



**Highlights:**

- \* New Community Development Office opens
- \* METC leaders draft "MOA"
- \* Wilford Hall pediatrics clinic moves to BAMC
- \* Brooks City-Base BRAC updates
- \* BRAC leaders on KLUP radio program
- \* BRAC "Views From the Top"
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**Ft. Sam Houston Community Development Office opens**

**City of San Antonio --** The City of San Antonio and Workforce Solutions Alamo officially opened the Ft. Sam Houston Community Development Office at a ribbon cutting ceremony March 26. The office, located at 1422 East Grayson, represents a critical component to connect citizens with jobs and businesses with economic development opportunities as part of the U.S. Military's Base Realignment and Closure (BRAC) program in San Antonio. Additionally, City staff will focus on revitalization efforts around Ft. Sam Houston and East San Antonio, which are a high priority for Mayor Julián Castro and City Manager Sheryl Sculley.

Five staff members in the Ft. Sam Houston Community Development Office who are implementing the recommendations from the Fort Sam Houston Growth Management Plan, are being funded by the U.S. Department of Defense Office of Economic Adjustment (OEA).

"There has been excellent community cooperation to prepare for the significant economic boost San Antonio will experience from BRAC," said Brian James, Ft. Sam Houston Community Development Office Manager. "But it is now time for that general awareness about BRAC to transition to real jobs, business investment and procurement opportunities associated with the

world-class medical training facilities coming on-line in the next 18 months. The City and Workforce Solutions Alamo are geared-up to make that happen for our community through this new office operation."

"We will invest almost \$800,000 over the next two years to provide direct job-related services," says Chakib Chehadi, Executive Director of Workforce Solutions Alamo, which has conducted a comprehensive workforce impact study of the area. "We are eager to join forces with the City of San Antonio to provide the community one-stop services and resources. It just makes sense," he added.



**The new office is a combined effort to bring job and business opportunities to people associated with BRAC in San Antonio. Workforce Solutions Alamo will provide direct job-related services at 1422 E. Grayson St. near Ft. Sam Houston.**



**Mayor Castro, Councilwoman Taylor, Commissioner Adkisson, and other leaders cut the ribbon for the new Ft. Sam Community Development Office.**

## METC leaders draft Memorandum of Agreement



by **Patrick Elliott, Medical Education and Training Campus (METC)** -- The Medical Education and Training Campus (METC) held a week-long meeting to work on the Memorandum of Agreement (MOA) for the METC. The purpose of the MOA is to establish non-program specific command-working relationships, policies, guidelines, and procedures under which the METC Commandant and participating Services will operate and conduct consolidated and collocated education and training at the METC. "This MOA defines the responsibilities of the United States Air Force Medical Service, Air Education and Training Command, United States Army Medical Command, and the United States Navy Bureau of Medicine and Surgery in the

formation and sustainment of the METC," explains Mr. Robert Miller who works at the METC Strategic Plans and Programs Transformation and Integration Office (TIO).

The meeting was composed of two Army, Navy, Air Force, TIO and METC participants. "Their participation establish the end state condition of defining resource requirements to sustain the METC organization to meet each Services' education and training mission requirements while maintaining Service identity," states Miller.

The Flag Officer Steering Committee, an interim board of Flag Officers commissioned with the responsibility to provide the oversight for the Services' responsibilities in standing-up the METC reviews the MOA and recommends

changes where appropriate and then forwards it to the Senior Advisory Council. "The ultimate decision making authority regarding this agreement," adds Miller, "is retained by the Senior Advisory Council, composed of the Army, Navy and Air Force Surgeon Generals, which serves as the METC oversight committee."

The result of the MOA is that the METC will be one unified and independently operating organization consisting of three fully integrated Service Training Plans. "The goal of these integrated Service Training Plans," Miller states, "is to produce a flexible pipeline of Medical Enlisted trainees, a training environment that is adaptable and an organization with the capability to produce world class education and training."



## Wilford Hall pediatric services move to BAMC

by **Sue Campbell, 59th Medical Wing Public Affairs** -- The majority of Wilford Hall Medical Center inpatient pediatric services will move to Brooke Army Medical Center in April. The move is part of the 2005 Base Realignment and Closure process.

