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- \* *Medical buildings win AF design awards*
- \* *JBSA San Antonio strategic planning*
- \* *DoD agency focuses on efficiency during BRAC*
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**Leaders break ground on Ambulatory Surgical Center**

**by Maj. Beth Horine, 59th Medical Wing Public Affairs** - San Antonio military medical leaders conducted a groundbreaking ceremony of the Wilford Hall Ambulatory Surgical Center April 20 at Lackland Air Force Base, Texas. Construction on the new outpatient facility will soon begin.

"We are here to celebrate a new beginning. Spurred by the 2005 Base Realignment and Closure mandate, San Antonio's military facilities are now transitioning to a regional military health system to increase operational synergy and efficiency," said 59th Medical Wing Commander Maj. Gen. (Dr.) Byron Hepburn.

"As a consequence, Wilford Hall's current inpatient activity is now moving to Brooke Army Medical Center, which on Sept. 15 will become the San Antonio Military Medical Center. This move paves the way for a new consolidated facility here at Lackland Air Force Base that will be focused on outpatient clinical and ambulatory surgical care," General Hepburn said.

A joint Air Force and Army color guard opened the ceremony and Army leadership from Brooke Army Medical Center at Ft. Sam Houston attended, making the event a true joint-service affair.

"The Army and Air Force have a rich history in continuing to lead the Department of Defense in premier medical

care," said Army Col. Noel Cardenas, Brooke Army Medical Center deputy commander of administration. "Today marks another giant step in preserving our medical services for active duty, retirees and families."

Phase one of the construction includes the first wing of a 681,000-square foot facility and a 1,000-car parking garage. The new ambulatory surgical center, or ASC, will be four wings, each three stories tall with a basement. The ASC will be constructed in three phases and house more than 40 outpatient clinics and services. *(continued pg. 2)*



**May 15 marks four months to the BRAC deadline of September 15, 2011. BRAC leaders say BRAC Law will be met on time in San Antonio and all projects are on track.**



**59th Medical Wing leaders and guests break ground for the new Wilford Hall Ambulatory Surgical Center on April 20, 2011 at Lackland Air Force Base, Texas. Construction on the first wing of the ASC is scheduled to begin in July 2011 with completion projected in 2015. The current Wilford Hall Medical Center building will be demolished after the new ASC is complete and fully operational. (U.S. Air Force photo by Staff Sgt. Robert Barnett)**

## Leaders break ground on Ambulatory Surgical Center

*(continued from pg. 1)*

"Engineering and economic studies determined that the best means to execute this outpatient mission was to replace the 54-year-old Wilford Hall building with a new state-of-the-art structure," General Hepburn said. "The exterior campus and interior facilities will be ultramodern, patient-friendly, more accessible and more energy efficient."

Construction on the first wing of the new ASC is scheduled to begin in July 2011 with completion projected in 2015. The current Wilford Hall Medical Center building will be demolished after the new ASC is complete and fully operational.

"As part of preserving our rich heritage, the landscaping in front of the current Wilford

Hall behind me here, including the flagpole and 100-year-old oak trees, will remain in front of the new ASC as a connection to our historical past," the general added.

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. The parking garage construction will soon begin, which drove the closure of part of the hospital parking lot and the Highway 90 gate. Future construction will soon close part of the Wilford Hall Loop between the Hwy 90 gate and Bergquist Drive.

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 are displayed at various locations in the hospital.

"As we look forward to the future of military medicine here in San Antonio, the citizens of 'Military City USA' should be proud of the ambulatory surgical center here at Lackland and the San Antonio Military Medical Center that is nearing completion at Fort Sam Houston," General Hepburn said. "We are excited about the establishment of the San Antonio Military Health System and building an even stronger partnership with our Army colleagues in the years ahead."



**59th Medical Wing Commander Maj. Gen. Byron Hepburn speaks during the groundbreaking ceremony at Wilford Hall Medical Center April 20, 2011, at Lackland Air Force Base, Texas. (U.S. Air Force photo by Staff Sgt. Robert Barnett)**

## Medical buildings win Air Force design awards

**by Sue Campbell, 59th Medical Wing Public Affairs** - Two 59<sup>th</sup> Medical Wing construction projects here have won Air Force Design Awards. The MacKown Dental Clinic and Wilford Hall Ambulatory Surgical Center received honor awards, signifying the "best in concept design."

