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BRAC construction bearing fruit, new facilities receive tenants

by Brian Dwyer, Joint Program Management Office --

Grass, sidewalks, and landscaping have replaced dirt and construction equipment at several BRAC and other military construction project sites, as the number of completed facilities on local installations continues to increase.

After reaching the peak of construction activity in 2009, it is anticipated that more than 20 facilities will have been turned over for tenant use by the end of 2010. A ribbon-cutting ceremony is scheduled on June 30 for Medical Instructional Facility (MIF) 1, which is part of the Medical Education and Training Campus (METC) on Fort Sam Houston. The ceremony will also commemorate the fact that METC has reached initial operational capability, since the first training courses at METC are beginning this month.

Subsequent courses will be phased in throughout the summer, the fall, and into calendar year 2011 when the campus will become fully operational. METC is consolidating the enlisted medical training programs of all branches of the military, providing instruction for a variety of medical specialists, such as combat medics, radiology technicians, and biomedical equipment technologists. The completion of METC facilities is being sequenced to correspond with student arrival intervals. The

headquarters/administration building, Dorm 1, the 80,000 square foot dining facility, and MIF 1 are ready for use. Dorm 1 is one of three, 1,200 person dorms.

Dorm 2 is slated to be available for occupancy by the end of the summer and Dorm 3 is scheduled to be ready for students by the end of the current calendar year.

METC's first courses will take place in MIF 1, which houses classrooms and laboratories and is one of five such buildings on the campus. The other four MIFs are also moving closer to completion: courses are expected to begin in MIF 2 in August; construction of MIF 3 is slated to conclude in August; *(continued pg. 2)*



BRAC projects alone, including new buildings and renovation projects, amount to more than 6 million square feet of space - roughly equivalent to 30 Wal-Mart Supercenters. All BRAC projects must be complete by September 15, 2011.



METC will be the largest military medical education and training campus in the world with more than 30 academic programs. (photo courtesy JPMO).

BRAC construction bearing fruit, new facilities receive tenants



Other BRAC projects include the Consolidated Tower that will house a Level 1 trauma center, operating rooms, clinical and administrative space, and an extension of the internationally-acclaimed BAMC burn center. (photo/JPMO)

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MIF 4 is scheduled for completion in early 2011; and MIF 5 is on track to be finished by the end of September this year.

Not only is METC construction hitting its marks, but the facilities are being built in accordance with stringent environmental standards. Earlier this month, Army Corps of Engineers representatives overseeing METC development received notice that the U.S. Green Building Council had certified the METC dining facility as LEED Silver. LEED (Leadership in Energy and Environmental Design) is an internationally recognized green building certification system, providing third party verification that a building or community was designed and built using strategies aimed at increasing energy savings, water efficiency, CO2 emission reduction, indoor environmental quality, and improving stewardship of resources. The METC dining facility is the first project in the METC program to apply for and be LEED certified. Certification is being sought for other facilities that are part of the METC campus.

Elsewhere on Fort Sam, other facilities are expected to open their doors this summer. They include: the Primary Care Health Clinic, which will assume sharing outpatient

care responsibilities from Brooke Army Medical Center (BAMC), and the Joint Center of Excellence for Battlefield Health and Trauma Research, which is adjacent to BAMC and will consolidate research programs from all service branches.

In addition to new construction on Fort Sam Houston, several projects to renovate historic structures have also been completed. While these efforts were not funded by BRAC dollars, some of them are indirectly associated with BRAC. For example, the rehabilitation of Buildings 2000 and 2001 has created office space for the West Region headquarters of the Army's Installation Management Command. The West Region headquarters was created because of a 2005 BRAC mandate to combine the Northwest and Southwest Region headquarters into a single headquarters.

BRAC construction work on Camp Bullis has already concluded. The Armed Forces Reserve Center is finished and a medical field training site for METC students is being readied for use.

Randolph Air Force Base is also seeing tangible results of BRAC construction. The expansion of Hangar 6 is finished, allowing for the realignment of an Introduction to

Fighter Fundamentals pilot training mission from Moody Air Force Base. Additionally, a new administrative center that will incorporate Civilian Personnel Offices from five other bases is scheduled to be ready for tenants next month.

At Port San Antonio, renovations to Buildings 171 and 254 are on pace to be completed by early fall. This project will allow ten Air Force and joint agencies to be relocated into the refurbished facilities.

