



**U.S. AIR FORCE**

**BROOKS  
CITY-BASE**  
A Technology and Business Center



# **BCBP Overview**

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# Brooks City-Base Project

A Partnership Based on  
Long Term Cooperation



- **Community Involvement Vital to Concept Development, Advocacy & Implementation**
- **Joint Criteria for Success Provides Opportunities for Both Partners**





# Catalyst(s) for Change



## Air Force

- **Limited Funds**
- **Aging Facilities**
- **Continuing Workforce Reductions**



## City

- **Stagnant Growth in SE Sector of the City**
- **BRAC on the horizon**





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# BCBP Overarching Strategy



- Leverage Brooks capabilities and facilities through “side by side” partnerships and leases
  - Enhance mission performance through cooperative efforts with state, community, business, and academia
  - Facilitate mutually beneficial high-tech economic development and job creation in San Antonio
- Reduce costs with improved business practices
  - Obtain many day-to-day services from community
  - Streamline base internal operations
- Maintain close cooperation between Air Force and San Antonio community



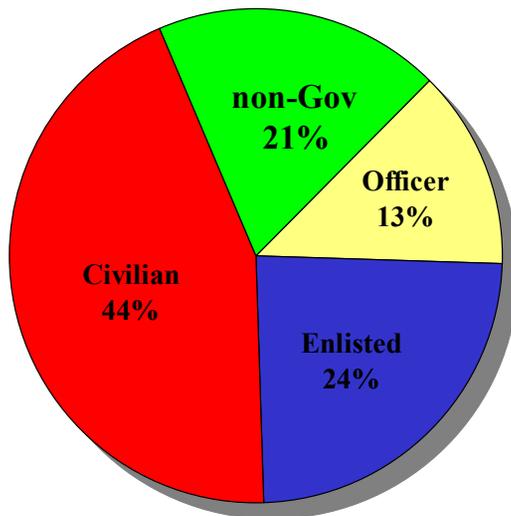
# Quality People

## The Essence of Brooks AFB



### Superior, Educated Workforce

- Medical Personnel
- Scientific & Engineering Personnel
- Skilled Technicians and Craftspersons
- 110 PhD, MD; 300 MS, MA; 500 BS, BA



