnel assigned to its four squadrons.
- 7th Maintenance Group provides maintenance support to the bomb wing, deployed units, and associate units assigned to Dyess AFB. Some of the duties performed by the group include managing the wing's ancillary maintenance training program, inspection of the B-1 fleet, aircraft parts fabrication, and on-and-off equipment maintenance on the B-1 and C-130.
- 7th Mission Support Group keeps the physical installation and its members performing at peak efficiency, while also preparing and supporting the base for its mobility requirements within the Air Force's expeditionary role. It meets the administrative, educational, and communications-computer system requirements for the bomb wing, while providing family and community services.
- The 7th Logistics Readiness Squadron, a subdivision of the 7th Mission Support Group, is responsible for home-base logistics support as well as mobility support of deployed forces. The squadron provides supplies, equipment, and fuel to all base units and receives and stores more than 388,000 pieces of property valued at $211 million.
- 7th Medical Group is tasked with providing personalized healthcare for all military personnel, civilian personnel, and military families on base. Services provided by this group are also available to military retirees in the area.
- U.S. Marine Corps Detachment - 1 Motor Transport Maintenance Company is a Reserve unit that provides intermediate tactical vehicle maintenance support and training for Marine Corps Forces Reserve Units in 10 states. Detachment - 1 has an active duty staff of 11 and 92 reserve personnel.

317th Airlift Group

Dyess AFB also hosts the 317th Airlift Group. This unit transports troops, equipment, and supplies daily in support of the expansive U.S. military obligations. The 317th Airlift Group is often involved in humanitarian disaster relief, such as the 2010 Haiti earthquake, and emergency evacuation of U.S. American nationals from troubled areas of the world. On March 7, 2012 the 317th surpassed 3,000 days of continuous deployment in support of U.S. Central Command combat operations.

The 317th Airlift Group is comprised of the 39th and 40th Airlift Squadrons, 317th Aircraft Maintenance Squadron, 317th Maintenance Squadron, 317th Operations Support Squadron, and the 317th Maintenance Operations Squadron.

The 317th Airlift Group utilizes C-130 aircraft to carry out its missions. In 2010, the group began to transition from its older C-130H aircraft to newer C-130J-30 stretch "Super Hercules" transport aircraft. As of June 2012, the 317th Airlift Group has 21 of the new C-130J aircraft and four of the older C-130H model. All C-130s operated by the 317th Airlift Group will be new J-models by the end of 2012.

Personnel and Employment

- Full-time DoD
  - Air Force: 4,314
  - Navy/Marine: 11
  - Civilian Personnel: 713
- Part-time DoD
  - USMC: 34
  - Civilian Personnel: 79
- Total Population (including dependents): 11,052

Compensation and Base Expenditures

- Active Duty Military Personnel: $228,695,435
- Civilian Personnel: $33,798,738
- Total Expenditures and Contracts: $69,541,269

Population and Housing

Dyess AFB's 11,052 military personnel and dependents are housed in 11 dormitories, 674 military family housing units, and 402 off-base apartments and townhomes. The Air Force has plans to privatize all on-base family housing by 2013.

Dyess AFB also extends its medical resources and facilities to 3,537 retirees in the area.

Installation Capacity and Recent Upgrades

The 18 hangar spaces on base are used for aircraft maintenance, modification, retrofitting, washing, corrosion control, and refurbishment. Currently, all intermediate engine maintenance for the entire U.S. Air Force's B-1 fleet is performed at Dyess AFB. The main runway is 13,500 feet long and 300 feet wide. Additionally, there are two assault landing zones and a cargo/personnel landing zone just west of the main runway.

Current mission aircraft are supported by 5 million gallons of above-ground fuel storage, a consolidated Aircraft Service System, and two Type III Hydrant systems, capable of delivering fuel to 41 outlets supporting the B-1 mission.

Recent upgrades at Dyess AFB include a $21 million C-130 multi-purpose, two-bay hangar; a $41 million Armed Forces Reserve Center; and electrical, natural gas, and water systems repairs. There are several ongoing infrastructure upgrade projects, including the construction of a family campground, an $11.5 million upgrade of the B-1 corrosion control hangar, an $8.4 million renovation of two dormitories, and a $2.3 million water main repair project.

Community Relations

Dyess AFB is proud of its steadfast relationship with the city of Abilene and the "Big Country." Abilene's community support complements Team Dyess in providing a solid foundation for power projection. The chamber of commerce established the Military Affairs Committee (MAC), which oversees various programs and events and serves as a community, city, and military base liaison. In the past, the MAC has sponsored various events, such as The Honorary Commander's Program, quarterly luncheons, and sports tournaments, to foster communication and ties between the base and city. The Abilene community and the MAC also host social and working events for visiting U.S. military and civilian leaders to further communicate the needs of Dyess AFB and surrounding military units.

Outlook

Dyess AFB is an attractive locale for continued Air Force operations and could comfortably accommodate twice the number of aircraft currently assigned. Surrounding land-use zoning has prevented runway and airspace encroachment problems and there are no airspace limitations imposed on flight operations. There is ample land available both on and off the installation for development at a minimal cost. The base enjoys a healthy construction environment with comparatively low construction costs, a highly skilled work force, and ideal building weather.

Ellington Field Joint Reserve Base

Ellington Field holds a rare distinction of hosting all military branches of the DoD; Army, Navy and Marine Reserve Units, Army and Air National Guard, as well as the Coast Guard, under the Department of Homeland Security, and NASA operations.

The Texas Air National Guard's 147 Reconnaissance Wing provides two MQ-1B Predator Unmanned Aerial Systems combat support sorties 24/7 which provide theater and national-level leadership with critical real-time intelligence, surveillance, and reconnaissance and air-to-ground munitions and strike capabilities.

Also, the Air Support Operations Squadron provides terminal control for weapons employment in a Close Air Support scenario while integrating combat air and ground operations.

New construction designated under the "Grow the Army" project was completed in 2010. The project consisted of 10 buildings for the Army National Guard and Reserve units, including a battle command training center complete with state-of-the-art computerized equipment.

The $80 million construction project features a 40,000-square-foot Battle Command Training Center, which simulates war conditions in Iraq and Afghanistan. An Armed Forces Reserve Center on the installation houses an assembly hall and offices and a welcome center, which will handle service retention, branch recruitment and military identification services.

Goodfellow Air Force Base

Goodfellow AFB is situated on 1,232 acres of land within the San Angelo city limits. Among the facilities on-base is the DoD Louis F. Garland Fire Academy. As the executive agent for DoD fire protection, Goodfellow AFB is responsible for all apprentice fire protection training for the Army, Navy, Air Force, Marine Corps, Coast Guard, Air Force Reserves, and Air National Guard.

Mission

The 17th Training Wing, located at Goodfellow AFB, is responsible for training more than 14,000 firefighting, intelligence, surveillance, and reconnaissance personnel annually for the U.S. Armed Forces, other government agencies, and allied nations. The wing is comprised of four groups, 15 squadrons, nearly a dozen specialized staff agencies, and more than a half dozen separate tenant units. The 17th Training Wing is responsible for 12 Air Force specialty code awarding courses and has an average daily student load of 4,000 students.

Some of the tenant units found on Goodfellow AFB include:

- 344th Military Intelligence Battalion, the largest tenant unit on base, is made up of 200 instructors and support staff who train and educate 1,500 soldiers annually in firefighting and intelligence training.
- The 17th Mission Support Group is a six squadron group responsible for all aspects of logistical and personnel support on base. It maintains and continually improves the base infrastructure, provides on-base security, and operates the 17th Training Wing's extensive computer architecture.
- The Marine Corps Detachment utilizes more than 60 instructors and staff to train and support more than 750 Marines undergoing firefighting and intelligence training each year.

