

Mandzia, Lesia, CIV, WSO-BRAC

From: Gagliano, Donald COL AMEDDCS [Donald.Gagliano@AMEDD.ARMY.MIL]
Sent: Tuesday, June 28, 2005 12:10 PM
To: Mandzia, Lesia, CIV, WSO-BRAC
Cc: Stevens, Gregg C Mr AMEDDCS; Agee, Richard L COL AMEDDCS; Pantelides, Thomas, CIV, WSO-BRAC; Forrest, Kevin M MAJ BAMC Ft Sam Houston TX; Riley, James D LTC BAMC-Ft Sam Houston
Subject: RE: Site visit on Thursday, 30 JUN

CHANGE. I just spoke with Kevin and confirmed that we are on from 0930-1130.
Thank you,
Don Gagliano

COL Donald A. Gagliano
AMEDDC&S
210 221-8558

From: Gagliano, Donald COL AMEDDCS
Sent: Tuesday, June 28, 2005 11:06 AM
To: 'Mandzia, Lesia, CIV, WSO-BRAC'
Cc: Stevens, Gregg C Mr AMEDDCS; Agee, Richard L COL AMEDDCS; Pantelides, Thomas, CIV, WSO-BRAC; Forrest, Kevin M MAJ BAMC Ft Sam Houston TX; Riley, James D LTC BAMC-Ft Sam Houston
Subject: RE: Site visit on Thursday, 30 JUN

Lesia,
Understood. We will plan on 0830-1030 on Thursday 30 JUN at the AMEDDC&S Headquarters. I will call your cell to confirm.
Don Gagliano

COL Donald A. Gagliano
AMEDDC&S
210 221-8558

From: Mandzia, Lesia, CIV, WSO-BRAC [mailto:Lesia.Mandzia@wso.whs.mil]
Sent: Tuesday, June 28, 2005 9:24 AM
To: Gagliano, Donald COL AMEDDCS; Mandzia, Lesia, CIV, WSO-BRAC
Cc: Stevens, Gregg C Mr AMEDDCS; Agee, Richard L COL AMEDDCS; Pantelides, Thomas, CIV, WSO-BRAC
Subject: RE: Site visit on Thursday, 30 JUN

COL Gagliano:

The morning of the 30th is open right now. When I spoke with Maj. Forrest yesterday we thought that we could go over the training recommendations in the morning, then Tom and I need to go to Lackland for a short stop, and then we have a visit at 1300 at Brooks City Base. I left a voice mail message for you. I'll be leaving the office around 1330 and traveling to San Antonio. If we don't talk before I leave, my cell # is 703-568-5981.

Lesia

Lesia Mandzia
Senior Analyst

6/28/2005

BRAC Commission
703-699-2913
lesia.mandzia@wso.whs.mil

From: Gagliano, Donald COL AMEDDCS [mailto:Donald.Gagliano@AMEDD.ARMY.MIL]
Sent: Tuesday, June 28, 2005 9:16 AM
To: lesia.mandzia@wso.whs.mil
Cc: Stevens, Gregg C Mr AMEDDCS; Agee, Richard L COL AMEDDCS
Subject: Site visit on Thursday, 30 JUN

Ms. Mandzia,

I believe you know that I am the BRAC AO for the JMTC, representing MG George W. Weightman. Until this morning, it was unclear whether or not there would be time to include the Joint Medical Training Center during your visit. Yesterday's itinerary did not include the JMTC. This morning I received word from LTC Riley that you would be staying until Thursday afternoon and I believe we are on your schedule for 1300-1500 to brief you about the planning activities regarding the JMTC.

I have the list of issues and will be able to address those directly. Do you need to meet the Commanding General or the Chief of Staff, COL Dick Agee during this visit?

Please let me know if there are any other issues or requirements, such as touring the campus, that may benefit you during your visit. Once I receive absolute confirmation, I will forward the brief and directions. We are looking forward to your visit.

V/R
Don Gagliano

COL Donald A. Gagliano
AMEDDC&S
210 221-8558

Mission statement

U.S. Army Garrison Mission

- To provide quality service and support to our community, the Home of Army Medicine.
- To train and maintain a quality work force.
- To provide timely support for worldwide contingencies.
- To sustain a quality working, training, and living environment.

Fort Sam Houston

BRAC 2005 recommendations expand Fort Sam Houston to become DoD's premier medical training base and the home of Army installation management, and management of family support activities and community programs.

Incoming Activities

What: Inpatient medical function of the 59th Medical Wing from Lackland AFB, TX.

Why: This relocation establishes Brooke Army Medical Center as a Regional Military Medical Center and reduces excess capacity in a geographical area currently served by two Military Medical facilities.

What: Enlisted basic and specialty medical training from Naval Air Station Great Lakes, IL, Sheppard AFB, TX, Naval Medical Center Portsmouth, VA and Naval Medical Center San Diego, CA.

Why: These relocations support the co-location of all medical basic and specialty training at Ft. Sam Houston providing Army medical specialists better training in a joint environment.

What: Combat Casualty Care research and Dental research from the Naval Medical Research Center at the Forest Glenn Annex of Walter Reed, the Naval Training Station Great Lakes, IL and Brooks City Base, TX.

Why: These relocations support the creation of a tri-service dental and combat casualty care science and technology center at Ft. Sam Houston, the only current biomedical science and technology location with a military trauma center. The combined research center will provide more improved joint capabilities for development of new combat care techniques and technology.

What: Enlisted histology technician training from the Armed Forces Institute of Pathology at Walter Reed AMC.

Why: This relocation supports the co-location of multi-service medical training at Ft. Sam Houston

What: Installation Management Agency (IMA) Northwest Region Office and the Network Enterprise Technology Command (NETCOM) Northwest Region Office from Rock Island, IL.

Why: These relocations support the consolidation of the IMA Northwestern and Southwestern Region Offices into a single Western Region and the consolidation of the NETCOM Northwestern and Southwestern Region Offices into a single Western Region at Ft. Sam Houston. This initiative improves the oversight of Army installations by co-locating regional and HQs elements with the agencies that support installation development with family issues and community management.

What: Installation Management Agency Headquarters, the Army Contracting Agency Headquarters and E-Commerce Region, the Community and Family Support Center and the Substance Abuse Center from various NCR leased locations.

Why: These relocations support the consolidation of the Installation Management and other service providing organizations at Ft. Sam Houston. This initiative improves the oversight of Army installations by co-locating regional and HQs elements with the agencies that support installation development with family issues and community management.

What: The Army Contracting Agency (ACA) Southern Region from Ft. McPherson, GA.

Why: This relocation supports the consolidation of the Southern Region with the ACA Southern Hemisphere Region at Ft. Sam Houston where it will co-located with its biggest customer, the Installation Management Agency. This will provides for greater coordination between the two agencies and aligns the regional structures of the two organizations.

What: Relocate the Army Environmental Center from Aberdeen Proving Ground, MD.

Why: This relocation is part of a larger initiative to co-locate functions that support installation management at Ft. Sam Houston. This move also places the Army Environmental Center in San Antonio providing easy accessibility to the Air Force Environmental Agencies.

AFRC Camp Bullis (New Facility)

Close the United States Army Reserve Center, Boswell, Texas and the United States Army Reserve Center, Callaghan, Texas and relocate units to a new Armed Forces Reserve Center on existing Federal property on Camp Bullis, Texas. The new AFRC shall have the capability to accommodate Texas National Guard Units from the Texas ARNG Readiness Center in Hondo, Texas, A Company and Headquarters Company, 1st of the 141st Infantry, the Fifth Army ITAAS, the Regional Training Site-Intelligence, and the Texas Army National Guard Area Support Medical Battalion, if the state decides to relocate those National Guard units.

Why: Transform Reserve Component facilities in the State of Texas into multi-functional installations that will enhance unit readiness, increase training opportunities, and generate operational efficiencies.

Departing Activities

None.

Other

What: Consolidate installation management of Lackland AFB, Randolph AFB and Ft. Sam Houston under Lackland AFB.

Why: This recommendation seeks to provide better services at better prices by consolidating the installation management of the installations in the region and consolidating management of commonly provided functions.

Quantitative Results

Net Personnel Impacts ¹			MILCON
Military	Civilian	Student	Cost Estimate
+2,620	+1,613	+4,995	\$ 800 Million

Implementation Timeline: According to BRAC law, these actions must be initiated within two years and completed within six years from the date the President transmits the report to Congress.

Internal Communications: (Fort Sam Houston Work Force)

- The Secretary of Defense’s BRAC 2005 recommendations demonstrate that Fort Sam Houston is a valuable installation to the Army and DoD.
- Over 4,300 professional jobs are coming to Ft. Sam Houston (approx. 3,000 are already in the San Antonio Area).

External Communications: (Civilian community)

- The Secretary of Defense’s BRAC 2005 recommendations demonstrate that Fort Sam Houston is a valuable installation to the Army and DoD.
- It is a part of the plan to transform our Armed Services.
- The missions of Ft. Sam Houston will expand significantly.
- We expect the demands on the community and the benefits to the community from the change in mission to increase significantly.
 - There will be more military families living in the local community, more children attending local schools and more customers at local businesses.
 - Recommendations include road and infrastructure improvements to balance demands on existing commuter routes.
- The expansion of medical facilities at Ft. Sam Houston will improve the quality and availability of care for local military members, their families and retirees.

Approving BRAC Recommendations - Statutory Steps :

- 16 May 05 SECDEF forwards Recommendations to BRAC Commission
- 08 Sept 05 BRAC Commission recommendations due to President
- 23 Sept 05 President approves/disapproves Commission recommendations
- 20 Oct 05 Commission resubmits recommendations (if initially rejected by President)

¹ Based on FY03 ASIP data. Does not reflect any personnel changes resulting from standard programming and Command Plan actions since FY03.

07 Nov 05 President submits final recommendations to Congress. Once submitted, the plan becomes final within 45 legislative days, unless Congress passes a joint resolution to block the entire package.

BRAC Recommendations impacting Ft. Sam Houston

- Close Ft. McPherson
- Establish Joint Bases
- Relocate Army NCR Headquarters and FOAs
- Realign Walter Reed
- Joint Medical Training
- Joint Biomedical Research, Development & Acquisition

B-311-0016 CLIN NUCLEAR MED SPECIALTY (91PM5), PHASE 2

SCH CODE	SCHOOL	MAX CLASS SIZE	NUMBER CLASSES
830	BAMC, FT SAM HOUSTON TX	3	1
834	MAMC, TACOMA WA	3	2
836	WRAMC, WASHINGTON DC	3	2
837	WBAMC, EL PASO TX	3	2

300-M6 PRACTICAL NURSE, PHASES 2 AND 3

830	BAMC, FT SAM HOUSTON TX	65	2
831	DDEAMC, FT GORDON GA	50	2
834	MAMC, TACOMA WA	55	2
836	WRAMC, WASHINGTON DC	70	2
837	WBAMC, EL PASO TX	50	3

300-P2 EAR, NOSE & THROAT (ENT) SPECIALTY, PHASE 2

830	BAMC, FT SAM HOUSTON TX	2	3
831	DDEAMC, FT GORDON GA	2	3
834	MAMC, TACOMA WA	2	3
836	WRAMC, WASHINGTON DC	2	3
837	WBAMC, EL PASO TX	2	3
860	WAMC, FT BRAGG NC	2	3
861	BLANCHFIELD ACH, FT CAMPBELL KY	3	3
862	EVANS ACH, FT CARSON CO	2	3

300-P3 EYE SPECIALTY, PHASE 2

830	BAMC, FT SAM HOUSTON TX	2	3
834	MAMC, TACOMA WA	2	3
836	WRAMC, WASHINGTON DC	5	3
837	WBAMC, EL PASO TX	2	3
839	DARNALL ACH, FT HOOD TX	2	3
857	REYNOLDS ACH, FT SILL OK	2	3
860	WAMC, FT BRAGG NC	2	3

300-Y6 CARDIOVASCULAR SPECIALTY, PHASE 2

830	BAMC, FT SAM HOUSTON TX	6	1
834	MAMC, TACOMA WA	5	1
837	WBAMC, EL PASO TX	5	1

300-91V20 RESPIRATORY SPECIALIST, PHASE 2

830	BAMC, FT SAM HOUSTON TX	54	3
872	NMC, SAN DIEGO CA	20	3

301-91D10 OPERATING ROOM SPECIALIST, PHASE 2

SCH CODE	SCHOOL	MAX CLASS SIZE	NUMBER CLASSES
830	BAMC, FT SAM HOUSTON TX	10	5
831	DDEAMC, FT GORDON GA	6	5
834	MAMC, TACOMA WA	6	5
835	TAMC, HONOLULU HI	4	5
836	WRAMC, WASHINGTON DC	10	5
837	WBAMC, EL PASO TX	4	5
839	DARNALL ACH, FT HOOD TX	2	5
840	DEWITT ACH, FT BELVOIR VA	2	5
842	GLWAH, FT LEONARD WOOD MO	2	5
843	IRELAND ACH, FT KNOX KY	2	5
844	IRWIN ACH, FT RILEY KS	2	5
845	KELLER ACH, WEST POINT NY	1	5
849	MARTIN ACH, FT BENNING GA	2	5
850	MCDONALD ACH, FT EUSTIS VA	2	5
851	MONCRIEF ACH, FT JACKSON SC	2	5
852	MUNSON ACH, FT LEAVENWORTH KS	1	5
857	REYNOLDS ACH, FT SILL OK	2	5
860	WAMC, FT BRAGG NC	3	5
861	BLANCHFIELD ACH, FT CAMPBELL KY	3	5
862	EVANS ACH, FT CARSON CO	3	5
863	BAYNE-JONES ACH, FT POLK LA	1	5
864	WINN ACH, FT STEWART GA	2	5
868	VAMC, SATX		

303-N3 OCCUPATIONAL THERAPY SPECIALTY, PHASE 2

830	BAMC, FT SAM HOUSTON TX	2	3
831	DDEAMC, FT GORDON GA	2	6
834	MAMC, TACOMA WA	2	3
835	TAMC, HONOLULU HI	2	3
836	WRAMC, WASHINGTON DC	2	3
837	WBAMC, EL PASO TX	2	3
839	DARNALL ACH, FT HOOD TX	20	3
842	GLWAH, FT LEONARD WOOD MO	1	3
849	MARTIN ACH, FT BENNING GA	1	3
851	MONCRIEF ACH, FT JACKSON SC	2	3
857	REYNOLDS ACH, FT SILL OK	1	3
858	SILAS B HAYS ACH, FT ORD CA		
860	WAMC, FT BRAGG NC	2	3
861	BLANCHFIELD ACH, FT CAMPBELL KY	1	3
862	EVANS ACH, FT CARSON CO	2	3
863	BAYNE-JONES ACH, FT POLK LA	1	3
864	WINN ACH, FT STEWART GA	1	3
869	WILFORD HALL AFMC, SAN ANTONIO TX	6	3
869A	AFMC WRIGHT-PAT AFB OH	2	3
873	NMC, PORTSMOUTH VA	2	3

303-N9 PHYSICAL THERAPY SPECIALTY, PHASE 2

SCH CODE	SCHOOL	MAX CLASS SIZE	NUMBER CLASSES
830	BAMC, FT SAM HOUSTON TX	3	3
831	DDEAMC, FT GORDON GA	1	3
834	MAMC, TACOMA WA	3	3
835	TAMC, HONOLULU HI	3	3
836	WRAMC, WASHINGTON DC	3	3
837	WBAMC, EL PASO TX	1	3
839	DARNALL ACH, FT HOOD TX	2	3
840	DEWITT ACH, FT BELVOIR VA	2	3
842	GLWAH, FT LEONARD WOOD MO	2	3
843	IRELAND ACH, FT KNOX KY	2	3
844	IRWIN ACH, FT RILEY KS	2	3
845	KELLER ACH, WEST POINT NY	2	3
847	KIMBROUGH ACH, FT MEADE MD	1	3
849	MARTIN ACH, FT BENNING GA	2	3
851	MONCRIEF ACH, FT JACKSON SC	2	3
857	REYNOLDS ACH, FT SILL OK	2	3
860	WAMC, FT BRAGG NC	3	3
861	BLANCHFIELD ACH, FT CAMPBELL KY	1	3
862	EVANS ACH, FT CARSON CO	2	3
863	BAYNE-JONES ACH, FT POLK LA	2	3
864	WINN ACH, FT STEWART GA	1	3
867	NMCB, BETHESDA MD	4	3
872	NMCSA, SAN DIEGO CA	4	3
872E	NOSTRA/NWS YORKTOWN VA	5	3
872F	NHCL, CAMP LEJEUNE NC	5	3
876	NHCP, CAMP PENDLETON CA	2	3
915	TRACEN, CAPE MAY NJ	4	3

304-P1 ORTHOPEDIC SPECIALTY, PHASE 2

830	BAMC, FT SAM HOUSTON TX	4	6
837	WBAMC, EL PASO TX	4	6
839	DARNALL ACH, FT HOOD TX	4	6
860	WAMC, FT BRAGG NC	4	6
869	VA HOSP SATX	4	6

311-91K10 MEDICAL LABORATORY SPECIALIST, PHASE 2

SCH CODE	SCHOOL	MAX CLASS SIZE	NUMBER CLASSES
830	BAMC, FT SAM HOUSTON TX	14	5
831	DDEAMC, FT GORDON GA	9	6
834	MAMC, TACOMA WA	9	6
835	TAMC, HONOLULU HI	8	6
836	WRAMC, WASHINGTON DC	16	6
837	WBAMC, EL PASO TX	9	6
839	DARNALL ACH, FT HOOD TX	5	6
840	DEWITT ACH, FT BELVOIR VA	16	6
842	GLWAH, FT LEONARD WOOD MO	2	6
843	IRELAND ACH, FT KNOX KY	5	6
844	IRWIN ACH, FT RILEY KS	2	6
845	KELLER ACH, WEST POINT NY	2	6
849	MARTIN ACH, FT BENNING GA	6	6
850	MCDONALD ACH, FT EUSTIS VA	2	6
851	MONCRIEF ACH, FT JACKSON SC	3	6
857	REYNOLDS ACH, FT SILL OK	2	6
860	WAMC, FT BRAGG NC	6	6
861	BLANCHFIELD ACH, FT CAMPBELL KY	4	6
862	EVANS ACH, FT CARSON CO	3	6
863	BAYNE-JONES ACH, FT POLK LA	2	6
864	WINN ACH, FT STEWART GA	2	6

313-91P10 RADIOLOGY SPECIALIST, PHASE 2

830	BAMC, FT SAM HOUSTON TX	2	8
831	DDEAMC, FT GORDON GA	1	8
834	MAMC, TACOMA WA	2	8
836	WRAMC, WASHINGTON DC	2	8
837	WBAMC, EL PASO TX	2	8
839	DARNALL ACH, FT HOOD TX	1	8
840	DEWITT ACH, FT BELVOIR VA	2	8
842	G LWAH, FT LEONARD WOOD MO	2	8
843	IRELAND ACH, FT KNOX KY	2	8
845	KELLER ACH, WEST POINT NY	2	8
847	KIMBROUGH ACH, FT MEADE MD	2	8
848	LYSTER ACH, FT RUCKER AL	2	8
849	MARTIN ACH, FT BENNING GA	2	8
850	MCDONALD ACH, FT EUSTIS VA	2	8
851	MONCRIEF ACH, FT JACKSON SC	2	8
857	REYNOLDS ACH, FT SILL OK	2	8
860	WAMC, FT BRAGG NC	2	8
861	BLANCHFIELD ACH, FT CAMPBELL KY	2	8
862	EVANS ACH, FT CARSON CO	1	8
863	BAYNE-JONES ACH, FT POLK LA	2	8
864	WINN ACH, FT STEWART GA	2	8

6F-66F US ARMY GRADUATE PROGRAM IN ANES NURSING, PHASE 2

SCH CODE	SCHOOL	MAX CLASS SIZE	NUMBER CLASSES
830	BAMC, FT SAM HOUSTON TX	7	1
831	DDEAMC, FT GORDON GA	7	1
834	MAMC, TACOMA WA	10	1
835	TAMC, HONOLULU HI	8	1
837	WBAMC, EL PASO TX	8	1
839	DARNALL ACH, FT HOOD TX	7	1
860	WAMC, FT BRAGG NC	6	1
869K	DAVID GRANT USAF MED CEN, TRAVIS AFB CA	6	1

6-250-C17 US MILITARY DIETETIC MASTER PROGRAM, PHASE 2

830	BAMC, FT SAM HOUSTON TX		
834	MAMC, TACOMA WA		
836	WRAMC, WASHINGTON DC		
860	WAMC, FT BRAGG NC		
869	WILFORD HALL, SAN ANTONIO TX		

6-250-C18-65B USA-BAYLOR DOCTORAL PRGM IN PHYS THERAPY, PHASE 2

830	BAMC, FT SAM HOUSTON TX	24	0
831	DDEAMC, FT GORDON GA		
834	MAMC, TACOMA WA	24	0
835	TAMC, HONOLULU HI		
836	WRAMC, WASHINGTON DC	24	0
837	WBAMC, EL PASO TX		
839	DARNALL ACH, FT HOOD TX		
843	IRELAND ACH, FT KNOX KY		
849	MARTIN ACH, FT BENNING GA		
851	MONCRIEF ACH, FT JACKSON SC		
857	REYNOLDS ACH, FT SILL OK		
860	WAMC, FT BRAGG NC		
862	EVANS ACH, FT CARSON CO		
869	WILFORD HALL, SAN ANTONIO TX		
873	NMC, PORTSMOUTH VA		

6H-65D INTERSERVICE PHYSICIAN ASSISTANT PROGRAM, PHASE 2

SCH CODE	SCHOOL	MAX CLASS SIZE	NUMBER CLASSES
839	DARNALL ACH, FT HOOD TX	6	3
842	GLWAH, FT LEONARD WOOD MO	6	3
843	IRELAND ACH, FT KNOX KY	6	3
844	IRWIN ACH, FT RILEY KS	6	3
849	MARTIN ACH, FT BENNING GA	6	3
857	REYNOLDS ACH, FT SILL OK	6	3
860	WAMC, FT BRAGG NC	6	3
861	BLANCHFIELD ACH, FT CAMPBELL KY	6	3
862	EVANS ACH, FT CARSON CO	6	3
863	BAYNE-JONES ACH, FT POLK LA	6	3
864	WINN ACH, FT STEWART GA	6	3
869B	USAF ACADEMY MED FAC, COLO SPGS CO	6	3
869C	ANDREWS AFB MED FAC, ANDREWS AFB MD	6	3
869D	EGLIN AFB MED FAC, EGLIS AFB FL	6	3
689E	LANDLEY AFB MED FAC, LANGLEY AFB VA	6	3
869F	MACDILL AFB MED FAC, MACDILL AFB FL	6	3
869G	NELLIS AFB MED FAC, NELLIS AFB NV	6	3
869H	OFFUT AFB MED FAC, OFFUT AFB NE	6	3
879J	SCOTT AFB MED FAC, SCOTT AFB IL	6	3
872	NMC, SAN DIEGO CA	6	3

303-N9(USN) PHYSICAL THERAPY SPECIALIST, PHASE 2

867	NNMC, BETHESDA MD	4	3
869A	AFMC, WRIGHT-PAT OH		
872	NMC, SAN DIEGO CA	4	3
872E	NOSTRA/NWS, YORKTOWN VA	5	3
872F	NAVAL HOSPITAL, CAMP LEJEUNE NC	5	3
873	NMC, PORTSMOUTH VA	4	3
876	NAVAL HOSPITAL, CAMP PENDLETON CA	2	3

BULLET BACKGROUND PAPER

ON

COMMON DELIVERY OF INSTALLATION SUPPORT (CDIS)

PURPOSE: To provide information on the Common Delivery of Installation Support

BACKGROUND:

- In Oct 04, OSD (I&E)'s Installation Capability Council (ICC) chartered a working group to create a DoD-wide framework for the Common Delivery of Installation Support.

DISCUSSION

- **What is CDIS?** CDIS is a framework that will consolidate agreed to installation support functions at adjacent or nearby installations under one Military Department in order to reduce duplication and save money. The goal of CDIS is to provide consistent and high quality installation support (IS) services DoD-wide at the best value possible. It is also envisioned to assist DoD Components in apportioning and managing limited resources for IS activities. CDIS initiative consists of two components -- Policy and Common Output Level Standards (COLS).

- **What Installation Support services are under CDIS?**

Facility Operations (RPS)	Environmental	Force Protection/LE/Security
Financial Mgt	Safety/Occ. Health	Laundry/Dry Cleaning
Family Services	Procurement	Command Management
Unaccompanied Housing	Human Resource Mgt	Public Affairs
Religious Services	Protocol	Supply/Fuels/Munitions
Transportation	Vehicle/Equip Mgt	Management Analysis
Family Housing	Legal	MWR Services (Cat A, B, & C)
Info Mgt/Communication	IG	Food Services
Child Development	Airfield Ops/Mgt	Range Ops/Mgt
Port Ops/Mgt		

- **CDIS Policy.** New CDIS policies will be captured by updating existing installation management guidance, specifically DoD Directive 4001.1, *Installation Support Management*, and DoD Instruction 4000.19, *Interservice and Intragovernmental Support*. COLS will be codified in a new DoD Manual, which will be updated annually.

-- Policy will be shaped through a series of cross-Service "pilot studies" that will be conducted between Jul and Dec of 2005. Proposed pilot studies include:

- Anacostia-Bolling-Naval Research Base (Navy Lead)
- McGuire-Ft Dix-Lakehurst (AF Lead)
- Ft Lewis-McChord (Army Lead)

-- Guiding principles for CDIS policy development include:

- Define a process to conduct CDIS Analysis for defined situations (e.g., adjoining bases, BRAC, co-located missions, etc.).
- Define a process to develop CDIS support agreements (SA) to include using a higher headquarters-lead "Installation Support Task Force" to facilitate tailored CDIS agreements
- Mandate the use of COLS to ensure support agreements are enduring and enforceable
- Establish a governance framework to preserve the integrity of the CDIS Analysis process, ensure SA compliance, and ensure tenant safeguards are built into all support agreements
- Prescribe Support Agreement approval/arbitration authorities
- Mandate transparent reporting - laterally and vertically

- **Common Output Level Standards (COLS).** In Jul 05, OSD will form Service Standards Teams (SSTs) to develop Common Output Level Standards for all IS services (see atch). SSTs will be composed of DoD installation management functional experts, customers, and organizational stakeholders drawn from all the Military Components and relevant organizations within OSD. SSTs will meet in one-week sessions to accomplish the following objectives:

- Develop common definitions for all IS services
- Identify and define discrete sub-functions for each IS service
- Establish standards of performance at four discrete output levels
- Formulate metrics to evaluate performance at each output level
- Collect rough order costing information for each sub-function

- **BRAC '05** recommendation calls for the following 12 Joint Basing arrangements:

- Joint Base (JB) Pearl Harbor-Hickam, HI (Navy lead)
- Navy Base Guam / Andersen, GU (Navy lead)
- JB Anacostia-Bolling-Naval Research Lab, DC (Navy lead) *
- JB Ft Lewis-McChord, WA (Army lead) *
- JB Ft Myers-Henderson Hall, VA (Army lead)
- Charleston/Naval Weapons Station Charleston, SC (AF lead)
- JB McGuire-Ft Dix-Naval Air Station Lakehurst, NJ (AF lead) *
- JB Andrews-Naval Air Facility Washington, MD (AF lead)
- JB Elmendorf-Ft Richardson, AK (AF lead)
- Lackland/Randolph/Ft Sam, TX (AF lead)
- Langley/Ft Eustis, VA (AF lead)

* Designated pilot study locations

- CDIS policy and COLS will initially be used to craft tailored Support Agreements at the Joint Bases designated in BRAC '05, should it become law. In the future, CDIS policies will be applied at select locations while COLS are envisioned to be used DoD-wide.

RECOMMENDATION: None, for information only



CHIEF's Sight Picture

3 August 05

2005 Base Realignment and Closure (BRAC) – Joint Basing

The Department of Defense recently released the largest BRAC proposal in our history, including the recommendation to close ten Air Force installations and realign 62 more. These changes maximize our warfighting capabilities, realign our infrastructure within the future defense strategy, eliminate excess physical capacity, and capitalize on opportunities for joint operations. They also include a concept called “joint basing” where two or more adjacent or nearby DoD installations are run by a designated service – be it Army, Navy, or Air Force. By consolidating installation support services at conjoined or nearby bases under one Military Department, the Department of Defense hopes to save \$2.3B over 20 years.

Under this BRAC recommendation, the Air Force will become the lead installation support provider at six locations (Charleston AFB/Naval Weapons Station Charleston, Joint Base McGuire-Fort Dix, Joint Base Andrews-Naval Air Facility Washington, Joint Base Elmendorf-Richardson, Lackland AFB / Randolph AFB / Fort Sam, and Langley AFB / Fort Eustis.) The Air Force will be the supported service at one Army (Joint Base Lewis-McChord) and three Navy locations (Joint Base Pearl Harbor-Hickam, Navy Guam/Anderson AFB, and Joint Base Anacostia-Bolling-Naval Research Laboratory.)

Modern warfare is Joint warfare. In addition to saving scarce funds, this move to Joint Basing will allow us to build closer relationships and forge stronger ties between services. We will not only train as we fight, we will live as we fight.

The Air Force has a long and successful history of working toward common goals in a joint environment without compromising Air Force principles and the well being of our people – joint basing will be no different. Our guiding precepts as we move forward with joint basing are:

- Maintain uncompromised warfighting capability, including expeditionary combat support forces
- Preserve our installations as fighting positions and training platforms for our expeditionary force
- Airmen will command Airmen – our unity of command at home station will remain intact
- Airmen open and operate airfields – airfields will be operated and maintained by Airmen
- Provide quality services at the best value

Establishing joint bases will take time. We are working with the Army and Navy to ensure that we do it smartly and are mindful of the lessons learned from past joint basing initiatives. The Office of the Secretary of Defense expects to establish the basic implementation policy by the end of this summer, with work on common standards and metrics continuing in the following months. Together, we will undertake pilot projects to explore how to best establish mutually acceptable joint basing agreements. However, until these projects are complete and

BRAC is signed into law, it is premature to enter into any additional cooperative or inter-service joint basing agreements.

Joint basing will neither lower our standards nor compromise our warfighting capabilities. Combining capabilities and eliminating unnecessary duplication and redundancy will save scarce funds and result in more efficient installations from which we, and our sister services, will more effectively project combat power for our Nation.



John G. Jumper
AIR FORCE
Air & Space Power



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC

AUG 0 1 2005

MEMORANDUM FOR ALMAJCOM-FOA/CV

FROM: HQ USAF/CV
1670 Air Force Pentagon
Washington, DC 20330-1670

SUBJECT: Common Delivery of Installations Support (CDIS)

In the coming months, OSD will begin a joint effort to create a Department-wide framework for the common delivery of installation support. This framework includes the establishment of new Installation Support (IS) policies along with common definitions, tiered performance standards, and metrics for installation support services to be called Common Output Level Standards (COLS). COLS would be applicable across all installations and form the basis of consistent host-tenant agreements such as the Joint Basing arrangements described in the recent BRAC announcement. See attached bullet background paper for more details on CDIS.

In July 2005, OSD will begin forming Service Standards Teams (SSTs) to develop DoD-wide Common Output Level Standards for all IS services. SSTs will be composed of DoD installation management functional experts, customers, and organizational stakeholders drawn from all the Military Components and relevant organizations within OSD. SSTs will meet in the Washington DC area in one-week sessions to accomplish the following objectives for each IS function:

- Develop common definitions for all IS services
- Identify and define discrete sub-functions for each IS service
- Establish standards of performance at four discrete output levels
- Formulate metrics to evaluate performance at each output level
- Collect rough order costing information for each sub-function

I have charged the IS functionals on the Air Staff with assembling the absolute best subject matter experts from across the Air Force to ensure success in the SST effort. As much of the functional expertise lies outside the Air Staff, many members of your respective MAJCOMs/Bases may be handpicked to participate in this effort. See attached SST schedule.

Our full attention must be committed to ensuring that CDIS policies include AF IS principles and that COLS accurately reflect all elements of our installation support programs. To ensure the Air Force synchronizes its effort on this important and far-reaching initiative, I have appointed AF/ILE as the HAF executive agent for CDIS. AF/ILE will work directly with OSD to facilitate communication, provide implementation support, and serve as liaison between the HAF/MAJCOM functionals and OSD.

As you can imagine, the CDIS initiative could have a profound impact on how the AF delivers trained Expeditionary Combat Support (ECS) forces to the warfighter, and on how installation support services are provided to the AF team at home station. I am confident that with your assistance, OSD and the military departments will develop a model that provides consistent and high quality installation support services at the best value possible, while preserving our ECS warfighting capability. My action officer for this effort is Lt Col Pat Ryan, AF/ILEP, 703-604-5295.



