



Brooks “City-Base” Project



Brooks City-Base: Success! Closing Sites and Conveying Property

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What is BCBP?



-
- **Congressionally directed pilot program to:**
 - **Demonstrate more effective, innovative ways to operate installations for less cost**
 - **Enhance mission accomplishment by partnering with academia and private industry**
 - **Provide communities with a win-win situation that keeps federal jobs while allowing for economic development on underutilized federal property**



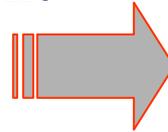
BCBP Vision & Results



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The Vision

- AF conveys base to Brooks Development Authority (BDA)
- AF leases back only property required for mission accomplishment
- BDA operates & develops Park
- City provides municipal and related services
- Air Force is anchor tenant



The Results

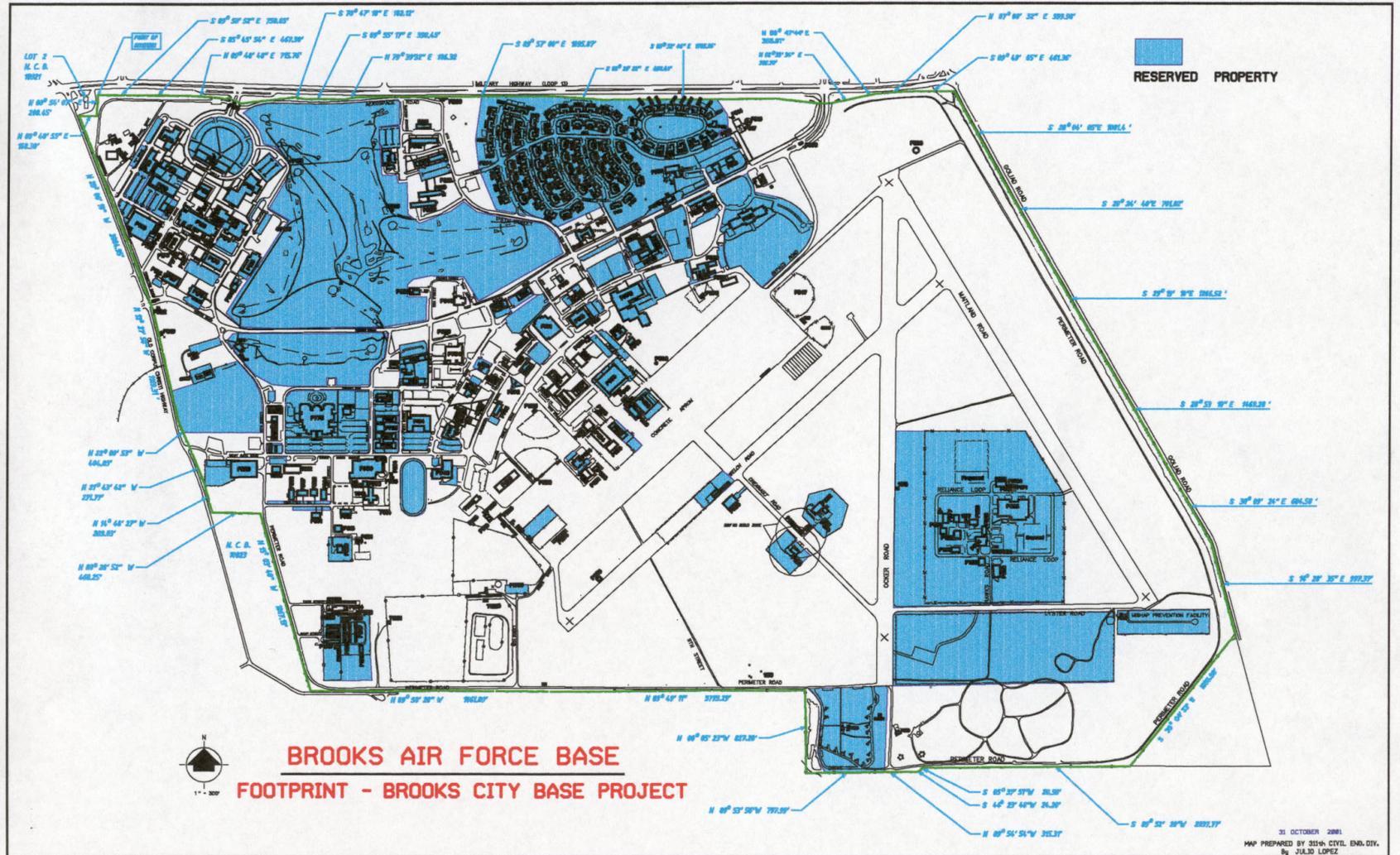
- *A technology center for Texas*
- *Stimulated private sector economic development*
- *AF missions strengthened by corporate/academic partnerships*
- *AF operating costs significantly reduced*



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Development Opportunities

BROOKS CITYBASE
A Technology and Business Center





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WHY?



