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- * *Fort Sam Houston Primary Care Clinic*
- * *BAMC care and services feature*
- * *Celebrate America's Military highlights*
- * *3,000,000 man hours on the SAMMC project!*
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Construction of new Wilford Hall set to begin

by Sue Campbell, 59th Medical Wing Public Affairs -

Construction of the new Wilford Hall Ambulatory Surgical Center will soon begin on Lackland Air Force Base. Funding for phase one of the new medical facility was approved in fiscal year 2010 and the construction contract was awarded on Sept. 3.

"This is the biggest thing to happen to the Wilford Hall medical campus in 35 years, probably since the mid-1970's when the clinic addition occurred," said Rich Anaya, director of Facilities Management for the 59th Medical Wing. "The entire medical campus is being redesigned to support the 59th MDW's new ambulatory surgical and clinical function. The new campus and facilities will be ultra-modern, patient friendly, more accessible, and more energy efficient."

Phase one of construction includes the first wing of a 681,000-square foot facility and a 1,000-car parking garage. The new state-of-the-art ambulatory surgical center, or ASC, will be four wings, each three stories tall with a basement. The center will be constructed in three phases and house more than 40 outpatient clinics and services when completed.

Both the ASC and the parking garage will be constructed in parking lot B and part of lot A, in front of the existing Wilford Hall Medical Center. How-

ever, Mr. Anaya explained that, because of planned additional temporary parking lots, parking availability will be maintained at the current level throughout the construction.

"Parking and access during construction is very important. The 59th MDW has already constructed some new temporary parking lots and there's more to come," he said. "They'll be farther out, but we plan to provide increased shuttle service to help move patients and staff."

The parking garage construction is scheduled to begin in late 2010...

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Construction of the first wing of the new Ambulatory Surgical Center is scheduled to begin in March, 2011. The entire project completion date is projected for late 2017.



Artist rendering of the Wilford Hall Ambulatory Surgical Center. Construction on the first wing of the new ASC is scheduled to begin in March 2011. The 681,000-square foot facility will be four wings, each three stories tall with a basement. The center will be constructed in three phases and house more than 40 outpatient clinics and services when completed. (Courtesy image)

Construction of new Wilford Hall set to begin

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and will close part of the hospital parking lot, the Highway 90 gate and part of the Wilford Hall Loop between the Hwy 90 gate and Bergquist Drive.

Construction on the first wing of the new ASC is scheduled to begin in March 2011. The completion date of the entire ASC is projected for late-2017.

"The current Wilford Hall Medical Center building will be demolished sometime after the new ASC is complete and fully operational. The landscaping in front of old Wilford Hall, including the flagpole and 100-year-old oak trees, will remain in front of the new ASC as a connection to our historical past," said Mr.

Anaya.

The 2005 Base Realignment and Closure law directs that all Wilford Hall Medical Center inpatient functions be relocated to Brooke Army Medical Center at Fort Sam Houston by Sept. 15, 2011, creating the fully integrated, Air Force and Army staffed, San Antonio Military Medical Center, or SAMMC.

"Although the ASC construction is not BRAC-funded, the ambulatory surgical center will be a major platform of the new San Antonio Military Health System, post BRAC," said Mr. Anaya.

Patients and staff can obtain the latest news about construction and road closures on the Wilford Hall

Medical Center web site at www.whmc.af.mil. Additionally, articles will be published in local military newspapers and posters will be displayed at various locations in the hospital.

"During the next five years, our beneficiaries are going to see quite a transition take place as our inpatient services and staff move to the future San Antonio Military Medical Center and the new Wilford Hall Ambulatory Surgical Center is built," said 59th Medical Wing Commander Maj. Gen. Tom Travis. "I'm very excited that we will be able to offer enhanced care, focused on patient requirements and needs, in modern, state-of-the-art facilities."

