



2009 BRAC construction winds down; major projects in 2010

Highlights:

- * BRAC construction at high pace throughout 2009
- * Joint Base San Antonio Memorandum of Agreement (MOA) update
- * BRAC construction on schedule
- * "Faces of BRAC"
- * BRAC "Views From the Top"
- * BRAC in the News

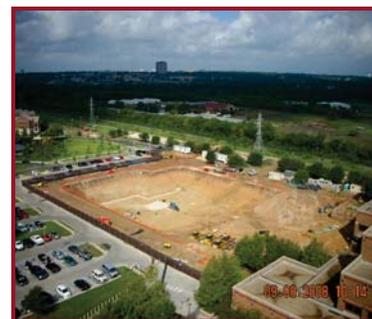
by Brian Dwyer, San Antonio Joint Program Management Office (JPMO) FORT SAM HOUSTON, Texas -- As 2009 comes to a close, the San Antonio BRAC program is passing through the period of its peak construction activity with an estimated workforce of as many as 3,000 construction employees spread across the various project sites. The rapid workload execution of the past two years has put the program on track to complete several major facilities in 2010, including key components of the Medical Education and Training Campus (METC) on Fort Sam Houston.

The METC dining facility is being completed this month to be ready for use before the arrival of the first trainees toward the middle of next year. In the spring, METC Dorm 1, METC's Medical Instructional Facilities 1 and 2, and the METC field training site at Camp Bullis are all scheduled to be finished. By the end of the summer, Medical Instructional Facilities 3 and 5 and METC Dorm 2 are also slated for occupancy.

Elsewhere on Fort Sam, there has been substantial progress on many other BRAC and BRAC-related projects. The Joint Center of Excellence for Battlefield Health and Trauma Research, which is adjacent to Brooke Army Medical Center, is expected to begin operations in the spring.

The opening of a new primary care clinic is also anticipated by the end of spring.

Additionally, a number of BRAC-related, historic renovation projects have been finished or are in the final stages of completion. The project to remodel Building 2265 is expected to wrap up by September, while work on Buildings 2000, 2001, and 2007 has already concluded. All of these structures will provide administrative space for a variety of commands and agencies that are relocating to the post. At Camp Bullis, a new Armed Forces Reserve Center building is ready to receive tenants. *(continued pg.3)*



One year ago, the Battlefield Health and Trauma (BHT) construction site on Ft. Sam Houston was basically a large, empty pit in the ground. The photo below shows construction progress as of December, 2009. (Photos courtesy JPMO)

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BHT will integrate the Services' combat casualty care research missions/functions into a multi-faceted synergistic research capability.



“We look forward to having the best joint base in the Department of Defense and owe a debt of thanks to the many Air Force and Army personnel who have worked so hard over the past two years to make this a success.”

Dr. CEM Maxwell, Deputy Director, San Antonio Joint Program Office (SAJPO)

San Antonio Joint Program Office (SAJPO) RANDOLPH AFB, Texas -- A Memorandum of Agreement (MOA) was officially signed by the Vice Chief of Staff of the Army and Air Force respectively on November 14 and 16. The MOA is like a contract and it spells out expectations between the Air Force and the Army for how Joint Base San Antonio will operate and provide services.

Additionally, the MOA establishes the timeline for transition to the new installation management organization.

In preparation for signature, the Air Force and Army met June 8-12 for a MOA Conference for Joint Base San Antonio (JBSA) to iron out support and supported details for the new entity to be known as Joint Base San Antonio (JBSA) under the future leadership of the 502d ABW.

The MOA details what and how services will be delivered and the standards used to determine required support with implementation and resource transfer, as well as the command structure of JBSA. The Joint Basing Command structure is an Air Base Wing Commander (General Officer) with a deputy Joint Basing Commander and three geographical separated groups located respectively on Lackland AFB, Randolph AFB and Ft Sam Houston.

The Navy was not a signature to the MOA, but the Navy asked of Office of the Secretary of Defense (OSD) for a more thorough review of manpower numbers that were presented to them, and an OSD

led Navy/Air Force JBSA Workshop occurred on November 3-5 to negotiate support the Navy would provide to Air Force for the 502d ABW.