Air Force

- **Reduced base operating costs (Money)**
- **Enhanced missions at minimal cost (Money)**
- **Money**

City of San Antonio

- **Money**
- **Economic development in static section of city (Money)**

Regulators

- **Get underutilized land back into productivity (Money)**
- **Protect human health and the environment by being part of the solution (Money)**



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Special Considerations



- **BCBP received a lot of visibility on Capitol Hill**
 - **Strong support from Texas Congressional delegation**
 - **High interest from HAC**
- **DoD sees BCBP as BRAC alternative**
 - **Proposed FY 02 legislation to test nation-wide**
 - **Congress approved studies at up to 6 installations**
- **Local community very interested in outcome given pain of Kelly AFB closure**



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The Process

Personnel

BROOKS
MILITARY-BASE
Technology and Business Center



Environmental

Communication

Negotiation

Legal Documents

- Purchase and Sale Agreement
- Joint Development Plan
- Deed without Warranty
- Memorandum of Agreement with SHPO and other agencies
- Lease
- Declaration of Covenants, Conditions, and Restrictions
- Bills of Sale--Personal Property & Utilities
- Base Environmental Suitability for Transfer (BEST)
- Low Level Contamination Management Agreement
- Joint Operating Agreement



ENVIRONMENTAL PROCESSES



Before the feds can convey property to a non-federal owner numerous environmental wickets have to be cleared.

- **NEPA**
- **CERCLA**
- **NHPA**
- **Compliance**
- **Due Diligence**



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Environmental Points



-
- **Base relatively clean environmentally**
 - **Flight line closed in 1960**
 - **All heavy maintenance had been done at Kelly**
 - **No jet aircraft ever based here**
 - **Base rated as municipality**
 - **Only industrial activity is Vehicle Maintenance facility**
 - **Conveyance schedule didn't allow any flex**
 - **Environmental processes could hold up conveyance**



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Early Choices



-
- **Decision made at the start that CoSA and regulators were part of the team executing the program**
 - **Full sharing of information between parties**
 - **Set aggressive schedule and held team accountable for it**



Environmental Restoration



- **Fire Protection Training Area #2 only active IRP site**
 - **IRA started in 95, final remedy installed in 99**
 - **Scheduled to run through 2010 plus 5 years monitoring**
 - **Annual sampling shows significant reduction of off-base plume**
 - **Operating Properly and Successfully (OPS) certification from EPA required since cleanup runs past conveyance date**
 - **4 months from initial request to EPA certification**



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Environmental Restoration (Cont)



-
- **All other previously found IRP sites had been closed**
 - **Landfill #5 had 3 years of post-closure sampling required**
 - **Areas of Concern found during AF due diligence efforts**
 - **Six former small arms and skeet ranges**
 - **Presumptive Remedy for minor cleanups at 4 of 6 sites**
 - **Closure report submitted in May 02**
 - **Regulator concurrence in June 02**
 - **TCE hit at former OWS**
 - **3 months from confirmation samples to closure**



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“Other Environmental Processes”



- **NEPA started June 2000**
 - **Final EIS published Mar 01; ROD signed Aug 01**
 - **Took 5 months going through the AF bureaucracy**
- **NHPA evaluation started in Fall 00, finished in Aug 01, SHPO concurrence in Oct 01 and MOA completed Mar 02**
- **New owner picked up some compliance responsibilities**
- **EBS started Aug 00, submitted May 02, regulator concurrence Jun 02**
- **Base Environmental Suitability for Transfer (BEST) published late Apr 02, signed Jul 02**



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Key Points For Success



-
- **Joint effort between AF, BDA/CoSA and regulators**
 - **Not adversarial**
 - **Show all of your cards**
 - **Raises trust**
 - **Mandatory for real estate deals**
 - **Helps negotiations with buyer**



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Lessons (Painfully) Learned



-
- **Must have ‘right’ person running program**
 - **Must have trust amongst the partners**
 - **Must listen to partners (not obey, but consider their points)**
 - **Verify every time someone tells you “Air Force policy is . . .” or “the state regulation is . . .”**
 - **Must have support from each partner’s leadership**
 - **Look for win-win answers, not win-lose**
 - **Make sure all of those involved understand the schedule and hold them accountable for keeping things on-track**



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Bottom Line



-
- **Regulators part of team from start, helped meet tight schedule**
 - **Couldn't make deadlines without their whole-hearted support**
 - **Helped us develop required documents so reviews expedited**
 - **Trusted data since they were involved up front**
 - **Doesn't mean they rolled or we gave them whatever they wanted**
 - **Buyer (CoSA) trusted data since they were involved up front too**
 - **Addressed their concerns during data gap analysis, included them in all meetings and reviews gave them confidence in AF**