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**BRAC construction program nears completion deadline**

**by Brian Dwyer, Joint Program Management Office -** Four years of planned construction activity have been reduced to about three months. The San Antonio Base Realignment and Closure (BRAC) construction program was launched across local military installations in 2007 with roughly \$2 billion in projects and more than six-million square feet of facilities to build or renovate by the end of fiscal year 2011. Now, only a few of the 75 planned BRAC facilities remain to be finished before the statutory completion deadline of September 15, which will end one of the most intense periods of military construction in San Antonio's history.

**Finishing Strong**

The most prominent San Antonio BRAC projects still to be completed are located on Fort Sam Houston. The project to expand and renovate Brooke Army Medical Center (BAMC), which will become the San Antonio Military Medical Center (SAMMC), is maintaining a schedule that would allow it to meet its BRAC completion requirements.

The hospital's new 5,000 space parking structure began operating at the end of March, while work continues at a rapid pace on the seven-story tower addition and interior renovations to the hospital. As of the end of April, more than five-million work hours had been performed on the

SAMMC project without a lost-time accident. The prolific rate of construction progress is evident from the fact that just six months earlier, in November 2010, the project marked three-million work hours performed without a lost-time accident.

Across the post, construction is also moving quickly on the campus of facilities being developed to accommodate the relocation of Headquarters, Installation Management Command (IMCOM) from the Washington, D.C. area.

*(continued pg. 2)*



**Joint Base headquarters building of the 502nd Air Base Wing on Fort Sam Houston. June 15 marks three months to the BRAC deadline of September 15, 2011. (photo/JPMO)**



**Medical Instructional Facilities (MIFs) 3 and 4 of the Medical Education and Training Campus (METC). METC, one project of the 2005 Base Realignment and Closure Commission's mandates for Fort Sam Houston, is an integrated campus under a single university-style administration. The campus will have more than 24,500 students going through its doors each year, with an average daily student load of approximately 8,000. (photo/JPMO)**

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## BRAC construction program nears completion deadline

*(continued from pg. 1)* The new 168,000-square-foot IMCOM headquarters building is on track to begin receiving staff members by the end of June. This headquarters building is located in the middle of three historic structures that are being renovated to provide additional space for IMCOM.

One of the buildings is occupied, while it is anticipated that the other two will be ready for occupancy in August.

Across the street from IMCOM headquarters, a new instructional facility for the Family and Morale, Welfare and Recreation Command (FMWRC), a subcommand of IMCOM, is expected to be ready for tenants by the first part of July.

Nearby, the historic Fort Sam Houston Theater is also being renovated to become part of the IMCOM campus. It will provide a new home for the FMWRC's Army Entertainment Division, which produces the traveling U.S. Army Soldier Show. The refurbished theater is scheduled to be completed in September. A ribbon-cutting ceremony for the entire IMCOM campus of facilities is slated for August 19<sup>th</sup>.

Not far away, a new headquarters building for the 502<sup>nd</sup> Air Base Wing is targeted for occupancy in July. Under the new organizational structure of Joint Base San Antonio, the 502<sup>nd</sup> has merged the installation support functions of Fort Sam Houston, Lackland Air Force Base, and Randolph Air Force Base. A ribbon-cutting ceremony for the Joint Base

headquarters is scheduled for August 5<sup>th</sup>.

### On the Move

Elsewhere on post, almost all of the 14 facilities that compose the Medical Education and Training Campus (METC) are in use, as more training courses continue to be integrated into campus operations. The facilities being utilized include five Medical Instructional Facilities (MIFs), three dormitories, a dining facility, and the headquarters/administration building. The METC physical fitness center was made ready for use at the end of April and Navy personnel began utilizing the upgraded aquatic center at the beginning of May. METC has consolidated the enlisted medical training programs of all branches of the military, providing instruction for a variety of medical specialists, such as combat medics, Navy corpsmen, radiology technicians, and biomedical equipment technologists.

The Joint Center of Excellence for Battlefield Health and Trauma Research formally opened earlier this year next to BAMC. This facility was built to combine the research programs of all service branches that are aimed at enhancing combat casualty care. To the north, certain missions have begun moving into the 181,000 square foot Tri-Service Research Laboratory, even as finishing touches are being completed on portions of the facility. The lab is expected to be fully operational by mid-summer. It will house research programs that

address the health and safety effects of exposure to a variety of stressors in the field.