*Senator/Astronaut John Glenn*

\$480 Million Impact on  
San Antonio Community

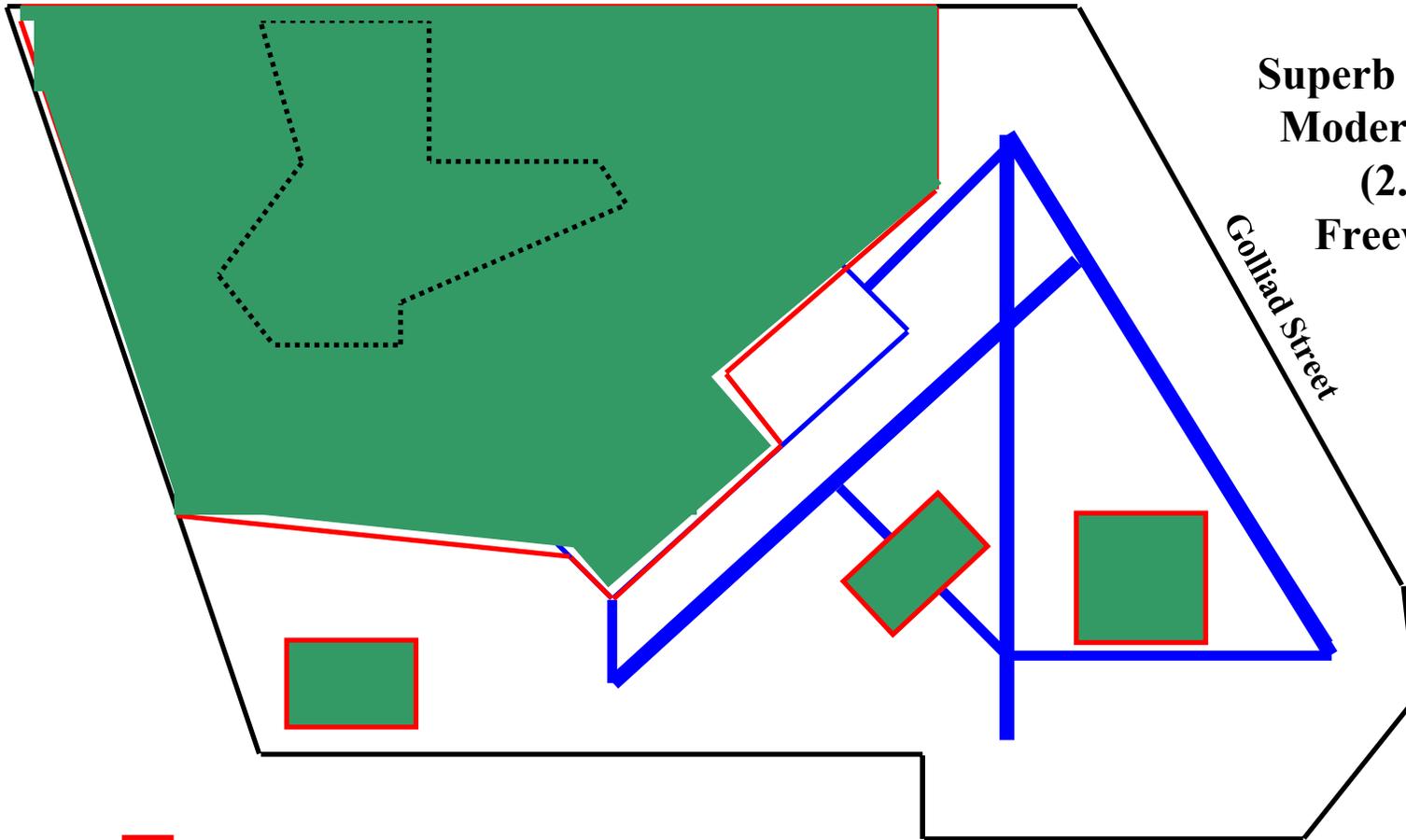
3500 People at Brooks AFB



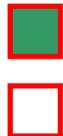
# Extensive Facilities and Space for Expansion



SW Military Highway



**Superb Workforce**  
**Modern Facilities**  
**(2.2 M sq. ft.)**  
**Freeway Access**  
**1310 Acres**



Developed area

Undeveloped area - available for commercial use



# Brooks City-Base Project

## Enablers



- **Legislation Establishing Demonstration Project**
  - greater reliance on the public or private sector for base support
  - allow AF to operate more like commercial business
- **Stakeholders Support**
  - Congressional
  - State of Texas
  - City of San Antonio
  - Community
  - Air Force
- **Joint Implementing Office - Brooks Development Office**





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# Brooks City-Base Vision



- **Brooks AFB becomes “Brooks City-Base”**
- **Brooks Development Authority operates Park**
  - Provides planning, marketing, and management
  - Stimulates private sector economic development
  - Full range of economic incentives available
- **City provides municipal and related services**
- **Air Force remains as anchor tenant**
  - Strengthened by corporate and academic partnerships
  - Operating costs significantly reduced

*Joint Vision of San Antonio and Air Force*



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# The Transaction

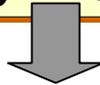


**US Air Force**

**Brooks  
Development  
Authority**

## Property Appraisal: Fair Market Value

- *GSA certified appraisal valued property at \$64.239 M*



**Purchase & Sale Agreement**

**Deed Without Warranty**

**Bills of Sale**

--Utility systems

--Personal Property



## Lease

- **Terms constitute Fair Market Value (\$64.2M)**
- **Abated Rent for Air Force**
  - O&M paid by Air Force
- **AF benefits from shared revenue generated by BDA & reinvestment by BDA**
- **Municipal Services**



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# Brooks Development Office



- **Responsibility:**
  - **Manage & Operate Property for the Brooks Development Authority**
- **Office Staff:**
  - **City of San Antonio - Director, Financial & Operations**
  - **State of Texas - Grants, Partnerships, Environmental, Planning & Development, Business Advisor**
  - **Grubb & Ellis Management Services - Property Manager**
  - **Air Force - Liaison, Agreements Officer, Financial**



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# Brooks Development Office



- **Business Development**
  - *Real Estate Marketing*
  - *Development Planning*
  - *Tenant Management*
  - *Space Management*
  - *Park Security*
- **Facilities & Data Mgt**
  - *Call Center & Emergency Response*
  - *Computer Systems Mgt*
    - *Data Base Management*
    - *CADD*
    - *MIS*
  - *Data Management*
    - *Property Records*
    - *Environmental*





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# Brooks Development Office



- **Operations**
  - *Repair & Maintenance*
  - *Service Contract Mgt*
  - *Personal Property*
  - *Communications*
  - *Env Safety & Occupational Health*
- **Engineering**
  - *Eng Contract Management*
  - *Design*
  - *Construction Management*
- **Business Administration**
  - *Contract & Grant Admin*
  - *Financial Management*
    - *Funds Management*
    - *Billing & Invoice*
    - *Budgeting*
    - *Auditing*
  - *Cooperative Agreement*
  - *Performance Tracking*
  - *AF QAE*



# Brooks City-Base Project AF Operational Savings



- **Fire Protection, EMS, & Law Enforcement**

- Provided by City of San Antonio at no cost



- **Facility Operations**

- Reduced from 80 AF employees to 17 craftsmen with flexible contract support

- Faster response & good quality work



- **Construction Management**

- Reduced from 10 AF employees to 2 construction mgrs

- More projects were accomplished faster & less expensive





# **Brooks City-Base Project Operational Savings (cont)**



- **Contract Officer Support**
  - Reduced from 9 AF employees to 1 AF employee
  - Contracting efforts embedded in property & construction managers' duties
- **Service Contracts - custodial, refuse, landscaping**
  - Less cost or improved services at same cost
- **Housing Privatized**
  - No additional study cost
  - 170 military families lease directly from Brooks Development Authority at BAH (includes utilities)
- **Utilities Privatized - Gas, Water, Electric, Sewer**
  - AF, city, & utility companies contributed \$17M



