



# Forge @ A&M-Central Texas

## A Blended Knowledge Community

Dec 12, 2022



# Steering & Advisory Committees Meeting

Dec. 12, 2022

## Agenda

- 1) Introduction
- 2) Framing the Opportunity
- 3) Existing Context:
  - a) Site Location
  - b) Market & Economics
- 4) Program Drivers
- 5) Crafting a Vision
- 6) Concept Plan
- 7) Implementation



# 1. Introduction



# Team Introduction

## PROJECT LEADERSHIP



**STEPHEN COULSTON**  
Managing Principal



**PAUL WARD**  
Project Manager

## DESIGN TEAM



**SADRA DEHGHAN**  
Urban Designer



**ALAY THAKRAR**  
Urban Designer



**UTTARA RAMAKRISHNAN**  
Urban Designer

**HR&A**  
Market + Economic Advisors

## CONSULTANT TEAM



**BOB GEOLAS**



**IMRAN AUKHIL**



**CHRISTINA DE GIULIO**



**SOPHIA CLARK**



## Introduction

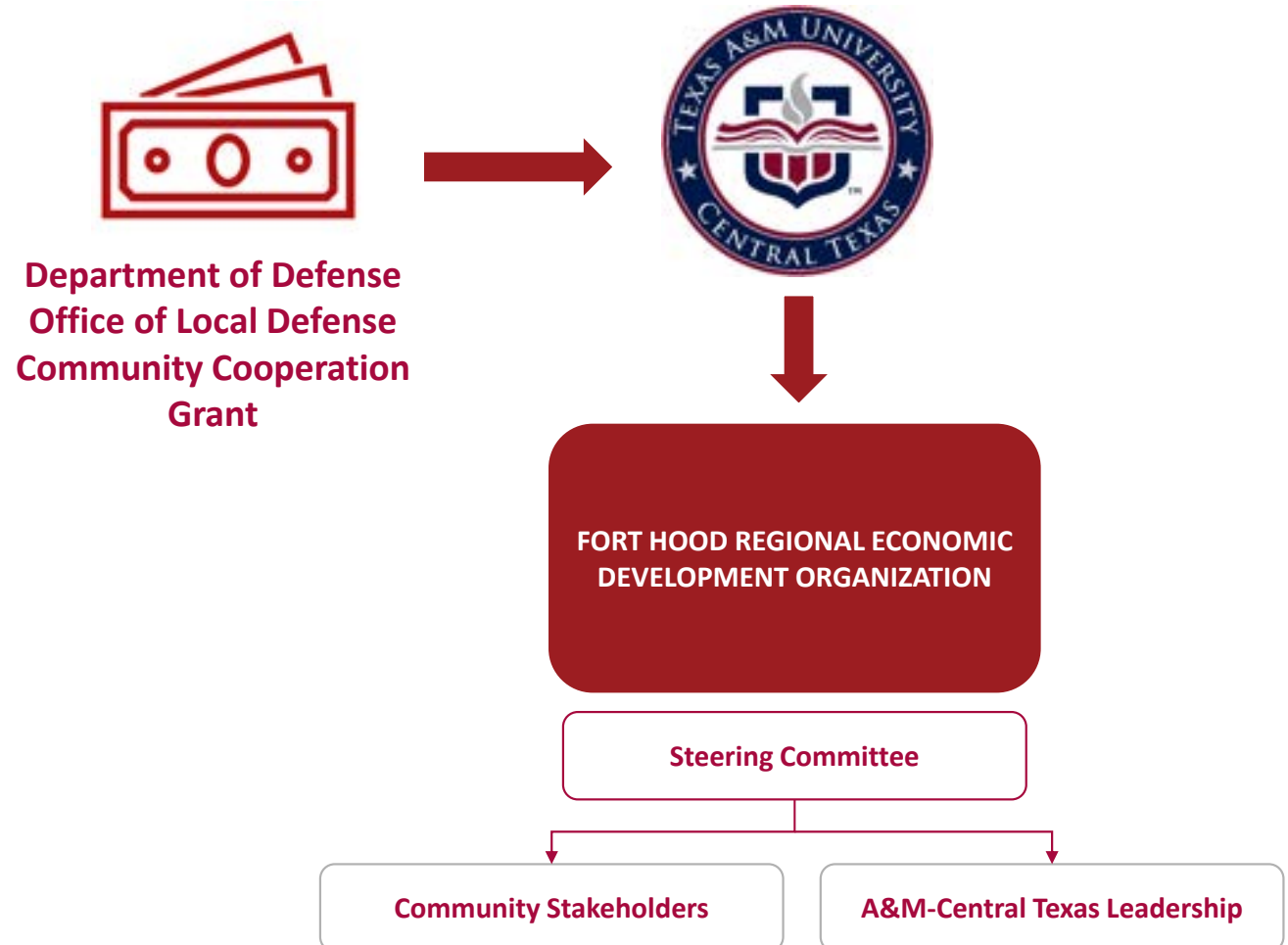
In 2021, Texas A&M-Central Texas engaged Perkins&Will to craft a strategy for establishing a research park on its campus. This work is part of a larger regional effort to bolster innovation and economic development.



## 2. Framing the Opportunity



## Project Funding & Objective





# Broad Stakeholder Input

## U.S. Army Fort Hood

John Leffers - Acting Interim Executive Director, U.S. Army Operational Test Command  
John Diem – Fmr. Executive Director, U.S. Army Operational Test Command, & Director, Innovation Proving Ground, Bush Combat Development Complex  
Colonel Chad Foster – Garrison Commander, U.S. Army Fort Hood  
Keith Gogas – Fmr. Deputy to the Garrison Commander, U.S. Army Fort Hood  
Keith Sledd – Executive Director, Heart of Texas Defense Alliance

## The Texas A&M University System & Texas A&M University

Dr. Yossef Elabd – Vice Chancellor for Research, TAMUS  
Col. Rosendo “Ross” Guieb - Military Modernization Ctr / RELIS, TAMUS  
Gina Joseph, Managing Counsel, Office of General Counsel, TAMUS  
Brad Sharpe – Assistant General Counsel, Office of General Counsel, TAMUS  
Clint Cooper – Executive Director, Real Estate, TAMUS  
Greg Hartman – COO & Sr. VP for Strategic Partnership, TAMU

## A&M-Central Texas

Dr. Marc A. Nigliazzo – President  
Todd Lutz - VP for Finance & Administration  
Dr. Russell Porter - VP for Research, Economic Development & Innovation  
Dr. Peg Gray-Vickrey - Provost and VP of Academic & Student Affairs  
Clifton Jones - Asst. VP for Enrollment Management & Acting University Advancement Officer  
Dr. Taylor Harvey - Associate Professor, Engineering, TEES Regional Division Head  
Dr. Walt Murphy - Executive Director for Research  
Dr. Jeffrey Kirk - Dean, College of Education and Human Development  
Dr. Faiza Khoja - Dean, College of Business Administration  
Dr. Allen Redmon - Dean, College of Arts & Sciences  
Dr. Amy Mersiovsky - Director of Nursing

## City of Killeen

Michael Boyd – Councilmember, District #4, City of Killeen  
Kent Cagle - City Manager, City of Killeen  
Danielle Singh - Assistant City Manager, City of Killeen  
Members of Dept. of City Planning & Comprehensive Planning Work Group

## Private Sector

Abdul Subhani - President & CEO, Centex Technologies & Civilian Aide to the Secretary of the Army  
Ron McNamara - Program Manager, Trideum Corporation  
Tyrone McLaurin – President & Co-Founder, Solutions One Industries  
Ben Powers – Program Manager, Geeks and Nerds  
Jay Walker - Regional Manager & Senior Vice President, VeraBank  
Robert Hoxworth – CEO First National Bank  
Todd Fox – President, First Heroes National Bank  
Scott Cospers – Real Estate Developer, General Contractor, Rancher, Politician  
Perry Cloud – President & CEO, Cloud Construction  
Bill Kliewer – Chairman, BKCW Insurance  
Matt Yowell – Managing Partner, Flintrock Builders  
Douglas Henriquez- Vice President of Operations, Z Modular  
Steve Manning – Rancher, Central Texas Cattlemen's Association  
Developers of Coworking Space in Downtown Killeen  
MGC Pure Chemicals - Applications for Semiconductor Industry

## Public, Educational, and Community Stakeholders

David Blackburn – County Judge, Bell County  
Adam Ward – Director of Technology Services, Bell County  
Jim Yeonopolis - Chancellor, Central Texas College  
Dr. John Craft, Superintendent Killeen Independent School District  
Bill Parry - City Manager, City of Gatesville  
Dan Yancy - Mayor, City of Copperas Cove  
Ryan Haverlah - City Manager, City of Copperas Cove  
Susan Kamas - Executive Director, Workforce Solutions of Central Texas  
John Crutchfield – Frm. President & CEO, Greater Killeen Chamber of Commerce  
Brian O’Connor - Director, Nolanville Economic Development Corporation

## Greater Killeen Chamber of Commerce

Scott Connell - President & CEO  
Lenna Barr, Vice President of Finance & Administration  
Rebekah Moon, Vice President of Investor Services  
Phyllis Gogue, Vice President of Economic Development



## Texas A&M University-Central Texas & The Texas A&M University System

### The Texas A&M University System

- 11 university components
- 8 state agencies
- REUHS Campus & Bush Combat Development
- 100,000 employees

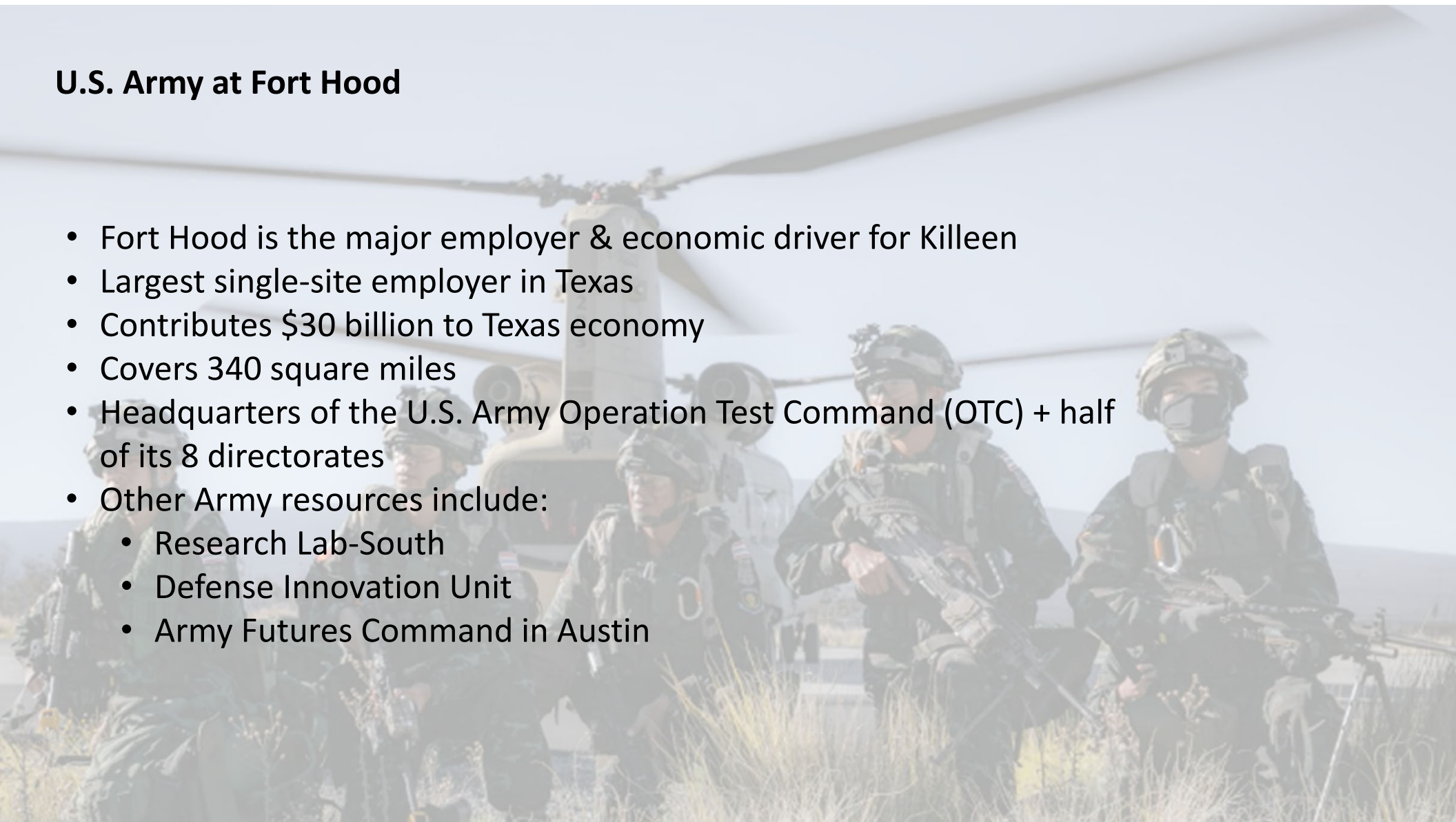
### A&M-Central Texas

- ~2,200 students (unduplicated headcount)
- Upper division university
- 672 acres with ~300,000 SF of academic, research & student-life space
- Expanding STEM initiative
- ~40% of students affiliated with U.S. Army



## U.S. Army at Fort Hood

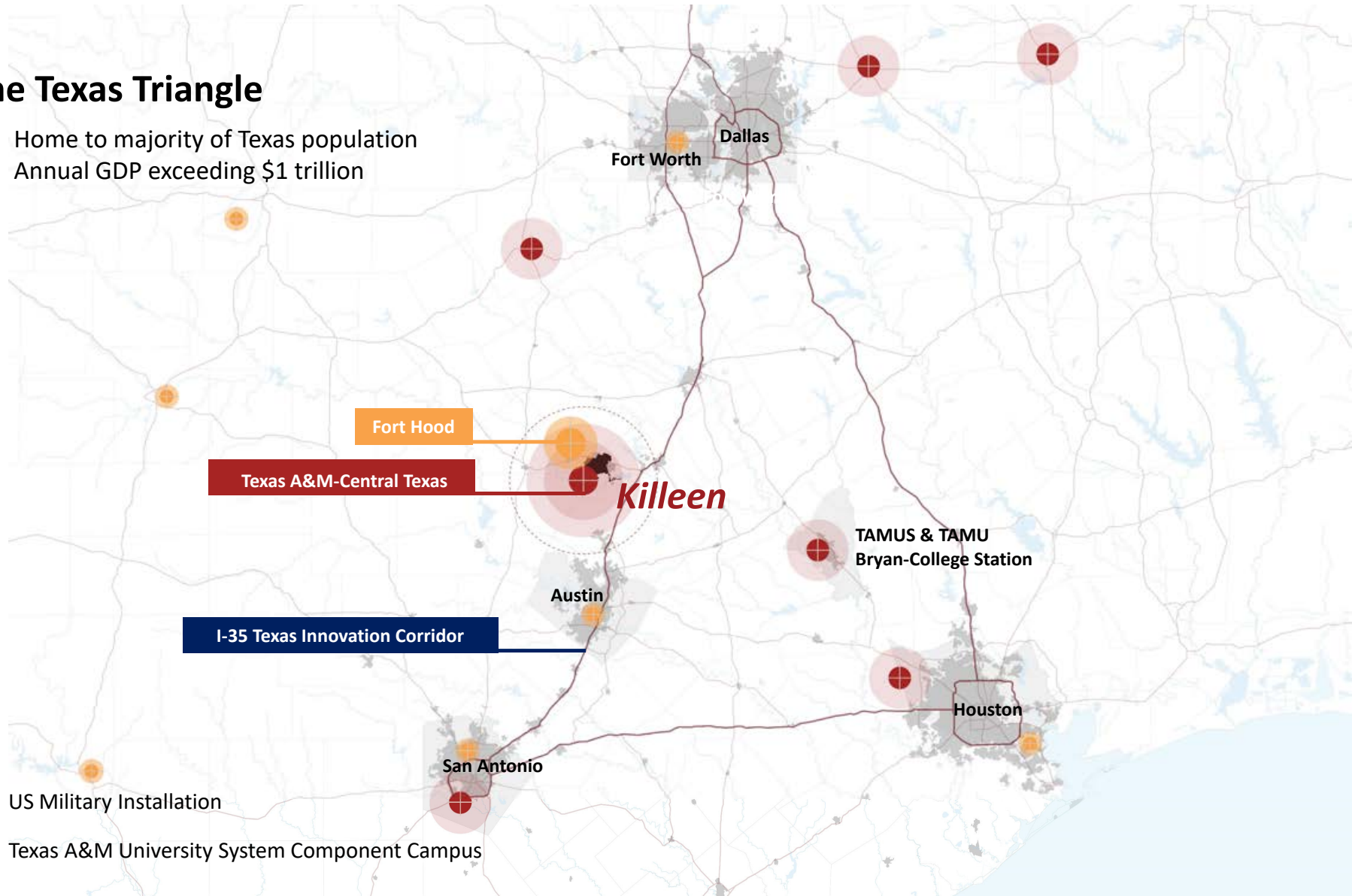
- Fort Hood is the major employer & economic driver for Killeen
- Largest single-site employer in Texas
- Contributes \$30 billion to Texas economy
- Covers 340 square miles
- Headquarters of the U.S. Army Operation Test Command (OTC) + half of its 8 directorates
- Other Army resources include:
  - Research Lab-South
  - Defense Innovation Unit
  - Army Futures Command in Austin