### Life after BRAC

While BRAC has accounted for the bulk of construction activity during the past four years, a substantial number of Military Construction (MILCON) and Sustainment, Restoration, and Modernization (SRM) projects have also been taking place at local installations during the same time period. Combined with BRAC jobs, these additional projects have brought the total amount of construction work occurring between fiscal year 2006 and fiscal year 2011 to roughly \$3.3 billion in projects that represent approximately 10.8 million square feet of facilities.

Packing \$2 billion of BRAC projects into four years created an enormous surge in construction activity at local installations. Before BRAC, the average for military construction expenditures in San Antonio historically was between \$65 and \$100 million per year. Even though BRAC construction concludes in September, military construction in San Antonio will not fade away anytime soon. As much as \$200 to \$300 million in project work has been proposed at local installations for each year from fiscal year 2012 through fiscal year 2015. While these figures don't approach BRAC amounts, they stand to keep the military's investment in local installations at historically high levels.



**Interior shots of the new Installation Management Command (IMCOM) headquarters building being built on Fort Sam Houston. (photo/JPMO)**

## Maj. Gen. Wong assumes command of BAMC

by **Diana Struski, Director STRATCOM, Southern Regional Medical Command** - With more than 400 Army Soldiers and Air Force Airmen from 11 military treatment facilities (MTFs) on the parade field, plus 300 guests from

throughout Texas, Maj. Gen. M. Ted Wong assumed command of Southern Regional Medical Command and Brooke Army Medical Center from Brig. Gen. Joseph Carvalho, Jr. June 2.

Lt. Gen. Eric B. Schoemaker, U.S. Army The Surgeon General and Commanding General, U.S. Army Medical Command, officiated the Change of Command.

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## Maj. Gen. Wong assumes command of BAMC



**Maj. Gen. M. Ted Wong accepts the Southern Regional Medical Command (RMC) colors from Lt. Gen. Eric B. Schoomaker, U.S. Army The Surgeon General and Commanding General, U.S. Army Medical Command, as Brig. Gen. Joseph Carvalho, Jr. relinquishes his command of both Southern RMC and Brooke Army Medical Center on June 2. (photos/Kara Carrier, BAMC)**



**Brig. Gen. Joseph Carvalho, Jr., (left), Lt. Gen. Eric B. Schoomaker, and Maj. Gen. M. Ted Wong salute during the playing of the national anthem by the U.S. Army Medical Command Band.**

*(continued from pg. 2)*

Wong has held a variety of clinical and staff assignments during his career, including currently serving as the 26<sup>th</sup> Chief of the Army Dental Corps, and was the former Deputy Commanding General for Readiness, Western Regional Medical Command and the Commanding General at William Beaumont Army Medical Center, Fort Bliss, TX. He also served as the ninth com-

mander of the U.S. Army Dental Command, with responsibility for the operational missions of all Army dental activities and dental clinics around the world.

Wong now commands the Southern Regional Medical Command (RMC), which is the largest medical region with 11 MTFs in 10 states plus the Commonwealth of Puerto Rico. Southern RMC provides command and control of MTFs

and other assigned units to promote, sustain and enhance the health of beneficiaries with an emphasis on Soldier Readiness, Warriors in Transition, and Military Families. Supporting Units, Soldiers and Families throughout the entire Army Force Generation process with high quality, flexible and tailored health services is also provided by Southern RMC.

As a dual-hatted Commander, Wong also leads Brooke Army Medical Center (BAMC), the largest Army medical center with the only burn unit and level one trauma center in the Department of Defense. During 2008, ground was broken for construction of a new addition to BAMC. The final phases of the 760,000 square foot construction and 288,000 square foot renovation projects at BAMC are taking place. These projects total more than \$800 million in support of the 2005 Base Realignment and Closure (BRAC) actions and include realigning inpatient services from Wilford Hall Medical Center at Lackland Air Force Base to BAMC.

## Mass casualty exercise tests medical capabilities

**by Maria Gallegos, BAMC Public Affairs** - It started with tornadoes breaking out across populated areas of Oklahoma overwhelming their medical capabilities, resulting in casualties being airlifted to San Antonio for medical care.

