

Moorcroft Town Center Assessment

Creating sustainable scenarios for a community asset



Town of Moorcroft
December 2021

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Introduction & Executive Summary



What is a Building Assessment?

Before a community can make renovations or alterations to a municipally-owned structure, a clear, concise, and highly implementable vision for the system must be prepared. This process is called a buildings assessment. Through a building assessment, the property owner will assess the existing conditions, review potential scenarios for rehabilitation, and document costs for the desired end product of the structure, ultimately outlining the highest and best use. This process can also be called an adaptive reuse assessment or preliminary architectural report, depending on the agency or funding source it provides. With this information, a community is empowered to make cost-effective and community-focused decisions, maximizing local taxpayer dollars and community impact.

Once a building assessment is completed, a community can begin implementation, drawing in various resources (internal and external) to make catalyst changes within the structure. All actions and strategies in the proposed framework should outline the necessary individuals or organizations, their roles, and a timeframe for completion, all so the project can move forward.

Why is a building assessment recommended?



When a municipality looks to purchase a property, proper analysis and review of the structure should be prepared. This analysis, much like a residential home inspection, outlined the potential flaws, alterations necessary, or repairs required to utilize the facility in the desired fashion. Without this report style, a community would blindly purchase or rehabilitate a building, not fully understanding how their funds must be committed or prioritized.

In the case of the Moorcroft Town Center, the building assessment is recommended as the community is beginning to embark on a comprehensive rehabilitation process for their municipal structure located at 101 N Belle Ave. The preferred method for the Moorcroft Town Center assessment is to review:

- Existing conditions of the property
- Potential system upgrades required
- Outline areas of use and potential end-users
- Document an overall rehabilitation cost
- Prepare a phasing strategy for implementation



Elements of a Building Assessment?

The elements of a building assessment are often customized to meet the needs of a structure or a client. Yet, several aspects of a building assessment are universal and necessary for a successful document. These elements are outlined below:

- Existing conditions analysis
- HVAC and MEP system assessment
- Structural competency review
- Electrical and plumbing assessment
- Building envelope conditions assessment
- Spatial definition and planning
- Cost estimating

In the case of the Moorcroft Town Center, there are additional items required to help prepare a sustainable scenario that the Town can implement. The below items were additionally completed, ensuring that the Moorcroft Town Council had all of the information necessary to make informed decisions:

- Scenario planning and documentation
- Viability assessment and review
- Operational proforma creation
- Public input and preference
- Construction phasing
- Use and source of funds
- Phased cost estimating

Project Background

In mid-2018, the public school serving the Moorcroft region vacated its building at 101 N Belle Fourche Ave. Choosing to relocate their facility to just the Southeast of the current property, the property was offered to the Town at a limited cost. The Town officially accepted the property on _____, by a council resolution vote. After struggling to maximize utilization or maintain the property over the past few years, the Town decided to undergo a feasibility study and assessment to understand the potential costs for long-term ownership and rehabilitation costs.

This feasibility study was completed through a partnership between the Wyoming Business Council and the Town of Moorcroft, serving as a baseline of data gathering and creating potential scenarios that will highlight a sustainable future for this community-centric property. This document will drive the Town Council in their decision-making process, allowing for strategic and community-centered decisions to be made, improving expenditures of local taxpayer funding, and maximizing efforts.



Existing Conditions

The purpose of this section is to outline the existing conditions present within the Moorcroft Town Center, as documented from August to October 2021. All information in this section is based on visual inspections and minimally invasive testing. No formal or extensive testing of facilities was completed.

This section will provide a system by system report of conditions, document usable life remaining and serve as a baseline scenario planning and GAP analysis in future sections.



Existing Conditions

Every building is unique, each providing opportunities and challenges, each playing a role in the context or character of a community. It is through creating a detailed assessment of a building that its highest and best use can be realized. As the built environment shapes many aspects of a local's life, it is essential to re-use existing structures in any efforts that offer a better quality of life for residents. To begin this process, a detailed examination of the existing conditions of the system must be completed. For this critical first step, current conditions within the building must be cataloged. Through undertaking this process, the Town of Moorcroft will better understand potential roadblocks, deficiencies, and challenges present within the Moorcroft Town Center building at 101 N Belle Fourche Ave.

Physical inspections must be performed for the property's interior and exterior to conduct a valuable existing-conditions analysis. This detailed analysis will document the witnessed conditions of a property at a set date or time, specifically August to September 2021. The detailed analysis should focus on the entirety of the building and grounds to create a thorough assessment of the necessary infrastructure. In the case of the County adaptive reuse study, a comprehensive evaluation of the building was completed, photographic documentation made, and graphic documentation of room location and conditions categorized. A graphic of room locations and numbering is provided on page 44.



A SWOT (strengths, weaknesses, opportunities, threats) analysis format was completed to conduct the detailed building investigation. By completing a detailed SWOT analysis for the categories mentioned above, a concise picture of the current conditions of the building was created. Outlined in this section are the results from the building assessment. A separate sub-section is provided for each category, highlighting:

- Witnessed conditions
- Conclusion.

All information highlighted in each subsection reflects the data collected during physical inspections conducted during site visits from August to October 2021. The results noted may not reflect the current conditions when reading this report, but every attempt was made to create an accurate snapshot of conditions present at the reporting time.



Electrical System

Witnessed conditions – The electrical system within the MTC building comprises various types of plans, many of which are expansions or additions to the original design. When renovations or additions have been made over the past four decades, a new panel of appropriate size, location, and construction method has been added. While modern standards consider these renovations adequate, several current electrical system problems exist. They are as follows:

- Panels are not entirely zone dedicated, as demonstrated through the significant cross over and mutual wiring
- 50% of the eight (8) panels or sub-panels observed are at capacity and have no room for further expansion
- All panels have a list of “dead” or “unused” breakers already installed
- Many boxes are not up to current manufacturer standards (meaning no longer certified by UL Laboratories or covered under manufacturers warranties) and would need to be replaced upon building rehabilitation.



While attempting to prepare a detailed analysis of the electrical system, open-ended or exposed wires, crossed wires, and improperly grounded electrical runs were notated at locations in the northern wing of the building. The building was further noticed to have cross zoning wiring to diagnose these systems further, making the tracing or zoned rehabilitation unlikely and very costly. The cross-zone wiring was verified by electrical grid tracing and yielded confusing location or layout patterns. Based on the severity of the current deficiencies, the electrical analysis is considered non-reportable without a complete electrical system analysis and tracing effort to be conducted by an electrician.

The overall system consisted of various methods or expansions installed over the past two decades when the building underwent renovations. When renovations were made, little effort appeared to have been expended to logically or systematically restructure the electrical system. Currently, eight (8) identified electrical panels within the building, each supporting a region or dedicated zone. While this is common in many buildings, this building has many locations that are cross located into separate zones, providing a different panel source for electrical outlets within the same room. Additionally, several kitchen and recreational facilities outlets were reported as not working, identifying an electrical distribution system deficiency or break in those zones.

Conclusion – The electrical system has been upgraded, altered, or amended too many times to be salvaged if the entire structure is retained or rehabilitated. Should a portion of the form be included, the system will likely be able to be recovered, yet it will require costly improvement and upgrades. Before deciding how to move forward with the building, or a portion thereof, a detailed system analysis will be needed for a licensed commercial electrician to provide a thorough assessment and cost estimate.

Heating, Ventilation, and Air Conditioning (HVAC)

Witnessed conditions – The HVAC system for the MTC building is a coal-fired hot water boiler system, originally dating back to the 1950s. The structure runs on a singular, large-scale system located in the central courtyard of the form. Since the construction of the original design, several upgrades or alterations have been recorded, changing the furnace from coal to natural gas, then back to coal. A building permit and records search shows the last notated service as 1997, with original installation in 1956. While this system provides heating for the structure, there is no central air or cooling system currently in place for the entire network. Now, a total of four (4) rooms have mini-split cooling-only systems to supplement their cooling needs. An additional two rooms have portable air conditions (not counted as an HVAC system). These systems are located in rooms 2, 3, 37, and 39. The other system may be present but was not documented as functional. Understanding that less than 2% of the entire building has active cooling, the primary structure cooling is through fans and window movement.

The boiler operates three zones, each with minor zones or splits in the system. While the distribution system seems to have three primary or trunk lines, access to the boiler system building was limited. Yet, due to the age and heating source utilized, this system will likely require a full rehabilitation before any building rehabilitation. Due to the boiler's central (and exterior) location, several runs have long distances to travel, causing an above-average heat loss from start to end of the run. On the only day when heating was monitored, an end temperature in room No. 1 was listed as 51 degrees. Without access to the central boiler, there is no way to demonstrate a loss in temperature. However, the steel and copper piping inside the below window-mounted radiators show a potential travel distance of over 250 linear feet.

During the building inspection conducted in August of 2021, limited opportunities were provided to test the heating or cooling systems. Based on this, we are providing the below statistics:

- Boilers in poor to acceptable condition (visual inspection only)
- Less than 2% of rooms have cooling systems
- Long runs of more than 250 linear feet offer a drastic loss in residual heat value.

Conclusion – While centralized cooling is a desired element for eastern or Western facing habitable spaces, the currently utilized style of heating and cooling is acceptable for the current conditions of the structure, given the age of the MTC. However, as renovations are completed, it is strongly recommended that more appropriately sized heating/cooling (combined) systems are installed and normal-sized zones created. These zones should be limited to a range of 5,000 – 8,000 square feet each and have built-in redundancy options should one system go down. This effort style will ensure that the appropriate temperature and conditions are constant throughout the entire structure.



ADA Accessibility

Witnessed conditions – The *Americans with Disabilities Act* (ADA) requires all municipal-owned buildings to be safe and equally accessible to individuals with disabilities. Currently, the building does a fair job at providing access to over 66% of the structure. Several areas and spaces are not accessible or do not have adequate, accessible routes to allow for current ADA standards. The deficiencies include longer than allowable fire access routes, improper fire doors or safe refuge areas, improper door widths, steps or vertical deviations, and other defects. This is not uncommon for structures that are more than 50 years old, yet it should be mentioned that the local school district should have corrected several items during their tenure, or at least before the transfer of ownership.

Outlined below are the areas of accessibility that were reviewed:

- *Exterior access* – Several areas of the building exterior do not meet ADA requirements due to a lack of necessary ramps, safe harbor spaces, or limited height thresholds. Exterior ramps were over the required 8.33% maximum slope in several locations or did not provide adequate passing/waiting (flat) spaces as required by current ADA standards.
- *Floor-to-floor access* – Currently, there are a series of ramps (both permanent and afterthought) that allow access to all structure levels and floors. However, the steel ramp from the hallway into the gymnasium is too long without a respite or landing space.
- *Interior doorways* – Most interior doorways are up to current standards (more than the 32" minimum), yet more obscure or non-public space doors infrequently meet the criteria. Additionally, all exterior or fire safety doors (except the newly installed old entrance doors) do not currently have acceptable push handles for rates of pounds of pressure. All exterior doors utilize a more senior, full pressure switch style for operation.
- *Restrooms* – Out of twelve restrooms, only seven are accessible. The primarily used bathrooms (room 4/5) offer partial ADA compliance with some stalls yet are limited in availability. Common reasons for lack of compliance include sink height issues, lack of turn radius inside stalls, improper door/stall partitions, etc.





- *Internal movement* – Movement within the buildings and each floor primarily meet current ADA standards. There are some areas where thresholds are higher than $\frac{1}{2}$ an inch, yet they are limited and can be altered as necessary to meet current standards.

- *Fire/safety ingress-egress* – Fire and life safety is one of the hardest approvals for an older building to attain. Currently, the building does not have safe or adequate fire/safety access routes for 30% of the building. This can be remedied by providing safe refuge spaces, yet these upgrades will be costly. The entirety of the primary floor is currently accessible, but the ingress/egress points and fire safety distances are not compliant.
- *Parking stalls/locations* – While there are ADA parking stalls currently available along the East side of the building and near the old center entrance, the remainder of the building does not have stalls within appropriate distance or with proper access. The site does not explicitly have striped stalls for ADA-accessible vans or larger vehicles.

Highlights about the ADA accessibility analysis are as follows:

- 28% of the building is not ADA accessible
- The interior ramp between the classroom hallway and the gymnasium is documented at 9.5%
- Three restrooms do not have accessible stalls or applicable turn radius
- The Western door does not have ADA accessible routes to parking or other areas
- Sidewalks around the school do not have adequate ramps (Northside)
- Exterior or entry doors do not meet stand

Conclusion – To bring the entire building up to standards, many alterations or renovations would need to be made. This would include new or altered ramps, chairlift or elevator installation, Exterior or fire door replacement, creating safe refuge spaces, push bar and exit door alterations, and increased

entrances/exits to ensure appropriate ADA accessible route distances are provided. Renovations will require both superficial alterations and structural changes or upgrades to comply. As the building becomes open to the public, efforts should focus on accessible routes and accessibility in phases.



Structural

Witnessed conditions – The Moorcroft Town Center (MTC) as a building is in excellent structural condition. This is due to the mild climate and limited freeze/thaw cycle iterations, allowing the building to remain structurally competent. The building appeared to be built in four (4) different phases yet utilized a similar CMU block construction for all grades. Minor wall cracking was only noticed in the walls at one location in the Eastern hallway, and floor or ground level settling was only noted in the hallway between the cafeteria and gymnasium. The majority of the structure appears to be CMU block or structural walls with a placement style roof. All walls appear to be entire height block, fire-rated, and anchored into the concrete footers or slab. Based on the condition witnessed, it is likely that this structure would last several more generations with proper maintenance and care.