T. MICHAEL MOSELEY
General, USAF
Vice Chief of Staff

Attachments:

1. CDIS Background Paper
2. SST Schedule

cc:

DISTRIBUTION C

BULLET BACKGROUND PAPER

ON

COMMON DELIVERY OF INSTALLATION SUPPORT (CDIS)

PURPOSE: To provide information on the Common Delivery of Installation Support

BACKGROUND:

- In Oct 04, OSD (I&E)'s Installation Capability Council (ICC) chartered a working group to create a DoD-wide framework for the Common Delivery of Installation Support.

DISCUSSION

- **What is CDIS?** CDIS is a framework that will consolidate agreed to installation support functions at adjacent or nearby installations under one Military Department in order to reduce duplication and save money. The goal of CDIS is to provide consistent and high quality installation support (IS) services DoD-wide at the best value possible. It is also envisioned to assist DoD Components in apportioning and managing limited resources for IS activities. CDIS initiative consists of two components -- Policy and Common Output Level Standards (COLS).

- **What Installation Support services are under CDIS?**

Facility Operations (RPS)	Environmental	Force Protection/LE/Security
Financial Mgt	Safety/Occ. Health	Laundry/Dry Cleaning
Family Services	Procurement	Command Management
- Unaccompanied Housing	Human Resource Mgt	Public Affairs
Religious Services	Protocol	Supply/Fuels/Munitions
Transportation	Vehicles & Equipment	Management Analysis
- Family Housing	Legal	MWR Services (Cat A, B, & C)
Info Mgt/Communication	IG	Food Services
Child Development	Airfield Ops/Mgt	Range Ops/Mgt
Port Ops/Mgt		

- **CDIS Policy.** New CDIS policies will be captured by updating existing installation management guidance, specifically DoD Directive 4001.1, *Installation Support Management*, and DoD Instruction 4000.19, *Interservice and Intragovernmental Support*. COLS will be codified in a new DoD Manual, which will be updated annually.

-- Policy will be shaped through a series of cross-Service "pilot studies" that will be conducted between Jul and Dec of 2005. Proposed pilot studies include:

- Anacostia-Bolling-Naval Research Base (Navy Lead)
- McGuire-Ft Dix-Lakehurst (AF Lead)
- Ft Lewis-McChord (Army Lead)

-- Guiding principles for CDIS policy development include:

- Define a process to conduct CDIS Analysis for defined situations (e.g., adjoining bases, BRAC, co-located missions, etc.).
- Define a process to develop CDIS support agreements (SA) to include using a higher headquarters-lead "Installation Support Task Force" to facilitate tailored CDIS agreements
- Mandate the use of COLS to ensure support agreements are enduring and enforceable
- Establish a governance framework to preserve the integrity of the CDIS Analysis process, ensure SA compliance, and ensure tenant safeguards are built into all support agreements
- Prescribe Support Agreement approval/arbitration authorities
- Mandate transparent reporting - laterally and vertically

- **Common Output Level Standards (COLS).** In Jul 05, OSD will form Service Standards Teams (SSTs) to develop Common Output Level Standards for all IS services. SSTs will be composed of DoD installation management functional experts, customers, and organizational stakeholders drawn from all the Military Components and relevant organizations within OSD. SSTs will meet in one-week sessions to accomplish the following objectives:

- Develop common definitions for all IS services
- Identify and define discrete sub-functions for each IS service
- Establish standards of performance at four discrete output levels
- Formulate metrics to evaluate performance at each output level
- Collect rough order costing information for each sub-function

- **BRAC '05** recommendation calls for the following 12 Joint Basing arrangements:

- Joint Base (JB) Pearl Harbor-Hickam, HI (Navy lead)
- Navy Base Guam / Andersen, GU (Navy lead)
- JB Anacostia-Bolling-Naval Research Lab, DC (Navy lead) *
- JB Ft Lewis-McChord, WA (Army lead) *
- JB Ft Myers-Henderson Hall, VA (Army lead)
- Charleston/Naval Weapons Station Charleston, SC (AF lead)
- JB McGuire-Ft Dix-Naval Air Station Lakehurst, NJ (AF lead) *
- JB Andrews-Naval Air Facility Washington, MD (AF lead)
- JB Elmendorf-Ft Richardson, AK (AF lead)
- Lackland/Randolph/Ft Sam, TX (AF lead)
- Langley/Ft Eustis, VA (AF lead)

* Designated pilot study locations

- CDIS policy and COLS will initially be used to craft tailored Support Agreements at the Joint Bases designated in BRAC '05, should it become law. In the future, CDIS policies will be applied at select locations while COLS are envisioned to be used DoD-wide.

RECOMMENDATION: None, for information only

Service Standards Teams (SST) Schedule

<p>18 Jul – 22 Jul Installation Safety / Occupational Health</p>	<p>3 Oct – 7 Oct Environmental Conservation Installation Movement CIVPERS Administration</p>
<p>8 Aug – 12 Aug Religious Services Unaccompanied Personnel Housing Food Services</p>	<p>17 Oct – 21 Oct Information Technology Management Analysis Law Enforcement, Security Guard/ Physical Security, Force Protection (includes Brigs)</p>
<p>15 Aug – 19 Aug Supply, Storage, Distribution – includes POL Family Centers Public Affairs</p>	<p>24 Oct – 28 Oct Range Operations Command Management Base Communications (includes Visual Info and Printing/Publications)</p>
<p>29 Aug – 2 Sep Family Housing Supply, Storage, Distribution – Munitions Legal Support</p>	<p>14 Nov – 18 Nov Financial Management MILPERS Services MWR Categories A and B</p>
<p>12 Sep – 16 Sep Laundry & Dry Cleaning Procurement Operations Base Support Vehicles and Equipment</p>	<p>28 Nov – 2 Dec Airfield Operations Port Operations MWR Category C - includes Lodging</p>
<p>19 Sep – 23 Sep Child and Youth Programs Inspector General Environmental Compliance and Pollution Prevention</p>	<p>Notes: 1. An effort to model the requirement for Facilities Operations (formerly Real Property Services) is currently underway. Therefore, Facilities Operations will not undergo the SST process at this time. 2. Facilities Operations includes: utilities, pest control, custodial, refuse Collection, grounds & pavement maintenance, real property leases, fire protection & emergency management, real property management & engineering services.</p>

* Schedule is subject to be changed by OSD(I&E)

Mandzia, Lesia, CIV, WSO-BRAC

From: Hamilton Mark Col AF/SGE
Sent: Monday, August 22, 2005 2:07 PM
To: Mandzia, Lesia, CIV, WSO-BRAC
Subject: Requested COBRA Files.

Attachments: COBRA_san antonio field trng_22Aug05.pdf; med 016R_w-field trng site.CBR; COBRA_basic med_ft sam_22Aug05.pdf

Lesia-
Working a memo from the AF Vice Chief to you on the Brooks City Base recommendation.

Here's the rest of the COBRAs you asked for.

Mark

*This includes: Wilford Hall + BAWC
and
Basic, Specialty + Field Trng.*

Field training at San Antonio
Original Med-0016
Payback 10 years
NPV \$476.2M
1x Cost \$1,040.9M
ARS \$129.0M

Revised Building at Camp Bullis
Payback 10 years
NPV \$465.4M
1x Cost \$1,049.8M
ARS \$128.9M

The addition of Specialty field trng



COBRA_san antonio field trng_2...
med 016R_w-field trng site.CBR...

Basic training only at Ft Sam
Payback is 17 years (vs. 8 years for Basic & Specialty)

NPV is \$7M cost (vs. \$266M savings for Basic & specialty)

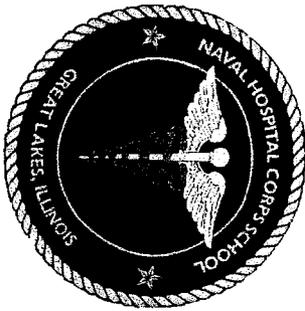


COBRA_basic med_ft sam_22Aug05



**Naval Hospital
Corps School**

*Copy sent
in folder
Museum notes*



CAPT M. H. Lemon
Commanding Officer
June 01, 2005



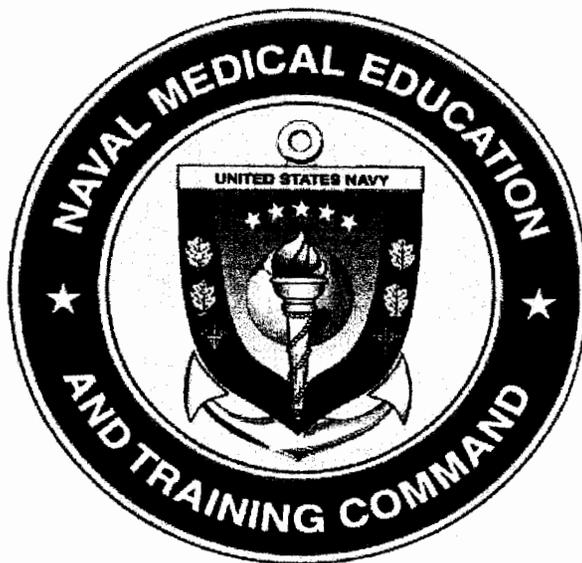


Navy Medicine's Education and Training Alignment



**NSHS
San Diego**

**NSHS
Portsmouth**

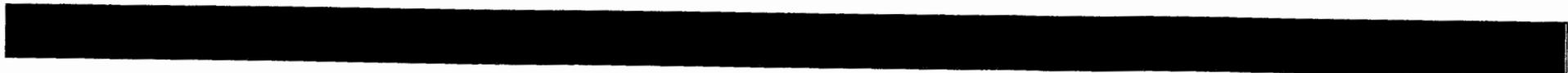


**NHCS
Great Lakes**

**NOMI
Pensacola**

A

**NMETC Headquarters
Bethesda**





NHCS History



- HM Rating established 1898
- NHCS established 1917
 - One of the first two schools at NAVSTA GL
- Consolidated NHCS "A" school San Diego to Great Lakes - 1997
- Merging of DT rate with HMs - 2005

consolidation in 1998

san diego

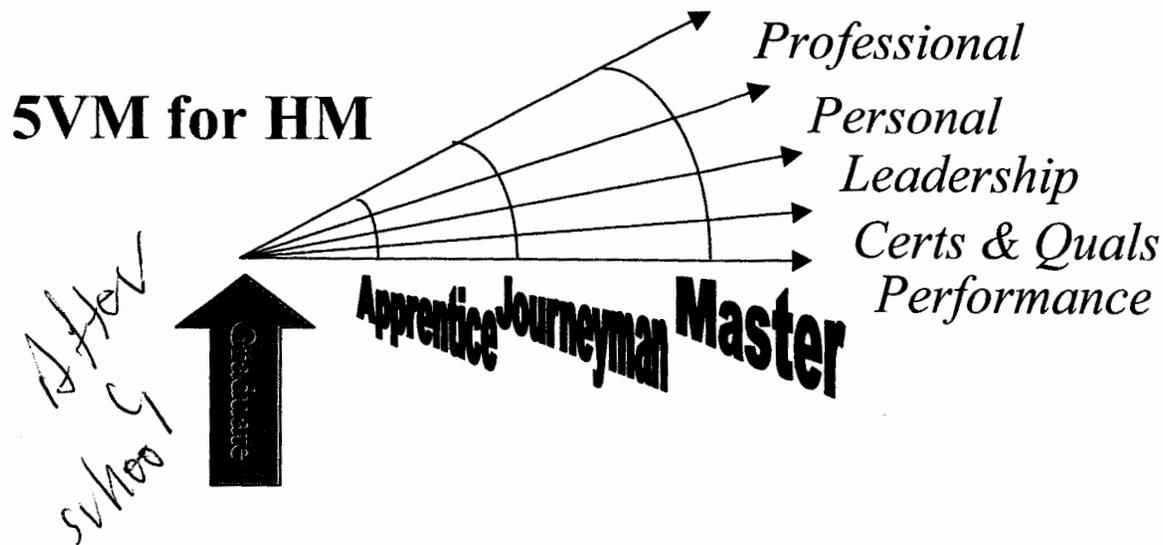
pilot



Mission



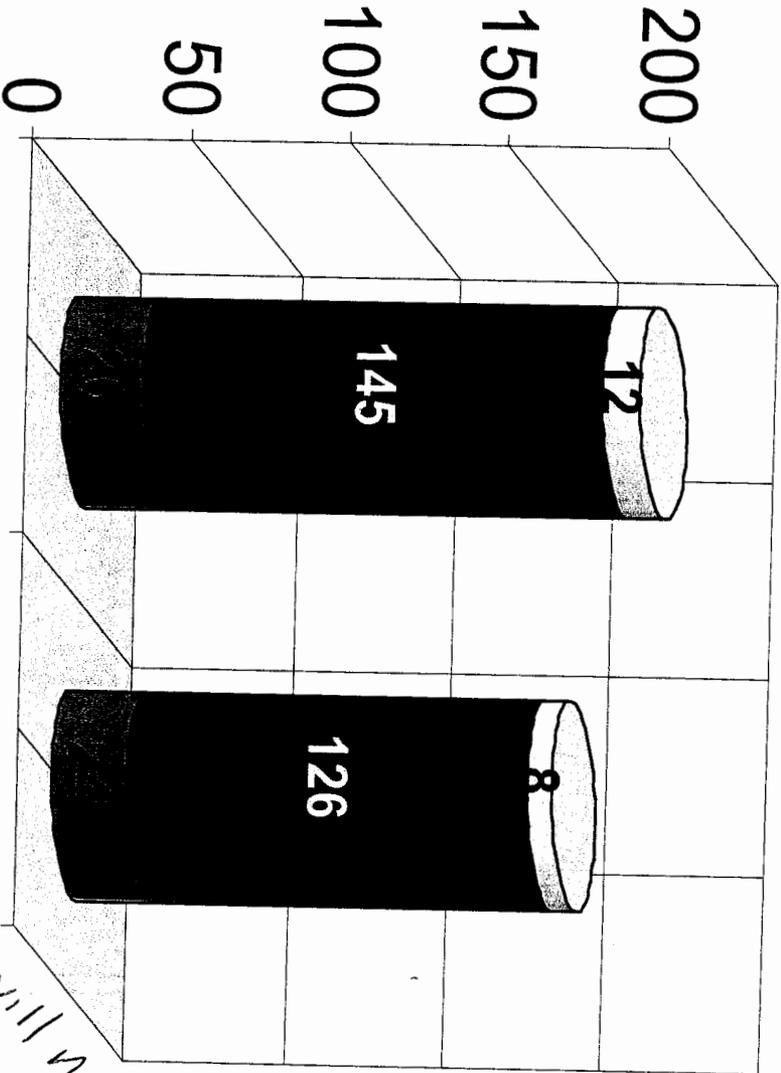
- To train Sailors to perform as Basic Navy Hospital Corpsmen who enter the 5 Vector Model at the apex of the apprentice level



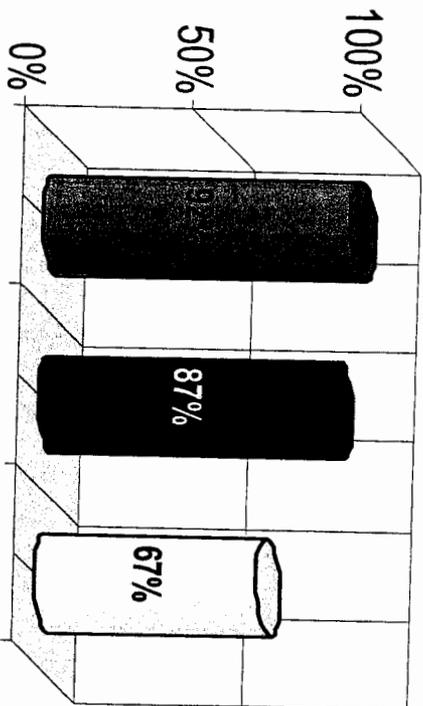


Manning

(Snapshot: May05)



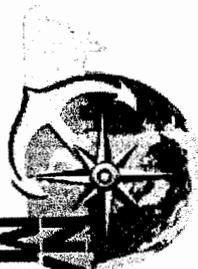
■ Officers ■ Enlisted □ Civilians



will not move
No contact w/overstuffed 10-150

DCN: 11934

Source: EDVVR (POB1 0505), ODVVR & AMD



World Class Care... Anytime, Anywhere

NAVAL MEDICINE

FY05/06 Gains



- +22 Dental Tech billets from Shepard AFB

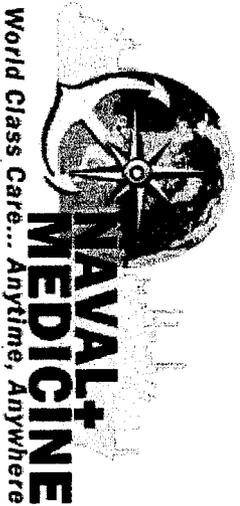
Naval Dental Training

- 3 Admin
- 19 Instructors (9502)

- +2 Surgery Tech Billets from NMETC - 9502
- x 2/1*

DCN: 11934

Source: NMETCINST 1553.1, CNETINST 5310.4E



HM/DT Merger



- Rationale for HM/DT merger
 - BUPERS does not maintain a rating with less than 2000 personnel
 - Increase wartime medical capabilities of dental technicians
 - Better advancement opportunities for dental technicians
- Pilot revised curriculum June 2005
 - Expected +300 Dental Technician students annually
- Full implementation beginning FY06



Dental "A" Strand



- Dental Technician follow-on training
- Focus: basic dental chair-side assisting
- Reasons for pullout at Shepard Program
 - Minimal clinical practice during program
 - Lack of flexibility in quota control
- 5 week curriculum
- 20 students class

*will have
clinical exp. in 6L
↓
major concern*



Reserve Integration

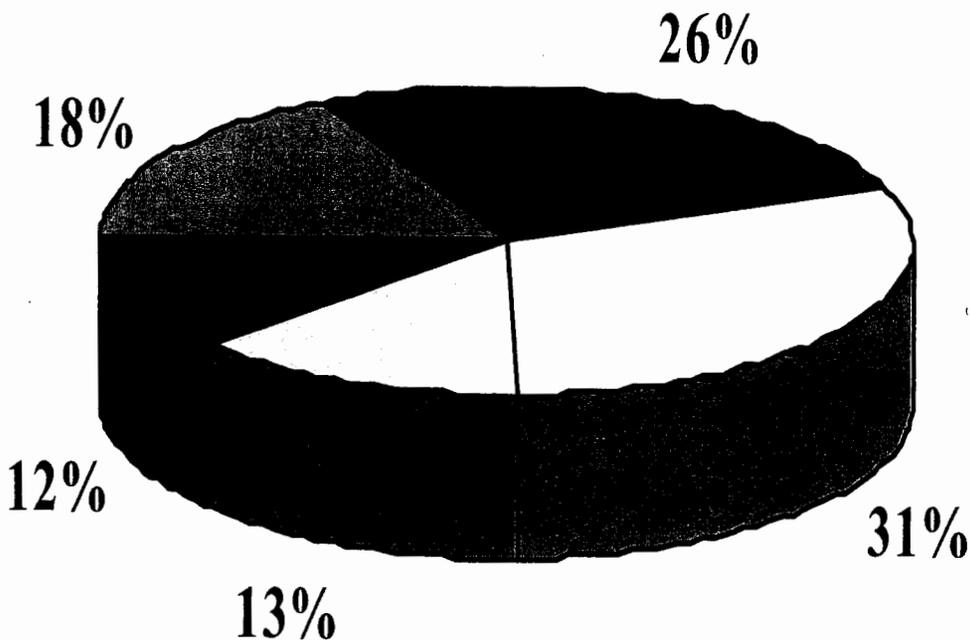


- Resident training when funding available
- On-line curriculum developed by Raytheon Corp.
 - Didactic done at reserve centers
 - 2 week clinical skills testing at NHCS
- Raytheon product will need revision with Dental Tech merger

[• Army/AF train reservists by resident training only]



14 Week Curriculum

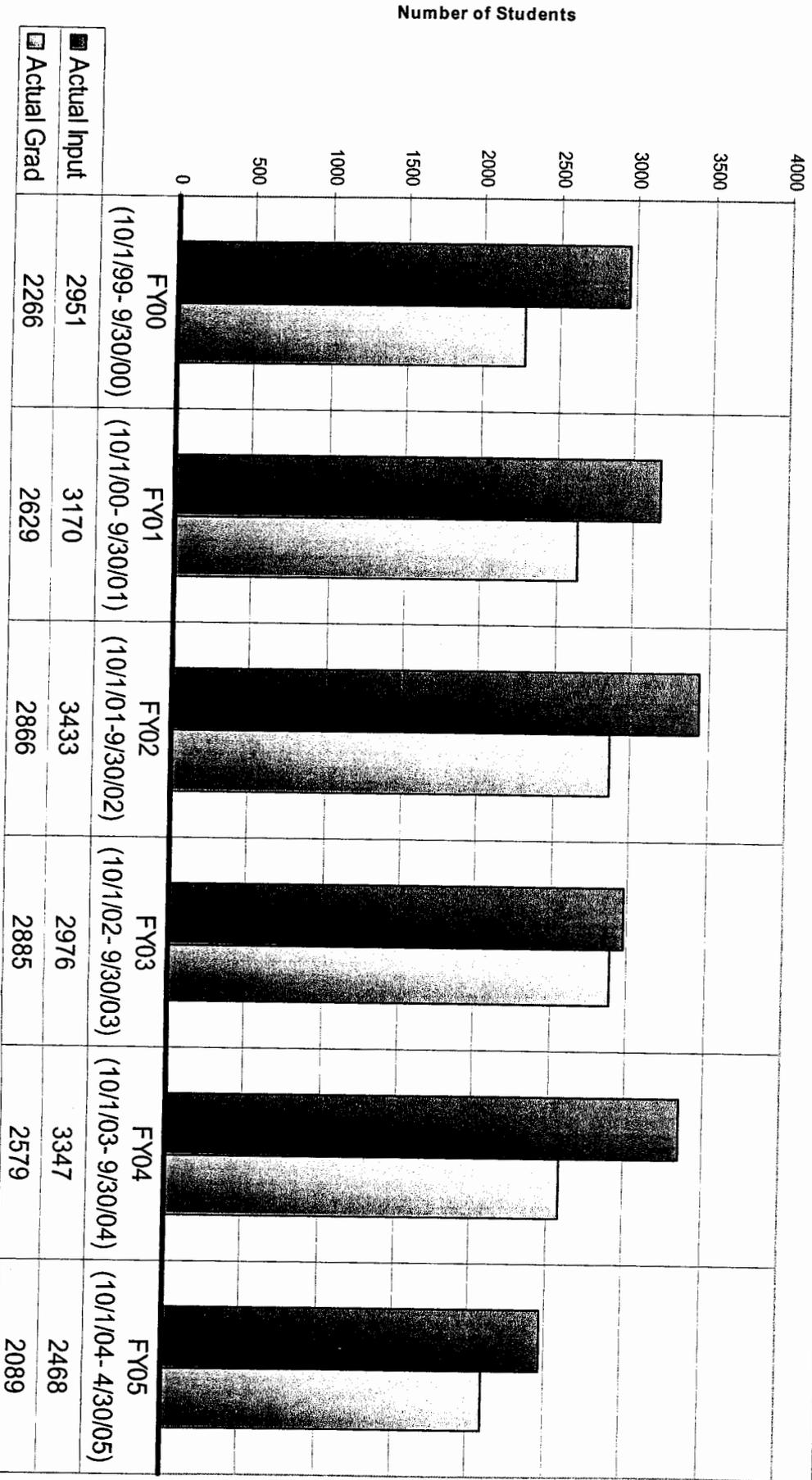


- Fundamentals
- Emergency Care
- Nursing Procedures
- Clinical Rotation *- VA and OPLS*
- NMT/Health Promotion



World Class Care... Anytime, Anywhere

FY Comparison Student Numbers



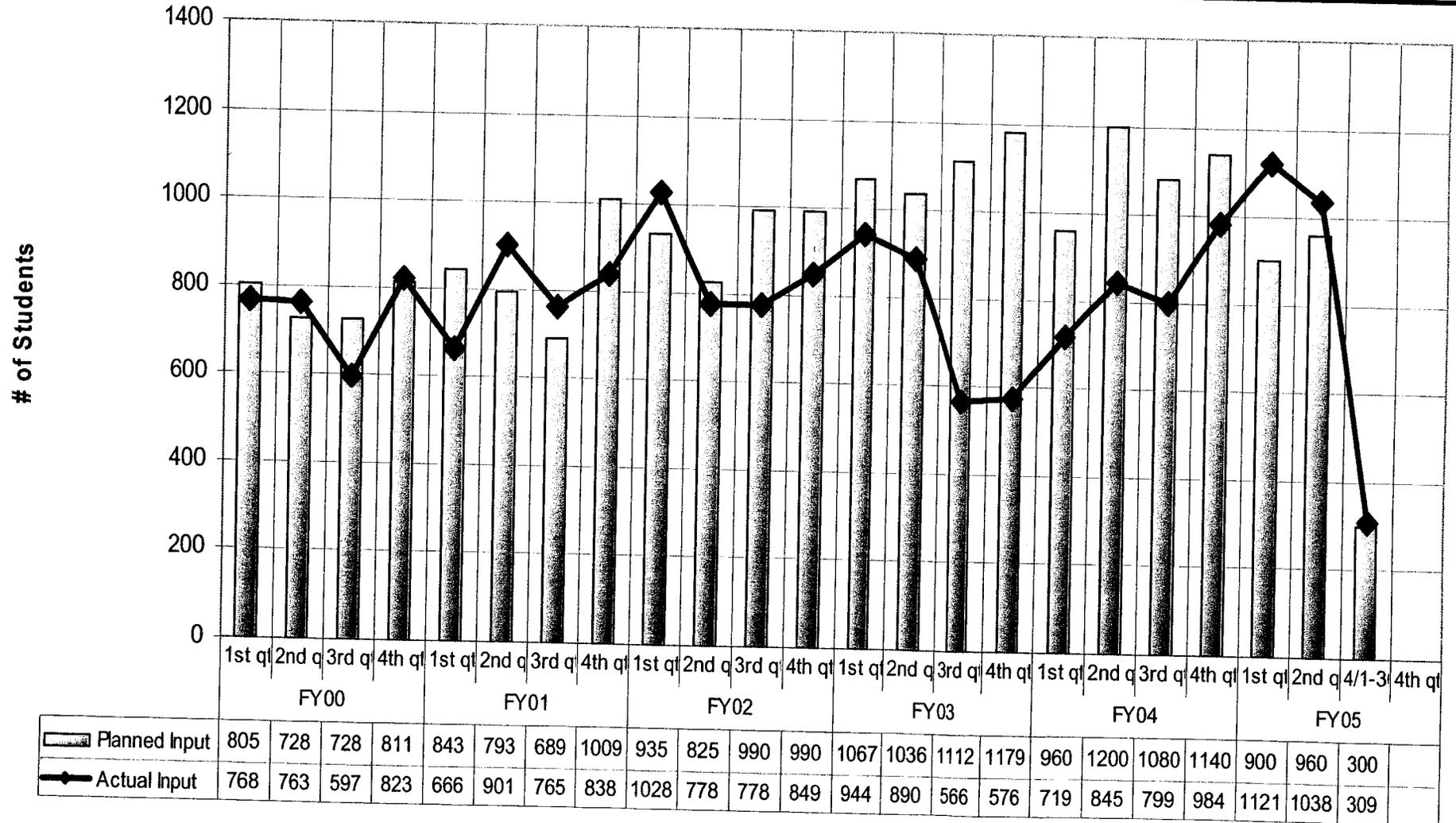
Increased student load of 4850 is projected out to 2011