In reality, the casualties were Army and Air Force trainees who volunteered to participate in the annual mass casualty exercise held on Kelly Field at Lackland and extended to Brooke Army Medical Center and Methodist Hospitals as patients were triaged and transported to local hospitals. It was an exercise of the National Disaster Medical System brought Army, Air Force, and

local civilian organizations together to orchestrate the movement of casualties into San Antonio by air, then out to local hospitals by ambulance and ambulance buses.

Participants included Brooke Army Medical Center, 502<sup>nd</sup> Air Base Wing, 59<sup>th</sup> Medical Wing, 802<sup>nd</sup> Mission Support Group, Southwest Texas Regional Advisory Council on Trauma and American Medical Response.

The overall objective of the exercise was two-fold, said Lt. Col. Chuck Williams, NDMS Federal Coordinating Center San Antonio coordinator, citing that the exercise's overall objective is "to improve Patient

Response Time (PRT) readiness and to improve BAMC's ability to handle a mass casualty (MASCAL). "Here in San Antonio, we are one of the hubs for NDMS Region 6, where we serve as the evacuation center for natural or man-made disasters from Oklahoma, Arkansas, Louisiana, New Mexico and Texas," said Dewey Mitchell, spokesperson for BAMC.

"BAMC has the lead in today's exercise, but it is a collaborative effort of the military and civilian organizations working together that makes this work effectively."

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## Mass casualty exercise tests medical capabilities

*(continued from pg. 3)* BAM-BAMC is responsible for strategically planning and implementing procedures under the direction of the Department of Health and Human Services (HHS) while the 502<sup>nd</sup> ABW played a key role in helping coordinate logistical support and assets required to support the NDMS mission for use of the Port of San Antonio (Hangar 1610) for this exercise as well as real-world purposes.

The 59<sup>th</sup> Medical Wing at Wilford Hall Medical Center supported the BAMC Patient Reception Team in order for the NDMS mission to be capable of providing 24/7 health care service during an emergency or disaster. "This exer-

cise will prepare us for a real-world situation, since you never know when a disaster will strike," said Master Sgt. Michael Bocconcelli, 59<sup>th</sup> MDW, chief of the Exercise Evaluation Team.

For this exercise, BAMC was evaluated on its response to an Oklahoma tornado disaster operating from Hangar 1610 to receive, sort, triage, and regulate the transportation of its patients. "In order to depict an accurate distribution plan for NDMS patients, BAMC Patient Administration played a key part in collecting patient's data by using the Joint Patient Reception Team (JPATS) and Air Force Global Patient Movement Regulated Center (GPMRC) by sending it to BAMC and to the

NDMS hospitals for this exercise," Williams said.

Approximately 37 volunteers from Air Force and Army Trainees simulated injured patients who acted to receive medical stabilization en route to Port San Antonio.

Upon landing and medical triage, the patients were transported to area hospitals according to injury and availability of bed spaces. "The exercise was considered so successful by leaders at the conclusion that they are planning to make a template to use as a model for future exercises," Mitchell said.



**Air Force, Army and civilians work together on the Kelly Field flightline moving patients from a C-130 aircraft to an awaiting ambulance to be transported to a local hospital in the National Disaster Medical System exercise. (photo/ Kara Carrier)**

## Wilford Hall construction affects patient, staff parking

by Sue Campbell, 59<sup>th</sup> Medical Wing Public Affairs -

Construction of the new Wilford Hall Ambulatory Surgical Center and parking garage here will soon alter parking accommodations for the medical center's patients and staff.

During recent months, the Highway 90 gate and parking lot B in front of the hospital were closed for construction. On June 8, parking lots A and part of lot C will also be closed.

In anticipation of reduced patient parking, a new 279-space parking lot will soon open just inside the Bergquist Gate, as well as a 148-space patient parking lot near the MacKown Dental Clinic. Parking in these new lots, and the remaining 404 spots in parking lot C in front of the hospital's clinic entrance, is designated for patient parking only.

"It will be a little further for some of our patients to walk, but step-saver vehicles will patrol the lots to help them to the hospital entrance and back to their vehicles," said Ms. Jo Pinto, deputy director, 59<sup>th</sup>

Medical Wing Facilities Management.

"These two areas total 831 designated patient parking spots. We have also ensured the number of handicapped parking spots for our patients has not decreased," she said.