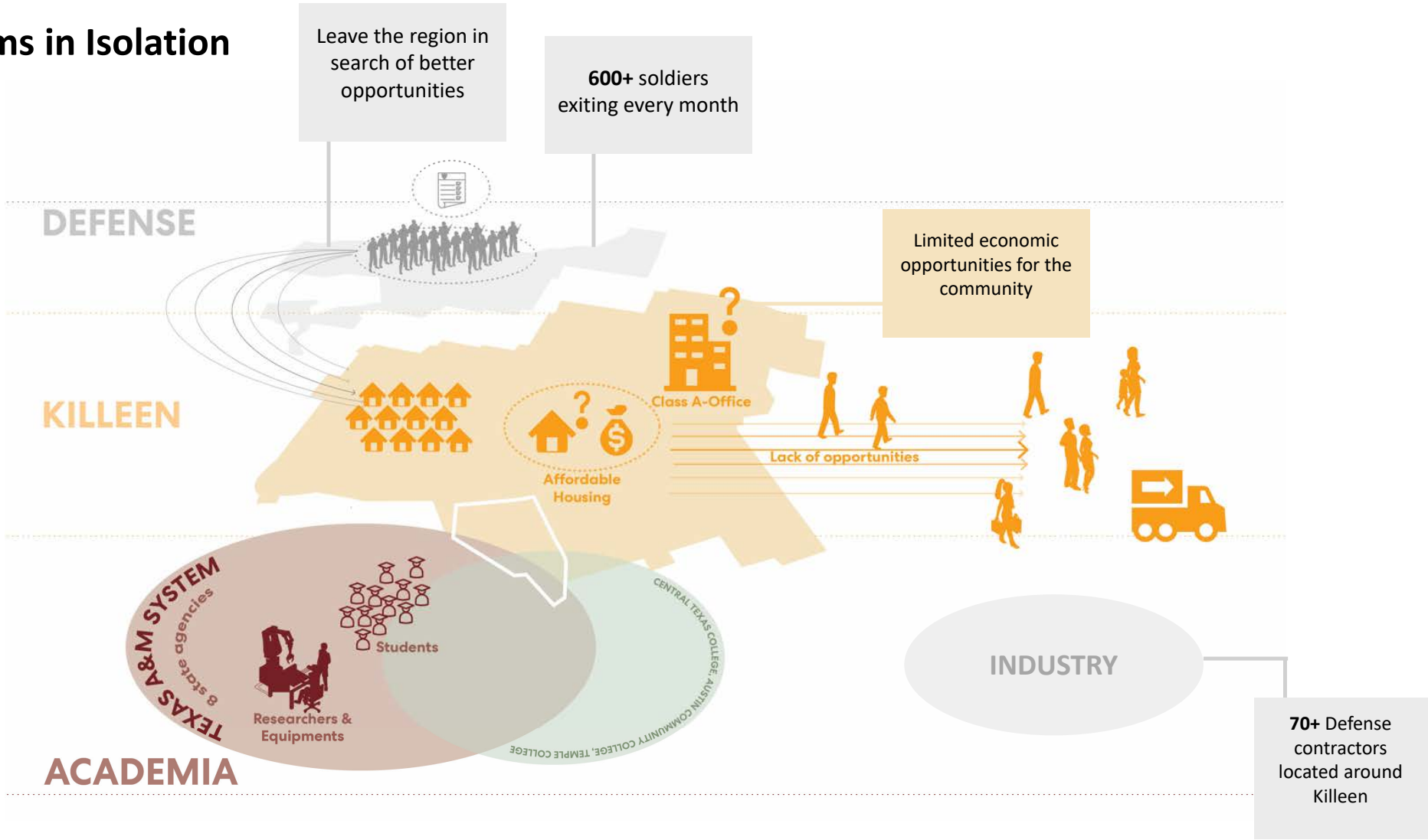


## The Texas Triangle

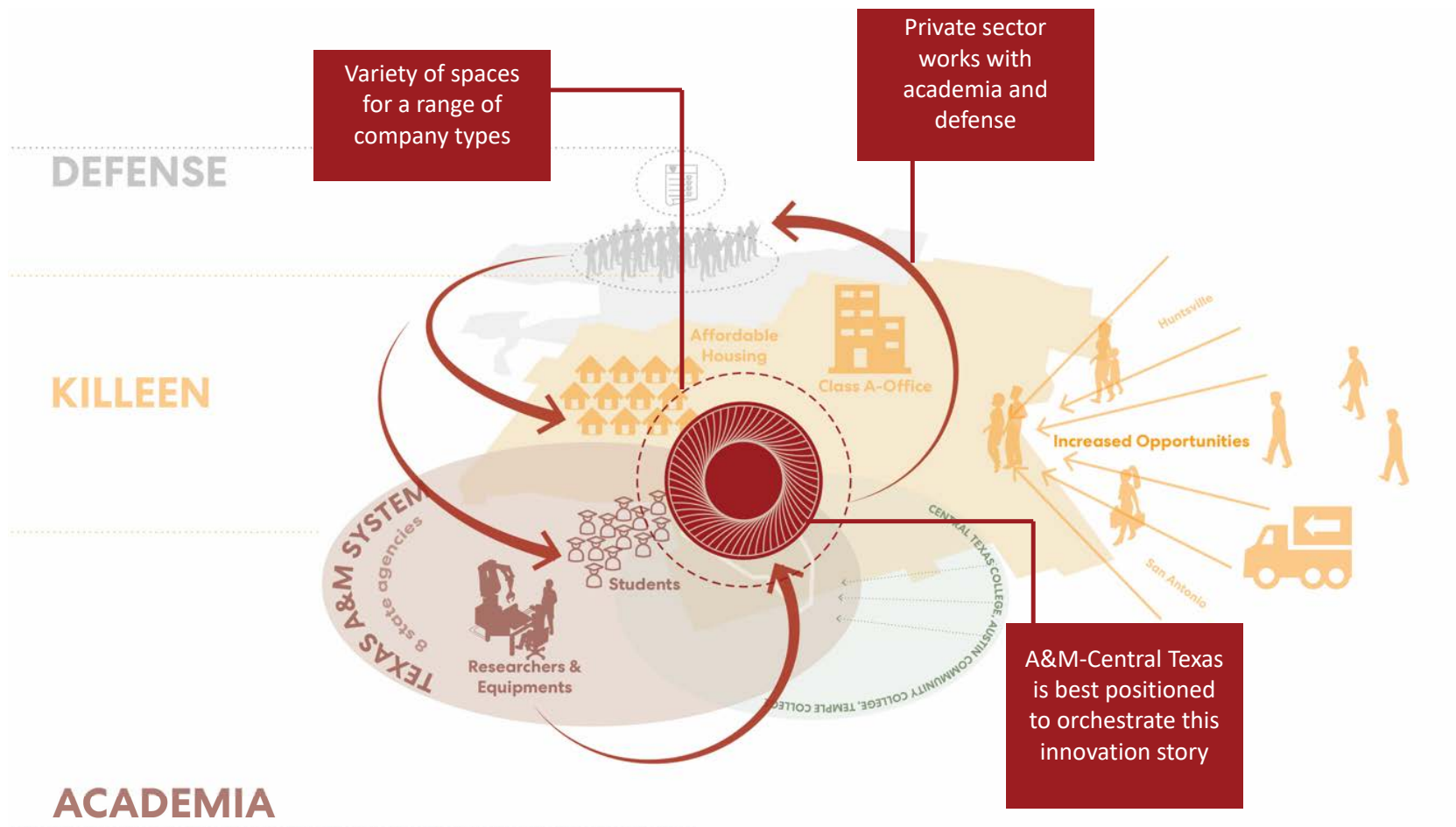
- Home to majority of Texas population
- Annual GDP exceeding \$1 trillion



Systems in Isolation



## The Forge: Setting things in motion



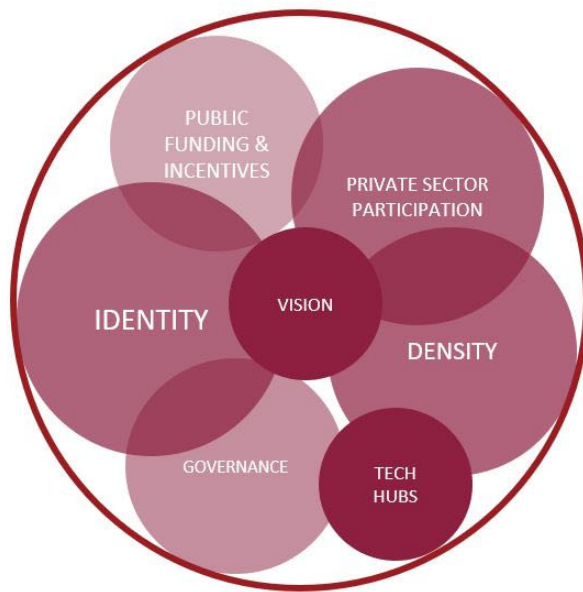




**Defense related technologies** are the programmatic key to weave together regional assets and context and create a vibrant research park at A&M-Central Texas:  
**“The Forge”**

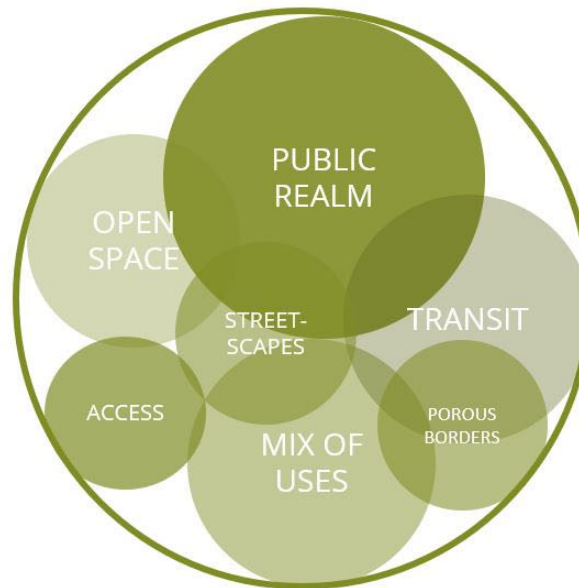
## Program - Place - People

Strong innovation districts have a concentration and alignment of three key asset types: programs, places, and people



### PROGRAM

Partnerships  
Financing & Tools



### PLACE

Infrastructure  
Urban Realm



### PEOPLE

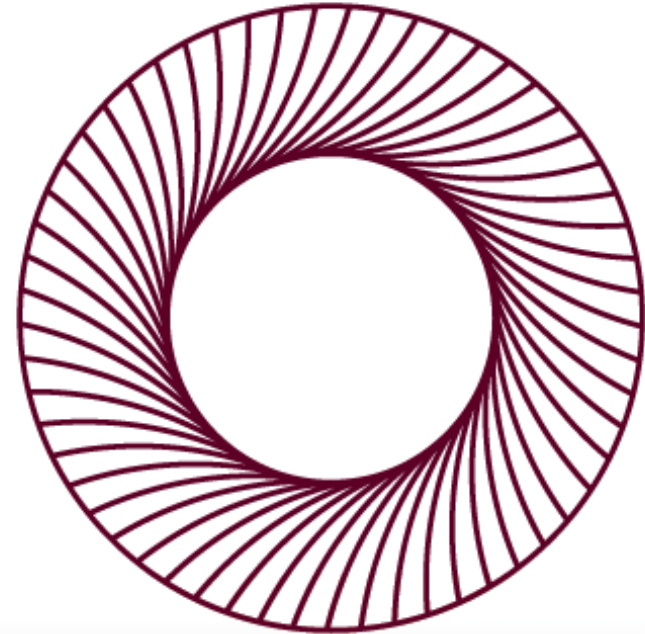
Talent & Collaboration  
Identity

## The Forge @A&M-Central Texas

- Conceived as an idea
- Driven by Program
- Grounded in place

### A Place-based innovation community

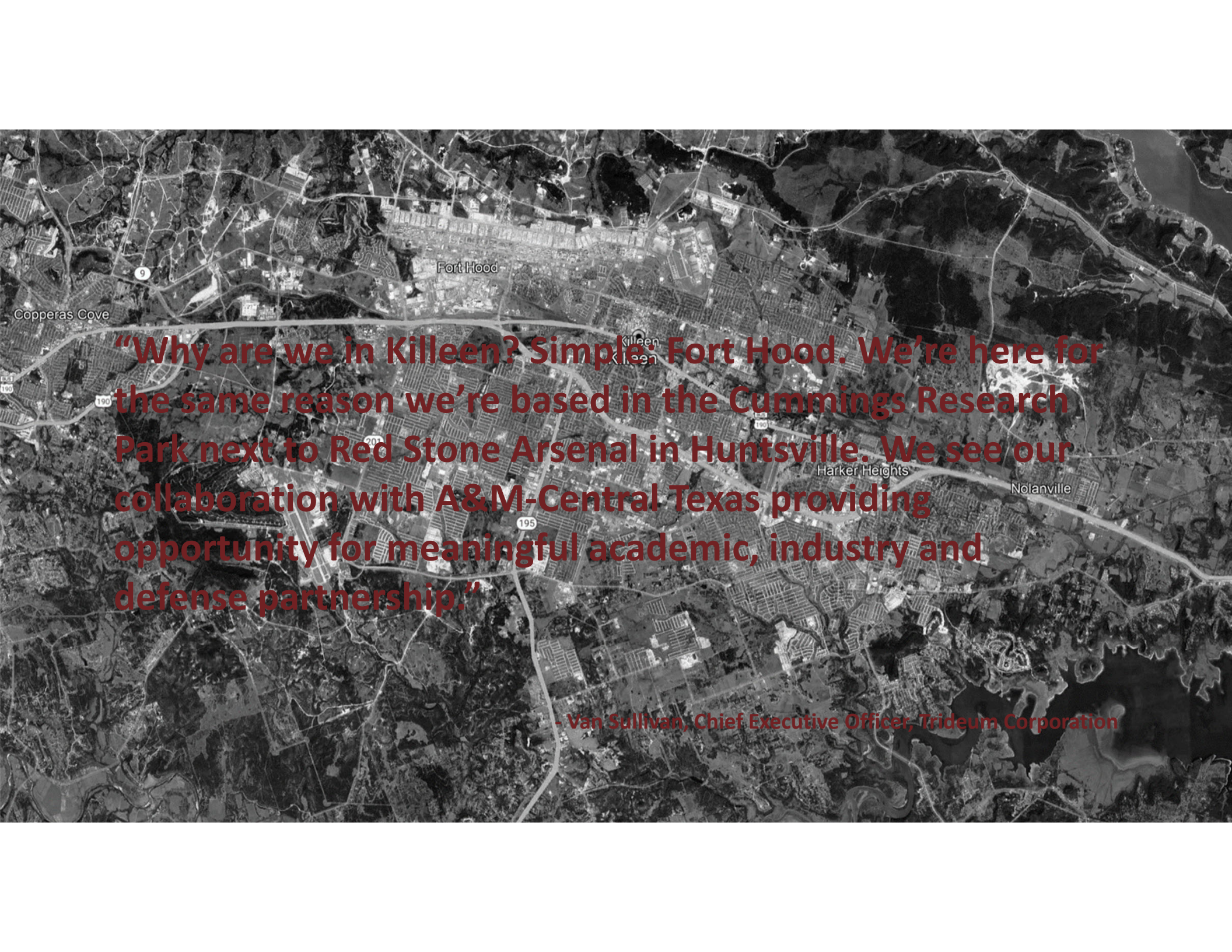
***forge:*** (verb) to form or bring into being especially by an expenditure of effort; to move with a sudden increase of speed and power;  
(noun) a furnace or a shop with its furnace where metal is heated and wrought.



## Forge @ A&M-Central Texas

is a dynamic, defense-driven research community that celebrates Killeen's unique context.



An aerial photograph of the Killeen, Texas area. The image shows a mix of urban development, including residential neighborhoods and industrial zones, interspersed with green spaces and water bodies. Major roads like Highway 190 and Highway 100 are visible. Labels for 'Fort Hood', 'Copperas Cove', 'Killeen', 'Harker Heights', and 'Nolanville' are placed over their respective locations. A large, semi-transparent text box is overlaid on the center of the image.

**“Why are we in Killeen? Simple: Fort Hood. We’re here for the same reason we’re based in the Cummings Research Park next to Red Stone Arsenal in Huntsville. We see our collaboration with A&M-Central Texas providing opportunity for meaningful academic, industry and defense partnership.”**

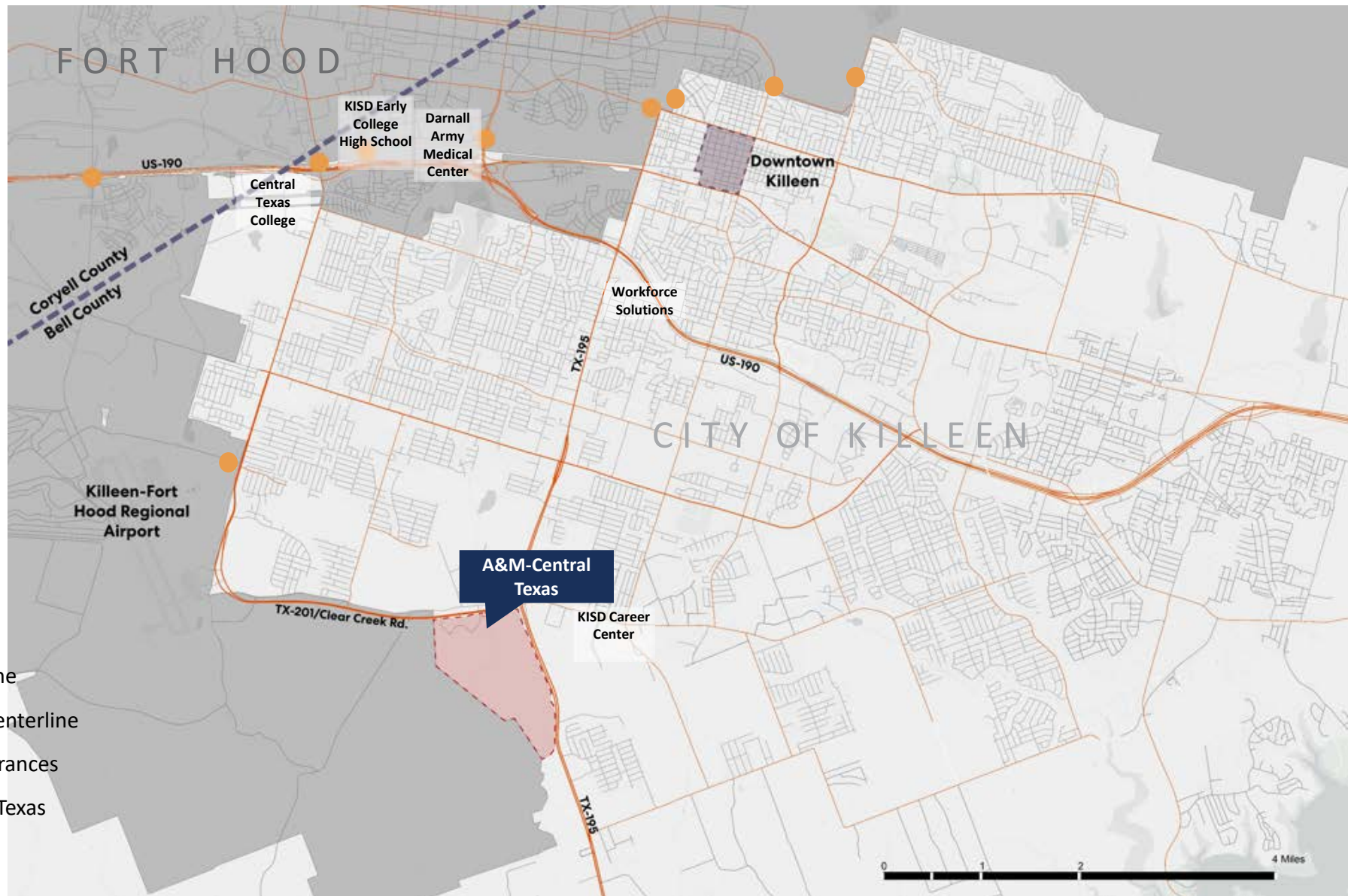
**- Van Sullivan, Chief Executive Officer, Trideum Corporation**

# **3. Existing Context**

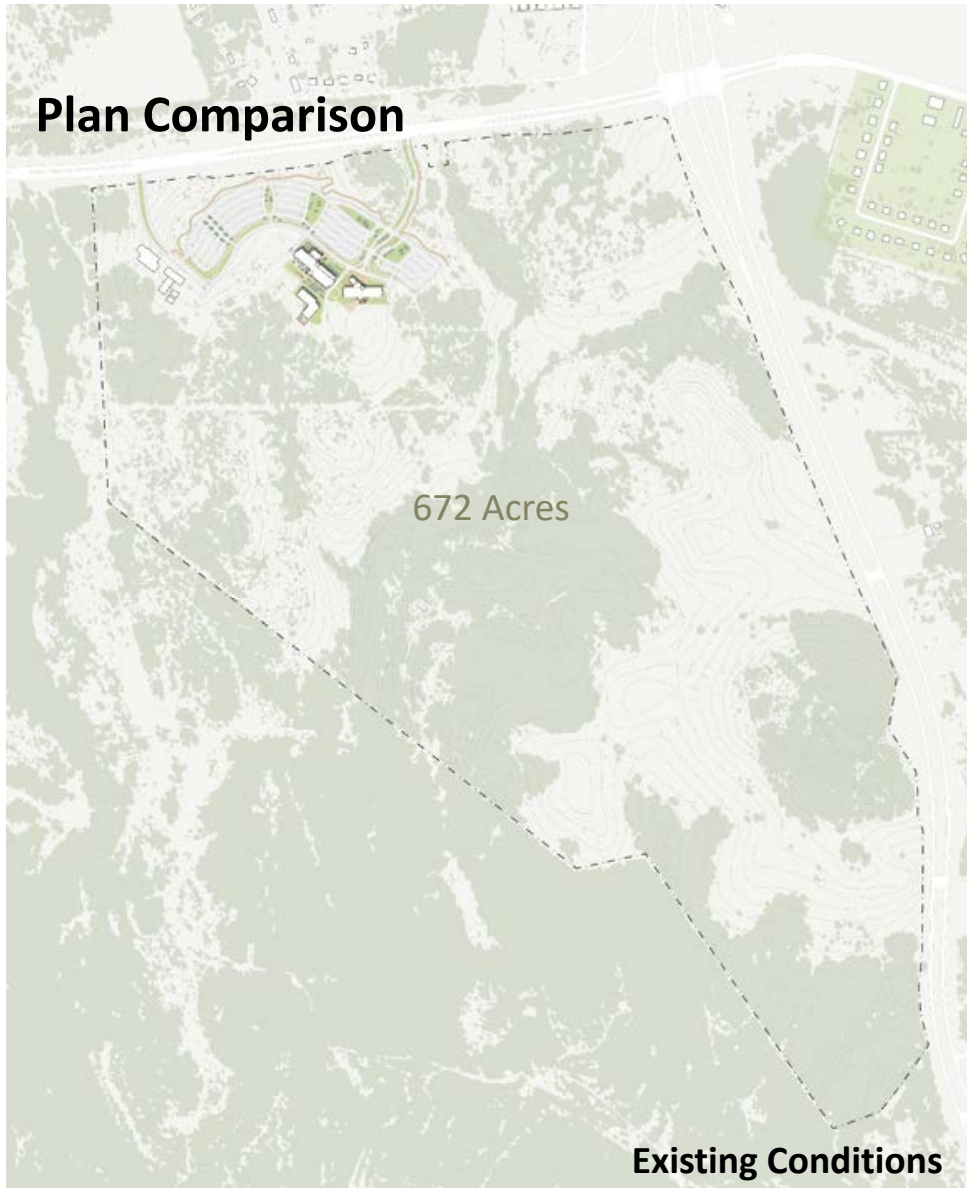
Understanding the Site and the Market Context for  
Innovation at the Forge