Population

Goodfellow AFB has 5,800 military personnel made up from a permanent party of military and students. It has a dependent population of 1,050 and nearly 900 school-age dependents attend off –base schools. Goodfellow AFB provides services to 4,300 of the approximately 10,000 military retirees in the Concho Valley.

Economic Impact

The total compensation for active duty military, appropriated fund civilians, and non-appropriated fund contract civilians totaled $396 million for FY11. The FY11 expenditures for Goodfellow AFB totaled $96.9 million. This total included $75 million spent on construction and $14 million allocated to services contracts.

Goodfellow AFB had a total annual economic impact estimate of $513.5 million for FY11.

Base Growth

Goodfellow AFB has numerous on-going construction projects, including three major facilities:

- A 198-person dormitory and Marine Corps administrative building. The $12.7 million project includes 99 rooms and is slated for completion in 2013.
- A 50,000-square-foot Joint Intelligence Technical Training Facility. The $11.4 million project should be completed in 2013 and will provide the base with modernized intelligence training facilities.
- The $12.4 million state-of-the-art Consolidated Learning Center, will house a library, professional development center, and educational resources.

There are 360 additional acres available for mission expansion. Future major projects in the planning stages are a 10,506-square-foot Live Fire Structural Burn Trainer, an additional Joint Intelligence Technical Training Facility, and more dormitories to address living space shortfalls for both officer and enlisted corps.

Installation Resources
Goodfellow AFB has a variety of installation resources that focus on the well being and growth of soldiers and their families.

- ✯ Forward Operating Base SENTINEL is a field exercise area that provides realistic training to prepare students for potential future missions at deployed locations.
- ✯ SAMS PLACE (soldiers, airmen, marines, and sailors) provides clean, serviceable items to military members at no cost. Loaner items, such as dishes, beds, strollers, and other housekeeping items, are also available.
- ✯ The Key Spouse Program is the official family readiness program that supports airmen and their families during deployments, separations, and emergencies. It also focuses on enhancing and encouraging regular communication between families and units.
- ✯ The Transition Assistance Program is a five-day workshop that provides information and resources concerning benefits, employment opportunities, and job interviews to retiring or separating members.

Community Relations
San Angelo and Goodfellow AFB have enjoyed warm relations since the base opened in 1941. The spirit of cooperation between the city and base is sincere, consistent, and mutually rewarding for military members and civilians. Base personnel provide thousands of community service hours each year through blood drives and volunteer opportunities. Goodfellow AFB personnel volunteer for the popular Pops Concert held in celebration of Independence Day and provide volunteer logistics assistance during the annual San Angelo Stock Show and Rodeo.

There are several local memorandums of understanding between Goodfellow AFB, San Angelo, and surrounding counties. In 2011, 75 Goodfellow firefighters and support personnel assisted the San Angelo Fire Department with the Wildcat Fire that scorched 166,000 acres. Their efforts helped ensure that there was no loss of life and that only a few unpopulated structures were destroyed.

For more than 40 years, the San Angelo Chamber of Commerce has hosted annual military appreciation social events, including the annual Goodfellow Friendship Golf Tournament and the Goodfellow AFB Appreciation Day picnic. The community also has various organizations, such as the Goodfellow Coordinating Group, that facilitate community and base relations.

Encroachment Issues
Since Goodfellow AFB does not have an active runway, it is not subject to many of the environmental concerns associated with active flight operations. The Texas Horned Lizard is the only protected species found at Goodfellow AFB. It is being considered for federal listing, but currently only appears on the state's threatened species list.

Installation Needs
One of Goodfellow AFB's greatest needs continues to be adequate housing for its family members. On-base housing was privatized in 2007 and provides homes for 241 military families. The city of San Angelo provided the base with 101 acres of property for the 133 military family housing units constructed in 2009.

Outlook
Joint service training has been a part of Goodfellow AFB's mission since 1966. The base will continue to transform into a model joint training center through modernization, construction, with an additional space (360 acres) available for mission expansion and consolidation.

Laughlin Air Force Base

Laughlin AFB, located six miles east of Del Rio, is the busiest airfield in the Air Force, with nearly 200 aircraft sorties flown daily. The great climate and extensive airspace enable Laughlin AFB to consistently produce over one-third of all new pilots for the Air Force each year. In 2011, Laughlin AFB graduated over 320 highly trained and capable pilots.

Mission

Laughlin Air Force Base is home to the 47th Flying Training Wing, which has the primary mission of providing specialized undergraduate pilot training for U.S. Air Force active duty, Reserve, Air National Guard, and international student pilots. To assist with the successful undertaking of the base's mission, the wing is equipped with 218 training aircraft: 48 T-1A Jayhawks, 104 T-6A Texan IIs and 66 T-38C Talons.

In addition to Laughlin AFB's primary pilot training mission, 47th Flying Training Wing also deploys airmen worldwide in support of the Air and Space Expeditionary Force Construct. This construct provides Air Force combat and combat support forces to meet the nation's requirements for peacekeeping operations and overseas contingency operations.

The airfield on base includes three active, parallel runways which are 150 feet wide and 8,852 feet, 8,316 feet and 6,236 feet in length. The installation has sufficient parking space for its aircraft and transient aircraft. The base also owns one auxiliary airfield in Spofford, Texas.

47th Medical Group

The 47th Medical Group, comprised of "warrior medics," is an outpatient clinic comprised of 162 active duty and civilian personnel. The 47th Medical Group works to provide an exceptional healthcare system that promotes innovation, a healthy community, and a ready-to-fight force. The clinic's primary patient population is comprised of active duty personnel and their family members, as well as retirees from the local community. The clinic houses a health and wellness center and provides dental, family advocacy, family health, immunization, mental health, occupational medicine, optometry, pediatrics, pharmacy, public health, radiology, and women's health services.

Economic Impact and Expenditures

Laughlin AFB is the largest employer in Val Verde County with 1,354 active duty military, 888 full-time DoD civilian employees, and 157 additional civilian employees. The base also brings 1,159 military family members to the Del Rio area, 320 of which are school-age children.

Laughlin AFB spends $50.2 million on-base operations and maintenance; $2.4 million on the Base Exchange, commissary, health and education, and other non-appropriated funds; and has $3.6 million in additional miscellaneous expenditures.

Through it operations and personnel, Laughlin AFB provides an economic boost to the local area that surpasses $230 million annually.

Laughlin holds 16 annual defense contracts totaling $178.8 million. Major defense contractors on Laughlin AFB are URS Federal Support Services Inc. and Reece Albert Inc. Other base contractors on Laughlin include Akima Facilities Management LLC for base operations, and Ingenesis Inc. and Valerie Molina for personnel needs. Other services provided by defense contractors include transient aircraft services, jet engine repair, and hazardous material program management.

Community Relations

The city of Del Rio works to promote the good will between Laughlin AFB and the community. The Military Affairs Association Inc., assisting in the integration of personnel to Del Rio, coordinates efforts to strengthen current missions, assists in possible new missions, and implements measures that ensure the future of Laughlin AFB and Del Rio. The non-profit association regularly recognizes civilian and military accomplishments and provides class sponsors for new student pilots.

Laughlin AFB is actively engaged with the surrounding community. There are 104 standing memorandums of understanding with local agencies. Members of the Del Rio Police Department, Val Verde Sherriff's Office, U.S. Marshal Service and the U.S. Border Patrol have participated in training sessions hosted by and in coordination with Laughlin AFB's Security Forces Squadron.

Grow Your Own, a program spearheaded by the 47th Maintenance group and the local school district, trains high school students in aircraft repair and maintenance. 20 percent of Laughlin's maintainers are hired through this program.

Additionally, Laughlin AFB is deeply involved in community service activities. From volunteering at the Del Rio Rodeo to inviting children from the community onto base to be a "Pilot for a Day", the installation recognizes and values a strong relationship with the surrounding area.