The overall military construction workload in San Antonio between fiscal years 2006 and 2011 includes 148 contracts worth more than \$3.1 billion for BRAC and other types of military construction projects. At this point, 68 contracts are complete, 54 contracts remain active, and 26 are still slated for award.

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.

Environmental Command stakes its claim at Ft. Sam

by Steve Elliott, Fort Sam Houston Public Affairs -- In a move that further solidifies Fort Sam Houston's growing reputation as the place to be, the U.S. Army Environmental Command uncased its colors in a ceremony at the post flagpole May 21.

The transfer of the command is in accordance with 2005 BRAC directives and brings an additional 200 mili-

tary and civilian jobs to the San Antonio area.

According to Army tradition, when a unit or the headquarters of a unit undergoes a permanent change of station, the colors are "cased" – literally furled and placed inside a canvas case – to signify that the command has ceased operations at that location. The colors are then "uncased" at the new location to signify that the

command is operational at its new station.

The mission of the USAEC, which has been located at the Aberdeen Proving Ground in Maryland for 38 years, is to lead and execute environmental programs and provide environmental expertise that enables Army training, operations, acquisition and sustainable military communities.

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Environmental Command stakes its claim at Ft. Sam

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The command is also the first of the Installation Management Command's two subordinate commands (which includes the Family and Morale, Welfare and Recreation Command) to move to San Antonio. In addition, IMCOM's headquarters will also soon be located at Fort Sam Houston. These remaining units are scheduled to complete the transfer by September 2011.

"The transition of the USAEC flag from Aberdeen to San Antonio is such an important event. It's a great big deal," said Lt. Gen. Rick Lynch, IMCOM commanding general and the Army's assistant chief of staff for installation management.

"This is signified by today's placement of the colors and today is the first of many. All this shows that IMCOM is moving this way," the general said. "The very fact that I can present a Texas flag to Colonel Kimmell shows you how excited we are to be coming to Texas."

In talking about the importance of the command's mission, Lynch referred to the Thomas Friedman 2008 book, "Hot, Flat and Crowded."

"When the Army goes

green, the nation will go green," the general quoted from the book. "The nation has to go green to preserve our future. We have to be moving towards energy independence and security."

The USAEC's move to Fort Sam Houston seems especially appropriate as the post recently won a Lone Star Land Steward Award in the special recognition category from the Texas Parks and Wildlife Department for its work in preserving and working with the environment at its massive combat medic training area at Camp Bullis.

"I couldn't be prouder to be the first USAEC commander at Fort Sam Houston and unfurl my team's colors, signifying this historic place as our new home," said USAEC Commander Col. Scott D. Kimmell. "We have a wonderful history at Aberdeen Proving Ground in Maryland, and we are ready to start a new chapter at Fort Sam Houston."

Taking the reins of USAEC just 15 days earlier when the colors were cased in Maryland, Kimmell is responsible for addressing environmental challenges that face the Army, including Soldier training to modern standards, base closure and realignment construction,

installation cleanup and growth of the force.

A brigade-level subordinate command, USAEC provides central planning, management, coordination, oversight, and technical support to the Army's environmental programs. Kimmell's duties will include restoration of contaminated lands; pollution prevention; technology transfer; reporting and tracking of Army environmental programs; conservation of natural and cultural resources; and compliance with environmental standards and criteria set by laws and regulations.

"We come with a seemingly simple, but very important, mission for our Army – to make sure we lead and execute environmental programs and provide expertise that allows our Army to train, conduct operations, support acquisitions and provide sustainable military communities for our workforce and our Families," said Kimmell.

"We're always focused on the Soldier and readiness," the colonel added. "The team responsible for this extremely important mission is comprised of the best professionals our country has to offer."



(From left) Command Sgt. Major Terry L. Braddock, of IMCOM West Region, and Col. Scott D. Kimmell, USAEC commander, uncasing the U.S. Army Environmental Command colors on Fort Sam Houston May 21. (photo/Steve Elliott)

Fort Sam Houston earns award for environmental protection

by Steve Elliott, Fort Sam Houston Public Affairs --

When it comes to Camp Bullis, finding a harmonious balance between the needs of the Army and the needs of the environment has long put Fort Sam Houston leadership in a tight spot.

Add to the mix the explosive growth in development that's encroaching upon the once wide-open spaces around the 28,000-acre training area, and it can lead to potential disaster on a multitude of levels.