Lt. Gen. Loren Reno, Air Force Deputy Chief of Staff for Logistics, Installations and Mission Support, announced the winners of the 2011 Air Force Design Awards March 17.

"Each winner clearly demonstrated the highest level of design excellence, and I offer my most sincere congratulations on winning these prestigious awards," General Reno said in his announcement.

The awards, established in 1976, are presented annually to recognize and promote design excellence.

"Each year, we make an effort to secure judges of the

highest professional standards, blending progressive professionals who are knowledgeable of design trends in the private sector with exceptional design professionals currently in government service who understand military terminology and design standards," said Mr. David Duncan, senior architect with the Air Force Center for Engineering and the Environment and the Air Force Design Awards Program manager.

"These two medical facilities are equal to any modern health facility in the private sector," he said.

The MacKown Dental Clinic project is a nearly 56,000-square foot facility that will replace the current MacKown Dental Clinic, home of Air Force dental residency training. The new building is scheduled to open in 2012.

"Judges found the design was well integrated with its surroundings; an elaborate, open concept with carefully

thought out patient comfort; had good use of outdoor space and landscaping to create a relaxed patient experience; and its modern exterior stylings fit nicely with a technology-centered dental facility," Mr. Duncan said.

The Wilford Hall Ambulatory Surgical Center project is a 681,000-square foot facility that will replace the current Wilford Hall Medical Center. Construction of this building is scheduled to be completed in 2015.

"Judges found this design was outstanding in its use of materials to create a holistic healing environment; well-ordered for visitor and patient orientation; excellent use of a 'main street' mall for orientation and wayfinding for each clinic module; and a very prominent appearance for a landmark facility on Lackland," Mr. Duncan said.

A special ceremony for award recipients is set for July 28 in Washington D.C.



**The new Wilford Hall Ambulatory Surgical Center won the 2011 Air Force Design Award for best concept design. Construction on the 681,000-square foot facility is scheduled to begin this summer. The center will be constructed in three phases and house more than 40 outpatient clinics and services when completed in 2015. The building will replace Wilford Hall Medical Center. (U.S. Air Force graphic)**

## Strategic planning workshop charts future of JBSA



**Col. Robert S. Bridgford (left), 502<sup>nd</sup> Air Base Wing vice commander, and Col. Mary Garr, 502<sup>nd</sup> Mission Support Group commander, listen to briefings during the strategic planning workshop to chart the future of Joint Base San Antonio held April 25 through 27. (Photo by Steve Elliott)**

by Steve Elliott, Fort Sam Houston Public Affairs - Military and civilian leaders from the 502<sup>nd</sup> Air Base Wing, Fort Sam Houston, and Lackland and Randolph Air Force Bases gathered recently for a strategic planning workshop to chart the future of Joint Base San Antonio.

The workshop – conducted as part of the ongoing process for the JBSA Integrated Master Plan – was held April 25 through 27 at the City Public Service Energy Management and Training Center located near the post.

It was a diverse group of decision-makers from the Joint Base Partnership Council consisting of major mission partners and mission support group commanders that got together to work with professional facilitators and physical planners to craft a vision for JBSA – today and into the future.

“The reason for the workshop was to start developing a vision of what JBSA might look like in 2030,” said Col. Mary Garr, 502<sup>nd</sup> Mission Support Group commander. “The 502<sup>nd</sup> Air Base Wing brought in some community partners, including CPS Energy, San Antonio Water System, Defense Transformation Institute, City of San Antonio International and Economic Development and others to interact with leaders at FSH, Lackland, and Randolph at a CPS-hosted icebreaker April 25.

“In small and large group forums held on April 26 and 27, the attendees had a chance to discuss opportunities and potential future paths for JBSA, some of them locally driven and others based on future DOD policy and infrastructure,” Garr added.

“We are in the early stages of a 16-month process of building a master plan for Joint Base San Antonio that will set the stage for shaping our fu-

ture,” said Debra Harkiewicz, 502<sup>nd</sup> ABW Director of Civil Engineering. “In these meetings, we were able to highlight the important things our mission partners need to do their missions into the future.”