While no structural issues were documented, the below highlights were notated:

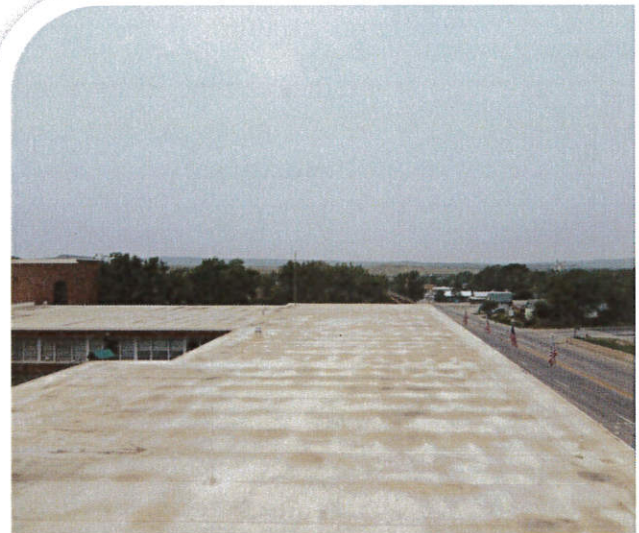
- Cracks in the Eastern hallway appear to be caused by settling just north of the window set
- Flooring cracks and damage seems to be superficial or caused by an extreme heat fluctuation
- Minor cracks (less than 1/4") were documented throughout the building
- Potential damage was notated in the weight room/stage area. Repetitious lifting and dropping weights appear to weaken the joists that hold the floor in this room up. Damage to the basement stucco.

Conclusion – The building is in remarkable structural condition. Many rooms will require structural wall removal or alteration if smaller or larger rooms are needed as part of the rehabilitation process. While the building is structurally competent, modern upgrades would be tough to complete with the utilized or period-specific construction methods.



Building Envelope

Witnessed conditions – The building envelope for Moorcroft Town Center is acceptable to fair condition, showing age and shapes suitable for the construction method and year of construction for the structure. While the building has been constructed in several additions over seven decades, the style of exterior building materials has remained consistent throughout. The brick exterior materials are in reasonable condition with minor wear and tear, yet could use sealant or attention over the next five (5) years. The aluminum single pane windows are primarily operational, yet are not heat/cooling efficient, averaging a temperature difference of -5.9 degrees when conditions are cooler outside and +11.1 degrees when conditions are warmer outside. This thermal drop illustrates a difference of up to 17 degrees in the afternoon with direct sunlight. The condition of the windows is in poor to fair condition, demonstrating surface oxidation and cracked or easily removable window caulking/chinking. There are no gutters around the structure's perimeter or internally within the roofing materials. However, sections of the roof have internal roof drains, yet the roof appears not to be appropriately sloped to drain water towards the drainage points. The roof is a membrane roof with considerable leaks and damage. The leaking condition of the ceiling has further caused damage to the interior of the structure in numerous classrooms. Some of this water damage is historic (dating back up to ten years), while others are recent enough still to have wet flooring materials in August during our inspection. Exterior doors are in acceptable condition, many of which include safety glass.



Overall the structure of the buildings is in acceptable condition except for the roofing surface, which is in poor condition. The roofing will require a complete replacement and repairs for all affected systems located under the membrane roofing, such as:

- Joists and hangers
- Sheathing or metal decking
- Electrical or wood damage
- Mold and mildew abatement



Highlights about the overall building envelope are outlined below:

- Average of seven (7) windows per room
- Average heat gain at windows of 11.1 degrees
- Average heat loss at windows of -5.9 degrees
- The usable life of fewer than five years for most windows
- 90% of windows are more than 30 years old – as dated by manufacturer style and construction.
- Exterior doors are showing wear but still have considerable usable life left
- Roof surfaces are failing in numerous locations
- Exterior fire escape from the teen room (second floor) should be removed as it is no longer structurally competent.

Conclusion – The exterior of the building is in acceptable condition except for the membrane roof. The body of the building has a considerable usable life yet could benefit from regular maintenance, including upgrading the windows and doors to more thermal barrier varieties.



Mechanical, Electrical, and Plumbing System (MEP)

Witnessed conditions – The MEP system in the Moorcroft Town Center is made up of a variety of materials and sizes, creating a system of unknown diseases and limited longevity. In a building that is more than 50 years old, it is not abnormal to witness a variety of plumbing and mechanical systems. All plumbing fixtures and basins demonstrated positive flow, documenting limited to no obstructions in the evacuation system. Water disbursement also appeared to work as designed, yet several water supply pipes are below standard sizes or are attached/integrated into non-standard locations. All fittings and fixtures appeared to be in fair to good condition yet demonstrated an average amount of wear for their age. While the plumbing system is still functional, there are a few concerns or unusual items, specifically:

- ½" and other smaller sized water supply lines to restroom sinks
- PVC and cast iron pipes utilized in the same drain line run, piecing together a system instead of proper replacement
- Limited amounts of exhaust vents or stacks in restrooms
- Little to no vent fans or air circulation methods in restrooms
- Chrome clad pipes that are oxidizing in many in-room drinking fountain waste lines
- Smaller than 2" drain pipes in the older section of the building
- Linking sink/faucet/fixtures in several classrooms equipped with the service

Hot-water heaters were not evaluated as part of this review, yet hot water at each available tap was verified for applicability. However, it should be noted that the quality of water and documented calcium buildup on piping in and around water heaters demonstrated a need to be replaced in the next 3-5 years. This is not abnormal as most water heaters do not average a life span of 7-10 years, assuming appropriate maintenance is undertaken.

Conclusion – The plumbing system within the building is in operable condition yet will require considerable renovation or consolidation to make the system efficient and reliable. The system has a 10+ year usable life if it is adequately maintained. Renovation work will likely require considerable structural changes or upgrades to accommodate newer standards. Phased or scheduled upgrades would make the renovation work attainable.



Space Assessment

Witnessed conditions – It is critically important for an adaptive reuse project to understand what spaces are available and how they can be transformed or utilized. After the infrastructure has been assessed, the focus must be turned to the layout, sizing, and access of spaces within the building. To gauge the usability of the structure's interior, spatial analysis is completed by reviewing how spaces flow, where they connect, and how they work together. This will determine potential uses or end-users. A spatial analysis was performed to answer the following questions:

- What areas are confined by structural walls?
- What is the maximum and minimum space availability?
- How does the building program flow?
- Are the available spaces flexible enough to meet community/local needs?

As the building has been through several phases of expansion, the spatial analysis was necessary to determine if the interior and exterior of the building could be altered or amended to meet the desired or actual local uses as outlined in the next chapter (GAP analysis).

Outlined below are the highlights from the spatial analysis:

- *Large average room size* – The building's rooms and spaces are average classroom size and layout, primarily rectangular, 600 -700 square feet. These spaces are often larger than smaller or locally-based businesses need for their operations. Additionally, these rooms are surrounded by structural walls, making alterations or subdivisions possible yet costly if necessary.
- *Structural Walls* – The walls that make up most of the structure are integral to the structural integrity of the building. This would limit the number of barriers that could be removed or altered without



roof support system or surrounding walls. Additionally, this would restrict locations where other doors or openings could be placed, hindering room splits.

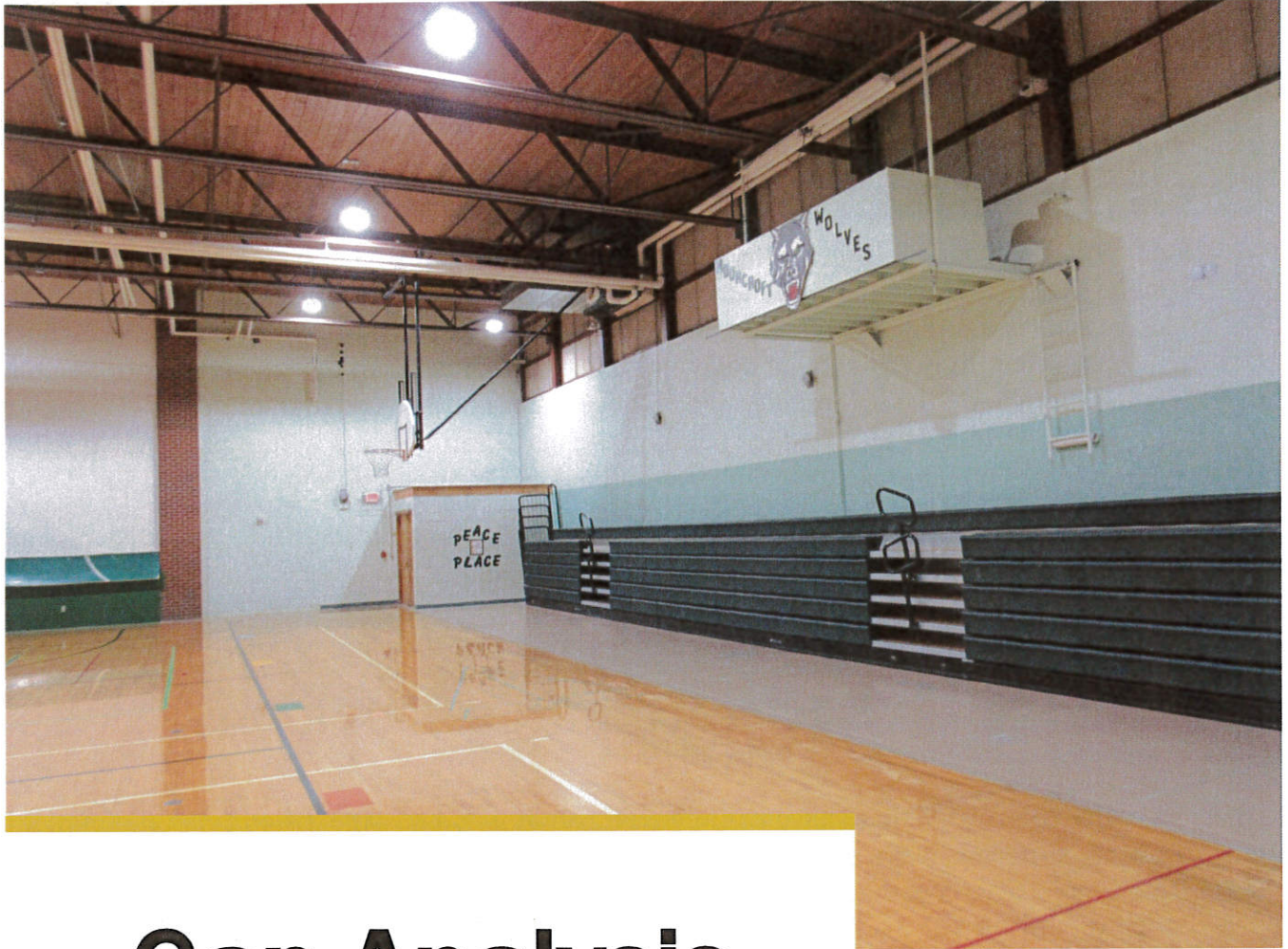
- *Singular purpose room layouts* – Most classrooms and other structures have a distinct rectangular design, specifically a door offset to one side with windows running along the exterior wall and heating elements running along the entire lower window walls. This lack of internal structural walls, intrusive heating systems, or other tie-in points will limit how a room can be split while retaining access to the windows.
- *Supported Roof* – The roof is currently a free hanging or balances/supported. This means that the walls support the long roof decking spans and top layer membrane. A limited impact should be made on these roof structures. This limit hinders development to non-intrusive, non-permanent changes when adding walls or other surfaces.

Conclusion – Most of the structure is in excellent shape and constructed to provide relative ease for non-intrusive changes. This would mean that all changes are limited in impact yet can be more flexible to allow for necessary room size alterations.

The spatial analysis was conducted based on visual inspections and non-invasive physical inspections. All results are provided to the best of the consultant's knowledge. Further documentation and review are strongly recommended before any demolition work, structural changes, or general construction.

The above results from the spatial analysis and the graphic below illustrate the same information on a floor plan.

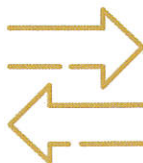




Gap Analysis

The purpose of a GAP analysis is to provide a community with an understanding of the underserved or over saturated services within the community. Through this information a community can begin to target the types of development that will fulfill resident's needs, while ensuring they also form a symbiotic relationship with existing businesses.

This section will include relevant background information, ESRI report information, market analysis documentation and recommendations for diversifying the local Moorcroft economy while capitalizing on the available spaces in the MTC.



Community statistics

The MTC is a well-known building in the region, holding intrinsic value to many residents and regional locals. To help the property achieve the highest use possible, providing both a civic and economic impact, the community must understand the most viable services or amenities. To achieve this, the Town must undergo a gap or market analysis, highlighting the potential end-users who can utilize the building and identifying what types of spaces are needed. To identify these services, it is critical that the community better understand what services or amenities are being met within the community and what services residents have to travel for. By identifying these “gaps” in the services, the community can determine what will improve the quality of life for residents while preserving the existing businesses through limited competition.

Outlined in the remainder of this section are information collected from the ESRI Business Analyst database, US Census Bureau, and other publicly available datasets. This information will be integrated within the formation from the existing conditions analysis and help create a clear and concise picture of the current conditions within the Town of Moorcroft.

Socio-economic conditions

The Town is fortunate to have completed this building assessment shortly after completing a US Census, offering a series of socio-economic characteristics that are not based on projections but more precise data gathered from residents. This information will be utilized to provide a snapshot of the current economic conditions within the community. Economic conditions considered are for the specific town boundaries, comparing them against other regional figures.

Moorcroft-specific socio-economic data

The information outlined in this section provides a general snapshot of the various socio-economic and demographic conditions present within the Town of Moorcroft. All information outlined below was captured from the US Census Bureau and included figures from the 2020 census.



Missing services or amenities

The Town of Moorcroft is a regional economic hub, offering various services and amenities for regional residents to utilize. The Town currently has a draw radius of roughly 20 miles, serving a population of over 5,000 in total. While the Town of Moorcroft is the regional hub, it is still missing several critical services and amenities that are causing residents to venture further away, towards Gillette, or even further to fulfill a basic need. These underserved amenities are causing residents to expend taxpayer dollars outside of the local market, causing a leakage. These missing services are called “gap” services or amenities, hindering the long-term viability of the Town of Moorcroft’s economic ecosystem.