The new parking areas are all handicapped accessible with ramps and crosswalks across the Wilford Hall Loop to the hospital's clinic entrance.

"On the average, fewer than 830 parking spots are currently being used by our patients each day, so we anticipate patient parking will be adequate," Ms. Pinto said. "However, we will continually assess the situation and make adjustments as needed."

In addition, most of Bergquist Drive, which leads from the Bergquist Gate to the hospital's main entrance, will be included inside the construction fence.

"Drivers will have to make a right turn immediately after entering the Bergquist Gate," explained Ms. Pinto. "The main flagpole entrance will still be open, but the only parking

in that area will be a few spots reserved for distinguished visitors. Vehicles will be able to access the main entrance to drop off patients by circling around the construction fences enclosing the old A and B parking lots."

A Composite Healthcare System, or CHCS, terminal will be installed in the information desk at the hospital's clinic entrance to provide patient information. However, the information desk at the main entrance will remain manned and continue to provide patient information and visitor's passes for vendors. The Hospital Automated Resource Protection System, or HARPS, will remain at the main entrance.

In light of all the construction, Wilford Hall staff members are also adjusting to parking changes.

A new overflow lot with 1,400 parking spaces recently opened off Bong Avenue between the Bergquist and Luke East Gates.

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## Wilford Hall construction affects patient, staff parking

(continued from pg. 4) - This lot is open parking for patients, staff and visitors and is also patrolled by step-saver vehicles.

"The shuttle bus that transports individuals between Wilford Hall and Brooke Army Medical Center picks up staff members in this overflow parking lot four times in the morning each weekday," said Ms. Pinto.

In addition, lot D behind the hospital's auditorium entrance, along with the overflow lots that total 365 spaces near the Blood Donor Center and temporary lodging facility, remain open for staff parking.

"Staff members need to comply with the rules for reserved parking areas for red

and green passes, handi-capped and car pool parking," Ms. Pinto said. "Also, staff members who are authorized to park in handicapped parking spots should not park in handicapped spots in designated patient parking lots."

A program has been established to enforce parking restrictions and citations will be issued to staff members who do not follow parking guidelines.

"Considering this latest construction issue, we recommend hospital staff members not try to use the Bergquist Gate during peak traffic hours after June 8, as traffic will back up on Military Drive," said Ms. Pinto. "It will be best to use the Luke East Gate or the Grow-

den Gate to avoid heavy traffic."

Ms. Pinto also advised that Facilities Management is coordinating with the Base Civil Engineering Squadron to work with the city to adjust the timing of the light at the Luke East Gate during peak traffic hours.

"We realize this is all quite a change and we appreciate everyone's patience and compliance with parking policies as this will be our posture for years to come," said Ms. Pinto.

Call Facilities Management at (210) 292-7171 for more information about Wilford Hall construction and parking.

## Wilford Hall dialysis unit prepares for move to BAMC



**Mrs. Bobbie Anderson gives a thumbs up as she turns off the dialysis unit May 27, 2011 at Wilford Hall Medical Center. The unit will be relocated to Ft. Sam Houston as part of the Base Realignment and Closure process to move all inpatient services to Brooke Army Medical Center. Mrs. Anderson has been the backbone of the dialysis unit, training many doctors, nurses, and technicians for over 18 years at Wilford Hall Medical Center. Most of the Air Force nephrologists in the past five decades trained on this dialysis unit. (U.S. Air Force photo/Harold China)**

by Linda Frost, 59th Medical Wing Public Affairs - After 50 years of saving lives, the valve to the water room in the dialysis unit at Wilford Hall Medical Center was shut off May 27, 2011, marking the closure of five decades of providing treatment to chronic dialysis patients.

The unit is scheduled to relocate to Ft. Sam Houston as part of the 2005 Base Realignment and Closure Law to transition all inpatient services to Brooke Army Medical Center.

"We are combining our forces and strengths at BAMC, and the final result will be a bigger and better dialysis support center for our patients," said Lt. Col. (Dr.) Laveta McDowell, the flight commander of nephrology, 59th Medical Operations Squadron.

Dialysis is a treatment for kidney failure. It can allow individuals to live productive and useful lives, even though their kidneys no longer work adequately.