Located along San Antonio's northern edge, Camp Bullis was once considered to be on the outskirts of the city with few developments around it until the 1990s. Since then, San Antonio has catapulted into becoming the seventh-largest city in the United States and the third-fastest growing city in the nation.

Over the years, the task of training combat medics in Camp Bullis' realistic field conditions has also grown in size and importance and is a central feature of the Defense

Department's multi-billion-dollar plan to make San Antonio the nation's center of military medicine.

While growth is good for the bottom line of the city and surrounding areas, it has rapidly closed in on this training area which is now surrounded on all sides, save for its northern boundary. Real estate developers and homebuilders still gaze hungrily upon the pristine areas around Camp Bullis in their quest to erect even more gated communities and shopping areas.

Fort Sam Houston earns award for environmental protection

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So when Fort Sam Houston wins a Lone Star Land Steward Award in the special recognition category from the Texas Parks and Wildlife Department, it shows the Army can have environmental responsibility live peacefully alongside growth and development.

The Lone Star Land Steward Awards program recognizes and honors private landowners for their accomplishments in habitat management and wildlife conservation.

The program is designed to educate landowners and the public and to encourage participation in habitat conservation. The awards also seek to publicize the best examples of sound natural resource management practices and promote long-term conservation of unique natural and cultural resources.

The Lone Star Land Steward Awards are sponsored by the U.S. Fish and Wildlife Service, Partners for Fish and Wildlife Program, H. Yturria Land and Cattle, Texas Wildlife Association, U.S.D.A. Natural Resources Conservation Service, Lower Colorado River Authority, Texas Farm Bureau, Texas and Southwestern Cattle Raisers Association, Texas Agricultural Land Trust and Llano Springs Ranch, Ltd.

Fort Sam Houston was recognized for managing its deer herd at Camp Bullis, assisted by the TPWD, since 1957. Management for endangered birds includes protection of more than 10,000 acres of dense old-growth woodland for the golden-cheeked warbler.

According to a TPWD press release, FSH was noted for its Karst Management Plan, which guides efficient management of both cave biology and groundwater recharge. Goals for Camp Bullis include maintaining balanced ecosystems while enhancing

military training and readiness.

Innovations such as cable concrete water crossings and brush management using the low-impact “cedar eater” help conserve water and prevent erosion in sensitive areas. Camp Bullis was also recognized for supporting a wide range of natural resource research.

The award was presented to 502nd Mission Support Group/Garrison Commander Col. Mary Garr at a ceremony at the Austin Airport Marriott South Hotel May 26. A TPWD film crew was on Camp Bullis May 10 to capture images from around the training area and also feature the colonel talking about FSH accomplishments in environmental stewardship.

“We are passionate about the missions of Fort Sam Houston and Camp Bullis,” Garr told the film crew. “We’re very happy to be recognized for the achievement of our environmental goals.”

While the Army had worked with area governments and representatives of the development community to create a Joint Land Use Study (JLUS) for development around Camp Bullis in 1995, it went largely unheeded. By 2009, a series of related development and environmental issues threatened to derail the mission at Camp Bullis and jeopardize the city’s long-standing relationship with Fort Sam Houston.

Two key provisions of the latest JLUS, the dark-sky lighting and commitment to protect endangered species which live on the land, have often come into play when new developments are planned.

Garr has repeatedly spoken out against lighting along the fast-growing Interstate 10 corridor between San Antonio and Boerne, because too much light in the night sky interferes with critical night-vision training.

“Continuing to place high

density development within the three-mile light buffer could also create many light issues for military training operations conducted on Camp Bullis if dark-sky lighting is not used,” Garr was quoted in a 2009 North Central News article. “Developing this tract may displace endangered species onto Camp Bullis.”

Rampant development also forces some endangered species, such as the warbler, to leave its surroundings and migrate onto Camp Bullis property, rendering it useless for training purposes. Camp Bullis is also home to four other known endangered species – another bird called the black-capped vireo, the Madla’s cave meshweaver (a small, eyeless spider with reduced pigment) and two cave-dwelling beetles.

“Golden-cheeked warblers, a federally listed endangered species, have shown a 50 percent increase on Camp Bullis in the past five years,” Garr wrote in a 2008 letter to the City’s Office of Military Affairs and Planning and Community Development Department. About 10,000 of the 28,000 acres of Camp Bullis are habitat or potential habitat.

“We believe this is caused by the large-scale clear-cutting of oak and juniper trees within five miles of Camp Bullis. Increased warbler populations on Camp Bullis trigger further Endangered Species Act restrictions on military training,” Garr said.