Missing services

Missing services within a community represent sectors in a market that are not meeting their fullest potential. For a small or rural town to succeed, it must provide all necessary and a majority of the desired services for residents. Without these services, residents will be forced to travel for them, taking their valuable tax dollars to another location.

Outlined in this section are the currently under-served services not being capitalized upon within the Town of Moorcroft. Details about the style of service and needed physical/socio-economic characteristics are provided for each service type.

- **Specialized Doctors or health professionals** – Like many small communities, the Town of Moorcroft is missing specialized doctors. While general practitioners are available, the technical services are presently missing or under-represented. This includes the following categories:
 - *Aging population specialists* – With an above-average median age and numerous retired families/individuals in the area, this service should be highlighted as a necessary component of the community.
 - *Optometrist* – The Town does not have a regularly staffed optometrist to service the regional area/population
- **Professional Services** – The Town currently has insurance and other basic needs within the community, yet comprehensive professional services are not being completed. As Moorcroft is a regional hub for roughly 20 miles, these services would likely be a satellite office for other, more significant, regional hubs; yet are staffed to meet local needs. Professional services include:
 - *CPA and Tax Professional* – The Town does not currently have a publicly known or listed tax professional.
 - *Architects and design professionals* can include architects, engineers, landscape architects, etc. Their offices are often small and could serve the greater region of Moorcroft from a local facility.
- **Business Incubator** – The Town of Moorcroft is currently suffering from a lack of appropriately sized and priced spaces to help local businesses grow past a home-based business. These spaces should be flexible in size, location, and pricing. Business incubators are similar to a co-op or shared working space, and local municipalities often subsidize them to help grow local businesses. These spaces are usually between 300 and 1,000 square feet and can be rented daily, weekly, monthly, or annually.

- **Adult Daycare** – As Moorcroft residents continue to age, many desire to age “in place,” illustrating a love for their community and neighbors. To ensure residents are physically and mentally connected to the community, it would be recommended that an adult daycare be added to the Town. This space would serve as a Segway between the standard senior center (which operates during limited hours) and an assisted living facility, expanding the social atmosphere for senior citizens. Additionally, this amenity would often include a shuttle or bus service for participants (pick-up/drop-off) and often provide field trips or regular outings.
- **Light manufacturing or industrial** – This specific use is a critical job created for small towns. While the laborers often utilized are not considered skilled labor, each light manufacturing facility offers a considerable spin-off job creation. For the MTC building, light manufacturing is envisioned to include less invasive types of manufacturing such as print shops (paper print media), T-shirt customization shops, candle or tea mixing facilities, or small-scale upholstery repair. These facilities function in an assembly line fashion yet require limited store frontage space.

Missing Service	Square Footage Requirements	Minimum Community Size	Minimum Per Capita Income	Note
Aging Population Specialist	1,500 – 2,500	4,000	\$35,000	Can share space with other doctors
Optometrist	1,000 – 1,500	2,500 (regional office)	\$25,000	Needs small space on an irregular basis
CPA/Tax Professional	500 – 1,000	2,500	\$20,000	Can use executive offices or small spaces
Architect & Design Professionals	1,000 – 2,000	5,000	\$40,000	Prefer odd or unique spaces. Challenging locations great for these individuals
Business Incubator	300 – 2,500	2,500	N/A	Variable spaces
Adult Daycare	5,000 – 7,500	3,000	\$30,000	Rooms and spaces with mental or physical services and amenities to be utilized by aged residents
Light Manufacturing	1,000 – 2,500	\$1,500	N/A	This is situated for access from the central courtyard.

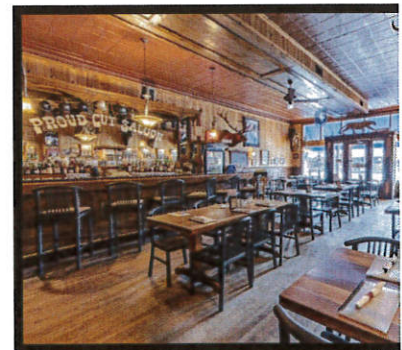
The ESRI Business Analyst database provides all information from the above-outlined services. Market research or the ESRI Business Analyst Database offers details about each amenity or category interpolated or reviewed.

Missing amenities

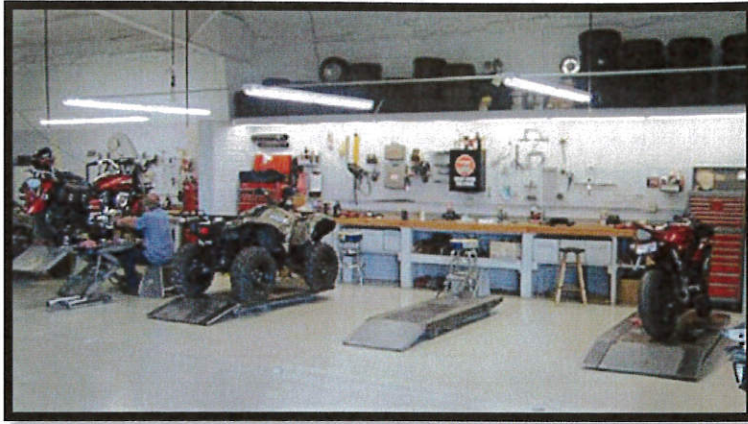
Amenities are goods and services that residents regularly use, providing necessary assistance to the community and ensuring the Town feels like HOME. These amenities are often a point-of-sale process and include a financial transaction where sales or revenue taxes are captured. These services can be a necessity or a desire. Either way, they are focused on a similar experience and business format/style. To capture the necessary market share of tax dollars, a rural or smaller-town must provide the appropriate amenities to retain residents and attract regional/national visitors. Currently, Moorcroft does not offer the right mixture or breakdown of these services or amenities to include local taxpayer dollars locally. The community is presently under-served in several essential amenities, and expansion into these categories could provide additional local jobs and tax revenue.

Outlined in this section are the currently under-served amenities that are not being adequately supplied to residents and visitors. Common details about the comfort and needed physical/socio-economic characteristics are provided for each amenity type.

- **Auto parts Store** – The Town currently has several locally based mechanics, yet there is no parts or goods store to service these businesses or individual purchases. In a community as self-reliant as Moorcroft, these firms or services are often well received and frequented. Additionally, this facility could provide agricultural parts or services, broadening their target market.
- **Home Furnishings/Goods/Textiles** – Currently, residents of Moorcroft have no shopping or purchase options for home goods, furniture, or textiles. While Dollar General may be able to fulfill a portion of these needs, the community should have a facility that is dedicated to these purchases. While the town may not support such a facility directly, the regional area that utilizes Moorcroft as a hub should suffice.
- **Clothing Store** – Currently, Moorcroft has only one location where non-tourism-based clothing can be purchased, Dollar General. While a consignment shop and other community-based organizations sell these amenities, the Town does not have a place for locals to shop or buy clothing-based goods.
- **General Sporting Goods Store** – Moorcroft currently does not have a facility to sell or rent sporting goods equipment. With the proximity to natural resources throughout the area, this facility would service locals and visitors alike. The style of a general sporting goods store offers a small selection of sporting equipment for many sports such as football, baseball, soccer, etc. Locals and regional sports teams, and travelers often frequented these facilities who forgot specific amenities.
- **Mid-grade Restaurants** – There is often a greater variety of dining options in a town with Moorcroft's disposable incomes. There were notations about the community residents visiting other towns to get reasonably priced dining accommodations that met their cost-to-benefit comparisons when polling individuals. If Moorcroft were able to place such a facility in their town, it would drive more traffic. This facility turns a table every 60-75 minutes and averages \$13-\$20 per plate when discussing mid-grade restaurants.
- **Coffee Shop/Bookstore** – Moorcroft currently has a well-used library, but the community lacks a multi-purpose bookstore and coffee shop. This store should sell new



encouraging visitors to stay for an extended period and purchase goods. Stores such as these become a community hub in the winter months.



- **ATV or OHV Store and Repair Shop** – Currently, the town is attracting numerous ATV/OHV visitors, yet there is no place for these visitors to purchase materials, supplies, or have their vehicles serviced. A facility that met such a need would have a captive market within the overall community. These types of facilities often have a large building footprint, offering a retail store space and a service bay. In terms of a facility

in Moorcroft, this building would likely be required to be between 5,000 and 7,500 square feet to accommodate enough variety for regular attendance and visitor needs. The information provided above outlines several of the multiple amenities currently under-served in Moorcroft. A complete list of the under-served amenities is provided in the appendix. All data from the above-outlined services are provided by the ESRI Business Analyst database. Market research or the ESRI Business Analyst Database offers details about each amenity or category interpolated or reviewed.

Oversaturated services

While Moorcroft has a documented lack of services and amenities, the community does have several over-saturated services. Over-saturated services are grossly overselling the potential demand for the Town. Outlined below are the services that are quoted as over-saturated:

- *Gasoline Purchases* – Both the sale of gasoline and similar point of sale purchases are oversaturated by 300%. This is due to the Coffee Cup's draw and the revenue it captures from visitors.
- *Salons or Hair Establishments* – The community, is currently showing oversaturated hair salons or hairdressing establishments—this surplus is roughly \$150,000 over the projected need in the area.

The economic impact of missing services or amenities

Outlined below are calculations that demonstrate the potential “leakage” of tax revenue to the Town of Moorcroft. The tax revenue calculations are based on 1% local sales tax revenue for the Town. All estimates are provided per establishment.

Missing Amenity	Average Revenue Per Business	Potential Tax Capture (Pre-Establishment)
Auto Parts Store	\$1,200,000	\$12,000
Home Furnishings/Goods/Textiles	\$350,000	\$3,500
Clothing Store	\$700,000	\$7,000
Sporting Goods Store	\$425,000	\$4,250
Mid-grade restaurant	\$1,000,000	\$10,000
Coffee Shop/Bookstore	\$450,000	\$4,500
ATV/OHV Store/Repair	\$1,350,000	\$13,500
Potential additional tax revenue annually		\$54,750

All calculations are based on the ESRI Business Analyst database and the average point-of-sale measures from communities similar in size. The above figures are provided to compare and demonstrate potential revenue capture for the Town of Moorcroft. All statistics will require additional investigation. The information above does not guarantee the tax capture for properties or businesses and is merely a projection based on available data.

Recommendations for MTC based economic development opportunities

Outlined in this section are recommendations for the Town of Moorcroft to consider for location within the Town Center facility. The outlined recommendations are provided to help identify potential end-users and tenants for the adaptive re-use of the school facility.

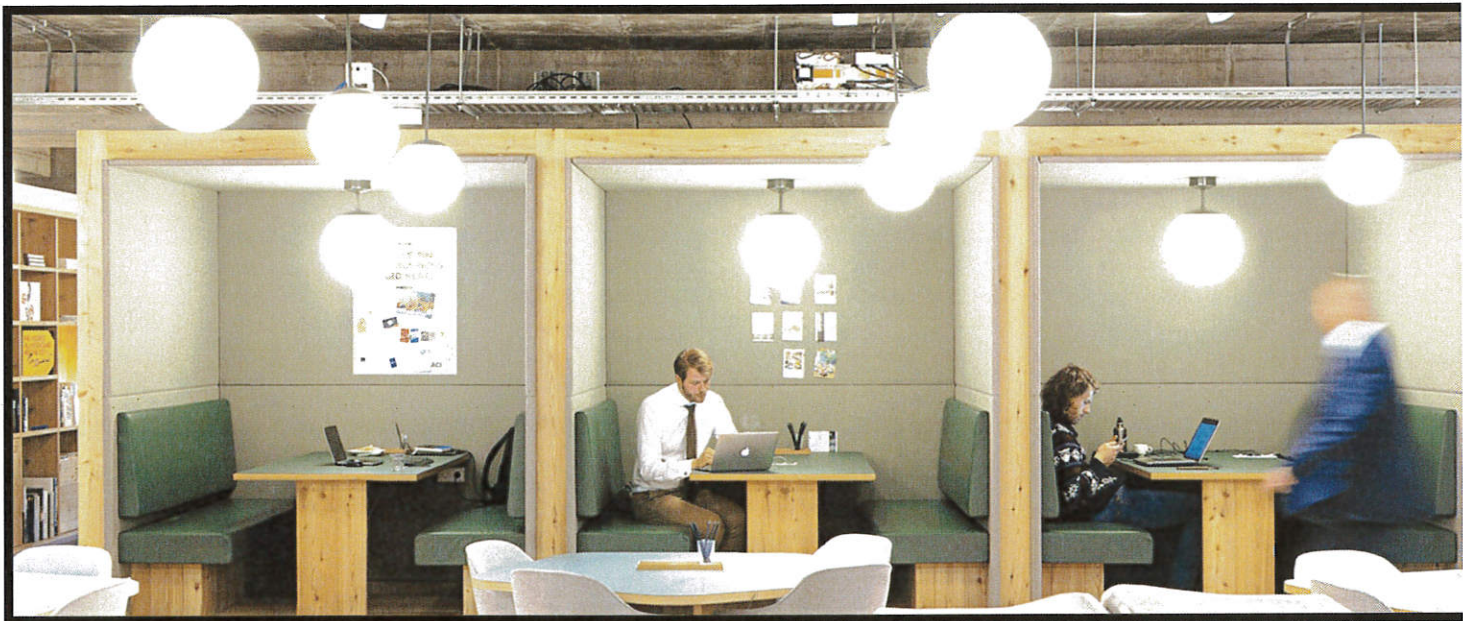
Recommendations relate to:

- Potential users
- Space allocated within the building
- Potential economic impact on the community
- Potential lease rate

The information from this gap analysis recommendation set will be utilized to help build a scenario for the building that is sustainable long term and impactful for the community.

Recommendations are:

- **Executive Offices** – These offices will provide the community with necessary “Class B” or higher office spaces of varying sizes. Leases should be flexible and offer tenants anywhere between 3-month and 2-year options.
- **Business Incubator** – A portion of the executive office or general office spaces within the building should be reserved for a business incubator, offering reduced rent rates and utility offsets for deserving businesses or agencies. The incubators should focus on local companies or amenities that have been identified as a catalyst for making the Town a stronger community.