With the Laughlin Education and Enrichment Program, personnel volunteer in local schools and focus on specific at-risk students. Student participating in this program have seen a drastic increase in academic achievement.

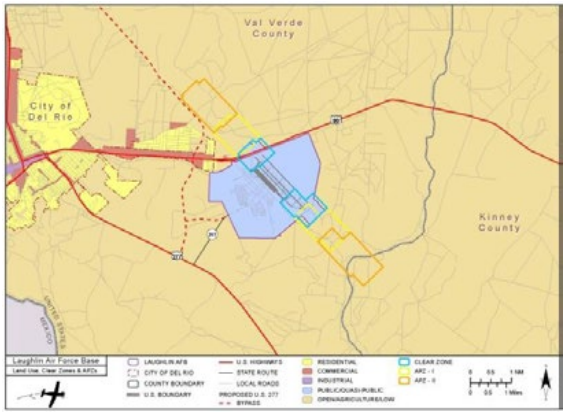
Encroachment Issues

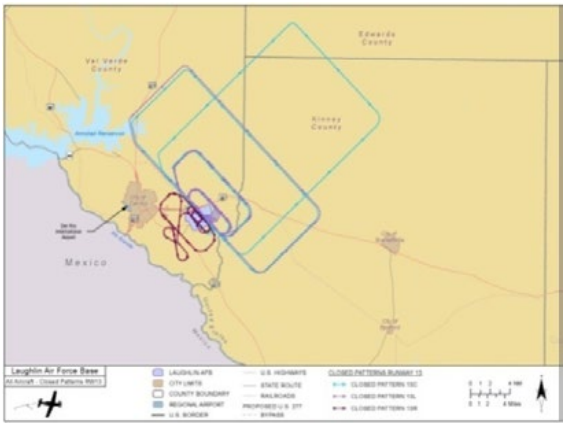
Though originally located in a predominantly rural community with large amounts of unimpeded airspace, Del Rio and other cities surrounding Laughlin are experiencing continued economic and population growth.

Val Verde County completed construction of a by-pass loop as part of the North American Free Trade Movement Port-to-Plains Corridor shown by the red line in Figure 1. The bypass loop brings the potential for increased residential and density development underneath the flight tracks indicated in Figure 2. Projected growth could present a potential flight safety risk to future residents and pilots. Residential development increases bird aircraft strike hazards whether from a new sewage treatment plant construction or its attraction of birds and other wildlife. Compatible development and land use along the by-pass and adjacent to the installation, particularly in close proximity to the flight safety zones indicated by the blue, yellow and orange boxes in Figure 2, is key to allowing Laughlin the ability to continue its current mission.

In addition to population growth, Laughlin AFB has seen an increase in wind farms in close proximity to its airspace and low-level flying routes. Laughlin AFB has 11 low-level routes within 10,000 square miles of military airspace as indicated in Figure 3. These turbines present both a vertical obstruction and radar interference. Efforts to reduce conflicts with wind farms are important to maintaining Laughlin AFB's current mission.

San Felipe Springs is the only substantial potable water source for both Laughlin AFB and the surrounding community and Laughlin's operation consumes an average of 1 million gallons per day. Protecting the water source from contamination and maintaining the required supply is vital to the base's sustainability.





Sheppard Air Force Base

Sheppard AFB, located immediately north of Wichita Falls, is the largest, most diverse training base in Air Education and Training Command. It also holds the distinction of being the only Air Force base that is home to technical and flying training.

Mission

The 82nd Training Wing is the host wing at Sheppard AFB and provides technical training to 80,000 airmen, soldiers, sailors, marines, and international students each year. Its mission is to build, strengthen, and sustain global combat capability through superior technical training. Its three training groups—82nd Training Group, 782nd Training Group, and 982nd Training Group—manage 1,000 classes taught at Sheppard AFB and 60 locations around the world. Courses include aircraft maintenance, conventional and nuclear munitions maintenance, metals technology, explosive ordinance disposal, telecommunications, and aircrafts system maintenance.

The 80th Flying Training Wing provides combat airpower for the NATO Alliance by producing top quality combat pilots. This is achieved through the Euro-NATO Joint Jet Pilot Training program, which began at Sheppard in 1981. The program provides fighter-oriented pilot training for 13 NATO countries, including Belgium, Canada, Denmark, Germany, Greece, Italy, Portugal, and Spain. Each year, over 200 pilots receive their wings through the program. In addition, over 150 pilots selected for fighter aircraft learn critical combat skills through the Introduction to Fighter Fundamentals program. The 80th Flying Training Wing flies more than 55,000 sorties a year, making Sheppard AFB the second busiest Air Force airfield.

Economic Impact

Sheppard AFB has a 50-mile radius economic impact region which includes all of Wichita, Archer, and Clay Counties. The installation is the largest economic driver and employer in the region, providing nearly 15,000 jobs. The total economic impact of Sheppard AFB in FY11 totaled $803 million.

Sheppard AFB holds $21.6 billion in physical assets, which includes 422 buildings, 201 aircraft, 80 trainers and simulators, and 5,736 acres of land. For FY11, the base had an annual payroll of $498 million, annual expenditures totaling $210 million, and an estimated $93 million in job creation value.

Community Relations

The support of the community leaders and citizens of North Texas is vital for the success of Sheppard AFB's missions. In 2012, Wichita Falls was presented with the Air Education and Training Command Altus Trophy for outstanding community support.

Sheppard AFB personnel provide countless hours of community service to the surrounding communities, including volunteering in include Hope for the Homeless, Falls Fest, and the Texas - Oklahoma Fair.

Encroachment Issues

Sheppard AFB has few encroachment or noise issues and is fortunate to be part of a supportive community. The 2011 Air Installation Compatible Use Zone Study found that noise levels have decreased since the last study in 1999. This is due to the replacement of the T-37 Tweet primary trainer with the quieter T-6 Texan II in 2009.

The only encroachment concern is the proposed construction of transmission lines, which could obstruct airspace. The Air Force and the local community are communicating on this issue.

To prevent future encroachment concerns, Sheppard AFB and the surrounding communities are in the process of conducting a Joint Land Use Study.

Joint Base San Antonio

Fort Sam Houston ✯ Lackland Air Force Base ✯ Randolph Air Force Base

The 2005 Base Realignment and Closure Commission (BRAC), in an effort to facilitate multi-service missions and create more efficient organization, recommended joint basing for the three major installations around San Antonio: Fort Sam Houston, Lackland AFB, and Randolph AFB.

Joint Base San Antonio (JBSA) is the largest DoD base. Comprised by its three primary locations, eight additional operational bases, and more than 200 mission partners, JBSA services more DoD students than any other installation, houses the DoD's largest hospital and only Level I trauma center, and has more in-use runways than any other installation.

Joint Base San Antonio Facts

- Largest single DoD installation/enterprise
- Three primary locations
  - Fort Sam Houston
  - Lackland AFB
  - Randolph AFB
- Air Force is lead agency at JBSA
  - 502nd Air Base Wing is the base's host unit and its commander also serves as JBSA commander.
- Total personnel (including military, civilians, veterans, and retirees): 527,718
- Estimated number of jobs created: 42,395
- Annual budget: $800 million
- Total Plant Replacement Value: $32 billion

Missions and Tenants

JBSA is a national asset made up of various components such as training, education, cyber, installation management, and healthcare. The large number of tenant units and mission partners at JBSA allows for a diverse set of missions across the three major installations. Each JBSA mission is vital to the Air Force's continued global success. Some of the missions of JBSA include:

- Basic training of all enlisted recruits for the Air Force, Air National Guard, and Air Force Reserve.
- Executing DoD's homeland defense and civil support operations in the land domain.
- Technical training of officers and enlisted personnel from all military services in a variety of skill sets.
- Ground combat field training for military medical specialists and security police.
- English language training for international students and allied nations as well as Spanish language instruction for Latin American military members.
- Conducting operations to enhance security and stability for Central and South America.
- Providing soldiers, civilians, and their families with quality of life services.

