BUILDING ASSESSMENT AND FEASIBLITY STUDY FOR REPURPOSING THE HISTORIC WYOMING STATE HOSPITAL CAMPUS

EVANSTON, WY

Steering Committee Review
Draft V2 - October 18, 2021

Myers ▪ Anderson

Architecture ▪ Interiors ▪ Planning ▪ Preservation

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INTRODUCTION

Myers Anderson Architects is pleased to have the opportunity to assist the City of Evanston, Uinta County, and the State of Wyoming with the assessment of the Historic Wyoming State Hospital (WSH) Campus. This assessment will aid in determination of the threats and opportunities presented related to current changes in occupancy due to the reorganization and consolidation of the WSH Administration and health services to the south end of the campus.

The WSH reorganization will leave 21 existing buildings on the north area of the campus vacated and abandoned. We commend the City and County for their desire to protect this campus, its site, and buildings, preserving and reinvesting in the historic, economic, and social opportunities it presents.

Towards that purpose, the City of Evanston with the support of Uinta County, brought Myers Anderson to the project to assist in the assessment of the existing campus, its conditions, liabilities, assets, and opportunities. The consultant team includes the following:

Strategy 5, LLC – Economic Development Strategist
Bernardo Wills Architects – Planning/Landscape Architect
Frost Structural Engineering – Structural Engineer
Cator, Ruma & Associates, Co. – Mechanical/Electrical/Plumbing Engineer

The Primary purposes of this project have been clear from the beginning:

- Preserve and protect historic and economic opportunities this campus has and can provide.
- Provide a current assessment of the campus, building conditions, and context.
- Develop a vision for repurposing the historic WSH campus buildings being vacated/abandoned by WSH as they move to their new consolidated facilities.
- Provide a strategy for sustainable, vibrant development of the campus, complimentary to the abandoned historic campus as well as the remaining south campus area, the consolidated WSH.

The following challenges were identified and must be solved for this redevelopment to be successful. They are listed in general priority as follows:

1. Property Ownership: What will be the disposition of the property? Will it be joint or single ownership? Public or privately owned? Will the state relinquish the property to the city for redevelopment at no cost or at market rate? Will the buildings with the inherent equipment and furnishings remain as they exist after vacation by WSH? Will equipment such as large generators, etc. be left as well for reuse in the redevelopment or to be sold by the city to generate revenue for the protection and redevelopment of the campus?

2. Building Condition and Protection - Mothball/Winterization: As some buildings have been vacated, they have been abandoned without maintenance, heat, or winterization. This abandonment has led to significant increase in the deterioration of numerous buildings, in many cases threatening the structural and historic integrity of these buildings. This has led to the loss of two significant buildings and is leading to potential loss of additional buildings due to demolition by neglect. The primary issue is moisture in the buildings, either by failure of the exterior envelope, gutters, and downspouts allowing water migration into the buildings or due to a lack of ventilation in the buildings, allowing condensation buildup in the

buildings from the steam heating systems. This was exacerbated by segmentation of the tunnels and buildings without providing adequate ventilation.

The report to follow is broken down into the following areas:

1. Campus Overview
    a. Preliminary Redevelopment Concept Narrative
2. Economic Overview
    a. Section 1
    b. Section 2
3. Architectural Overview
    a. Site
    b. Buildings
    c. Cost
4. Structural Overview
5. Mechanical Overview
6. Electrical Overview

SUMMARY

The historic area of the Wyoming State Hospital campus is an important site comprised of approximately 24 acres currently owned by the state of Wyoming. This nationally recognized site, on the National Register of Historic Places, consists of 14 remaining contributing buildings, two non-contributing buildings, and one contributing object (the cobble rock at the original main entrance to the hospital). This campus presents great opportunity for repurposing the buildings and campus to continue its social and economic benefit to the community and the state. While the buildings and campus no longer serve the needs of WSH, they are strong candidates for successful rehabilitation as has been accomplished on numerous similar projects locally, and across the country. It is acknowledged that the redevelopment will require significant cooperation on the state and local levels for success.

First and foremost, the governing entities must address the existing conditions of the campus and real threat to the buildings and site if this portion of the campus and buildings are vacated without a plan for continued maintenance of the site and proper mothballing of the buildings.