"These changes support BRAC law to move all Wilford Hall inpatient care to BAMC and will provide continued quality care to our beneficiaries," said Col. (Dr.) Mary Pelczynski, commander, 59th Maternal/Child Care Squadron.

The pediatric ward and pediatric intensive care unit are scheduled to move to the 5th floor of BAMC the week of April 19, opening for admissions on April 26.

This will be the first time that BAMC has housed these departments.

The majority of WHMC pediatric subspecialty clinics are

also scheduled to move to the 5th floor of BAMC that same week, including Endocrinology, Gastroenterology, Hematology/Oncology, Pulmonary, Nephrology, Child Neurology, Infectious Disease and Pediatric Surgery. The Tri-Service Cystic Fibrosis Center will also move to BAMC.

There will be no appointments scheduled during the move with all clinics planning to reopen for business on April 26.

The WHMC Pediatric Cardiology, Genetics and Special Baby Clinics will remain in their current locations at Lackland Air Force Base. The Pediatric Wellness Center will also remain at WHMC.

General Pediatrics, Adolescent Medicine and Developmental Pediatric Clinics will exist at both hospitals.

All pediatric inpatient services, with the exception of the

newborn nursery and neonatal intensive care unit, will be provided at BAMC. Newborn medicine services will move to BAMC in approximately 15 to 18 months.

Patients are encouraged to verify the location when making pediatrics appointments through the Consult Appointment Management Office at (210) 916-9900.



**2nd Lt. Lauren Rood, a registered nurse in the 59th Medical Inpatient Squadron, checks 5-year-old Andrew Donnell's vitals on the pediatric ward at Wilford Hall Medical Center, Lackland Air Force Base, Texas, March 26. The ward is scheduled to move to Brooke Army Medical Center, Fort Sam Houston, Texas, in mid-April. (photo by Tech. Sgt. Andy Bellamy)**



## AFCEE move to Port San Antonio a smooth one

by Steve VanWert, 311th Air Base Group Public Affairs, BROOKS CITY-BASE, Texas -- The folks at the Air Force Center for Engineering and the Environment knew "what." After a while, they even knew "when." But it took a meeting of the minds to figure out "how."

AFCEE, with more than 500 employees, manages the Air Force's military and housing construction, environmental restoration programs and the military housing privatization initiative, as well as pollution prevention, resources conservation and planning and architectural design. The "what" was a complete move from Brooks City-Base, Texas, where they had been headquartered since 1991, to the newly-renovated Bldg. 171 at nearby Port San Antonio. The move was mandated in 2005 when the Base Realignment and Closure Commission placed Brooks on its list of installations to be closed.

The "when" ended up being the first part of February.

The "how" took a little effort.

"We wanted to make the move as easy as we could for everyone," said Dennis Firman, AFCEE director. "People

don't like change and we wanted to make it efficient and less traumatic."

"We decided to move a few at a time without disrupting the work force. I think it's worked out wonderfully," he said.

After convening a facility board meeting with all future Bldg. 171 occupants, and conducting a series of town hall meetings to answer questions, the plan was put into effect on Jan. 25, when five people cleaned out their cubicles at Brooks and headed across town to Port San Antonio.

"They checked out in the morning and checked in that afternoon," said Mr. Firman. "All their computers were shut off when they left, and turned on when they got there. It was nearly seamless continuity."

Soon 20-to-25 people were moving per day. About 90 percent of its people and equipment moved by March 1. Because of some additional space being allocated to AFCEE and the resulting renovations, the remaining 10 percent will be in place by the end of the fiscal year. The move also consolidates various AFCEE functions that were spread out in five different buildings at Brooks into one large space.

"Large" may not be the most

descriptive word. Building 171, originally built as a warehouse in 1942, boasts a cavernous 465,000 square feet, or roughly eight times the size of the White House. AFCEE will occupy approximately 126,000 square feet and share space with 10 other Air Force agencies numbering about 2,800 people, including the Air Force Real Property Agency, Air Force General Council, Air Force Services Agency and Air Force Medical Operations Agency.

Along with the extensive renovation, including new carpeting and ceiling tiles, a paint job and replacing the air-handling systems, Bldg. 171 will also boast a full service cafe to include wireless Internet connectivity, flat-screened televisions and a patio.