Mission Partners and Tenant Installations

Some of the more than 200 Mission Partners and Tenant Installations housed at JBSA include:

- Air Education and Training Command
- Army Medical Command
- Installation Management Command
- 24th Air Force
- 59th Medical Wing
- Air Force Intelligence, Surveillance, and Reconnaissance Agency
- Army Medical Department Center and School
- U.S. Army South and U.S. Army North
- 37th Training Wing
- 149th Fighter Wing
- 433rd Airlift Wing
- Institute of Surgical Research
- Medical Information Technology Center
- Defense Language Institute
- Inter-American Air Force Academy

Support Functions

There are 49 support functions consolidated at JBSA including:

- **Command Support:** safety, public affairs, legal, inspector general, procurement, chaplain, comptroller
- **Community Services:** morale, welfare and recreation, family services
- **Environmental Services:** compliance, pollution prevention, conservation
- **Housing:** family housing, dormitory management
- **Logistics:** supply, munitions, laundry, vehicle operations, food services
- **Operational Missions Services:** airfield operations, small arms and firing ranges
- **Security Services (military police):** law enforcement, physical security, installation protection

Personnel & Payroll

Population	Total	Payroll
Military	59,218	$ 2.27 billion
Civilians	33,083	2.19 billion
Retirees	35,225	962 million
Veterans	203,497	1.85 million
Dependants	52,197	N/A

Economic Impact (in billions)

Total Economic Impact	$ 11.6
Total Payroll	7.28
Local Contract Expenditures	2.61
Value of Jobs Created	1.70

Community Relations

San Antonio, also known as "Military City USA," has always provided tremendous support for the military. JBSA interfaces with 1,000 civic leaders of San Antonio, 20 smaller communities, four counties, and four congressional districts on issues including the environment, water supply, and quality housing. JBSA is working closely with the Port Authority of San Antonio in developing a multi-modal transportation in southwest San Antonio. JBSA controls the Joint Base Airfield and is an active member of the city of San Antonio's Military Transformation Task Force tasked with coordinating the influx of missions and families into the local community.

Ready South Texas, an emergency preparedness initiative focused on serving as a source of public information, is a joint effort between JBSA, Bexar and Comal Counties, the city of San Antonio, the Governor's Division of Emergency Management, and the U.S. Department of Homeland Security. The program works to educate South Texas citizens on how to better prepare for emergencies, natural disasters, and terrorist attacks.

The San Antonio Economic Development Department serves as the joint base - city liaison, promoting development on and around military installations in San Antonio. Previous rounds of military base closures, continuing change in defense policy, and force restructuring have provided San Antonio with tremendous opportunities to leverage assets at local military installations for economic development purposes.

Outlook

JBSA completed the implementation of 2005 BRAC recommendations in September 2011. In total, 48 BRAC-related construction projects, which added or renovated almost 11 million square feet, were undertaken at the joint base with a total cost of $3.4 billion. The Medical Education and Training Campus consolidated five major medical training institutions from across the nation into one medical resource located at Fort Sam Houston. The campus will continue to train a projected 8,000 military medical personnel annually.

A recent Joint Office of Economic Adjustment Partnership study with the San Antonio focused on reducing costs through the sharing of municipal services. Joint Land Use Studies for Lackland AFB and Camp Bullis were consulted for the study. The Lackland study highlighted critical issues related to noise and light pollution, land use, and transportation arteries around installations.

Note: Information for this section provided by the 502nd Air Base Wing at Joint Base San Antonio

U.S. Coast Guard

Sector Houston - Galveston

Air Station Houston

Sector Corpus Christi

Note: Installations provided the information used in the following entries with the exception of Sector Corpus Christi.

U.S. Coast Guard Sector Houston-Galveston

U.S. Coast Guard Sector Houston - Galveston is currently located on a 7-acre site at the Houston Ship Channel in Galena Park. In addition to the sector-wide command staff, the sector offices house the response and prevention staffs for the Port of Houston, the sector command center (which coordinates operations across the sector), and the Vessel Traffic Service (which manages vessel movements in the Houston Shipping Channel). Commands under the jurisdiction of Sector Houston - Galveston include:

- Sector Field Office Galveston
- Air Station Houston
- Aid to Navigations Teams (ANT)
  - Galveston
  - Sabine
- Search and Rescue Stations
  - Freeport
  - Galveston
  - Houston
  - Sabine
- Marine Safety Units
  - Port Arthur
  - Texas City
  - Lake Charles
- Vessel Traffic Service Houston (VTS) - Galveston
  - VTS Houston - Galveston works to improve maritime safety and efficiency in the Houston - Galveston - Texas City port complex, the largest petrochemical port in the U.S.
- Four cutters and two inland construction buoy tenders

Mission

The Coast Guard's mission is to protect the public, the environment, and U.S. economic interests in the nation's ports and waterways in any maritime region, as required in support of national security.

Sector Houston - Galveston performs 10 of the Coast Guard's 11 missions: coastal security, drug interdiction, aids to navigation, search and rescue, protecting living marine resources, marine safety, defense readiness, migrant interdiction, marine environmental protection, and other law enforcement.

In FY11 and FY12, Sector Houston - Galveston prosecuted 546 search and rescue cases, saved 196 lives, assisted 603 people in distress, and saved over $6 million in property.

Personnel

In total, there are over 1,300 active duty, reserve, and civilian members assigned to Sector Houston - Galveston units.

- 978 Active duty
- 86 Title-10 Reservists
- 247 Reservists
- 80 Civilians
- 550 Auxiliary members

Area of Responsibility

Sector Houston - Galveston's area of responsibility extends 200 nautical miles offshore; it includes all navigable waters north of the Gulf of Mexico, but below the northern state line, and between Matagorda Bay, Texas and White Lake, Louisiana. This expansive area of responsibility is divided into two Captain of the Port Zones:

- Houston - Galveston Captain of the Port Zone extends 200 miles offshore, and includes all navigable waters north of the Gulf of Mexico, between the Trinity River as the eastern border, the Colorado River as the western border, and the north Texas line as the northern border.
- Port Arthur Captain of the Port Zone also extends 200 miles offshore. It includes all navigable waters north of the Gulf of Mexico, between the Trinity River as the western boundary and the western boundaries of Lafayette Vermillion, Acadia, and Evangeline as the zone's eastern boundary. The northern boundary is made up of the Red River and the Texas state line.

Capacity Utilization

Sector Houston - Galveston's offices are located in an industrialized area in Galena Park. Headquarters for Marine Safety Units Port Arthur and Lake Charles are located in a Coast Guard-leased office space in bank buildings with separately located boat houses under each command. Marine Safety Unit Port Arthur also has a Vessel Traffic Center co-located with its offices. The units in Freeport, Sabine, and Galveston, which include the logistical and engineering support hub of the Sector Field Office, are located on Coast Guard property. The Regional Exam Center is on leased property along 1-45 South.

Community Relations

Sector Houston - Galveston partnered with the Texas Department of Transportation and forged memorandums of understanding with statewide emergency responders such as fire rescue, emergency medical services, and local law enforcement to have access to the 800 MHz frequency of communication, which is monitored 24-hours-a-day. As a result, they are now able to communicate much more effectively and operate more seamlessly with our local partners.

Outlook

Sector Houston - Galveston's operational tempo continues to grow, especially with the openings of new liquid natural gas facilities. This continued operational growth brings with it additional personnel and assets, which require expanding and improving facilities in Freeport and Lake Charles. Station Sabine has recently completed its new facility. The Coast Guard facilities on board Sector Field Office Galveston are being remodeled to better facilitate its support functions, while improving the facilities for the tenant operational commands. Station Houston is undergoing construction of its new facility with expected completion in spring 2013.