The dialysis unit here

opened in 1961, when dialysis was at the cutting edge of research and technology.

"Most of the Air Force nephrologists in the past five decades trained here," said Dr. McDowell, who also serves as the nephrology consultant to the Air Force Surgeon General. "This unit has provided guidance to all the other bases including the new dialysis system at the Craig Joint Theater Hospital at Bagram Air Base, Afghanistan."

About 30 people gathered to watch Mrs. Bobbie Anderson shut off the water valve. Mrs. Anderson has worked in dialysis for 28 years. She has spent 18 years at Wilford Hall training doctors, nurses, and technicians on the dialysis unit.

"I chose to work in Hemodialysis as long as I did because of the camaraderie," commented Mrs. Anderson. "This was truly a unit that treated everyone like family."

The group cheered with pride for what the dialysis unit had meant to them.

"We cheered with pride for

the patients we saved there; for the skills we learned that made us the best down range; for the feeling of family we had," added Dr. McDowell.

"One nurse told me that our dialysis unit inspired her in her career choice when she was a technician," she explained. "She has gone on to be the nurse manager of a large dialysis unit. That sort of story is common among many who've worked here."

On Sept. 15, all inpatient services from Wilford Hall will be in place at BAMC, or the new San Antonio Military Medical Center. Until that time, dialysis support for inpatients at WHMC will continue with the use of portable machines, peritoneal dialysis, and a new machine for hemodialysis treatment for intensive care unit patients.

"This is the machine that is used in the field hospital in Afghanistan. By using it here we are simultaneously providing cutting-edge care for our patients," said Dr. McDowell.

## New bridge will alleviate flooding over Binz-Engleman

**by Lori Newman, Fort Sam Houston Public Affairs** - A groundbreaking ceremony was held May 24 to begin construction on the Fort Sam Houston Drainage Project. The project is part of the \$550 million City of San Antonio 2007-2012 Bond Program approved by San Antonio taxpayers in May 2007.

"This project provides for the realignment of Binz-Engleman Road and constructs a 600-foot span bridge over Salado Creek," said District 2 City Councilwomen Ivy Taylor.

"Binz-Engleman is currently a two-lane road with a low water crossing over Salado Creek," Taylor said. "The road frequently floods during rain events which can delay the response time for emergency responders."

On March 10, the City Council awarded a construction contract for \$2.9 million to Rozco Contracting Inc.; with Jacobs Engineering Group Inc. is the design consultant for the project. Of the total amount, \$2.7 million will be funded by the city's 2007-2012 bond program and San Antonio Water System will pay more than \$250,000 into the project.

Binz-Engleman is the primary route to and from Fort Sam Houston to Brooke Army Medical Center. It is also the closest access control point for the Fort Sam Houston Fire Station, explained Taylor.

"This is a much needed

project," said Col. Mary Garr, 502nd Mission Support Group commander, explaining the difficulties the Fort Sam Houston Fire Department and BAMC Emergency Personnel have when there is a rain event and cannot use Binz-Engleman Road.

"This delays much needed response times, putting lives at risk," the colonel said. "In addition, our fire department has mutual aid agreements with most of the fire departments around San Antonio and the surrounding area. If this road shuts down it really delays their response time because they have to take longer routes."

The existing road is narrow, crumbling and there is very little room for bicyclists and pedestrians commuting from the post to BAMC, Garr said. "Being able to put in a new bridge not only for the cars, but our bicyclists and pedestrians is going to truly change our ability move about faster."

The new bridge will be 600-feet long and 44-feet wide, with 15-foot wide traffic lanes in each direction and 6-foot wide sidewalks on each side.

"The new bridge will be about 30 feet higher than the [existing bridge] and is designed to accommodate the 100-year flood event," said John Wolters, assistant capital programs manager, City of San Antonio Capital Improvements Management Services Department.

"The new bridge and the associated roadway approaches will veer away from the existing Binz-Engleman roadway in order to align with the new Fort Sam Houston road network made necessary do to all the [Base Realignment and Closure] building construction," Wolters added. "This makes it possible for the work to proceed while keeping to old road in operation."

The project is scheduled for completion by June 2012. Once completed, the bridge will become the property of the Air Force because it is being constructed on installation property.

Wolters also pointed out some of the other construction projects happening around Fort Sam Houston, including the construction on Walters Street and projects soon to begin on Harry Wurzbach Road.