“We gained perspective about concerns and opportunities at each of the installations with JBSA and had a chance to see where they were similar or different as they considered future decisions on installation support across JBSA,” Garr said.

Also included were breakout exercise sessions for groups from the three installations to envision where their respective bases would be in 2030 and talk about how they would get to that point.

The strategic planning workshop was facilitated by a team of six planning experts from AECOM, a Los Angeles-based global provider of professional technical and management support services, which has been contracted to help build the JBSA master plan and find the most innovative and appropriate solutions to create, enhance and sustain it.

Since the 502<sup>nd</sup> Air Base Wing and JBSA came into full operational capability in October 2010, this workshop held a special immediacy in the context of multiple ongoing strategic efforts.

“There are more meetings planned in the next 16 months where we will bring in even more of our mission partners, as well as leaders from the local community and the private sector,” Harkiewicz said. “There are a lot of commonalities in what we want to achieve such as operational efficiencies, energy conservation, and finding better ways to conduct business.”

Issues regarding the Canyon Lake Recreation Area, Seguin Auxiliary Airfield and Camp Bullis were also dis-

cussed, as well as the three military installations making up Joint Base San Antonio.

The master plan will establish the framework for decision-making with regard to the future development of Joint Base San Antonio, incorporating elements such as operational, environmental, urban planning and quality of life.

“This workshop is an initial step in future strategic planning across JBSA,” Garr said. “It will be valuable as it pulls together all major mission partners in helping to develop strategic installation support planning and opportunities.”

Feedback from the icebreaker and workshop participants was very positive, Harkiewicz said. Community leaders were pleased to be included in the visioning efforts and expressed support of JBSA.

“At the end of the vision session, the mission support groups and mission partners got a chance to express their take-aways from the session. There was overwhelming support of the multi-day process and everyone thought the workshop was a success and a great way to share ideas and challenges and to effectively build on our future planning efforts,” Harkiewicz said. “One thing that this session did was highlight that we don’t know what we don’t know. Building communication like this is the key to the future of JBSA.”

This project will help in developing a web-based comprehensive Installation Master Plan (IMP) and Capital Investment Plan (CIP) for Joint Base San Antonio (JBSA). This plan will address the relationships between the installations and the functional areas within to integrate them into a comprehensive long-term regional plan.

## Agency focuses on efficiency during relocation

**by Donna Miles, American Forces Press Service** - With less than five months left for the Defense Department to comply with a congressionally directed base realignment and closure plan, an agency on the front lines of the department's cost-savings initiatives is keeping focused on the mission while relocating its headquarters staff.

The Defense Contract Management Agency is in the throes of moving its headquarters staff and international and special programs divisions from Alexandria, Va., to Fort Lee, Va., in implementing Base Realignment and Closure Commission recommendations.

The BRAC plan took effect in November 2005, and affects more than 800 military installations. It involves closing some, consolidating or realigning others, and ultimately relocating some 123,000 military members and civilian employees. By law, all of these actions must be completed by Sept. 15.

BRAC affects about 500 Defense Contract Management Agency employees, about 377 of them already operating in the six government-owned or leased facilities at Fort Lee, reported Bob Allen, the agency's BRAC program manager. The rest are expected to move by late August.

The vast majority of the agency's workforce - 10,400 civilians and 530 military members - is located near or collocated with contractors' facilities and won't be directly affected, public affairs officer Jackie Noble told American Forces Press Service. The Defense Contract Management Agency has almost 50 major field commands and operates from more than 800 locations worldwide, Deputy Director Jim Russell noted. The moves come just as the Defense Department is looking

to its acquisition workforce to identify ways to improve efficiencies while providing critical warfighter capabilities.

Ashton B. Carter undersecretary of defense for acquisition, technology and logistics, told a Heritage Foundation audience yesterday that DOD's comprehensive review aimed at bigger cost savings must address the \$400 billion the department spends each year on contracted goods and services.

The Defense Contract Management Agency is front and center in that effort. Its staff works directly with defense suppliers to ensure those supplies and services are delivered on time, at cost and meet all performance requirements.

They serve as information brokers and in-plant representatives for military, federal and allied government buying agencies, with their work beginning at the initial stages of the acquisition cycle and spanning the lifetime of a contract.