Fort Sam Houston Primary Care Clinic opens

by Maria Gallegos, BAMC Public Affairs - Brooke Army Medical Center opened its newest addition, the Fort Sam Houston Primary Care Clinic during a ribbon cutting ceremony Oct 21.

The 2005 Base Realignment and Closure (BRAC) program transfers all inpatient and related specialty care from Wilford Hall Medical Center and the new clinic was needed to relieve and absorb the existing outpatient care from post's existing medical facilities. The clinic is located at 3100 Schofield Road, Building 1179, on the corner of Garden Ave-

nue and Schofield Road across the street from the Fort Sam Houston fire station. Hours of operations are Monday through Friday from 7 a.m. to 4:30 p.m.

"I am truly honored, proud and excited to introduce you to BAMC's newest addition," said Brig. Gen. Joseph Carvalho, Jr., Brooke Army Medical Center and Southern Regional Medical Center, commander.

The new state-of-the-art clinic provides outpatient services in family medicine, adolescent medicine, behavioral health, occupational therapy and physical therapy, as well

as laboratory, radiology and pharmacy services.

Medical services are offered to active duty military personnel, their Families and military retirees, as well as additional personnel coming to Fort Sam Houston as part of other BRAC actions.

The 132,000 square foot clinic will accommodate approximately 300 healthcare professionals and staff members who relocated from BAMC and the TRICARE service center to offer assistance and information on the military beneficiary care program to the patients.



Brig. Gen. Joseph Carvalho, Jr., commander, Brooke Army Medical Center and Southern Regional Medical Command and Command Sgt. Maj. Donna Simmons, BAMC and SRMC, command sergeant major, cut the ribbon to open the Fort Sam Houston Primary Care Clinic Oct 15. The new 132,000 square foot clinic will provide outpatient services in family medicine, adolescent medicine, behavioral health, occupational and physical therapy, as well as laboratory, radiology and pharmacy services to active duty military personnel and their families and military retirees.



People gather at a reception following the ribbon cutting ceremony inside the Primary Care Clinic main entrance. (photo/San Antonio Medical BRAC Integration Office)

BAMC brings cutting edge medical care and services



Brooke Army Medical Center, a world-class medical center (photo/Dwayne Snader)

by Maria Gallegos, BAMC Public Affairs - Brooke Army Medical Center serves as a world-class medical center and is one of the Army's largest medical facilities, offering the highest quality of medical care for Wounded Warriors, service members, Family members, civilians, and veterans.

The medical center consists of graduate-level medical education and training, the only Level 1 trauma center and burn center within Department of Defense, as well as the Center for the Intrepid, a high-tech rehabilitation facility for outpatient care.

The uniqueness of the medical center is its ability and capacity to take care of patients from a resuscitative state through reconstructive care and then carry them through a full rehabilitation, all in the same location.

BAMC is one of only 15 hospitals in the United States that holds both Level 1 trauma certification and accreditation from the American Burn Association.

Forty beds are devoted to the Army Institute of Surgical Research, which operates the Army Burn Center, the only one in the Department of Defense.

The 2005 Base Realignment and Closure implementation at BAMC and Wilford Hall Medical Center at Lackland Air Force base will culminate in a premier regional healthcare system for patients. The realignment of inpatient services and related specialty care from WHMC will enhance care available to BAMC patients.

As the only DoD Level I trauma center, BAMC will continue to be responsible for research, professional and community education, prevention, consultative community outreach services and programs statewide.

Once present construction and renovation concludes in 2011, BAMC will have 425

inpatient beds, 33 operating rooms for inpatient and ambulatory surgery, and an expanded emergency department.

In addition, BAMC will host state-of-the-art labor and delivery suites, neonatal and pediatric intensive care units, and a bone marrow transplant unit. Centers of Excellence in Battlefield Health and Trauma and Cardiovascular Care will also proudly serve beneficiaries.