“The largest challenge with our MOA came in understanding and allocating expenses as a result of the coming BRAC growth in San Antonio. No other Joint Base is experiencing the kind of growth that is occurring at our San Anto-



Brig. Gen. Len Patrick, Commander of the newly established 502d Air Base Wing offers ideas and leadership during a Memorandum of Agreement (MOA) review workshop June 9-11 at Randolph AFB, TX.

nio installations,” said Dr. CEM Maxwell, Deputy Director of the San Antonio Joint Program Office (SAJPO).

“In addition to bring Fort Sam Houston into the joint base, we are the only location that is combining two bases from the same Service - Lackland and Randolph AFBs. Finally, we are the largest Joint Base with many varied military units to support and that has created some challenges.”

2010 will be a milestone year for JBSA as the installation support transition period begins on January 31 with

Initial Operational Capability (IOC) and culminates with Full Operational Capability (FOC) on October 1. At IOC the 12th FTW at Randolph AFB and 37th TRW at Lackland AFB will relinquish installation support, including some Wing staff activities, and the Mission Support Groups to the leadership of the 502d ABW. The U.S. Army Garrison at Fort Sam Houston will begin restructuring their organizations in April with continued progression to FOC on October 1, 2010.

The actual transfer of real property, civilian employees, and budget will occur at FOC. The signing of the JBSA MOA highlighted an unprecedented level of participation by the Army and Air Force to commit the right manpower mix and resource structure to deliver world class support to our three San Antonio installations. In the end, JBSA will employ an estimated 8,000 people to support more than 80,000 military and civilian employees, making it the largest single installation support enterprise in the Defense Department.

“This imminent stand up of the San Antonio Joint Base, while largely transparent to the civilian community, is a major milestone for the military community in San Antonio. We look forward to having the best joint base in the Department of Defense and owe a debt of thanks to the many Air Force and Army personnel who have worked so hard over the past two years to make this a success,” said Dr. Maxwell.

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BRAC projects are quickly nearing completion at local Air Force installations as well. At Lackland Air Force Base, a new equipment warehouse being built for "Tops in Blue," the Air Force's traveling entertainment unit, is scheduled to be finished in the spring. By September, both an intelligence operations center and an airfield maintenance technical training complex are expected to open for use. At nearby Port San Antonio, alterations to Buildings 171 and 254 are on pace to be completed in late summer to allow ten Air Force and joint agencies to be relocated.

At Randolph Air Force Base, a hangar that's being modified to support the realignment of a pilot training mission is anticipated to be ready by February. In late spring, a new administrative center that will integrate Civilian Personnel Offices from

five other bases is scheduled to be available for occupancy.

BRAC has boosted overall military construction expenditures in San Antonio to historically high levels during the past two years. The U.S. Army Corps of Engineers, Fort Worth District and the Air Force Center for Engineering and the Environment awarded 35 BRAC and other military construction contracts for a total of \$738 million during fiscal year 2009, which ended on September 30. This dollar amount comes in addition to \$1.2 billion in contract awards in fiscal year 2008. Spending on military construction in San Antonio in the past averaged between \$65 and \$100 million per year.

The program's overall workload between fiscal years 2006 and 2011 includes 137 contracts worth more than \$3 billion for BRAC and other types of military construction projects. At this point, 56 con-

tracts are complete, 51 contracts remain active, and 30 are still slated for award. In fiscal year 2010, 24 contracts valued at more than \$380 million are scheduled to be awarded. These contracts will provide additional momentum as the BRAC program moves toward its legislative completion deadline of September 2011.

The Joint Program Management Office (JPMO) is overseeing project design and construction for the San Antonio BRAC program. The JPMO is a joint military service entity that represents a partnership between the Army Corps of Engineers, the Air Force Center for Engineering and the Environment and the Naval Facilities Engineering Command, and is supported by private sector contractors.