In a recent memorandum to his staff, Charlie E. Williams Jr., the agency's director, recognized the organization's role in Gates' efficiency initiative. "We have to be cognizant and respectful of the tax dollars that the department and the taxpayers have entrusted us with," he said.

"Bottom line is this: consistent with the secretary of defense's efficiency initiatives, we must be more stewardship conscious," Williams continued. "I need every commander, manager, supervisor and leaders, as well as each of you, to work diligently to identify ways to be more efficient in our business operations, challenge the status quo way of doing business and find ways to make a difference."

Williams said he's impressed with how the agency's new headquarters facility at Fort Lee is progressing to help in meeting that challenge. With 18 conference rooms complete with video teleconference

equipment, the staff will be able to communicate with customers worldwide.

In preparation for the headquarters staff's move, the agency established transition management offices in the Fort Lee area and planned phased moves so it could continue operations without interruption, Allen noted. It sponsored transition fairs to educate employees about the moves and services and support available to them.

The agency also offered three-day permissive temporary duty travel orders for employees to travel at their own expense to the Fort Lee area to make their decisions about moving, Allen said.

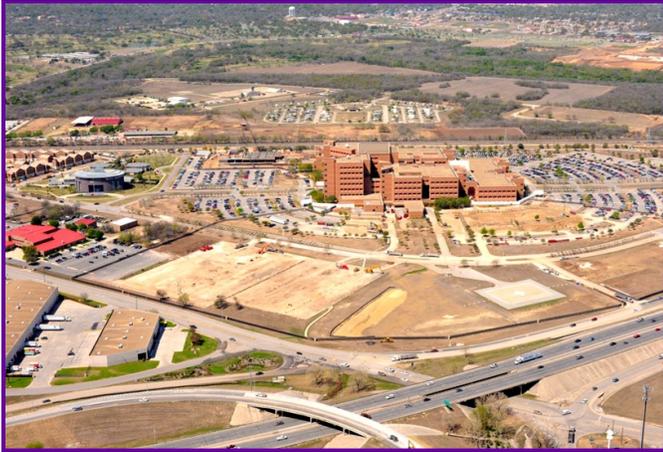
Carter recognized yesterday the challenge of moving key people in the midst of the department's efficiency efforts. "You are asking people who are part of the solution here to move to Fort Lee -- to either relocate, or you are going to have to find somebody else to do that job," he said.

Frank Kendall, principal deputy undersecretary of defense for acquisition, technology and logistics, emphasized during a recent forum at Fort Belvoir, Va., the role these people will play in the efficiency campaign.

"We can do initiatives and policies and have meetings, but at the end of the day, it's the people in the program offices who are running the programs and the chief engineers and their staffs who are really going to make a difference in all this," he said. Deputy Defense Secretary William J. Lynn III underscored Kendall's message.

"We're not only asking you to do business differently. We are asking you to do things that are inherently difficult," he told the group. "But as the secretary said, 'Difficult is not impossible.'"

## San Antonio BRAC project photos: 2008-2011



BAMC Consolidated Tower



METC Dining Facility



Medical Education and Training Campus (MIF)

## Camp Bullis - an emerald city in the rough



**by Minnie Jones** - From a distance, Camp Bullis almost looks serene as it sits surrounded by acres of lush green forest, nestled at the base of the San Antonio foothills. It looks like a place of tranquility, but take a closer look, you'll find Camp Bullis has a lot more going on behind that wall of green forest than meets the eye.

Just under 20 miles from Fort Sam Houston, Camp Bullis, named for Brig. Gen. John Lapham Bullis, is a part of the original Leon Springs Military Reservation established in 1917 to provide a place for Soldiers to train and prepare for combat under a growing threat of war in Europe.

Since its establishment, Camp Bullis has a long and proud history of providing support to the military. Although no units were actually stationed there, its record is impressive.

It has hosted several notable infantry divisions, such as the 90th "Tough Ombres," whose original personnel were drafted from the states of Texas and Oklahoma. The division was activated in 1917 during World War I. As one of the most respected and decorated divisions in the U.S. Army, it was the first infantry division associated with Fort Sam Houston.

Other distinguished divisions that also trained there were the 2nd "Indianheads," the 95th "Victory" and the 88th "Blue Devils."