"The move has been really smooth," said Ed Noack, chief of the Operations Support Division at AFCEE. "There's been little stress and only marginal interruption in the work flow. I think everyone is ready to settle in the new digs and continue AFCEE's all-important mission."



**AFCEE employee Jerry Bingham tries out his new cubicle in Bldg. 171 at Port San Antonio. (U.S. Air Force photo Gil Dominguez)**



## Brooks City-Base local redevelopment authority recognized



**Defense Communities 360**, a publication of the Association of Defense Communities -- Brooks Development Authority, the local redevelopment authority for San Antonio's Brooks City-Base, was recognized as an Accredited Economic Development Organization (AEDO) by the International Economic Development Council (IEDC), joining

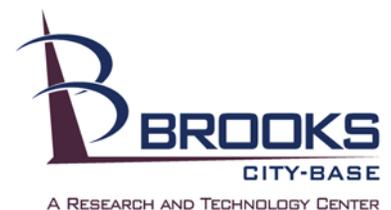
only 25 other organizations that have received the elite designation.

The designation makes Brooks the only LRA to earn the accreditation, although several other economic development organizations that support defense communities have gained AEDO recognition -- Hampton Roads (Va.) Economic Development Alliance, Virginia Beach Department of Economic Development, The Beacon Council (Miami-Dade County, Fla.) and North Carolina's Eastern Region. "We are

extremely proud to have received such a prestigious honor, particularly at this point in our development as a world-class research and development center," said Don Jake-way, the authority's president and CEO.

Gaining AEDO designation is the culmination of a three-year effort to restructure the development authority and strengthen its strategic planning, Jake-way added.

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## Brooks City-Base local redevelopment authority recognized

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"This accreditation process recognized the significant Brooks Development Authority success in creating a highly professional and effective organization while meeting the objectives of redevelopment and economic development for the San Antonio region," said Michael Houlemard, who served on the IEDC committee that reviewed Brooks' application and is the executive officer of the Fort Ord Reuse Authority, Calif.

"Brooks Development Authority is well positioned having created an impressive staff guided by strong leadership and committed community support," Houlemard added. Brooks is one of the youngest organizations to date to gain such recognition. The AEDO program is a comprehensive, peer-review process that measures economic development organizations against commonly held standards in the profession.

The accreditation process is made up of a documentation review and a site team visit. Each phase is designed to evaluate the structure, organization, funding, programs and staff of the candidate organization.

Organizations recognized as an AEDO consider the designation a valuable tool, one that raises their visibility with business and political leaders, investors, clients and stakeholders.

Jakeway described the value of receiving AEDO designation as similar to the benefit a company realizes from receiving a Malcolm Baldrige National Quality Award: "It helps raise the bar of one's organization in its customers' eyes about our professionalism. When we market ourselves, it signals that we are a professional organization and operate as one."

Brooks Development Authority is the owner and opera-

tor of Brooks City-Base, a 1,246-acre research and technology center created in 2002 when the Air Force conveyed Brooks Air Force Base to the city of San Antonio. The one-of-a-kind city-base was intended to increase the mission value of the installation, while encouraging future investment in southeast San Antonio.

As a result of the 2005 round of base closures, the Air Force's R&D activities housed at the city base will move elsewhere by September 2011, but Jakeway believes the facility is well positioned to move forward. The authority has a robust development plan and an international marketing effort designed to turn the site into a mixed-use project focused on healthcare, biosciences and advanced manufacturing.

"Hopefully our effort can be shared with other organizations," he said.

## Brig. Gen. Patrick tours Life Sciences Equipment Laboratory



***John Goines, chief of the Life Sciences Equipment Laboratory at Brooks City-Base, explains the remnants of a flight suit to Brig. Gen. Leonard Patrick, 502nd Air Base Wing Commander and Mr. Robert Graves, 502nd ABW deputy commander, during a recent visit to the lab. The lab helps the Joint POW/MIA Accounting Command, based in Hawaii, identify servicemembers still missing from past wars. The lab will soon move to Wright-Patterson AFB, Ohio (photo by Don Sutherland)***