The colonel also worked with the Nature Conservancy of Texas to enter into a formal cooperative agreement in September 2009 to identify and protect habitat for endangered species surrounding Camp Bullis.

“This cooperative agreement is essential to allowing us to continue our Defense Department training missions at Camp Bullis,” said Garr.



“We are passionate about the missions of Fort Sam Houston and Camp Bullis and we’re very happy to be recognized for the achievement of our environmental goals.”

*COL Mary Garr, 502nd Mission Support Group/
Garrison Commander*

Rear Admiral Kiser arrives as 1st METC Commandant

by Patrick Elliott, Medical Education and Training Campus --

Rear Admiral Bob Kiser has assumed the duties as the first Commandant of the Medical Education and Training Campus (METC) at Fort Sam Houston. The METC co-locates Army, Navy and Air Force enlisted medical training. The phased collocation and consolidation begins this month and will be completed by September 15, 2011. Just onboard, Admiral Kiser brings to fruition the 1995 BRAC mandate which called for the formation of the METC. "The Medical Education & Training Campus is entrusted with providing America's uniformed services the finest Medics, Techs, and Hospital Corpsmen; well trained, capable, and ready to support the missions of our country anywhere on the globe," states Kiser.

More than \$950M in new construction and outfitting has created a campus of over 2.6 million square feet of education, training and living space for Army, Navy and Air Force enlisted medical education and training programs. With a daily student load of 7800 and a throughput of 24,500 students each year the METC will become the largest military medical education and training facility in the world. Undaunted, Admiral Kiser points to the various

strengths that he will draw from to make the campus a success. "To accomplish this mission we are leveraging an exceptionally talented joint faculty, new state of the art facilities, and the abiding heritage of excellence in medical enlisted training which has been the hallmark of each of the uniformed services for decades."

Combining the rich traditions of medical training for the Army, Navy and Air Force is no small task. Each service is extremely proud of their traditions and medical education and training programs which up until this time were conducted separately across the Nation.

Admiral Kiser points to the fact that consolidating military medical education and training is a logical evolution since military medical operations throughout the world are more often than not tri-service missions. "We are entering a new era. An era defined by the evolving needs of the nation and the men and women who go into harm's way who keep her safe. An era where it is preferable to have trained together and to have developed institutional inter-service relationships together at the foundational stages of a Medic or Corpsman's military career, rather than after the fact."

Army, Navy and Air Force enlisted medical personnel will receive service specific and consolidated training at the METC to enhance force health readiness, tri-service medical operations and deployment throughout the world. Admiral Kiser plans to unite each service under the one goal they all hold in common, to produce the best possible military medical personnel. "The graduates of METC will be the finest our military have ever produced—fit to operate and excel within their service specific cultures; and finest as individuals who understand and can execute their roles in joint endeavors."

The establishment of the METC has changed forever the way enlisted medical personnel will be trained. The Army, Navy and Air Force have expended great time, effort and expense to ensure that the METC will offer the best military medical education and training possible. With this change comes great expectations. Speaking for all of METC, Admiral Kiser affirms, "The bar is high. We do not intend to fail."



Defense Media Activity will consolidate media operations

by Ron Rogers, San Antonio Joint Program Office (SAJPO) --

The Base Realignment and Closure Commission's 2005 recommendations include uniting Defense Department internal information programs under one roof. Activated in 2008, the Defense Media Activity (DMA) combines the Army Broadcasting Service, Soldiers Radio and TV, the Soldiers Media Center, the Naval Media Center, the Air Force News Agency, and the Army and Air Force Hometown News Service

with the American Forces Information Service. Those BRAC recommendations were implemented in 2008 and Marine Corps internal information assets were added to the group in 2009.

American Forces Radio and Television Service, American Forces Press Service, the Pentagon Channel, Stars and Stripes and the Joint Combat Camera Center are also among the offices that now fall under the DMA.

Melvin Russell was appointed Acting Director of the DMA in

2010. He says establishment of the DMA is an excellent example of overall BRAC 2005 objectives and makes a lot of sense.

"If you look at jointness – the joint basing concept, to take all the internal information capabilities for the Services, from the Office of the Secretary of Defense, and put it together into one activity was really what BRAC 2005 was all about," he said during an interview at DMA San Antonio.