*BRAC
The number of = 4850*

Source: CFTARS Report TST810R



FY Comparison Student Numbers

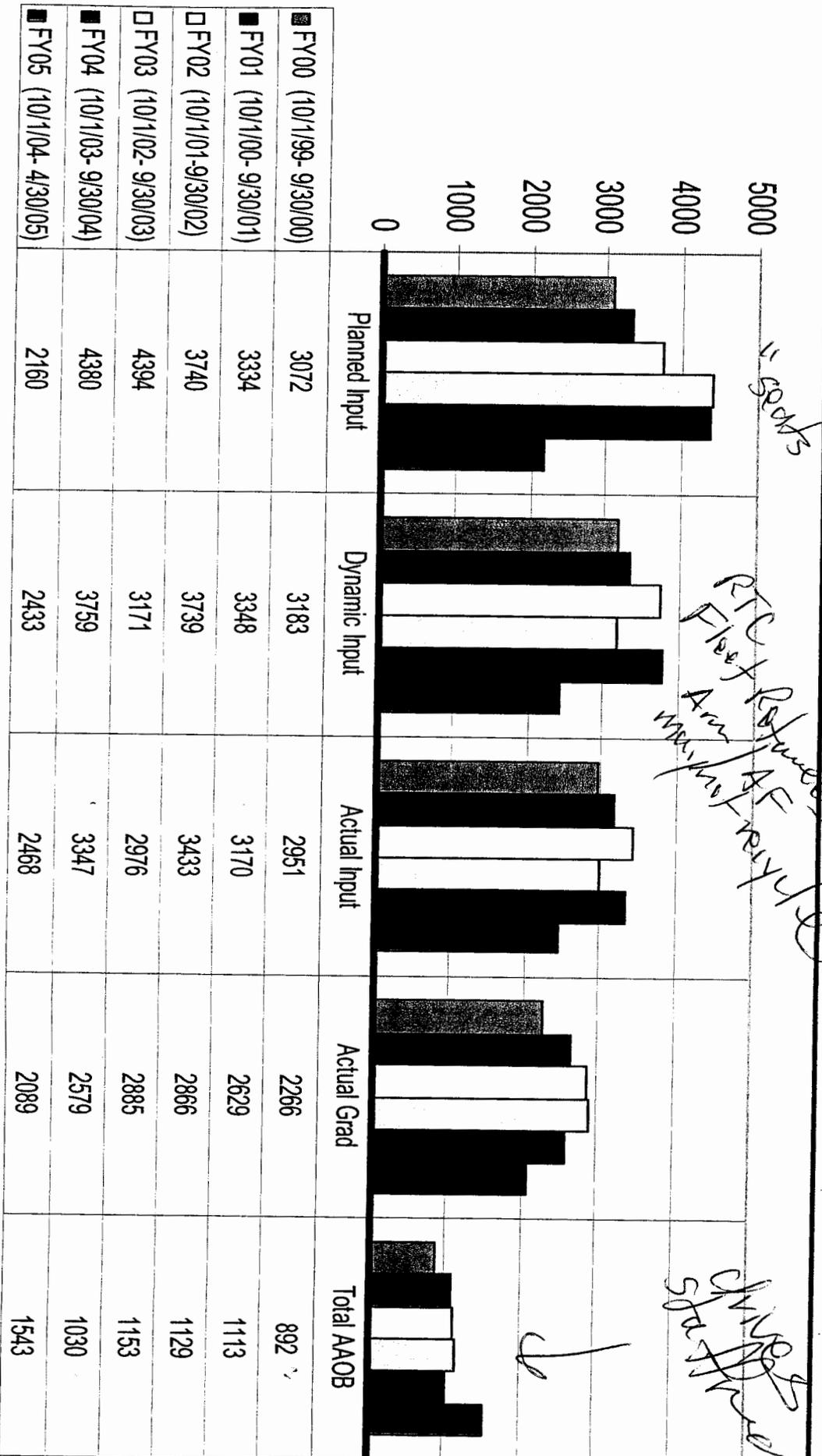


Source: CETARS Report TST810R: Quarterly Comparison: Planned & Actual Input



World Class Care... Anytime, Anywhere

FY Comparison Student Numbers



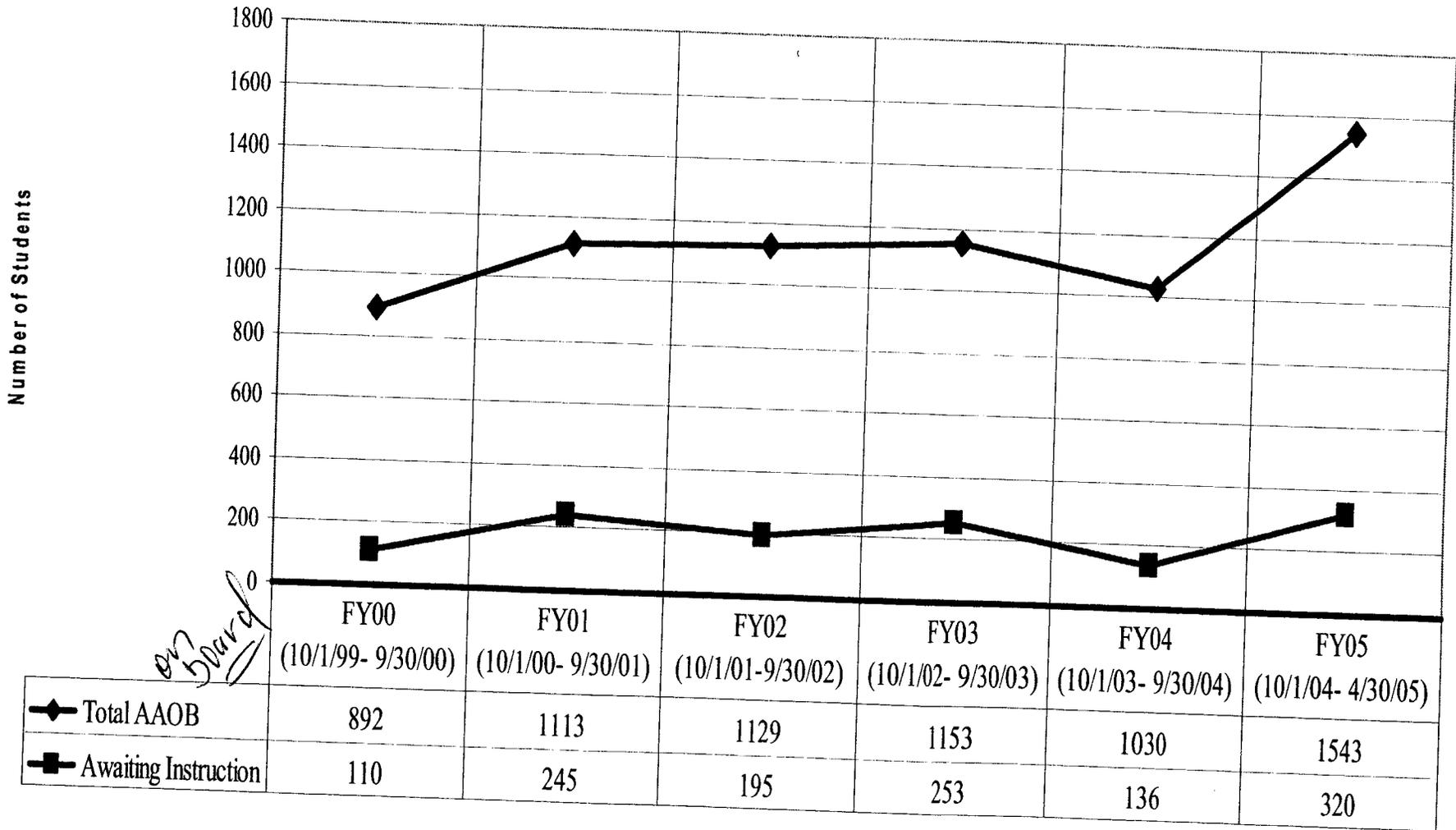
DCN: 11934

Source: CETARS Report TRST810R



FY Comparison

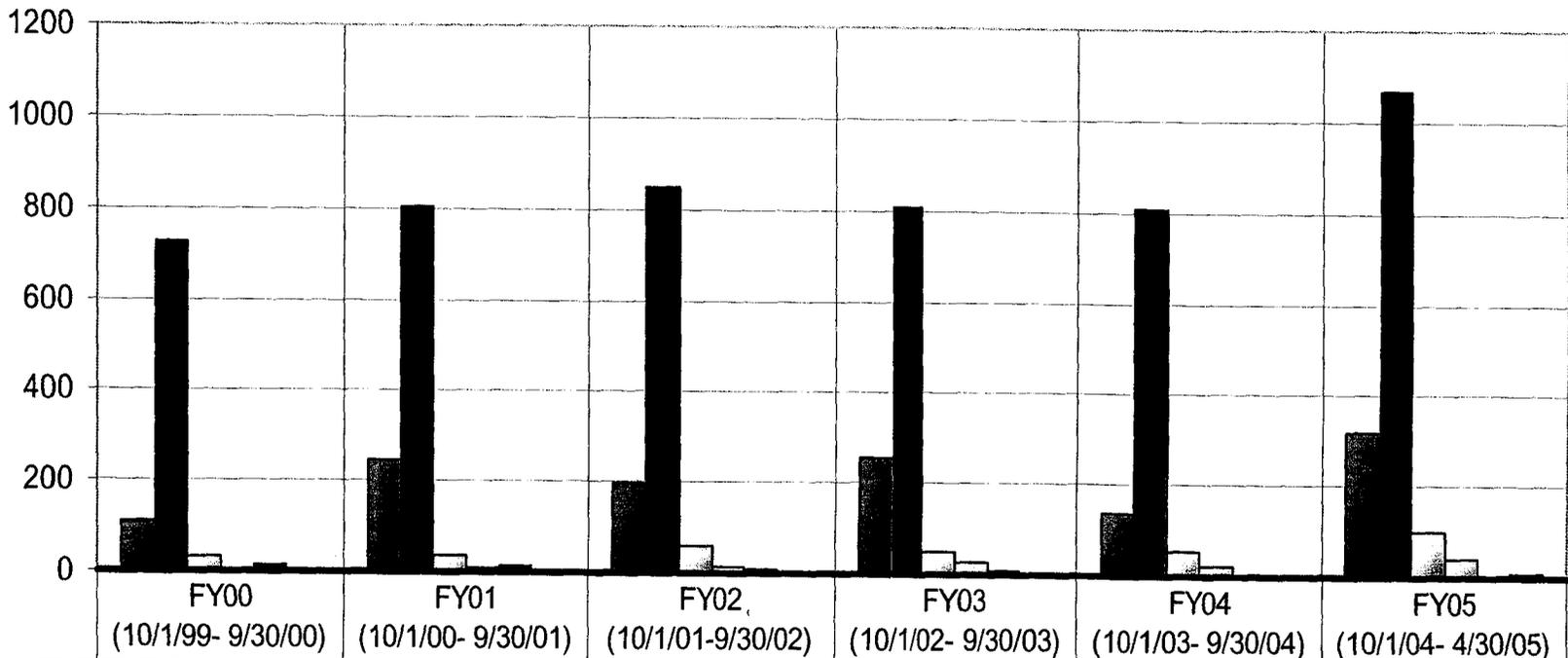
Actual Average on Board





FY Comparison

Actual Average on Board



cks on board until Detachment

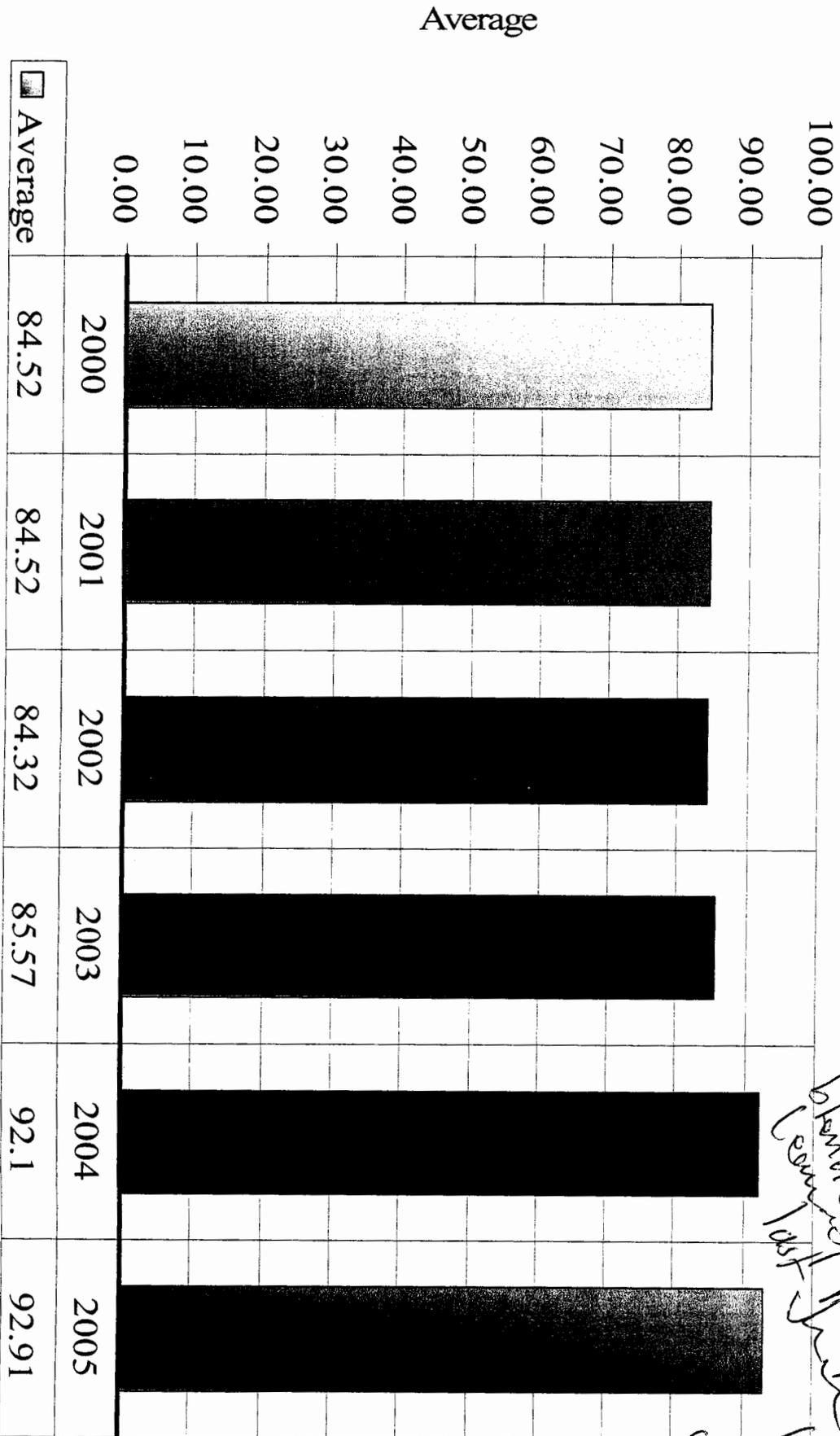
	FY00 (10/1/99- 9/30/00)	FY01 (10/1/00- 9/30/01)	FY02 (10/1/01-9/30/02)	FY03 (10/1/02- 9/30/03)	FY04 (10/1/03- 9/30/04)	FY05 (10/1/04- 4/30/05)
■ Awaiting Instruction	110	245	195	253	136	320
■ Under Instruction	727	804	848	809	808	1067 -
□ Interruption of Instruction	32	35	59	52	53	99
□ Awaiting Transfer	5	11	15	27	25	43 -
■ Hold Legal	13	15	8	11	4	5
■ Hold Medical	6	4	4	2	4	10



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NAVAL MEDICINE

Grade Point Average



*blended
course last year*

*130
mas
class
EFV
Powers
& 18
Trainin
Pax's*



Cost to Train



Classroom Instructor Led Training:

- 96 days x \$141.37/student/day = \$13,571 (ideal)
- 103 days x \$141.37/student/day = \$14,561 (w/ 1 week indoc)
- 113 days x \$141.37/student/day = \$15,833 (actual IA FY04)

Blended Learning:

- 72 days x \$141.37/student/day = \$10,179 (ideal)
- 79 days x \$141.37/student/day = \$11,168 (w/ 1 week indoc)
- 97 days x \$141.37/student/day = \$13,713 (actual IA FY05)

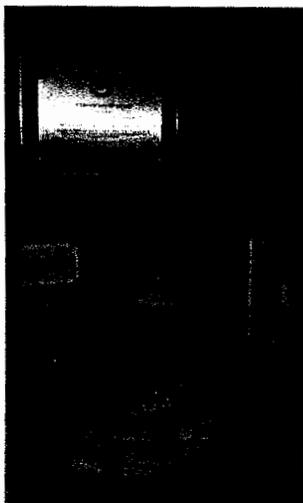


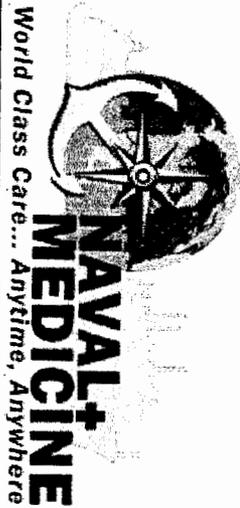
Cost To Move



- Bachelor Enlisted Quarters Furnishings \$2.8M
 - 80 single person rooms for fleet returnees
 - 380 4-person rooms for E-4 and below
 - Initial outfitting cost required +\$\$
 - Current furnishings beyond cyclical replacement
- HM Historical Center \$9.1K

estimator fee





Cost To Move



- Total Tonnage for Move 138 Tons
- Information Technology 94 Tons
- Academics 30 Tons
- Audiovisual, Teleconferencing, TV Studio 14 Tons





Tri-Service Program Comparison



2003 site visits

	Navy	Army	Air Force
Annual Input	4850	7000	2800
Weeks	14	16	14
Instructor/ Student Ratio	<u>Didactic</u> 1:60 <u>Lab</u> 1:8 Non-invasive 1:6 Invasive	<u>Didactic</u> 2:60 <u>Lab</u> 1:6 Non-invasive 1:4 Invasive	<u>Didactic</u> 1:25 <u>Lab</u> 1:8
SimMan	32	132	2
EMT Curriculum Hrs	151	200	229
Graduate Status	Basic HM Certificate	National Registered EMT	National Registered EMT College credit

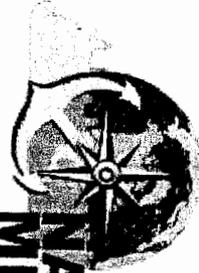
Army and Air Force data based on 2003 site visit



Benefits/Advantages ^{of Collocation}



- Students
 - Potential College Credit (AF model)
 - EMT (Army Doctors)
 - Standard Curriculum
- ↳ integration will be a hurdle
- ↳ Navy forces - emergency
- Staff
 - Efficiencies in equipment/facilities
 - Efficiencies in manpower, dollars and operational readiness
- Share resources
- Curriculum integration



World Class Care... Anytime, Anywhere

**NAVAL+
MEDICINE**

Optimal Outcomes



- Joint war fighting capabilities
- Integration between services
 - Broad implications for detailing to a need versus a service specific billet
- Improve delivery systems for all basic medical training
- Eliminates redundancies and training inconsistencies
 - Uniformity of instruction





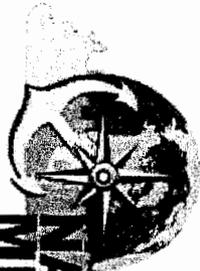
Impact on Mission Capabilities



- Decreased throughput during transition
- Civilian personnel assets - *NOT MON*
- Surge capacity

blend of m / operators





World Class Care... Anytime, Anywhere

NAVAL MEDICINE

Implementation Considerations



- Infrastructure Fort Sam Houston
 - BQs full
 - Using trailers for classrooms
- Facility Construction
 - BQs: fleet returnee standard vs E4 & below
 - State-of-the-Art ILE classroom
- Cost of 3 PCS moves in 1 year
 - RTC, A School, & 1st Duty assignment
 - Base Ops and Support
 - PSD at Ingleside/Corpus Christi, TX
- Rear Party for closure of current facilities

Added costs

Need at Ft-Sam



Implementation Considerations



- No specific curriculum recommended by JCSG
- **ITRO** may be the structure to work within

Need for early joint working team to integrate curriculum and command structure/organization

Intensive Training Organization

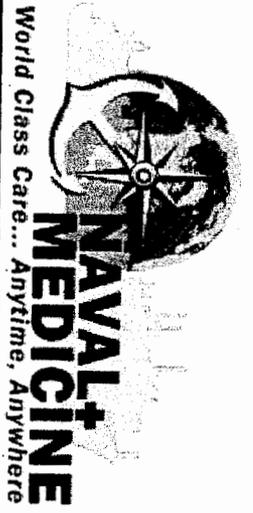
Navy / Local CO opinion

- Future of integrated learning (ILE)
- Future of HM/DT merger
- Quality of DT training
- Differences in reserve training philosophy
- Loss of Sailorization

to merge Navy

- Critical that each school have senior representation on integration team
- NETC/NPDC Revolution-In-Training advances
- Joint venture vs co-location





Expected Implementation



- Single year 2008 —

realistic
↳
Infrastructure





base - (C)
Potential Alternative
Recommendations



1. Joint medical enlisted "A" school at Great Lakes
 - Naval Hospital Great Lakes converted to classroom structure
 - Galley already exists within NHGL
 - Would require BQ MILCON - *EX POWS 18*
 - Potential EMT and clinical training with civilian agencies
 - Collaborative use of "Battle Stations 21" at RTC
2. Each service retains separate training facilities at current locations *5 JTFV3*
Q 30



Itinerary

for

GENERAL JAMES T. HILL (USA, RET) 2005 DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSIONER

20 JUNE 2005



Purpose of Visit: Sheppard AFB BRAC site visit

Host: General James A. Whitmore; Commander, 82d Training Wing

Members of Distinguished Visitor Party:	DV Suite Assigned
General James T. Hill (USA, Ret)	n/a
Mr. Ray S. Carroll, Jr., Senior Analyst, BRAC Commission	n/a
Ms. Lesia Mandzia, Analyst, BRAC Commission	n/a

82 TRW/CC

Brig Gen James A. Whitmore
DSN 736-2324
or (940) 676-2324

Base Ops

DSN 736-6474 / 2180
(940) 676-6474
Fax DSN 736-3365

Command Post

DSN 736-6266 / 2616
(940) 676-6266
Fax DSN 736-7113

Protocol

Capt Jeanine Hatfield
Mrs. Deanna Taylor
DSN 736-2123 / 2783
COML (940) 676-2123 / 2783
CELL (940) 704-8603

20 June, Monday continued**All Sheppard Personnel: UOD**

Departure Time	Arrival Time
-------------------	-----------------

Briefs Attended by is continued:

Colonel Rebecca (Becki) Russell	82d Medical Group Commander
Colonel Kimberly Siniscalchi	882d Training Group Commander
Colonel Denise Ridgway	782d Training Group Commander
Colonel Beverly Wright	82d Mission Support Group Commander
Colonel Samuel (Sam) Lofton III	82d Training Group Commander
Chaplain (Lt Colonel) Michael Lovett	82 TRW Chaplain
Lt Colonel Douglas Crabb	982 Training Group Deputy Commander
Major Mike Young	82 TRW Public Affairs Chief
Major Troy Holroyd	82d Deputy Staff Judge Advocate
Mrs. Mary Koger	82 Training Wing Training Operations
Mrs. Jarret	82 Training Wing Plans and Programs
Captain Hatfield	82 TRW Protocol Chief
Mr. Mike McKito	82 TRW Public Affairs

1335	Depart via small DV van for 882d Training Group (Bldg 1900) Escorted by: Brigadier General Whitmore Accompanied by: Mr. Carroll Ms. Mandzia Major Young Captain Hatfield Mr. McKito
1345	Arrive Bldg 1900 for WalkingTour of Campus and Readiness Site Met by: Colonel Siniscalchi
1440	Depart via small DV van for 80 th Flying Training Wing Escorted by: General Whitmore Accompanied by: Mr. Carroll Ms. Mandzia Major Young Captain Hatfield Mr. McKito
1450	Arrive Headquarters, 80 th Flying Training Wing Met by: Colonel Kendall
1455	Walk to Wing Conference Room for 80 FTW mission brief Briefed by: 80 th FTW Mission briefer Attended by: General James T. Hill, (USA, Ret) 2005 BRAC Commisioner Colonel Jeffrey B. Kendall 80th Flying Training Wing Commander Colonel Schneider 80 th Operations Group Commander Mr. Ray S. Carroll, Jr. Senior Analyst, BRAC Commission Ms. Lesia Mandzia Analyst, BRAC Commission Mr. Joesph (Joe) Spann 80 FTW Chief, Executive Programs Lt Col David Reth 80 OSS/CC Lt Col Richard McCool 88 FTS/CC

20 June, Monday continued**All Sheppard Personnel: UOD**

Departure Time	Arrival Time
-------------------	-----------------

Wing Mission Brief Attended by is continued:

Lt Col Salvatore Romeo	90 FTS/CC
Lt Col John McDevitt	89 FTS/CC
Major Young	82 TRW Public Affairs Chief
Captain Hatfield	82 TRW Protocol
Mr. McKito	82 TRW Media Relations Chief

1515	Depart for windshield tour 80 FTW area Escorted by: Colonel Kendall Accompanied by: Mr. Carroll Ms. Mandzia Major Young Captain Hatfield Mr. McKito
------	---

1525	Arrive Visitor's Center for departure from base
------	---

1530	Depart Sheppard AFB (press conference outside main gate) Departing DV: General James T. Hill, (USA, Ret), 2005 BRAC Commisioner Accompanied by: Mr. Carroll Ms. Mandzia
------	--

Sheppard AFB itinerary complete



Meeting your Health Care needs World Wide



Welcome to the TRICARE Military Treatment Facilities (MTF) Locator

Friday, May 20, 2005

Sheppard AFB Hospital (82nd Medical Group)

MTF Name: Sheppard AFB Hospital (82nd Medical Group)

Address: 149 Hart Street, Suite 1
Sheppard AFB, TX 76311-3478

Web Site: <http://www.sheppard.af.mil/>

Main Phone: 940-676-1847

Hours: Open 7:30 a.m. to 4:30 p.m. Monday through Friday
24-hour service available in the Acute Care Clinic
1st Wednesday of each month hospital closed from 1:30 p.m. through 4:30 p.m. for training

*Med-10
basic specialty
+ track
2963 gals*

Options

- [Get Directions](#)
- [Return to search results](#)
- [Return to search options](#)

Other

- [What is an MTF?](#)
- [All TRICARE Plan options work at MTF.](#)
- [Prime is the usual choice for patients who use the MTF.](#)
- [More MTF information helps you make choices.](#)

Making an Appointment

Phone Number: 940-676-1847

Additional Information:

Appointing also available through patient account using www.tricareonline.com web site

Prime enrollees may be able to make an MTF appointment online at www.tricareonline.com.

Specialties

- Audiology / Speech Pathology
- Clinical Psychology
- Dietetics
- Family Medicine
- Internal Medicine
- OB/GYN
- Optometry
- Orthopedics
- Pediatrics
- Physical Therapy
- Psychiatry
- Surgery
- Developmental Pediatrics
- Podiatry
- Population Health (wellness)
- Psychology
- Social Work
- Substance Abuse

Pharmacy

Phone: 940-676-6310

Hours: 7:30 a.m. to 6:00 p.m. Monday through Friday

Additional Information:

Main pharmacy refill phone number - 940-676-5979
Satellite shop available for call-in refills only - 9:00 a.m. through 6:00 p.m. Monday through Friday, phone - 940-676-5709
1st Wednesday of each month facility closed from 1:30 p.m. through 4:30 p.m. for training.

Additional Information

Advice Line: Acute Care Clinic 676-2333

After Hours Care: Acute Care Clinic 676-2333 or 67-medic

In case of an emergency:

Any health problem that presents a threat to life, limb or sight call 911 or go directly to the emergency room at United Regional Health Care System (11th street Campus) at 1600 11th Street, Wichita Falls, TX or to the nearest emergency facility.

Other Information:

Customer Service

BCAC - n/a

DCAO - n/a

Additional Customer Service Information

Other Customer Service Phone Number: 940-676-6064

Other Customer Service Email Address:

Mary.Gogo@sheppard.af.mil

Other customer service information:

Patient advocate available in each clinic area

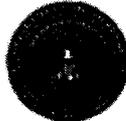
The TRICARE/Military Health System Web site www.tricare.osd.mil is the official Web presence of the Office of the Assistant Secretary of Defense (Health Affairs) and the TRICARE Management Activity Skyline 5, Suite 810, 5111 Leesburg Pike, Falls Church, VA 22041-3206

Need to file a [claim](#)?

Please e-mail the following for: TRICARE benefits and program questions: questions@tma.osd.mil;

Web site technical issues, or if you [see something wrong?](#) on the Web site

The content of this page was updated on Friday, January 14, 2005.





82d Training Wing



Replenishing the Combat Capability of America's Armed Force



Mission Briefing

Integrity - Service - Excellence



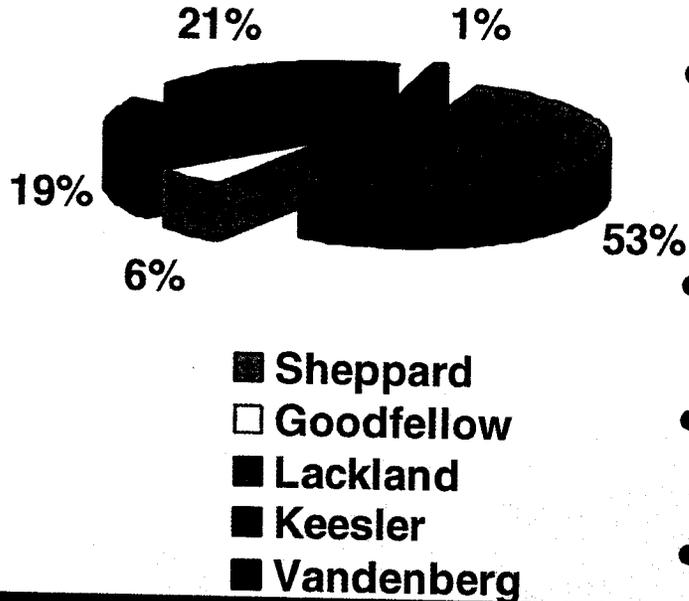
Mission and Vision

Global Training to Sustain Warfighter Capability

THE Training Center of Choice... Today and Tomorrow



82d Training Wing



- Sheppard
- Goodfellow
- Lackland
- Keesler
- Vandenberg

- Sheppard courses produced **53%** of all graduates in AETC in FY04
- NPS Avg daily student load = 6,500
- Total students at Sheppard = 7,040
- Distance learning = 5,200
- Training at 73 GSUs = 3,317
- FY04 graduates = 92,853





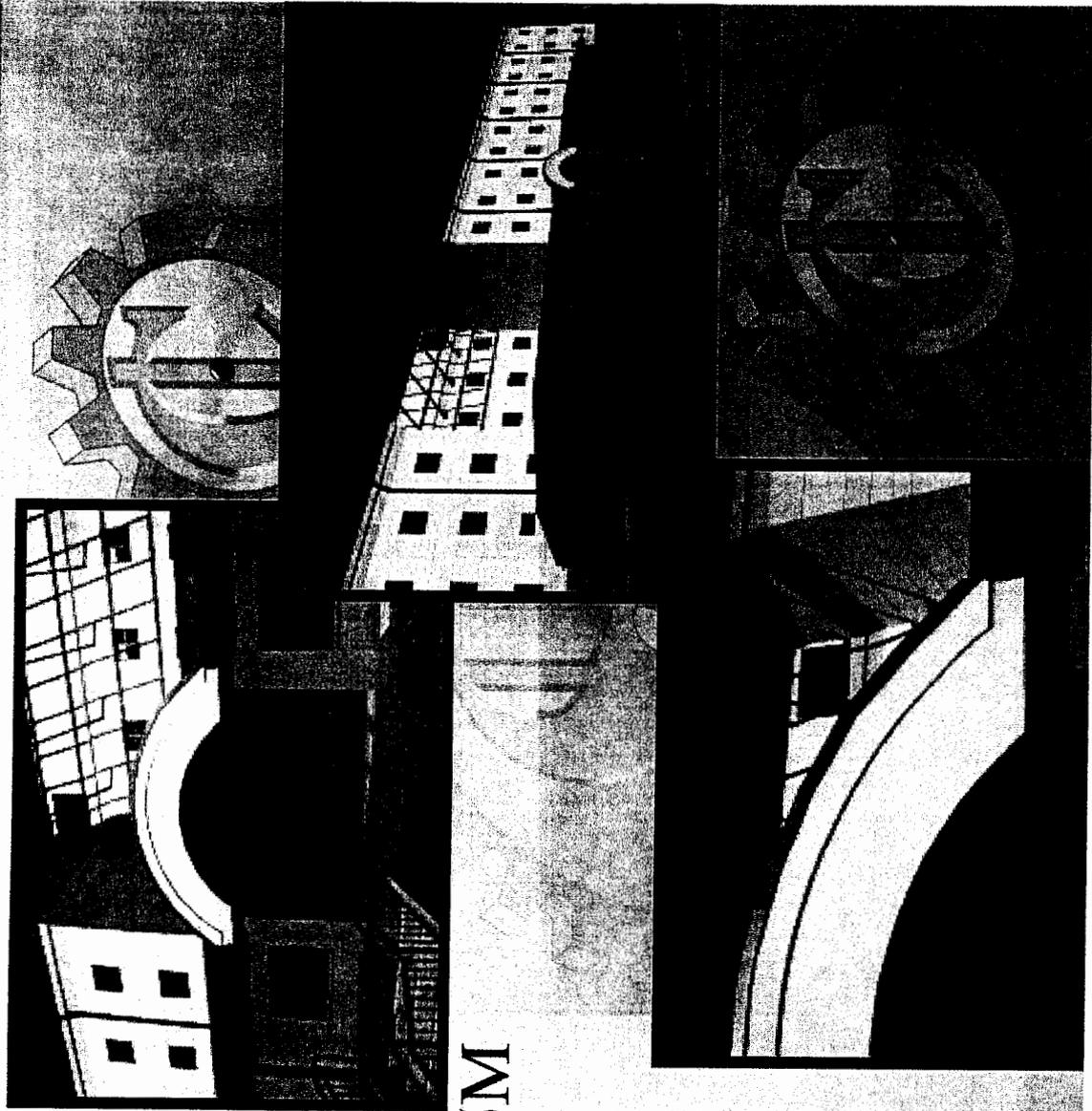
Manpower



	On-Base	GSUs	Total
Officers	690	30	720
Enlisted	2,565	1,315	3,880
Civilians	1,126	87	1,213
NAF	432	0	432
AAFES	311	0	311
Contractors	1,632	0	<u>1,632</u>
TOTAL			3,188



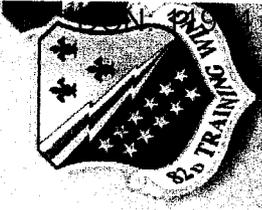
Budget



- O&M -- \$267.1M
- MILCON -- \$33.3M
- Civilian Pay -- \$79.5M
- NAF
 - MWR -- \$4.84M
 - Lodging -- \$5.43M



Senior Leadership




82nd T R W C C
Gen Whitmore



82nd T R W C V
Col Atkinson



Wing Staff Agencies
 *TO *MED/EEQ
 *FM *PG
 *HC *SE
 *IG *XP
 *JA



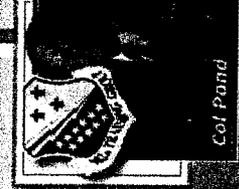
82nd T R G
Col Linton



782nd T R G
Col Ridgeway



892nd T R G
Col Simiscalcar



892nd T R G
Col Pond



892nd T R G
Col Russell



892nd T R G
Col Wright



82 TRG

Colonel Samuel Lofton, Commander



360 TRS--Crew Chief Training for Heavy A/C
A/C MXS/Muns Officers, Plans &
Scheduling/Analysis, Det at Ft Eustis:
Helicopter Maintenance



361 TRS--AGE, Engines, Egress,
Survival, Fuels, Life Support, Dets at
Pensacola: ASM, NDI and Aberdeen
Proving Grounds: Metals Tech, Vehicle
Body Repair



362 TRS--Crew Chief for Fighter A/C



363 TRS--Nuclear and Conventional
Armament and Munitions



	Officers	Enlisted	Civilians	Total PP	Students
On Base	34	684	175	891	5,227
Off Base	3	115	31	149	505



782 TRG

Colonel Denise Ridgway, Commander



364 TRS--Telecommunications and Aircraft Systems Maintenance



365 TRS--Avionics Maintenance



366 TRS--CE, Fuels, Vehicle Operation (Detachments at Ft Leonard Wood, Gulfport, and Eglin)



367 TRSS--(Hill AFB) Aircraft maintenance training production for ACC/AMC, Video production support for AF/DoD customers, Combat Camera



	Officers	Enlisted	Civilians	Total PP	Students
On Base	17	558	205	775	2,657
Off Base	15	322	29	366	724



882 TRG

Colonel Kim Siniscalchi, *Commander*



381 TRS--Dental, Medical Readiness,
Physicians Assistant



382 TRS--Biomedical, Healthcare



383 TRS--Nursing, Clinical, Aerospace
Medical, Surgical Services



882 TRSS--Supports:

- Course development, information systems, and student accounting functions
- 201 courses/symposia annually.