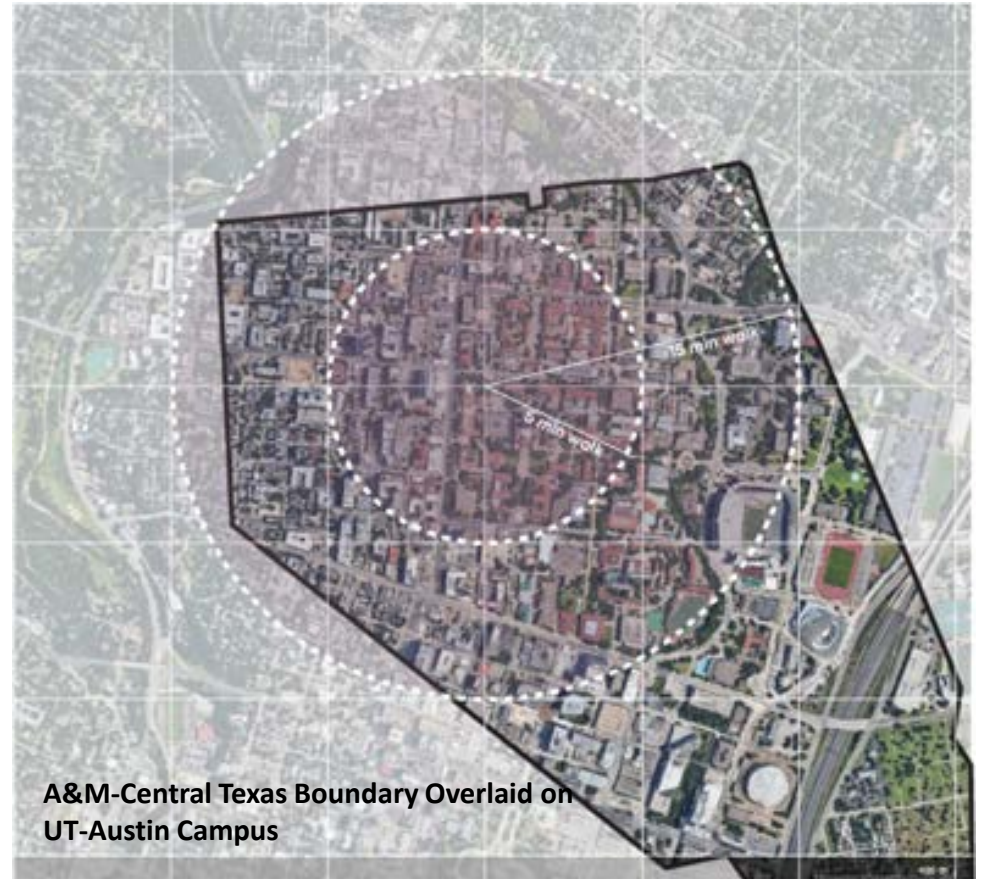


## Plan Comparison





## Campus Scale Comparison





## Site Observations



Golden-cheeked Warbler



evergreen forest

live oaks

grassland

shrub/sc  
rub



Deciduous forest along N. Reese Creek, Feb 2022



Deciduous forest, Feb 2022



Evergreen forest along N. Reese Creek, Feb 2022



## Site Observations



*Factors combined at varying weights*

## Suitability Model





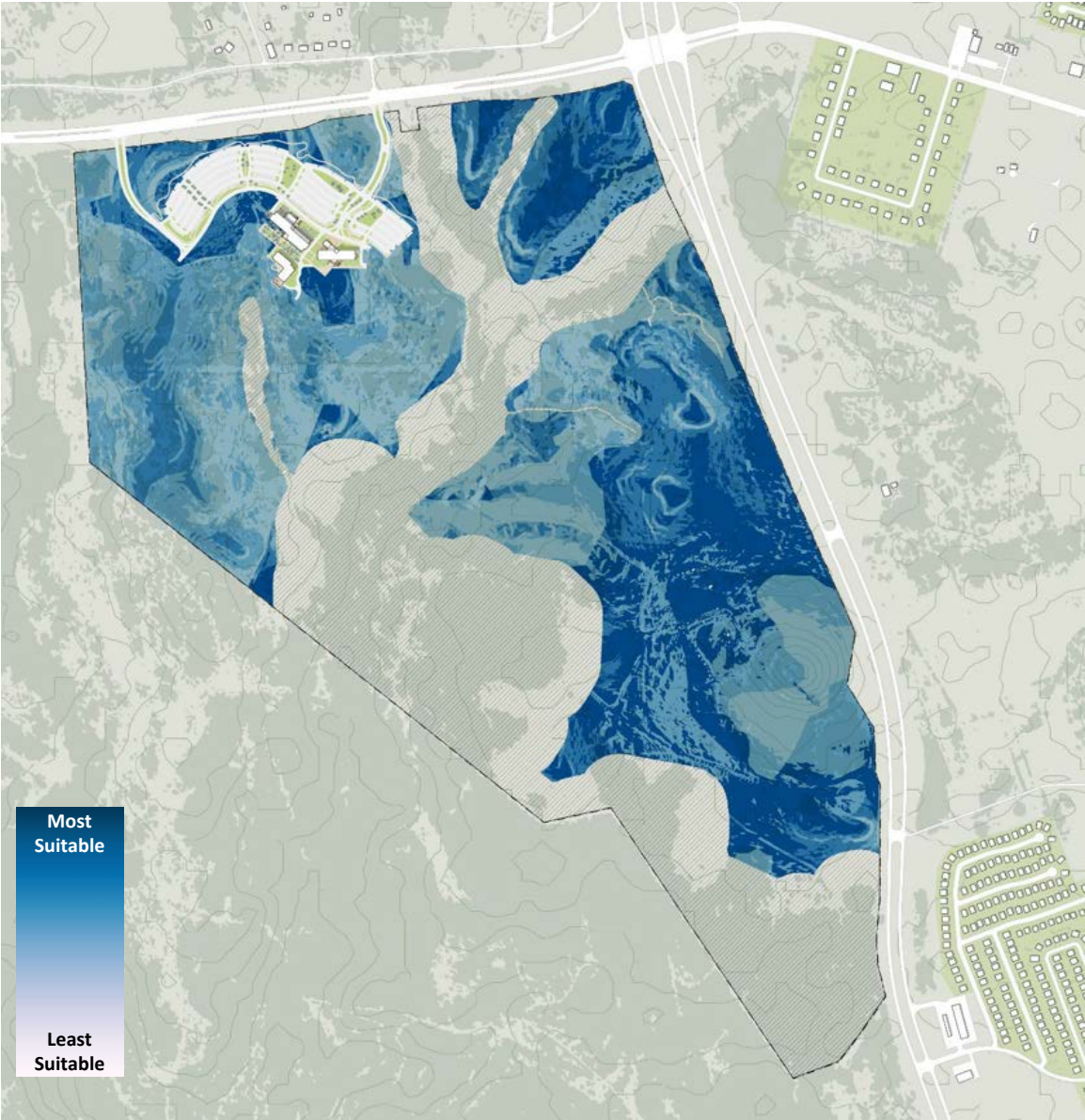
## Ecological & Sustainability Goals & Strategies

- Biodiversity including sensitive species
- Landscape connectivity
- Research, learning, & stewardship outreach
- Multifunctionality
- Resilience and adaptation
- Ecosystem services



# Suitability Analysis

Factor	Data Source	Analysis Attribute	Value Categories	Calculation
0 = not suitable				
Drainage Contributing Area	Stream centerline & floodplain from 2010 Pacheco-Koch Drainage study	Subtract	Drainage Contributing Area = 0	At any point along drainage, soil type K18 or floodplain boundary, whichever is further from stream centerline + 25 ft
• Stream centerline				
• 25-ft buffers				
• floodplain				
• Soil type	Soil types from NRCS			
≥0.28 = 0				
Soil K factor (erodibility)	NRCS	Weighted	0.16-0.27 = 1	
≤0.15 = 2				
Soil Prime Farmland	NRCS	Weighted	Yes = 0	
Soil depth	NRCS	Weighted	based on soil/veg relationships	
>10% = 0				
Slope	Master Plan Survey	Weighted	5-10% = 1	Percent slope
0-5% = 2				
GCW habitat or buffer = 0				
Sensitive bird habitat	2004 Biological Opinion	Subtract + Weighted	GCW take = 1	
BCV take = 1				
Deciduous Oak/ Evergreen Motte & Woodland = 0				
Oak / Hardwood Motte and Woodland =0-1?(1)				
Savanna Grassland =0-1?(0)				
Ashe Juniper/ Live Oak Shrubland = 1-2(1)				
Live Oak Slope Shrubland = 0-1?(0)				
Ashe Juniper Motte and Woodland = 1				
Ashe Juniper Slope Forest = 2				
Live Oak Motte and Woodland = 2				
Oak / Ashe Juniper Slope Forest = 2				
Native Invasive: Mesquite Shrubland = 2-3?(3, shin oak 2)				
Barren = 3				
Vegetation type	Will need existing conditions from field observations	Weighted		





## Site Context Conclusions

- Previous campus plan envisioned a university and campus that is different from the current strategic direction of the institution
- Avoid sensitive habitat and ecological areas
- Focus development where key existing infrastructure (road, utilities, parking, proposed central plant, etc.) exist
- Concentrate development along the high points of the ridgeline, avoiding critical watershed areas
- Celebrate the unique natural topography and landscape of the Texas Hill Country and integrate into plan



# Real Estate Market Study

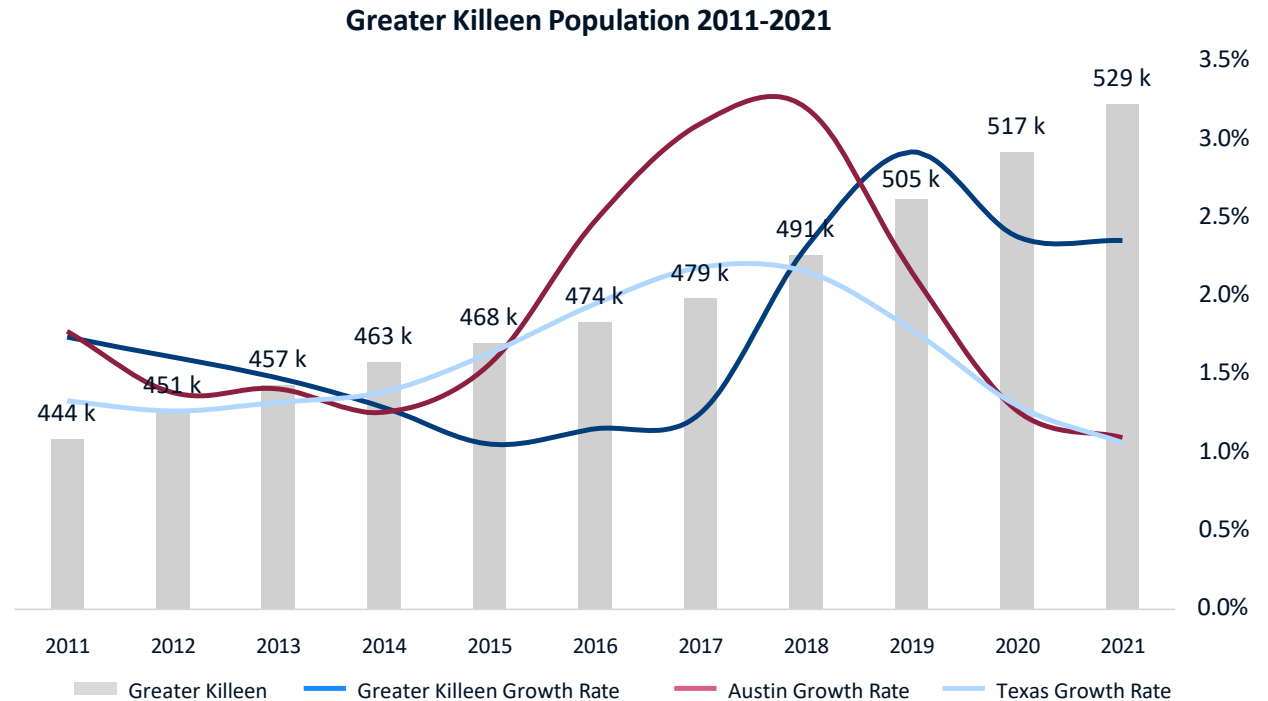


## Demographics | Population

Killeen's population growth is accelerating past Texas and Austin's growth, indicating that more people are seeing opportunities to stay in Killeen.

**The population of Greater Killeen has grown 2% annually since 2011.** This healthy growth rate is reflective of Texas's growth overall and significantly outpaces Waco which grew 11% over the same period. Remarkably, Killeen's growth rate is catching up to Austin which grew 21% since 2011.

**This rapid population growth offers Killeen and Texas A&M-Central Texas many opportunities.** While throughout the last decade Greater Killeen had consistently strong population growth, since 2017, Greater Killeen's population grew 10% compared to Texas's 6%. Since the onset of COVID, Texas and Austin's population growth slowed slightly, while Killeen's population growth accelerated and continues to exceed pre-pandemic levels. Killeen's population growth mimics that of Austin, underscoring the impact of Austin's market on Central Texas.



Source: ESRI, 2021.

## Market Observations

Existing market conditions alone will likely not drive the economic results that local leadership seeks but show the potential for a vibrant programmatically-driven Forge that can attract private investment.

### MULTIFAMILY

20%

Population Growth in Killeen in  
Last 10 years

8%

Housing Inventory Growth in Last  
10 years

4.7%

Vacancy Rate

### OFFICE

1.7M SF

Total Office Space in Killeen

0 SF

Class A Office in Killeen

6.6%

Vacancy Rate

### HOSPITALITY

45

Hotels in Killeen

69%

Of Hotels in Killeen are Economy  
or Independent

\$81

Current ADR in Killeen;  
\$15 Below Ft. Hood Per Diem

### RETAIL

0%

Vacancy in Nearby Killeen Mall

0

Retail Offerings Within Walking  
Distance of the Forge

Retail Amenities at the Forge  
Should Include F&B, Retail and  
Entertainment

Source: CoStar, Apartments.Com, HR&A



## 4. Program Drivers

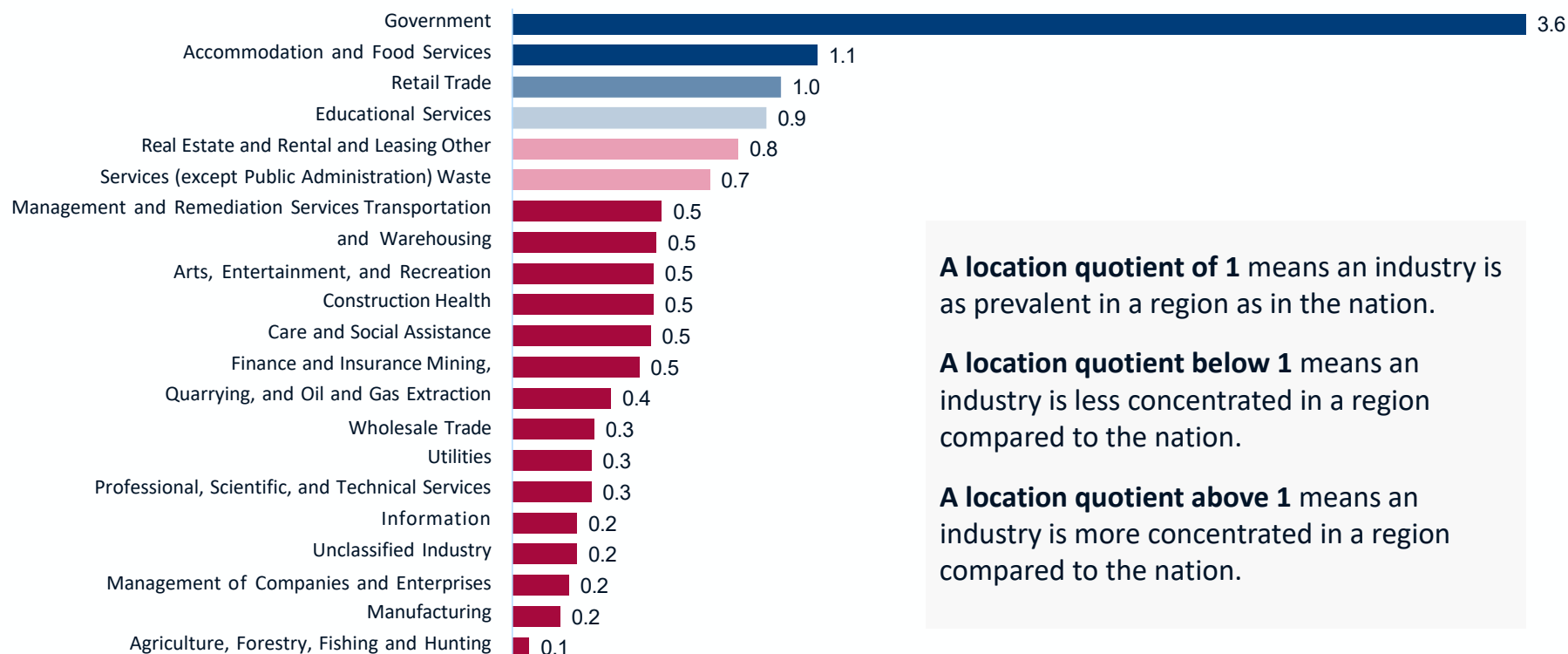
What can drive development of the Forge  
@A&M-Central Texas?



## The Economic Context

Killeen's economy is heavily concentrated in government (which includes military), accommodations and food services, and the retail trade.

Location Quotient of All Killeen Industries, 2-Digit NAICS Level (2021)



**A location quotient of 1** means an industry is as prevalent in a region as in the nation.

**A location quotient below 1** means an industry is less concentrated in a region compared to the nation.

**A location quotient above 1** means an industry is more concentrated in a region compared to the nation.

## The Economic Context

Killeen's economy lacks some of the supportive industries necessary for an innovative, defense-led ecosystem, but nearby Austin has a strong foothold in necessary industries.

Location Quotient (2021)	Killeen	Austin
Industry		
Government	3.59	1.02
Supportive Industries		
Federal Government, Military	27.84	0.34
Support Activities for Air Transportation	4.93	0.51
Federal Government, Civilian	4.54	0.65
Facilities Support Services	4.17	0.66
Scientific Research and Development Services	0.16	0.82
Management, Scientific, and Technical Consulting Services	0.21	2.08
Computer Systems Design and Related Services	0.29	2.69
Software Publishers	0	2.25
Architectural, Engineering, and Related Services	0.33	1.59

Source: Emsi. Government is classified at the 2-digit NAICS level; all sub-industries are classified at the 4-digit NAICS level.



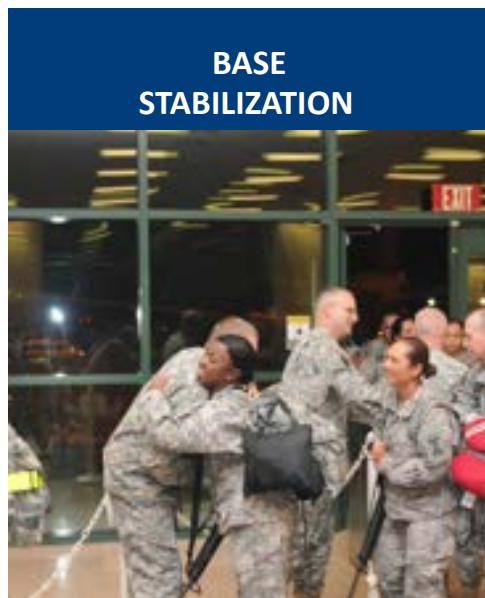
## THE ECONOMIC CONTEXT

Killeen's economy reflects the trends and changes of **Fort Hood** and the **defense industry.**



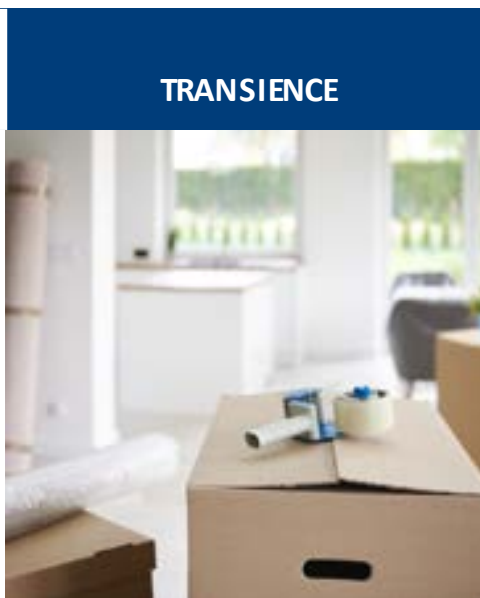
## The Economic Context

Killeen is home to Fort Hood, one of the largest military installations in the nation and a major driver of economic trends in the region.