The Joint Center of Excellence for Battlefield Health and Trauma Research Institute was also added in the realignment and integration of BRAC at BAMC. This facility will bring all branches of military services to work together with the U.S. Army Institute of Surgical Research, providing a powerful platform for excellence in battlefield health.

Current research efforts include hemorrhage control, pain management, limb salvage and regenerative medicine, all striving to improve battlefield survival and the quality of life for all service members.

The medical center has cared for more than 4,326 patients including Soldiers, Marines, Sailors and Airmen who were injured in Operation Iraqi Freedom, Operation Enduring Freedom and Operation New Dawn. At the same time, BAMC has deployed more than 1,545 assigned Soldiers in support of OIF, OEF and OND.

Since initiation of U.S. military operations in Iraq, the USAISR Burn Flight Team has completed more than 89 overseas flight missions, transporting more than 350 burn and trauma casualties from Landstuhl Regional Medical Center in Germany to BAMC for definitive care.

The BAMC Burn Center has treated more than 800 military personnel injured in overseas contingency opera-

tions in Iraq and Afghanistan since March 2003. In an effort to meet the increasing patient care requirements related to burn casualties, a second burn intensive care unit was opened in December 2004.

In January of 2005, BAMC opened the Department of Defense's second center for amputee care. To date, providers at BAMC have cared for more than 283 service members who have sustained traumatic amputation.

The Center for the Intrepid, a multi-million dollar state-of-the-art out-patient rehabilitation center, opened its doors Jan. 29, 2007.

This world-class facility was conceived by the Intrepid Fallen Heroes Fund and was built by the donations from more than 600,000 Americans.

The facility includes clinical, research, administrative space, a gait lab, a computer assisted rehabilitation environment, a swimming pool, an indoor running track, a two story climbing wall, and a prosthetic fabrication lab. CFI physical therapists provide evaluation, diagnosis, treatment, and rehabilitation for patients who have sustained trauma and or illness.

Occupational therapy focuses on restoring health and function following injury or illness. Treatment activities are designed to enable patients to successfully perform occupational tasks and activities of daily living like bathing, shopping, cooking, writing, performing household chores and everything needed to function on a day-to-day basis.

Opened at the same time and adjacent to the CFI, the two new Fisher Houses were introduced to provide Warriors and their Families a home away from home and allow them to be close to a loved one during hospitalization for an illness, disease or injury.

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San Antonio Military Medical Center (SAMMC) at Fort Sam Houston - courtesy illustration (BAMC Public Affairs)

BAMC brings cutting edge medical care and services

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BAMC currently has four Fisher Houses located within walking distance from the hospital.

BAMC staff members are dedicated and committed to providing the highest quality of care and services to all patients in an environment that fosters dignity, respect and professionalism.

Some of the services offered to patients include: free valet parking, computer interactive kiosks throughout the hospital, a new open visitation policy and beepers issued to families waiting for their loved ones who are in surgery.

The interactive computer kiosk allows patients to voice their opinions on the service they received at BAMC. The feedback provided by patients will not only offer immediate

response for BAMC staff, but the user may also use the kiosk to update information on Defense Enrollment Eligibility Reporting System (DEERS), make appointments using TRICARE Online, receive information about other clinics and use of the BAMC directory.

BAMC officials recently implemented patient open visitation guidelines for Families and visitors of all inpatients. This policy allows Families to work with the nursing staff to optimize their visits by fostering the safest environment possible and to have more flexible time regarding their visiting hours.

BAMC operates 58 outpatient specialty clinics, recording a million patient visits each year. The hospital sustains over 60 accredited educational programs that include 38 graduate medical education

programs, eight nursing programs, 18 enlisted allied health and medic phase II training programs along with additional programs in administration and allied health specialties.

BAMC and the ISR staff members consist of officers, enlisted, civilians and contractors totaling more than 5,400 employees in the medical center.