Responsible for 40 buildings on 94 acres



	Officers	Enlisted	Civilians	Total PP	Students
<i>On Base</i>	72	454	79	605	1,641
<i>Off Base</i>	6	12	1	19	620



982 TRG

Colonel Gary Pond, *Commander*



372 TRS

- 27 Detachments/OLs CONUS and OCONUS
- Fighter Aircraft



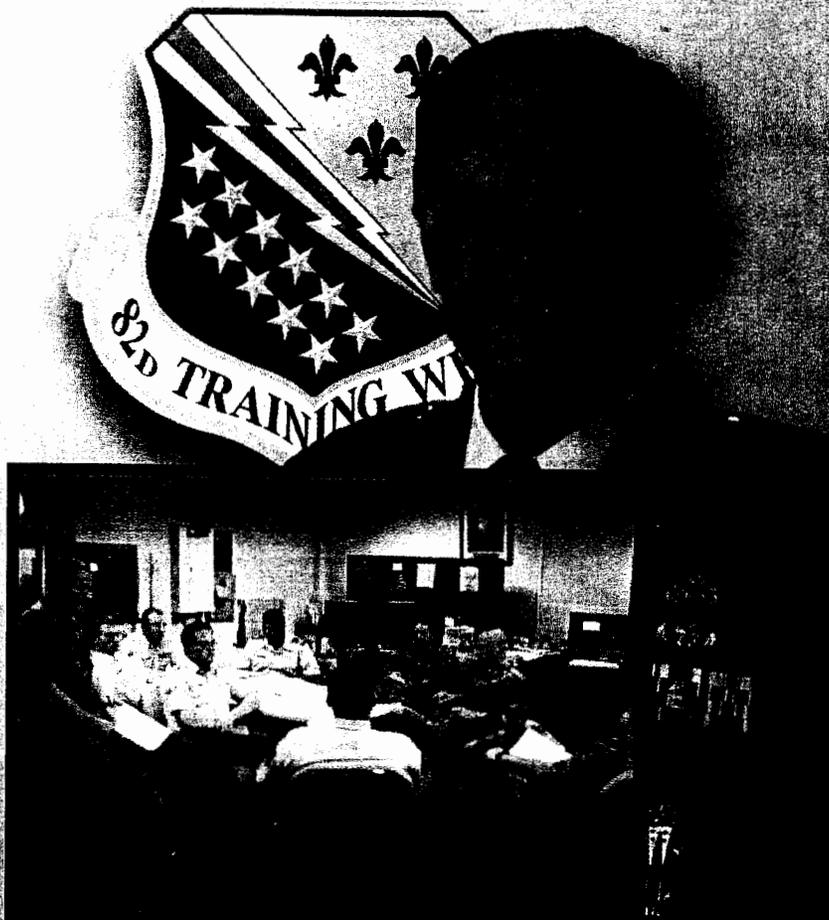
373 TRS

- 17 Detachments CONUS
- Heavy Aircraft



982 MXS

- Top-quality trainer maintenance and development



	Officers	Enlisted	Civilians	Total PP	Students
<i>On Base</i>	10	74	69	153	0
<i>Off Base</i>	14	985	23	1,022	1,168



82 MDG

Colonel Rebecca Russell, Commander



82 AMDS--Provides medical support for training and wartime readiness missions



82 MDOS--Ensures medical readiness capability in support of worldwide Air Force operations



82 MDSS--Providing administrative, management, and diagnostic-therapeutic support services essential to health promotion and quality health care



82 DS--Delivers comprehensive oral health care to ensure the wartime readiness



Officers	Enlisted	Civilians	Total PP
152	350	77	579

On Base





82 MSG

Colonel Beverly Wright, *Commander*



82 CES--Supports the 82 TRW & Euro NATO Joint Jet Pilot Training Program



82 CONS--Provides contracting support



82 CS--Provides communications and information services



82 LRS--Provides transportation, supply services, and fuel support



82 MSS--Provides personnel, education services, enlisted PME



82 SFS--Provides force protection, law enforcement and security



82 Services--Provides fitness, food service, lodging and more



	Officers	Enlisted	Civilians	Total PP
<i>On Base</i>	58	519	978	1,555



AFRC/Joint/International Personnel



ANG/AFR

- 561 ANG students
- 408 AFR students

Army

- 30 students in the 366 TRS
- 149 students in the 882 TRG

Navy/Marines

- 89 students in 366 TRS
- 122 students in 882 TRG

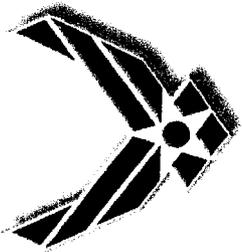
International Students

- 43 Countries/147 Graduates/39 courses Attended

Faculty

- 68 Army
- 72 Navy
- 4 Marine
- 1 Coast Guard
- 1 Japanese Officer





Facilities



Constructing 8 pipeline dorms

- 600 beds each
- Project 8,400 bed spaces without triple bunking by 2010

New dining facility

- Seat 1,500 students in 3 hrs



Upcoming construction projects:

- F/A-22 Training facility
- Technical training support facility
- Trainer maintenance & development facility



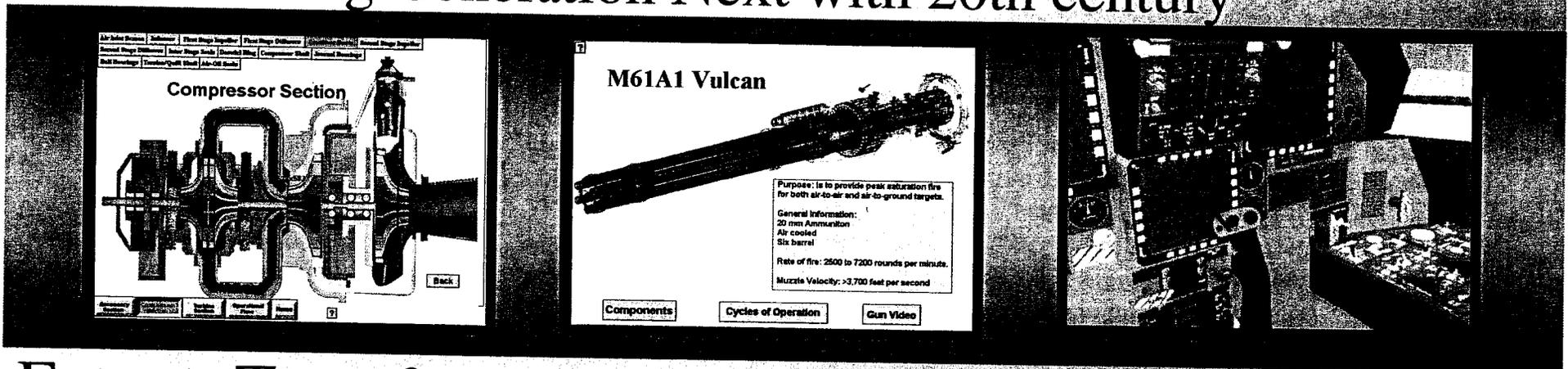


Classroom Transformation



Challenge: Keep pace with global technology revolution

– Teaching Generation Next with 20th century



Future: Transform training to state-of-the-art digital world

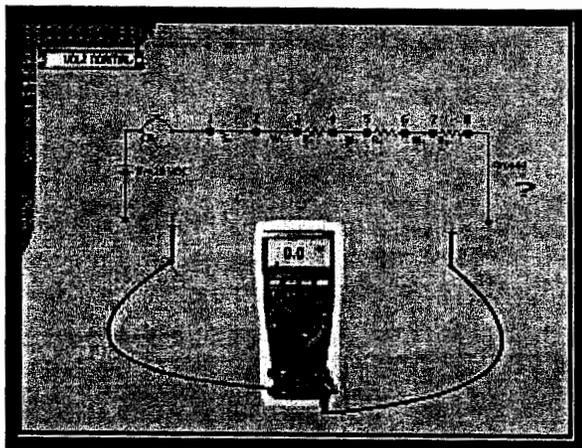
– Interactive 3D computer animations

- Training time reduced - failure rates down



Formula for Success

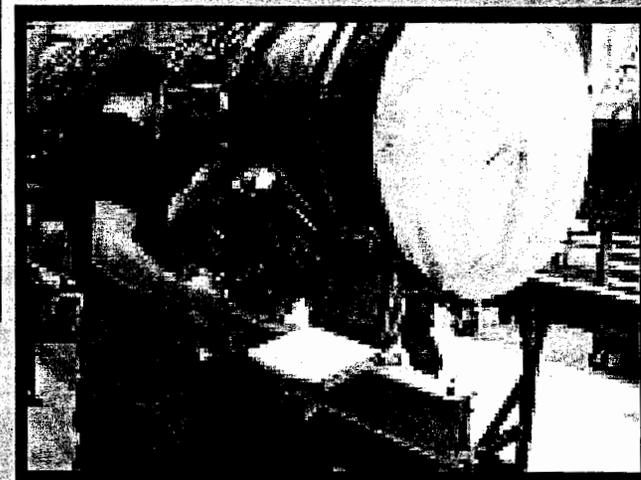
Right Tool



+ Right Time



+ Right Place =



Improving the Opportunity For Airmen's Success!

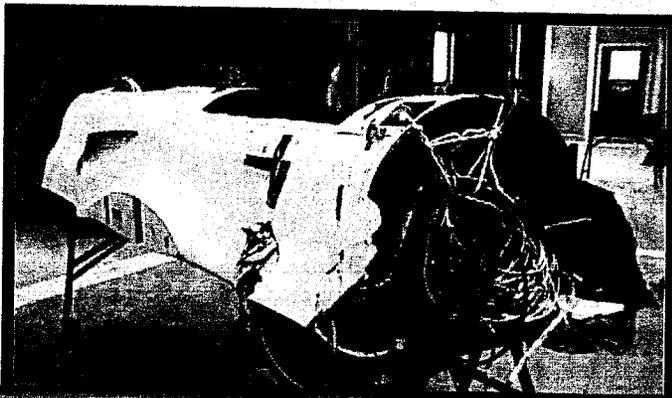


Top Notch Trainers

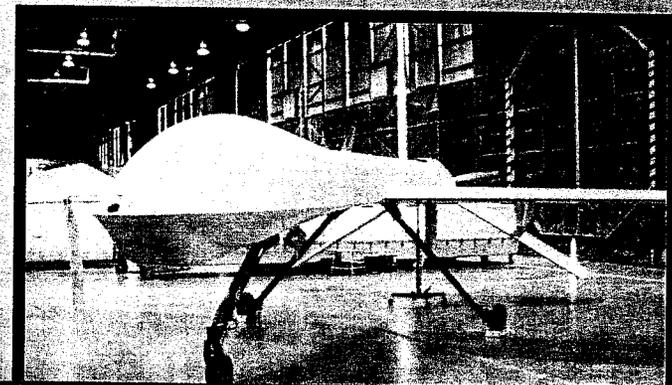


Builds and supports trainers for local and worldwide customers

- Innovative, high tech capabilities and thinking
 - Rebuilt MQ-1 Predator Un-Manned Aerial Vehicle “crashed” assets into viable trainers
 - Saved \$3 million versus contractor bid
 - Saves operational aircraft downtime for training



We received...



and turned into...



Cutting Edge Medical Training



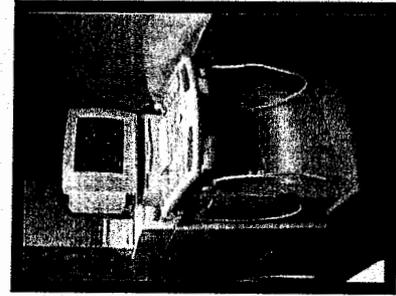
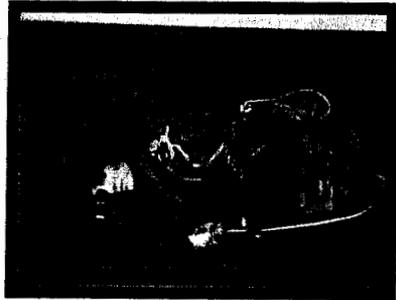
• "Sim-man" - most life-like mannequin in use

- Computer driven scenarios
- Breath, heart, and bowel sounds
- Vary intensity / duration

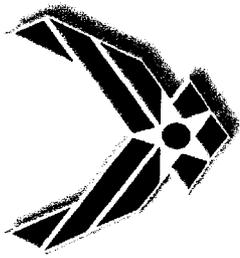


• Portable Ultrasound - most advanced ultrasound ever

- Miniaturized ultrasound integrated with wearable computer
- Cost: \$46,000 vs. \$200,000
- Weight: 5 pounds vs. 300 pounds
- Impact: Examine patient



Send image anywhere instantly



Physical, Spiritual, Emotional and Intellectual Health



- Fitness Incentive Training for Students (FITS)
 - Rewarding students for being “Fit to Fight”
- Concerts
 - Up-and-coming stars!
- Solid Rock Café
 - Hospitality / spiritual nurturing in wholesome atmosphere
- Special Promotions
 - NASCAR, Texas Rangers and much more!
- Heart Link
 - Connecting Families!





Preserving Our Heritage



1928-Historic Airport Terminal



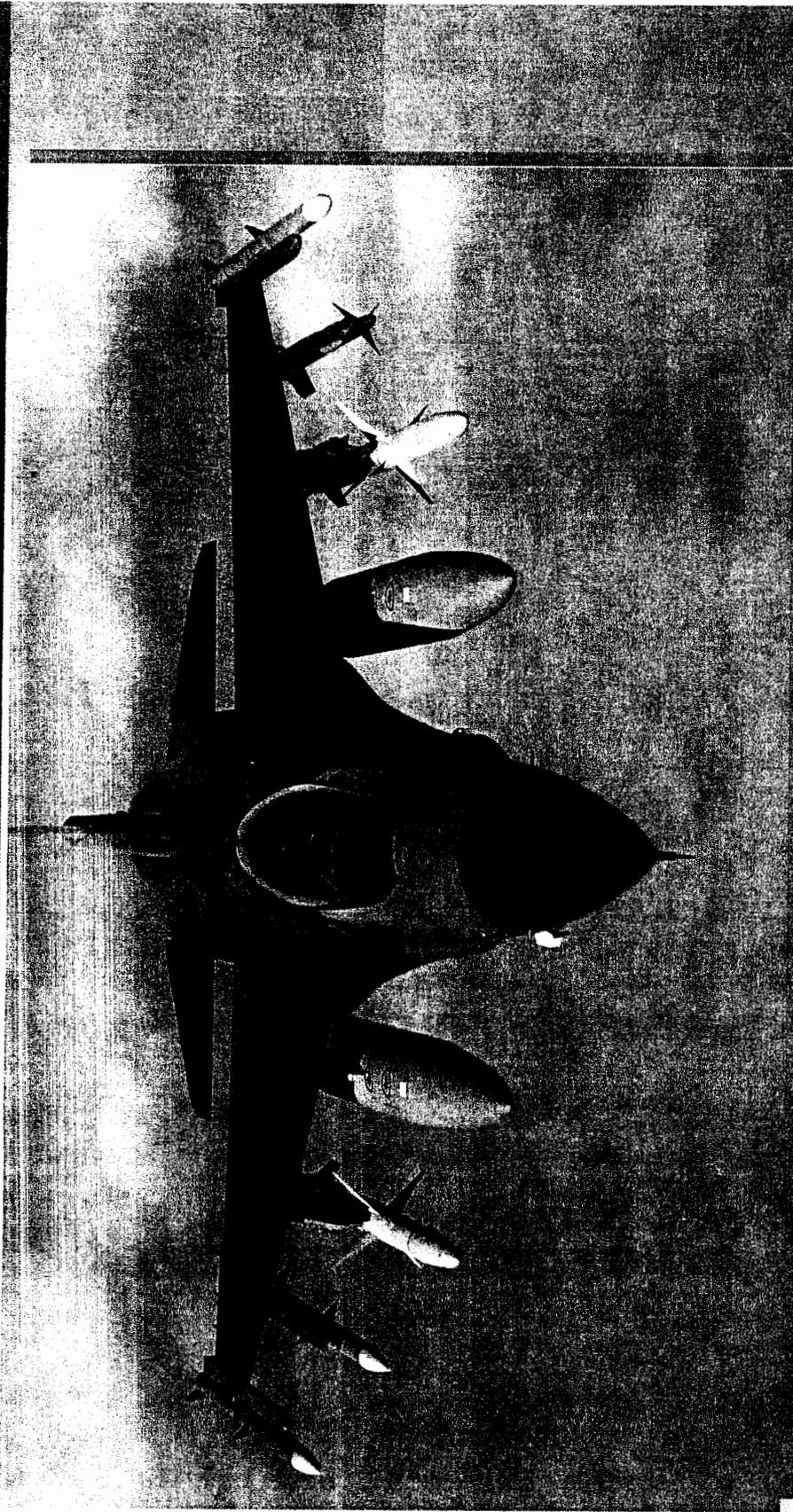
2004-Heritage Foundation

- Influential community leaders preserving history
- Center houses museum and history office

Dedicated 14 Jun 2003 — During Sheppard's Centennial Airpower Celebration

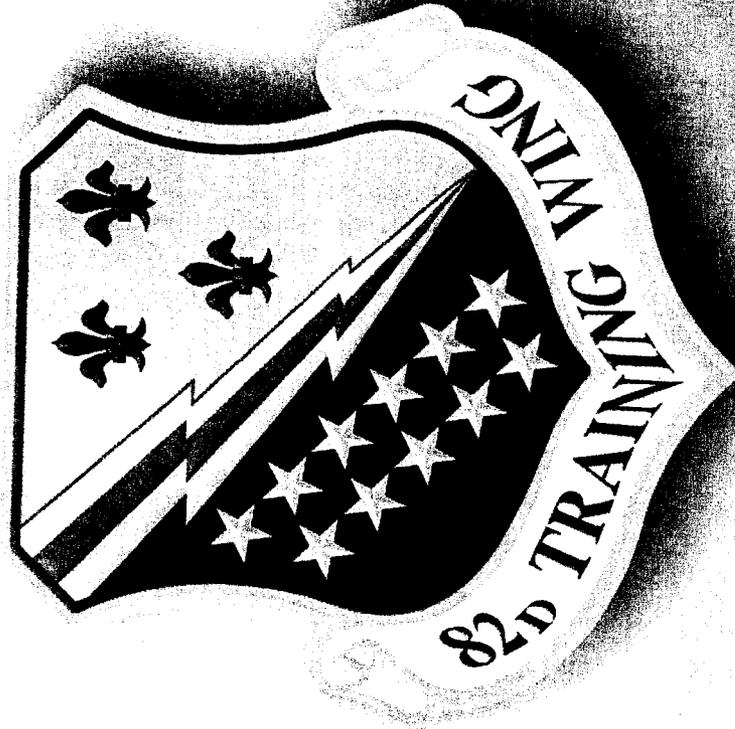


We Create Combat Capability



Global training to sustain warfighter capability.

DCR 1934

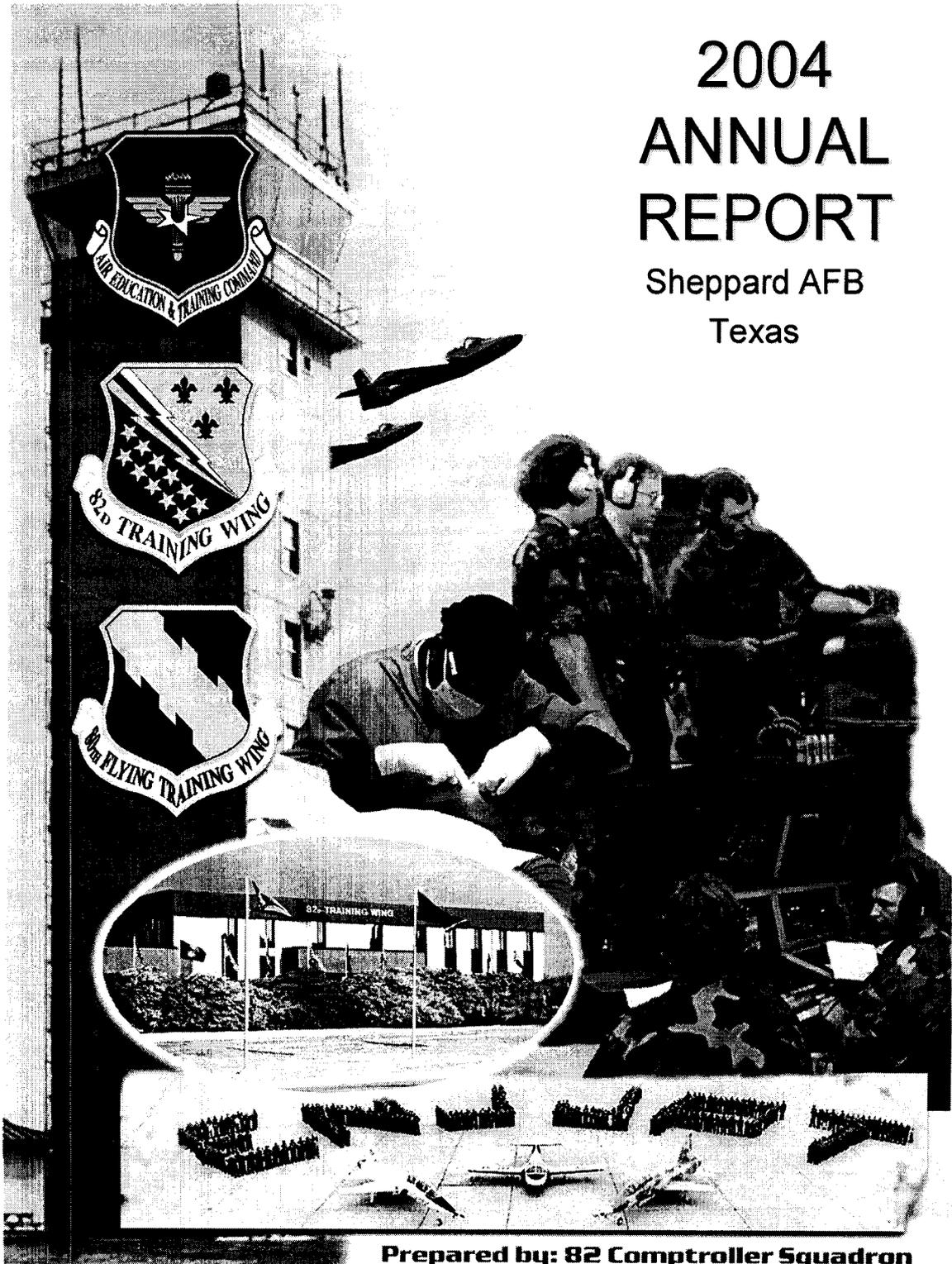


Replenishing the Combat Capability of America's Air Force

Integrity - Service - Excellence

2004 ANNUAL REPORT

Sheppard AFB
Texas



Prepared by: 82 Comptroller Squadron



FORWARD



The Sheppard Air Force Base Annual Report for Fiscal Year 2004 (1 Oct 03 - 30 Sep 04) represents the economic impact of the partnership between Team Sheppard and the Texoma community. The purpose of this publication is to provide unclassified key information to public officials and visitors about the mission and resources of Sheppard Air Force Base.

This report includes information on both host and tenant units. Major areas include: procurement of material, equipment and supplies, construction and contract expenditures, military and civilian personnel and payroll.

Many Team Sheppard organizations aided in the compilation of this economic impact statement. The Financial Analysis Flight of the 82nd Comptroller Squadron would like to thank them for their cooperation and efforts.

ROBERT C. CLAY, Capt, USAF
Flight Commander, Financial Analysis

FINANCIAL ANALYSIS STAFF

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1Lt Calvin Henderson, Deputy Flight Commander
SSgt Jodie Schmidt, NCOIC

Mr. Ty Peoples
Mr. Charlie Sine
Mrs. Dani Hurley

SrA Melissa Wells
Mrs. Patti Oneil
Mrs. Gayla Clarkin



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Sheppard AFB, Texas



Sheppard Air Force Base was named in memory of Senator Morris Sheppard, a former chairman of the Senate Military Affairs Committee. The base was first activated October 17, 1941. During World War II, training was conducted for pilots and mechanics. Today, Sheppard serves as one of **Air Education and Training Command's** (AETC) largest training facilities, home to the **82d Training Wing** and **80th Flying Training Wing**.

The **82d Training Wing** is the host unit, conducting operational and medical training for men and women of the U.S. armed forces and several allied nations. Sheppard is the largest of four operational training wings in AETC and is the most diversified in scope of training. The **82d, 782d, and 882d Training Groups** conduct a wide array of training at Sheppard and at other geographically separated locations around the country. The **982d Training Group** provides weapon systems training at 44 detachments and operating locations worldwide. The **82d Mission Support Group** furnishes civil engineer, personnel, communications, services, security, and law enforcement support for Sheppard's two wings. The Mission Support Group also provides transportation, contracts, supply, and system logistics, which is also responsible for the Combat Readiness of Sheppard's personnel. The Sheppard Hospital is operated by the **82d Medical Group**, offering comprehensive health services for the base's military community.

82 TRW Mission: *"Global Training to Sustain Warfighter Capability"*

82 TRW Vision: *"THE Training Center of Choice...Today and Tomorrow"*

The **80th Flying Training Wing** conducts the **Euro-NATO Joint Jet Pilot Training** (ENJJPT) Program sponsored by the North Atlantic Treaty Organization. This unique program, which began at Sheppard on October 1, 1981, provides fighter-oriented pilot training for 13 NATO countries including: Belgium, Canada, Denmark, Germany, Greece, Italy, The Netherlands, Norway, Portugal, Spain, Turkey, the United Kingdom, and the United States.

80 FTW Mission: *"Provide Combat Airpower by Producing Top Quality Fighter Pilots for the NATO Alliance"*



Sheppard AFB Organizations



82d Training Wing (Host)

82d Wing Staff Agencies	82d Training Group
82d Comptroller Squadron	82d Training Support Squadron
82d Medical Group	360th Training Squadron
Aerospace Medicine Squadron	361st Training Squadron
Dental Squadron	362d Training Squadron
Medical Operations Squadron	363d Training Squadron
Medical Support Squadron	782d Training Group
82d Mission Support Group	364th Training Squadron
82d Civil Engineer Squadron	365th Training Squadron
82d Communications Squadron	366th Training Squadron
82d Contracting Squadron	882d Training Group
82d Logistics Readiness Squadron	882d Training Support Squadron
82d Mission Support Squadron	381st Training Squadron
82d Security Forces Squadron	382d Training Squadron
82d Mission Support Group/Services Division	383rd Training Squadron
982d Training Group	
982d Maintenance Squadron	
372d Training Squadron	
373d Training Squadron	

80th Flying Training Wing (Tenant)

- 80th Operations Group
 - 80th Operations Support Squadron
 - 88th Flying Training Squadron
 - 89th Flying Training Squadron
 - 90th Flying Training Squadron
 - 97th Flying Training Squadron
 - Senior National Representatives (ENJJPT)
 - Flight Simulators
 - FTW Maintenance



Tenant Units



Sheppard Air Force Base serves as a host to many tenant organizations:

80th Flying Training Wing

Air Force Audit Agency (AFAA) Detachment 270

Air Force Guard and Reserve Liaisons

Air Force Office of Special Investigations (AFOSI) Detachment 411

American Red Cross

Army-Air Force Exchange Service (AAFES)

Civil Air Patrol

Defense Commissary Agency (DeCA)

Defense Investigative Services

Defense Logistics Agency/Document Automation & Production Service (DAPS)

Defense Reutilization and Marketing Service (DRMS)

Sheppard Bank

US Army Corps of Engineers

USAF Trial Judiciary Area Defense Council

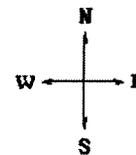
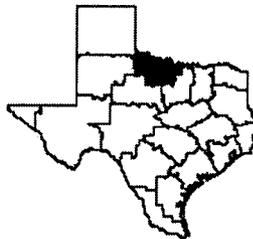
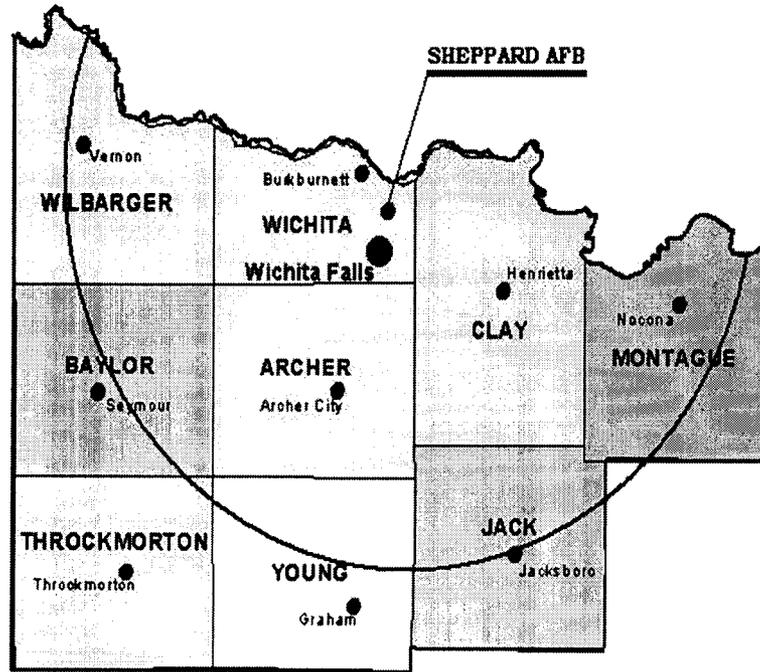
US Marine, Navy, and Army Liaisons

US Post Office

Union Square Federal Credit Union



Economic Impact Region



The Economic Impact Region includes a 50-mile radius around Sheppard AFB. The area above the Red River (Oklahoma) is included in Ft. Sill's Economic Impact Region.



Capital Assets



CAPITAL ASSETS				
Original Value Total		\$593,323,182		
Market Value Net Depreciation		\$258,936,780		
BUILDINGS				
CATEGORY	NUMBER	SQ FT		
Maintenance (aircraft, vehicle, etc.)	48	447,569		
Operations	11	83,330		
Training	88	2,614,786		
Administration	20	417,534		
Commissary	1	80,670		
Medical	4	308,294		
Storage	43	299,284		
Public Services/Recreation	121	863,845		
Base Exchange	7	116,193		
Other (Miscellaneous)	30	69,134		
Officers Quarters and Dorms	16	1,265,026		
VAQ and VOQ	15	763,037		
Temporary Lodging Facilities	14	53,752		
Military Family Housing	727	1,600,435		
TOTAL	1,145	8,982,889		
LAND				
CATEGORY	ACRES			
Fee Owned	4,640			
Easements	1,079			
Leased	9			
Other	430			
TOTAL	6,158			
FLIGHTLINE FACILITIES		RUNWAYS		
CATEGORY	SQ YDS	TYPE	WIDTH	FEET
Runways	819,999	Primary	300	13,100
Taxiways	331,226	Parallel	150	10,000
Aprons	570,329	Minor	150	7,000
Overruns	100,000	Parallel	150	6,000
Paved Shoulders	414,813	TOTAL 36,100		
Warm-up/Holding Pad	33,424			
TOTAL	2,269,791			
AIRCRAFT		VEHICLES		
TYPE	NUMBER	TYPE	NUMBER	
T-37	94	General Purpose	136	
T-38	98	Special Purpose	102	
AT-38	25	Other	64	
Maintenance Trainer	89	TOTAL	302	
T-94/T-95 Simulators	12			
TOTAL	318			



Miscellaneous Information

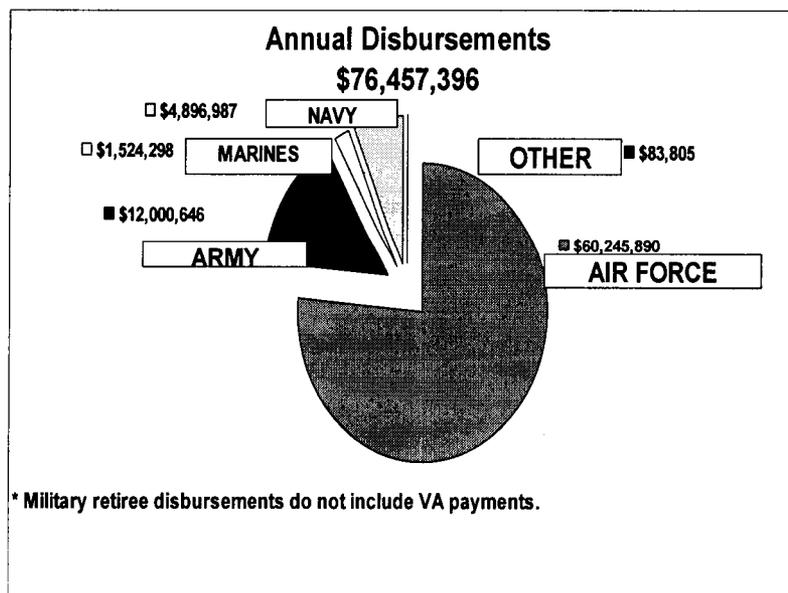
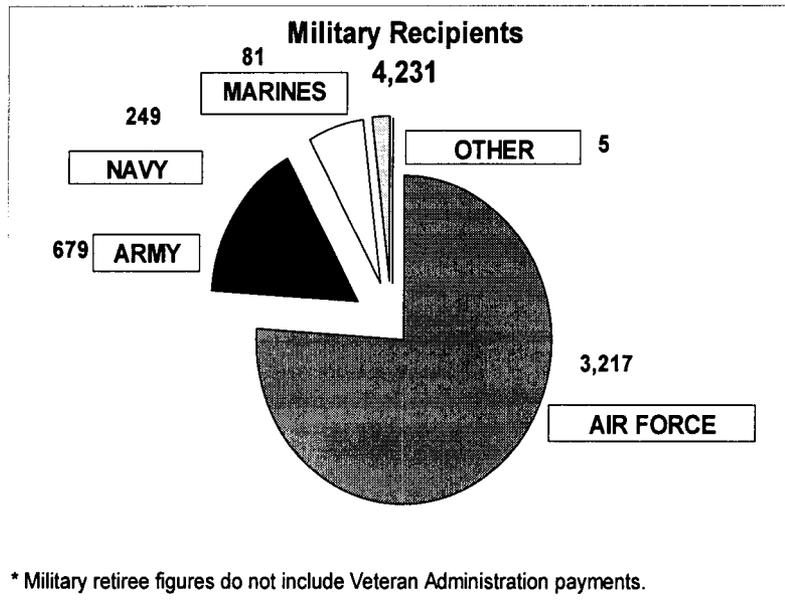


HOUSING AREA				
DORM/ BILLETING	NUMBER	BEDSPACE AVAILABLE	BEDSPACE UTILIZED	OCCUPANCY
NPS	15	6,024	6,062	100.6%
UOQ	1	142	119	83.8%
UEQ	3	286	270	94.4%
VAQ	8	1,263	886	70.2%
VOQ	6	386	331	85.8%
TLF	15	67	59	88.1%
TOTAL (avg.)	48	8,168	7,727	94.6%
Perm. Party Living in Dorm				
	4	303	270	89.1%
FAMILY HOUSING				
	2BR	3BR	4BR	TOTAL
Bunker Hill	44	4	200	248
Capehart	0	342	158	500
Wherry	383	157	0	540
TOTAL	427	503	358	1,288
Occupancy Rate				98%
HOSPITAL				
INPATIENT	NUMBER	OUTPATIENT	NUMBER	
Beds Authorized	45	Visits	11,307	
Average beds Occupied	0	Emergency Room Visits	1,205	
		TOTAL (FY02 avg.)	12,512	
EDUCATION STATISTICS				
DEGREE'S EARNED IN FY02	ENLISTED	OFFICER	TOTAL	
CCAF	539	--	539	
Associate	211	--	211	
Bachelor	203	--	203	
Master	36	7	43	
PhD	0	0	0	



Military Retirees

WITHIN IMPACT REGION (50-mile radius in Texas)

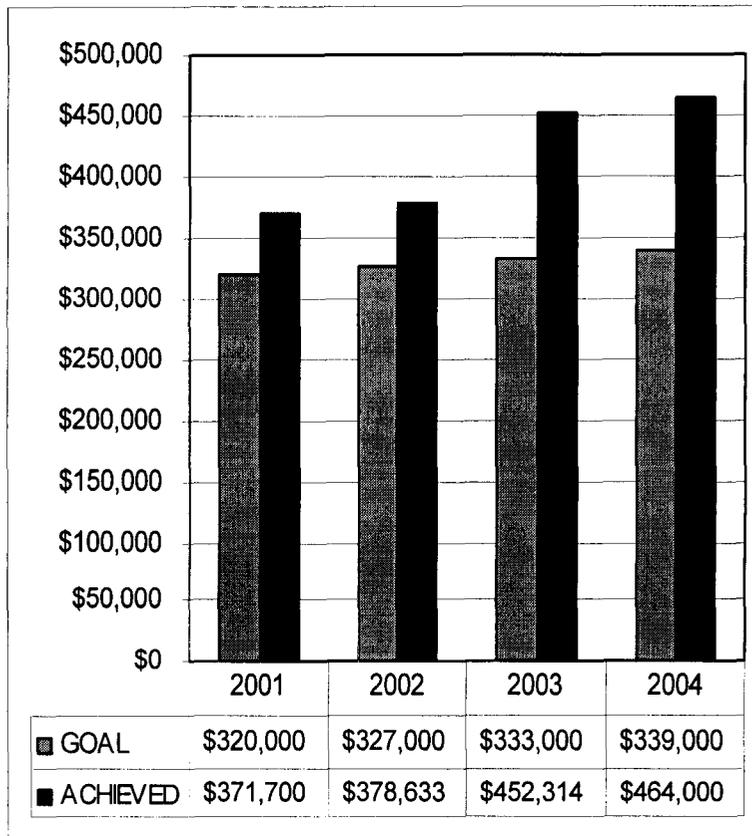




Combined Federal Campaign



Sheppard AFB military and civilian employees have contributed more than \$1.6M to the Combined Federal Campaign over the past 4 years.