"I want to thank the city of San Antonio," Garr said. "They have been such a partner in so many ways and a big supporter of our military mission at Fort Sam Houston and Camp Bullis and now throughout Joint Base San Antonio."

"The city plus the citizens of San Antonio really pulled together and we appreciate the ongoing support because we know its city bond money, voted on by our San Antonio taxpayers, to make this possible."



**Severe flooding from 2009 where the new bridge will be constructed.**  
(photo/John Wolters)



**City officials and military leaders break ground May 24 on the Fort Sam Houston Drainage Project. The project is part of the \$550 million City of San Antonio 2007-2012 Bond Program approved by San Antonio taxpayers in May 2007.**  
(photo/Lori Newman)

## Brig. Gen. Patrick; Building trust takes two-way communication



**502nd Air Base Wing commander Brig. Gen. Leonard Patrick, 502nd Mission Support Group Command Sgt. Maj. Donald Freeman; 502nd ABW Command Chief Master Sgt. Juan Lewis and 502nd ABW Executive Officer Capt. Robert Clark pose at the Pentagon press room podium during their trip to Washington, D.C. May 5. (courtesy photo)**

by Steve Elliott, Fort Sam Houston Public Affairs -

By building trust and good relationships with the San Antonio and Texas politicians, Joint Base San Antonio has been able to thrive, support a myriad of mission partners and create more efficient working environments.

As commander of the 502<sup>nd</sup> Air Base Wing, Brig. Gen. Len Patrick said it's a matter of constant engagement with the four U.S. Congressmen who have JBSA military installations in their areas and the two U.S. senators from Texas.

Each year, Air Force wing commanders are allowed to go to Washington, D.C., to meet their Congressional members and discuss Air Force issues important to Congress and their constituents back home.

"It's an opportunity to talk about current policy and Air Force issues, since our representatives don't always have a chance to get out to the military installations on a routine basis," Patrick said.

"I've made five visits to Capitol Hill overall, three of them as 502<sup>nd</sup> ABW commander," the general said. "It's given me a chance to engage with them and tell them what we are working on, since the military is a tremendous part of the areas they represent and the economic impact of JBSA is worth billions of dollars."

As a 2005 Base Realignment and Closure mandate to consolidate installation support functions and nearby installations under one military department to optimize installation management, the joint base concept has found support on Capitol Hill.

"Our political leaders have a very good understanding of JBSA," Patrick added. "We've worked very hard to articulate that the missions of Fort Sam Houston, Lackland and Randolph Air Force Bases haven't changed and that our 211 mission partners still have

their missions to do."

By forming relationships with the MLAs – the military legislative assistants for congressional and senatorial staffs – the general said he has been able to keep elected officials well informed about JBSA successes.

"They are very interested to see how we are doing," Patrick said. "Are we more efficient? Are we saving money?"

"On my last trip May 5, I could show that not only are we saving money and manpower for the services we're providing, but we're also giving time back to our mission partners, so their civilians and military members have more time to do their jobs."

The general said it's been amazing to realize the kind of efficiencies found with joint basing.

"If we find that one installation is able to save time on a process, we can transfer that knowledge to all three parts of JBSA," he said. "For instance, we're taking multiple service contracts that provide the same thing and putting them under one contract."

"We are standardizing procedures on emergency response, installation access, customer comment feedback, occupational health, environmental responses and much more," the general continued.

"There is so much value in learning from each other. When we do find an issue at one of the installations, we have the three organizations from our three installations get together to solve it."

With Joint Base San Antonio still in its infancy, the general said it's going to take time to find all the efficiencies possible.

"That is our day-to-day charge: to effectively support our mission partners in the way they enjoyed in the past while we become more efficient," Patrick stressed. "I feel the transition over to joint bas-

ing been successful.

"We've had some rough seas, and there are some things we are learning to ensure we keep the heritage and culture of each of the three bases in Joint Base San Antonio intact, while the organization known as the 502<sup>nd</sup> Air Base Wing provides the municipal support for those three organizations," Patrick added.

Even with Sen. Kay Bailey Hutchison and Sen. John Cornyn both being Republicans and the four U.S. congressmen split 50-50 Democrat (Rep. Charles Gonzalez and Rep. Henry Cuellar) and Republican (Rep. Lamar Smith and Rep. Francisco Consecro), Patrick said support remains strong across party lines for San Antonio's military installations.