# Immediate and Future Concerns



- Air Force missions remain housed in trailers and cramped quarters
- “Park” will experience long-term negative cash flow-- approximately \$.4 mil per year
- Current development is sluggish in SE San Antonio
- Difficult to accommodate mission enhancement through partnership development in current facilities



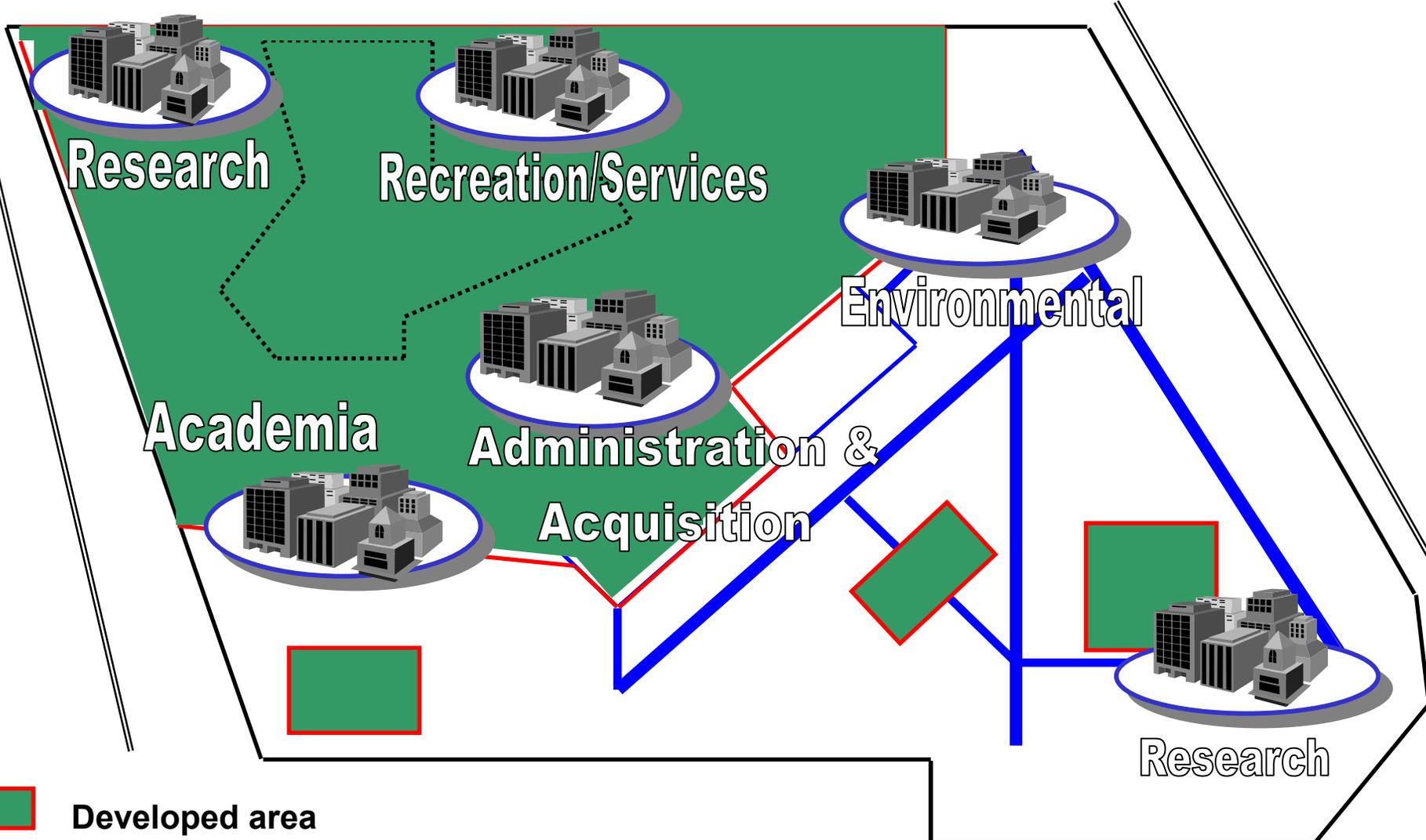
*Solution: Increase available space for lease through facility renewal*



# Facility Renewal Concept



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 Developed area

 Undeveloped area - available for commercial use



# An Example: USAFSAM Future



## *USAFSAM ACADEMIC COMPLEX*

- **Improved mission effectiveness**
- **Reduced costs**
- **Partnership opportunities**