The fully integrated collaboration of physicians, nurses, therapists, scientists and support staff of BAMC and WHMC, and the BHT will bring the cutting edge of medical care and a catalyst to lead the way for advanced care for Wounded Warriors, service members, Families, civilians and veteran patients.



Center for the Intrepid, a multi-million dollar state-of-art out-patient rehabilitation center for the Wounded Warriors. (photo/Corey Toye)

Transition calls for employees to 'brush up' resumes

by Daniel P. Elkins, Air Force Personnel, Services and Manpower Public Affairs -

Following the success of a seven-month pilot program using a resume-based system to fill vacant positions at 16 locations across the service, current Air Force civilian employees will now apply for vacant position using USAJOBS beginning Nov. 15.

To search for Air Force vacancies, employees can visit the newly launched www.afciviliancareers.com website or www.usajobs.gov.

Air Force employees who have recently applied for any position through USAJOBS should be familiar with the new process.

Air Force employees who are new to USAJOBS will need to create a resume and an account. They can then seek job vacancy announcements through USAJOBS, answer job-related, multiple-choice questions and attach a

resume.

Each account can store up to five different resumes that allow employees to clearly identify and highlight their skills and abilities when seeking future career opportunities, said Michelle LoweSolis, the director of civilian force integration at AFPC.

AFPSM officials highly encourage all Air Force civilian employees to begin developing a resume.

Local Airmen and family readiness center officials are available to assist with resume development through one-on-one consultations, resume writing workshops or answering general questions, said Sandra Nichols, a community readiness analyst from the AFPC Airman, Family and Community Operations Branch.

When managers or selecting officials receive a referral list of candidates, they will receive one list of qualified

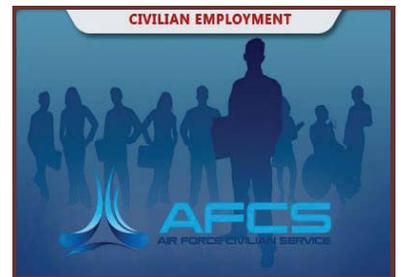
candidates with copies of the resumes to review. They will no longer have to wrestle with comparing career briefs on some candidates and resumes on others.

"The new Air Force hiring process will allow our employees to be more competitive in managing their careers," said Nancy Tackett, a supervisory human resources specialist at AFPC. "This streamlined approach will also help managers and employees by expediting the hiring process."

Ms. Tackett said the transition also aligns the Air Force to meet the president's call for federal agencies to implement changes that simplify and improve the hiring process.

"The immediate goals are improving hiring timelines and the quality level of candidates referred for selection consideration," she said.

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Transition calls for employees to 'brush up' resumes

(continued from pg. 4) That improvement has already begun to take shape at test bases during the pilot program.

The timeline average for recruitment, referral and selection was reduced 36 days when compared to previous averages for job fill actions at those bases from a year ago, according to Ms. Tackett.

"Supervisors and employees at the test sites have expressed an increased level of satisfaction under the resume-based staffing tool business process," Ms. Tackett said.

Twelve Air Force locations will not be transitioning to the new recruitment process at this time and will continue advertising internal vacancies on

the AFPC secure employment website. Those bases include Arnold Air Force Base, Tenn.; Brooks City Base, Texas; Edwards AFB, Calif.; Eglin AFB, Fla.; Hanscom AFB, Mass.; Hill AFB, Utah; Hurlburt Field, Fla.; Kirtland AFB, N.M.; Luke AFB, Ariz.; Robins AFB, Ga.; Tinker AFB, Okla.; and Wright-Patterson AFB, Ohio. Officials will inform Air Force employees as these bases transition to the new system.

To ease the transition, civilian personnel officials are distributing an applicant information card to bases in October. Base civilian personnel sections and Airman and family readiness center officials will then plan to distribute the cards through a variety of fo-

rum that may include town hall meetings.