## BRAC leaders are guests on "Military City USA Radio"



***From left to right: Dr. CEM Maxwell, Deputy Director, San Antonio Joint Program Office, co-hosts Mark Frye and John Thurman, and Randy Holman, Deputy Director, Medical Operations, Joint Program Management Office.***



***Randy Holman responds to a question from host Mark Frye about San Antonio BRAC construction at Ft. Sam Houston. BRAC accounts for approx. \$1.76 billion in construction between 2006 and 2011.***

Dr. CEM Maxwell, Deputy Director of the San Antonio Joint Program Office and Randy Holman, Deputy Director, Medical Operations, Joint Program Management Office, participated in a live radio program in San Antonio called "Military City USA Radio" on News Talk 930 AM KLUP. The program aired at 8 a.m. CST Saturday, April 3.

The two leaders answered a variety of questions about the massive San Antonio 2005 BRAC project and how BRAC will impact San Antonio and Military City USA.

Co-hosts Mark Frye and John Thurman discuss military issues on the program and invite both military and civilian leaders each week to talk about military topics and missions in San Antonio.

Future programs can be heard via the internet at [www.klup.com](http://www.klup.com) by clicking on the "Listen Live" button.

Podcasts are also available at the same website by clicking "Podcasts" and the "Military City USA" icon.



## *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 Randy Holman, Deputy Director, Medical Operations, Joint Program Management Office at Ft. Sam Houston, Texas.**



**Q1. Can you briefly describe your role in the San Antonio BRAC process?**

As a program manager for the Army Corps of Engineers, I was recruited to help start up operations of the Joint Program Management Office, which was established to oversee design and construction efforts of the San Antonio BRAC and Military Construction Program. During the past two years, I have also served as the JPMO's spokesperson, providing information to the media and delivering presentations to a variety of professional organizations and community groups throughout the region. Most recently, I have additionally been tasked with guiding the project to expand and renovate Brooke Army Medical Center to keep it on track to meet its schedule targets.

**Q2. What is the status of overall BRAC construction progress at this point?**

We have reached the turn over and occupancy phase, in which major facilities are beginning to be utilized. This is the year in which we will see large numbers of personnel move into recently completed structures. By the end of the current fiscal year in September, we anticipate that as many as 20 facilities will be finished and will have begun being utilized by their respective tenants. We laid the groundwork for this success during the past two years.

**Q3. Now that facilities are being completed and turned**

**over, where does the program stand in relation to the BRAC completion deadline of 15 September 2011?**

By and large, across the board, the program is essentially hitting its marks. Approximately 38% of the funds for BRAC and related military construction have been expended, meaning that construction is effectively 38% complete. To provide some context, I would point out the vast majority of the dollars and square footage in the program are linked to a particular group of mammoth projects. Since several of the largest projects are not scheduled to be finished until 2011, and funds are expended as stages of construction are finished, it follows that most of the program won't be deemed "complete" until the summer of 2011.

**Q4. This year, what are some of the more prominent facilities that will be ready for use by military personnel and civilians that are relocating to San Antonio?**

On Fort Sam Houston, the most significant facilities are components of the Medical Education and Training Campus, or METC. METC will consolidate the enlisted medical training programs of all branches of the military. Several types of specialists will be trained there, including combat medics, Navy corpsmen, radiology technicians, nuclear medicine technologists, and biomedical equipment technicians. The METC Headquarters-Administration building

and the METC dining facility, which is one of the largest in the DoD, are both finished. METC Dorm 1 is essentially complete with the outfitting and final transition in progress. METC Medical Instructional Facilities 1 and 2 are scheduled for completion by next month. All of these facilities will be ready to go when the first classes at METC begin in June. In addition to these METC facilities, other projects on Fort Sam are nearing completion. The Battlefield Health and Trauma Research Lab is expected to open early this summer. Also, renovations have been completed to several historic structures that will house elements of the Army's Installation Management Command (IMCOM) and IMCOM-West. A primary health clinic that will provide outpatient services currently available at Brooke Army Medical Center is also on track to open its doors by early summer.

**Q5. While several projects are being completed, I understand there are still some projects that are just getting started or remain to be awarded in 2010. Tell us a little about some of the projects that are getting underway this year.**

A groundbreaking ceremony is scheduled on 19 April for the project to build the IMCOM headquarters building, which was awarded at the beginning of this year. Also getting underway this year will be construction of the Joint Base San Antonio headquarters building.