Finally, due to challenges posed by an aging facility and the inability to facilitate an influx in personnel, Sector Houston - Galveston held a ceremonial groundbreaking for a new headquarters on January 31, 2012 at Ellington Field. This new facility, scheduled for a summer 2013 completion, will be more efficient, provide better working conditions for personnel, and will be less vulnerable to heavy weather conditions. The new building will have additional space available for the Coast Guard's local port partners and will encourage communication and action within different local, state, and federal agencies.

U.S. Coast Guard Air Station Houston

Mission

The U.S. Coast Guard Air Station Houston's primary missions are search and rescue, maritime homeland security, maritime law enforcement and maritime environmental protection. Air Station Houston's area of responsibility stretches along the Gulf Coast, from White Lake, Louisiana to the Colorado River near Port O'Connor, Texas. However, the operation area extends the Gulf of Mexico and Caribbean through deployments on Coast Guard cutters.

Currently, there are 85 active duty personnel and two civilians assigned to the station. The station assets include three HH65C "Dolphin" short range recovery helicopters and Coast Guard Auxiliary fixed wing aircraft which are used for search and rescues and to maintain port security.

Outlook

In September 2009, Air Station Houston became Airborne Use of Force compliant, and now has the capabilities to stop maritime threats through use of M-14T EMR selective fire rifle and M240B machine guns. The missions conducted by Air Station Houston will make the continued use of facilities necessary; therefore, it is unlikely the unit will relocate.

U.S. Coast Guard Sector Corpus Christi

The area of responsibility assigned to U.S. Coast Guard personnel in Corpus Christi stretches from the Colorado River near Victoria to South Padre Island on the U.S. - Mexico border, making it the southernmost and westernmost area of the 8th Coast Guard District. Sector Corpus Christi includes Sector Station Corpus Christi and Air Station Corpus Christi.

Additional Coast Guard resources that fall under the jurisdiction of Sector Station Corpus Christi are:

- Aids to Navigation Teams (ANT)
  - Corpus Christi
  - Port O'Connor
  - South Padre Island
- Search and Rescue Stations
  - Port Aransas
  - Port O'Connor
  - South Padre Island
- Four cutters (CGC)

Mission

The primary missions of Sector Corpus Christi are search and rescue, maritime homeland security, port safety and security, maritime law enforcement, maritime environmental protection, and commercial vessel safety. Each year area Coast Guard personnel:

- conduct about 450 search and rescue cases;
- assist 600 people in distress;
- save 83 lives and $3 million in property;
- seize over 5,500 pounds of drugs and 22 small crafts conducting smuggling and illegal fishing;
- interdict and detain over 130 illegal immigrants;
- maintain 1,300 aids to navigation;
- manage the safe arrival of 3,200 commercial vessels;
- conduct 900 facility visits;
- investigate 230 marine related incidents;
- perform 490 vessel inspections; and
- provide support for 47 USCG cutters and small boats.

Air Station Corpus Christi works with other federal agencies in local drug interdiction patrols. Air Station aircraft and crews also frequently deploy outside the South Texas area, as far away as Florida and the Caribbean Sea, to work with other Coast Guard units on law enforcement and search and rescue missions.

Unit Holdings

The Coast Guard unit in Corpus Christi is currently divided into three separate campuses, the

- **Hangar 41 at Naval Air Station Corpus Christi:** home to the command staff, the Sector Command Center, the servicing personnel office, administration staff, supply division, Response Department, and Air Station personnel;
- **Tower II:** The downtown campus, home to the Prevention Department and the Response Department's Security Division; and the
- **Harbor Facility:** houses Sector Naval Engineering, federal aids to navigation (ATON), USGC Cutters Manatee and Mallet, Aids to Navigation Team (ANT) Corpus Christi, and Electronic Systems Detachment (ESD) Corpus Christi.

Outlook

Sector Corpus Christi is currently in the process of assessing potential relocation sites. The current location is in close proximity to the seawall which subjects aircraft and the facility to excessive corrosion. A proposed move to the Corpus Christi International Airport, approximately 11 miles inland, would remove aircraft from this environment and would significantly reduce aircraft maintenance costs.

The receipt of three new HC-144 aircraft also weighs in favor of relocating the Sector and Air Station. The new HC-144 aircraft is more avionic/sensor intense which makes it more susceptible to corrosion. A final decision on relocation efforts is pending.

Texas Military Forces

The Texas Military Forces (TXMF) consists of the Texas Army National Guard, the Texas Air National Guard, Texas State Guard, and the Adjutant General's Department. The TXMF is the largest military force in the country, and leads all other states in National Guard combat deployments. Since 2001, TXMF has deployed over 31,000 soldiers and airmen in support of the Global War on Terror and overseas contingency operations.

Mission

The mission of the TXMF is to provide the governor and president with ready and trained forces in support of Texans, as well as state and federal civil/military authorities at home and abroad. As such, the TXMF is tasked by the governor and president to conduct defense support to civil authority operations in order to mitigate effects caused by:

- Natural and man-made disasters
  - In response to the wildfires in 2011, the Texas Army National Guard flew 82 missions and cut more than 160 miles of fire break
- Protect critical infrastructure and key resources
- Protect Texas citizens from all hazards
- Protect FEMA Region VI in catastrophic chemical, biological, nuclear, and explosive incidents

Organization

TXMF's three guard entities: Texas Army National Guard, Texas Air National Guard, and the Texas State Guard are at the governor's disposal for emergency response and needs within the state. The Texas Army National Guard and the Texas Air National Guard are also available to the president.

Administrative and financial resources used to fund the organization's operations flow through the Adjutant General's Office. They are directly responsible for utilities, construction, repair, and maintenance of TXMF facilities owned or licensed by the state and located on state or federal property.

Personnel

TXMF includes 25,078 citizen soldiers, air personnel, and civilians. Personnel is divided into the four organizations:

- Adjutant General's Office - 620
- Texas Army National Guard - 19,212
- Texas Air National Guard - 2,931
- Texas State Guard - 2,315

Texas Military Forces Inventory

There are 5.5 million square feet of facility space owned, leased, or licensed by the state in support of the TXMF. The Texas National Guard alone has more than 100 facilities in 65 counties. This includes 62 State Readiness Centers (armories), 34 maintenance facilities, four Army Aviation Support facilities, 18 Armed Forces Reserve Centers, and 10 Air Wings. Additionally, the TXMF utilizes five training sites and ranges: Camp Mabry in Austin, Camp Swift in Bastrop, Camp Bowie located in Brownwood, Camp Maxey in Powderly, and Fort Wolters in Mineral Wells.

MACOMS

Major subordinate commands within the TXMF include:

- Texas Army National Guard
  - 36th Infantry Division
  - 71st Troop Command, including units specializing in public affairs, transportation, communications, medical support, aviation, maintenance, and countering the effects of weapons of mass destruction
- Texas Air National Guard
  - 149th Fighter Wing located in San Antonio and specialized in F-16 training operations
  - 147th Reconnaissance Wing operates the MQ-1B Predator Unmanned Aerial System from Ellington Field in Houston
  - 136th Air Lift Wing located in Ft. Worth and providing C-130 tactical airlift services
- Texas State Guard which includes six civil affairs regiments, a maritime regiment, medical brigade, and both an Army and Air division
- Domestic Operations
  - 176th Engineer Brigade
  - 136th Maneuver Enhancement Brigade
  - Joint Counterdrug Task Force
  - Joint Border Task Force

Joint Counterdrug Task Force

The Texas National Guard Joint Counterdrug Task Force (JCDTF) has provided unsurpassed and enduring operational counterdrug support to the combatant command and the inter-agency enterprise for the past 22 years. The Task Force's highly skilled soldiers and airmen offer the continuity necessary to foster and maintain positive relationships with over 200 federal, state, and local drug law enforcement agencies and community based organizations across the state, resulting in significant contributions to counter-narcotic operations along the Texas - Mexico border.