Current plans are that WSH will vacate and abandon 20 existing buildings as identified in Appendix A.2.

It is imperative that the state, as owners of the property, have a plan for redevelopment, transition of ownership, or memorandum of agreement allowing a remedial and proactive effort to get underway in providing appropriate protection of these important buildings and campus. Without expedient effort in this regard, it is highly likely that the Fremont and Clark Buildings will be lost due to extensive moisture migration, humidity, and mold, which continues to rapidly deteriorate the historic, architectural, and structural integrity of the buildings. As the remaining buildings are vacated and abandoned, they will follow in similar fashion with diminished opportunity for rehabilitation due to rapid deterioration due to lack of heat and no maintenance.

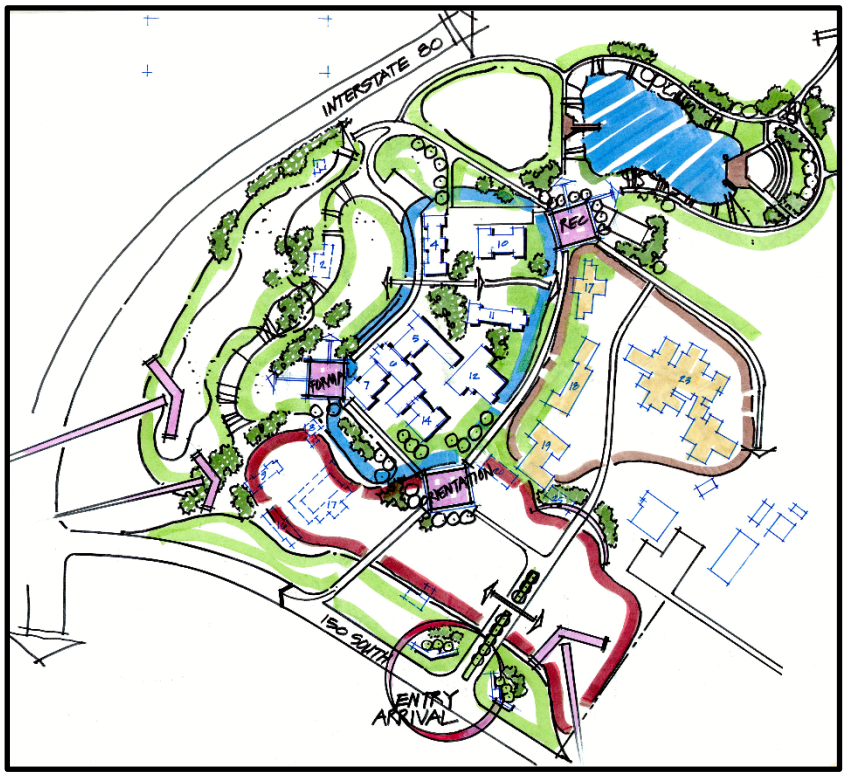
CAMPUS OVERVIEW
PRELIMINARY REDEVELOPMENT CONCEPT NARRATIVE

Curb Appeal

The concept of curb appeal speaks to the users' and publics' perception or first impression of the campus. The Preliminary Concept Plan (PCP) suggests that the frontage along route 150 South maintain a broad green apron that appears park-like and maintains a separation from the highway. One structure (greenhouse) is recommended to be removed to visually and physically simplify this area. New entry monument signage on either side of a boulevard entry road should be created that reflects the character of the repurposed campus. The boulevard could be planted with small, flowering trees that have exceptional color in the fall to create enhanced aesthetic and a more formal entry experience that announces the arrival and entry to the campus. It is recommended that a separate entry road be constructed to serve the south area for direct access to the consolidated WSH facility to reduce and separate traffic.