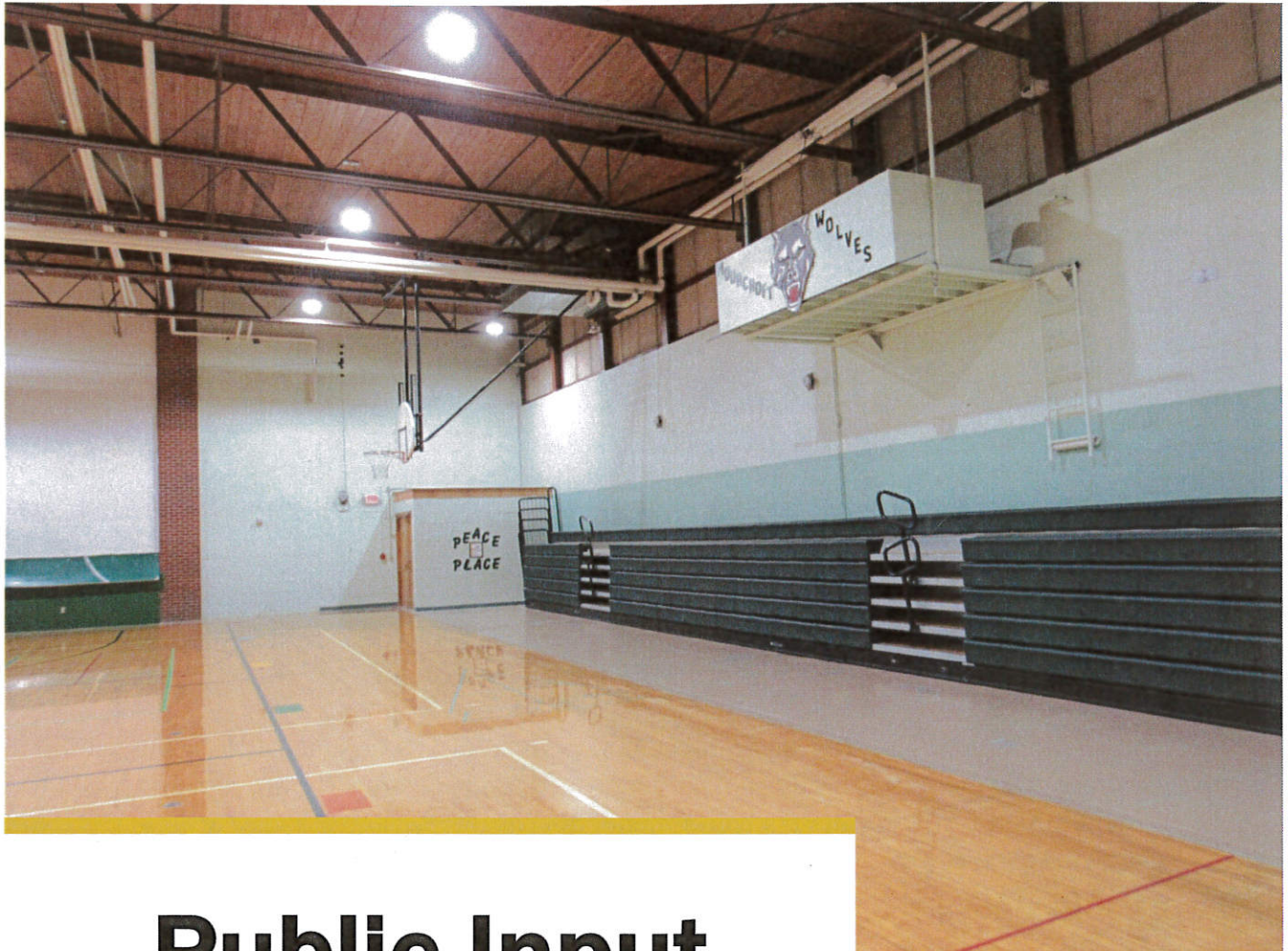
- **Coffee Shop/Bookstore** – This facility would be ideally located in the northern classrooms wing of the building, providing a solid tenant with regular attraction. It is recommended that this facility be found in a prominent location with convenient access to an exterior door.
- **Doctor's/Health-Care Provider Office** – A portion of the spaces within the buildings should be dedicated to a traveling doctor's office. This office space should be set up and leased out to specialty doctors serving the town on a regular calendar. The area can serve multiple uses for many healthcare professionals, including:
 - Aging Population Specialists
 - Optometrist

- Light Manufacturing** – The current layout of the facility could support several light manufacturing businesses. The most likely types of light manufacturing are a mail-order print shop (brochures, cards, etc.), custom t-shirts and clothing, or crafty-based goods (candles, bags, knitting, etc.). These facilities would require limited store frontage, allowing for flexible placement, and about 1,000 – 2,000 sq ft each. Additionally, these spaces would provide between 5 – 8 jobs per facility. The community's location is further personified by the convenient access to interstate and shipping routes.



The recommendations provided represent several solutions or space allocations within the existing MTC building. If additional suggestions are necessary for the remainder of the community, a further review is recommended.

Recommended Use	Space Allocated in building (sq. ft)	Room Locations	Potential Lease Rate	Potential lease Revenue from spaces (annual)	Comments
Executive Offices	3,200		\$8.00	\$25,600	Calculation also includes shared conference space.
Business Incubator	800		\$4.00	\$3,200	Spaces can be moved from executive offices as desired.
Coffee Shop/Bookstore	1,900		\$9.50	\$18,500	Ideal location is where starfish is currently located
Doctor/Health-care Provider	800	1	\$12.50	\$10,000	Ideal location is room 1, directly across from the physical therapist and within proximity of the restrooms.
Light Manufacturing (2)	1,500		\$6.25	\$18,750	Located in non-visible or flexible spaces
Note:		The recommendations and calculations above are based on the consultant's current understanding of desired tenant breakdown.			



Public Input Synopsis

Any community-based building should be built to meet the needs of the locals. Understanding this simple principle, the Town of Moorcroft desired to integrate a considerable amount of public input into the overall MTC scenario planning and feasibility study process.

This section will outline the overall public input process utilized, report figures for attendance, document results from the input, and outline the public's vision for the MTC building.



Background

A robust community engagement process must be undertaken when a community-centric building is looking to be rehabilitated or revitalized. In the case of the Moorcroft Town Center project, a series of public engagement events were completed. These events were provided to help gather feedback from the community and outline the critical services to be retained in the facility. Highlights about the public participation process are outlined below:

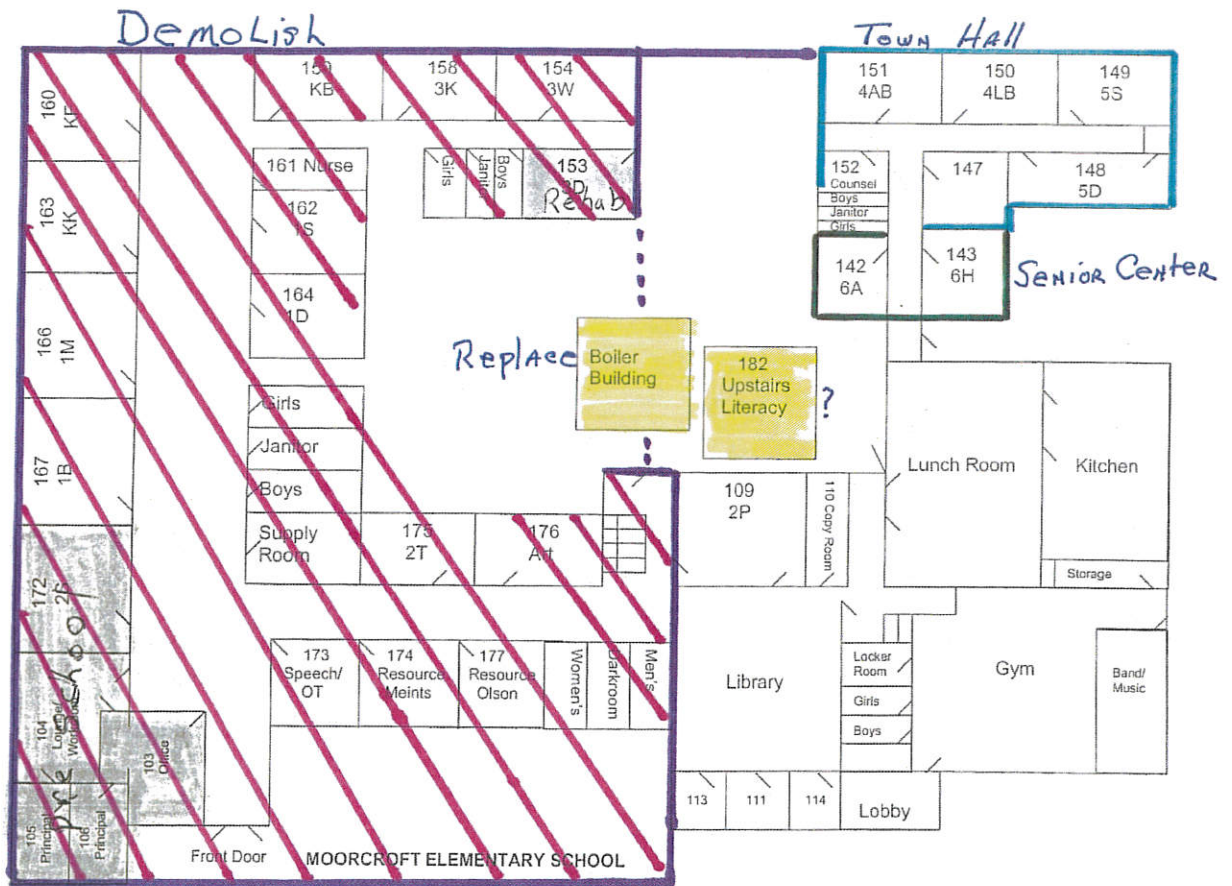
- **Public Participation Meetings** – A series of two public participation meetings were facilities within the facility, demonstrating the current conditions and asking for feedback about preferred usage.
- **Community engagement surveys** – This building feasibility study process was part of an overall community master planning exercise where residents were asked to provide feedback with a digital survey. A total of 75 surveys were completed, providing various feedback and comments.
- **Elected and Municipal Official Meeting** – Once scenarios were completed, the municipal and elected officials were presented with a series of strategies and financials outlining future options for the structure.

Public Input Results

Below are highlighted statements, comments, and statistics from the public input process. These figures are from the public and are utilized to represent the desired results or process for the MTC in the short-, mid-, and long-term future.

- 50% of residents desire to retain/restore a portion of the MTC facility
- Many residents notated an intrinsic tie to the gymnasium and old library facility in the MTC
- Participants and meeting attendees desired more retail/commercial amenities on the MTC site
- Several individuals notated demolition and redevelopment of the facility
- Residents were hesitating about the potential costs for rehabilitation of the facility
- Given the opportunity, many individuals desire to retain the southern half of the structure while removing the northern half of the system, starting at the original library
- Community members Desire to maintain the senior center and bear lodge rehabilitation somewhere in the facility

Additionally, visual and kinesthetic exercises were utilized during several public input meetings. Below are images of the results from individuals and participants, each outlining their desired goals for the future of the MTC building.