**BASE  
STABILIZATION**

- Fort Hood is presently stabilized from a BRAC perspective.
- Operational Test Command (OTC) is headquartered at Fort Hood, along with four of its eight directorates offering numerous potential opportunities.



**TRANSIENCE**

- Soldiers and their families regularly move in and out of Killeen.
- Nearly 30% of soldiers departing the army at Fort Hood would like to stay in Killeen, but there is a lack of economic opportunity.



**MILITARY  
POPULATION**

- The military population skews towards young males with a lower level of educational attainment.
- PTSD in both soldiers and their families is a top concern.



**INFRASTRUCTURE**

- Killeen is well-connected both in terms of a road networks and a regional airport.

# The Texas A&M System

The TAMUS offers an extraordinary collection of programmatic assets that can shape the future of the Forge.



RELLIS



11 UNIVERSITIES



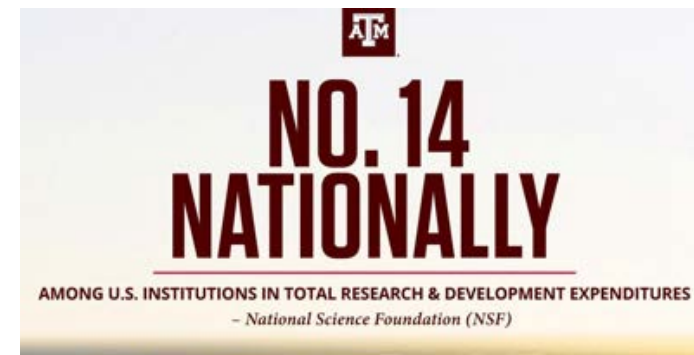
8 STATE AGENCIES



HEALTH SCIENCE CENTER



LAND GRANT PHILOSOPHY



\$1.23B ANNUAL RESEARCH EXPENDITURE

# The Texas A&M System

The TAMUS offers an extraordinary collection of programmatic assets that can shape the future of the Forge.

## RELLIS

Established: 2016

Academic Partners: 12

Educational Space: 113,000 RELLIS Offers precedent for strong collaboration with community colleges, a very important factor given it is an upper-level university, and the strong relationship with the Army.



## TAMU PRIORITIES

TAMU priorities are to provide education, conduct research, commercialize technology, offer trainings, and deliver services to the people of Texas. As a land grant institution, this has traditionally been, and continues to be research focused on the military, supporting Texas needs, and agriculture. This can be seen through the systems focus on RELLIS, the Texas Division of Emergency Management, Agrilife research, and more



## SYSTEM RESEARCH

45%


Of research funding is from the Federal Government (2020)

231

New invention disclosures (2021)

TEES

Has over 652 industrial sponsors, over \$209M in research expenditure, and over 1700 students participating in research



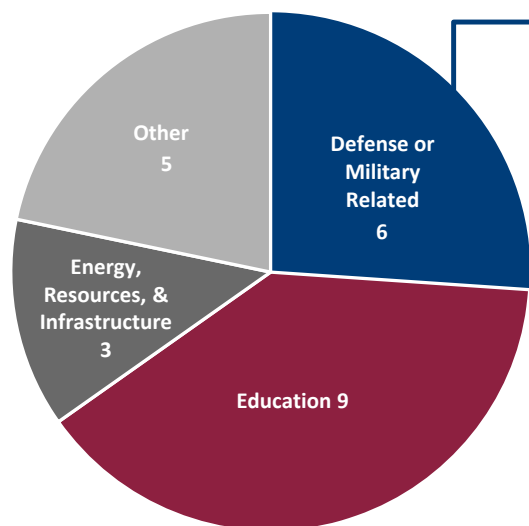
A&M-Central Texas is the only Texas campus that **shares its border with a major military installation** – and, in the case of **Fort Hood**, the largest single site employer in the State of Texas.



## A&M-Central Texas

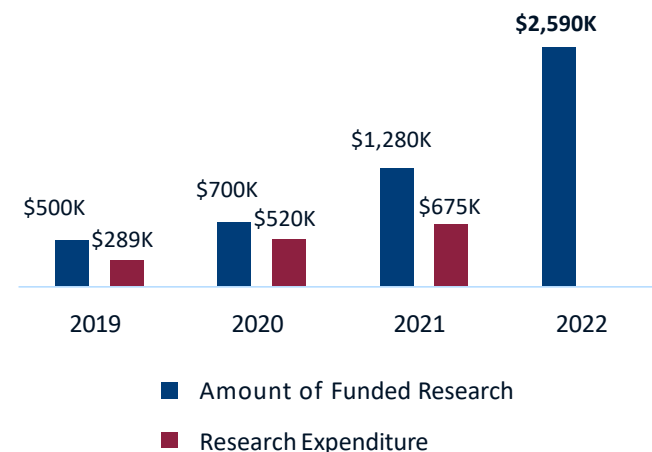
A&M-Central Texas has achieved success in grant and research funding across an array of areas that can bolster research partnerships and innovation at the Forge.

**KEY RESEARCH AND CONTRACTS  
2013-Present**




- AFRL/Griffiss Institute (2020): *Evaluate performance of sensory systems*
- TEES ARC (2019-2021): *Study of cybersecurity education for a dispersed workforce*
- National Mounted Warfare Foundation (2019-2020): *Develop strategic and marketing plan for National Mounted Warfare Museum*
- Sanford Foundation (2018-2019): *Build a Warrior Community to significantly change the military-connected community in Central Texas and evaluate the community's effectiveness*
- Heart of Texas Defense Alliance (2016-2017): *Study of effects of force reduction on Fort Hood*

**FUNDED RESEARCH AND  
EXPENDITURE AT A&M-CENTRAL  
TEXAS**



*In 2021 and beyond, sponsors have committed nearly \$4.3 million in grant and contract funds for A&M-Central Texas researchers.*



**The Forge** should be a dynamic, defense-driven research community that celebrates Killeen's unique context.

## Spaces for Programs & People

As the defense industry shifts to be more focused on technology, spaces at the Forge should welcome tech-driven defense contractors, entrepreneurs, and should accommodate collaboration and innovation.

Industry Assets	Existing A&M-Central Texas assets	To be incorporated into the Forge
Proximity to Fort Hood	●	●
Industry-focused Academics	◐	●
Veteran-heavy student body	●	●
Office space for industry	◐	●
SCIF's	○	●
Collaborative research center	◐	●
Fort Hood student research opportunities	◐	●
Housing	○	◐
Supportive Retail	○	◐





## Spaces for Programs & People

To support the defense industry and its connection to the talent pipeline, the Forge should offer secure and innovative spaces for collaboration.

### Innovation Spaces



District Hall, Boston

- Innovation spaces includes both collaborative spaces to meet up and events

### Office Spaces



RTP, North Carolina

- Offering high-quality office space will house both defense contractors already located in Killeen and attract new ones.

### High-Bay Spaces



Research Integration Center, RELLIS

- High-bay spaces are important for research testing and prototyping

### SCIF's

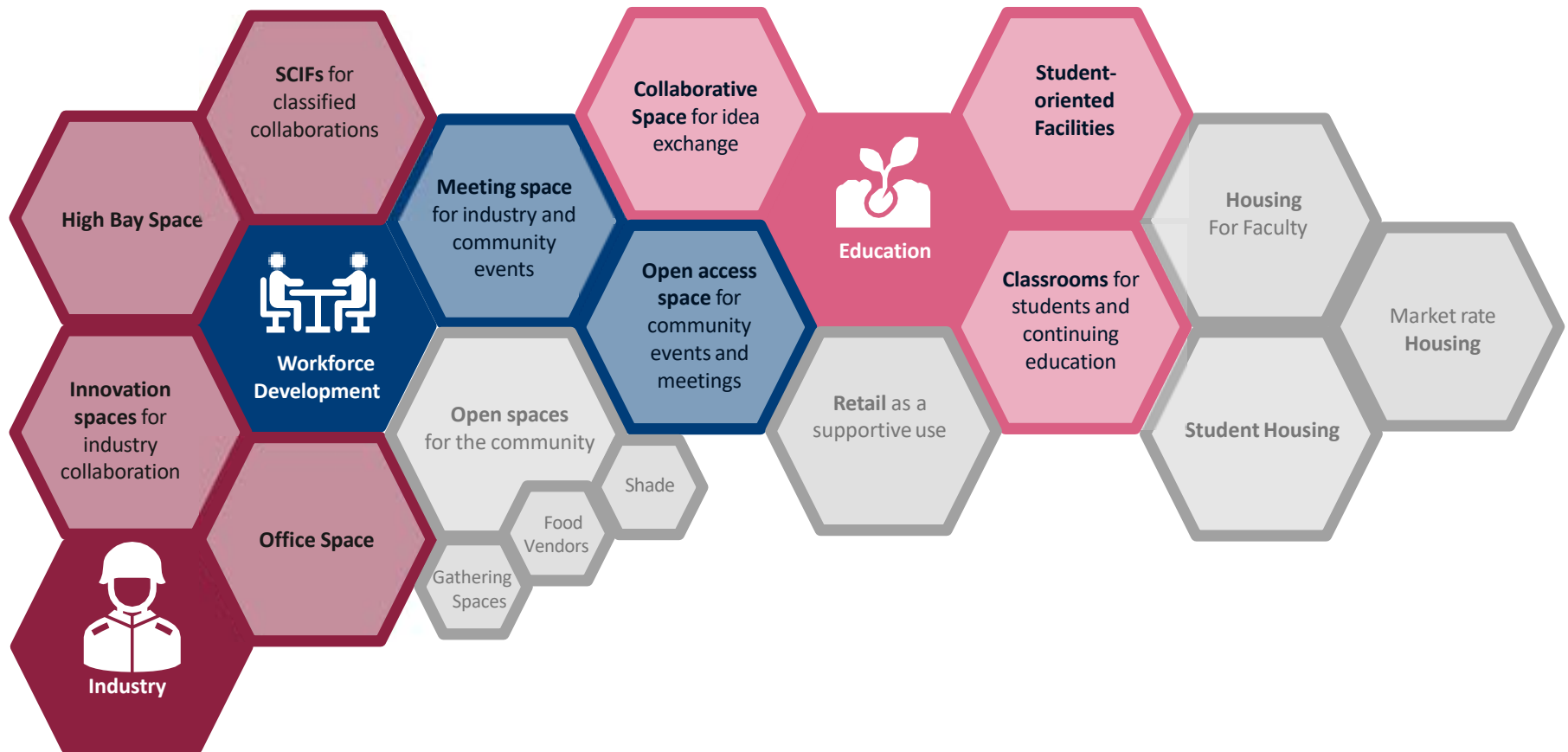


SCIF

- Building SCIF's in The Forge will be necessary to attract contractors who work on classified work.

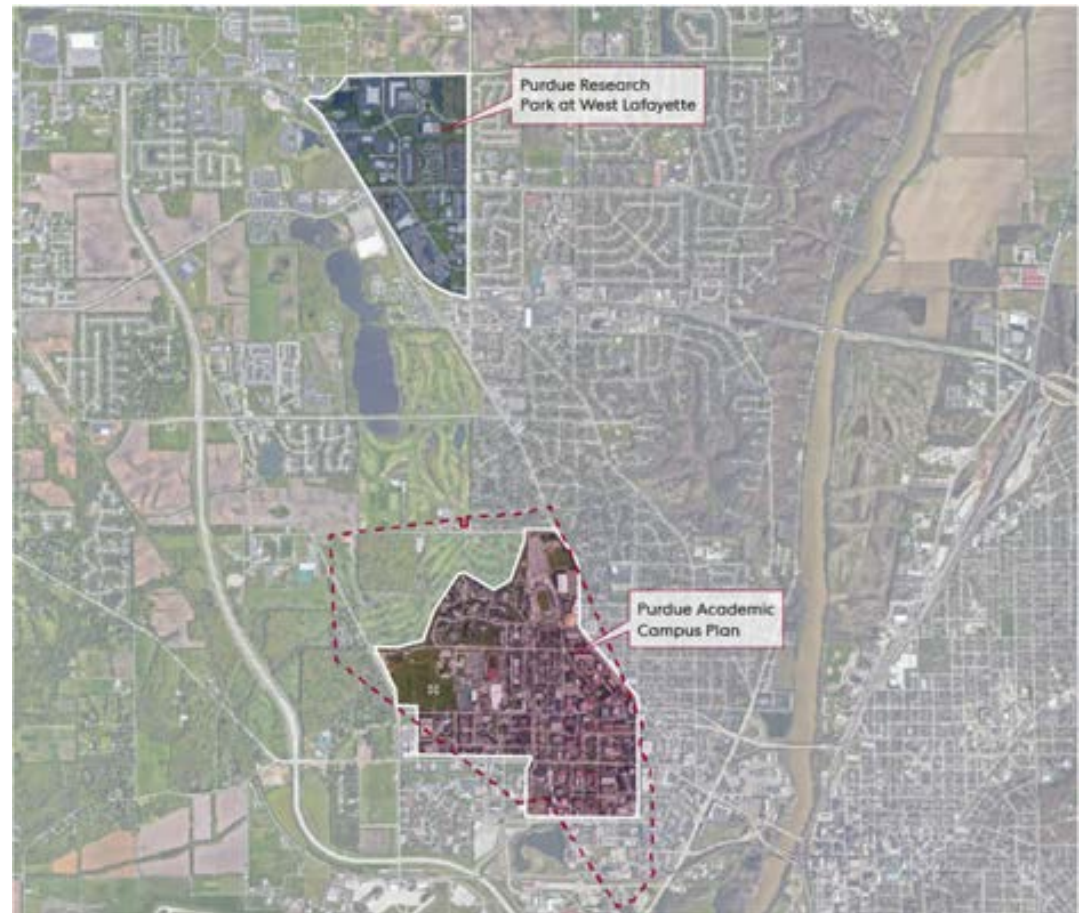
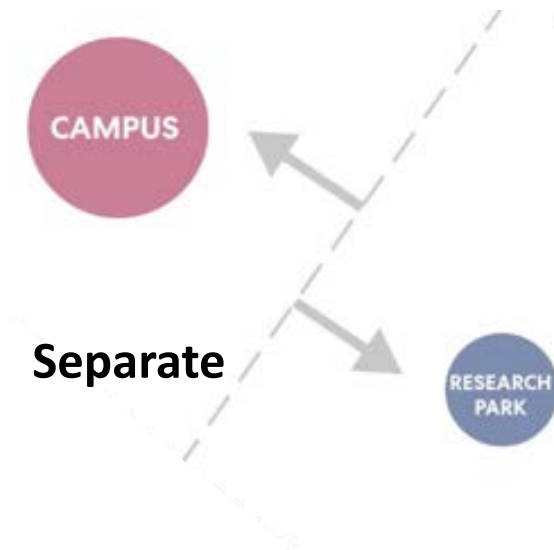
## Spaces for Programs & People

The mix of spaces at the Forge should reflect the strategy of retaining talent, developing talent, and connecting the talent to industry.



## Case Study: Purdue University Research Park

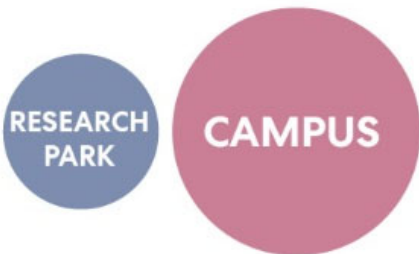
The 2018 Giant Leaps Master Plan provides a 50-year vision that informs near-term decisions and actions related to open space, circulation, connectivity, renovations, and new construction for Purdue University's West Lafayette campus. The goal of a master plan is to align the physical campus with the mission and programmatic goals and initiatives of the university.





## Case Study: North Carolina State University

A Campus of Neighborhoods and Paths, is an inclusive guide to purposeful design. A Pathway to the Future. Both documents share a focus on the enhancement of educational innovation, infrastructure, interdisciplinary collaboration, and strategic partnerships.