During the 1920s and 1930s, Camp Bullis became a training center for the Civilian Conservation Corps, the Reserve Officer Training Corps and the Officer Reserve Corps.

Camp Bullis was a favorite of Hollywood in the 1920s. Two motion pictures were filmed there: the "Rough Riders" and "Wings." Second Infantry Division and 5th Cavalry Soldiers were used as extras in "Rough Riders" and "Wings" won an Academy Award for best picture in 1927.

By the end of World War II, with most of the infantry divisions gone, a pivotal point in Camp Bullis' history came about in 1946, when the Surgeon General of the Army announced that Fort Sam Houston was going to be the new site for the U.S. Army Medical Field Service School.

This move centralized the Army's medical research and training at Fort Sam Houston, making Camp Bullis the field-training site for the Army's medical schools. Camp Bullis' mission, like its acreage, has increased over the years, now with close to 28,000 acres. It boasts 20 live firing ranges, a firehouse, an armory and a new medical clinic. It is a state-of-

the-art training complex, with an airfield, four drop zones, and maneuvering areas that provide all branches of the military a realistic training environment for almost any type of field training.

Also, included in its arsenal are two realistic urban training areas: the Combined Arms Collective Training Facility and the Military Operations on Urban Terrain compound that inserts military personnel in a realistic training environment, preparing them from various combat scenarios.

Camp Bullis also houses two trainers that are vital to a war fighter's sustainability; the Virtual Combat Convoy Trainer and the HMMWV Egress Assistance Trainer Rollover Simulator.

With the 2005 Defense Base Closure and Realignment Committee implementation in full force, the average student load coming through Camp Bullis this year is estimated at 46,500 and that number is expected to grow in 2011.

At present, the Army Medical Department Center & School is Camp Bullis' biggest user hosting several field training courses under the 32nd Medical Brigade. The 32nd Medical Brigade subordinate units include the 264th, 187th and the 232nd Medical Battalions, and between them, they are responsible for 16 military occupational specialties, 19 officer courses and numerous other training and qualification courses, the 232nd Medical Battalion trains the U.S. Army's combat medics.

In the past, Camp Bullis primarily supported mostly transient personnel, but now it is home for 750 permanent party personnel, the endangered Golden-cheeked Warbler, and four other endangered species that require **(continued pg. 7)**



**Camp Bullis, named for Brig. Gen. John Lapham Bullis, was established in 1917 as a part of the original Leon Springs Military Reservation to provide a place for Soldiers to train and prepare for combat under a growing threat of war in Europe. (photo by Phillip Morgan)**

## Camp Bullis - an emerald city in the rough



***The Army Medical Department Center & School is Camp Bullis' biggest user hosting several field training courses under the 32nd Medical Brigade. The 232nd Medical Battalion, a subordinate of the 32nd Med. Bde., trains the U.S. Army combat medics. (photo by Minnie Jones)***

(continued from pg. 6) - protection under the Endangered Species Act.

"Camp Bullis is a busy place," said Garrison Manager, Paul Dvorak, Headquarters Camp Bullis, who is responsible for coordinating all activities on Camp Bullis.

"Our average training population in a given week is between 2,500 and 3,500. We go above that sometimes, especially this time of year. That's a lot of people coming out here to do a lot of training."

The U.S. Air Force is Camp Bullis' second largest customer. The 343rd Training Squadron, Detachment 1 is the largest Air Force entity on Camp Bullis, teaching the Apprentice Security Forces Course, the Security Forces Ground Combat Leaders Course, and the Basic Security Officers Course.

Camp Bullis also is now the home of the Air Force's 342nd Basic Combat Convoy and Combat course, the Combat Airman Skills Training course, and the 802nd Force Support Squadron's on site Patriot Inn lodging and dining facility.

"There are plans in the works to expand our campus another 17 acres to include additional classrooms, a vehicle parking facility, some hutment-style dorms to create an expeditionary-type environment, a motor pool and an-

other dining facility to accommodate a potential increase in students coming to Camp Bullis," said Mark Stehle, deputy commander, Camp Bullis, 37th Training Group.

The Medical Education and Training Campus, the military's largest medical educational institution, located on Fort Sam Houston, uses Camp Bullis for training. It has positioned four aircraft trainers at the 882nd Training Group's Joint Medical Readiness Training Center to facilitate their field training requirements. The first students began training in June.