"The cards will identify resources to assist with questions on writing resumes, careers and, most importantly, how to apply for jobs," said Pat Stokes, a marketing specialist at AFPC.

Ms. Stokes added the applicant information card will also provide helpful links for first-time users applying for a vacancy through USAJOBS.

For more information, current Air Force employees may call the Total Force Service Center at 800-525-0102.

Military ownership of former Kelly AFB ends

U.S. Air Force News

Release - Military ownership of former Kelly Air Force Base, one of the Air Force's oldest continuously active air bases, ended Sep. 30 when the Air Force transferred the final 389 acres of the former base to Port San Antonio. A formal ceremony commemorating the transfer is scheduled for December.

"Kelly Air Force Base, now Port San Antonio, has a long, proud history of service," said Robert Moore, Director of the Air Force Real Property Agency. "It now serves the community by contributing to the region's economy. Already, property transferred to Port San Antonio has created over 14,000 public and private sector jobs, and I believe even more are on the way."

"We greatly value our collaboration with the Air Force," said Bruce Miller, President and CEO of Port San Antonio. "The Port has come a long way in the decade since transition of the property began, and we look forward to building on a record of success

creating opportunities for San Antonio."

Kelly Field, later Kelly Air Force Base, was established on March 27, 1917 as one of the initial Army Air Service installations. Many of the leaders who built the Army Air Forces of World War II and fought successfully for an independent Air Force spent time at Kelly as commanders, pilots, instructors, or cadets.

The property being transferred is known as "Zone 3," and includes most of the original industrial area at former Kelly AFB. The property contains two of the largest environmental cleanup projects at Kelly, Site MP and Building 301, former metal plating facilities. Both sites have been restored and are currently in use. Since the BRAC decision for closure and realignment of Kelly in 1995 and its closure in July 2001, extensive environmental investigation and remediation have resulted in achievement of the required Operating Properly and Successfully Determination by U.S. Environmental Protection

Agency for 43 selected remedies at the former base.

"Since the announcement of Kelly's closure, we have been working with our partners at USEPA, the Texas Commission on Environmental Quality, and the City of San Antonio to achieve our mutual goal of transferring this former military property for beneficial reuse," said Paul Carroll, BRAC Environmental Coordinator. "With this transfer, all of the former Kelly AFB is in the hands of the local community."

In total, 1,887 acres of the property used when the base was active has been transferred to the San Antonio community. Some 65 commercial organizations have established a business presence at the Port, including Boeing, Pratt and Whitney, and Lockheed Martin. The Air Force has leased back about 200 acres from the Port, including Building 171, which now houses 2,700 people from 11 Air Force agencies.

Celebrate America's Military (CAM) highlights

San Antonio Joint Program Office (SAJPO) - 2010 Celebrate America's Military (CAM) events took place in early November. CAM is a yearly celebration coordinated through the Greater San Antonio Chamber of Commerce, the U.S. military and local sponsors.

Main events included the Spirit of America dinner, the U.S. military Veterans parade and wreath laying ceremony, concerts and Air Fest 2010 at Lackland Air Force Base.

Former San Antonio Spurs legend David Robinson spoke at the CAM kick-off luncheon.

CAM is an excellent exam-

ple highlighting "Military City USA". The pictures below highlight the major CAM events. CAM continues to grow every year and attract larger crowds.



Celebrate America's Military (CAM) highlights



Other BRAC related news.....



Clark/Hunt construction celebrated 3 million man hours with no lost time accidents on the San Antonio Military Medical Center BRAC project at Fort Sam Houston Nov. 9. More than 2000 workers and guests gathered in the new parking garage, currently under construction, to enjoy a BBQ lunch and hear comments from military and civilian leaders. The project is scheduled for completion by the BRAC deadline of September 15, 2011. (photo/Kari Thresher)



Ms. Michele Parlett (center), receives an honorary commander certificate from Brig. Gen. Len Patrick (left), commander, 502nd Air Base Wing/ Joint Base San Antonio as Ms. Linda Steele (right), director, 502nd Comptroller Squadron looks on. Ms. Parlett is with the Bexar County Economic Development Office and is an honorary commander in Ms. Steele's organization. The reception was conducted at the Randolph AFB Parr Officers' Club on Oct. 14. (photo/502nd ABW)

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. James Henderson, Deputy Director of the Office of Military Affairs (OMA) for the City of San Antonio, Texas.