Moorcroft Town Center Assessment



WRITE DOWN THE TYPES OF USES YOU WOULD LIKE TO SEE IN THE BUILDINGS AND WHERE THEY SHOULD GO



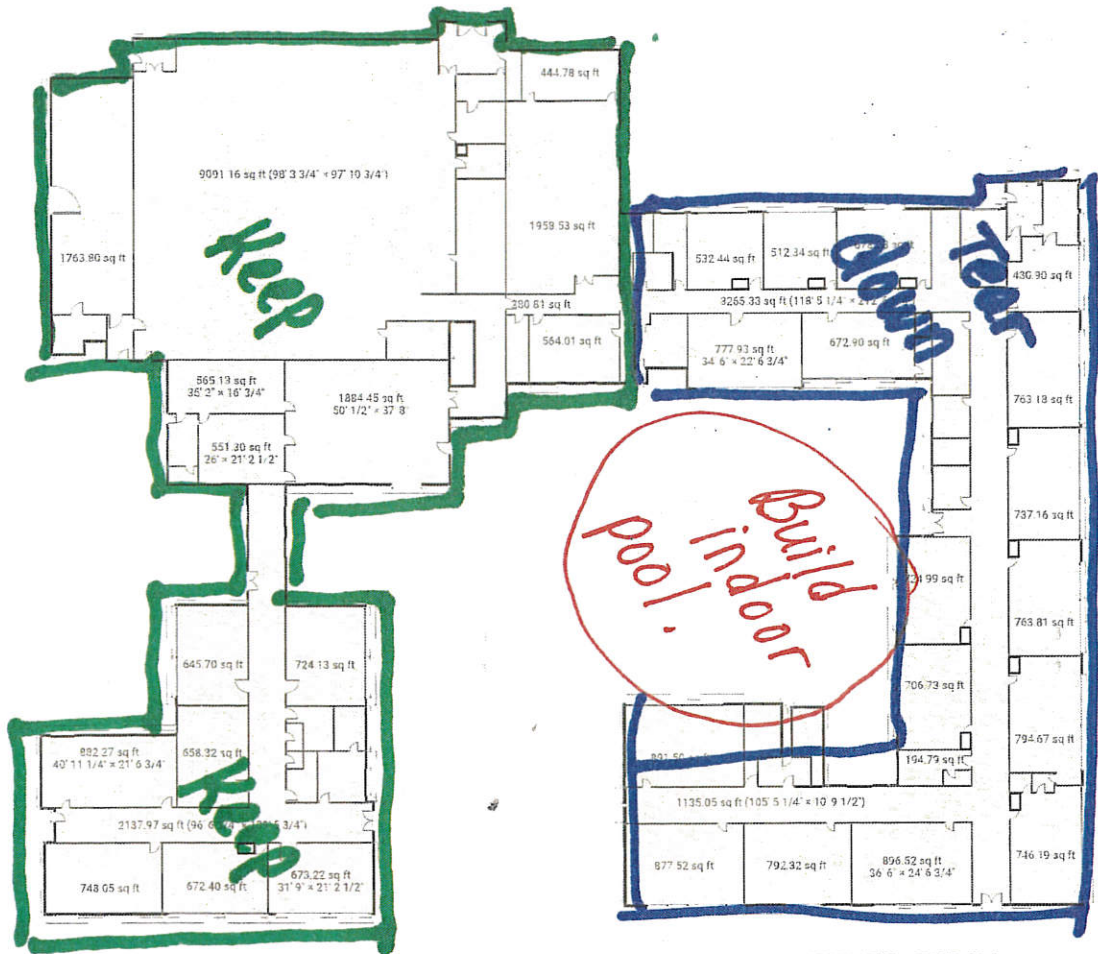
N



- - keep
- ▨ - tear down
- - new something

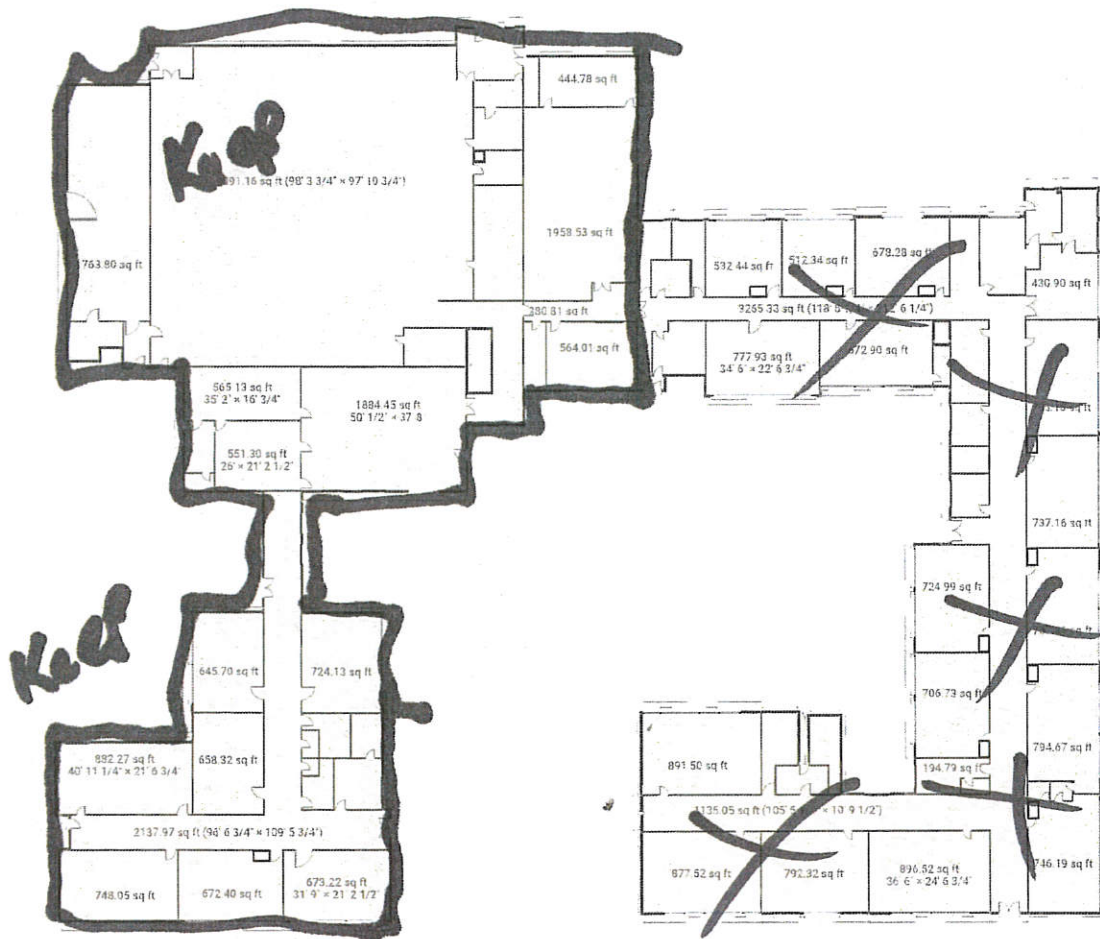
Dr. Painter -

Moorcroft Town Center Assessment



WRITE DOWN THE TYPES OF USES YOU WOULD LIKE TO SEE IN THE BUILDINGS AND WHERE THEY SHOULD GO

Moorcroft Town Center Assessment



WRITE DOWN THE TYPES OF USES YOU WOULD LIKE TO SEE IN THE BUILDINGS AND WHERE THEY SHOULD GO

Keep the gym For Big Community
Place gym Senior Center Need
to Stay, + Kitchen



Moorcroft Town Center Assessment

Keep gym

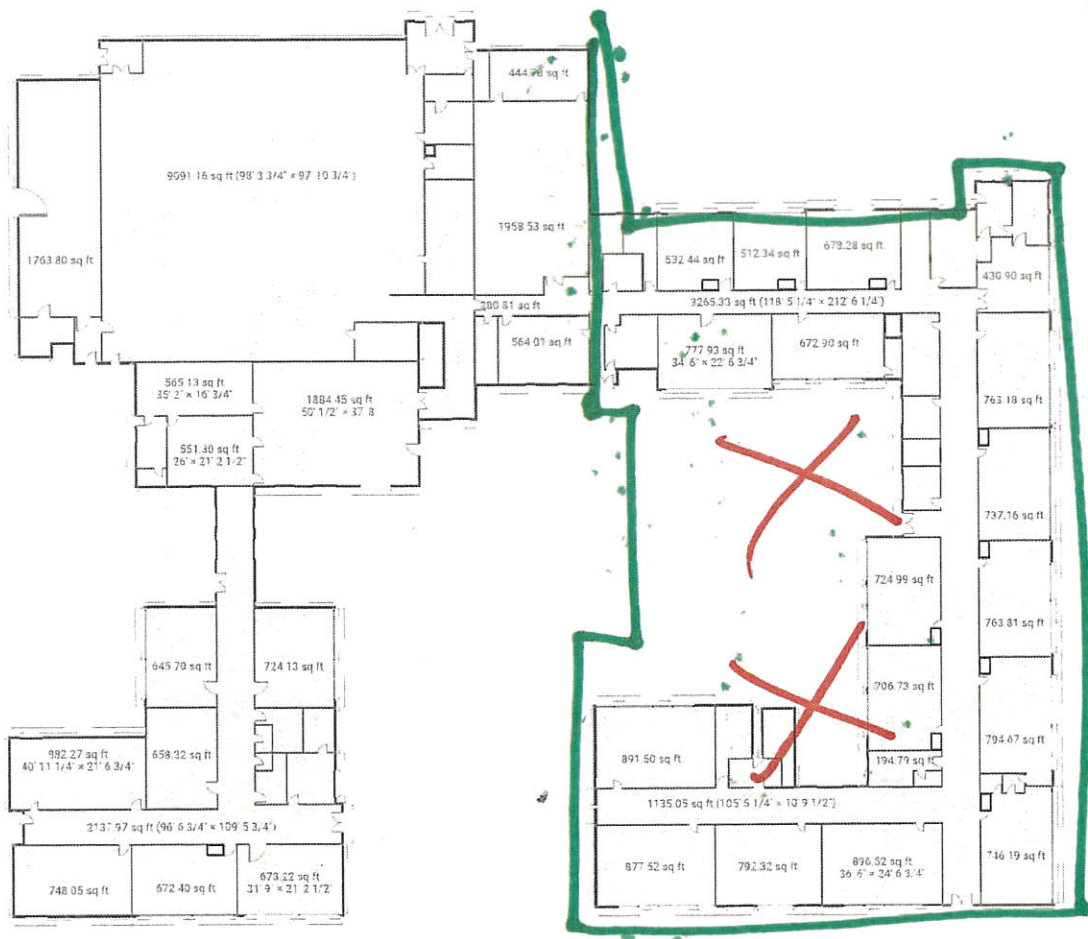


WRITE DOWN THE TYPES OF USES YOU WOULD LIKE TO SEE IN THE BUILDINGS AND WHERE THEY SHOULD GO

Frozen Yogurt
Little Ceasars
Cafe



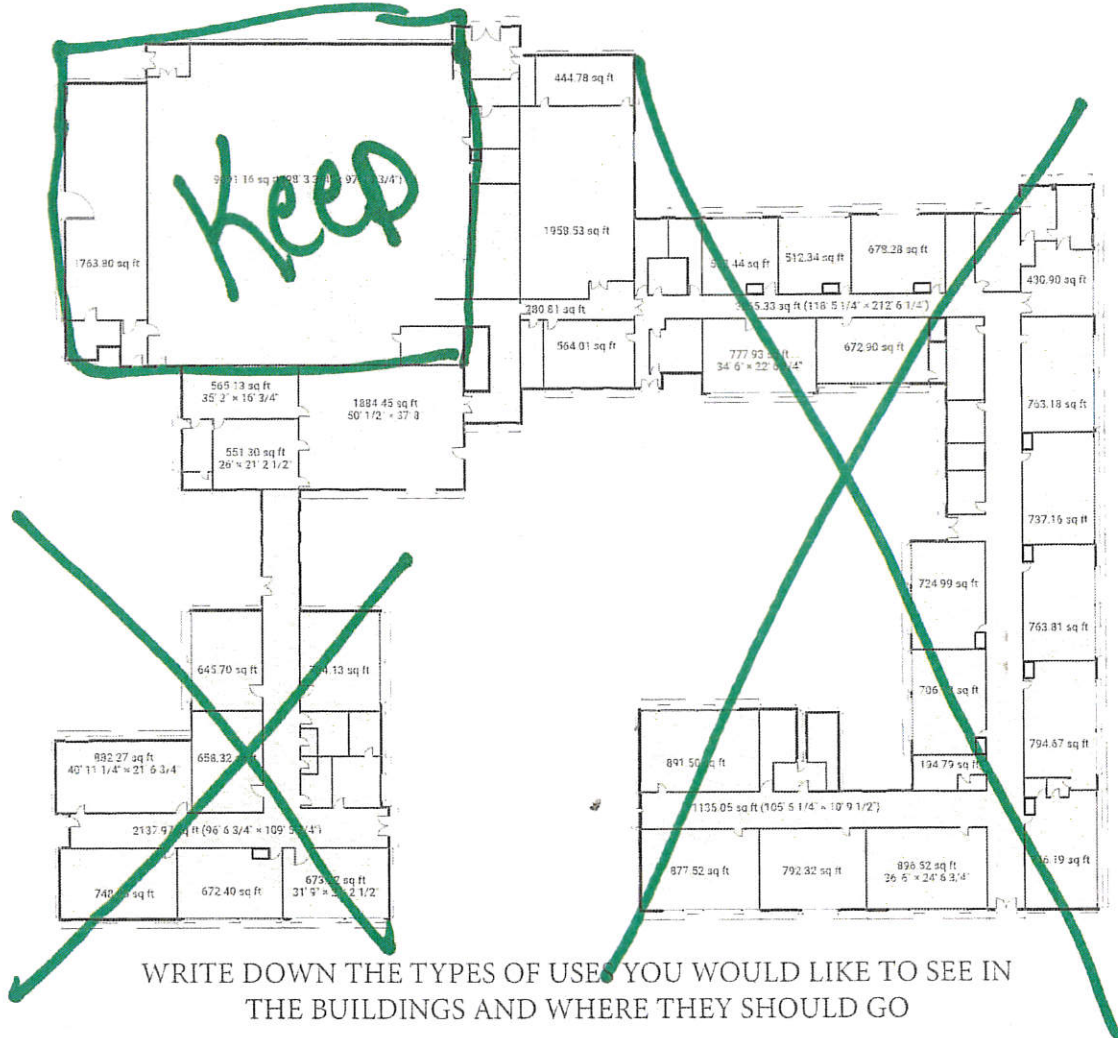
Moorcroft Town Center Assessment



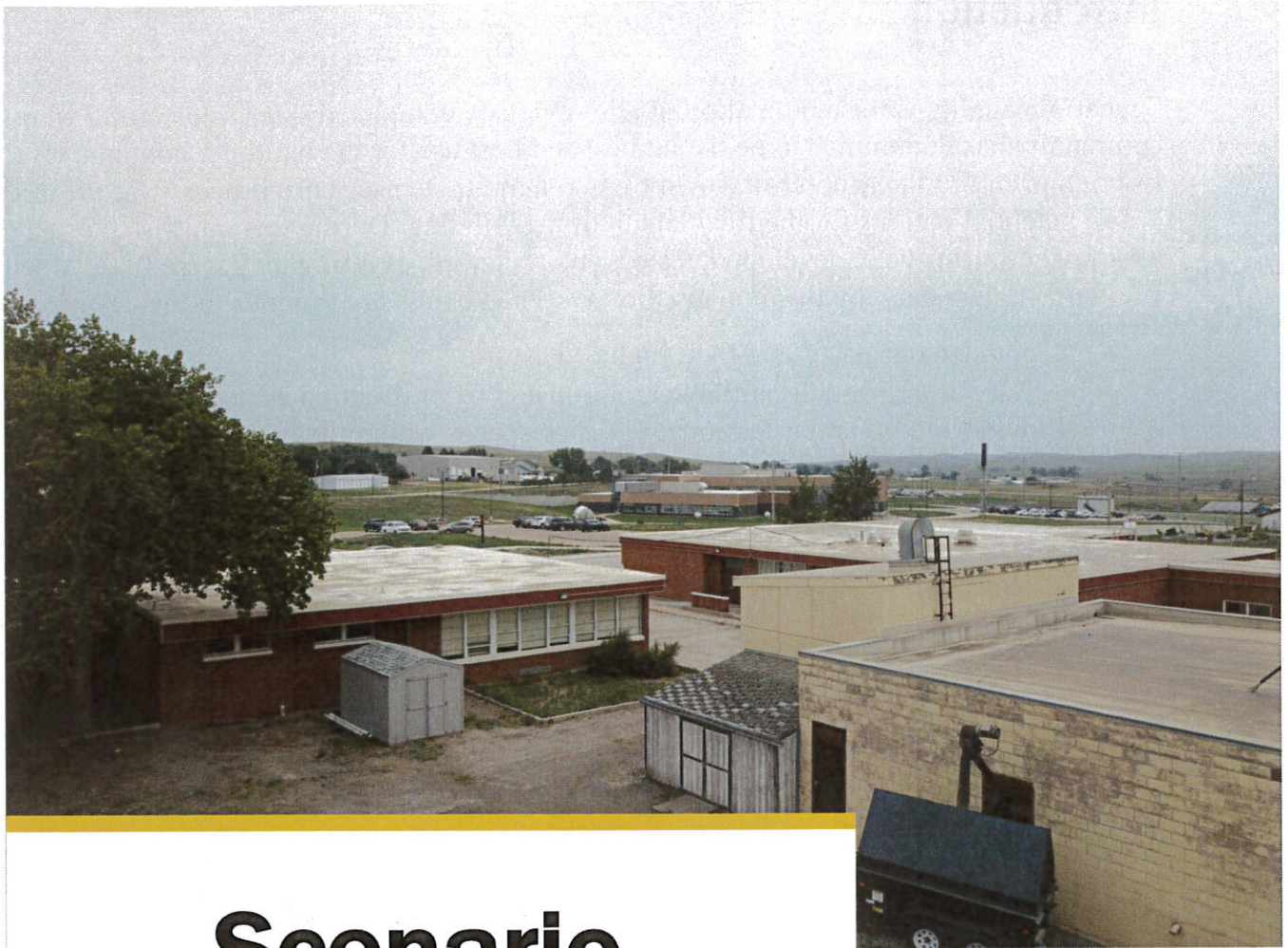
WRITE DOWN THE TYPES OF USES YOU WOULD LIKE TO SEE IN THE BUILDINGS AND WHERE THEY SHOULD GO



Moorcroft Town Center Assessment



Keep gym/improve weight lifting & cardio area
 Senior housing w/ Physical Therapy
 close by



Scenario Planning

Preparing sustainable scenarios is a critical step for any municipally owned building. In the case of the MTC, the structure must meet a civic purpose, provide necessary amenities, and most importantly become self-sufficient for costs. The results of this section integrate the information from the existing conditions analysis, public input, and municipal discussion to outline an achievable goal for property rehabilitation. This section will outline the elements of the desired scenario & development process for the Moorcroft MTC building.



Introduction

Scenario planning is the culmination of all previously completed steps, illustrating what the community has determined to be the highest and best use for the building, both in a civic and fiscal impact. For the Moorcroft Town Center, a multi-step scenario process was utilized to help create potential options for the final layout of the building. During this multi-step process, a series of scenarios were developed, tested, and reviewed, ensuring they were fiscally sound and could be implemented by the municipality. Outlined below are samples of the designs:

- Capitalize on spaces and their highest/best use
- Allow for targeted or partial demolition and reconstruction as necessary
 - Provide additional professional or office spaces within the building
 - Reorganize current tenants to allow a more appropriate flow of spaces

Based on these scenario elements, a highly implementable scenario was prepared, ensuring the project could take place and allow the center to become the hub of activity within the community.

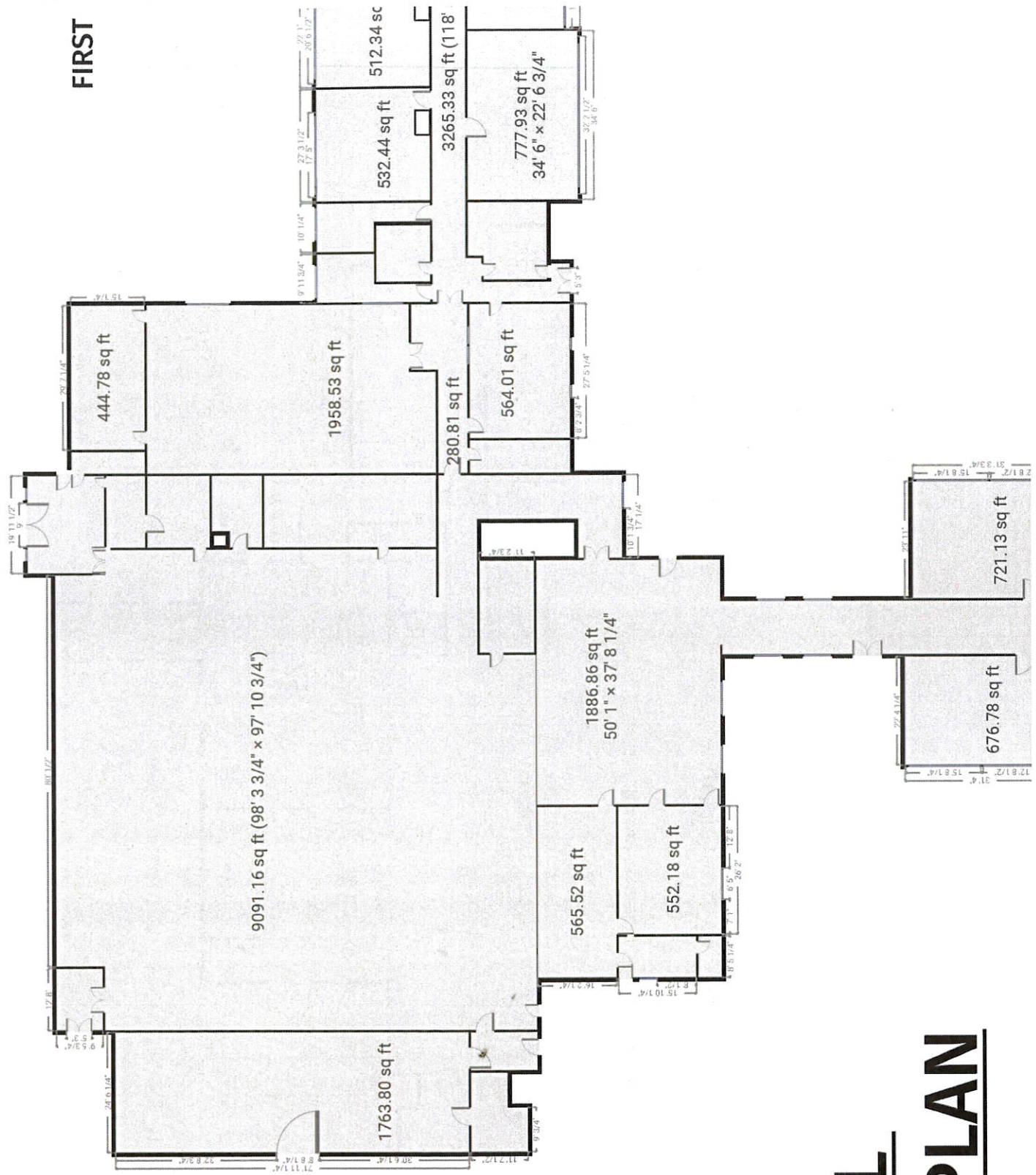
Below is an image that outlines the final scenario for the Moorcroft Town Center building. This scenario will be further explained throughout the remainder of this chapter.

Floor plan/spatial analysis

The floor plans and proposed façade enhancements for the final scenario developed are outlined in the following graphics. These graphics are provided to clearly and concisely detail the last scenario. A series of images are provided to complement this documentation. They are as follows:

- i. **Floor plans by floor** – Outlined on the following page is a floor plan for the MTC structure. These plans are for graphic representation only, they are not provided to scale, yet scaled plans are available in the appendix section. As these plans are merely visual representations, they are not meant for construction or to serve as construction documentation for project bidding. The floor plans are provided for two purposes, expressly:
 1. *General Floor Plan*
 2. *Room and Facility Numbering*
 3. *Proposed Facility Reuse Floor Plan (with anticipated uses)*

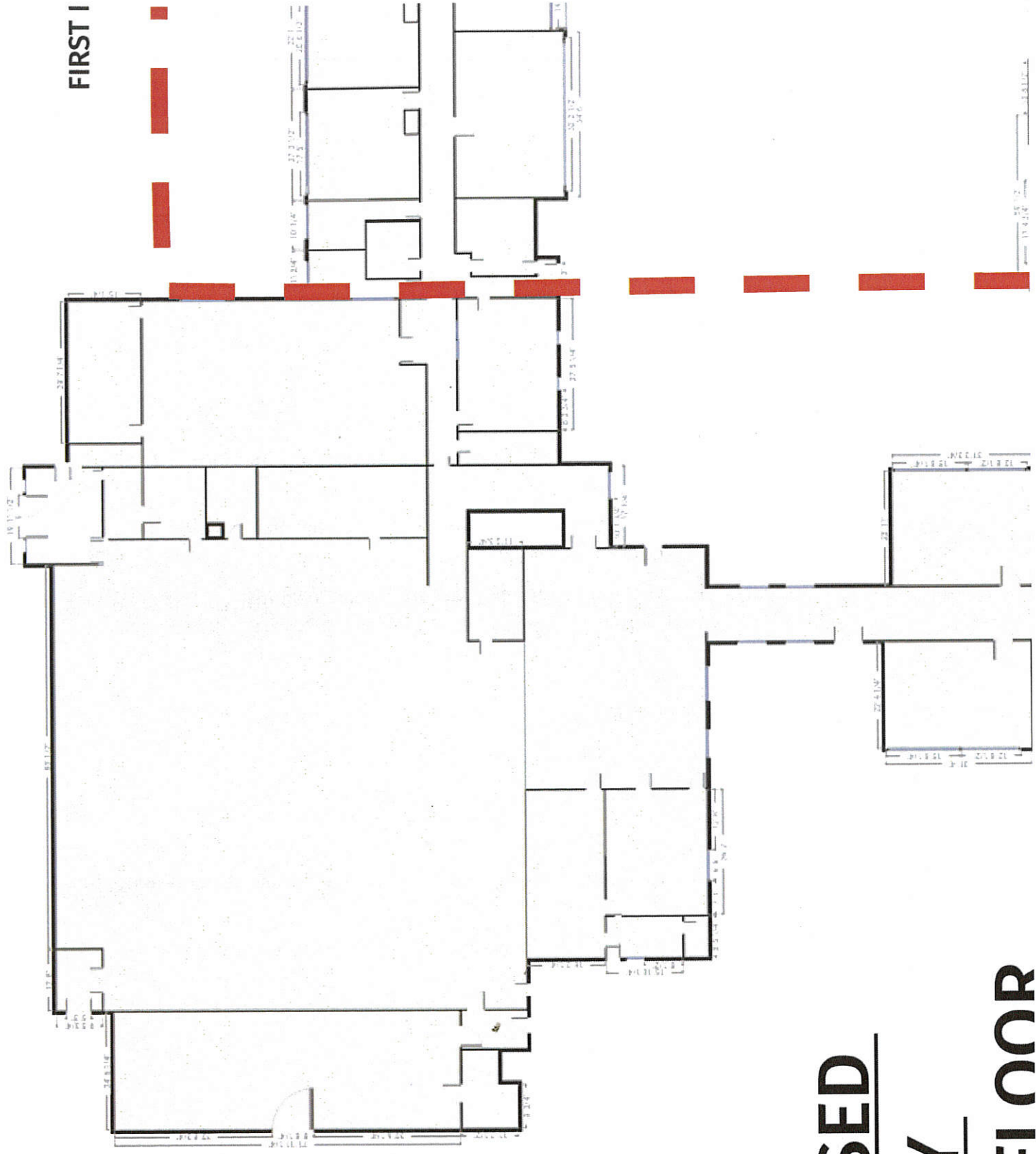
FIRST



100



PROPOSED FACILITY REFUSE FLOOR



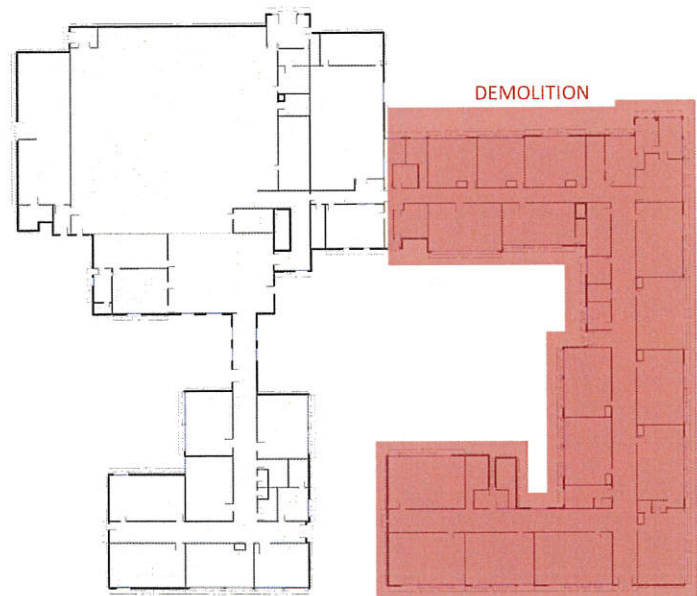
- ii. **Desired Scenario Details** – During the building analysis and visioning process, a series of scenarios were prepared, each highlighting a viable future for the building that was distinct. Based on the review from Town Council, a plan was selected that included partial building rehabilitation and partial building demolition. Outlined below are graphics and highlights about the desired design for the Moorcroft Town Center.