**Adjacent**

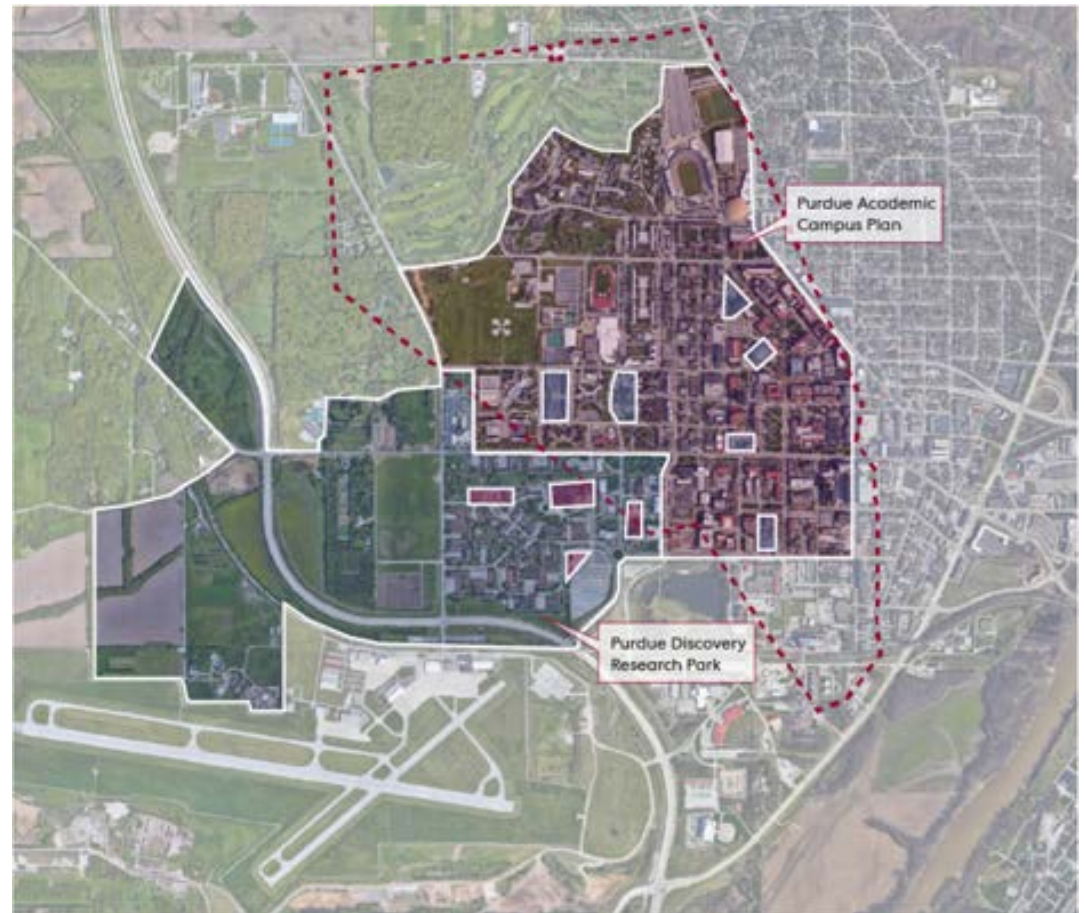


## Case Study: Purdue University Discovery Park Plan

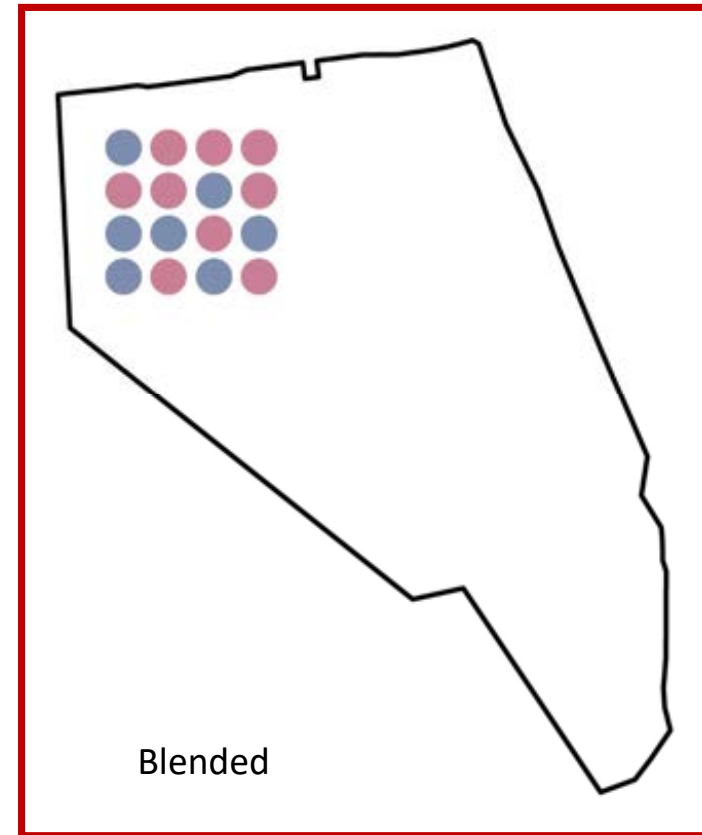
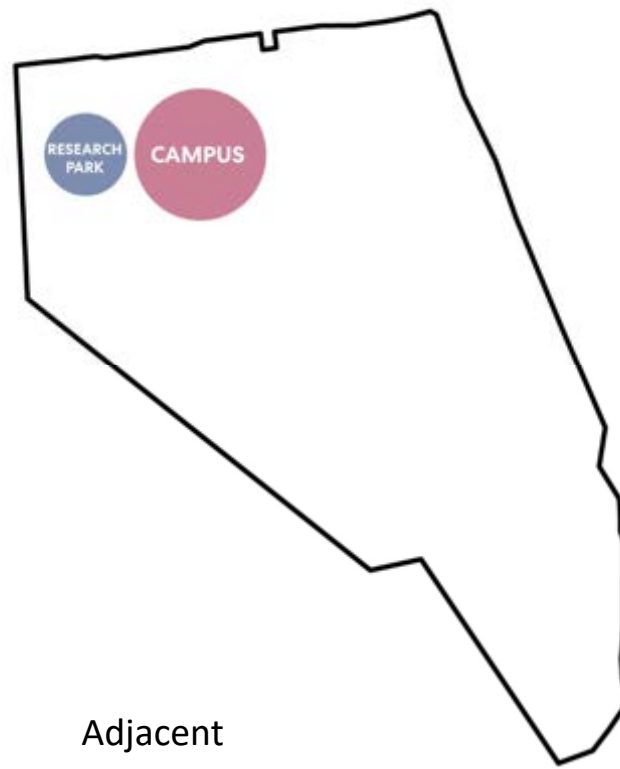
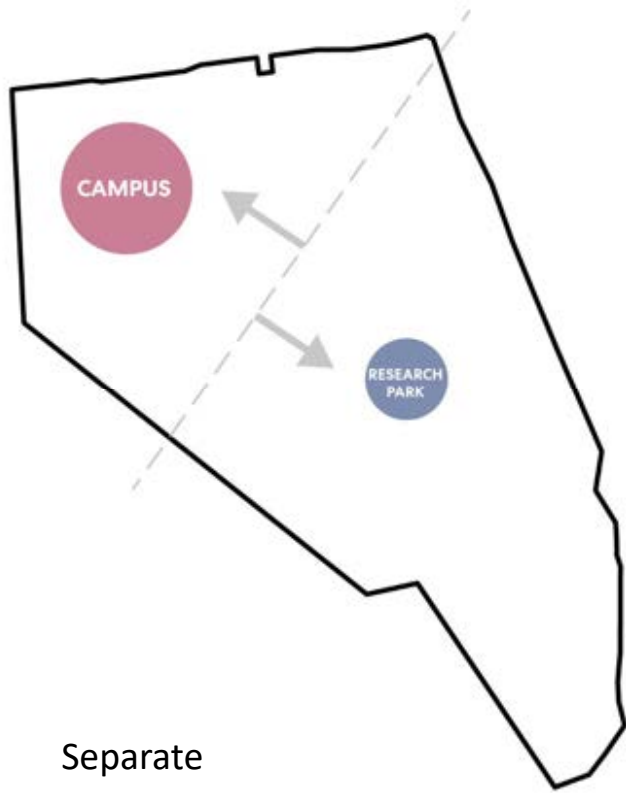
The vision for a robust Discovery Park District provides a rare and powerful opportunity to integrate the University's research and faculty with private industry and a startup ecosystem in a new and significant way. The district will create a world-class environment of innovation that celebrates, amplifies, and accelerates the strengths of the University.



**Blended**







## Concept: Blended Knowledge Community





# Key Opportunities

Texas A&M-Central Texas can achieve the mission of the Forge by capitalizing on the existing cluster of defense assets in the region that are attractive to research and industry.

KEY OPPORTUNITIES AT THE FORGE			
DEVELOP COMPANIES	PROVIDE WORKFORCE	CREATE CONNECTIONS	RETAIN TALENT
			
Local economic growth can be bolstered by <b>investing in companies researching and developing technology relevant to defense.</b>	The defense industry in Killeen benefits from institutions that <b>provide workforce development infrastructure.</b>	Industry initiatives should <b>occupy centralized space to facilitate connections and discussions</b> among their partners.	Education institutions can retain talent locally by <b>offering academic programs in coordination with defense-related industry.</b>

## Key Takeaway

Texas A&M-Central Texas should **invest in growing programs at the Forge** that align with military and defense-related industry areas and **drive enrollment** and **grow an attractive talent pool**.



# 5. Crafting a Vision

Design Thinking and Guiding Principles



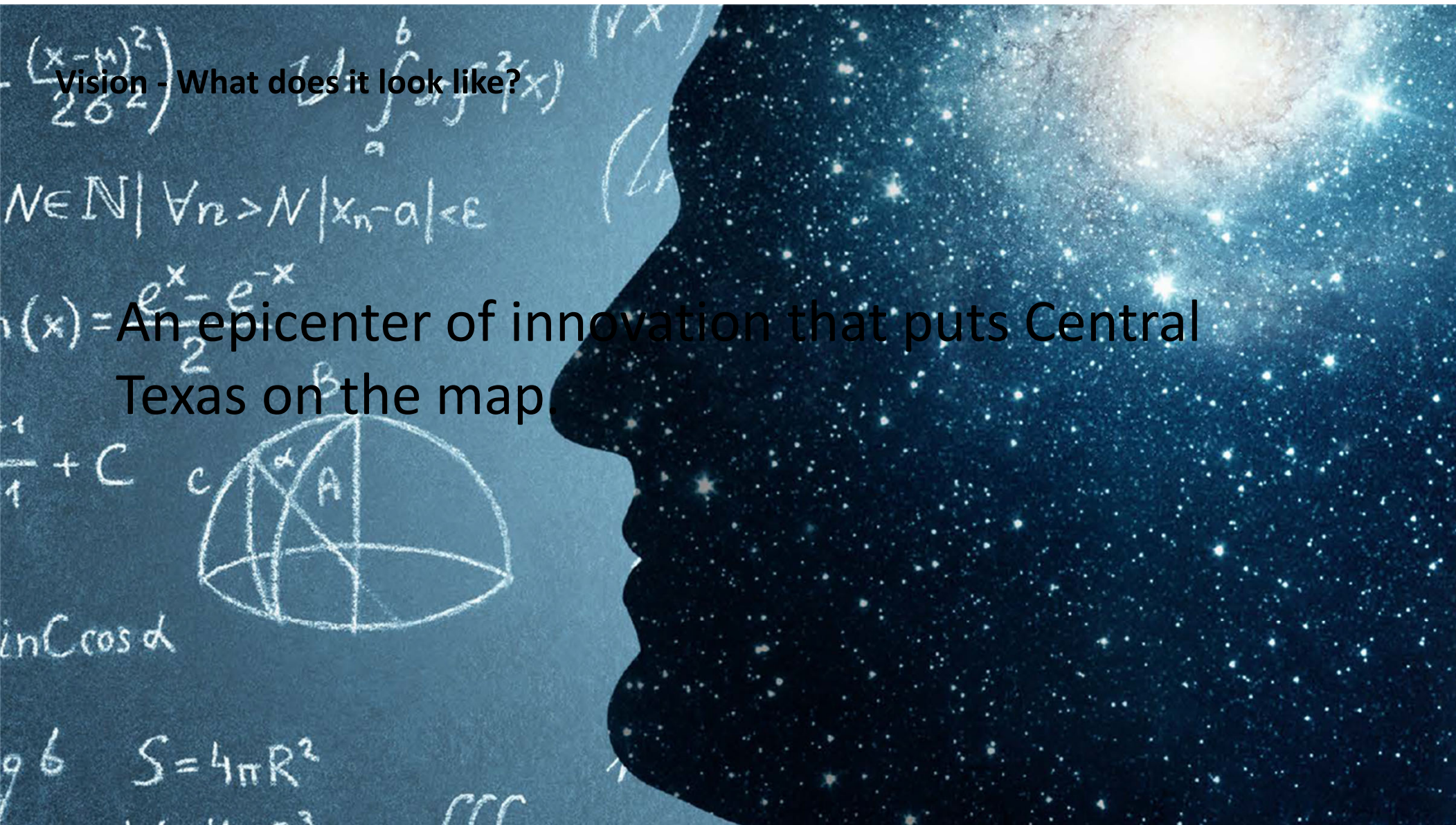
Development of the Forge should **facilitate the collision of people and ideas** while celebrating its context and assets.





Vision - What does it look like?

An epicenter of innovation that puts Central Texas on the map.





**Vision - What does it look like?**

**An engine of economic opportunity and  
resilience for the region.**





**Vision - What does it look & act like?**

**An active hub where students, researchers, industry, and government connect to solve problems.**





**Vision - What does it look like?**

A place that is representative of the region,  
its resources, and community.



## Guiding Principles





## Guiding Principles | Knowledge & Innovation

- Enrich the daily experience by integrating research, academic, and industry uses
- Design distinct characteristic neighborhoods
- Achieve student success in academics and personal development
- Consider the future of education & work



## Guiding Principles | Economy

- Build strategic opportunities and partnerships to further the mission and reach of the institution
- Attract talent and investment to the Central Texas
- Develop high quality facilities that do not currently exist in the Killeen market
- Position the research park as a nexus between government and industry





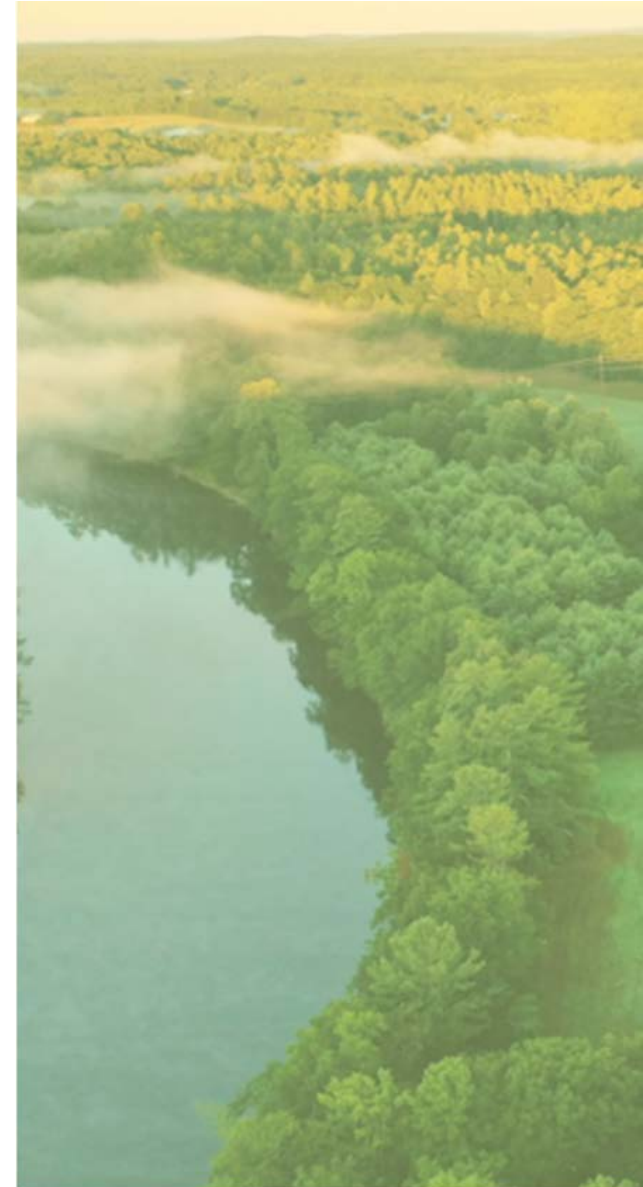
## Guiding Principles | Community

- Develop a collaborative space and activity that fosters interaction among individuals and organizations
- Foster the diversity among students, faculty, support staff, researchers, industry professionals and families
- Create a cohesive, well-connected place that is accessible and welcoming to all
- Establish a sense of place unique to A&M-Central Texas
- Celebrate & enhance tradition & legacy of the A&M-Central Texas brand

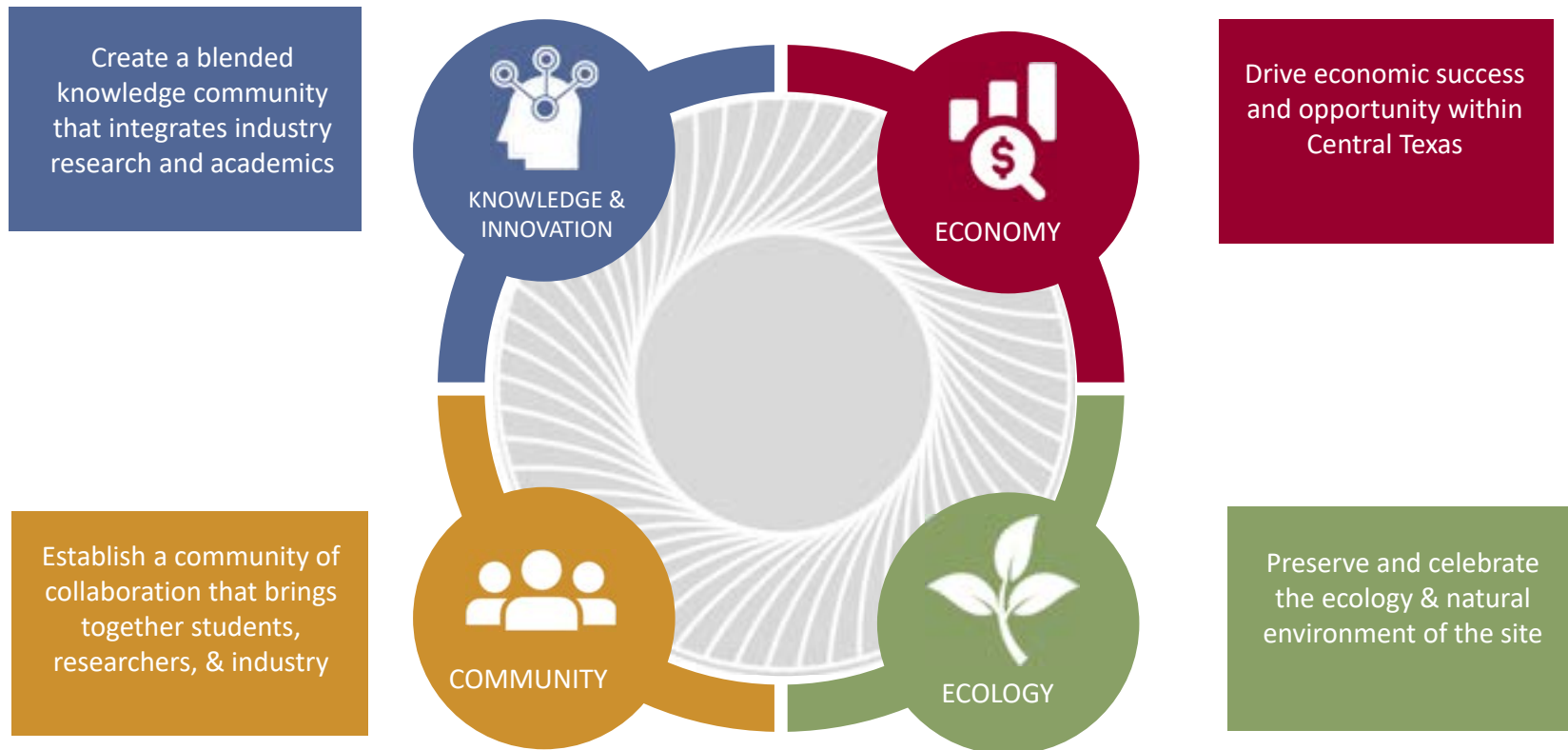


## Guiding Principles | Ecology

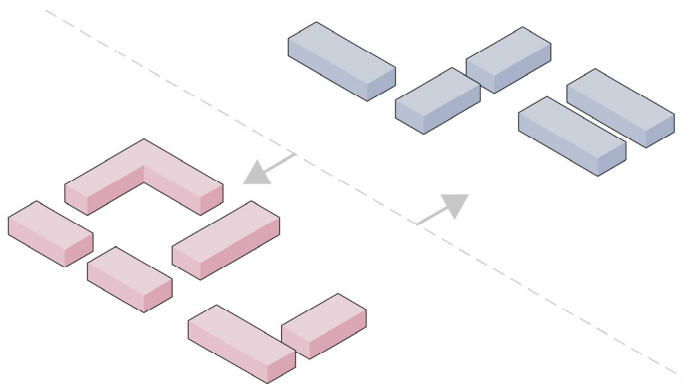
- Preserve the unique ecology and natural resources of the site
- Create a robust landscape and network of green spaces
- Implement low impact development (LID) strategies that go beyond conventional development
- Identify future development opportunity zones and areas where development is not appropriate



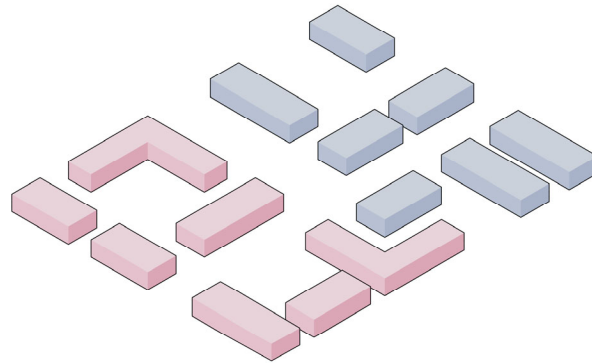
## Guiding Principles



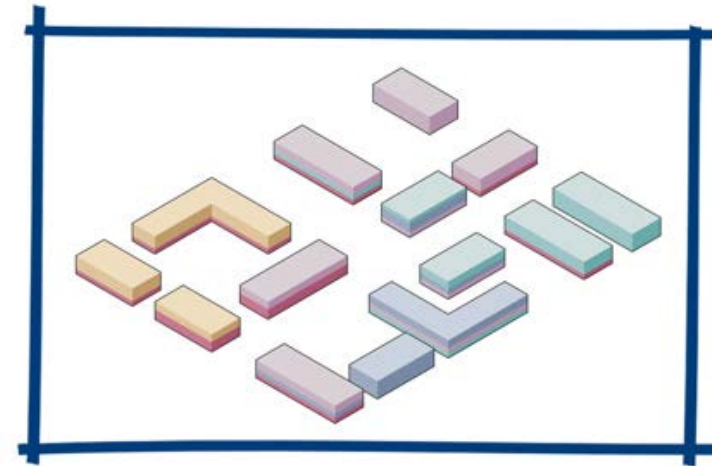
## Design Approach – A Blended Knowledge Community