To date, the JCDTF has contributed over 2.4 million work days to law enforcement agencies, resulting in over $54 billion drug seizure assists and the successful interdiction of $387 million in drug traffickers' profits.

Texas Border Operations

Since 2010, the TXMF have partnered with the Department of Homeland Security and other organizations to support and execute several border protection initiatives including Operations Rio Grande, Border Star, and Jump Start. The main goal of these initiatives is to secure the border from all threats, reduce the number of illegal immigrants crossing the border, and prevent the smuggling of drugs and weapons.

During Operation River Watch, which took place from October 2010 to February 2012, the TXMF supported both Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE) officials with entry identification and criminal analysis. The operation was a success with more than 4,000 apprehensions of illegal immigrants and the seizure of 17,665 pounds of marijuana.

Joint Task Force Liberty commenced operations on March 1, 2012 in support of the U.S. Department of Homeland Security. The objective of Liberty is to conduct aerial detection and monitoring to identify and disrupt drug trafficking and terrorist criminal organizations along the Texas - Mexico border through the end of 2012. In its first month, JTF Liberty flew 1,073 flight hours and assisted with 1,144 undocumented alien apprehensions, 25 alien smuggling cases, and the seizure of 4,508 pounds of marijuana.

Additional Missions and Activities

In addition to providing support at the state and national level, TXMF also provide training and support services to foreign forces, for example, helicopter flight training for the Singapore Air Force is undertaken in the Dallas area. Through its Partnership for Peace training relationship, TXMF provides training to the Czech Armed Forces in the Czech Republic and throughout Texas.

Other missions and activities are conducted at the more intimate local and community levels. Such activities include:

- ✯ ChalleNGe Program: The mission of the National Guard Youth ChalleNGe Program is to intervene in and reclaim the lives of 16- to 19-year-old high school dropouts, assist them in achieving high school diplomas and instill in them the values, life skills, education, and self discipline necessary to succeed as productive Texans. The Adjutant General's Office is currently exploring the possibility of opening a second site within the state.
- ✯ The State Tuition Assistance Program assists Texas service members with the cost of tuition and mandatory fees which allows thousands of TXMF personnel to attend state colleges and universities. This program is one of the most valuable tools in recruiting, training, and retaining members of the TXMF.
- ✯ Environmental Stewardship: TXMF maintains a nationally recognized, award winning program to preserve, protect, restore, and improve the quality of the environment on its facilities and lands while continuing to enhance soldier readiness.

Outlook

The combination of active duty, reserve, National Guard, and State Guard military forces in Texas working together in support of civil authorities in a domestic mission has leveraged the concept of a joint military force at an operational level. In this respect, Texas' military future looks promising as it continues to be an integral part of the larger joint military force.

TXMF has identified programs for future development including pre-training for natural disasters and facilities upgrades and maintenance. The Texas State Guard, which has the infrastructure to support 1500 volunteer forces, currently has more than 2300 volunteers in its organization. While this number reflects the commitment of Texas citizens to the TXMF, it also reflects a potential stress factor on facilities and resources.

Note: Information provided by Texas Military Forces.

State Assistance Programs

Texas Military Value Revolving Loan Fund

Created by the 78th Legislature (SB 652) the Texas Military Value Revolving Loan Fund is designed to:

- Assist defense communities in enhancing the military value of a military facility in their area.
- Provide financial assistance to defense communities for job creating economic development projects that minimize the negative effects of a defense base realignment or closure decision that occurred in 2005 or later.
- Provide financial assistance to defense communities for an infrastructure project to accommodate new or expanded military missions resulting from a base realignment and closure decision that occurred in 2005 or later.

The Revolving Loan Fund provides a low-cost source of revenue to eligible communities who meet the application criteria. The minimum loan amount is $1 million, while the maximum loan amount is determined by fund availability and applicant creditworthiness. State funding is obtained through the sale of general obligation bonds. Texas may provide up to 100 percent of the cost of the described project, dependent upon the applicant's creditworthiness.

Defense Economic Adjustment Assistance Grant Program (DEAAG)

The DEAAG program, created in 1997, is a job creation grant program designed to assist defense communities that are responding to or recovering from a reduction or termination of defense contracts. As of FY12, over $32.4 million in grants have been allocated to defense dependent communities to facilitate capital or infrastructure improvements aimed at addressing the demands of an expanded military mission or for job creating projects.

DEAAG funding is available to local municipalities, counties, defense base development authority, junior college districts, and Texas State Technical College campuses, and regional planning commissions representing these communities. Additionally, funding through DEAAG can be used to meet matching requirements for federal funding.

Funding can be used to purchase DoD property, initiate new construction and infrastructure projects, or for the rehabilitation of facilities in support of job creating projects and opportunities. Additionally, funds can be awarded to junior colleges and Texas State Technical College System for the purchase or leasing of capital equipment for the purpose of (re)training displaced defense workers. Depending on fund availability, the total grant amount may range from $50,000 to $2 million.

Texas Economic Development and Tourism Division

The Texas Economic Development and Tourism Division within the Office of the Governor utilizes the following programs that may provide assistance to defense communities:

- Texas Enterprise Fund
- Emerging Technology Program
- Skills Development Fund
- Self-Sufficiency Fund
- Texas Enterprise Zone Program
- Texas Capital Fund Infrastructure Program
- Texas Capital Fund Real Estate Development Program
- State Sales and Use Tax Exemptions
- Chapter 380
- Texas Industry Development Program
- Texas Leverage Fund
- Bonds
- Texas Product/Business Funds
- Section 108
- Texas Economic Development Act
- Ad Valorem/Property Tax Exemption
- Economic Development Refund
- Renewable Energy Incentives
- Permit Assistance
- Moving Image Industry Incentive Program
- Economic Development and Diversification In-State Tuition for Employees

Information regarding these programs is available online at www.TexasWideOpenForBusiness.com/incentives-financing

Appendix

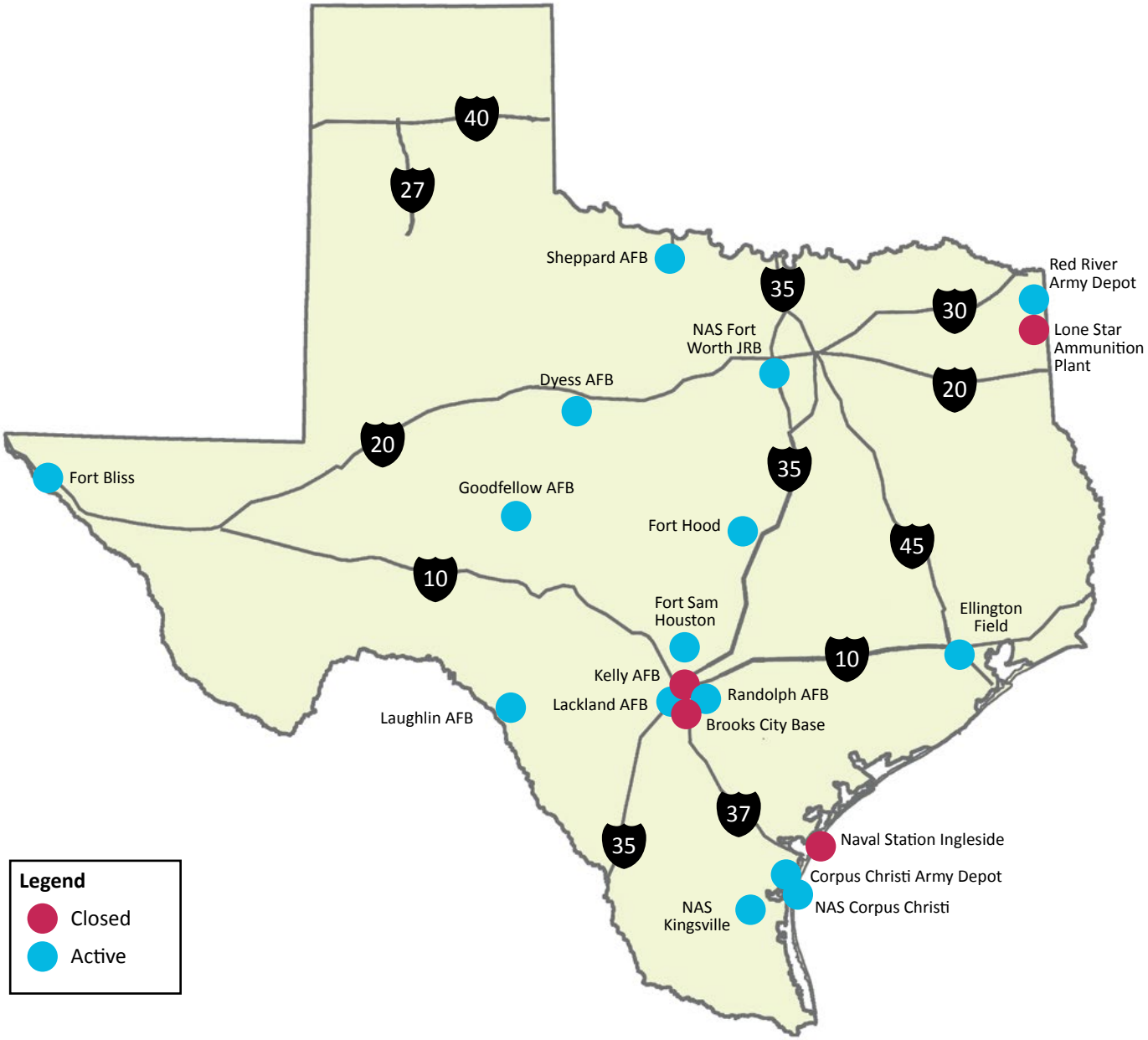
State of Texas Military Installations 2012