In July 2009, an Armed Forces Reserve Center was built at Camp Bullis to accommodate and consolidate Texas' Army Reserve and Army National Guard units. This consolidation was made to enhance unit readiness, increase training opportunities and improve homeland defense capabilities.

Camp Bullis also supports several joint training facilities on its grounds, the Defense Medical Readiness Training Institute, the Combat Casualty Care Course (C4) Tactical Simulation Center for Military Medicine and the Joint Operational Training Detachment. As an ambassador for San Antonio's military community, Camp Bullis continues to foster relationships between the

military and civilian sectors by providing the use of its grounds to local and federal agencies like U.S. Homeland Security Customs and Border Protection, the Federal Bureau of Investigations, the Bexar County Sheriff and the San Antonio Police Departments.

Camp Bullis plays a vital part in the future of the military by providing facilities to more than 5,000 Army, Navy and Air Force JROTC cadets from all over Texas, to participate in annual joint summer camps. The Federal Bureau of Investigations has been using Camp Bullis' firing range for more than 15 years, said Lt. Eric Vasys, special agent spokesman, FBI San Antonio.

"We are very fortunate to have access to this facility, because most federal agencies rarely have it within the budget to own their own physical firearms range, so we always have to develop relationships with local police departments and sheriff offices. In this case, because San Antonio is such a military town, Camp Bullis has been our primary range ... the Army has been very generous and accommodating to us, we are just very lucky to have it."



***An aerial view of the many training sites speckled throughout the grounds of Camp Bullis located about 20 miles northwest of Fort Sam Houston. Camp Bullis has close to 28,000 acres of land and supports field training to all branches of the military. (photo by Minnie Jones)***



## Last Month in BRAC News

### BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

- 4/27/2011 County won't sue to stop BRAC relocation
- 4/27/2011 San Antonio's construction industry sheds 3,300 jobs in March
- 4/26/2011 City must fight Fraser's tree bill
- 4/22/2011 New "Therapeutic" park for Wounded Warriors at Fort Sam Houston
- 4/21/2011 Moran urges Northern Va. to sue Pentagon over BRAC
- 4/21/2011 Costs are stacking high for builders
- 4/21/2011 Boeing selects San Antonio for 747-8 freighter work
- 4/21/2011 Army researchers use stem cells to regrow skin on burn victims
- 4/20/2011 Work set to start on new Wilford Hall
- 4/20/2011 BAMC cases to be part of study
- 4/20/2011 Wilford Hall groundbreaking
- 4/19/2011 Exiting with class
- 4/19/2011 San Antonio brain injury patients to help test new treatment
- 4/18/2011 State to ask for \$100M to address BRAC-related traffic issues
- 4/18/2011 Air Force cyber warfare unit gaining new commander
- 4/17/2011 Growing new skin from burned layers
- 4/17/2011 U.S., Latino airmen build partnerships at IAAFA
- 4/16/2011 Dominion deal merits praise
- 4/15/2011 San Antonio employers added more than 12,000 jobs in March
- 4/14/2011 Fort Sam Houston's METC recognized
- 4/14/2011 Pentagon offers \$20 million for BRAC work
- 4/13/2011 Fed money to fund BRAC too little, too late?
- 4/13/2011 S.A. fights bills that may chop tree law
- 4/13/2011 BRAC funds may be closer to reality
- 4/13/2011 S.A. tree ordinance faces battle at State Capitol
- 4/13/2011 KENS 5 takes a sneak peek at San Antonio's newest hospital
- 4/12/2011 First, second ladies to visit troops at BAMC
- 4/12/2011 Q and A with Maj. Gen. Ted Wong
- 4/12/2011 Vote coming Thursday on 2011 budget agreement
- 4/12/2011 Bethesda one step closer to long-awaited federal funding
- 4/12/2011 Budget deal could mean better commutes
- 4/9/2011 Birds, developer and Army all benefit from agreement
- 4/8/2011 VMC Consulting completes South San Antonio call center
- 4/8/2011 City leaders celebrate opening of new housing development
- 4/7/2011 Joint Base San Antonio joins with local schools
- 4/7/2011 Texas military bases planning in case of shutdown
- 4/6/2011 San Antonio construction firms running leaner and leaner

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