The award of that project is expected in the next month. Later in the year, a contract award is anticipated for the first phase of the project to replace Wilford Hall Medical Center with a new facility. The renovation and expansion of Fort Sam Houston's old main post theater also began earlier this year. The Army Entertainment Division will relocate to the facility. This unit produces the Army Soldier Show, which is a traveling musical variety program that entertains personnel all over the world.

**Q6. Along with METC, the other pillar of the program is clearly the work being done at Brooke Army Medical Center. The construction activity there is very visible to anyone driving along I-35, but what can you tell us about progress being made on that project?**

In short, we are getting back on pace, after a few hiccups in 2009 concerning the project schedule. We worked with the contractor to make adjustments and produce a schedule that will allow the project to meet its BRAC requirements. In late February, we celebrated a major milestone when the structural frame of BAMC's seven-story addition was finished. The achievement signified that we had moved into a new phase of construction, focusing on internal components, like electrical and plumbing, as well as the exterior of the building. With this new phase, the size of the workforce on site has doubled from roughly 500 to more than 1,000.

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## *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.**

**Randy Holman, Deputy Director, Medical Operations, Joint Program Management Office at Ft. Sam Houston, Texas. (continued from pg 6)**

Even with all of this additional activity, BAMC remains a fully functional hospital serving military and retiree populations, as well as providing civilian trauma care. I would also like to highlight the safety record of this project, given the enormous amount of work that is taking place. Despite the high volume of activity and the number of workers involved, there had been only 1 lost-time accident through January after more than 1.7 million work hours. That translates into an accident rate for the SAMMC North project of 0.19, which is well below the industry standard of 3.1 for construction recordable incidents.

**Q7. BRAC is obviously adding a lot of new facilities to local installations, but there is a substantial effort being made to renovate and re-use historic structures for use by BRAC-related missions as well. Can you give us an idea of the kinds of work being done to restore older buildings on Fort Sam Houston?**

It's my understanding that Fort Sam Houston has more historic structures than any active military installation in the United States. Of these 800 buildings, we are renovating about two dozen as part of our program. Several of these projects involve buildings that are more than a century old. All of the historic structures require extensive rehabilitation to become suitable for their new tenants. These projects require great effort because the goal is to preserve intri-

cate architectural features and achieve an appearance that is true to the original design, while providing a modern, efficient work environment.

**Q8. Are you confident the BRAC deadline will be met?**

Yes. The program is on target. We are positioned to deliver all of the BRAC facilities on time, in accordance with the BRAC recommendations.

**Q9. Finally, what have you enjoyed about being at the heart of such an important project that will affect San Antonio for many years to come?**

I have learned that nothing happens by accident. This program requires a tremendous amount of work, effort, and coordination by numerous military and civilian organizations to make it successful. Playing a part in delivering these projects is extremely gratifying because they will not only help deliver life-saving support to military personnel all over the world, but generate substantial gains for the community where the facilities are located.

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Randy Holman began his professional career with the Naval Facilities Engineering Command (NAVFAC) in 1993, after he received a Bachelor of Science degree in Chemical Engineering from Oklahoma State University. He worked for NAVFAC until 1996 as Co-Base Closure Manager under BRAC for the Long Beach,

California Naval Hospital and Complex.

From 1996 until 2003, Mr. Holman served in various capacities for U.S. Army Europe and the U.S. Army Corps of Engineers at several locations in Germany. His positions included Environmental Engineer, Life Cycle Project Manager, Life Cycle Program Manager and Supervisory Chief of the Construction Branch in the office of the Deputy Chief of Staff Personnel and Installation Management. Among his responsibilities were environmental remediation; coordinating the planning, design, construction, warranty, maintenance and repair of U.S. military facilities; and planning, programming, and executing \$600 million in military construction and Capital Purchase Minor Construction projects. During his time in Europe, Mr. Holman also served one tour down range in Bosnia-Herzegovina with Task Force Eagle.

Since 2003, Mr. Holman has been in San Antonio assigned to the Southwest Division of the U.S. Army Corps of Engineers. He worked initially as IMCOM-West Liaison Officer. He later became part of the management team of the Joint Program Management Office (JPMO) to help launch the \$2 billion construction and renovation program in San Antonio that was prompted by the 2005 Base Realignment and Closure (BRAC) process.