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Defense Media Activity will consolidate media operations



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The new DMA building is under construction at Ft. Meade Maryland scheduled for completion by the BRAC deadline of September 15, 2011. Mr. Russell said the reason the Office of the Secretary of Defense (OSD) chose Ft. Meade, Maryland was logical to keep it in the Greater Washington D.C. area where many DoD media operations currently happen.

The move to Ft. Meade will not significantly change each Service's products, such as Airman Magazine or Service-specific television products, Mr. Russell said. "One of the things the Services insisted upon from day one is that whatever was done with the new joint activity, they had to

make sure the look, feel and content of service products were preserved to meet Service requirements."

However, Mr. Russell said some consolidation of production efforts will make operations more efficient.

"The joint support to that will be to consolidate studio support, technical operations, satellite truck operations, videographers, and audio enhancement. That is our savings."

Mr. Russell said this effort will also result in efficiencies such as news coverage similar to Hurricane Katrina.

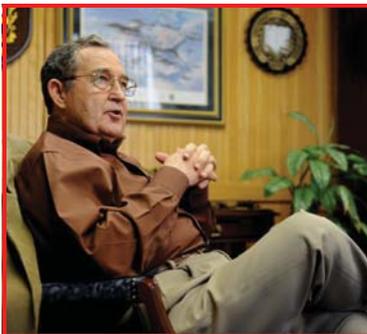
"We ended up with all of us sending crews resulting in three crews at the same event," Mr. Russell said. "Now we can better look at the re-

quirements and send teams out to support those requirements and cover what we need to be covering."

The new DMA will employ 2,240 people worldwide with an annual budget of \$260M a year. The current DMA building in San Antonio will close as part of the process. Mr. Russell says DMA leaders are doing everything they can to help people who want to make the move or help those who decide to stay in San Antonio.

"We tell them if you would like to move with us to Ft. Meade, your same job is waiting for you and we would love to have you join us. If they choose not to move, then we will assist them in getting on a priority placement list and help them find a job in this area," Mr. Russell said.

The American Forces Network has a rich history. It can trace its origins back to May 26, 1942, when the War Department established the Armed Forces Radio Service (AFRS).



Melvin Russell, Acting Director of the Defense Media Activity (DMA), discusses BRAC 2005 during a San Antonio Joint Program Office interview at DMA San Antonio located on the former East Kelly Air Force Base. (photo/DMA San Antonio)

AFCEE begins construction on first Cyber Warfare Intelligence Center



Air Force Center for Engineering and the Environment (AFCEE) -- The Air Force Center for Engineering and the Environment recently began construction on a new 38,000 square foot cyber command center.

The facility will be the home for the 68th Network Warfare Squadron and the 710th Information Operations Flight currently located at the former Brooks AFB. Scheduled for completion in early 2011, it will be the pioneer command cen-

ter for cyber warfare.

Officials from the 67th Network Warfare Wing recently held a groundbreaking ceremony to officially commence construction.

"This building will be the first of its kind in the nation, as well as the first step in the new warfare -- cyber warfare," said Col. Bradford Shwedo, commander of the 67th Network Warfare Wing.

Air Force officials chose Lackland AFB to be the hub of cyber command operations.

One reason they chose Lackland AFB was because of its proximity to other cyber-related commands such as NSA's Texas Cryptologic Center; the Air Force Intelligence, Surveillance, and Reconnaissance Agency; the 67th Network Warfare Wing; the Joint Information Operations Warfare Command; and the Air Force Cryptologic Support Group.

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AFCEE begins construction on first Cyber Warfare Intelligence Center

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The facility's construction is one of the base realignment and closure projects, also known as BRAC, being managed and executed through AFCEE and constructed by TolTest, Inc.

The BRAC commission is a federal entity set up to review the assets and property of military installations, close excess bases and realign operations and resources to maximize tax payer dollars.

The facility will serve as an office building for 400 employees. Some features include a

sensitive compartmented information facility, also known as a SCIF, a more modernized operational area, a closed-in patio, and an additional 4,000 square feet for a 100-space parking lot and a new two-lane road.

The building will also be designed and constructed in accordance with Leadership in Energy and Environmental Design requirements. LEED is a goal-oriented approach to the design, construction, and operation of "green" buildings. LEED certification requires the facilities built have environmentally friendly

features, use recyclable materials when possible, and use energy efficient lighting and appliances.

"We are excited about the opportunity to design and construct the Intelligence Operations Center for the Air Force Reserve Command and the Air Force Space Command, which will be essential to the execution of their cyber warfare capabilities," said AFCEE project manager Mark Stough.