Highlights:

1. Tear down, and potential land resale, of the northern half of the structure
2. Comprehensive interiors and exterior rehabilitation for the southern half of the structure
3. ADA and code upgrades to critical systems:
 - a. Heating/HVAC
 - b. Electrical
 - c. Plumbing
 - d. Roofing and structural
 - e. Flooring and wall refurbishment
4. Exterior site access and interior mobility improvements
5. Relocation of existing facility end-users to the southern annex (Eastern end)
6. Capitalizing on insurance funds to make roof repairs
7. Retain roughly 27,546 (+/- 3%) sq ft of space

Graphics

1. Retain/Demographic on right

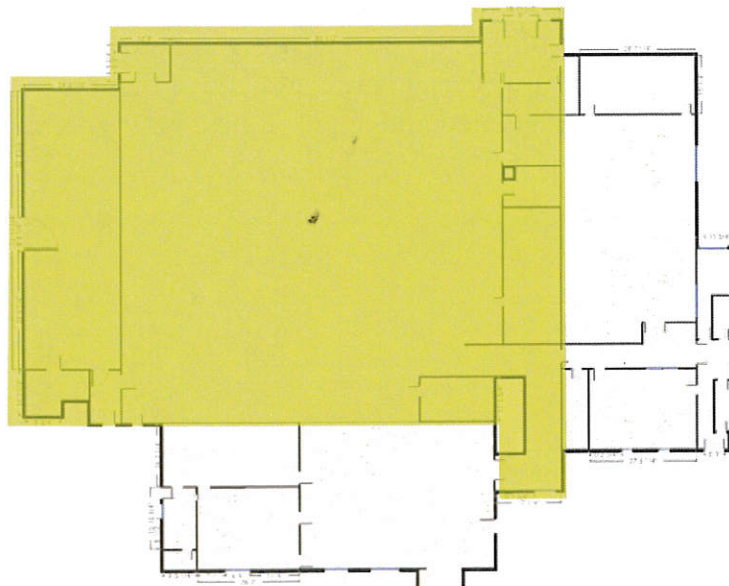


iii. **Spatial Analysis** – Buildings are most sustainable when utilized to their fullest potential. Through this effort, the building should capture the highest revenue while also providing adequate space and access for the identified end-users. In terms of the proposed rehabilitation effort, below are figures about the building utilization:

1. *90+% utilization for rentable spaces*
2. *Maximized recreational spaces*
3. *Limited taxpayer-supported spaces*
4. *Improved circulation and clustering of amenities*
5. *Fixed operating expenses and upkeep*

iv. **Scenario-breakdown information** – The Moorcroft Town Center is roughly 54,000 square feet and is located prominently within the community, both visually and intrinsically. As this building will play a critical role in the success of the community revitalization currently underway by the Town of Moorcroft, it is essential to understand the portions of the building that will be dedicated to each use. Outlined below is a chart of each anticipated use, square footage allocated, and possible lease/rental rates:

1. **Recreational Spaces** – The spaces that make up the recreational facilities in the Town Center include the areas on the graphic below:



These spaces were initially dedicated for recreational uses and will remain for the same services. Minor changes to restrooms (ADA upgrades) and structural upgrades to the current stage will be required. The existing users and patrons of these spaces will be able to remain using these facilities.

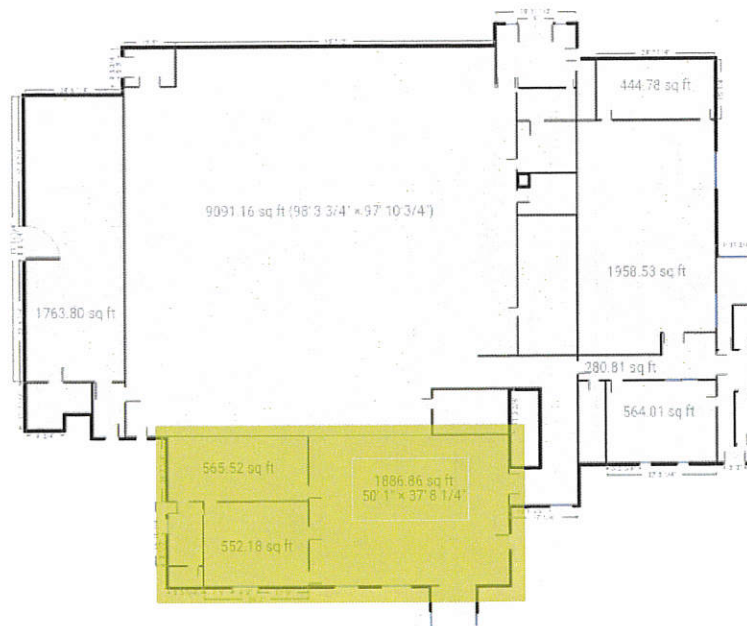
2. **Senior Center Facility** – The Senior Center currently occupies a dedicated room in the southeastern wing of the building. This dedicated room will remain the same. No changes to the proposed use or access to the senior center room are anticipated. Below is the graphic illustrating the location of the senior center room.



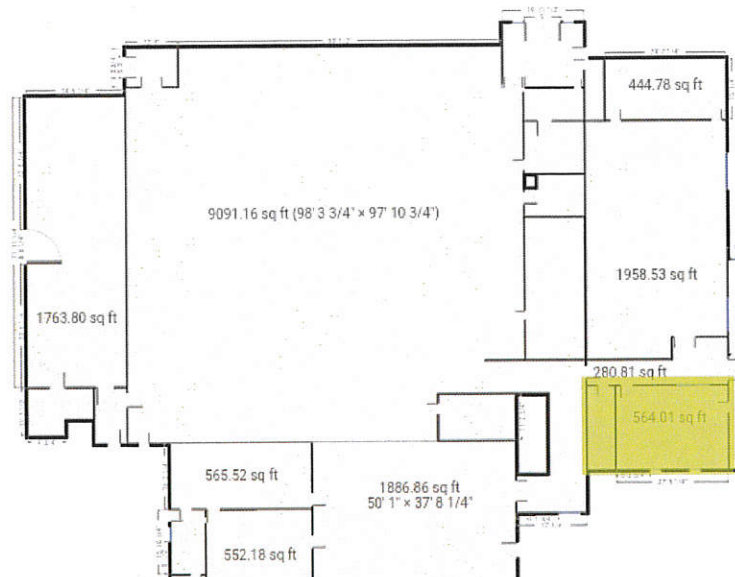
3. **Multi-Purpose Room/s** – The proposed multipurpose rooms are outlined in the below graphic. These rooms are provided for rental or common uses. Currently, they are used for yoga rooms, storage, and other purposes. While the current goals are not helping with financial requirements for maintenance or utilities, they are serving a more critical community purpose. However, it is recommended that the use of these rooms become regulated and appropriate charges are notated or billed to each user.



4. **Kitchen/Dining Hall facility** – This space in the facility will retain its current use. While the revenue gathered does not offset the operating costs, the facility serves many community purposes such as senior banquets, community meals, funeral luncheons, and the food bank. This facility does have the potential to capture rental revenue from third parties looking to rent the space, but that is the determination of the Council when the time arises.



5. **Computer or Technology Room** – This proposed use already has a single room for community computer usage. During the review and analysis, this room was currently under construction. It is recommended that this area is expanded to include the neighboring room (per the floor plan below). This would allow for additional space and expansion of services to include maker space items such as 3D printers, sticker cutters, etc.



6. **Community Gathering Room** – This community gathering room is in the facility initially the library for the school. The proposed community gathering room is currently used for overall community meeting purposes. However, it is recommended that this space should be better programmed and managed, allowing for other rentals of community uses. Through increased usage, the facility will not only have the potential to gather more income, but it will help encourage additional benefits of the overall facility by drawing in more groups. The proposed community gathering room includes storage spaces above the stage (see image below).



7. **Rentable Spaces** – The spaces outlined in the below graphic are currently underutilized or unused spaces. These rooms or spaces can help relocate tenants from the demolished portion of the building. While exact matches for spaces may not be present, an attempt to locate each use has been outlined below.
- Bear Lodge Rehabilitation* – The rooms identified for Bear Lodge were selected as they would allow the group to have a joined room similar to their layout and adequate ADA access.
 - Community/Senior Room* – This room is a flex room, allowing for regular uses that are minor, yet could become an income-generating space if necessary.
 - Daycare* – This location/s was strategically selected because it would allow for improved pick-up and drop-off processes due to proximity to the entrance. Additionally, the playground equipment could be relocated to nearby with the proximity to the rear open space.

- d. *Office/Professional Rental* – The spaces outlined for office/professional are provided to help identify strategies that would provide additional income to the facility.



These spaces will require minor alterations and maintenance types of work to ensure they are rentable spaces, yet minimal efforts will be required.

- b. **Changes or alterations** – With the proposed demolition and rehabilitation of the structure, alterations or modifications have been minimalized. Many of the proposed alterations are rehabilitation or renovation costs, which are not included in this section. This section contains the proposed costs necessary to rehabilitate rooms or spaces to meet the suggested end users.
- Safety Door Installation
 - Safety and fire doors to be added in the hallway between the daycare and the remainder of the building wing
 - Installation of a private restroom
 - Installation of a private restroom and drinking fountain in the daycare area
 - Installation of appropriate flooring
 - Installation of appropriate flooring or flooring surfaces in the Bear Lodge Rehabilitation rooms and daycare facilities
 - Installation of interior door
 - Light demolition and installation of a door between the rooms for the bear lodge rehabilitation spaces
 - Wall removal
 - Wall removal between the computer room and existing storage room

- Structural upgrades
 - Structural upgrades are necessary for the current weight room area. Upgrades should include floor improvements to decrease damage from repeated weight impacts.
- Restroom upgrades
 - Upgrading the restrooms attached to the gymnasium, ensuring they meet or exceed ADA requirements
- Installation of a chair lift
 - Install a chair lifts to the existing weight room facility, improving ADA accessibility.

Task	Cost per unit	Units	Cost
Safety Door Installation	\$2,500	1	\$2,500.00
Installation of Private Restroom	\$9,000	2	\$18,000.00
Install Appropriate Flooring	\$9.25	1,825	\$16,881.25
Install Interior Door	\$1,000	1	\$1,000.00
Structural Wall Removal	\$190	23	\$4,370.00
Structural Upgrades	\$7.90	1,765	\$13,943.50
Restroom Upgrades	\$20,000	3	\$60,000.00
Chairlift Installation	\$12,950	1	\$12,950.00
Build-Out Costs			\$129,644.75

The above-listed alteration/change details are provided for budgeting purposes only. The consultant based the proposed costs on recently completed renovation work of similar scope. Each region, state, or municipality has unique circumstances that can change these prices. All pricing is conceptual until a competitive bidding process is undertaken and final contractor pricing is received.

c. **Justification** – Understanding the purpose and overall rationale of a building will help define how a building can be utilized for a civic purpose. A clear, concise, and accurate picture of the building’s future can be achieved through these justifications. The proposed space utilization and end-users in the building must support the overall community goal and meet under-served needs within the community. For this reason, the elements below outline the proposed purpose and rationale for the Moorcroft Town Center building:

i. **Purpose** – The purpose of adaptive re-use of the building is to help improve the quality of life for residents. After conducting a gap analysis and reviewing the overall public input, a series of services or elements was most impactful for the property. Many of these purposes has not changed from the existing use, and areas that have not been altered are not outlined below. The proposed services or amenities to be changed are:

1. *Bear Lodge Rehabilitation* – The proposed relocation of Bear Lodge Rehabilitation was a critical request for many residents in the community. This facility serves a community purpose and relocating them to a portion of the facility that is more conducive to the proposed users.
2. *Community/Senior Room* – This proposed room is a flex space, allowing for daytime use by the senior center and night-time or programmed services by other groups giving lectures, seminars, etc.
3. *Daycare* – The daycare is a critical community asset. Retaining this facility in the community building was identified by many participants as a necessary item. Relocation of this facility is proposed to a space that would include all current assets the daycare has. Yet, it would allow for expansion into additional outdoor spaces and increased access for drop-off and pick-up.
4. *Office/Professional Rental* – Office or professional rental spaces must ensure the facility remains fiscally sound. The proposed areas outlined would offer a small variety of potential users, including executive offices, shared rooms, or other amenities.

For information about room locations matching the above-outlined changes, please refer to the graphic on page 51

ii. **Rationale** – The above-outlined services were detailed as necessary within the rehabilitated Moorcroft Town Center, each providing a unique attribute or benefit to the community. Each potential use will serve the community, offering a quality-of-life improvement that all residents can witness. Below is the identified rationale for the building scenario developed:

- *Retain community needed services*– As the building is taxpayer-funded, it is critical that the building serves the greater public good. The proposed uses in the preferred scenario illustrate a community-focused and inclusive structure for all community needs.
- *Limited budget, Limited Alterations* – As the municipal budget for rehabilitation is currently limited, it was essential to maximize the building with as minimal financial impact as possible. This drove the selection of potential end-users and relocation of services, maximizing the benefits of the building.
- *Most economical rehabilitation option* – Through the reuse of the structure, greater good and highest uses were achieved. Additionally, this option was the most economical rehabilitation option, diversifying the funding stream while improving quality of life through increased amenities.
- *Most significant impact to the community* – By retaining the critical spaces and services, the community and residents are being served with a clean, safe, and purposeful area year-round.
- *Preservation-minded* – Residents were most vocal about retaining and preserving the southern half of the structure and, most importantly, the gymnasium facility. The proposed scenario is preservation-minded to maintain these facilities as identified as having an intrinsic value to the community.



iii. **Cost Estimates** – Outlined in this subsection are the cost estimates for the building rehabilitation and renovation work to meet the goals of the desired scenario. These cost estimates are provided to illustrate a conceptual cost for building restoration.