Separate



Adjacent



Blended

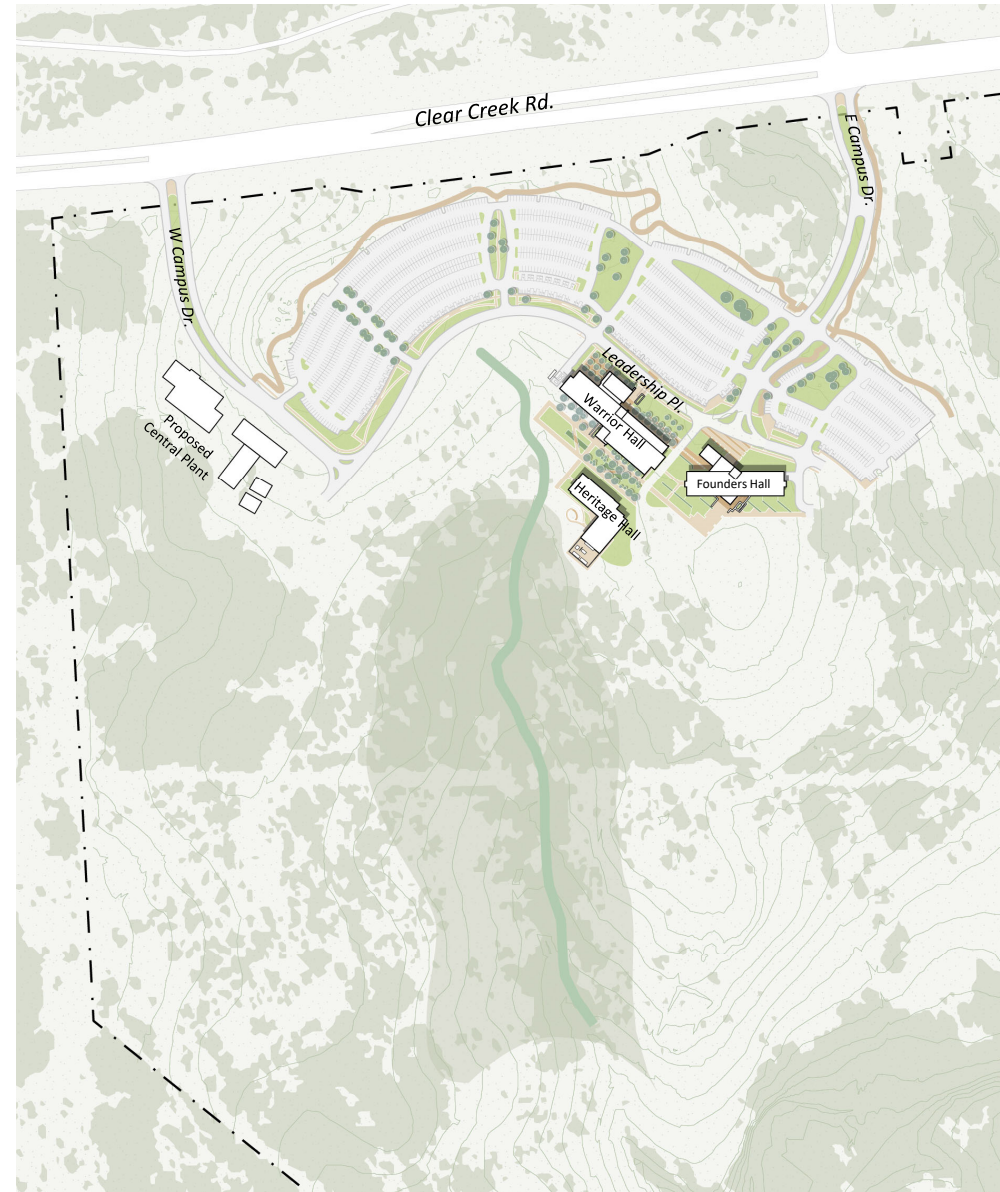


# 6. Concept Plan

A Physical Plan for FORGE @ A&M-Central Texas

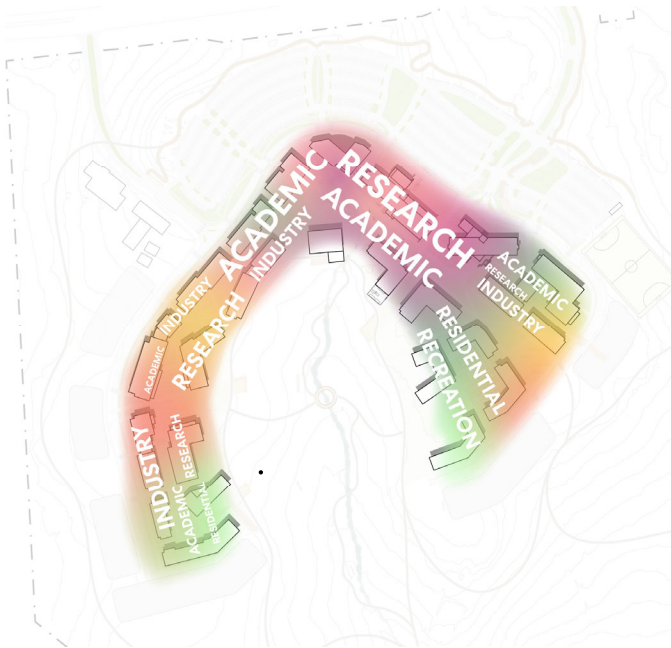


## Existing Campus



## A Blended Knowledge Community

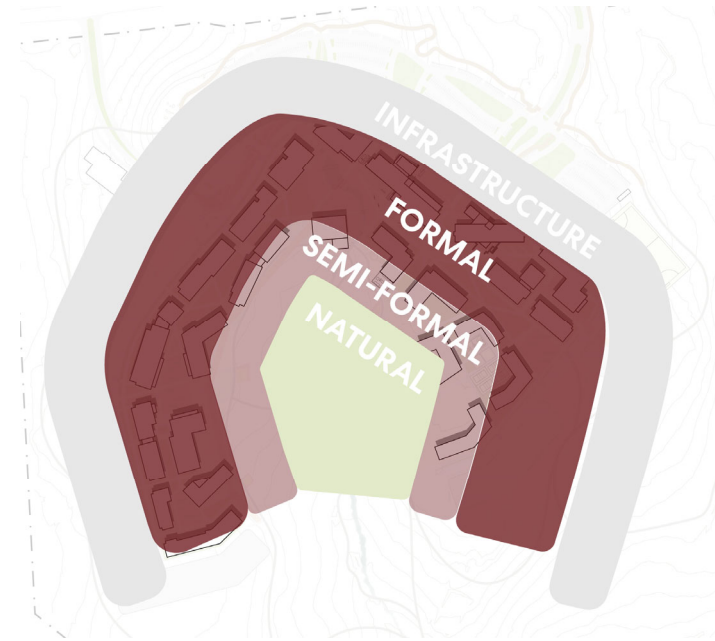
**A Blended Knowledge Community**  
where academics and industry are  
nested together



**Central Spine**  
a connected network of open spaces  
with the 'Collaboration Quad' at the  
heart of the campus



**Gradient of Space Types** from  
formal and structured to the  
natural





# Concept Plan



Existing



Proposed

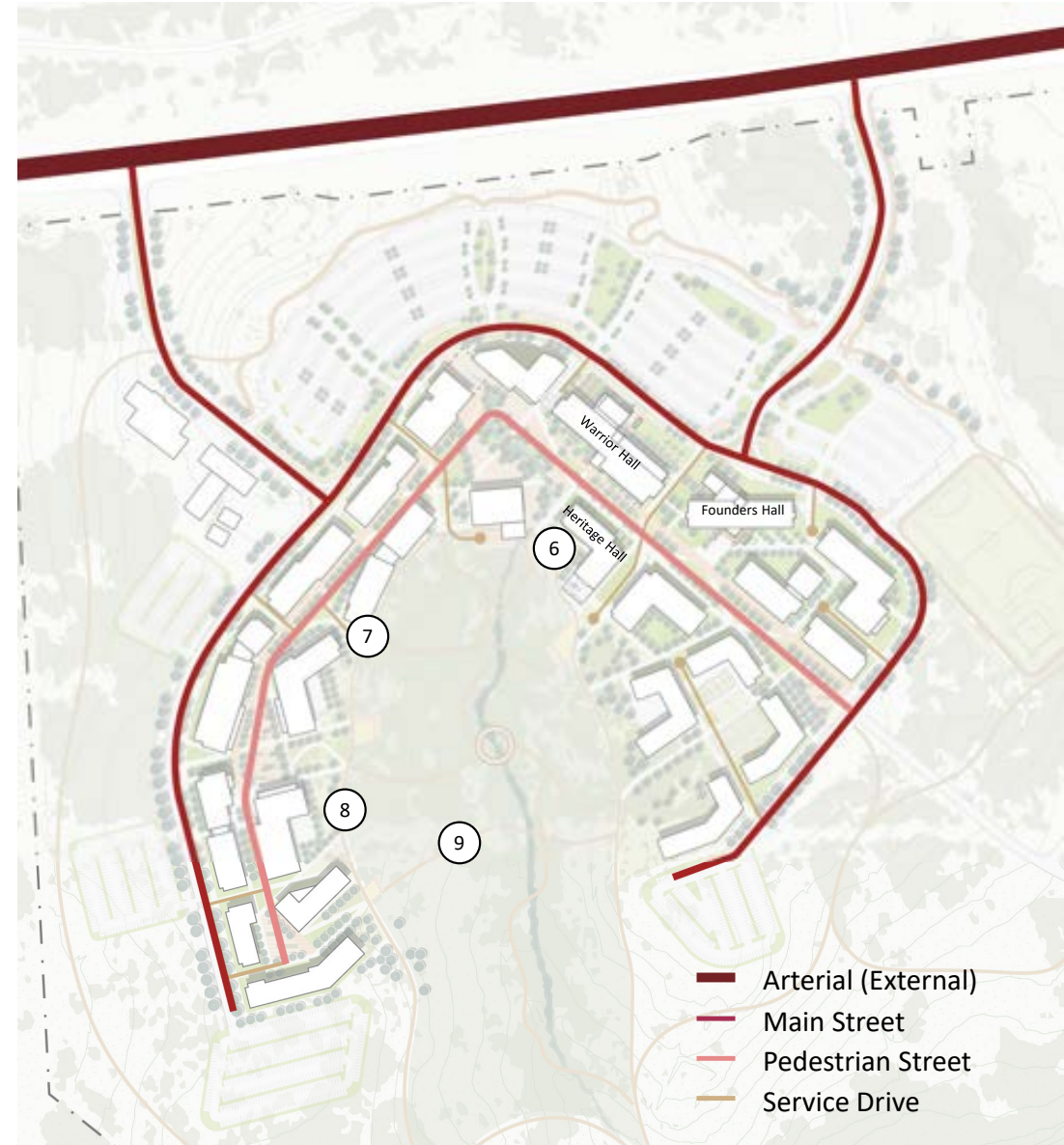


## Open Space & Pedestrian Circulation



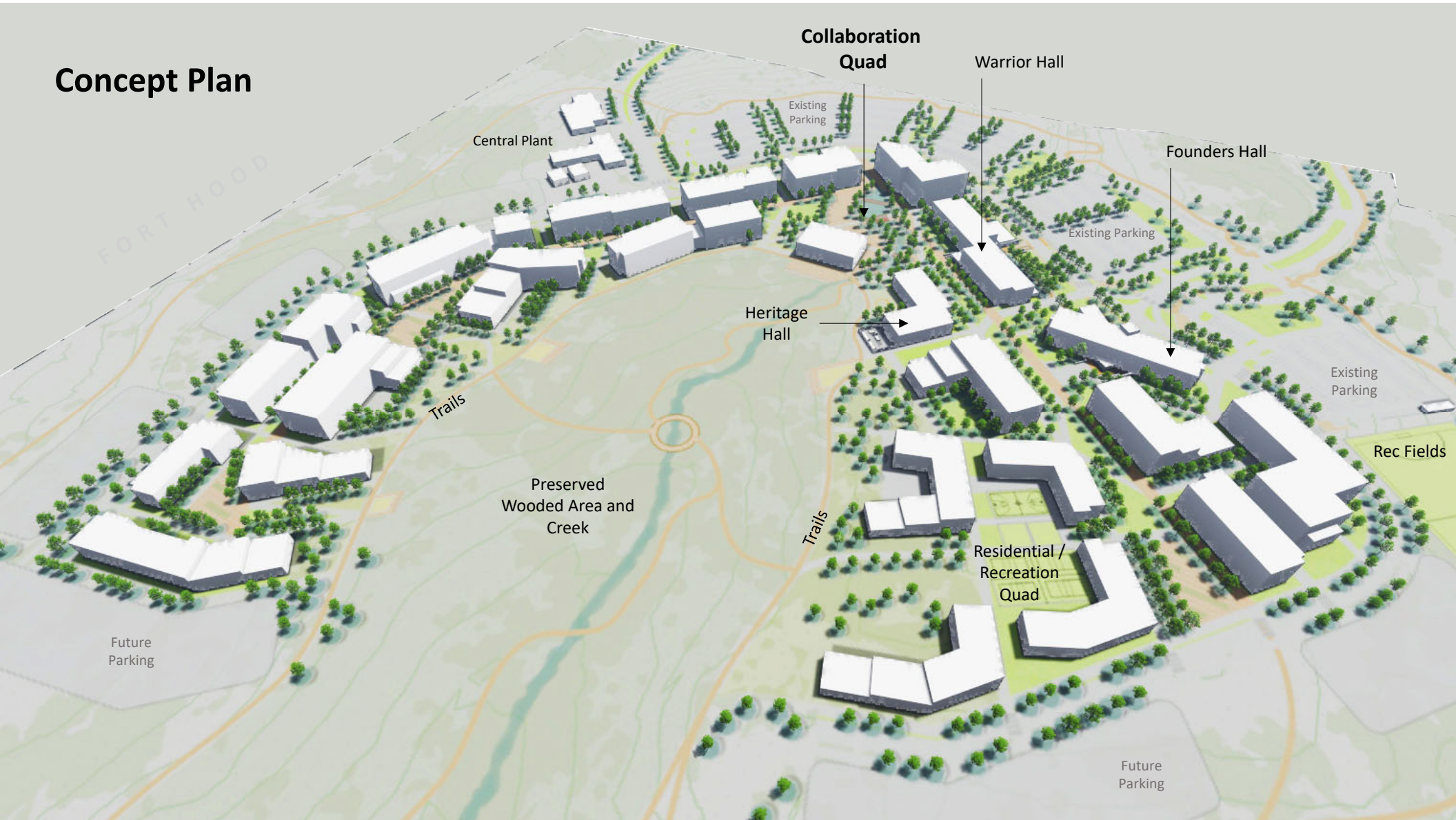


## Site Circulation



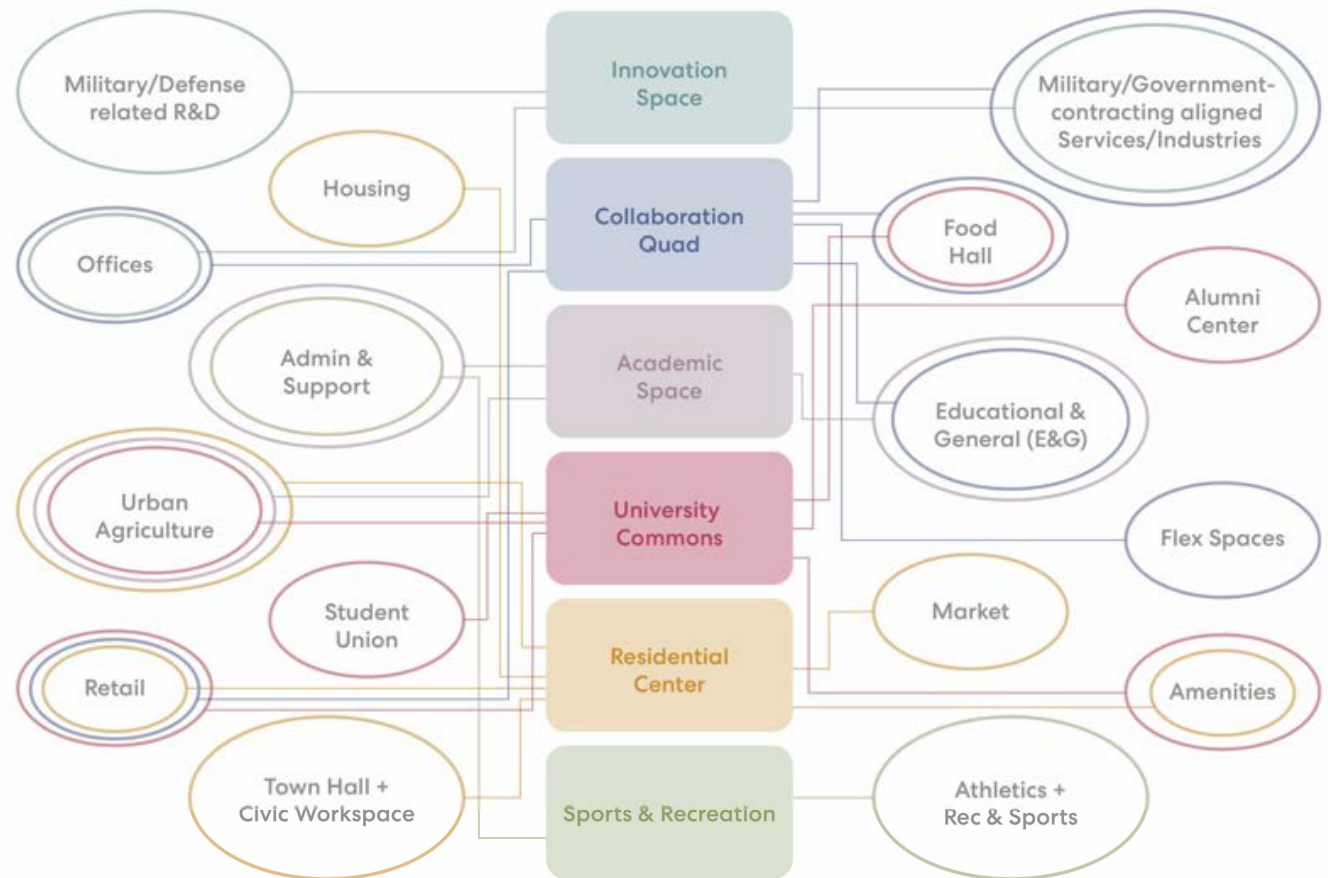


# Concept Plan



## Blended Knowledge Community

- Programs are nested together to form a dynamic blended community of academics, research, industry collaboration
- A mix of uses are blended horizontally across the site and vertically within each building





# Development Quantification

## Existing

Academic/Research: ~300k

## Phase 1

Academic/Research/Industry: ~310k

Residential: ~110k (~150 units)

## Phase 2

Academic/Research/Industry: ~325k

Residential: ~120k (~160 units)

## Phase 3

Academic/Research/Industry: ~475k

Residential: ~170k (~225 units)

## Totals

Academic/Research/Industry: ~1.4 M

Residential: ~400k (~535 units)

**Total: ~1.8 M**

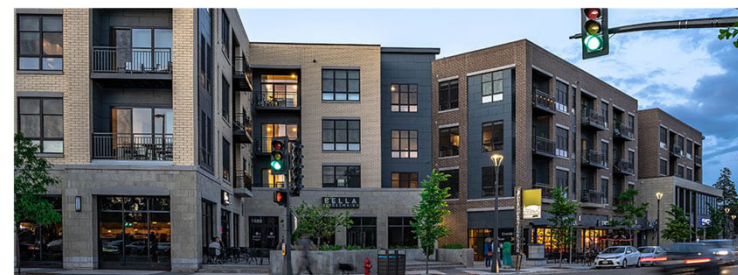




## “First Movers”

*Near term opportunities that are informed by market study, stakeholder interviews, academic/research needs:*

- New space of academic research and industry partnership and collaboration
- Development of 100-150 units of mixed housing
- Catalytic infrastructure to support development and beautiful open spaces and amenities that are attractive to talent
- Ground-floor convenience retail amenities, within all development to support the community