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

I serve as Deputy Director in the City of San Antonio's Office of Military Affairs (OMA). Our office is the single point of contact for the City on BRAC and military-related issues.

Q2. How would you characterize the relationship between the City of San Antonio and the U.S. military during the BRAC process so far and how has that relationship helped with making BRAC happen on time?

Overall, I believe we have a very good relationship with the military and have developed a true partnership over the past three and half years on a number of community-military issues. Prior to the formation of the OMA in January 2007, military issues were handled in the City's Economic Development Department in an ad hoc fashion. I believe one of the benefits of forming OMA is that it has provided an opportunity for the City to have a dedicated staff to focus on community-military issues. And, having dedicated staff has helped tremendously with BRAC implementation because we can work with the military to address both short and long-term challenges and opportunities. The Department of Defense Office of Economic Adjustment (OEA) has been a huge supporter of OMA, the community and the military in San Antonio and they recognize the importance of a good partnership between community and the military.

Q3. Can you briefly talk about the Joint Land Use studies going on and how they relate to BRAC?

Joint Land Use Studies (JLUS) are really about partnership. A JLUS is **not** about curtailing growth or economic development opportunities or picking sides. It **is** about the community and the military working together to make sure that growth is compatible and benefits all sides. That means that growth allows the military to fulfill its mission and provides economic opportunity to the community. Therefore, the JLUS studies for Camp Bullis, Lackland AFB and Randolph AFB are critically important especially given the growth in medical training growth at Fort Sam Houston and Camp Bullis, the new Air Force missions moving to Lackland AFB/Port San Antonio and instructor pilot training at Randolph AFB. Ensuring that the missions can fulfill their duties and training requirements not only benefits San Antonio, but strengthens our national security.

Q4. How is the new Ft. Sam Houston Community Development Office helping with the BRAC process?

The Office was established in June 2009 and its mission is to develop and promote sustainable, safe, and prosperous communities near Ft Sam Houston that provide lasting benefits to both the community and the military. The Office has been working various initiatives to reduce crime in the neighborhoods south of

Fort Sam Houston, promoting housing in the area to incoming military personnel and addressing quality of life issues such as improving sidewalks, supporting local business and workforce opportunities and neighborhood schools. The Office also worked with OMA to secure a \$1.3M Economic Development Administration grant to improve the infrastructure on Walters Street to promote commercial and residential revitalization.

Q5. What is the City doing to help people find employment due to the BRAC growth?

The community recognized early on that BRAC would provide great job opportunities for San Antonio. In 2008, OMA partnered with Workforce Solutions Alamo and Bexar County to undertake a study on the workforce opportunities coming to San Antonio due to BRAC. That study helped us understand the types of job opportunities that would be available to the local community and the skill sets required to fill those positions. On May 25 and 27 of 2010 we again partnered with Workforce Solutions Alamo and Bexar County to hold a Federal Job Information Exchange Fair. The purpose of the Fair was to provide information to the community about employment opportunities with the military. The Fairs provided a workshop on how to use the USAJobs website to identify and apply for jobs with the Federal government. In addition, Workforce Solutions

Alamo has USAJobs specialists at locations throughout the City to assist people who are interested in military or Federal job opportunities.

Q6. Prior to BRAC, San Antonio has experienced a lot of growth over the years and continues to experience more and more traffic. Were traffic patterns and increased traffic taken into consideration during City planning for BRAC?