"We have a mixture of both parties that represent our installations and they treat the military in San Antonio with the highest regard," the general said. "This city goes out of its way to make the military feel welcome."

The general said building trust takes an open line of communication.

"Sometimes their offices call us, and other times we'll go through the City Council or the Chamber of Commerce and let the officials know what we are working on," Patrick said.

When there are decisions made that may prove unpopular, having that two-way communication helps both sides mediate the results.

"Our elected officials in Washington understand that some decisions are because of directives we've been given, like going to Force Protection Condition Bravo, or changing access to the installations like we had to do after 9/11," the general said. "They know we had a well-thought-out process in making these decisions, rather than operating in a vacuum."

## Also in the news.....



***The 311 ABG/CDT received the 2011 Federal Recognition Award for Category 9 Teamwork (10 members or less) from the Alamo Federal Executive Board on June 8, 2011. The 311 ABG Mission Transformation Office was selected from hundreds of team submissions to compete as Team finalists. Out of the five finalist selected, for Category 9, the Brooks City-Base Mission Transformation Office was chosen as award winners and presented with a plaque at a luncheon held at the Omni Hotel San Antonio, Texas. (photos courtesy 311 ABG)***



***Mr. Arthur Emerson (left to right), Texas Military Preparedness commissioner from San Antonio, Col. Mickey Addison, deputy director, basing, Office of the Deputy Under Secretary of Defense (Installations and Environment), Col. Robert Bridgford, 502nd Air Base Wing vice commander, and Mr. George DeCoux, 502nd Air Base Wing director of staff, chat prior to the start of the quarterly meeting of the Texas Military Preparedness Commission on May 19, in Austin, Texas. The TMPC was established in 2003 by the 78th Texas legislature. The mission of the 13 member commission is to preserve and expand Texas' military installations and their missions. Cols. Addison and Bridgford briefed the commission on joint basing and Joint Base San Antonio in particular. (photo/Brent Boller)***

## Carvalho led busy era at BAMC, SRMC

**by Dewey Mitchell, BAMC Strategic Communications** - Following the change of command ceremony, Brig. Gen. Joseph Carvalho Jr. and his wife, Lorraine, departed for his next command at Northern Regional Medical Command. We interviewed him about his two years at the helm of BAMC and Southern Regional Medical Command during the height of BRAC construction and numerous other changes.

**Q: As Commanding General of BAMC from 2009 to 2011, most of the BRAC construction work has taken place under your command. Will we meet the BRAC deadlines and how do you feel the overall work is going?**

A: We will meet the BRAC law that calls for the realignment of inpatient services from Wilford Hall Medical Center to BAMC by September 15. The new construction, integration and outfitting of the Consolidated Tower may extend beyond the Sept. 15 date, but that will not preclude us from meeting the realignment mandate into the newly renovated areas of the hospital.

**Q: As we are poised to make the San Antonio Military Medical Center the largest inpatient hospital in the Defense Department, how would you characterize all the moves still to be made from WHMC to BAMC?**

A: We should complete all the inpatient moves by the end of August. As soon as the newly constructed consolidated tower is safe for patient use, we will begin using these new patient areas.

**Q: What do you feel were the most significant events that have occurred over the past two years under your command?**

A: Under the Regional Command, the most significant event was the reorganizing and consolidating of two great commands into the largest RMC in MEDCOM. At BAMC, our most significant event is our ongoing integration with the staff from Wilford Hall Medical Center. Everyone is working hard to maximize the synergy between our two organizations.

**Q: You have implemented several initiatives to improve patient satisfaction at BAMC, like shorter wait times in the Emergency Room and valet parking. Have you received feedback that these were successful?**

A: Yes, I've received positive feedback from our beneficiaries. We value our patients and understand their time is important. Valet Parking makes it easier for our patients to get into the hospital. Improved Emergency Room throughput has improved the BAMC experience for those with acute injuries. One-third of the patients are now seen and released from the Emergency Room within 90 minutes of signing in. On the other hand, only rarely do our patients now need to stay in the emergency room longer than 6 hours.