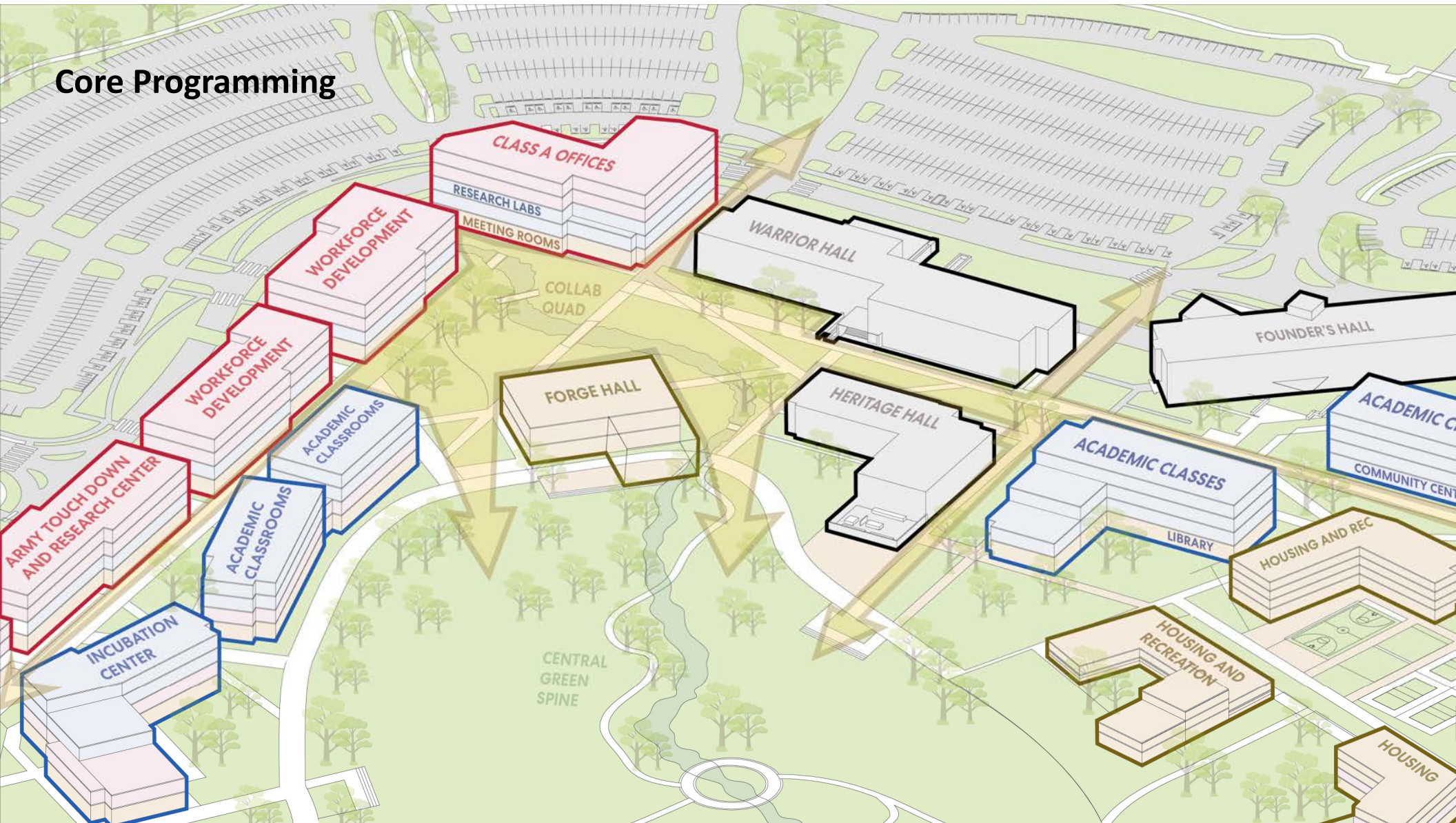


## Near Term Focus Area





## Core Programming





## “Collaboration Quad”

Gateway Building 2

Gateway Building 1

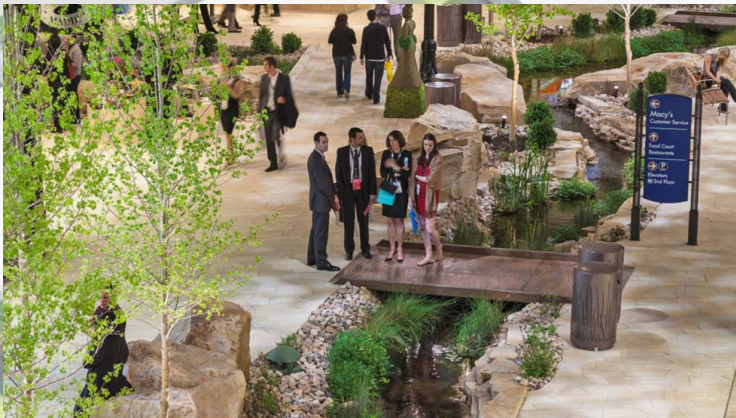
Heritage Hall

Founders Hall

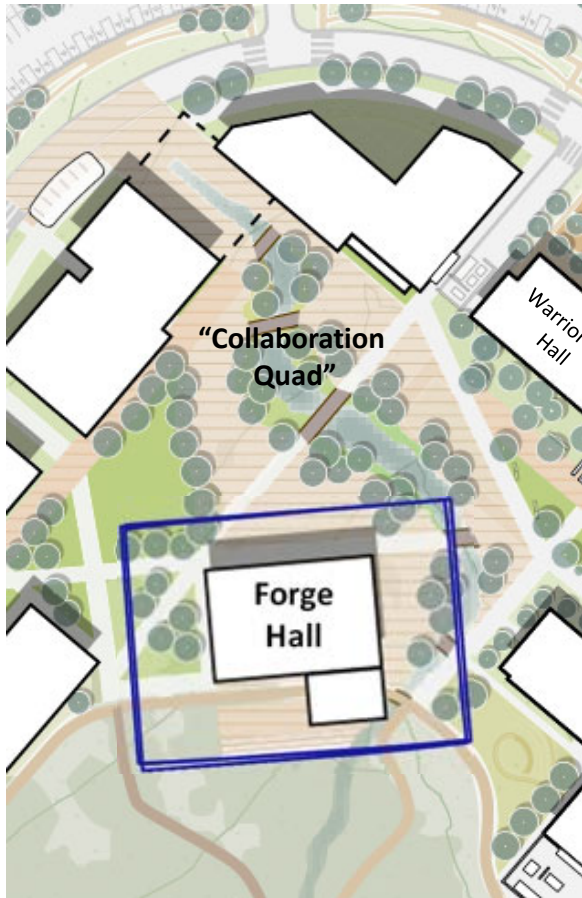
Forge Hall

Warrior Hall

Eastern Pedestrian  
Axis

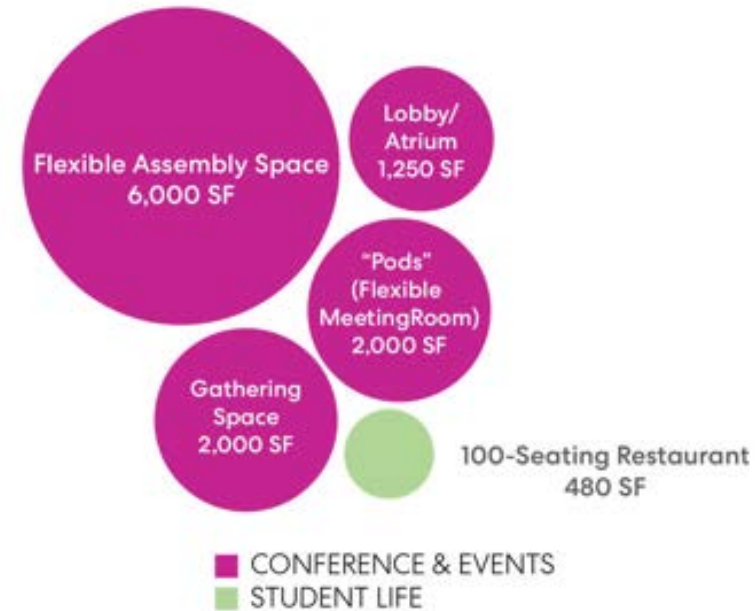


## “Forge Hall”



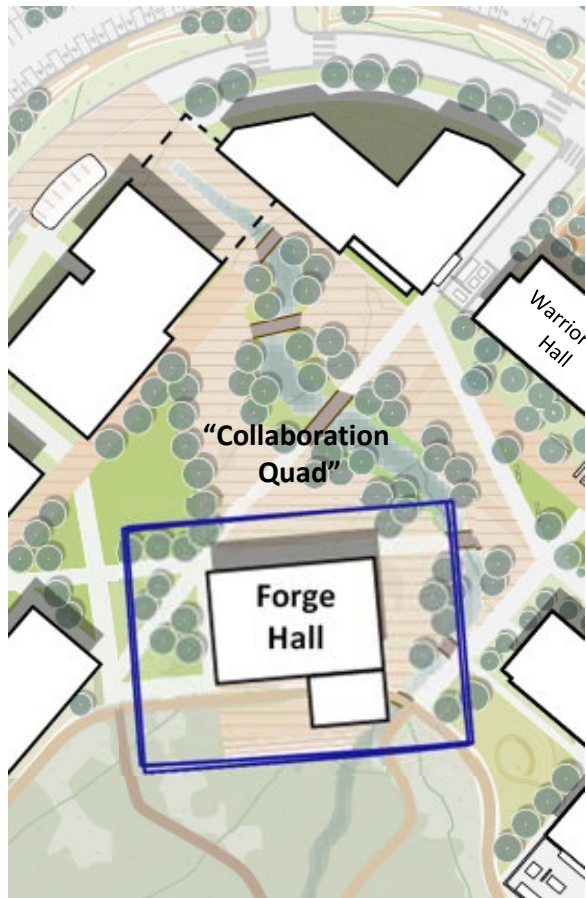
- “Forge Hall” is imagined as an open, flexible space for assembly that brings together innovators in research, industry, academia, and government.
- The building’s central purpose is forging interaction, exchange of ideas, and collaboration.
- Forge Hall sits at the edge of the Collaboration Quad, the most active public space, creating an ideal opportunity for deliberately planned events as well as spontaneous gathering.

Forge Hall Conceptual  
Building Program





## “Forge Hall”



The building can be configured for many types of events, from casual daily use to networking events and small conferences





[illegible]

## “Forge Hall” Design Concept

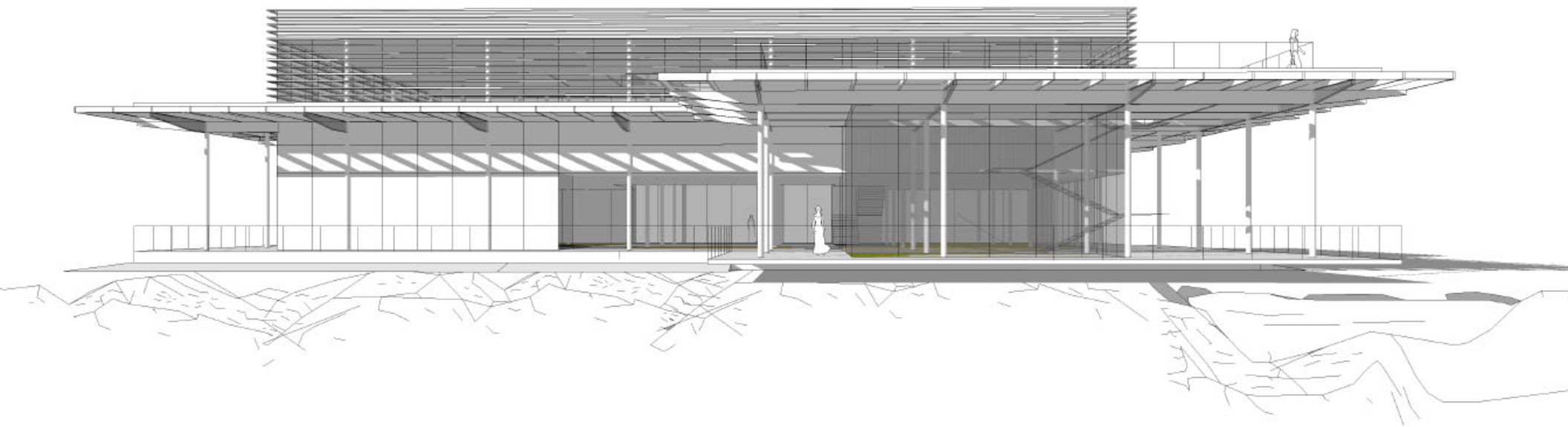
Collaboration Quad

Preserved Woodlands &  
Trails



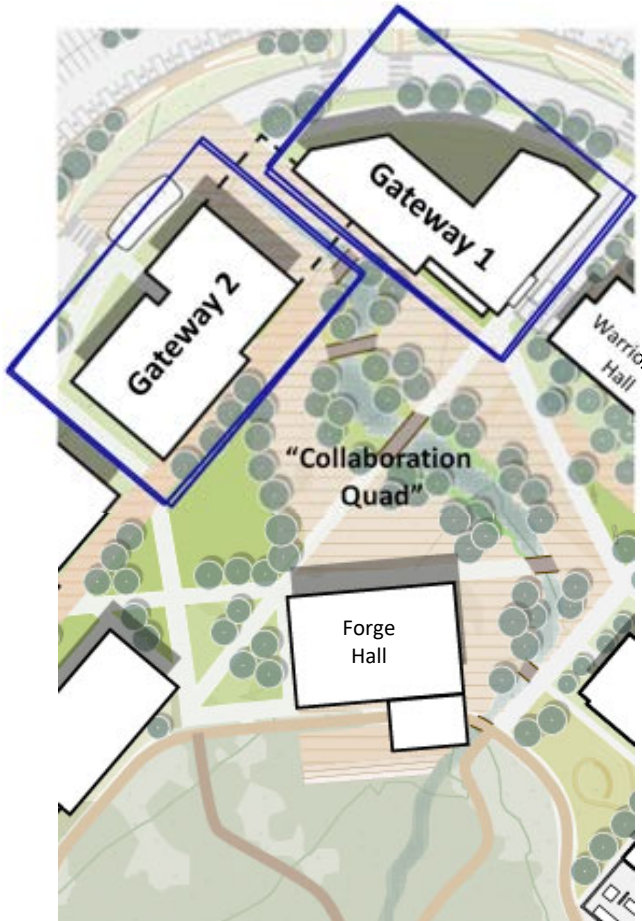
## **“Forge Hall” Design Concept**

**South building façade and overlook to  
preserved woodlands & trails**



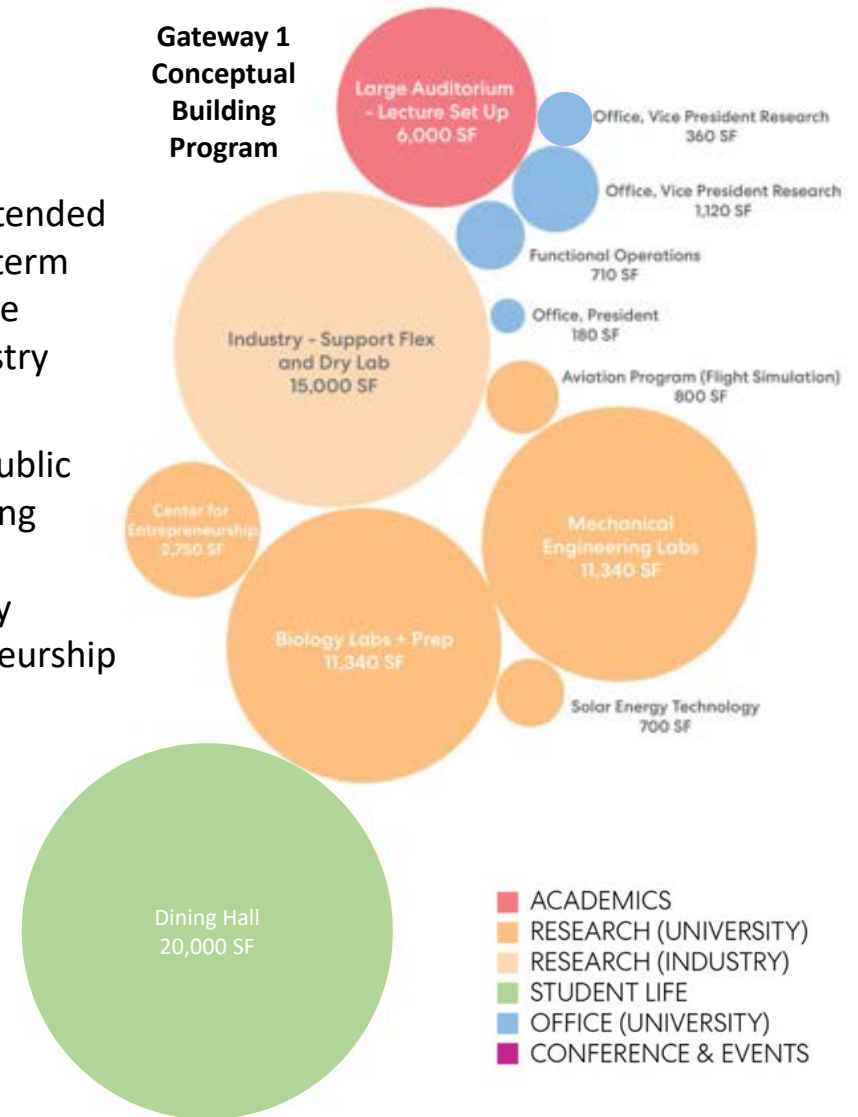


## Gateway Buildings

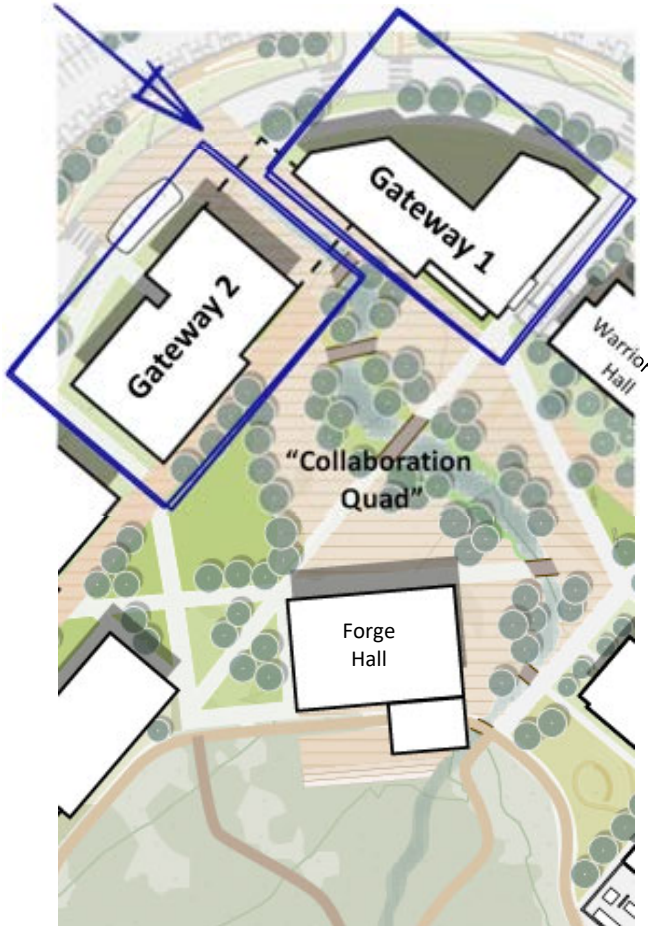


- The Gateway Buildings are intended as an important pair of near-term opportunities for collaborative research, academic and industry functions.
- The buildings have a highly-public and collaborative intent, mixing existing university research programmatic needs, industry research space, an entrepreneurship center, teaching space, and

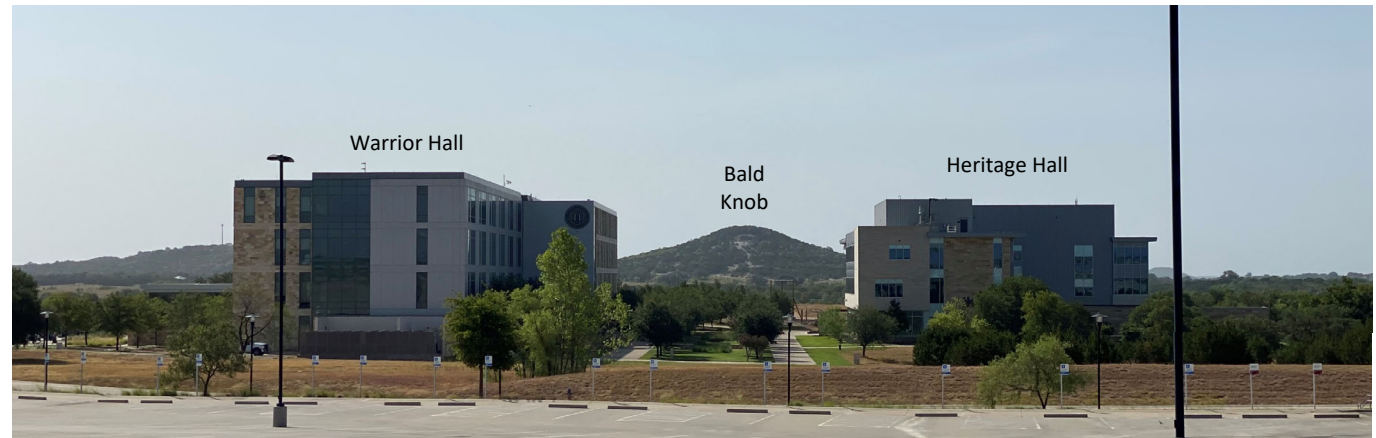
### Gateway 1 Conceptual Building Program



## Gateway Buildings



The Gateway Buildings frame the axial view towards Bald Knob and interface with the Collaboration Quad with active ground floors and exterior covered area that interacts with the interior uses and spaces.