In 2007, the City, with the assistance of a consultant, undertook a traffic micro-simulation study of the main streets and highways around Fort Sam Houston to determine the traffic impact of the projected growth at Fort Sam Houston. The conclusions and recommendations from the report were dovetailed with a similar study undertaken by Fort Sam Houston for its on-Post streets. Those two studies have served as a guide for the City to make traffic improvements at Binz-Engleman, Harry Wurzbach and other important corridors to Fort Sam Houston. In addition, the City is also making major improvements to Walters Street to make it a signature entrance to the Post, on Hildebrand between Highway 281 and Broadway to alleviate flooding issues and improve traffic flow, and constructing a new bridge over Salado Creek on Fort Sam Houston. The City is spending over \$47M in road improvements to support the BRAC growth at Fort Sam Houston. **(continued next page)**

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.

Mr. James Henderson, Deputy Director of the Office of Military Affairs (OMA) for the City of San Antonio, Texas. (continued)

Q7. The Military Transformation Task Force has been an integral part of the San Antonio BRAC process. For people who have not heard about the MTTF, can you describe what the MTTF does and talk about its importance?

The MTTF is a volunteer community-military partnership organization and is a single integrated voice at highest levels of city, county and private sector leadership. The 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. Since 2007, the MTTF has overseen the Fort Sam Houston Growth Management Plan and the Joint Land Use Studies for Camp Bullis and Lackland AFB. In addition, the Chair of the MTTF, Mike Novak, is the community liaison to the EIOB-M and provides regular community updates.

Q8. You have been at the center of the San Antonio BRAC process. Now that it's quickly coming to an end, what have you enjoyed about being part of it and the impact it will have on the future of San Antonio?

It's hard to believe that I've been working this for nearly four years but two things stand out in my mind. First, are the dedication and commitment of the people I've been working with in the City, the County, the State, the Federal Government, the mili-

tary and across the community, many of whom are volunteers, to make BRAC a success for San Antonio. It truly has been an amazing partnership and has been extremely rewarding. I have not seen this level of commitment or support in any other community.

Second, the relationship between the City, the community and the military has really grown and matured over the past four years. We have tackled and successfully addressed some really tough issues whether it is the challenges of growth at Fort Sam Houston or the problems of encroachment at Camp Bullis. And, because we have successfully worked together on these issues our partnership and relationship has become much stronger. So, I feel confident that we will continue to work together and will successfully solve challenges and take advantage of opportunities in the years ahead.

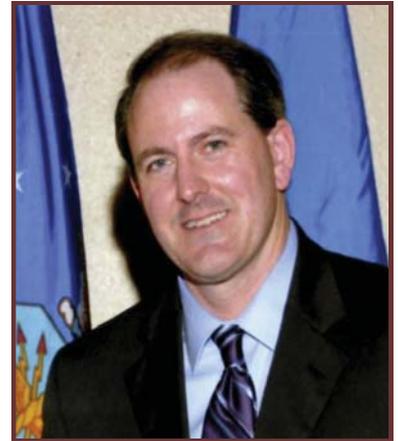
James also served as Interim Manager of the Fort Sam Houston Community Development Office (FSH-CDO). The FSH-CDO is focused on working with the community and the military to leverage the BRAC growth at Fort Sam Houston for neighborhood revitalization.

Prior to joining OMA, James served in the City of San Antonio's Economic Development and International Affairs Departments.

James' career has spanned the fields of economic and political development and international security. As an Associate with ITEBS & Associates, LLC, James worked on international education and homeland security projects. While serving as a Program Officer at the Stanley Foundation, he founded and directed the Euro-Atlantic Initiatives program to develop strategies and projects to foster political and economic reform and reconciliation in Serbia and Southeastern Europe. At the Stanley Foundation, he also directed projects to improve US-Russia relations and promote Euro-Atlantic security through NATO Expansion and European Union enlargement.