**Q: As you reflect on your many accomplishments at BAMC, is there one that stands out as most important?**

A: The face of BAMC is the ER, pharmacy and the primary care clinic. In addition to improving the ER waiting times, we've made improvements in the pharmacy and we implemented the patient-centered medical home model of care at our new Schertz Medical Home. We're also incorporating similar improvements at the Taylor Burk Clinic at Camp Bullis and the Fort Sam Houston Primary Care Clinic.

**Q: What will you and Mrs. Carvalho miss the most from your time spent here in San Antonio and life at Fort Sam Houston?**

A: We will miss the BAMC staff, the patients we have had the privilege of serving, and the great people of San Antonio. To a person, the BAMC staff love what they do. To them, it's more than a job; our staff enjoys serving those who serve our country. BAMC is more than a medical center. There's something special about people who serve in military medicine. We're happy to continue in military medicine but will miss the people of San Antonio and BAMC.

**Q: Will your experience leading Southern Regional Medical Command be helpful in your next position?**

A: I've learned a lot during my time leading SRMC. I look forward to taking this experience with me to face the challenges of NRMC. I anticipate incorporating the best practices of both RMCs to the advantage of NRMC and how I will lead it.

**Q: What message would you leave with all of the staff at BAMC and SRMC?**

A: I would like to thank our Military and Civilian staff for the hard work they put into making BAMC and SRMC efficient organizations for the benefit of military beneficiaries. They have every right to be happy with their accomplishments these past two years. Lorraine and I are extremely proud to have served alongside each and every one of these great Americans. I wish our staff continued success as they join ranks with the Air Force for the good of military medicine.



**Brig. Gen. Joseph Carvalho Jr., commanding general of BAMC and Southern Regional Medical Command, enjoys the entertainment at a Hawaiian-themed farewell barbecue that BAMC staff held for him. (photo/BAMC Public Affairs)**



## Last Month in BRAC News

### BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

- 5/31/2011 Lawmakers critical of protracted effort to clean legacy bases
- 5/27/2011 Language extending BRAC deadline passes House
- 5/27/2011 Ft. Sam Houston medical training ranked #1 in the nation
- 5/27/2011 Camp Bullis isn't Fraser's concern
- 5/26/2011 Wilford ER to close
- 5/26/2011 'Pershing's Chinese' leave mark on history, Fort Sam Houston
- 5/26/2011 Medical buildings to be tobacco free
- 5/25/2011 Sen. Fraser attacks military foliage
- 5/25/2011 House panel approves bill creating civilian BRAC
- 5/24/2011 FY '12 milcon spending bill passes full committee
- 5/23/2011 Can another BRAC be in the Pentagon's future?
- 5/22/2011 Officials already eyeing second round of BRAC
- 5/19/2011 Long barracks gets new mission
- 5/19/2011 Kelly Aviation celebrates volunteers
- 5/19/2011 International logistics executives to descend on Port San Antonio
- 5/19/2011 S.A. tree ordinance is in danger
- 5/19/2011 City layoffs likely
- 5/18/2011 Possible new uses for BRAC sites, committee says
- 5/18/2011 Boeing has \$415 million impact in Texas
- 5/17/2011 Hospital moves top committee's concerns over BRAC deadline
- 5/17/2011 In Spain, pulling for the South Side
- 5/14/2011 'Civilian BRAC' could bring major cost savings
- 5/13/2011 Pentagon official demands flexibility on BRAC dates
- 5/13/2011 Kennedy lectern S.A. man made now at Witte
- 5/13/2011 McBride assumes command of CCP1
- 5/12/2011 S.A. military since 9/11
- 5/12/2011 BRAC is Coming: An Interview with Jim Moran
- 5/12/2011 Appropriations Committee fiscal year 2012 military construction
- 5/11/2011 Impact of BRAC on military health care; Era ends at Walter Reed
- 5/10/2011 Inhofe, Coburn, Lucas ask Air Force to keep IFF at Vance
- 5/9/2011 The Haunting of Fort Sam Houston
- 5/7/2011 Severely burned Marine is face of program that's changing lives
- 5/6/2011 Lawmakers ask DoD to expand homeowner help
- 5/4/2011 Obama nominates E.E. Smith grad for Army surgeon general
- 5/2/2011 Why this BRAC surprised defense planners
- 5/1/2011 JFK lectern to stay in San Antonio

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