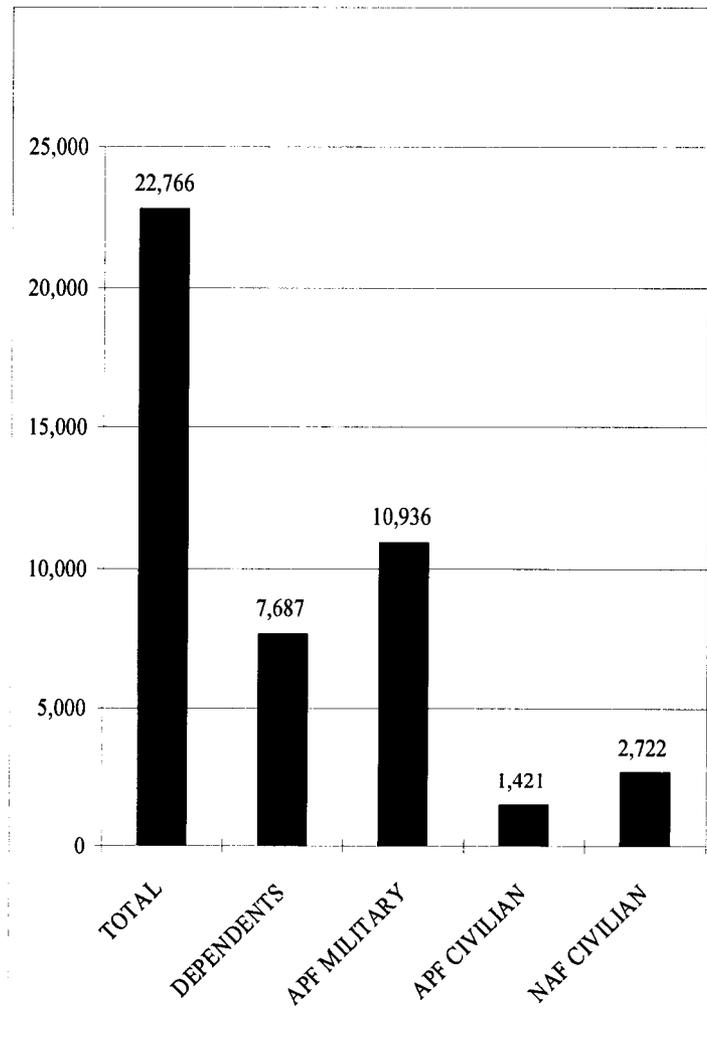
Personnel by Classification & Housing Location



CLASSIFICATION	LIVING ON BASE	LIVING OFF BASE	TOTAL
1. APPROPRIATED FUND MILITARY			
Active Duty (includes 34 ENJJPT officers)	1,156	2611	3,767
Reserve/Air National Guard	0	24	24
Non-Extended Active Duty Reserve/ANG	0	0	0
Trainees/Cadets	6,609	536	7,145
TOTAL:	7,765	3,171	10,936
2. ACTIVE DUTY MILITARY DEPENDENTS			
	4,543	3,144	7,687
3. APPROPRIATED FUND CIVILIANS			
General Schedule			1,274
Federal Wage Board			124
Other			23
		TOTAL:	1,421
4. NON-APPROPRIATED FUND CONTRACT CIVILIANS AND PRIVATE BUSINESS			
Civilian NAF			462
Civilian BX			310
Contract Civilians (not elsewhere included)			1,787
Branch Banks/Credit Union		58	
Other Civilians (not elsewhere included) Commissary/Cont		105	
Private Businesses On Base, By Type:			163
		TOTAL:	2,722
TOTAL PERSONNEL:			22,766

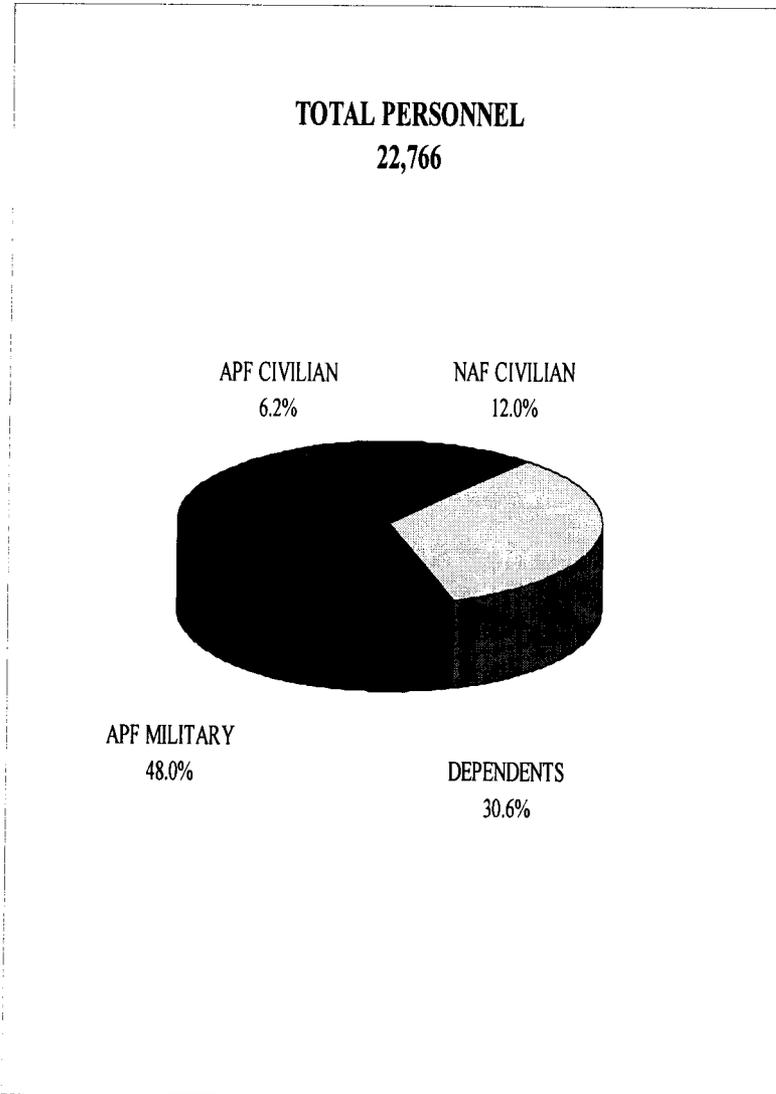


Personnel Summary



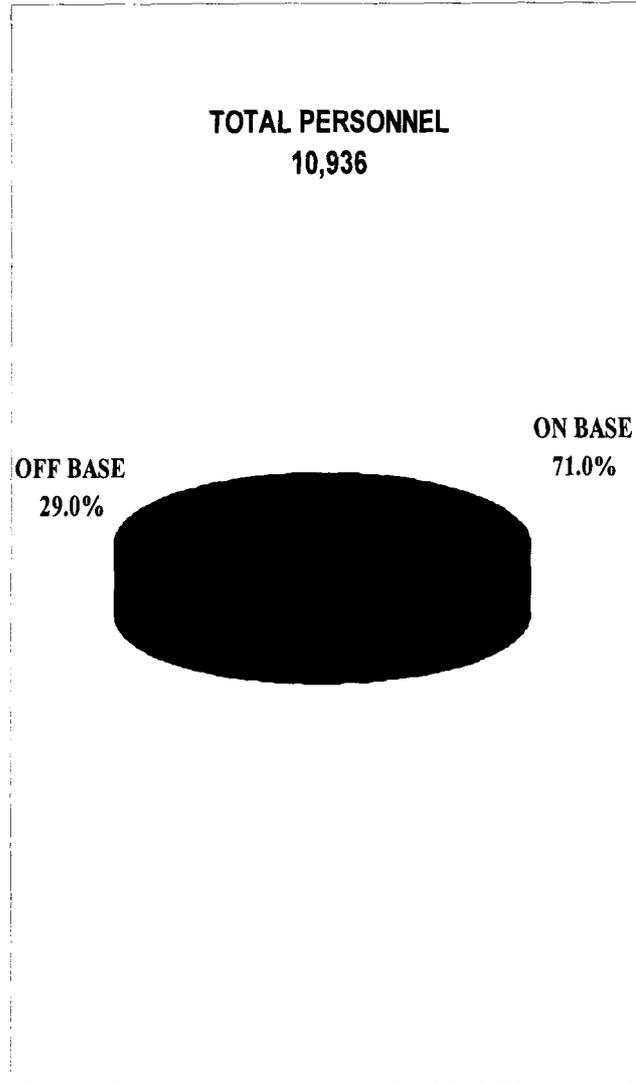


Personnel Summary by %





% of Military Personnel Living on & off Base





Annual Payroll by Classification & Housing Location



CLASSIFICATION	LIVING ON BASE (\$)	LIVING OFF BASE (\$)	TOTAL (\$)
1. APPROPRIATED FUND MILITARY			
Active Duty	\$63,061,680	\$128,034,320	\$191,096,000
Reserve/ANG	\$520,463	\$2,447,851	\$2,968,314
Non-Extended Active Duty Reserve/ANG	\$0	\$1,564,883	\$1,564,883
Trainees/Cadets	\$182,021,912	\$14,758,533	\$196,780,445
TOTAL:	\$245,604,055	\$146,805,587	\$392,409,642

2. APPROPRIATED FUND CIVILIANS			
General Schedule			\$71,006,343
Federal Wage Board			\$8,357,433
Other			\$230,824
		TOTAL:	\$79,594,600

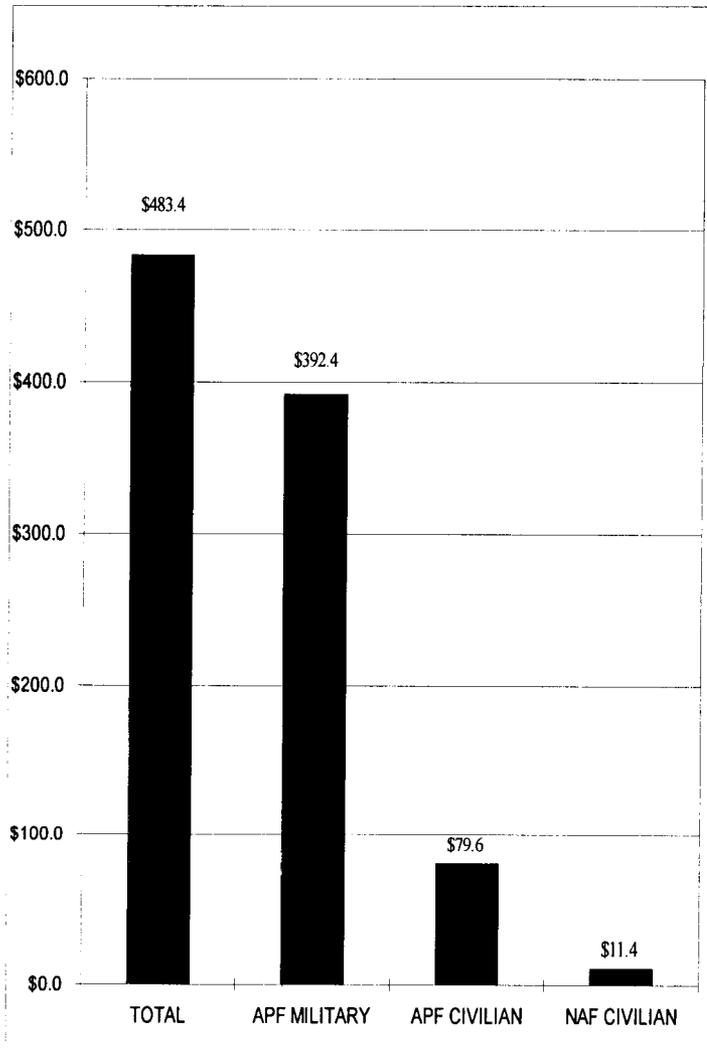
3. NON-APPROPRIATED FUND CONTRACT CIVILIANS AND PRIVATE BUSINESS			
Civilian NAF			\$3,808,522
Civilian BX			\$2,657,606
Contract Civilians (payroll is included in table 3, expenditures)*			
Branch Banks/Credit Union		\$3,020,000	
Other Civilians (not elsewhere included) Commissary Employees		\$1,864,795	
Private Businesses On Base, By Type:			\$4,884,795
		TOTAL:	\$11,350,923

* Contract payroll is proprietary and was not separated from contract expenditures

TOTAL ANNUAL PAYROLL: \$483,355,165

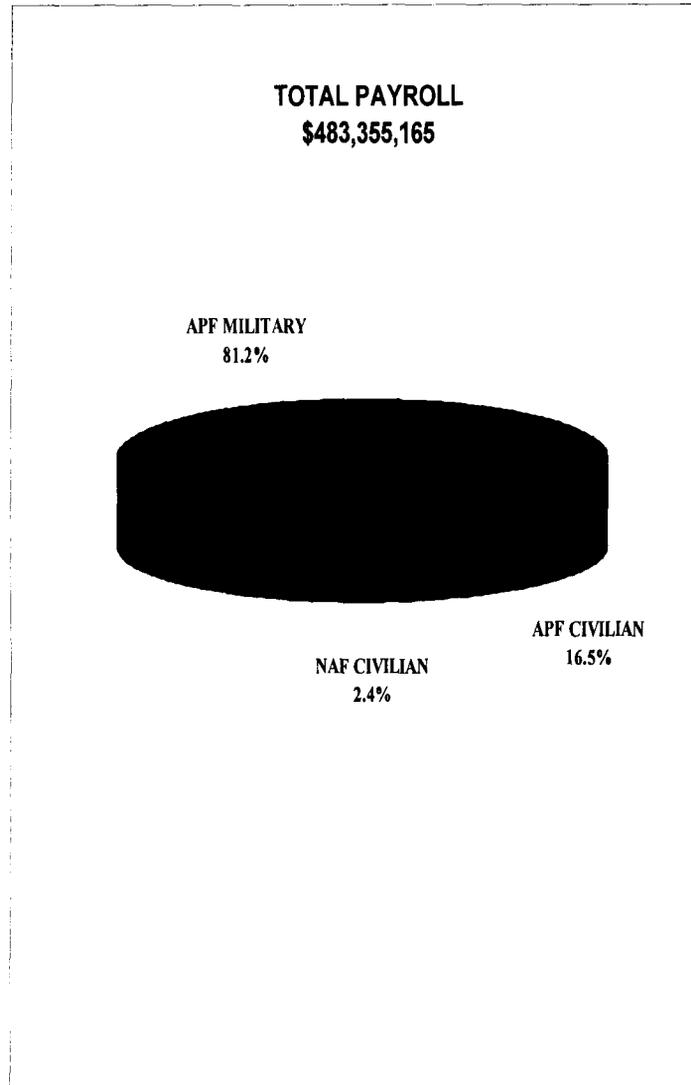


Annual Payroll Summary (\$M)



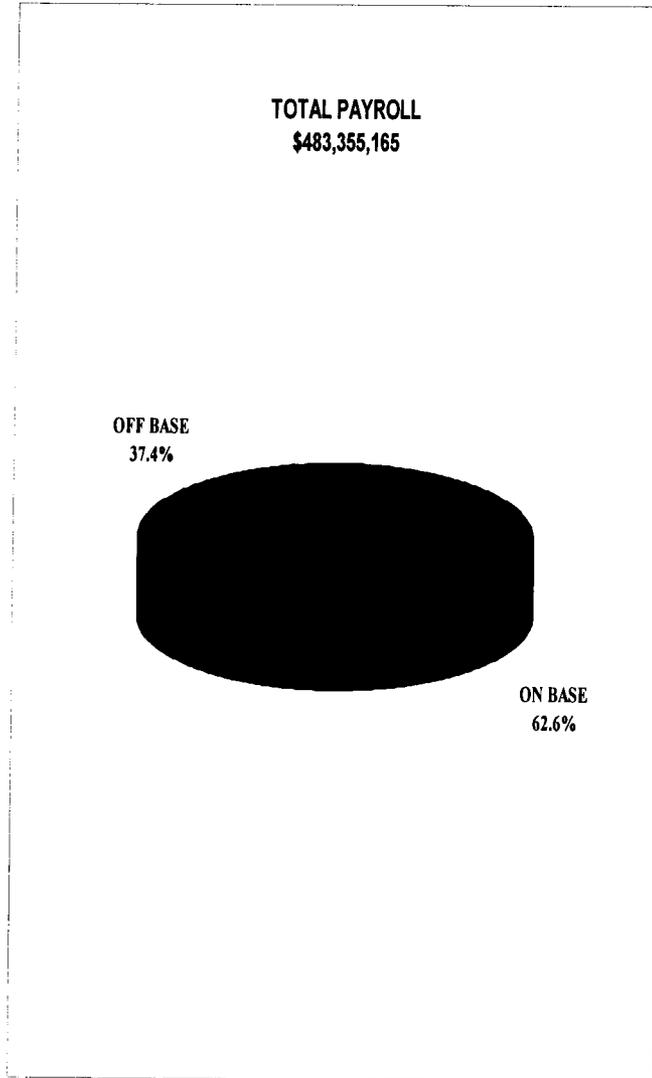


Annual Payroll Summary by %





% of Military Personnel Payroll Attributable to Personnel Living on & off Base





Expenditures for Construction, Services & Procurement of Materials, Equipment & Supplies

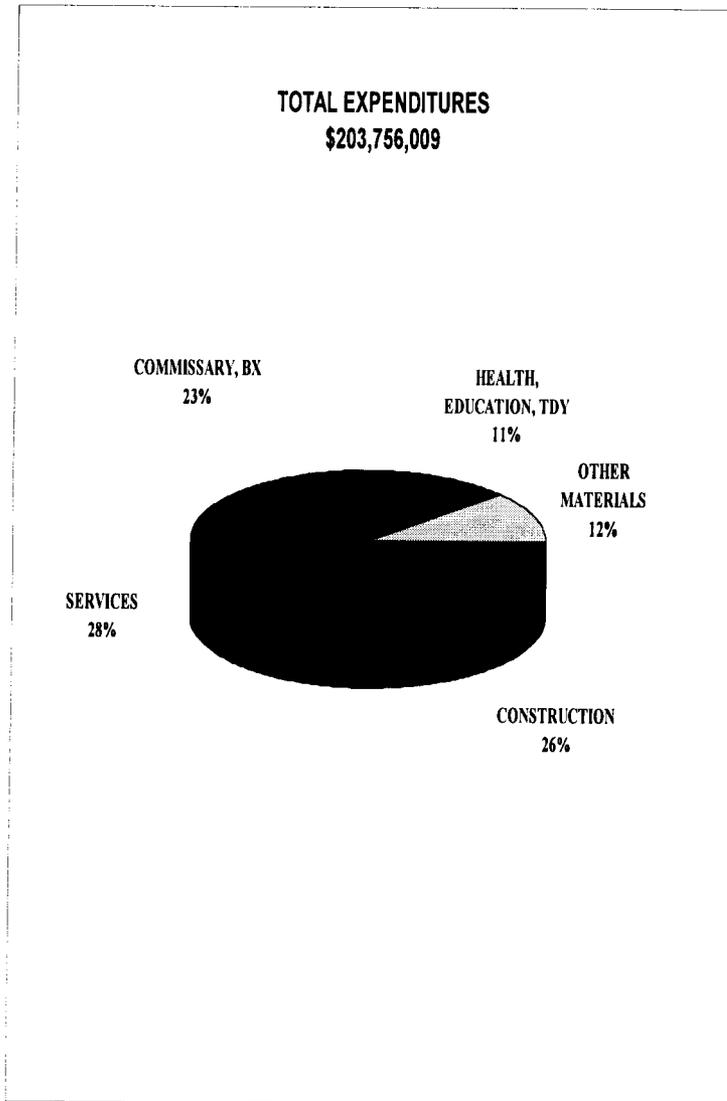


	ACTUAL ANNUAL EXPENDITURES
1. CONSTRUCTION	
Military Construction Program	\$36,040,000
Non-Appropriated Fund	\$15,000
Military Family Housing	\$756,162
O&M	\$16,368,423
Other	\$0
TOTAL:	\$53,179,585
 2. SERVICES *	
Aircraft Maintenance	\$20,263,056
Food Service	\$17,109,979
Base Supply	\$0
Logistics Services	\$3,916,848
Trainer Maintenance	\$5,874,567
Vehicle Operations	\$0
Family Housing Maintenance	\$1,907,803
Other Services (not elsewhere included)	\$7,882,811
* Includes only contracts in the local economic area or contracts requiring the use of locally supplied goods and services.	TOTAL: \$56,955,064
 3. MATERIALS, EQUIPMENT, AND SUPPLIES PROCUREMENT	
Commissary	\$4,693,232
Base Exchange (BX)	\$42,267,288
Health (TRICARE, Government cost only)	\$16,690,962
Impact Aid	1,964,265
Tuition Assistance	2,137,507
Education Impact (Impact aid and tuition assistance)	4,101,772
Contract Quarters (TDY)	\$1,864,225
Other Materials, Equipment & Supplies (not elsewhere included)	\$24,003,881
TOTAL:	\$93,621,360

TOTAL ANNUAL EXPENDITURES: \$203,756,009



Annual Expenditure Summary by %





Estimate of Number and Dollar Value of Indirect Jobs Created



ACTIVE DUTY MILITARY	3,767	0.29	1,092
RESERVE/ANG/TRAINees	7,169	0.13	932
APF CIVILIANS	1,421	0.43	611
OTHER CIVILIANS	2,722	0.43	1,170
TOTAL:	15,079		3,805

ESTIMATED NUMBER OF INDIRECT JOBS CREATED: 3,805

AVERAGE ANNUAL PAY FOR THE LOCAL COMMUNITY **: \$25,557

ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED: \$97,244,385

Data Sources:

* Multipliers: LMI Economic Impact Database, Installations and Indirect/Induced Job Multipliers Feb 95

** Avg Annual Pay: Current tables for Average Annual Pay Levels in Metropolitan Areas and Average Annual Pay by State and Industry are accessible at [Http://stat.bis.gov/newsreel.htm#oues](http://stat.bis.gov/newsreel.htm#oues)

• DCN: 11934



Total Annual Economic Impact Estimate



ANNUAL PAYROLL:

Military	\$392,409,642	
Federal Civilian	\$79,594,600	
Other Civilian	<u>\$11,350,923</u>	
		\$483,355,165

ANNUAL EXPENDITURES: \$203,756,009

Estimated Indirect Jobs Created	3,805
Average Annual Pay	\$25,557

ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED: \$97,244,385

GRAND TOTAL: \$784,355,559

ADDITIONAL INFORMATION:

Average Propensity to Consume %:	0.95
Average Propensity to Save %:	0.05

Average Propensity to Consume:	\$633,465,710
Average Propensity to Save:	\$33,340,301

DEFINITION:

Average Propensity to Consume (APC) - How much spending is created from a new dollar
Average Propensity to Save (APS) - How much is saved from a new dollar of income

RETIREES:

Military Retirees:	4,231
Retirees Payroll:	\$76,457,396

Note: Only 3,624 retiree's in a 50-mile radius (Texas only) receive payments from the government.



Total Annual Economic Impact (\$M)



ACTIVE DUTY MILITARY	3,767	0.29	1,092
RESERVE/ANG/TRANEES	7,169	0.13	932
APF CIVILIANS	1,421	0.43	611
OTHER CIVILIANS	2,722	0.43	1,170
TOTAL:	15,079		3,805

ESTIMATED NUMBER OF INDIRECT JOBS CREATED: 3,805

AVERAGE ANNUAL PAY FOR THE LOCAL COMMUNITY** : \$25,557

ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATE \$97,244,385

Data Sources:
 * Multipliers: LMI Economic Impact Database, Installations and Indirect/Induced Job Multipliers, Feb 95
 ** Avg Annual P1 Current tables for Average Annual Pay Levels in Metropolitan Areas and Average Annual Pay by State and Industry are accessible at <http://state.bls.gov/80newsrels.htm#OEUS>

ECONOMIC IMPACT ANALYSIS Sheppard AFB TABLE 8 TOTAL ANNUAL ECONOMIC IMPACT ESTIMATE

As of: 30-Sep-03

ANNUAL PAYROLL:

Military	*****	
Federal Civilian	\$76,006,000	
Other Civilian	\$15,387,099	
		\$548,783,785

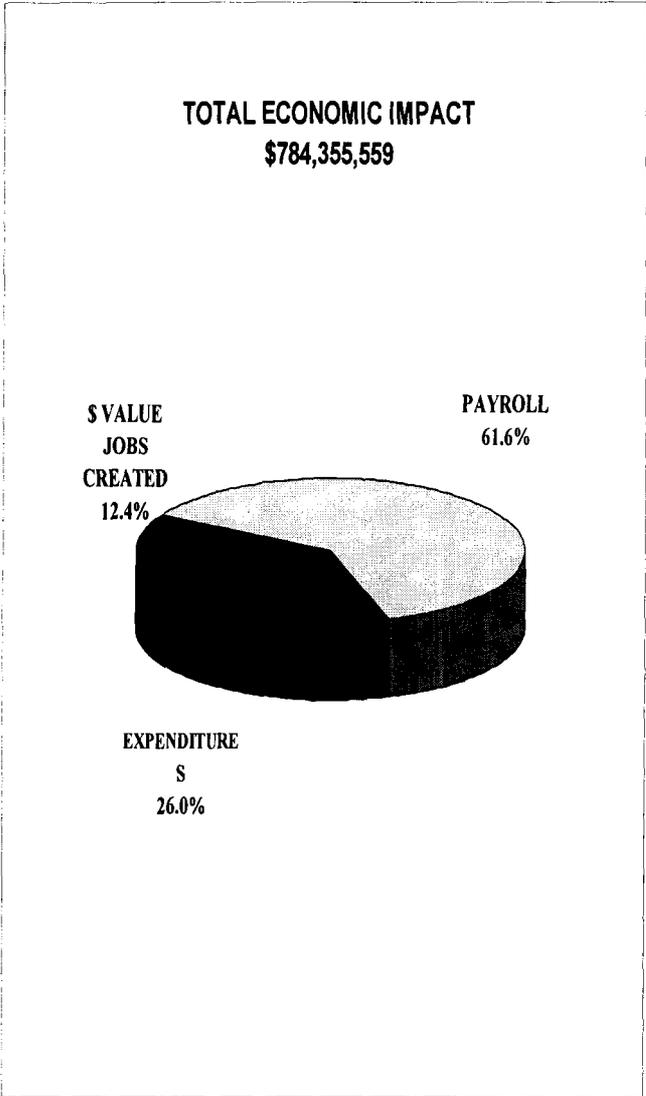
ANNUAL EXPENDITURES \$228,471,311

Estimated Indirect Jobs Created 3,805

- DCN: 11934



Total Annual Economic Impact by %





Team Sheppard



Team Sheppard would like to thank the Texoma Community for its continued support. Sheppard is proud of its involvement with the local community and is pleased to call North Texas its home. Contributions from Sheppard personnel, both directly and indirectly, help to build better neighborhoods and strengthen the Texoma and Sheppard partnership.

For questions regarding this year's Annual Report, please contact the 82nd Comptroller Squadron, Sheppard Air Force Base, at (940) 676-5329 or DSN 736-5329.