- BRAC 2005 became law on 9 November 2005. The law requires that BRAC actions be complete not later than 15 September 2011.

- Of the approximately 200 BRAC recommendations enacted into law, San Antonio bases were impacted by 19. This is more than any other city in the United States. Every military installation in San Antonio is feeling the impact of BRAC 2005.

- BRAC is a catalyst that is resulting in other federal, state and city investments in San Antonio. BRAC accounts for approximately \$1.76 billion in construction between 2006 & 2011.

- Between 2006 & 2013, the Department of Defense is currently planning to spend another \$1.62 billion on construction in San Antonio, over and above BRAC spending.

- In total, between 2006 & 2013, the Department of Defense is currently planning to spend more than \$3.38 billion on construction/renovation projects at San Antonio military bases.

More than 21,000 federal employees (including the paid military trainees) are directly impacted with a move from, to or between San Antonio bases. Within the 21,000, BRAC will result in approximately 5,000 additional jobs and 4,000 additional trainees coming to San Antonio. There are federal jobs that will leave San Antonio as a result of BRAC actions. Most notably will be jobs that depart Brooks City-Base to go to out of state locations. To more than offset this loss, Fort Sam Houston will grow by approximately 12,000.



## Last Month in BRAC News

### BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

03.30.2010 -- KSTX to host BRAC Town Hall - Texas Public Radio  
 03.30.2010 -- Installation management command coming to SA - KTSA  
 03.29.2010 -- Feds consolidating National Guard and Army Reserve in new center - Brownsville Herald  
 03.29.2010 -- City opens BRAC office - KTSA  
 03.26.2010 -- The BRAC buzz is beginning to build around time - SA Express News  
 03.26.2010 -- San Antonio opens Fort Sam community development office - SA Business Journal  
 03.25.2010 -- Targeting parts of the West Side for an economic transformation - WOAI  
 03.24.2010 -- Bases Get New Names in Realignment - American Forces Press Service  
 03.24.2010 -- Stateside military facilities shrink to 12 - UPI  
 03.24.2010 -- Joint land use study for Lackland Air Force Base - WOAI  
 03.23.2010 -- S.A. is 16th in growth of population - SA Express News  
 03.23.2010 -- Pentagon: Aerospace jobs to stay - SA Express News  
 03.19.2010 -- Defense Department will meet BRAC deadline, leaders say - Federal Times  
 03.18.2010 -- House panel learns BRAC is in the home stretch - Federal News Radio  
 03.17.2010 -- Port SA opens access to its facility - SA Communities  
 03.17.2010 -- St. Louis firm aids in largest DoD medical training consolidation - Washington Technology  
 03.17.2010 -- Viewpoint: Lackland AFB is vital to SA - SA Communities  
 03.16.2010 -- METC to receive new equipment - SA Business Journal  
 03.16.2010 -- City's aerospace industry faces loss - SA Express News  
 03.09.2010 -- Fort Sam Houston's historic theater to receive new lease on life - SA Business Journal  
 03.09.2010 -- BRAC construction is heading into the final lap at Fort Sam - SA Business Journal  
 03.09.2010 -- Renovation planned for Fort Sam Theatre - SA Express News  
 03.08.2010 -- Port San Antonio creates new entryway into business center - SA Business Journal  
 03.04.2010 -- Environmentally friendly projects coming to S.A. bases - SA Business Journal  
 03.04.2010 -- Port SA continues to look for expansion opportunities - SA Communities  
 03.01.2010 -- BRAC may stretch child care needs - HometownAnnapolis.com  
 03.01.2010 -- Joint Base San Antonio is largest installation - Air Force Times

### *Upcoming Events*

Event	POC	Date
San Antonio Community - Military Council Meeting	Mona Vollmer	4/13/2010
Military Transformation Task Force Meeting	James Henderson	4/16/2010
"Take Pride in Eastside" festival	James Henderson	5/1/2010
SAJPO Communications Team Meeting	Ron Rogers	5/4/2010
MTTF Business Development Committee Meeting	Michele Parlett	5/7/2010

# SAJPO Communications Team

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Building Relationships  
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