BRAC construction for BHT and TSRL buildings on schedule

by **CAPT Vincent DeInnocentiis**
Commanding Officer, Naval Medical Research Unit San Antonio -- Construction of the future homes of the Naval Medical Research Unit San Antonio (NAMRU-SA) is underway and remains on schedule at Fort Sam Houston, Texas. The Joint Center of Excellence for Battlefield Health and Trauma Research (BHT) building will provide a 133,100 square-foot, three-story facility that will house NAMRU-SA's dental and combat casualty care research along with the Army and Air Force research components.

BHT construction began in January 2008 and the Beneficial Occupancy Date (BOD) is scheduled for March 2010. The BOD is the date when construction will be completed and the building will be turned over to the government for occupancy.

The Tri-Service Research Laboratory (TSRL) is a 181,620 square-foot, single-story facility to be constructed on a 25-acre site at Fort Sam Houston. Slated for completion in March 2011, this facility will be designed and constructed to include energy-efficient features such as natural lighting, high-efficiency chilled water systems, and energy recovery systems, and is expected to achieve a Leadership in Energy and Environmental Design (LEED®) Silver rating.

The TSRL facility will primarily house two research entities – the Directed Energy research portion of NAMRU-SA and the Air Force Research Laboratory Directed Energy research group. This four-acre building will consolidate interdisciplinary research on the health and safety aspects of radio frequency, laser and combined stressors.

Part of the TSRL project

includes a bridge (W.W. White Road Bridge) that provides all-weather access (the area is prone to flooding) and will ensure emergency vehicle access from the main post to the TSRL lab.

The bridge was completed ahead of schedule and is now in use.

At this time, the BHT is on schedule for occupancy in March 2010 by the dental and combat casualty care research units. The TSRL, although more than a year and half away from completion, is well on its way to becoming a spectacular feat of engineering, being both energy efficient and environmentally friendly.



Artist's rendition of the Tri-Service Research Laboratory.



502d ABW conducts “tabletop” exercise at Ft. Sam Houston

San Antonio Joint Program Office (SAJPO) RANDOLPH AFB, Texas -- On November 3, the 502d ABW conducted its first tabletop exercise as part of the joint basing operation. The exercise was held at the Club on Ft Sam Houston.

Participating in the exercise were members of the 502d ABW staff along with members of the Mission Support Groups from Lackland

AFB, Randolph AFB and the Ft. Sam Houston Garrison.

The exercise was designed to identify command and control issues, suggest fixes and discuss the best way forward in terms of joint basing. The exercise was considered a huge success. Scheduling for the next exercise is underway and will occur in January, 2010.



Col. Alan Lake, current 12 MSG/CC and future 902 MSG/CC, discusses the exercise module with the Randolph AFB team.

FACES OF SAN ANTONIO BRAC



BRAC "VIEWS FROM THE TOP"

The San Antonio Joint Program Office (SAJPO) features BRAC "Views From the Top." Each month, we highlight a key BRAC leader in San Antonio and bring you their comments.

In this edition, we feature Mr. Mike Novak, Tri-Chairman of the Military Transformation Task Force (MTTF) and San Antonio business leader.

Q1. What is your role in the San Antonio BRAC process?

I am serving as Tri-Chairman of the Military Transformation Task Force (MTTF) which was established soon after the scope of BRAC 2005 was defined. The MTTF was created and designed to be our community's comprehensive BRAC implementation entity providing a single integrated voice at the highest levels of City, County and private sector leadership. The MTTF was organized with a Tri-chair structure. Each of the three organizing entities appoints a Chair, including a sitting Councilperson appointed by City Council, a County Commissioner from Commissioners Court, joined by a business representative appointed by the Greater San Antonio Chamber of Commerce. The primary mission of the MTTF is to assist the Military in implementing BRAC 2005 actions, mitigate potential adverse impacts, and leverage BRAC actions to strengthen our economy and community.

Q2. As Chair of the Military Transformation Task Force (MTTF), can you describe the importance of the MTTF and how that team of talented experts help with BRAC?