Integrity - Service - Excellence

Squadron	Flight	Course Number	Nomenclature	Entries	Grads
382TRS	382XYA	J1AAC4U051 000	Orthotics Journeyman	0	0
382TRS	382XYB	J3ABR4A031 00AA	Health Services Management Apprentice	509	509
	382XYB	J3ABR4A131 00AA	Medical Materiel Apprentice	192	212
	382XYB	J3ABR4A231 010	DoD Biomedical Equipment Maintenance Technician (AF)	148	110
	383XUF	J3ABR4C031 00AA	Mental Health Service Apprentice	126	141
382TRS	382XYA	J3ABR4D031 02AA	Diet Therapy Apprentice	96	98
	382XYA	J3ABR4J032 003	Physical Medicine Apprentice	26	24
382TRS	383XUF	J3ABR4V031 00AA	Optometry Apprentice	72	67
382TRS	382XYA	J3ACR4P071 00AA	Pharmacy Craftsman	89	89
382TRS	383XUF	J3ALR4N051C00AA	Medical Service Craftsman Independent Duty Medical	85	70
383TRS	383XUF	J3ALR4V031A 001	Ophthalmology Apprentice	7	5
383TRS	381XWA	J3ALR4Y032 20AA	Dental Laboratory Appr (Army)	24	26
382TRS	383XUF	J3AQR4H031 01AA	Cardiopulmonary Lab Apprentice (Phase I)	111	97
382TRS	383XUE	J3AQR4N031 004	Aerospace Medical Service Appr (Phase I)	1292	1264
382TRS	383XUE	J3AQR4N131 01AA	Surgical Service Appr - Phase I	122	133
381TRS	382XYA	J3AQR4P031 01AA	Pharmacy Appr (Phase I)	171	159
383TRS	382XYA	J3AQR4R031 01AA	Diagnostic Imaging Appr (Phase I)	128	132
382TRS	382XYA	J3AQR4R031B01AA	Diagnostic Ultrasound (Phase I)	15	19
383TRS	382XYA	J3AQR4T031 001	Medical Laboratory Appr (Phase I)	189	203
381TRS	381XWA	J3AQR4Y032 01AA	Dental Lab Appr Qual	74	69
383TRS	382XYB	J3AZR4A071 015	MEPRS/EAS IV	6	6
383TRS	382XYB	J3AZR4A171 006	Medical Materiel Supervisor	16	16
383TRS	382XYB	J3AZR4A271 017	Medical Facilities Management	88	88
383TRS	382XYB	J3AZR4A271 021	Computer Based Medical Systems	48	55
382TRS	382XYB	J3AZR4A271 022	Advanced Medical Laboratory Systems	34	34
382TRS	382XYB	J3AZR4A271 023	Advanced Medical Systems	32	32
382TRS	382XYB	J3AZR4A271 024	Adv Diagnostic Imaging Systems	43	40
382TRS	382XYB	J3AZR4A271 025	Imaging Procurement/Acceptance Procedures	40	37
382TRS	382XYB	J3AZR4A271 027	Biomedical Equip Mgt Systems	32	32
382TRS	382XYB	J3AZR4A271 028	Telemedicine	10	10
382TRS	382XYB	J3AZR4A271 08BA	Advanced Field Medical Support Systems	0	0
382TRS	382XYA	J3AZR4D071 00AA	Nutrition in Prevention	23	23
382TRS	381XWA	J3AZR4Y072 014	Removable Prosthodontics	28	27
382TRS	381XWA	J3AZR4Y072 015	Advanced Dental Laboratory (Navy Specific)	14	14
382TRS	381XWA	J3AZR4Y072 017	Fixed Prosthodontics	24	24
382TRS	381XWA	J3AZR4Y072 018	Adv Porcelain Techniques	20	23
382TRS	382XYB	J3OBR41A1 003	ARC Health Services Admin	42	42
382TRS	382XYB	J3OBR41A1 00AA	Health Services Administration	112	115
382TRS	381XWB	J3ORR4000 003	Expeditionary Medical Support (EMEDS)	560	558
382TRS	383XUE	J3ORR46A3 004	Nursing Serv Mgt For Air Reserve Component	29	29
382TRS	383XUF	J3OZR4000 004	Operational Problems in Behavioral Scien	196	196
383TRS	382XYB	J3OZR4000 013	Clinical Quality Mgt Symposium	138	138
381TRS	381XWB	J3OZR4000 014	AECOT	207	207
381TRS	381XWB	J3OZR4000 025	Aeromedical Staging Squadron	560	560
381TRS	382XYB	J3OZR4000 026	Intermediate Executive Skills	247	246
382TRS	383XUF	J3OZR4000 027	Health Care Integrator	46	46
			Epidemiology Prevention and Infection Control Committee		
382TRS	383XUE	J3OZR4000 029	Chair	20	20
381TRS	383XUE	J3OZR4000 030	Epidemiology Prevention and Infection Control	46	46
381TRS	383XUE	J3OZR4000 031	Health Professions Education and Training (HPET)	59	54
383TRS	381XWB	J3OZR4000 032	Medical Readiness Planners Course	202	201
381TRS	383XUF	J3OZR4000 034	Health Care Optimization/Operational Medicine Seminar	319	298
383TRS	383XUE	J3OZR4000 035	Infection Control Air Reserve Component (IC-ARC)	51	51
381TRS	382XYB	J3OZR41A3 010	Group Practice Manager (GPM)	59	59
382TRS	382XYA	J3OZR4200 001	Physical and Occupational Therapy Mgt	0	0
381TRS	382XYA	J3OZR42XX 08AA	Biomedical Officer Mgt Orientation (BOMO)	52	52
382TRS	382XYA	J3OZR43D3 09AA	Nutritional Medicine Management Symposium	77	77
383TRS	382XYA	J3OZR4400 003	Phase II Med Trng Supervisor Institute	15	15
381TRS	383XUE	J3OZR46A3 006	Nursing Service Management	133	133

383TRS	381XWA	J3OZR4703	003	Dental Leadership	27	27
				Health Care Optimization/Operational Medicine Seminar - Mobile	438	438
382TRS	383XUF	J4OZT4000	028	Group Practice Manager - Mobile	155	155
382TRS	382XYB	J4OZT41A3	001	Cytotechnology Apr (Brooke Army Med Cen)	5	5
382TRS	382XYA	J5ABA4T033	001	Histopathology Apprentice (AFIP)	24	24
381TRS	382XYA	J5ABD4T032	001	Cardiopulmonary Lab Apprentice (Phase II)	86	77
381TRS	383XUF	J5ABO4H031	02AA	Medical Service Appr-Phase II	1219	1200
383TRS	383XUE	J5ABO4N031	02AA	Surgical Service Apprentice - Phase II	132	121
383TRS	383XUE	J5ABO4N131	02AA	Pharmacy Apprentice (Phase II)	159	161
381TRS	382XYA	J5ABO4P031	02AA	Diagnostic Imaging Appr (Phase II)	131	156
381TRS	382XYA	J5ABO4R031	02AA	Medical Laboratory Appr (Phase II)	222	195
383TRS	382XYA	J5ABO4T031	001	Orthopedic Surgical Apprentice	5	4
382TRS	383XUE	J5ALA4N131C00AA		Neurology Technician	6	5
381TRS	383XUE	J5ALN4N031B00AA		Urology Surgical Service Technician	2	2
382TRS	383XUE	J5ALN4N131B00AA		Otolaryngology	5	3
382TRS	383XUE	J5ALN4N131D00AA		Orthotic Apprentice	1	1
382TRS	382XYA	J5ALO4J032A	000	Diagnostic Ultrasound (Phase II)	19	12
383TRS	382XYA	J5ALO4R031B02AA		Health Svcs Tech Management (ARF) Symposium	0	0
382TRS	382XYB	J5ARO4A071	001	Sexually Transmitted & Other Communicable Disease Intervention	1	1
382TRS	383XUF	J5AZA4E071	000	Allergy/Immunology Technician	30	33
382TRS	383XUE	J5AZA4N051	00AA	Diagnostic Imaging Mammography	19	18
383TRS	382XYA	J5AZO4R051	002	Advanced Oral Hygiene	55	55
383TRS	381XWA	J5AZO4Y071	001	Implant Laboratory Technology Course	5	5
383TRS	381XWA	J5AZO4Y072	000	Physician Assistant (Phase II)	19	21
383TRS	381DET1	J5OBO42G1	02AA	Operating Room Nursing	11	12
382TRS	383XUE	J5OLO46S1	00AA	Medical Services Management (ANG) Symposium	0	0
382TRS	382XYB	J5ORO4000	011	Physician Assistant Refresher	31	31
382TRS	381XWB	J5ORO42G3	000	Joint Field Nutrition Operations	7	7
382TRS	382XYA	J5OZA43D4	00BA	Combat Casualty Care (C-4)	343	320
381TRS	381XWB	J5OZA4400	032	Medical Management of Chemical Casualties	29	29
382TRS	381XWB	J5OZA4400	062	AMEDD Neurology	6	6
382TRS	383XUF	J5OZA4400	063	Tri-Service Ocular Trauma Course	6	6
382TRS	383XUF	J5OZA4400	067	Joint Operations Medical Manager's Course (JOMMC)	64	64
383TRS	381XWB	J5OZA4400	075	Oral Pathology	4	4
383TRS	381XWA	J5OZA47D4	000	Forensic Dentistry	4	4
383TRS	381XWA	J5OZA47G4	003	James C. Kimbrough Urological Seminar	7	7
382TRS	383XUF	J5OZD4400	007	Tri-Service Dermatology Seminar	5	5
381TRS	383XUE	J5OZD4400	008	Association of Military Surgeons (AMSUS)	0	0
381TRS	383XUF	J5OZD4400	009	Uniformed Services Symp in Family Practice	80	80
381TRS	383XUF	J5OZD4400	010	Armed Forces OB-GYN Seminar	20	20
383TRS	383XUE	J5OZD4400	011	Society of Military Orthopedic Surgeons	20	20
382TRS	383XUF	J5OZD4400	012	Tri-Service Peds Seminar	49	49
381TRS	383XUF	J5OZD4400	013	Interagency Institute of Federal Health Care	16	0
382TRS	382XYB	J5OZG41A4	000	Joint Medical Planners Course (JMPC)	20	14
381TRS	381XWB	J5OZO4000	003	Medical Readiness Planners Symposium	355	355
381TRS	381XWB	J5OZO4000	005	Health Facilities Officers Symposium	0	0
383TRS	382XYB	J5OZO41A3	004	Air Force Medical Resource Conference	236	236
381TRS	382XYB	J5OZO41A3	005	Physical Therapy (Advanced) (WHMC)	0	0
381TRS	382XYA	J5OZO42B3	000	Tri-Service Optometry Seminar	64	64
381TRS	383XUF	J5OZO42E4	000	Annual USAF Podiatry Seminar (WHMC)	0	0
383TRS	382XYA	J5OZO42F3	000	Social Worker Training	0	0
383TRS	383XUF	J5OZO42S3	000	Combined Forces Pharmacy Seminar	0	0
383TRS	382XYA	J5OZO43P3	09AA	Society of AF Physicians Seminar	128	128
383TRS	383XUF	J5OZO4400	001	USAF Clinical Laboratory Symposium	39	39
383TRS	382XYA	J5OZO4400	002	USAF Society of Clinical Surgeons Symposium	153	153
383TRS	383XUF	J5OZO4400	004	Aerospace Medicine Association	31	31
383TRS	383XUF	J5OZO4400	006	Introduction to Allergy	32	32
382TRS	383XUE	J5OZO4400	009	Clinical Cytology & Fine Needle Aspiration	0	0
381TRS	383XUE	J5OZO44D3B	001	Trauma Refresher Course for Surgeons(TRCS)	0	0
381TRS	383XUF	J5OZO45S3	001	Executive Leadership Symposium (ELS)	308	308
382TRS	383XUE	J5OZO46A3	003			

382TRS	383XUE	J5OZO46N1 004	Nurse Transition Program	183	141
383TRS	383XUF	J5OZO46N1F 000	Neonatal Intensive Care Nursing Course	8	7
383TRS	383XUE	J5OZO46N3 002	Perinatal Nursing Course - Didactic	29	29
382TRS	383XUE	J5OZO46N3 003	Perinatal Nursing Course (Didactic/Clinical)	27	26
383TRS	381XWA	J5OZO4700 000	Preventive Dentistry	19	19
382TRS	381XWA	J5OZO47E3 001	Endodontics	8	8
383TRS	381XWA	J5OZO47G3 002	Orofacial Pain	12	12
383TRS	381XWA	J5OZO47G3 003	Clinical Operative Dentistry	24	24
383TRS	381XWA	J5OZO47G3 005	Dental Implantology	11	11
383TRS	381XWA	J5OZO47G3 006	Pediatric Dentistry	6	5
383TRS	381XWA	J5OZO47G3 007	Clinical Update in Dentistry	26	26
383TRS	381XWA	J5OZO47G4 005	Dental Plans and Programs	44	44
383TRS	381XWA	J5OZO47H3 001	Periodontics	6	6
383TRS	381XWA	J5OZO47P3 001	Prosthodontics	5	5
383TRS	381XWA	J5OZO47S3 001	Exodontics	6	6
383TRS	383XUF	J5OZO48X3 000	Flt Surg High Perf AC Tng (Top Knife II)	38	38
383TRS	381XWB	J5OZO51J4 000	Forensic Medicine for JAG Officers	4	4
383TRS	382XYB	J5OZR41A3 000	Medical Information Systems Symposium	43	43
383TRS	382XYB	J5OZR41A3 001	AF Medical Facility Management Symposium	0	0
381TRS	382XYB	J5OZR41A3 002	Medical Logistics Management Symposium	0	0
381TRS	382XYA	J6ACU4R071 000	Diagnostic Imaging Craftsman (Web-Based)	75	62
381TRS	382XYA	J6ACU4T07X 000	Medical Laboratory Craftsman	85	50
381TRS	381XWA	J6AZI4Y071 000	Adv Oral Hyg Practicum	24	19
381TRS	382XYB	J8ABR4A231 10AA	DoD Biomedical Equipment Maintenance Technician (Navy)	37	31
381TRS	382XYB	J8ABR4A231 20AA	DOD Biomedical Equipment Maintenance Technician (Army)	269	103
383TRS	381XWA	J8ABR4Y031 00AA	Dental Assistant Apprentice	376	360
382TRS	381XWA	J8ABR4Y031 10AA	Dental Ass't App. (Navy)	430	349
382TRS	381XWA	J8ABR4Y032 02AA	Dental Lab Appr	71	60
382TRS	381XWA	J8ALR4Y032 10AA	Dental Laboratory Appr (Navy)	21	21
382TRS	382XYA	J9ALN4R031A01AA	Nuclear Medicine (Phase I)	11	12
382TRS	382XYA	J9ALO4R031A02AA	Nuclear Medicine (Phase II)	12	12
381TRS	381DET1	J9OQA42G1 01AA	Military Physician Asst (Phase I)	16	19
				13863	13326

Itinerary

for

MS. SUE TURNER (BRIGIDIER GENERAL, USAF, RETIRED) COMMISSIONER, 2005 DEFENSE BASE REALIGNMENT AND CLOSURE (BRAC)

1 AUGUST 2005



Purpose of Visit: Sheppard AFB BRAC site visit

Host: General James A. Whitmore; Commander, 82d Training Wing

Members of Distinguished Visitor Party:	DV Suite Assigned
Ms. Sue Turner (Brigadier General, USAF, Ret)	Bluebonnet Suite Bldg 331, Room 3116 (940) 676-7805 DSN 736-7805
Ms. Lesia Mandzia, BRAC Commission Senior Analyst	Bldg 331, Room 3114 (940) 676-1844, ext. 3114 DSN 736-1844, ext. 3114
Ms. Shannon Graves	n/a

82 TRW/CC

Brig Gen James A. Whitmore
DSN 736-2121
or (940) 676-2121

Base Ops

DSN 736-6474 / 2180
(940) 676-6474
Fax DSN 736-3365

Command Post

DSN 736-6266 / 2613
(940) 676-6266
Fax DSN 736-7113

Protocol

Capt Jeanine Hatfield
DSN 736-2123 / 1102
(940) 676-2123 / 1102
CELL (940) 704-8603

82 TRW Plans and Programs

Ms. Susie Jarrett
DSN 736-2601
(940) 676-2601

31 July, Sunday

Departure Time	Arrival Time
-------------------	-----------------

1919 Arrive at Wichita Falls Airport via Flight # 3225 American Airlines
 Arrival party: Ms. Sue Turner (BG, USAF, Ret), BRAC Commissioner
 Ms. Lesia Mandzia, BRAC Commission Senior Analyst
 Met by: Ms. Susie Jarrett, 82d Training Wing Plans and Programs (82 TRW/XP)
 Ms. Mary Smith, 82 TRW/XP

1935 Depart via POV Wichita Falls Airport for Sheppard AFB lodging (Bldg 331)
 Driven by/Escorted by: Ms. Jarrett
 Accompanied by: Ms. M. Smith

1945 Arrive at Sheppard AFB lodging (Bldg 331) for leisure
 U-drive available, parked in Bluebonnet Suite parking space, keys with Ms. Jarrett

1 August, Monday All Sheppard Personnel: UOD

0725 Depart via staff car for Headquarters, 82 TRW
 (Bldg 400, 419 G Avenue)
 Escorted/Driven by: Captain Hatfield

0730 Arrive HQ 82 TRW for office call
 Met by: Brigadier General James A. Whitmore, Commander, 82 TRW

0745 Walk to Wing Conference Room for in-brief
 Attended by: BG Whitmore

Ms. Sue Turner

Colonel Lansen Conley

Ms. Lesia Mandzia**Ms. Shannon Graves**

Colonel Kimberly Siniscalchi

Colonel Samuel Lofton III

Colonel Ursula Moul

Lt Colonel John Colombo

Ms. Patricia Gonzales

Ms. Susie Jarrett

Ms. Mary Smith

Ms. Joanne Johnson

Mrs. Gayle Morrison

Dr. Richard McVay

Mr. Joseph (Joe) Spann

Maj Bruce Dobbins

Captain Hatfield

Lt Rachel Smith

BRAC Commissioner

82 TRW Vice Commander

Senior Analyst, BRAC Commission**BRAC PA**

882d Training Group (82 TRG) Commander

82d Training Group Commander

82 TRW Staff Judge Advocate

80th Operations Group Deputy Commander

82 TRW Training Operations

82 TRW XP

82 TRW XP

82 TRW XP

382 TRG POC on medical training

82 TRG POC on maintenance training

80 FTW POC on pilot training

80 FTW POC on pilot training

82 TRW Protocol Chief

82 TRW Public Affairs

0800 Depart for via DV van for Medical Readiness Site (off base, Bldg 1721)
 Escorted by: Col Siniscalchi
 Accompanied by: BG Whitmore
 Col Conley
 Ms. Mandzia
 Ms. Graves

Note: Small DV bus with community guests to follow lead van throughout itinerary (Atch 1)

1 August, Monday continued All Sheppard Personnel: UOD

Departure Time	Arrival Time
----------------	--------------

0815 Arrive Medical Readiness Site for Medical Readiness Training Site (MRTS) brief (Bldg 1721)
 Joined by community guests (Atch 1)
 Met by: Lt Col Jeffrey Thompson, 381st Training Squadron Commander
 Briefed by: Maj Terry Broussard, Medical Readiness Flight Commander
 Attended by: BG Whitmore
 Col Conley
 Ms. Mandzia
 Ms. Graves
 Col Siniscalchi
 Lt Col Thompson
 Major Jensen

0830 Depart via gators for tour of the MRTS compound; return to DV van
 Escorted/Driven by: Medical Readiness Site staff
 Accompanied by: BG Whitmore
 Col Siniscalchi
 Ms. Mandzia
 Ms. Graves

Note: Community guests (listed prior) depart via small DV bus for tour of MRTS
Briefed by: Maj Karee Jensen, 381 TRS EMEDS Element Chief
Accompanied by: Col Conley
Lt Col Johnson

0850 Depart via DV van for 882d Training Group (Bldg 1900, 939 Missile Rd)
 Escorted by: Col Siniscalchi
 Accompanied by: BG Whitmore
 Col Conley
 Ms. Mandzia
 Ms. Graves

Note: Community guests (listed prior) depart via small DV bus for 882 TRG (Bldg 1900)

0905 Arrive Bldg 1900 for 882 Training Group for mission brief/tour
 Joined by: Community guests (Atch 1)
 Met by: Lt Col Linnes Chester
 Mr. Carl Law
 Lt Col London Richard
 Lt Col Janele Costa
 Lt Col Richard Terry
 Commander Paul Jacob
 Ms. Gayle Morrison
 Captain Geraldine Lubkeman
 Capt Andrew Reimund
 Chief Enrique Hensen

882 TRG Deputy Commander
882 Technical Training Administrator
382 Training Squadron Commander
383 Training Squadron Commander
882 Training Support Squadron Commander
Navy Detachment Commander
882 Technical Training Support
F Co. 187 th Battalion Commander
882TRG Executive Officer
882TRG Command Chief

0907 Depart via walking for 882 TRG Conference room (Room 1023)
 Escorted by: Colonel Siniscalchi
Note: Community guests follow

1 August, Monday continued All Sheppard Personnel: UOD

Departure Time	Arrival Time	
1114		Depart Sheppard AFB via staff car for Wichita Falls Airport Escorted/Driven by: Lt. Smith Accompanied by: Ms Mandzia <i>Note: Ms. Graves to depart via rental car located at visitor's center</i>
	1124	Arrive Wichita Falls Airport for check-in
1224		Depart via Flight # 3312 American Airlines

Sheppard AFB itinerary complete

Sheppard AFB Community Guest List

Community guests escorted by: Ms. Debi Smith, Community Relations
Mrs. Dee Taylor, 82 TRW Protocol

Kay Yeager, Wichita Falls Military Affairs Committee

Tim Chase, Wichita Falls Board of Commerce and Industry

Darrell Coleman, Wichita Falls Military Affairs Committee

Lanham Lyne, Mayor, Wichita Falls

Randy Catlin, Mayor, Iowa Park

Bill Vincent, Mayor, Burkburnett

Mark Lundgren, Office of Rep. Mac Thornberry, Wichita Falls

Libby Hastings, Office of Rep. Mac Thornberry, Wichita Falls

Cynthia Hall, Office of Senator Kay Bailey Hutchison

Jim McGee, Office of Senator John Cornyn

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Sheppard Air Force Base, TX

August 1, 2005

INSTALLATION MISSION

- 82TRW Mission Statement – “Global Training to Sustain Warfighter Capability”
- 80FTW Mission Statement – “Provide Combat Airpower by Producing Top Quality Fighter Pilots for the NATO Alliance”

Three recommendations:

1. Realign Sheppard AFB, TX, by relocating to Eglin AFB, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force’s portion of the JSF Initial Joint Training Site hereby established at Eglin AFB, FL.
2. Realign Moody AFB, GA by relocating: Introduction to Fighter Fundamentals Training for Pilots and Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Sheppard AFB, TX.
3. Realign Sheppard AFB, TX, by relocating basic and specialty enlisted medical training to Fort Sam Houston.

DOD RECOMMENDATION 1

- Realign Sheppard AFB, TX, by relocating to Eglin AFB, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force’s portion of the JSF Initial Joint Training Site hereby established at Eglin AFB, FL.

DOD JUSTIFICATION

- This recommendation establishes Eglin AFB, FL as an Initial Joint Training Site that teaches entry-level aviators and maintenance technicians how to safely operate and maintain the new Joint Strike Fighter aircraft. The Department is scheduled to take delivery of the F-35 beginning in 2008. This joint basing arrangement will allow the Interservice Training Review Organization (ITRO) process to establish a DoD baseline program in a consolidated/joint school with curricula that permits services latitude to preserve service-unique culture and a faculty and staff that brings a “Train as we fight; jointly” national perspective to the learning process.

COST CONSIDERATIONS DEVELOPED BY DOD

- **One-Time Costs:** \$ 199.1 million
- **Net Costs during Implementation:** \$ 209.6 million
- **Annual Recurring Costs:** \$ 3.3 million
- **Payback period:** No payback expected
- **Net Present Value over 20 Years:** (\$ 226.3 million)

ENVIRONMENTAL CONSIDERATIONS

- This recommendation may require a significant air permit revision for Eglin AFB. Additional operations at Eglin AFB could impact cultural, archeological, or historic sites, which would then impact operations. DoD will need to reevaluate Eglin AFB noise contours as a result of the change in mission.

ECONOMIC IMPACT

- **Potential Employment Loss:** 487 jobs (295 direct and 192 indirect)
- **MSA Job Base:** Wichita Fall, TX
- **Percentage:** 0.5 percent decrease

MILITARY ISSUES

- None identified

COMMUNITY CONCERNS/ISSUES

- None identified
-
-

DOD RECOMMENDATION 2

- Realign Moody AFB, GA by relocating: a) Introduction to Fighter Fundamentals Training for Pilots and b) Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Sheppard AFB, TX.

DOD JUSTIFICATION

- This recommendation will realign and consolidate USAF's primary phase of undergraduate flight training functions to reduce excess/unused basing capacity to eliminate redundancy, enhance jointness for UNT/Naval Flight Officer (NFO) training, reduce excess capacity, and improve military value. The basing arrangement that flows from this recommendation will allow the Inter-service Training Review Organization (ITRO) process to establish a DoD baseline program in UNT/NFO with curricula that

permit services latitude to preserve service-unique culture and faculty and staff that brings a “Train as we fight; jointly” national perspective to the learning process.

COST CONSIDERATIONS DEVELOPED BY DOD

- **One-Time Costs:** \$ 71.7 million
- **Net Costs during Implementation:** \$ 1.6 million
- **Annual Recurring Savings:** \$ 18.3 million
- **Payback period:** 4 Years
- **Net Present Value over 20 Years:** \$ 174.2 million

ENVIRONMENTAL CONSIDERATIONS

- This recommendation may require – significant air permit revisions for Columbus, Laughlin, Vance, and Sheppard AFBs. This recommendation may impact cultural, archeological, or historical resources at Columbus, Sheppard, and Laughlin AFBs. DoD will need to reevaluate noise contours for Columbus, Laughlin, Vance, Sheppard and Pensacola. Additional operations at Sheppard may impact threatened and endangered species and/or critical habitat.

ECONOMIC IMPACT

MSA Job Base: San Antonio, TX

- **Potential Employment Loss:** 1,076 jobs (571 direct and 508 indirect)
- **Percentage:** 0.1 percent decrease
- **Cumulative Economic Impact (Year-Year):** 2006-2011

MSA Job Base: Valdosta, GA

- **Potential Employment Loss:** 1,170 jobs (702 direct and 468 indirect)
- **Percentage:** 1.3 percent decrease
- **Cumulative Economic Impact (Year-Year):** 2006-2011

MILITARY ISSUES

- None identified

COMMUNITY CONCERNS/ISSUES

- None identified

DOD RECOMMENDATION 3

- **Realign Sheppard AFB, TX, by relocating basic and specialty enlisted medical training to Fort Sam Houston. (Note: this recommendation also realigns basic and specialty enlisted medical**

training at naval Station Great Lakes, IL, Naval Medical Center Portsmouth, VA, and Naval Medical Center San Diego, CA to Fort Sam Houston.)

DOD JUSTIFICATION

- To transform legacy medical infrastructure into a modernized joint operational medicine platform. This recommendation reduces excess capacity within the San Antonio Multi-Service Market (MSM: two or more facilities co-located geographically with “shared” beneficiary population) while maintaining the level of care for the beneficiaries, enhancing opportunities for provider currency, and maintaining surge capacity.
- Co-locating all (except Aerospace Medicine) medical basic and specialty enlisted training at Fort Sam Houston, TX, with the potential of transitioning to a joint training effort, will result in reduced infrastructure and excess system capacity, while capitalizing on the synergy of the co-location of similar training conducted by each of the three Services.
- The development of a joint training center will result in standardized training for medical enlisted specialties enhancing interoperability and joint deployability.
- Co-location of medical enlisted training with related military clinical activities of the San Antonio Regional Medical Center at Brooke Army Medical Center, Fort Sam Houston, TX, provides synergistic opportunities to bring clinical insight into the training environment, realtime. As a result, both the healthcare delivery and training experiences are exponentially enhanced.

COST CONSIDERATIONS DEVELOPED BY DOD

Note: These costs are from a Cobra run that unbundled the training realignment from the Wilford Hall and Brooke Army Medical Center realignment, and only includes the moves of the medical enlisted training from 4 locations to Fort Sam Houston.

One – time cost: \$ 657 m
NPV in 2025: -113 m
Payback in 14 years (2023)

Personnel Realignments from Sheppard AFB:

Officers	69
Enlisted	409
Students	1578
Civilians	66
Total	2122

ENVIRONMENTAL CONSIDERATIONS

- This recommendation is expected to impact air quality at Fort Sam Houston. Title V permit, permit modifications, and a New Source Review may be required. This recommendation has the potential to impact cultural or historic resources at Fort Sam Houston and Lackland AFB. Additional operations at Fort Sam Houston may further impact federally listed species leading to additional restrictions on training or operations. A hazardous waste program modification may

be required at Lackland AFB. Significant mitigation measures to limit releases may be required at Fort Sam Houston to reduce impacts to water quality and achieve US EPA water quality standards.

ECONOMIC IMPACT

- Potential Employment Loss: 3,963 jobs (2,378 direct and 1,585 indirect)
- MSA Job Base: Wichita Falls, TX
- Percentage: 4.26 percent decrease
- Cumulative Economic Impact (Year-Year): 2006-2011

MILITARY ISSUES

- **Relocating enlisted medical training**
 - Issues we have heard at the Naval Schools that are also part of the recommendation to relocate enlisted medical training to Fort Sam Houston include: whether Fort Sam Houston will be able to provide the clinical training necessary for these programs; whether there will be enough housing for the students and if these will be PCS or TAD moves; and how training programs specific to the services will be treated—this particular issues involves whether joint curriculum will be established, how scope of practice issues will be resolved and whether a joint program is being created or if these programs are being co-located.

COMMUNITY CONCERNS/ISSUES

According to testimony given at the San Antonio regional hearing, Sheppard has the largest available classroom capacity of all the bases listed and a one of a kind joint medical readiness center equipped to fully train medics in combat field operations. They stated that Sheppard has greater berthing capacity than was taken into account when DOD ran their scenario. Since the data call was made two new dormitories were opened.

REPRESENTATION

Governor: The Honorable Rick Perry
Senators: The Honorable John Cornyn
The Honorable Kay Bailey Hutchinson

Representative: The Honorable Mac Thornberry

Lesia Mandzia and Syd Carroll
Joint Cross Service Team
June 16, 2005

Squadron	Title	Length -Days	Program Group Size	Max Group Size	Max Class Starts per Year	Comments/Limitations	Grads in FY 04
ADVANCED OFFICER COURSES							
382 TRS	Biomedical Officer Mgt Orientation (BOMO)	15	20	20	3	Conducted 3 times per year	52
382 TRS	Combine Forces Pharmacy Seminar	4	600	600	1	Conducted once a year	0
382 TRS	Intermediate Executive Skills	10	130	130	3	Conducted 3 times per year	247
382 TRS	Group Practice Manager (GPM)	5	10	10	6	Conducted avg of 6 times per year	56
382 TRS	Health Services Administration	53	45	45	3	Conducted three times a year	112
383 TRS	Health Care Integrator	5	10	10	9	# Classes based on FY04.	46
383 TRS	Nursing Service Management	28	16	16	10		133
ADVANCED OFFICER/ENLISTED COURSES							
382 TRS	Medical Facilities Management	10	24	24	4		88
383 TRS	Epidemiology Prevention and Infection Control Committee Chair	5	10	10	4		20
383 TRS	Health Professions Education and Training (HPET)	20	8	8	9	# Classes based on FY04.	54
383 TRS	Health Care Optimization/Operational Medicine Seminar	4	30	30	20	The formula computes the max class starts per year as 49 for this course -- however, it should only be 15 - 20. The manpower is shared between the resident and mobile courses and they are generally not conducted in the same week.	298
381 TRS	Dental Leadership	5	40	40	1		27

Air Education & Training Command

From Wikipedia, the free encyclopedia.

Source: Air Force Fact Sheet (<http://www.af.mil/factsheets/factsheet.asp?fsID=138>)

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Overview

Air Education and Training Command, with headquarters at Randolph AFB near San Antonio, Texas, was established July 1, 1993, with the realignment of Air Training Command and Air University. *AETC* is "The First Command ... Tomorrow's Aerospace Dominance Begins Here" -- the first to touch the life of almost every Air Force member.

Mission

AETC's mission is to replenish the combat capability of America's Air Force with high quality, professional airmen.

Personnel and Resources

More than 48,000 active-duty members and 14,000 civilian personnel make up AETC. The command has responsibility for approximately 1,600 aircraft.

Organization

The command includes Air Force Recruiting Service, two numbered air forces and the Air University.

Recruiting

AETC's mission begins with the Air Force Recruiting Service, with headquarters at Randolph AFB, Texas. AFRS is comprised of four regional groups and 28 squadrons with more than 1,400 recruiters assigned throughout the

United States, England, Germany, Japan, Puerto Rico and Guam. Recruiters in more than 1,000 offices worldwide recruit the young men and women needed to meet the demands of the U.S. Air Force.

Basic Military and Technical Training

Second Air Force, with headquarters at Keesler AFB, Mississippi, is responsible for conducting basic military and technical training for Air Force enlisted members and support officers. The first stop for all Air Force, Air National Guard and Air Force Reserve enlisted people is basic military training at Lackland AFB, Texas. More than 36,000 new airmen will complete this intense, six-week program this year.

After completing BMT, airmen begin technical training in their career field specialties, primarily at five installations: Goodfellow AFB, Lackland AFB, and Sheppard AFB in Texas; Keesler AFB, Miss.; and Vandenberg AFB, Calif. Each base is responsible for a specific portion of formal technical training airmen require to accomplish the Air Force mission. Highly trained instructors conduct technical training in specialties such as aircraft maintenance, civil engineering, medical services, computer systems, security forces, air traffic control, personnel, intelligence, fire fighting, and space and missile operations.

Commissioned officers attend technical training courses for similar career fields at the same locations.

Second Air Force also conducts specialized training for military working dogs and dog handlers at Lackland AFB, Texas, for the Department of Defense and the Federal Aviation Administration. Additionally, the Inter-American Air Forces Academy at Lackland AFB, Texas, hosts more than 160 courses in aviation specialties, taught in Spanish, to students from 19 Western hemisphere countries.

Flying Training

Nineteenth Air Force, with headquarters at Randolph AFB, Texas, conducts AETC's flying training.

Air Force pilot candidates begin with introductory flight training (IFT). In IFT, civilian instructors provide 50 hours of flight instruction to pilot candidates who must complete requirements for a private pilot license.

Pilot candidates then attend either Euro-NATO joint jet pilot training (ENJJPT) or joint specialized undergraduate pilot training (JSUPT).

ENJJPT is located at Sheppard AFB, Texas. The entire course lasts about 54 weeks. Students learn with, and are taught by, U.S. Air Force officers and officers from various air forces of our European allies. Student pilots first fly the T-37 mastering contact, instrument, low-level and formation flying. Next, they strap on the supersonic T-38 and continue building the skills necessary to become a fighter pilot.