Human Performance Wing complex ahead of schedule

by Daryl Mayer, 88th Air Base Wing Public Affairs, WRIGHT-PATTERSON AIR FORCE

BASE, Ohio -- Construction of the new 711th Human Performance Wing complex is progressing so well it now appears likely to be complete months earlier than initially projected.

The joint venture team of Archer Western Contractors of Chicago and Butt Construction of Dayton expect to complete construction of the 680,000 square-foot complex in Area B of Wright-Patt by the end of 2010. The contract calls for a Feb. 27, 2011 completion date.

Once the contractor turns over the keys for the three-building complex, the Louisville

detachment of the Army Corps of Engineers and the 88th Air Base Wing will need 60 days to make final arrangements to the facilities. This allows the 711 HPW to start occupancy on March 1, 2011, rather than the initial forecast of May 29, 2011.

The wing is pressing forward with plans to start the first U. S. Air Force School of Aerospace Medicine classes in former government facilities in the Kettering Business Park in December 2010. Using these facilities on a no-cost lease basis as "swing space" still allows the wing to move classes during a natural break in the school calendar.

The wing has actually already begun a phased movement of

military and civilian employees to swing space both on Wright-Patterson and at the Kettering facility. By this fall, about 150 members of the team will have transitioned to Ohio.

"A lot of hard work from our 88th Civil Engineers, the Army Corps and the team of Archer Western and Butt Construction has gone into getting us to this point," said Daniel France, 88th Air Base Wing BRAC director. "The BRAC execution plan is a living document with thousands of moving pieces. We will continue tracking, analyzing and making adjustments as necessary to successfully beddown these missions."



The three new facilities constructed on Area B of Wright-Patterson will be the home to the 711th Human Performance Wing, including the U.S. Air Force School of Aerospace Medicine. Wing officials now expect to start moving into the facilities in March 2011, several months earlier than initially projected.

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 Ms. Kathleen Ferguson, Deputy Asst. Secretary of the Air Force for Installations, Office of the Asst. Secretary of the Air Force for Installations, Environment and Logistics, Washington, D.C.



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

As the Deputy Assistant Secretary of the Air Force for Installations, my primary role is to provide leadership, oversight, and guidance to the BRAC program management office. With that being said, the staff of the Air Force BRAC Program Management Office (PMO) have been the workhorses involved in the day-to-day implementation and execution of the more than 390 actions under Air Force responsibility and they have done an excellent job. The Air Force will meet the September 2011 deadline because of their hard work, and that of the supporting Major Commands as well as our sister Services.

Q2. San Antonio BRAC actions are some of the more complex and challenging due to the medical consolidation and required construction. During your visits to San Antonio, what are some things that have impressed you about the projects?

The scope of the task to bring the Air Force, Army, and Navy enlisted medical training to one consolidated campus on Ft Sam Houston is unprecedented. It has taken, and will continue to take exceptional team work to complete this effort on time. In fact, we are actually ahead of schedule, with classes beginning this June. That accomplishment is just further testament to the unity and jointness of the ser-

vices, pulling together in pursuit of a common goal. The end result is 24,500 students per year in the graduation pipeline. In addition, I was truly impressed with the effort to consolidate nearly 3,000 Headquarters Air Force level personnel, under one roof into Building 171 on the former Kelly AFB, now a part of Lackland AFB. A former warehouse has been transformed into a very secure, state of the art administration building, becoming the home to 11 Air Force agencies and HQ 24th Air Force (CYBER) operations. This entire effort has been a monumental success.

Q3. San Antonio BRAC leaders often brief you on the status of BRAC actions. What can you say about their efforts so far to meet the BRAC deadline?

Superb, just superb! Because of the magnitude of BRAC actions in San Antonio, the Executive Integration Oversight Board (EIOB), and the San Antonio Joint Program Office (SAJPO), were created to provide oversight of all San Antonio BRAC actions. The volume of business to San Antonio, according to the EIOB is approximately \$3.1 Billion, with \$1.8 Billion being BRAC. The efforts of the EIOB, SAJPO, the Air Force, and the Army have been extraordinary in their management of all activities. These entities have ensured that any potential problems are identified early and mitigated before a problem occurs. The results of their efforts speak for themselves: the majority of BRAC

projects are ahead of schedule, and within cost and scope. And as of today, all BRAC projects and actions will meet the BRAC mandate, 15 September 2011.