It was recognized from the beginning that there would be many stakeholders representing many facets of our community. Accordingly committees were established to manage critical components of the implementation process:

- * Transportation and Infrastructure
- * Neighborhood Revitalization
- * Economic Development and Business Opportunities
- * Healthcare Delivery and Medical Partnerships
- * Mission Readiness and Enhancement
- * Legislative and Public Relations
- * Commercial Development and Housing

Co-chairs for each of the Committees were recruited from the community for their expertise in specific areas. The profiles of MTTF Board members range from former elected officials to senior business executives. The MTTF also includes senior representatives from all the area Military installations, including Brooks City Base and Port San Antonio. The MTTF is staffed under the umbrella of the City's Office of Military Affairs, led by retired Brigadier General Robert Murdock, who coincidentally was the last Commander at Kelly AFB which was closed following the 1995 BRAC round. It is also important to note that the Federal Office of Economic Adjustment (OEA) has been of great assistance by providing grant funds to assist in funding staff positions. The bottom line is that the MTTF structure has provided a best of class implementation process thanks to the talented people committed to serving our community.

Q3. You are a very experienced businessperson and prominent figure in San Antonio. You have also been a strong advocate for the

positive things BRAC 2005 will bring to San Antonio. What have you enjoyed about your involvement in the process?

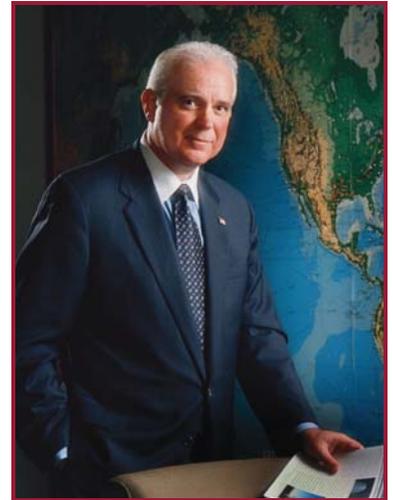
BRAC 2005 has provided our community an unprecedented opportunity to support our military. It is a privilege to serve in a leadership role as the opportunity unfolds.

Q4. One of the strongest points in BRAC transition success so far has been the strong relationship between the U.S. military and City of San Antonio. Why is this relationship so important?

As most everyone knows, the Military has always been a very important part of San Antonio's heritage. Even a quick look at the fascinating history of Military presence in San Antonio – from the colorful history of Ft. Sam Houston to our world class Air Force installations – will reveal that the Military and San Antonio have been joined at the hip in a mutually beneficial relationship for a very long time.

Q5. 5. During a recent BRAC briefing, you made an analogy using sports terms such as offense and defense in terms of successful business. How has that worked for achieving success for the massive BRAC transition in San Antonio?

In the business world I often use sports analogies for the purpose of practical and clear communication. My point in this case is that at any given time we are either playing



offense or defense ... and we all know that to score we need to be in the offensive mode. The objective is be on offense as much as possible and minimize the time on defense. I am pleased to say that we have been in a predominantly offensive mode during our BRAC execution to date and we are scoring well. However we need to be mindful that we are only in the third quarter, and what really counts is the score when the game ends in September, 2011.

Q6. Also, you recently had a chance to visit with other City leaders in the United States facing BRAC challenges. How has San Antonio compared to other cities? I understand you gained a better understanding of San Antonio's success compared to other cities.

Benchmarking is a powerful resource in business. The Federal Office of Economic Adjustment recently sponsored a 2009 Defense Community Conference entitled PARTNERING FOR SUCCESS. It provided an opportunity for all of the communities around the country who have been affected by BRAC to share their experiences with each other, including challenges and solutions.

(Continued next page)

BRAC “VIEWS FROM THE TOP”

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Our Military partners were also included since the BRAC scenario truly is a partnership with our military. The conference was an excellent venue for benchmarking, and I certainly came away with a clear perception that we are playing much more offense than other communities and that we are managing the challenges with excellence.

Mr. Novak has more than thirty years experience in senior management and ownership of highly successful construction companies. During that time he has continuously served the San Antonio community in various stewardship and elected positions.