JSUPT students accomplish primary training in the T-37 Tweet at one of three Air Force bases -- Columbus AFB, Miss., Laughlin AFB, Texas, or Vance AFB, Okla; or in the T-34C Turbomenter at Naval Air Station Whiting Field, Fla. Joint training is conducted at Vance AFB, Okla., and NAS Whiting Field for students from the Air Force and Navy.

During the primary phase of JSUPT, students learn basic flight skills common to all military pilots.

Students will soon use the Joint Primary Aircraft Training System during the primary training phase. The aircraft portion of JPATS is the T-6 Texan II, which is being phased in as the primary trainer replacing the Air Force's T-37 and the Navy's T-34C.

After the primary phase of JSUPT, student pilots elect one of several advanced training tracks based on their class

standing.

Prospective airlift and tanker pilots are assigned to the airlift/tanker track and train in the T-1 Jayhawk at Columbus AFB, Miss., Laughlin AFB, Texas, or Vance AFB, Okla. Student pilots headed for bomber or fighter assignments are assigned to the bomber/fighter track and train in the T-38 Talon at Columbus, Laughlin or Vance. Students assigned to the multi-engine turboprop track fly the T-44 turboprop trainers at NAS Corpus Christi, Texas, and will eventually fly the C-130 Hercules.

Those students selected to fly helicopters are assigned to the helicopter track and fly the UH-1 Huey at Fort Rucker, Ala.

Nineteenth Air Force also provides follow-on training for most Air Force pilots in their assigned aircraft. Pilots assigned to fighter aircraft complete the introduction to fighter fundamentals course at Randolph AFB or Sheppard AFB, Texas, or Moody AFB, Ga., flying the AT-38B, and then move on to train in either the F-15 Eagle at Tyndall AFB, Fla., or the F-16 Fighting Falcon at Luke AFB, Ariz. Altus AFB, Okla., hosts training for pilots assigned to C-5 Galaxy, C-141 Starlifter, KC-135 Stratotanker or C-17 Globemaster III aircraft. Aircrews assigned to fly the C-130 train at Little Rock AFB, Ark., and pilots assigned to fly MC-130 Combat Talon, HC-130 aircraft, UH-1N, MH-53 Pave Low or HH-60 Pave Hawk helicopters receive their training at Kirtland AFB, N.M. Keesler AFB, Miss., provides training for pilots assigned to the C-21, and the Army at Fort Rucker, Ala., provides training in the C-12 Super King Air.

In addition to pilot training, Nineteenth Air Force provides joint specialized undergraduate navigator training. JSUNT is conducted at Randolph AFB and NAS Pensacola, Fla., and provides training for Air Force, Navy and Marine student navigators. Students at Randolph complete training in the T-43A and move to follow-on assignments in transport and tanker aircraft such as the C-130 and KC-135.

Students at NAS Pensacola, Fla., complete primary and intermediate training in the T-34C and T-1 aircraft, and then enter the one of two tracks in the next phase. Students in the strike track will serve as navigators in the B-52 Stratofortress or as weapon systems officers in the B-1B Lancer. Navigators assigned to the B-1B attend a special training program at Randolph. Students in the strike/fighter track will receive follow-on assignments in the F-15E Strike Eagle as weapon systems officers and attend special training in the IFF course.

AETC also provides enlisted aircrew training for a wide variety of aircrew specialties including flight engineers, air-to-air refueling boom operators, loadmasters, aerial gunners, airborne communications specialists and weapons directors. Flight engineers and boom operators train at Altus AFB, Okla., loadmasters train at Sheppard AFB, Texas, helicopter flight engineers and aerial gunners train at Kirtland AFB, N.M., airborne communications specialists train at Keesler AFB, Miss., and weapons directors train at Tyndall AFB, Fla.

Education

Air University, headquartered at Maxwell AFB, Ala., conducts professional military education (PME), graduate education and professional continuing education for officers, enlisted members and civilians throughout their careers.

Air University has responsibility for the Air Force Officer Accessions and Training Schools. The AFOATS commander provides direction for two of the Air Force's three commissioning programs. The Air Force Reserve Officer Training Corps commissions more than 2,000 officers annually through programs located at 143 detachments at colleges and universities across the country.

Officer Training School is located at Maxwell AFB, Ala., and provides basic officer training, a 12-week program designed to commission 1,700 officers annually for the next several years. Additionally, OTS conducts a four-

week commissioned officer training program for 1,500 new judge advocates, chaplains and medical officers each year.

Air University's PME schools prepare students from the Air Force, its sister services and allied nations for more responsible positions as they progress through their careers. Emphasis in these programs includes leadership, military doctrine and aerospace power.

Squadron Officer College includes two resident schools and one wing-level program: Aerospace Basic Course, Squadron Officer Course (taught at the wing level) and Squadron Officer School.

The Aerospace Basic Course is the first residence course in officer PME and is for newly commissioned second lieutenants and selected civilians. The four-week class includes modules of study designed for students to comprehend their role as airmen.

The mission of Squadron Officer School, the second officer PME course, is to develop dynamic leaders rededicated to the profession of arms. For captains with four to seven years experience, this five-week course is taught seven times per year, with about 520 students per class.

Air Command and Staff College (ACSC) is the Air Force's intermediate officer PME school, preparing field grade officers (primarily majors and majors-select) and civilians to assume positions of higher responsibility within the military and government arenas. Geared toward teaching the skills necessary for command, ACSC focuses on shaping and molding future squadron commanders.

Air War College is the senior school in the Air Force PME system and annually prepares more than 260 participants including officers from all branches of the armed forces, international officers, and civilians of equivalent rank from U.S. government agencies. The 44-week class schedule emphasizes joint operations and the employment of aerospace power in support of national security.

The College for Enlisted Professional Military Education is responsible for the instructional programs and faculty development for all Air Force enlisted PME programs. This includes the Airman Leadership Schools, Noncommissioned Officer Academies and the Air Force Senior Noncommissioned Officer Academy.

Airman Leadership Schools prepare senior airmen for supervisory duties and foster a commitment to the profession of arms. The course objective is for each student to gain an understanding of the roles and responsibilities of the noncommissioned officer.

Noncommissioned and Senior Noncommissioned Officer Academies provide professional military education to noncommissioned officers for positions of greater responsibility by broadening their leadership and supervisory skills and expanding their perspective of the military profession.

The Community College of the Air Force (CCAF) offers and awards job-related associate in applied science degrees and other academic credentials that enhance mission readiness, contribute to recruiting, assist in retention, and support the career transitions of Air Force enlisted members. Air Force enlisted members are automatically enrolled in the CCAF and begin earning college credit during basic military training.

The Air Force Institute of Technology meets the ever changing and challenging scientific, engineering, and technical management needs of the Air Force and the Department of Defense through its graduate and continuing education programs. AFIT's organization and mission is focused on exploiting the full potential of powered flight as an instrument of national defense.

The Ira C. Eaker College for Professional Development provides world-class professional continuing education and technical training to Air Force, international, and other DOD people. Its eight schools include the

Commanders' Professional Development School; the Air Force Chaplain Service Institute; the Air Force Judge Advocate General School; the DOD Professional Military Comptroller School; the Air Force Human Resource Management School; the Air Force Historian Development School; the International Officer School; and the Air Force First Sergeant Academy, and offer 72 resident courses and 26 distance learning/exportable courses.

The College of Aerospace Doctrine, Research and Education assists in the development, analysis, and wargaming of the concepts, doctrine and strategy of aerospace power. It also educates Air Force and joint communities on war fighting at the operational and strategic level through research, wargaming and military education courses. The college prepares flag officers from all military services for leadership positions in the joint warfighting environment.

Citizenship Programs

AETC promotes values of civic responsibility among the civilian community through two Air University-sponsored programs. The Civil Air Patrol is a private, non-profit organization providing aerospace education, a cadet program, and emergency services. The Air Force Junior ROTC program promotes citizenship values in young high school students at more than 600 locations worldwide.

Other Air University Organizations

Other academic support services include Academic Instructor School, the Air Force Institute for Advanced Distributed Learning, Air Force Public Affairs Center of Excellence, Air University Library (encompassing Air University Press), and the International Officer School.

Major AETC Support Services

In addition to accomplishing these missions, AETC is also responsible for several other areas that are integral parts of the command and directly contribute to the overall Air Force mission.

Medical Services

The Air Force's two largest medical facilities belong to AETC. Wilford Hall Medical Center, Lackland AFB, Texas, and Keesler Medical Center, Keesler AFB, Miss., provide most of the Air Force's graduate medical and dental education, as well as enlisted medical training.

Security Assistance Training

AETC is the executive agent for all Air Force security assistance training to the armed forces of other nations. Each year AETC members serve as advisors in programs for flying, technical, medical, and professional military education for nearly 5,000 international students from 120 countries.

History

AETC's predecessor, Air Training Command, was formed in 1942 and trained more than 13 million people. ATC installations between 1942 and 1993 ranged from a peak of more than 600 installations during World War II, to a low of 13 when it was redesignated July 1, 1993. Command headquarters was located in Fort Worth, Texas, and Barksdale AFB, Louisiana, during the mid- and late-1940s. It was relocated to Scott AFB, Illinois, in 1949, and

moved to Randolph AFB in 1957.

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Categories: Commands of the U.S. Air Force | San Antonio, Texas

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Air Force Fact Sheets

Air Education and Training Command

Air Education and Training Command, with headquarters at Randolph Air Force Base near San Antonio, Texas, was established July 1, 1993, with the realignment of Air Training Command and Air University.

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Mission

AETC recruits new people into the U.S. Air Force and provides them with military, technical and flying training; and precommissioning, professional military and continuing education. After receiving basic training and prior to placement in Air Force jobs, enlisted people are trained in a technical skill. More than 1,350 active technical courses offer a wide variety of job skills for today's young adults. During their careers in the Air Force, every officer and enlisted person receives education and training administered by the command.

Personnel and Resources

The command includes two numbered air forces, the Air University, Air Force Recruiting Service and Wilford Hall Medical Center. More than 43,000 active-duty members and



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Articles

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Help

13,400 civilian personnel make up AETC. The command has responsibility for approximately 1,600 aircraft.

2005
Air Fc



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Organization

Air University

Air University, headquartered at Maxwell AFB, Ala., is responsible for precommissioning education and training, professional military education, professional continuing education, degree granting education, and

citizenship education and training.

AU students are primarily Air Force officers, airmen and selected Air Force civilians. A number of personnel from other services and Department of Defense activities also attend AU schools. In addition, international officers from more than 100 countries have studied in AU schools.

Air Force Officer Accession and Training Schools. These schools provides coordinated leadership and policy direction for the Air Force's officer recruiting, training and commissioning programs at Officer Training School and Air Force Reserve Officer Training Corps detachments. The organization's staff manages support and develops curriculum to train tomorrow's Air Force officers. AFOATS also directs the Air Force's high school citizenship training program -- Air Force Junior ROTC. Over the years, OTS has functioned as a flexible commissioning program to meet the constantly changing manning requirements of the Air Force. Additionally, OTS formally trains medical service officers, chaplains and lawyers. AFROTC, operating in partnership with more than 140 colleges and universities, educates, trains and commissions qualified students in a diversified college and university environment.

Professional Military Education. The PME schools of AU - Air War College, Air Command and Staff College, Squadron Officer School and the College for Enlisted Professional Military Education - prepare senior, midcareer and junior commissioned and noncommissioned officers and civilians for more responsible positions throughout the Air Force.

Professional Continuing Education. Several AU organizations provide continuing education to meet Air Force needs. The College of Aerospace Doctrine, Research and Education assists in the development of Air Force doctrine and military strategy, conducts operational and educational

wargames, and conducts warplanning and warfighting courses. The Ira C. Eaker College for Professional Development provides continuing education through the U.S. Air Force Chaplain Service Institute, U.S. Air Force First Sergeant Academy, Air Force Human Resource Management School, Air Force Judge Advocate General School, Commanders' Professional Development School and Professional Military Comptroller School. The Air Force Institute of Technology (AFIT), located at Wright-Patterson Air Force Base, Ohio, meets continuing education needs through its School of Systems and Logistics and the School of Civil Engineering.

Degree Granting Education. AU awards both associate degrees and graduate degrees. The Community College of the Air Force develops and administers education programs leading to an associate degree in applied science for Air Force active duty, Reserve and Air National Guard enlisted personnel. The School for Advanced Airpower Studies awards master's degrees to future airpower strategists. At AFIT, masters degrees are awarded through the School of Logistics and Acquisitions Management. Both master's and doctorate degrees are awarded through AFIT's School of Engineering. AFIT also manages Air Force graduate and undergraduate degree programs and continuing education programs at civilian institutions as well as Air Force health care education programs and Education with Industry.

Citizenship. Citizenship is enhanced through AU oversight of the Civil Air Patrol and its cadet program, and through the Air Force Junior ROTC program that reaches into more than 600 high schools across the U.S.

Academic Support. Air University's Office of Academic Support (OAS) directs organizations which enhance the ability of AU's major schools to accomplish their missions. The AU Library provides educational and research library services and cartographic support to the headquarters, schools, colleges and tenant units. The Academic Instructor School prepares AU and other Air Force instructors for both resident and distance learning education. The International Officer School prepares international students to enter AU schools and courses. Other organizations under the OAS include: Air University Television, which supports resident and distance learning instruction; the Extension Course Institute, which publishes approximately 330 correspondence courses in specialized, career development and PME; Air University Press, which acquires, edits and publishes books, monographs, and journals on airpower topics; and Educational Technology.

Second Air Force

The 2nd Air Force, headquartered at Keesler AFB, Miss., was

activated July 1, 1993, and manages all operational aspects of basic and technical training for AETC. Four training wings, including nine technical training groups and basic military training, report to 2nd AF. Geographically separated units are located at Vandenberg and Edwards Air Force bases in California.

Basic Military Training. A basic military training course for all new enlistees in the regular Air Force, Air Force Reserve and Air National Guard is conducted at Lackland AFB, Texas. Training starts on a Monday, with graduation on Friday six weeks later, followed by travel to technical training. In addition to processing and counseling, courses emphasize discipline, professional courtesy, physical fitness, teamwork and academic instruction in Air Force organization, history, human relations and quality Air Force principles.

Technical Training. Technical training in more than 250 technical specialties is provided to men and women in all branches of service throughout their careers. Technical training courses, many accredited through the Community College of the Air Force, provide job qualification and advanced training to Air Force people in support of their primary missions. Each year more than 175,000 students graduate from AETC formal training courses.

Resident courses are conducted at Keesler AFB; Lackland, Sheppard, and Goodfellow Air Force bases in Texas; and Vandenberg AFB, Calif.

Keesler AFB is host to 2nd Air Force's only flying mission. The 45th Airlift Squadron conducts initial and upgrade training for C-12 and C-21 aircrews. The graduates are assigned to provide operational support airlift for a variety of missions around the world.

Defense Language Institute English Language Center. International military members and some civilians attend full-time English language training at the Defense Language Institute English Language Center at Lackland AFB. The center is a Department of Defense agency that reports to AETC.

Inter-American Air Forces Academy. The Inter-American Air Forces Academy provides Spanish-language technical and management training to military forces and governmental agencies of Latin America and the Caribbean. The school at Lackland AFB provides training in 70 different courses for both officer and enlisted personnel.

Nineteenth Air Force

The 19th Air Force, headquartered at Randolph AFB, was activated July 1, 1993, and exercises operational control over 11 active duty units and has operational oversight of three Air National Guard units. AETC provides undergraduate and specialized pilot and navigator training, initial fighter fundamental training, specific initial skills training, upgrade and requalification aircraft training for combat crews and advanced training for helicopter pilots.

Flying Training

AETC conducts primary and advanced flight training for pilots, navigators and enlisted crew members. Command training programs produce mission-ready crew members. Pilot training begins with the flight screening program conducted in the T-3 aircraft by the 3rd Flying Training Squadron in Hondo, Texas, and the 557th Flying Training Squadron at the U.S. Air Force Academy. Pilot training continues with an undergraduate pilot training program and ends with combat crew training in specific major weapons systems.

Specialized undergraduate pilot training (SUPT) begins in either the Air Force's T-37 or the Navy's T-34 if an Air Force pilot is initially trained by the Navy. SUPT advanced training may occur in one of four aircraft. Students designated for a bomber or fighter aircraft receive advanced training in the T-38. Airlift and tanker pilots train in the T-1A, and helicopter pilots train in the UH-1 in a joint training environment at Fort Rucker, Ala. Air Force C-130-bound students train in the T-44 with the Navy at Naval Air Station Corpus Christi, Texas. Total SUPT training includes between 193 flying hours for the airlift/tanker track to 208 for the bomber/fighter track.

Euro-NATO Joint Jet Pilot Training is an international effort conducted by the U.S. Air Force and its North Atlantic Treaty Organization (NATO) allies. This program at Sheppard AFB, Texas, trains pilots from NATO countries as well as some U.S. Air Force pilots. Primary training is conducted in the T-37 and advanced training in the T-38. ENJJPT instructor pilots are also trained at Sheppard AFB.

Students electing to fly fighters are given an introductory course in fighter fundamentals. This training is conducted at Randolph, Columbus and Sheppard Air Force bases. After this training, students bound for training in the F-15 aircraft are trained at Tyndall AFB, Fla. At Tyndall, different courses are offered for pilots who have never flown a fighter aircraft, experienced pilots converting to or requalifying in the F-15, and pilots selected to become F-15 instructor pilots. Similar training is conducted at Luke AFB, Ariz., for F-16 pilots.

Airlift training for C-5, C-17, C-141 and KC-135 pilots and enlisted aircrew members is conducted at Altus AFB, Okla. For C-130 aircrew members, training is conducted at Little Rock AFB, Ark.

Special operations training for pilots and enlisted aircrew members in the MC-130 aircraft, and the MH-53J and HH-60G helicopter, is conducted along with UH-1 training at Kirtland AFB, N.M.

Navigator Training

Joint undergraduate navigator training (JUNT) begins at Naval Air Station Pensacola, Fla., with a six-week Aviation Preflight Indoctrination course. This course consists of aviation fundamentals such as meteorology, aerodynamics, air navigation and aircraft systems; physical fitness training; and water and land survival regimen. All students then enter Primary Navigator/Naval Flight Officer flight training at NAS Pensacola. Primary training is accomplished in the T-34, a tandem, two-seat turboprop aircraft, and lasts 14 weeks. Follow-on training is in four main tracks:

airlift/tanker/maritime, strike/bomber, strike/fighter and heavy electronic warfare officer. Approximately half of the students from primary go to the airlift/tanker/maritime track at Randolph AFB. This is a 24-week program training in the T-43 jet aircraft (a modified B-737) with three to five weeks of follow-on training in theater operations. Students selected for the strike/bomber, strike/fighter and heavy EWO tracks proceed from primary into intermediate training and remain at NAS Pensacola for the remainder of their training.

Intermediate is a 14-week course flying T-34 and T-1 aircraft. Strike/bomber track students move on to a 12-week course flying the T-39 and T-2 aircraft. Heavy EWO track students graduate from intermediate and attend 13 weeks of academic and simulator electronic warfare training at Corry Station, adjacent to NAS Pensacola.

Other Training

AETC also conducts the Air Force combat survival course at Fairchild AFB, Wash., where more than 4,000 aircrew members receive training annually. Specialized courses are provided at NAS Pensacola for water survival; and Eielson AFB, Alaska, for arctic survival. Training for enlisted combat controllers and pararescuemen is conducted at Kirtland AFB.

Other Major Units

Air Force Recruiting Service. AETC is responsible for all personnel accessions with the exception of the U.S. Air Force

Academy, lawyers and chaplains. Its mission is to recruit a high-quality volunteer force reflective of a cross-section of America. It manages this through the Air Force Recruiting Service, also headquartered at Randolph AFB. Recruiting Service is divided into four recruiting groups with 28 squadrons and about 3,000 highly motivated recruiters. The recruiting mission is accomplished from more than 900 offices worldwide. Air Force personnel requirements are given to Recruiting Service in the form of program goals for non-prior service enlistees, line officers (Officer Training School), health care professionals (physicians, nurses, etc.), applicants for Air Force Reserve Officer Training Corps scholarships, and others as required.

Wilford Hall Medical Center. Wilford Hall Medical Center, located at Lackland AFB, is one of America's national medical resources and home of the 59th Medical Wing. The medical center's staff totals more than 4,900 personnel, officers, and civilians, a number which includes almost 500 students. The 500-bed medical center serves as Lackland's hospital, a specialized treatment center for the southern United States and a referral center for patients evacuated from around the world. The Wilford Hall commander also serves as lead agent for DOD TRICARE Region VI, encompassing Arkansas, Oklahoma and most of Louisiana and Texas. Wilford Hall admits almost 25,000 patients per year, sees more than one million outpatients and serves an additional 12,000 patients per year from worldwide locations. Wilford Hall provides unique services as the DOD center for allogeneic bone marrow transplantation and liver transplantation and the Air Force-HIV evaluation and treatment center. Wilford Hall's medical outreach initiatives include training and fielding teams that perform forward surgery with the equipment in their rucksacks, the only Extracorporeal Membrane Oxygenator (heart lung machine for babies) capable of providing care to a patient in-flight, and the Critical Care Aeromedical Transport Teams which provide in-flight medical care to patients during air transport. The medical center has extensive education and research programs, and operates the only certified Level-I trauma center in the defense establishment.

Air Force Security Assistance Training Squadron. The Air Force Security Assistance Training Squadron, Randolph AFB, is the executive agent for all USAF-sponsored international training. It develops, integrates and manages international training in support of U.S. national security objectives. Nearly 5,000 students from 148 friendly and allied countries are trained annually under USAF sponsorship.

History

AETC's predecessor, Air Training Command, was formed in

1942 and trained more than 13 million people. ATC installations between 1942 and 1993 ranged from a peak of more than 600 installations during World War II, to a low of 13 when it was redesignated July 1, 1993. Command headquarters was located in Fort Worth, Texas, and Barksdale AFB, La., during the mid- and late-1940s. It was relocated to Scott AFB, Ill., in 1949, and moved to Randolph AFB in 1957.

Point of Contact

Air Education and Training Command, Public Affairs Office;
100 H Street, Suite 3; Randolph Air Force Base, Texas 78150-4330; DSN 487-3946 or (210) 652-3946.

Above Information Courtesy of United States Air Force



From Rod Powers,
Your Guide to U.S. Military.
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Welcome to the TRICARE Military Treatment Facilities (MTF) Locator

Sunday, May 15, 2005

Wilford Hall Medical Center (59th Medical Wing)

MTF Name: Wilford Hall Medical Center (59th Medical Wing)

Address: 2200 Bergquist Drive Ste. 1
Lackland AFB, TX 78236-5300

Web Site: <http://www.whmc.af.mil/>

Main Phone: 210-292-7412

Hours: 24 hour acute care facility

Options

[Get Directions](#)

[Return to search results](#)

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Making an Appointment

Phone Number: 210-916-9900

Additional Information:

Prime enrollees may be able to make an MTF appointment online at www.tricareonline.com.

Pharmacy

Phone: 210-292-7177

Hours: 0730-1800

Additional Information:

24 hour refill line at 210-292-7000 or 1-800-469-7170

Additional Information

Advice Line:

After Hours Care: Emergency Department is open 24 hours

In case of an emergency:
911

Other Information:

Specialties

Allergy
Audiology / Speech Pathology
Clinical Psychology
Dermatology
Dietetics
Emergency Services
Family Medicine
Internal Medicine
Neurology
OB/GYN
Occupational Therapy
Ophthalmology
Optometry
Orthopedics
Otolaryngology (ENT)
Pediatrics
Physical Medicine
Physical Therapy
Psychiatry
Surgery
Urology
Cardiology
Chiropractics
Gastroenterology
Infectious Disease
Neonatology
Nuclear Medicine
Developmental Pediatrics
Perinatology
Podiatry
Population Health (wellness)
Psychology
Pulmonology
Social Work
Substance Abuse

Other

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Customer Service

Beneficiary Counseling & Assistance

Debt Collection & Assistance Officer

Coordinator (BCAC)	(DCAO)
Roger Barker Alternate Phone: 210-292-7848 DSN: 554-7848 Fax: 210-292-5603 E-mail: roger.barker@lackland.af.mil	Roger Barker Alternate Phone: 210-292-7848 DSN: 554-7848 Fax: 210-292-5603 E-mail: roger.barker@lackland.af.mil

Additional Customer Service Information

Other Customer Service Phone Number: 210-292-2667

Other Customer Service Email Address:

michael.gaither@lackland.af.mil

Other customer service information:

The TRICARE/Military Health System Web site www.tricare.osd.mil is the official Web presence of the Office of the Assistant Secretary of Defense (Health Affairs) and the TRICARE Management Activity Skyline 5, Suite 810, 5111 Leesburg Pike, Falls Church, VA 22041-3206

Need to file a [claim](#)?

Please e-mail the following for: TRICARE benefits and program questions: questions@tma.osd.mil; Web site technical issues, or if you [see something wrong?](#) on the Web site

The content of this page was updated on Friday, January 14, 2005.

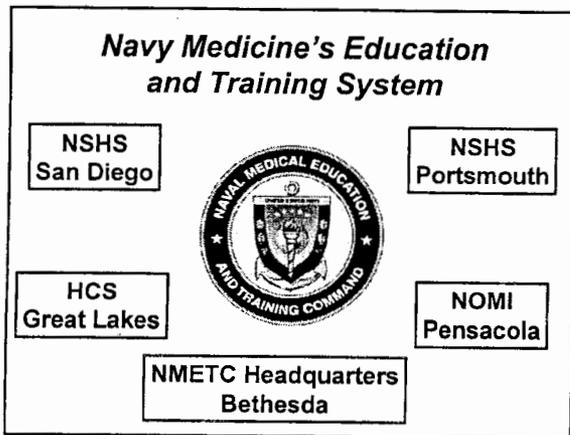


**Naval School of Health
Sciences**

Portsmouth, VA
Command Brief

Excellence - a Way of Life.....







NSHS Portsmouth

Mission: We advance the Sea Warrior's readiness through exceptional medical education and training.

Vision: To become the unequivocal leader in the transformation of Joint Medical Education.



Received from: Capt. B. Bennett and Capt. Susan Henson, May 23, 2005;
Naval School of Health Sciences, Portsmouth, VA



Our Guiding Principles

- We uphold the Navy's core values: Honor
Courage Commitment.
- We are dedicated to the growth and
development of our staff and students.
- Excellence is our motto.
- We are committed to readiness.
- We will make a difference to those
we serve.





Command

Commanding Officer	CAPT B. L. Bennett MSC, USN
Executive Officer	CAPT S. E. Herron NC, USN
Command Master Chief	HMCM(AW/FMF) M. A. Lowry USN
Director for Academics	CDR A. D. Elum-O'Neal NC, USN
Director for Administration	LT G. S. Patterson MSC, USN
Director for Resources	LT A. Wicker MSC, USN





Brief History

1902: First Hospital Corps School.
1942: Current building opened.
1995: Commissioned as a Command:
Naval School of Health Sciences
Portsmouth.





Training Programs

- 16 enlisted technical training program
 - 13 at NSHS Portsmouth & Thomas Nelson Community College
 - 3 Special Operations Combat Medic courses - U. S. Army - Fort Bragg
- 1 officer specialty program (NNCAP)
- 35 medical correspondence courses





Joint Special Operations Medical Training Command

Located at FT Bragg:

- Special Operations Combat Medic (SOCM)
- Advanced Special Operations Independent Duty Corpsman (ASOIDC)
- Special Operations Forces Medical Skills Sustainment Program (SOFMSSP)





Our Business

- Apprentice enlisted technical training
 - Surgical Technology
 - Pharmacy Technician
 - Psychiatric Technician *- was at Ft. Sam H*
 - Medical Laboratory Technician *- was*





Our Business cont.

- Journeyman enlisted technical training
 - Advanced Radiography
 - Urology
 - Hemodialysis-Apheresis - Navy Only
 - Electroneurodiagnostic Technician
 - Nuclear Medicine - Tri-Svc A, N, AF
 - Physical Therapy Ph. I + II
 - Occupational Therapy " "



ITTO consolidate N + AF

PT + OT Ph. I at Ft. San Houston
Ph. II tng for N is done here



Our Business cont.

- Introductory and Refresher training programs
 - Surface Force Medical Indoctrination
 - Independent Duty Corpsmen Refresher
 - Correspondence Courses



for those going out to sea

going out to sea

Part of what is missing



Our Business cont.

- Navy Nurse Corps Anesthesia Program Phase 2 at NMC Portsmouth
- Administrative Oversight for the Medical Enlisted Commissioning Program



these are FT in college locally;
This function will have to move
- not FT San - but somewhere
(20 - 30 students)



Our Customers

- Sailors, Soldiers, Airmen, Coastguardsmen and their future Commands in our ITRO consolidated and quota schools.
- Nuclear Medicine
- Electroneurodiagnostic
- Urology
- Pharmacy



ITRO

quota courses

equal impact by la. snc



Our Customers cont.

- Fleet
- Fleet Marine Force
- Medical Treatment Facilities worldwide
- Specialty Platforms





Our Customers cont.

- Students past, present and future and the enlisted specialties they represent.
- Our staff
- The local community





Maximizing Human Capital

- Militarization-Sailorization
 - We have dedicated specific manpower and resources to ensure sailors receive military, sailor and life skills training.
- Ongoing mentorship and development of both staff and students





Maximizing Human Capital cont.

- Academic Excellence
- Clinical Excellence
- Physical Fitness
- Awards: Recognition
- Optimization
- Readiness: Serve World-wide
- Community Service





National Results

- **Advanced Lab:** 80% vice 66% national certification
- **Nuclear Medicine:** 86% vice 75% in top 10 of NUCMED Schools in U.S multiple requests from private sector for our curriculum – the benchmark
- **Surgical Technician:** In Top 10% of ST Schools in U.S (370). Pilot source for private sector online pre-assessment test.





National Results cont.

- **Urology:** Only accredited Urology Technician School in the United States.
- **Electroneurodiagnostic (END):** April – 5 year accreditation to 2008.
- **Pharmacy School:** Curriculum is the model for accrediting body
- **All schools:** Have alumni web pages posted on both NMETC and NKO sites





Dedicated to Community

- All-Navy CY 2000 2nd Place Small Shore Flagship Excellence Award
- Proclamation by Mayor of Portsmouth for Dec 2001 for NSHS PTS
- Mid-Atlantic Region 2002 Personal Excellence Award - 2nd Award
- Hunt-Mapp Middle School Science Classroom named in honor of NSHS



Portsmouth is an academically challenged area; the community will be affected



Command Strategic Goals

- Goal 1: Leadership
- Goal 2: Quality Education and Training
- Goal 3: Technology
- Goal 4: Readiness
- Goal 5: Best Business Practices





Successes

- Established Mentorship Program for Students and staff. Formalized mentorship program has increased advancement and opportunities for professional growth.
- Proactive curriculum development based upon customer needs and willingness to challenge all assumptions – ie., one size fits all mentality for education delivery.





Innovations

- Integration with line counterparts in implementation of the Revolution in Training
- Pilot of self-paced, accelerated paced and individual training programs
- Increased frequency of class iterations





Innovations cont.

- Use of individual account data to drive training iterations
 - Track Time Under Instruction
 - Time Awaiting Instruction
 - Time Awaiting Transfer
 - Time Interrupted from Instruction
 - Movement towards individualized training evolutions





Innovations cont.

- Strong collaboration with Naval Personnel Development Command and Training Support Centers
- Created the Revolution in Training Group: Chartered to explore all options for education, training and delivery.



*Presentations
for the
Chrm.
5-24-05 am*



Naval School of Health Sciences

Portsmouth, VA

Excellence - a Way of Life.....



Navy Medicine's Education and Training System

**NSHS
San Diego**

**NSHS
Portsmouth**

**HCS
Great Lakes**

**NOMI
Pensacola**

**NMETC Headquarters
Bethesda**





NSHS Schools

- 16 enlisted technical training program
 - 13 at NSHS Portsmouth & Thomas Nelson Community College
 - 3 Special Operations Combat Medic courses - U. S. Army - Fort Bragg
- 1 officer specialty program (NNCAP)



NSHS Schools

NAVY Only:

- Hemodialysis Apheresis Technician 26 weeks
- Surgical Technology 26 weeks
- Pharmacy Technician 23 weeks
- Psychiatric Technician 15 weeks
- Medical Laboratory Technician 52 weeks
- Advanced Radiography Technology 52 weeks





NSHS Schools

- Interservice Training Review Organization (ITRO)
Consolidated Schools:

Physical Therapy Technician:

Didactic (Phase 1): 17 weeks Army/Navy

Clinical (Phase 2): 8 weeks at service specific sites

Occupational Therapy:

Didactic (Phase 1): 18 weeks Army/Navy

Clinical (Phase 2): 16 weeks at service specific sites



NSHS Schools

- ITRO Consolidated Schools:

Nuclear Medicine Technologist:

Didactic (Phase 1): 20 weeks Army/Navy/Air Force

Clinical (Phase 2): 32 weeks at service specific sites

Electroneurodiagnostic Technician:

Didactic/Clinical combined: 26 weeks Navy/Air Force

Urology Technician:

Didactic/clinical combined: 16 weeks Navy/Air Force





Other Training

Navy Specific Training:

- Surface Force Medical Indoctrination
- Independent Duty Corpsmen Refresher

Additional Programs:

- Navy Nurse Corps Anesthesia Program Phase 2 at NMC Portsmouth
- Administrative Oversight for the Medical Enlisted Commissioning Program



Manpower

<u>Personnel</u>	<u>Authorized</u>	<u>O/B Strength</u>
<u>NSHS</u>		
Officers	12	12
Enlisted	81	76
Civilian	12	12
Contract	1	1
<u>JSOMTC</u>		
Officers	1	1
Enlisted	16	15
<u>NLTU</u>		
Officers	2	2
<u>TOTAL</u>	127	109





Benchmarking

- NSHS maintains institutional accreditation.
- All individual schools have programmatic accreditation.
- Students are eligible for national certification when available. Military scores on national certification rates far exceed national averages.
- Individual school curricula are often the standard by which civilian institutions are compared.