Q4. Obviously, BRAC 2005 is a good news story for San Antonio. What are some of the challenges of implementing BRAC law in locations where that is not the case?

Across the services BRAC 2005 has been the most complex and far reaching round of BRAC to date. Within the Air Force alone BRAC affected 122 of our installations, with more than 390 separate actions in support of seven base closures and 59 realignments – all of which needed to be complete in six years. Across the Air Force remarkable efforts have been made to meet the many challenges associated with BRAC implementation. I can proudly say that our Airmen, civilians and contractors have consistently met those challenges and the Air Force will meet the 2011 deadline.

Q5. If a BRAC action required by law does not get completed on time for one reason or another, what is the worst that can happen?

At this point, I am confident that all recommendations will be completed on time. If later in the process, it appears that a recommendation may not be completed on time, the Department will examine its options in detail to determine the best way forward.

But again, I don't see this as an issue for the Air Force.

Q6. Joint basing implementation in San Antonio has been a challenge because of the geographical separation of the bases among other things. Why was San Antonio chosen to implement joint basing when other joint basing locations have bases much closer together if not right next to each other?

I agree there are challenges with the distance between the San Antonio joint bases, but the good news is that the exceptional efforts of the Lackland, Randolph and Ft Sam teams are aggressively working every day to overcome those challenges. Having not been a part of the Joint Cross Service Group that chose the joint base locations, I can't speak on their thought process, but I have been impressed with the efforts and results of the San Antonio Joint Base team.

Q7. How would you rank San Antonio among other BRAC affected locations around the country in terms of military and city cooperation?

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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.

Ms. Kathleen Ferguson. Deputy Asst. Secretary of the Air Force for Installations, Office of the Asst. Secretary of the Air Force for Installations, Environment and Logistics, Washington, D.C. (continued)

The Air Force has many great community partners throughout the country and San Antonio is at or near the top. It has been and will remain a great military community as it is referred to as "Military City USA". The cooperation and understanding from the San Antonio citizens and leadership has been extraordinary. The massive BRAC effort underway in this great city would have faced many additional challenges without their support.

Q8. Do you think there will be future BRAC rounds? If so, when?

The last round of BRAC did not meet the goals of the Air Force in regards to infrastructure reduction. The Air Force continues to maintain an excess capacity of infrastructure and that is something that will need to be looked at in the future. But in regards to a future round of BRAC, I am not aware of any discussion to consider that.

Ms. Ferguson is responsible for the management, policy and oversight of the \$6 billion annual Air Force installation and facility programs. These include facility management, base closures, military construction, family housing, acquisition, maintenance, operation, repair and disposal of real property.

Ms. Ferguson began her career as a design civil engineer at Plattsburgh AFB, N.Y., in 1981. She transferred to Langley AFB, Va. in 1983, and

held a variety of positions with the 1st Fighter Wing, Headquarters Tactical Air Command and Headquarters Air Combat Command until 1993. In 1994 she moved to the Pentagon where she worked with environmental and civil engineering programs.

Ms. Ferguson became Chief of the Installation Support Panel with the Office of the Deputy Chief of Staff for Installations and Logistics when the Air Force corporate structure stood up in 1995. From 1997 to 1999 she served on the headquarters staff for the U.S. Air Forces in Europe Command at Ramstein Air Base, Germany. She returned to the Pentagon and the IL office as Chief of the Installation Support Panel with the Office of the Civil Engineer. From 2000 to 2002, she worked for IL as the Combat Support Division Chief for the Directorate of Supply. Prior to assuming her current position, she was the Deputy Air Force Civil Engineer. Ms. Ferguson is a registered professional engineer in Virginia.

EDUCATION

1980 Bachelor of Science degree in civil engineering, University of New Hampshire
1989 Air Command and Staff College, Maxwell AFB, Ala.
1989 Master's degree in public administration, Auburn University
2001 Program for Senior Managers in Government, John F. Kennedy School of Government, Harvard University

CAREER CHRONOLOGY

1. 1981 - 1983, design engi-

neer, 380th Civil Engineering Squadron, Plattsburgh AFB, N.Y.

2. 1983 - 1988, Chief, Engineering Branch; Chief, Contract and Environmental Planning Section; and Contract Programmer, 1st Civil Engineering Squadron, Langley AFB, Va.

3. 1988 - 1989, student, Air Command and Staff College, Maxwell AFB, Ala.