Statewide Distribution of Texas Military Forces Facilities

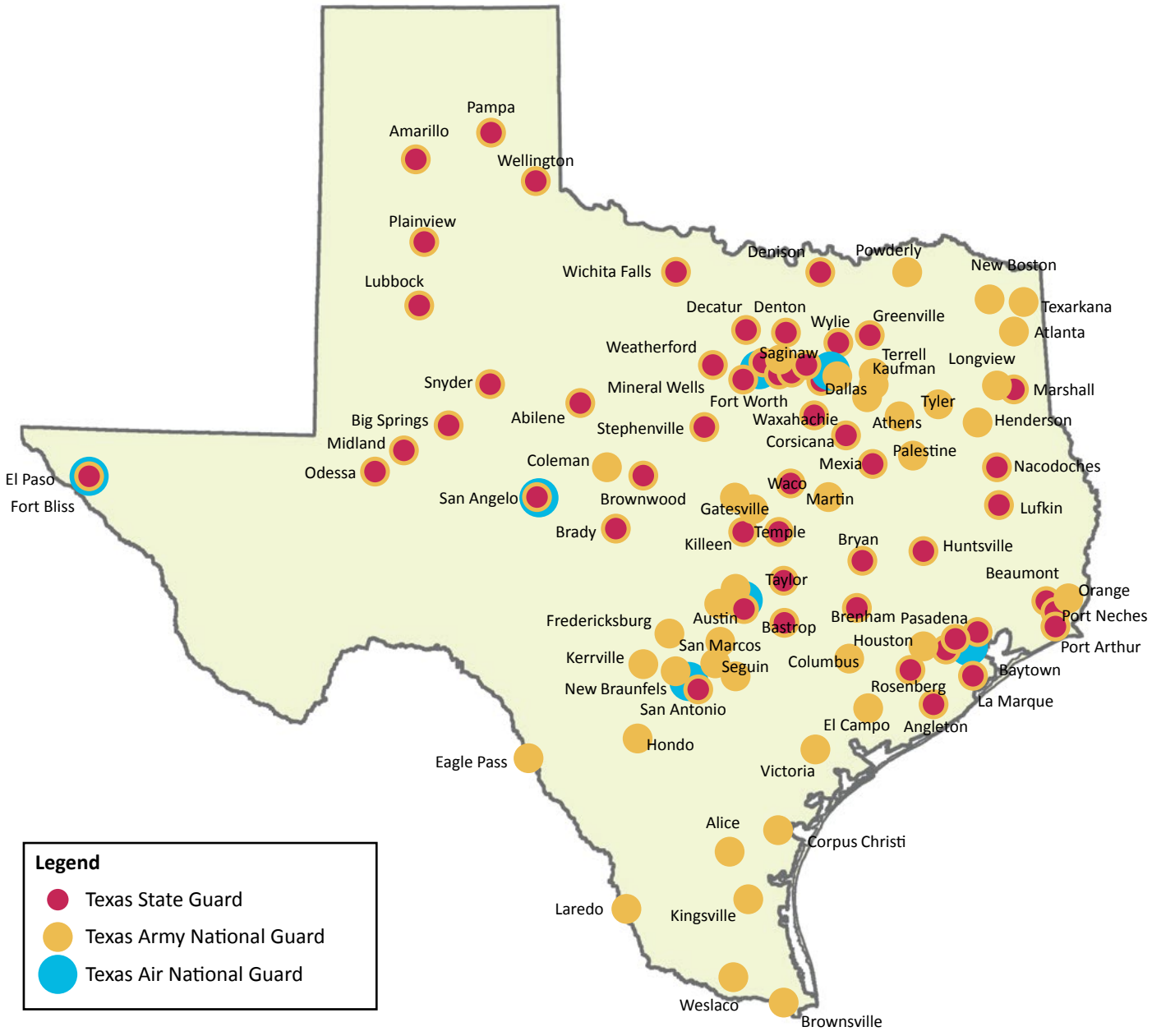
Military Aircraft Training Areas

BRAC Recommendations

Military Installations 2012

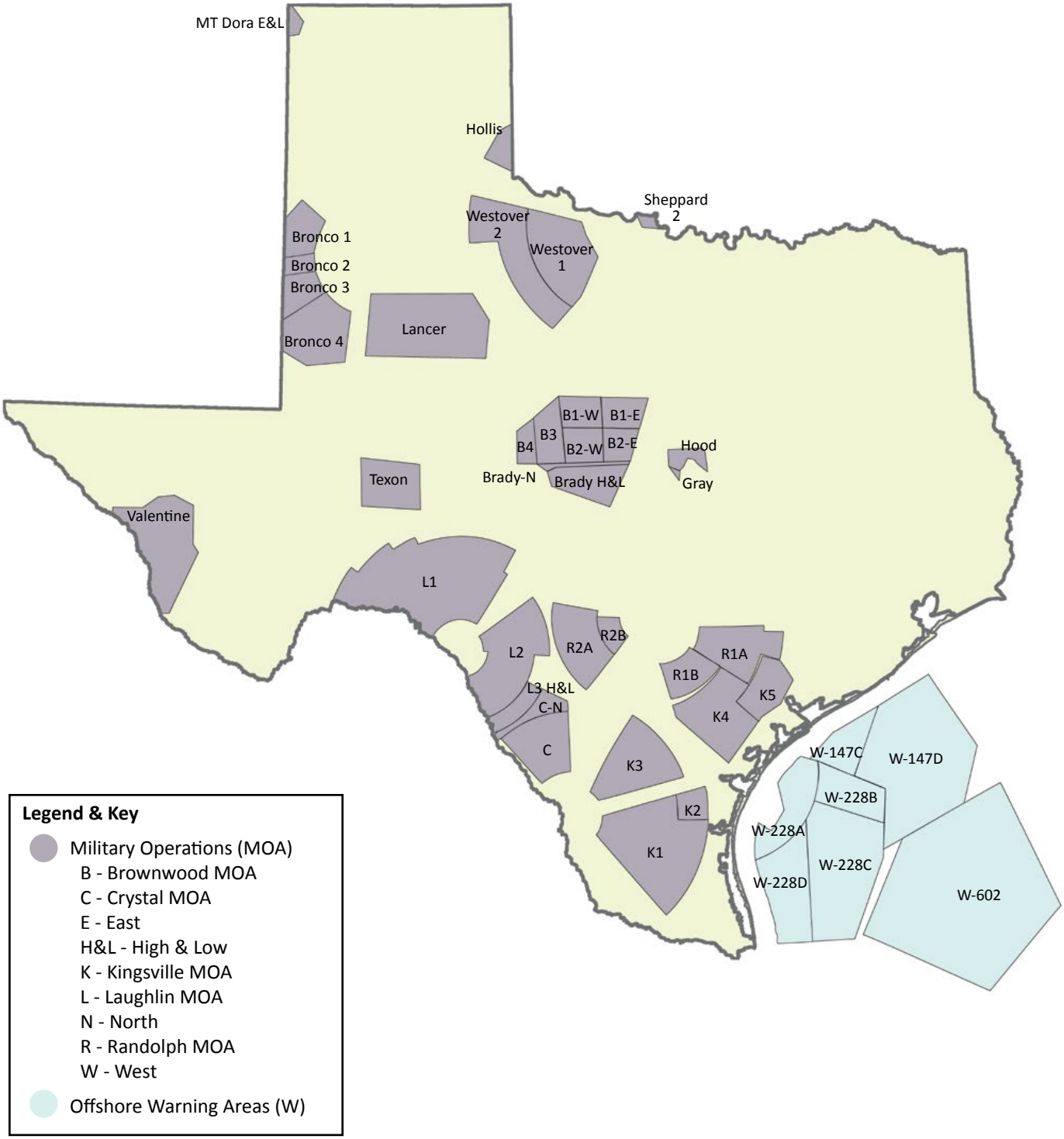


Texas Military Forces Facility Distribution



Military Aircraft Training Areas

Military Operation Areas (MOAs) and Offshore Warning Areas (W)



http://aeronav.faa.gov/index.asp?xml=aeronav/applications/VFR/chartlist_sect

BRAC 2005 Report to the President

Economic Area / Region of Influence Installation	Net Job Changes			Direct Job Change	Indirect Job Change	Total Jobs	% of Change Area's Jobs
	Military	Civilian	Contractor				
Beaumont-Port Arthur, TX Metropolitan Statistical Area							
Navy Reserve Center Orange, TX	-11	0	0	-11	-6	-17	0.0%
Net Changes for this Economic Area	**-11**	**0**	**0**	**-11**	**-6**	**-17**	**0.0%**
Corpus Christi, TX Metropolitan Statistical Area							
Corpus Christi Army Depot	0	-92	0	-92	-132	-224	-0.1%
Naval Air Station Corpus Christi	-926	-89	-10	-1,025	-1,182	-2,207	-1.0%
Naval Station Ingleside	-1,726	-254	-57	-2,037	-2,558	-4,595	-2.1%
Net Changes for this Economic Area	**-2,652**	**-435**	**-67**	**-3,154**	**-3,872**	**-7,026**	**-3.2%**
Dallas-Plano-Irving, TX Metropolitan Division							
Army National Guard Reserve Center #2 Dallas	-90	0	0	-90	-48	-138	0.0%
Army National Guard Reserve Center California Crossing	-47	0	0	-47	-25	-72	0.0%
Net Changes for this Economic Area	**-137**	**0**	**0**	**-137**	**-73**	**-210**	**0.0%**
Del Rio, TX Metropolitan Statistical Area							
Laughlin Air Force Base	102	80	0	182	135	317	1.5%
Net Changes for this Economic Area	**102**	**80**	**0**	**182**	**135**	**317**	**1.5%**
El Paso, TX Metropolitan Statistical Area							
Army National Guard Reserve Center (Hondo Pass) El Paso	-106	0	0	-106	-81	-187	-0.1%
Fort Bliss	11,354	147	0	11,501	8,884	20,385	6.2%
Net Changes for this Economic Area	**11,248**	**147**	**0**	**11,395**	**8,803**	**20,198**	**6.1%**
Fort Worth-Arlington, TX Metropolitan Division							
Carswell ARS, Naval Station Fort Worth	8	104	0	112	115	227	0.0%
Naval Air Station Joint Reserve Base Fort Worth	276	36	2	314	196	510	0.1%
Net Changes for this Economic Area	**284**	**140**	**2**	**426**	**311**	**737**	**0.1%**
Houston-Baytown-Sugarland, TX Metropolitan Statistical Area							