Advantages

- Consolidation of Navy programs will eliminate redundancy and training inconsistencies.
- Ability to both co-locate and possibly consolidate with other armed services.
- Share instructors.
- Uniformity in instruction between services where appropriate.
- Efficiencies in equipment and facilities.
- Efficiency in manpower, resources, and operational readiness.





Advantages

- Joint war fighting capabilities.
- Integration between services.
 - Broad implications for detailing to a need versus a service specific billet.
- Opportunity to share curricula and resources.
- Improve delivery systems for all medical training.
- Optimizes resources for training



Further Work

- Co-location versus consolidation needs to be determined.
 - This will drive curriculum coordination.
 - Training standards.
- Determine Phase 2 (clinical part of training) locations to ensure adequate experience.
 - Affects accreditation of programs.
- Determine training pathways to operational training opportunities.
 - Shipboard, Marines, Undersea Diving Communities.





Transition

- Maintain full throughput as we transition to San Antonio to meet continuing training needs.
 - Will require close coordination between services and a phased approach to movement of schools.
 - This requires that determination of Consolidation or Co-location early in process.
 - The ITRO methodology may provide resource answers.



Naval School of Health Sciences

Portsmouth, VA

Excellence - a Way of Life.....

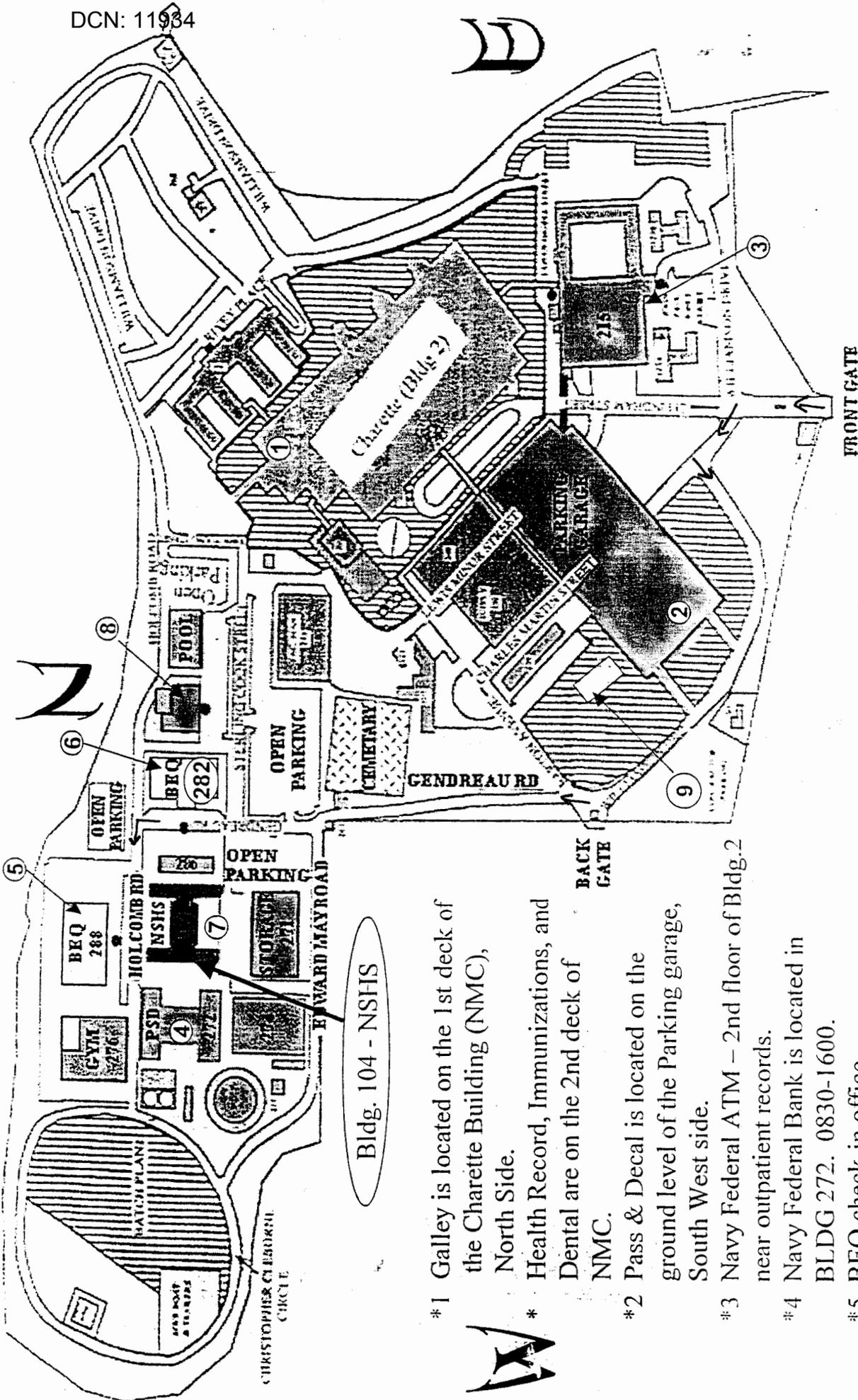


Course Strategic Goal (Master Course List)
as of 28 JUL 03

max # of classes for the yr
per class

CIN	CDP	SHORT TITLE	TC	UIC	ACTIVITY TITLE	03 LEN	CONV	CLS	MAX	STU	FY02 GRAD	FY03 GRAD	FY04 GRAD	3-year AVG	FY02 COST \$
B-330-0024	395U	DT-SURG TECH	C5	30496	NSHS PORTSMOUTH	184	3	5	15	9	8	8	8	8	12642
B-300-0043	539Y	HM-END TECH	C5	30496	NSHS PORTSMOUTH	184	2	10	20	10	4	4	4	10	25042
B-311-0018	230D	HM-HAT TECH	C5	30496	NSHS PORTSMOUTH	185	2	10	20	10	4	4	4	10	25042
B-311-0015	3784	HM-MLT TECH	C5	30496	NSHS PORTSMOUTH	173	2	6	12	5	2	2	2	4	51807
B-311-0015	539X	HM-NUC MED Phase 1	E7	30496	NSHS PORTSMOUTH	369	2	48	96	58	56	55	56	4	51807
B-311-0016	468F	HM-NUC MED Phase 2	C5	30496	NSHS PORTSMOUTH	137	2	30	60	31	46	47	41	25477	
B-303-0053	230L	HM-OCC THER Phase 2	C5	30496	NSHS PORTSMOUTH	110	3	2	5	10	12	9	17	12	12528
B-312-0025	3340	HM-PHARMACY TECH	C5	30496	NSHS PORTSMOUTH	159	3	2	6	3	7	3	4	4	12236
B-303-0051	4283	HM-PHY THER Phase 2	C5	30496	NSHS PORTSMOUTH	54	3	4	12	7	5	9	7	7	12236
B-302-0046	681E	HM-PSYCH TECH	C5	30496	NSHS PORTSMOUTH	103	3	25	75	56	49	96	67	7	12236
B-313-0026	3326	HM-RADIOGRAPHY, ADV	C5	30496	NSHS PORTSMOUTH	362	2	30	60	20	28	28	25	42180	
B-301-0033	3350	HM-SURG TECH	C5	30496	NSHS PORTSMOUTH	184	3	35	105	98	102	88	96	96	12642
B-300-0025	3359	HM-URROLOGY TECH	C5	30496	NSHS PORTSMOUTH	107	3	10	30	12	24	18	18	14616	
B-300-2403	0501	HM-FMF IDC	C5	46735	SPECWAR FT BRAGG	138	4	2	8	2	2	1	2	2	14616
B-300-0011	231Z	HM-FMF RECON TEC	C5	46735	SPECWAR FT BRAGG	166	4	5	20	11	13	18	14	2	14616
B-300-0015	0496	HM-SPEC OPS IDC	C5	46735	SPECWAR FT BRAGG	138	4	9	36	19	12	8	13	13	14616
B-300-0042	434W	HM-SPEC OPS TECH	C5	46735	SPECWAR FT BRAGG	166	4	10	40	9	12	18	13	13	14616
									479						
									512						
									536						
									508						

Note: Graduate numbers reflect all Services where appropriate when Navy is the "host" for ITRQ programs.



Bldg. 104 - NSHS

- *1 Galley is located on the 1st deck of the Charette Building (NMC), North Side.
- * Health Record, Immunizations, and Dental are on the 2nd deck of NMC.
- *2 Pass & Decal is located on the ground level of the Parking garage, South West side.
- *3 Navy Federal ATM - 2nd floor of Bldg.2 near outpatient records.
- *4 Navy Federal Bank is located in BLDG 272. 0830-1600.
- *5 BEQ check-in office
- *6 Student barracks.
- *7 Staff Parking.
- *8 Sandbar/ NEX/ Barber Shop
- *9 Tri-care Enrollment Office (trailer)

Portsmouth Contact Information

Portsmouth Naval Medical Center

620 John Paul Jones Circle
Portsmouth, VA 23708

Capt. Forrest Faison, Deputy Cmdr., Naval Medical Center
757-953-7424
757-592-8891 (cell)
757-410-9710 (home)
cffaison@mar.med.navy.mil

Naval School of Health Sciences

1001 Holcomb Rd.
Portsmouth, VA 23708

Capt. Brad Bennett, Commanding Officer
757-953-5032

Capt. Susan Herron, Executive Officer
757-953-6414

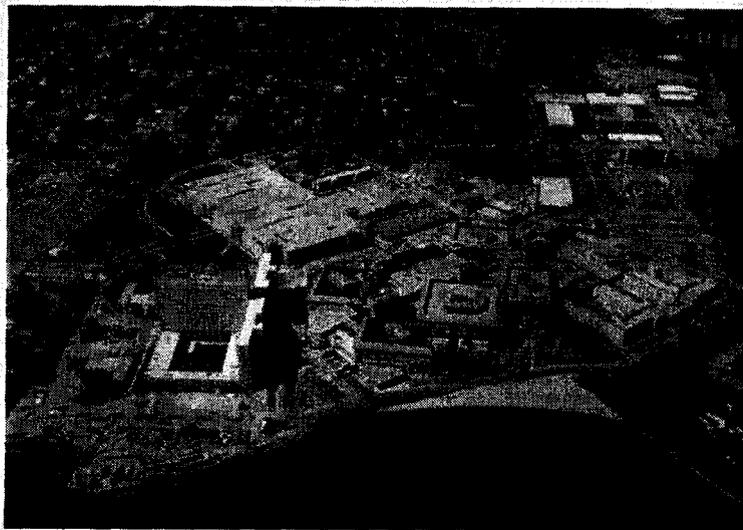
Hotel 757-673-3060



d ♦ [NMCP Home](#) ♦ [About Us](#) ♦ [Patient Info](#) ♦ [Local Area](#) ♦ [Feedback](#) ♦ [Browse A-Z](#) ♦ [Links](#) ♦ [Directory](#)

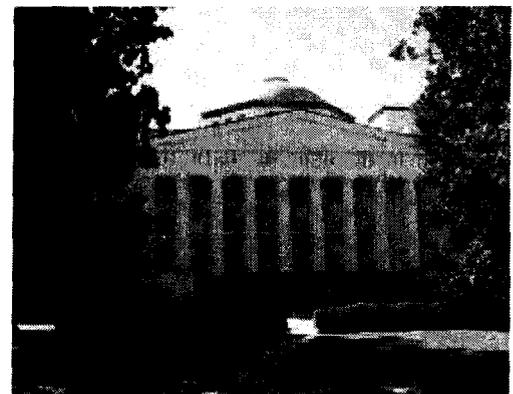
[Home](#) > [Welcome to the Naval Medical Center Portsmouth](#)

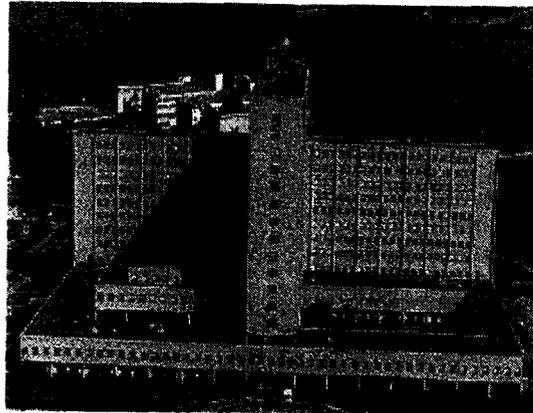
Welcome



Naval Medical Center, Portsmouth occupies a 112-acre site along the Elizabeth River in downtown Portsmouth, Virginia. It is located on the original site of Fort Nelson which was built in 1776 to provide harbor defense for Norfolk and Portsmouth. In 1826, a Naval Hospital Fund was established by taxing every Officer, Seaman and Marine in the Navy.

In 1827 construction began on the Naval Hospital, and by July 1830 a portion of Building One was occupied. Naval Medical Center, Portsmouth has provided continuous care since that time and remains the oldest hospital in the U.S. Navy.

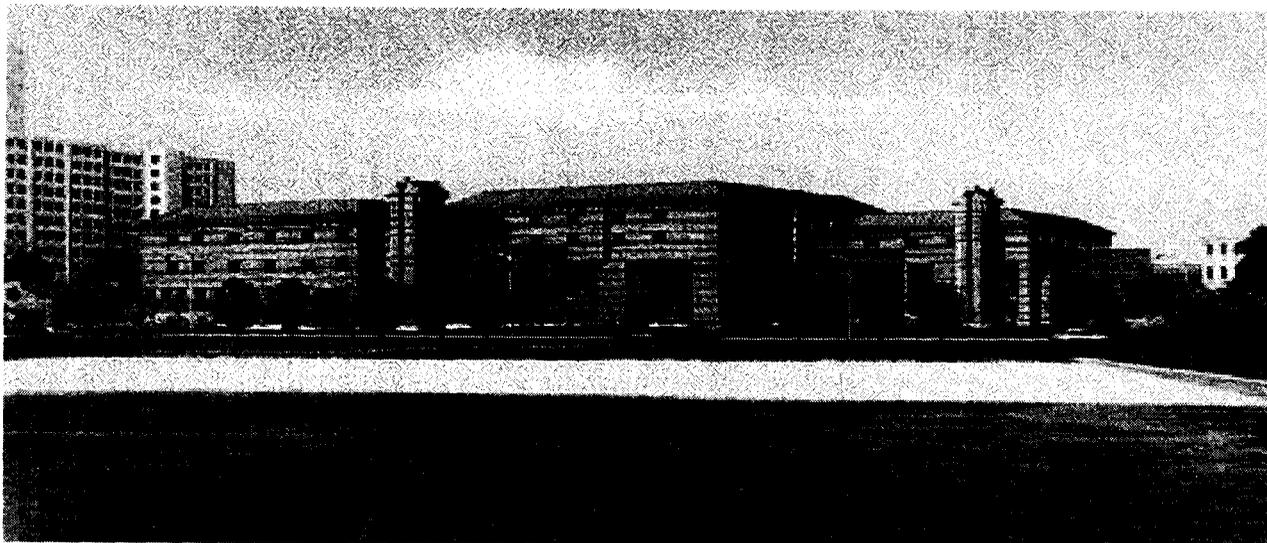




In 1960 Building 215 was constructed to accommodate the ever-increasing demands of the Naval Medical Center. As the military establishment grew, Naval Medical Center, Portsmouth became the major military medical facility serving active duty Navy, Marine Corps, Army, Air Force, and Coast Guard, their families, retired personnel, their dependents and other beneficiaries authorized treatment in uniformed services clinics and hospitals.

Through its extensive graduate Medical Education Programs, the Naval Medical Center conducts internships and residency training in medicine, dentistry, psychology, and pastoral care. Naval Medical Center Portsmouth is one of three major teaching hospitals in the Navy with residency programs in 13 specialty areas. Each year, approximately 75 officers complete internships at the Naval Medical Center.

In June 1990, the Naval Medical Center broke ground on a major construction project designed to build a modern replacement hospital with extensive support structures and services over the next 10 years. The project was completed in 1998 and began operations in 1999. The Charette Health Care center is a 1.02 million square foot facility and the most modern available in the Naval inventory. The center contains over 300 clinical exam rooms, 140 specialty exam rooms and 17 operating rooms. In its first year there were over 392,000 outpatient visits, 859,115 pharmacy visits and over 5,500 inpatient surgeries. In addition to the eight clinics in Hampton roads The Charette Health Care center is well poised to serve the medical needs of the half-million military beneficiaries well into the next century.



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Our Strategic Plan

Naval Medical Center Portsmouth
January 2005

Our Mission

Support force health protection through quality healthcare for our beneficiaries and through education and training for our staff.

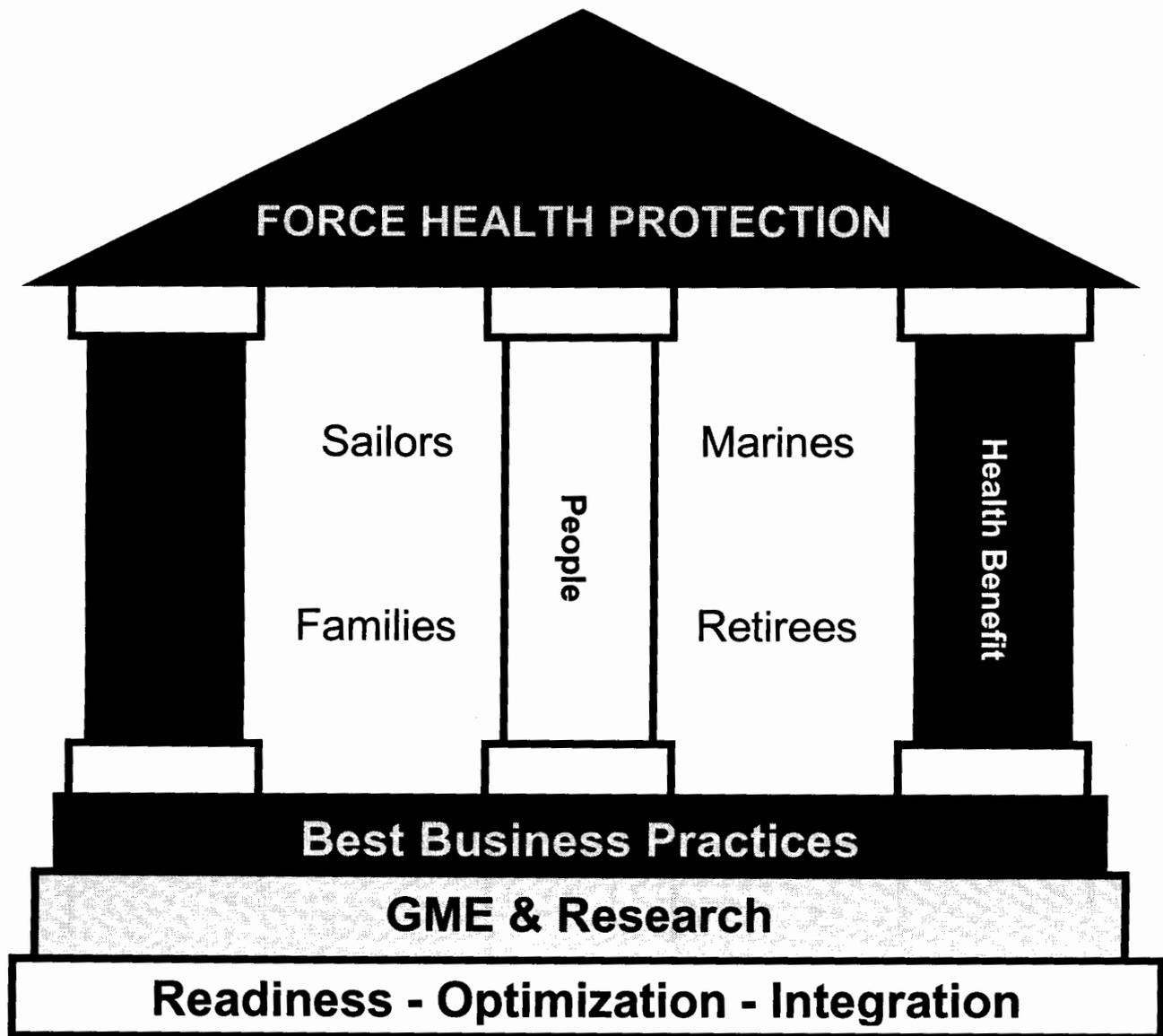
Our Vision

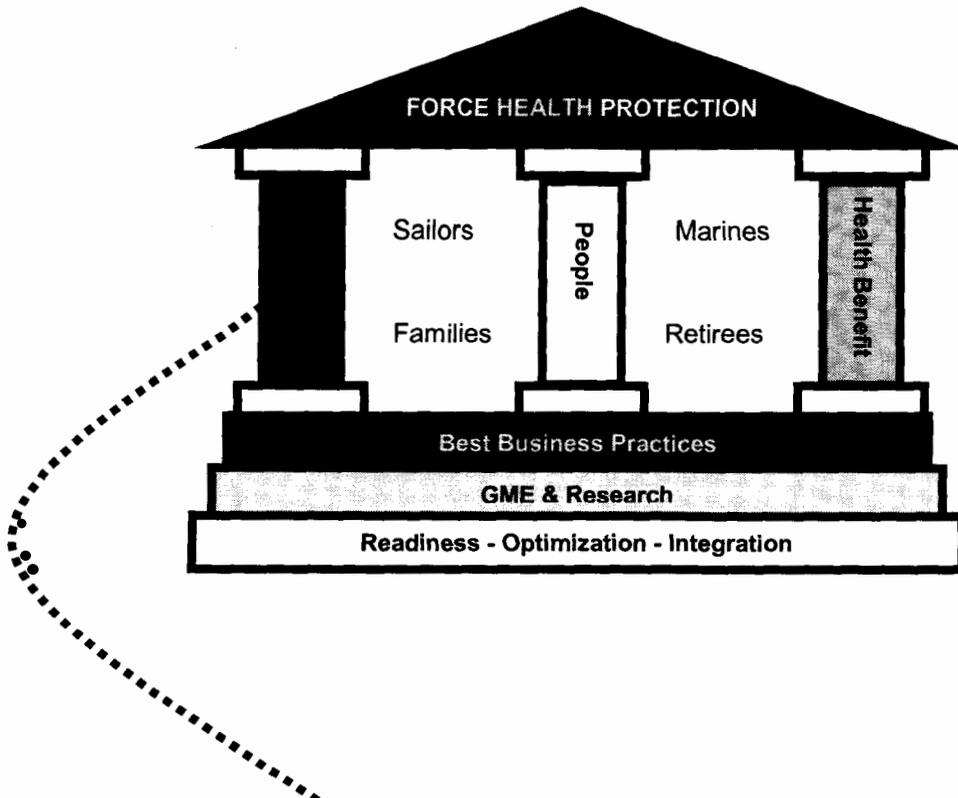
First and Finest! The first choice of patients, staff and the leadership of today and tomorrow. A bold and creative organization providing unparalleled patient-centered healthcare for our national security. The center of healthcare excellence in graduate medical education, research and professional growth.

Our Guiding Principles

- Patients are the most important part of our business.
- Embrace Navy core values of honor, courage and commitment.
- Treat people with professionalism, respect, dignity and compassion.
- Partner with the patient to do the right thing.
- Promote health and wellness.
- Encourage professional growth of our staff.
- Pursue continuous improvement and innovation across the organization.
- Optimize effective and efficient use of resources.
- Foster an environment that promotes staff satisfaction and enjoyment.
- Build a legacy of indispensable service, education and research.

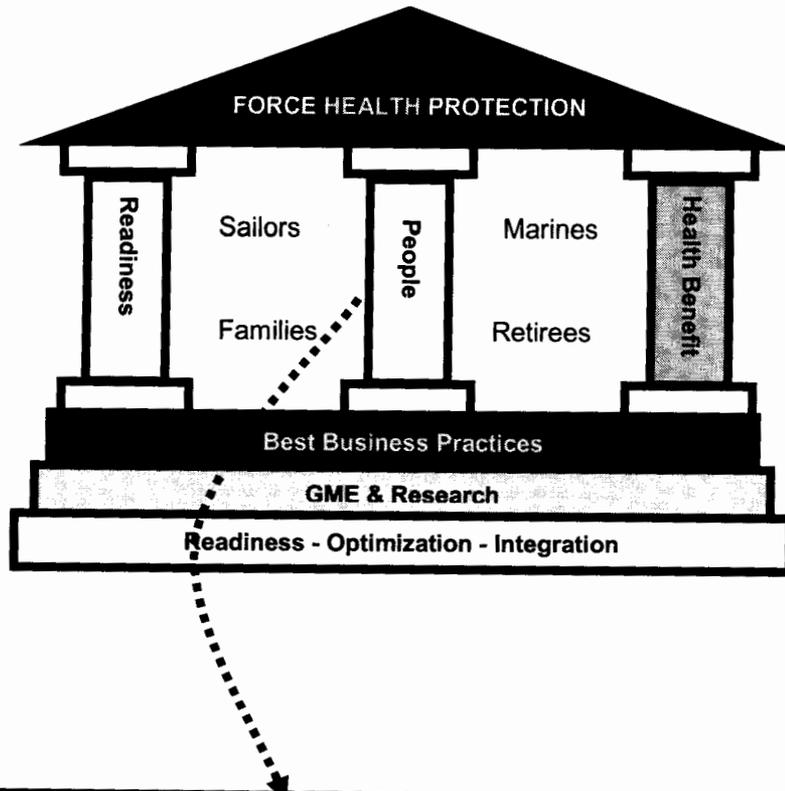
Naval Medical Center Portsmouth Strategic Structure





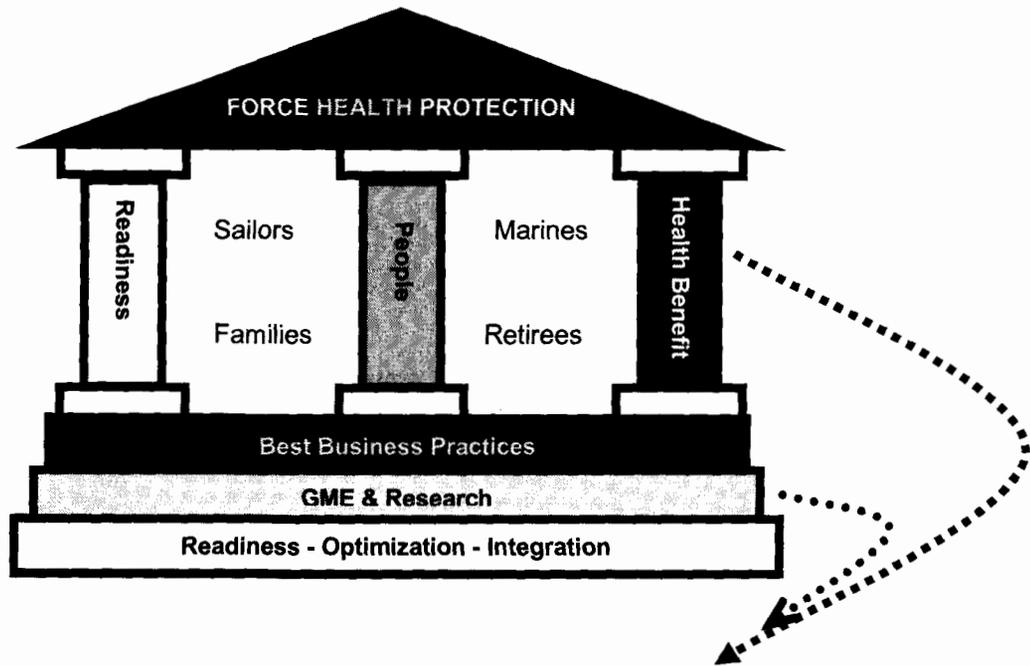
Goals	Objectives
Support wartime and all other contingency operations.	<ul style="list-style-type: none"> • Operational Dental Readiness (ODR) for our Active Duty beneficiaries is $\geq 95\%$. • Individual Medical Readiness (IMR) for NMCP Staff is $\geq 90\%$.

➤ Objective selected for focused efforts in CY 2005



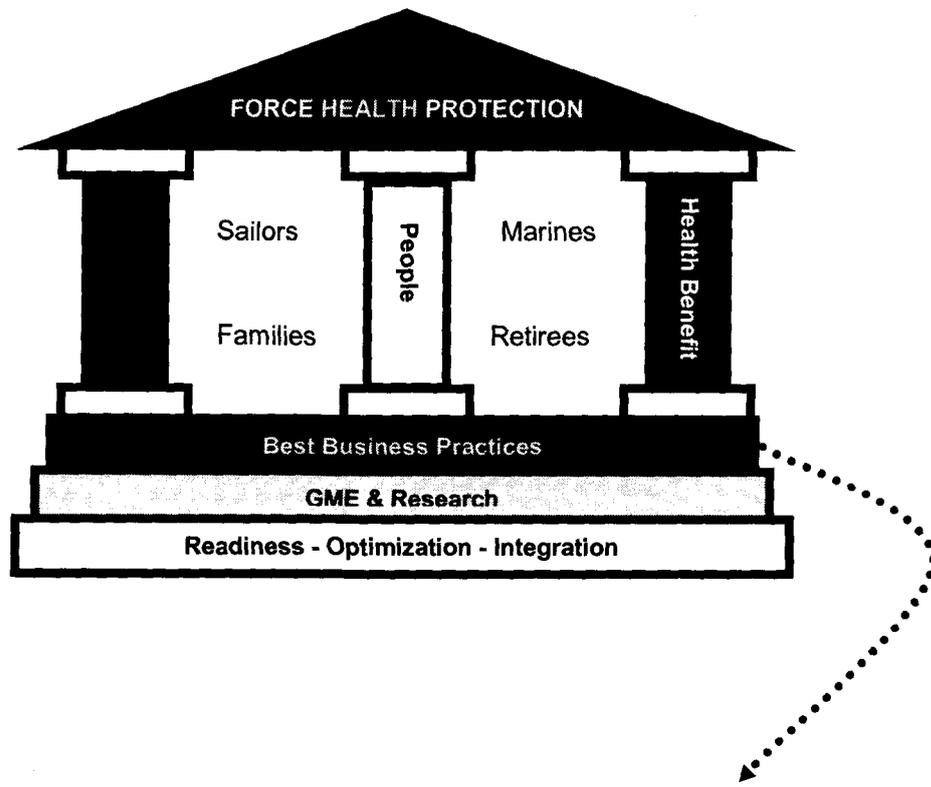
People	
Goals	Objectives
Enhance job satisfaction through recognition, clear communication and career development.	<ul style="list-style-type: none"> ➤ A development program is in place to enhance middle level manager's performance in optimizing clinical operations. • A program is in place to manage staff competencies and all other required training.

➤ Objective selected for focused efforts in CY 2005



The Health Benefit	
Goals	Objectives
Our patients perceive that they are the most important part of our business.	<ul style="list-style-type: none"> ● Evaluate the status of Family Centered Care at NMCP.
Provide safe, high quality healthcare.	<ul style="list-style-type: none"> ➢ A performance improvement (PI) structure is in place that fosters and builds process improvements across the enterprise. ➢ A simple, streamlined process is in place for providers to access our system that facilitates and expedites healthcare delivery. ● An integrated medical management program is developed and implemented that promotes optimal clinical outcomes and appropriate use of resources. ● A closed medical records system is in place that provides a complete medical record for each patient visit.
Academic excellence is supported and promoted.	<ul style="list-style-type: none"> ● A program exists for faculty development. ● A marketing plan is in place to recruit GME applicants. ● Funding is acquired to complete and outfit the GME training spaces in Building 3.

➢ Objective selected for focused efforts in CY 2005



Best Business Practices	
Goals	Objectives
Leverage technologies that promote best business and clinical decisions.	<ul style="list-style-type: none"> ➤ An effective capital equipment portfolio management plan is established.
Maximize value of healthcare through best business practices and clinical efficiency.	<ul style="list-style-type: none"> ➤ Third Party Collections are increased from 6% to 10%. ● Administrative productivity standards are established. ➤ Coding expertise is institutionalized throughout the organization. ● Diagnostic testing is analyzed to minimize unnecessary procedures and maximize the value of healthcare.

➤ Objective selected for focused efforts in CY 2005