4. 1989 - 1994, Deputy Chief, Programs Division, Headquarters Air Combat Command Civil Engineering; Chief, Military Construction Programs Branch, Headquarters Tactical Air Command Civil Engineering; later, Project Manager for MILCON Design and Construction, Headquarters Tactical Air Command Civil Engineering, Langley AFB, Va.

5. 1994 - 1997, Chief, Civil Engineer Programs and Analysis Branch; Chief, Installation Support Panel; and Environmental Program Manager, Civil Engineer Legislative Affairs Analyst and resource allocation team member, Office of the Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.

6. 1997 - 1999, Chief, Programs and Resources Division, Civil Engineer Directorate, Headquarters U.S. Air Forces in Europe, Ramstein Air Base, Germany

7. 1999 - June 2000, Chief, Civil Engineer Programs and Analysis Branch and Chief, Installation Support Panel, Office of the Civil Engineer, Office of the Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.



8. June 2000 - April 2002, Chief, Combat Support Division, Directorate of Supply, Office of the Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.

9. April 2002 - October 2007, Deputy Air Force Civil Engineer, Headquarters U.S. Air Force, Washington, D.C.

10. October 2007 - present, Deputy Assistant Secretary of the Air Force for Installations, Office of the Assistant Secretary of the Air Force for Installations, Environment and Logistics, Washington, D.C.



Last Month in BRAC News

BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

- 05.29.2010 -- Meet Huntsville's 'closer' in the pitch to sell the city to BRAC transferees - Huntsville Times
- 05.28.2010 -- Orion is set to pull the trigger on new office development - SA Business Journal
- 05.28.2010 -- Government helps strapped military homeowners - North County Times
- 05.28.2010 -- House approves plan to slow BRAC moves to Alexandria - Washington Post
- 05.27.2010 -- \$11.6 million in funding for Lackland AFB and Port SA - SA Communities
- 05.26.2010 -- Defense Authorization Bill could affect BRAC in northern Virginia - NBC
- 05.25.2010 -- Can city absorb influx of military personnel? - WOAI
- 05.24.2010 -- Good BRAC news, bad BRAC news - Baltimore Business Journal
- 05.24.2010 -- Cyber command's real needs - Baltimore Sun
- 05.24.2010 -- General Dynamics awarded \$146M BRAC contract - PR Newswire
- 05.24.2010 -- Cyber security expected to have bigger impact than BRAC - Baltimore Business Journal
- 05.21.2010 -- D.C. defense contractor expects to bolster employment in San Antonio - SA Business Journal
- 05.19.2010 -- Tougher Bullis-area rules advance - SA Express News
- 05.19.2010 -- Army opens up new health clinic in San Antonio - SA Business Journal
- 05.19.2010 -- As thousands of jobs leave Arlington, workers plan to stay -- ARLNow.com
- 05.18.2010 -- Air Force begins development of cyber command - SA Business Journal
- 05.17.2010 -- Construction begins on first U.S. cyber warfare intelligence center - defpro news
- 05.14.2010 -- NSHS closes its doors at NMC Portsmouth - WAVY-TV
- 05.13.2010 -- Pediatrics moves from Wilford Hall to BAMC as part of BRAC - KENS5
- 05.13.2010 -- San Antonio named a best place to live by Relocate.com - SA Business Journal
- 05.12.2010 -- 1,200 jobs coming to Wright-Patt with realignment plans, Air Force says - Dayton Daily News
- 05.12.2010 -- BRAC relocations begin nationwide - Storage Industry News
- 05.12.2010 -- Fort Sam primary care clinic finished - SA Express News
- 05.11.2010 -- BRAC move will give Army post more workers than Pentagon - Federal Times
- 05.11.2010 -- Air Force's education, training HQ to gain new commander - SA Business Journal
- 05.11.2010 -- USFJ leader Rice approved for fourth star, new command - Stars and Stripes
- 05.10.2010 -- AETC commander to retire - AFNS
- 05.09.2010 -- Lege help needed with Bullis JLUS - SA Opinion
- 05.09.2010 -- Rushing against time - Washington Post
- 05.07.2010 -- Fort Sam, Alamo Heights sign mutual aid fire service pact - Fire Engineering
- 05.06.2010 -- Perez has led KHN from dim point to bright future - Dayton Daily News
- 05.05.2010 -- Stolen bases - Salt Lake Tribune
- 05.03.2010 -- Military installations make amends to endangered species - Austin Statesman
- 05.01.2010 -- General retires as Fort Sam boss - SA Express News

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