1. **Interior Renovations** – Outlined below is the cost estimate for interior renovation work for the Moorcroft Town Center. These costs are based on square-footage pricing and do not reflect construction documentation quantity take-offs. All quoted prices represent 2022 dollars and should be adjusted for inflation if implemented or utilized later. Additionally, based on the market's volatility in 2022, these figures are subject to change without notice.
2. **Exterior Renovations** – Outlined below is the cost estimate for exterior-based renovations to the Moorcroft Town Center. All costs are based on square footage calculations and not on construction documents. Estimates are not for construction of project bidding purposes. All quoted prices represent 2022 dollars and should be adjusted for inflation if implemented or utilized later. Additionally, based on the market's volatility in 2022, these figures are subject to change without notice.
3. **Combines Estimates** – Outlined in this subsection is a streamlined cost estimate outlining costs from the detailed forecast above. This combined estimate aims to outline the holistic costs for the work. All expenses are conceptual in scope and not suitable for construction. All quoted prices represent 2022 dollars and should be adjusted for inflation if implemented or utilized later. Additionally, based on the market's volatility in 2022, these figures are subject to change without notice.

Cost Breakdown Information	
Interior Renovation	\$995,006.69
Exterior Renovation	\$2,217,372.24
Total Construction Cost	\$3,212,378.93
Grant	\$1,606,189.47
Insurance (Roof)	\$176,000.00
Municipal Contribution	\$1,430,189.47
Mortgage Payment	\$9,048.08
Mortgage Term	20 YEARS
Mortgage Interest Rate	5.25%
Interest Only	\$5,363.21

Project Name:

Moorcroft MTC Adaptive Re-use/Feasibility Study

	2023										C
	January	February	March	April	May	June	July	August	September		
Income											
Senior Center	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	
Recreational Facilities	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	
Daycare/Kindergarten	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	
Bear Lodge Rehabilitation	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	
Rental office 1 (700 SQ Ft)	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	
Rental Office 2 (350 Sq Ft)	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	
Misc. Rentals	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	
Gross Income	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	
Less Vacancy (5%)	\$263	\$263	\$263	\$263	\$263	\$263	\$263	\$263	\$263	\$263	
Effective Gross Income	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	
Expenses											
Administration	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	
Management Fee	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	
Utilities	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	
Operations & Maintenance	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	
Payroll Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	
Tax & Insurance Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	
Debt Repayment	\$9,048	\$9,048	\$9,048	\$9,048	\$9,048	\$9,048	\$9,048	\$9,048	\$9,048	\$9,048	
Other: Misc	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	
Other _____	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Expenses	\$13,923	\$13,923	\$13,923	\$13,923	\$13,923	\$13,923	\$13,923	\$13,923	\$13,923	\$13,923	
Net Operating Income	(\$8,936)	(\$8,936)	(\$8,936)	(\$8,936)	(\$8,936)	(\$8,936)	(\$8,936)	(\$8,936)	(\$8,936)	(\$8,936)	
Initial costs	\$176,000										

Project Name:

Moorcroft MTC Adaptive Re-use/Feasibility Study

Assumptions

Rent Increase

3.50%

Expense Increase:

2.25%

	2023	2024	2025	2026	2027	2028	2029	
Income								
Senior Center	\$3,000	\$3,105	\$3,214	\$3,326	\$3,443	\$3,563	\$3,688	
Recreational Facilities	\$18,000	\$18,630	\$19,282	\$19,957	\$20,655	\$21,378	\$22,127	
Daycare/Kindergarrrten	\$9,000	\$9,315	\$9,641	\$9,978	\$10,328	\$10,689	\$11,063	
Bear Lodge Rehabilitation	\$15,600	\$16,146	\$16,711	\$17,296	\$17,901	\$18,528	\$19,176	
Rental office 1 (700 SQ Ft)	\$8,400	\$8,694	\$8,998	\$9,313	\$9,639	\$9,977	\$10,326	
Rental Office 2 (350 Sq Ft)	\$4,200	\$4,347	\$4,499	\$4,657	\$4,820	\$4,988	\$5,163	
Misc. Rentals	\$4,800	\$4,968	\$5,142	\$5,322	\$5,508	\$5,701	\$5,900	
Gross Income	\$63,000	\$65,205	\$67,487	\$69,849	\$72,294	\$74,824	\$77,443	
Less Vacancy (5%)	\$3,150	\$3,260	\$3,374	\$3,492	\$3,615	\$3,741	\$3,872	
Effective Gross Income	\$59,850	\$61,945	\$64,113	\$66,357	\$68,679	\$71,083	\$73,571	
Expenses								
Administration	\$2,100	\$2,147	\$2,196	\$2,245	\$2,295	\$2,347	\$2,400	
Management Fee	\$3,000	\$3,068	\$3,137	\$3,207	\$3,279	\$3,353	\$3,428	
Utilities	\$30,000	\$30,675	\$31,365	\$32,071	\$32,792	\$33,530	\$34,285	
Operations & Maintenance	\$9,000	\$9,203	\$9,410	\$9,621	\$9,838	\$10,059	\$10,285	
Payroll Expenses	\$6,000	\$6,135	\$6,273	\$6,414	\$6,558	\$6,706	\$6,857	
Tax & Insurance Expenses	\$6,000	\$6,135	\$6,273	\$6,414	\$6,558	\$6,706	\$6,857	
Debt Repayment	\$108,577	\$108,577	\$108,577	\$108,577	\$108,577	\$108,577	\$108,577	
Other: Misc	\$2,400	\$2,454	\$2,509	\$2,566	\$2,623	\$2,682	\$2,743	
Other _____	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Expenses	\$167,077	\$168,393	\$169,739	\$171,115	\$172,522	\$173,961	\$175,432	

Sale Scenario Information

This information represents a scenario in year 3. Interest only payments are used to reduce principal at the end of year 3 to a manageable level.

COST BREAKDOWN INFORMATION

Interior Renovation	\$995,006.69
Exterior Renovation	\$2,217,372.24
Total Construction Cost	\$3,212,378.93

Grant	\$1,606,189.47
Insurance (Roof)	\$176,000.00
Municipal Contribution	\$1,430,189.47

Mortgage Payment	\$9,048.08
Mortgage Term	20 Years
Mortgage Interest Rate	5.25%
Interest Only	\$5,363.21

SALE AND REFINANCE

Loan Amount	\$1,430,189.47
Land Sale Amount	\$600,000.00
Principal loan after sale	\$830,189.47

Moorcroft MTC Adaptive Re-use/Feasibility Study

2023									
	January	February	March	April	May	June	July	August	September
Income									
Senior Center	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Recreational Facilities	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Daycare/Kindergarten	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Bear Lodge Rehabilitation	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300
Rental office 1 (700 SQ Ft)	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700
Rental Office 2 (350 Sq Ft)	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350
Misc. Rentals	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Gross Income	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250
Less Vacancy (5%)	\$263	\$263	\$263	\$263	\$263	\$263	\$263	\$263	\$263
Effective Gross Income	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988	\$4,988
Expenses									
Administration	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
Management Fee	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Utilities	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Operations & Maintenance	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Payroll Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Tax & Insurance Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Debt Repayment	\$5,363	\$5,363	\$5,363	\$5,363	\$5,363	\$5,363	\$5,363	\$5,363	\$5,363
Other: Misc	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Other _____	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$10,238	\$10,238	\$10,238	\$10,238	\$10,238	\$10,238	\$10,238	\$10,238	\$10,238
Net Operating Income	(\$5,251)	(\$5,251)	(\$5,251)	(\$5,251)	(\$5,251)	(\$5,251)	(\$5,251)	(\$5,251)	(\$5,251)
Initial costs	\$175,000								

Project Name:

Moorcroft MTC Adaptive Re-use/Feasibility Study

Assumptions

Rent Increase 3.50%
Expense Increase: 2.25%

	2023	2024	2025	2026	2027	2028	2029	2030
Income								
Senior Center	\$3,000	\$3,105	\$3,214	\$3,326	\$3,443	\$3,563	\$3,688	\$3,813
Recreational Facilities	\$18,000	\$18,630	\$19,282	\$19,957	\$20,655	\$21,378	\$22,127	\$22,900
Daycare/Kindergarten	\$9,000	\$9,315	\$9,641	\$9,978	\$10,328	\$10,689	\$11,063	\$11,450
Bear Lodge Rehabilitation	\$15,600	\$16,146	\$16,711	\$17,296	\$17,901	\$18,528	\$19,176	\$19,847
Rental office 1 (700 SQ Ft)	\$8,400	\$8,694	\$8,998	\$9,313	\$9,639	\$9,977	\$10,326	\$10,685
Rental Office 2 (350 Sq Ft)	\$4,200	\$4,347	\$4,499	\$4,657	\$4,820	\$4,988	\$5,163	\$5,343
Misc. Rentals	\$4,800	\$4,968	\$5,142	\$5,322	\$5,508	\$5,701	\$5,900	\$6,104
Gross Income	\$63,000	\$65,205	\$67,487	\$69,849	\$72,294	\$74,824	\$77,443	\$80,157
Less Vacancy (5%)	\$3,150	\$3,260	\$3,374	\$3,492	\$3,615	\$3,741	\$3,872	\$4,007
Effective Gross Income	\$59,850	\$61,945	\$64,113	\$66,357	\$68,679	\$71,083	\$73,571	\$76,150
Expenses								
Administration	\$2,100	\$2,147	\$2,196	\$2,245	\$2,295	\$2,347	\$2,400	\$2,453
Management Fee	\$3,000	\$3,068	\$3,137	\$3,207	\$3,279	\$3,353	\$3,428	\$3,503
Utilities	\$30,000	\$30,675	\$31,365	\$32,071	\$32,792	\$33,530	\$34,285	\$35,056
Operations & Maintenance	\$9,000	\$9,203	\$9,410	\$9,621	\$9,838	\$10,059	\$10,285	\$10,515
Payroll Expenses	\$6,000	\$6,135	\$6,273	\$6,414	\$6,558	\$6,706	\$6,857	\$7,010
Tax & Insurance Expenses	\$6,000	\$6,135	\$6,273	\$6,414	\$6,558	\$6,706	\$6,857	\$7,010
Debt Repayment	\$63,459	\$64,359	\$64,359	\$50,477	\$50,477	\$50,477	\$50,477	\$50,477
Other: Misc	\$2,400	\$2,454	\$2,509	\$2,566	\$2,623	\$2,682	\$2,743	\$2,804
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$121,959	\$124,175	\$125,521	\$113,016	\$114,423	\$115,862	\$117,333	\$118,847

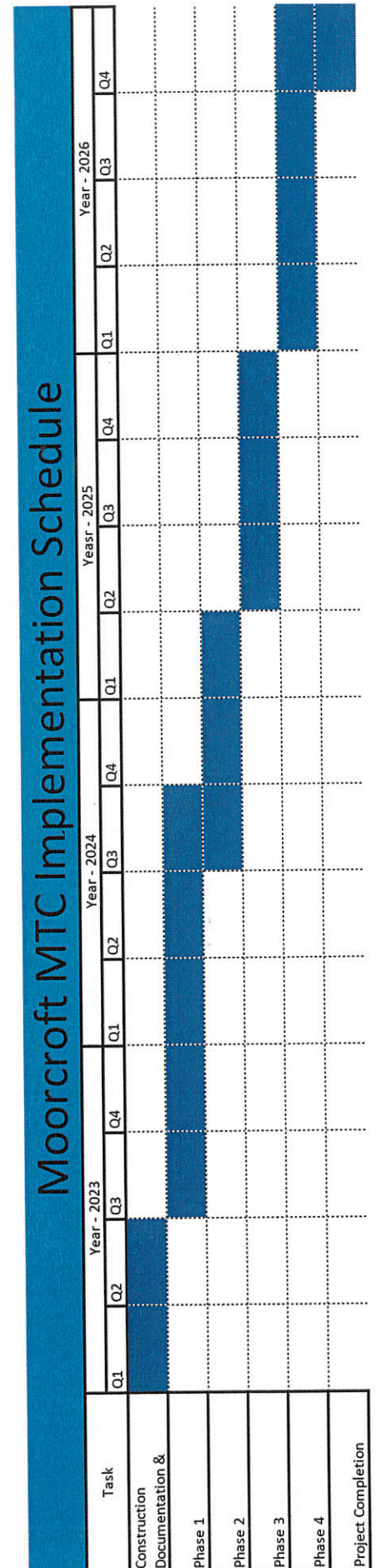
- iv. **Financial pro forma** – Understanding that rehabilitation of the MTC is a significant time commitment and fiscal impact, we provide a series of proforma's that will concisely outline the total costs and timeframe for rehabilitation. All proforma's include capital improvements, utilities, mortgages, maintenance, and other financial obligations that have to be considered. To provide this information in a format that can be understood on a detailed and long-term basis, we are providing proforma's for the short- and Long-term future with an 18-month and decade-long financial synopsis. Details about the formats are:
1. *First 18 months* – This pro forma will more concisely outline the anticipated construction costs, financial impacts, and timeframe for implementation. Below is the 18-month pro forma:
 2. *10-year pro forma* – This pro forma will provide a picture of the carrying or ongoing costs for the building over the next decade. Below is the 10-year proforma:

Implementation Strategies

Understanding the Where, When, How, and Why of an adaptive reuse or rehabilitation project is one of the most challenging and time-consuming tasks a municipality can undertake. To help facilitate a seamless transition from planning to shovel in the ground, this chapter provides recommendations, goals, and milestones for adaptive re-use of the Moorcroft Town Center. All offers and destinations will have supporting documentation to outline the “5Ws” of planning — namely, Who, What, When, Where, and How. By answering these simple questions, the completion of renovation work for the building can be broken down into easily implementable phases.

- **Phasing list** – Most building renovation or construction work is completed in phases to allow for costs to be disbursed over a more extended period. Understanding this will also be required for 501 S Main Street, outlined below is the proposed phasing schedule for the building. Phasing is broken down into the following categories:
 - **Phase 1** – Southern half of the structure interior and exterior renovations, including:
 - Structural
 - ADA
 - HVAC
 - Electrical
 - Plumbing
 - Roof
 - Site environmental assessment and clean-up

- The above-outlined phases have been crafted to represent a logical progression for the building. Careful consideration has been given to outlining a phasing schedule that prioritizes easily implementable and attainable projects. Provided on the next page is a simple bar chart outlining a proposed plan for the proposed phasing work schedule:





Appendices

Appendix List:

- Floor Plan
- Public Input Scans
- Building Assessment Report