While serving at the Atlantic Council of the United States and the Overseas Development Council in Washington, DC, James managed projects on political and economic reform in Eastern Europe, nuclear arms control and civil-military relations.

In 1995, James was Fellow at the NATO Parliamentary Assembly in Brussels, Belgium, where he conducted research on economic, political and military conditions in Eastern and Southeastern Europe and NATO expansion. In 2001, James was a scholar at the East European Studies program of the Woodrow Wilson International Center for Scholars where he conducted dissertation research on foreign direct investment in Eastern Europe. In 2008, he attended the 55th Annual National Security Forum at the



US Air War College. Throughout his career, James has developed and managed economic and political development projects in the United States and Europe and worked with senior-level officials in government, non-government and business as well as elected officials in United States and Europe.

James has expertise on a wide variety of economic development and international security issues and has published articles and analysis on democratization; political, economic and military reform; nuclear arms control and current events in Russia, Eastern Europe and Southeastern Europe.

James earned a BA from the University of Washington, a MA from The George Washington University, and a MA at the Josef Korbel School of International Studies at the University of Denver where he is also a Ph.D. candidate. He is married to Melissa Collins and has one daughter, Madeleine.



Last Month in BRAC News

BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

- 10.31.2010 -- Lease up: America's best-performing cities - CoStar Group
- 10.31.2010 -- Paula Allen: Wilford Hall's humble start - SA Life
- 10.27.2010 -- BRAC woes grow among Bethesda stakeholders - Gazette.net
- 10.25.2010 -- System for burn victims among Army's top inventions - army.mil
- 10.21.2010 -- Technology firm awarded subcontract for Tri-Service Research Lab - Business & Heritage
- 10.20.2010 -- Fort Meade prepares for 5,000 new employees - Baltimore Sun
- 10.20.2010 -- Port SA to begin massive flood prevention project - KTSA
- 10.18.2010 -- Lackland AFB gaining 681,000 square-foot medical clinic - SA Business Journal
- 10.18.2010 -- First contracts awarded for a new Wilford Hall - SA Express News
- 10.18.2010 -- Fort Sam projects earns firm 2 awards - SA Express News
- 10.18.2010 -- Brooks City Base is thriving - SA Opinion
- 10.14.2010 -- City hoping to increase downtown living - KTSA
- 10.12.2010 -- Satterfield & Pontikes appoints executive to lead government construction - SA Business Journal
- 10.12.2010 -- Human resource leaders take on BRAC challenges - Army.mil
- 10.07.2010 -- Port San Antonio appoints executive in charge of security, development - SA Business Journal
- 10.07.2010 -- Fort Meade gains new missions with BRAC deadline less than one year away - Army.mil
- 10.07.2010 -- Last Kelly land turned over to Port San Antonio - SA Communities
- 10.07.2010 -- Port San Antonio redevelopment efforts honored again - SA Communities
- 10.06.2010 -- New Installation Management Command opens - Army Times
- 10.06.2010 -- IMCOM now headquartered in SA - KTSA
- 10.06.2010 -- BRAC brings another U.S. Army command to San Antonio - KENS5
- 10.05.2010 -- Army Installation Command opens in SA - WOAI
- 10.04.2010 -- Area business prepare for influx of workers at Fort Meade - Washington Post
- 10.01.2010 -- Biggest DoD installation hits full capability - AF Times
- 10.01.2010 -- 24th Air Force at full operations - SA Express News
- 10.01.2010 -- Fort Sam civilian workers move to Air Force - AP Texas

Upcoming Events

| Event | POC | Date |
|---|-----------------|------------|
| SAJPO Communications Team Meeting | Ron Rogers | 11/16/2010 |
| Military Transformation Task Force Meeting | James Henderson | 11/19/2010 |
| Executive Integration Oversight Board - Medical | Ron Rogers | 12/13/2010 |

SAJPO Communications Team

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