The following highlights some of Mr. Novak's commercial and community leadership accomplishments:

Commercial Business:
Contemporary Constructors Inc./CCI Telecom, Inc., Founder, CEO & President 1980 – 2005, when CCI was sold to a publicly traded firm.

Mr. Novak founded CCI as a San Antonio, Texas based firm to specialize in niche construction to provide design and build services to the high tech telecommunications and air traffic control radar industries. Clientele included AT&T, Verizon, Raytheon, Sprint, Northrop Grumman, Lockheed Martin and other major organizations.

CCI maintained operations throughout North America, Central America and South America providing specialized construction services in challenging geographical locations.

Other Professional & Community Leadership:

Community liaison to the Commanding General of the United States Army South, 2006 -2009.

Activities:

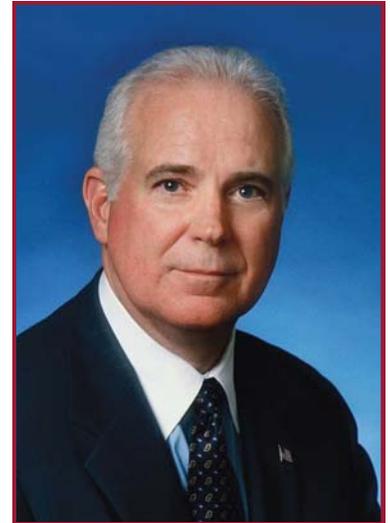
San Antonio Military Transformation Task Force, A community-Military Partnership for Post BRAC execution, 2006-09, Tri-Chairman.

Greater San Antonio Chamber of Commerce – 2004 Chairman of the Board.

Bexar County Commissioner Precinct 4 - Elected November 8, 1994 - Sworn in January 1, 1995 - Four year term.

Greater San Antonio Chamber of Commerce - Board member 1991-1994, 1999-2000, Vice Chair for 1999, Council Chair for Small Business/Economic Development (1992).

Secretary/Treasurer, Executive Committee Member and Chair of the Statewide Legislative Committee.





Last Month in BRAC News

BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

- 11.25.2009 -- Hiring for BRAC jobs to start in spring - Dayton Daily News
- 11.25.2009 -- U.S. Air Force building up Cyber Warfare Ops Center - Aerospace Daily
- 11.24.2009 -- South Side good place for businesses - SA Communities
- 11.24.2009 -- Wright-Patt to start hiring BRAC workers - Dayton Business Journal
- 11.23.2009 -- WPAFB to report on BRAC progress - Dayton Daily News
- 11.23.2009 -- Port San Antonio executive named to Texas committee - SA Business Journal
- 11.23.2009 -- 201st MI Battalion continues Camp Bullis field training - Blackanthem Military News
- 11.20.2009 -- City leader appointed to oversee East Side redevelopment - SA Business Journal
- 11.19.2009 -- Texas wins workforce retraining grant to help BRAC communities - SA Business Journal
- 11.19.2009 -- Jacque Fisher leaves Wright-Patt BRAC director post - Dayton Business Journal
- 11.17.2009 -- Fitch Affirms Schertz-Cibolo-Universal City ISD - Earth Times
- 11.17.2009 -- GAO: costs to implement BRAC have risen significantly - GovExec
- 11.16.2009 -- Garcia appointed to Port S.A. board - SA Business Journal
- 11.10.2009 -- Viewpoint: Let's rebuild inner city neighborhoods - SA Communities
- 11.05.2009 -- Will East Side miss out on BRAC opportunity? - SA Express News
- 11.04.2009 -- Measure to protect Bullis passes - SA Express News
- 11.03.2009 -- Fort Sam Houston Transformation 'On Track' - KSAT

Upcoming Events

Event	POC	Date
Military Transformation Task Force Meeting	James Henderson	12/18/2009
Executive Integration Oversight Board - Joint Basing	Ron Rogers	12/21/2009
MTTF Economic Development Committee Meeting	Michele Parlett	1/8/2010
SAJPO Communications Team Meeting	Ron Rogers	1/19/2010
Military Transformation Task Force Meeting	James Henderson	1/15/2010

SAJPO Communications Team

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Building Relationships
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