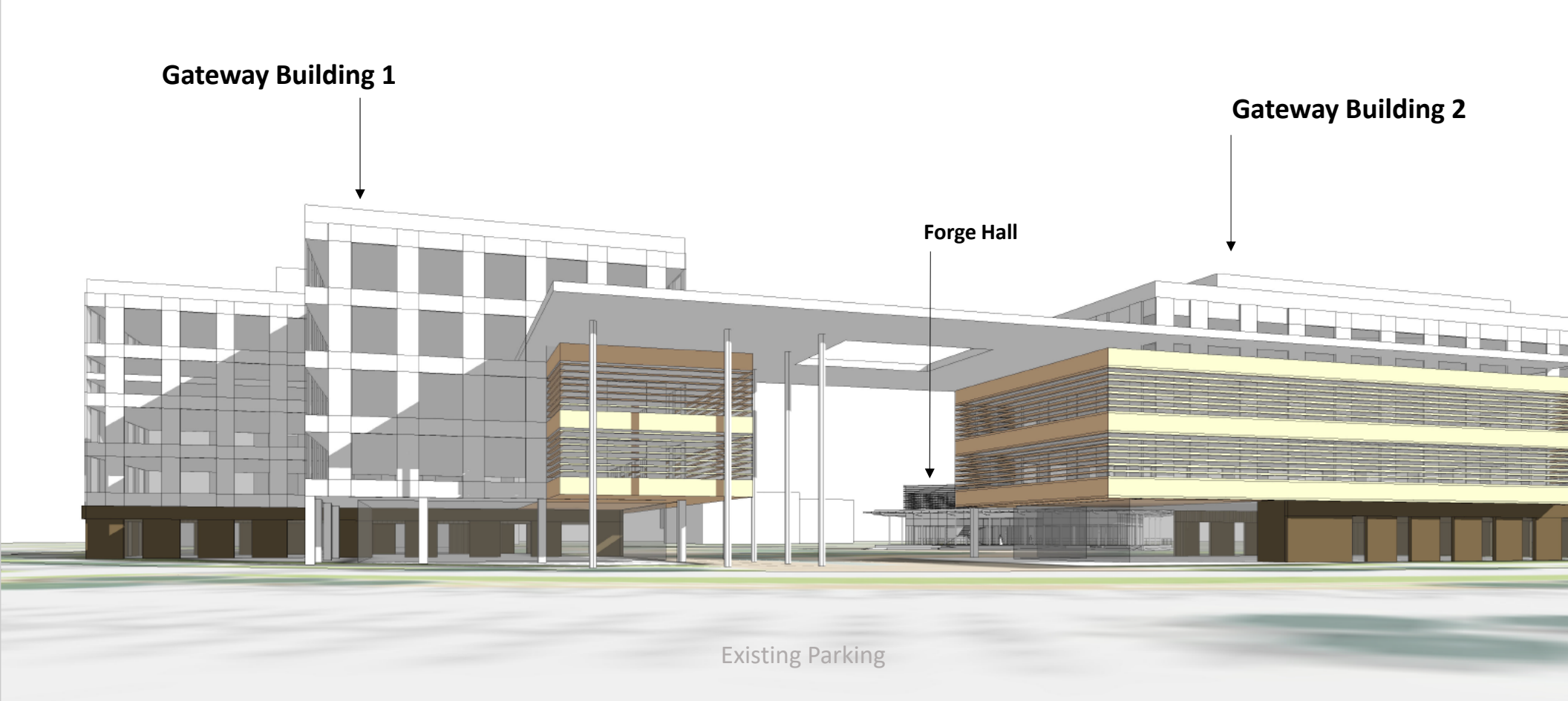
## **“Gateway Buildings”**

**Gateway Building 1**

**Gateway Building 2**

**Forge Hall**

Existing Parking





Place Branding



## An 18-Hour “Blended Knowledge Community”

With a new mix of uses and users, including residents, industry, and retail offerings, Forge @A&M-Central Texas becomes an eighteen hour blended knowledge community, creating opportunity for a live-work-play environment and activating the campus throughout the day.



# 7. Implementation

Governance, Program Activation, and Development







The key to feasible development of the Forge is a **commitment from Texas A&M – Central Texas** to invest in program, place, and people.

## Implementation Approach

The initial capacity building stage for the development of the Forge should take roughly five years.



## The Forge should utilize a hybrid university and non-profit entity-led model

### BENEFITS OF HYBRID GOVERNANCE STRUCTURE



University maintains strong control of the Forge. A&M-Central Texas will maintain full ownership of the land.



Hybrid structure allows for flexibility as the Forge grows.



## A&M-Central Texas should build on the existing community programming to offer additional industry-focused events to campus



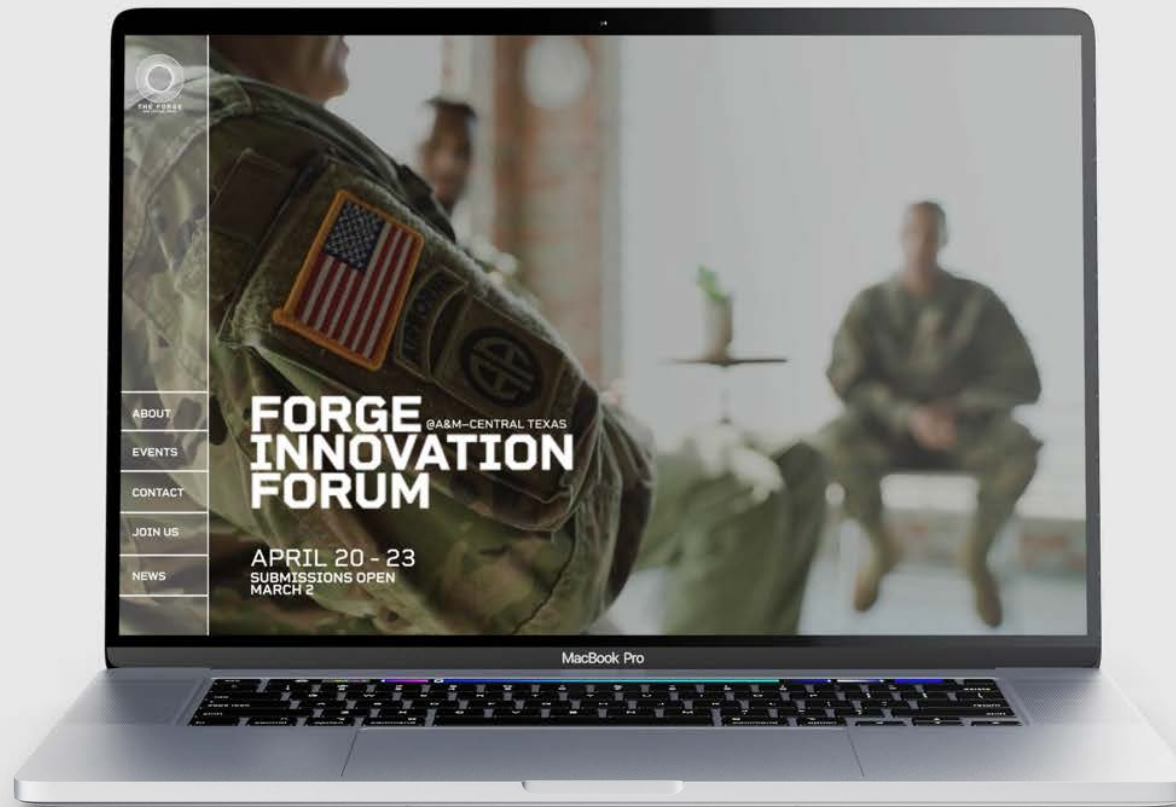
**Startup** Years 1-2

**Growth** Years 3-4

**Maturity** Years 5+

## Build its Brand:

A&M-Central Texas should leverage its “Forge” brand focusing on the innovation idea, programs, and place.



**Startup** Years 1-2

**Growth** Years 3-4

**Maturity** Years 5+



Texas A&M-Central Texas leadership should explore how it can **leverage its programmatic resources and funding** to support the development of an innovation culture at the Forge.

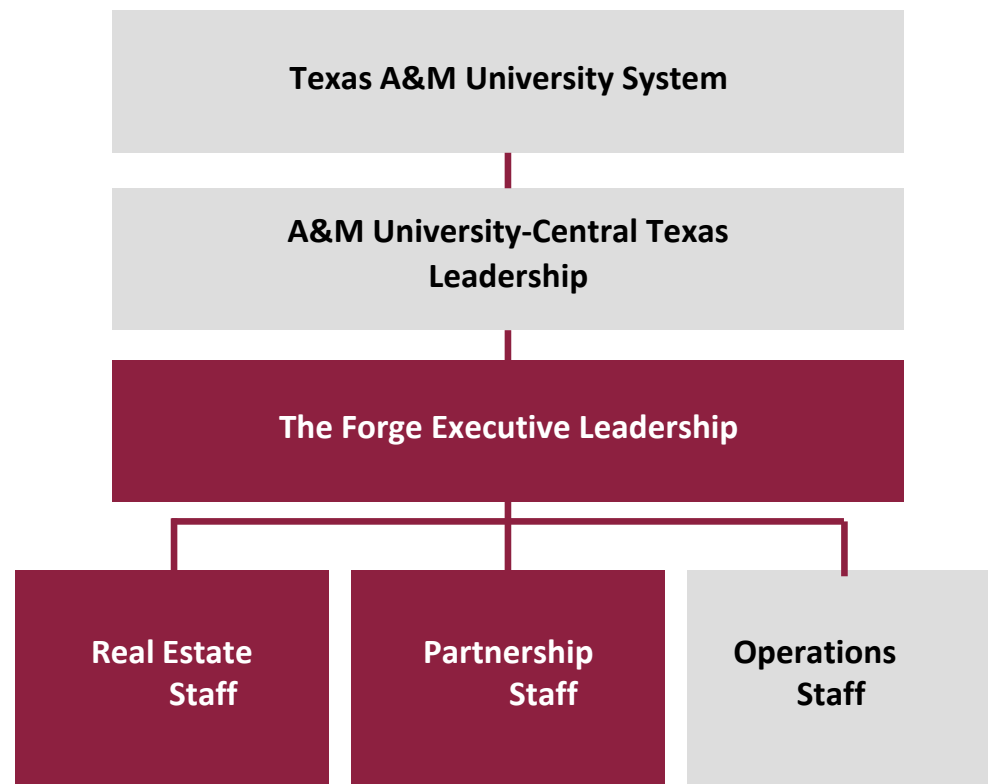


## Immediate steps should be taken to build up staffing capacity to support the Forge

Building staff capacity within A&M- Central Texas should focus on developing **real estate** and **partnership** focused staff, as well as **executive leadership**.

These roles should be **initially housed in the university** but be prepared to be **transferred into the Forge Research Foundation**.

The capacity can initially be built up either with the help of **embedded management** or **internally**.



**Startup** Years 1-2

**Growth** Years 3-4

**Maturity** Years 5+

**Create the “Forge Research Foundation”—a non-profit entity created to support development and operations**



## OBJECTIVES OF THE FORGE RESEARCH FOUNDATION



Real estate and mixed-use  
knowledge community  
expertise



Partnerships and programs



Fiscal stewardship and  
operations

Startup *Years 1-2*

Growth *Years 3-4*

Maturity *Years 5+*

## The Forge Research Foundation should operate as a 501 (c) 4

### MAIN OPERATION STRUCTURE

#### 501 (C) (4)

- Membership-based business league
- Allows the Forge to collect membership dues and fund operations
- Tax-exempt non-profit

### SUBSIDIARY STRUCTURES

#### 501 (C) (3)

- Charitable organization structure
- Allows the Forge to accept tax-deductible donations

#### C-Corporation

- Wholly owned subsidiary of the Forge to promote certain activities
- Will allow the Forge to generate revenue from technology licensing and investments in tech start-ups
- Taxed separately from the main entity

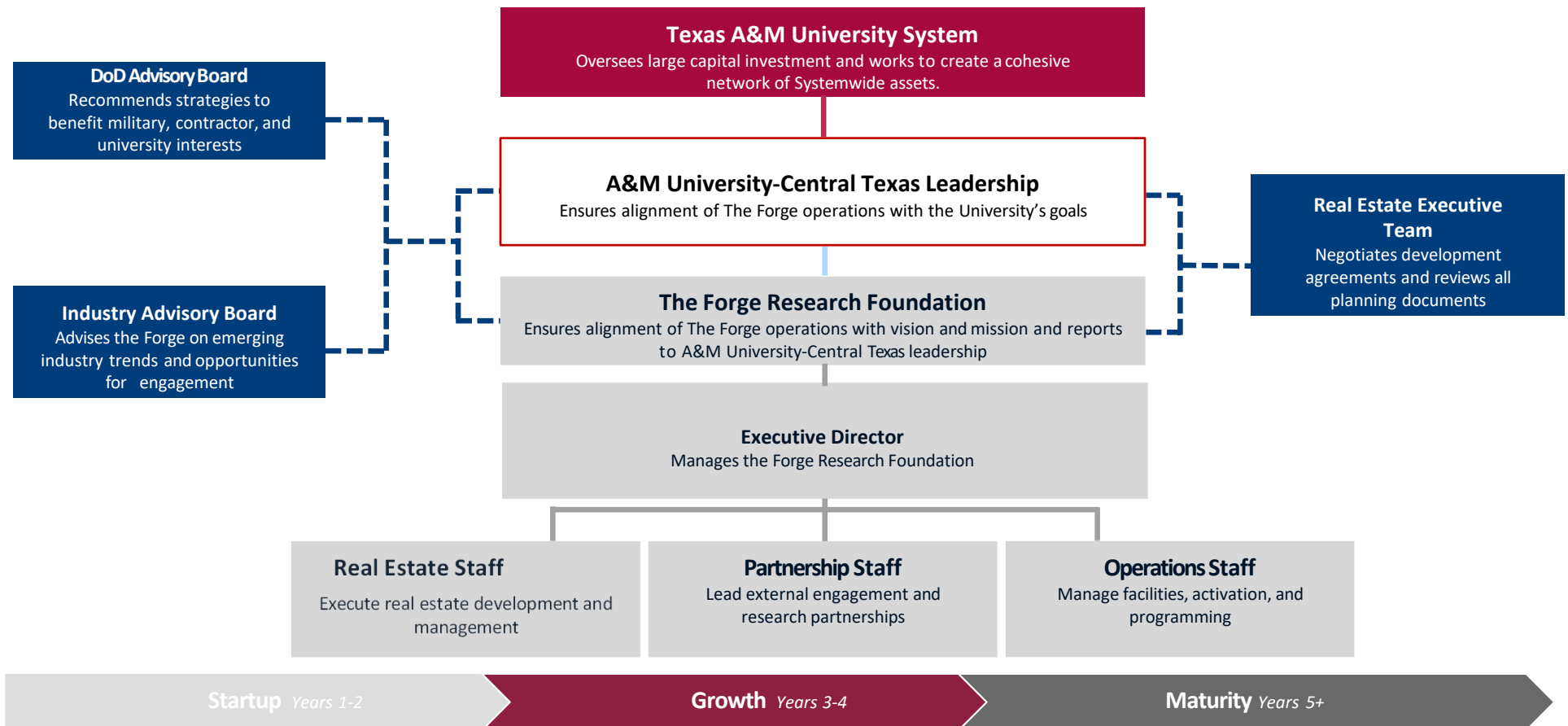
Startup Years 1-2

Growth Years 3-4

Maturity Years 5+



## The Forge Research Foundation should absorb the Forge staff



The Forge should be led by an  
**adaptable and nimble** governance and  
management structure.



## Implementation with Partners

The initial development of The Forge should be led by the University and can be done in tandem with the creation of the Forge Research foundation.

Select subsequent parcels should be leased to the foundation so private partners and the foundation can further develop The Forge.

### EXISTING

Academic/Research: ~300k

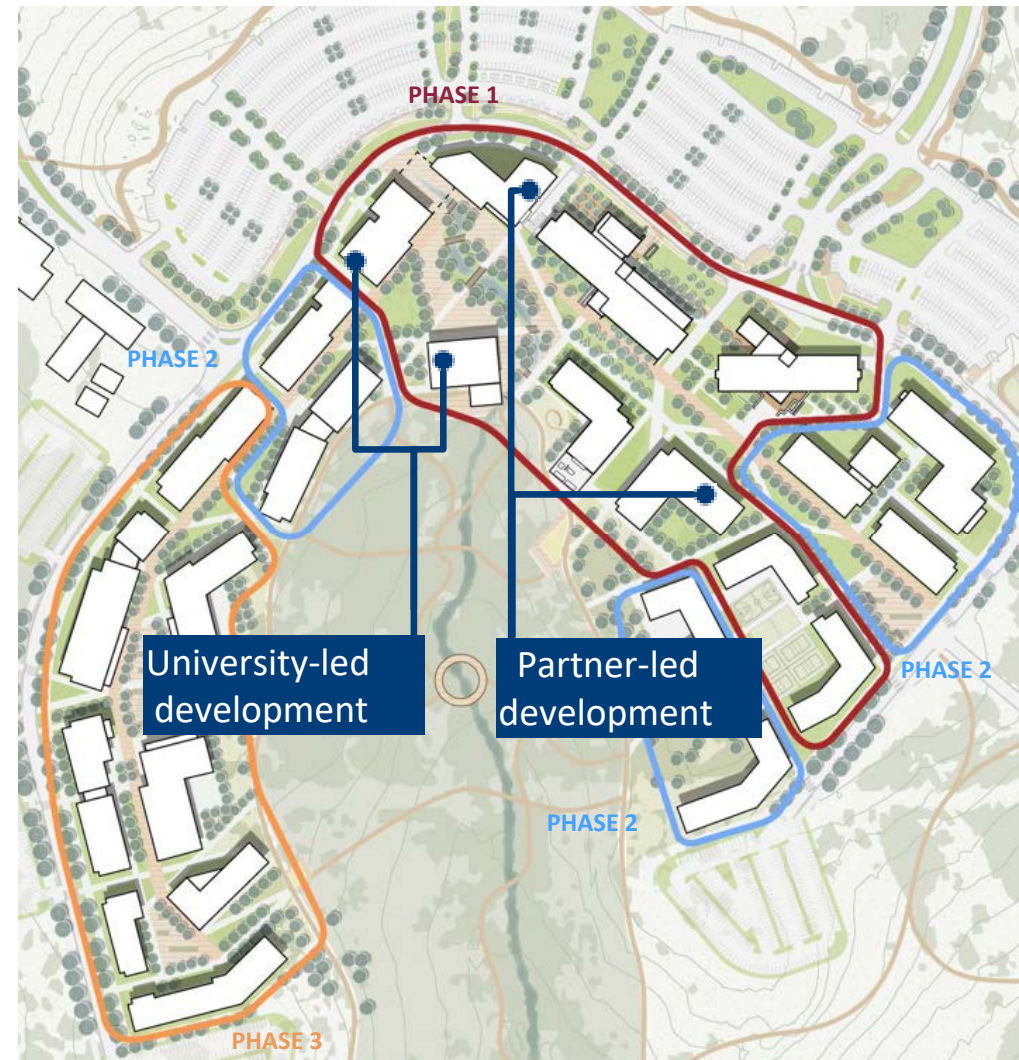
### PHASE 1 (UNIVERSITY-LED WITH PARTNERS)

Academic/Research/Industry: ~100K

### PHASE 1 (PARTNER-LED)

Academic/Research/Industry: ~210k

Residential: ~110k (~150 units)



Startup Years 1-2

Growth Years 3-4

Maturity Years 5+



## Conclusion

Three critical commitments from the community partners will greatly increase the likelihood of success at the Forge:

### PROGRAM

Invest in programs at the Forge @A&M-Central Texas (through growth or relocation) that align with military and defense-adjacent industry areas.

### PLACE

Create the Forge @A&M-Central Texas with placemaking strategies like density that drives collaboration, a mix of uses that activates the campus, and infrastructure that supports the military and defense industry.

### PEOPLE

Invest in people who are focused on the Forge @A&M-Central Texas and can drive the program and place forward.



# Forge @ A&M-Central Texas

A Blended Knowledge Community

Dec 12, 2022