Army National Guard Reserve Center Ellington	-14	-45	0	-59	-41	-100	0.0%
Ellington Field Air Guard Station	0	-3	0	-3	-2	-5	0.0%
U.S. Army Reserve Center #2 Houston	-2	0	0	-2	0	-2	0.0%
Net Changes for this Economic Area	**-16**	**-48**	**0**	**-64**	**-43**	**-107**	**0.0%**
Killeen-Temple-Fort Hood, TX Metropolitan Statistical Area							
Fort Hood	-73	-118	0	-191	-163	-354	-0.2%
Net Changes for this Economic Area	**-73**	**-118**	**0**	**-191**	**-163**	**-354**	**-0.2%**
Lubbock, TX Metropolitan Statistical Area							
Navy Reserve Center Lubbock, TX	-7	0	0	-7	-2	-9	0.0%
Net Changes for this Economic Area	**-7**	**0**	**0**	**-7**	**-2**	**-9**	**0.0%**
Lufkin, TX Metropolitan Statistical Area							
U.S. Army Reserve Center Lufkin	-10	0	0	-10	-5	-15	0.0%
Net Changes for this Economic Area	**-10**	**0**	**0**	**-10**	**-5**	**-15**	**0.0%**
Marshall, TX Metropolitan Statistical Area							
Army National Guard Reserve Center Marshall	-15	-1	0	-16	-8	-24	-0.1%
Net Changes for this Economic Area	**-15**	**-1**	**0**	**-16**	**-8**	**-24**	**-0.1%**
San Antonio, TX Metropolitan Statistical Area							
Army National Guard Reserve Center New Braunfels	-106	0	0	-106	-89	-195	0.0%
Brooks City-Base	-1,297	-1,268	-358	-2,923	-2,799	-5,722	-0.6%
Defense Finance and Accounting Service, San Antonio	-56	-312	0	-368	-329	-697	-0.1%
Fort Sam Houston	7,625	1,622	92	9,339	8,354	17,693	1.8%
Lackland Air Force Base	2,168	-416	-116	-2,700	-2,282	-4,982	-0.5%
Leased Space - TX	-78	-147	-131	-356	-334	-585	-0.1%
Randolph Air Force Base	-437	316	63	-54	36	-18	0.0%
Net Changes for this Economic Area	**3,487**	**-205**	**-450**	**2,832**	**2,557**	**5,494**	**0.5%**
Texarkana, TX - Texarkana, AR Metropolitan Statistical Area							
Lone Star Army Ammunition Plant	-2	-18	-129	-149	-79	-228	-0.3%
Red River Army Depot	0	-257	0	-257	-172	-429	-0.6%
Net Changes for this Economic Area	**-2**	**-275**	**-129**	**-406**	**-251**	**-657**	**-0.9%**
Wichita Falls, TX Metropolitan Statistical Area							
Sheppard Air Force Base	2,468	-156	0	-2,624	-1,742	-4,366	-4.7%
Net Changes for this Economic Area	**2,468**	**-156**	**0**	**-2,624**	**-1,742**	**-4,366**	**-4.7%**
Total for Texas	**9,730**	**-871**	**-644**	**8,215**	**5,642**	**13,962**	**-0.9%**

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