Campus Zones

Based on available open space and architectural styles of recommended buildings to be retained, we have envisioned three Campus Zones. The first zone (Maroon Area) would occur set back slightly from and paralleling 150 South. It is open and has mature vegetation on its southwestern edge only. Access to this zone is from the proposed and improved entry road. Buildings 8, 9, and 15 are recommended to be removed to open this area further for new improvements and uses. Zone 2 (Blue Area) would encompass the older more traditional and historic buildings 4, 5, 6, 7 10, 11, 12, and 14. It has significant mature vegetation with shade and includes the traditional lawn to the west with access from all sides via a looped road system. Zone 3 (Brown Area) is identified by a lack of vegetation with a cluster of five more modern structures, compared to Zone 2. Buildings 17, 18, 19 & 23 are part of this zone with access centrally, and from campus roads on two sides. Refer to Appendices B.1 and B.2 for additional drawings detailing the identified zones.



Screening and Buffer

Entry into the repurposed campus should incorporate buffering of views to screen the cluster of buildings 17, 18, 19, and 23 so that the entry view is terminated with a vegetative screen. Two structures in this area are recommended to be removed, buildings 20 and 25. Possible buffering in views to the northeast should also be considered for the structures that will support the consolidated WSH facility.

Campus Orientation and Roadways

The current campus road system is not intuitive for visitors. It is recommended that it be simplified and coordinated wayfinding signage be added. Additionally, development or enhancement of streetscape conditions should occur at major intersections, creating critical campus orientation locations. The first would be located as

the entry road moves westward at the newly identified development opportunity in the heart of Zone 1. Continuing further west, the second orientation point would be associated with the formal lawn and Zone 2. The third orientation point is located to the north at the confluence of roads separating Zones 1 and 3, and adjacent to the proposed recreational opportunities associated with Lake Louise.

Recreational Amenities

Regardless of the ultimate recommendations for repurposing of the campus, having an asset such as a restored Lake Louise on the property is a benefit. Not only does this offer enhanced aesthetics but could be a feature location as an activity gathering spot. It is recommended that it be considered as a venue for performances, informal gatherings, community events, or function as an outdoor classroom possibly associated with campus programs. Added vegetation and buffer screen to deaden the noise and visual activities of Interstate 80 will improve the character of the space. Allowing the lake to again function as an irrigation source for the campus grounds should be considered. Stocking the lake with fish and offering fly fishing classes, or paddleboard and kayak classes are possible revenue generators. Rental of the space for weddings or family reunions could also be considered.

Additional recreational opportunities to consider would be athletic field development to the north and adjacent the lake. Identification of wetlands and creation of parking to support activities should be considered when planning for this area.

Overall Character and Site Amenities

It is recommended that an assessment of parking needs be completed for the final campus uses. Currently, parking is scattered in multiple locations adjacent major roadways. There is no apparent standard to parking stall sizes nor roadway widths resulting in excessively large areas of pavement. Under the repurposing plan, parking and site development standards should be created and adhered to that will identify parking stall sizes, road widths, emergency, and fire routes, etc. This will result in an opportunity to incorporate landscaping of the roadways and parking and elimination of broad, unused paved areas. Local planning codes should be reviewed to consider how storm water collection and/or treatment is addressed.

A ‘Kit of Parts’ should be created that identifies site amenities such as lighting standards, benches, trash receptacles, bike racks, signage, pavement types, colors, and textures, and a landscape pallet that identifies appropriate trees, shrubs, and ground covers hardy to the area so that a cohesive look and feel is created with the proposed reuse. Site maintenance guidelines should also be created to coincide with the new grounds’ improvements.

ECONOMIC OVERVIEW SECTION 1

Introduction and Methodology

The historic WSH campus is the subject of redevelopment planning by our multi-disciplinary team. This team was assembled to provide an array of professional knowledge, perspectives, creativity, and pragmatic recommendations to what is otherwise a very complex, difficult, and likely expensive project. The team's mission is to provide the client (City of Evanston, Uinta County, and the State of Wyoming), and the community, with a clear path forward that is respectful of the facility's history, inclusive of public sector goals and objectives, and that also appeals to, and is capable of, attracting significant private sector capital investment. It is imperative that the plan account for long-term sustainability and viability as well.

A critical element in our approach is from an economics discipline perspective. What does the existing campus offer in terms of resources that can be utilized, constraints and problems that may exist, and what end-uses are suggested as being supportable in the marketplace, and capable of fulling the overarching goals and objectives noted above?

This report conveys a summary outline of various project elements, the way in which they interface, and some alternative outcomes for consideration. All this material should be considered preliminary in nature, representing a foundation for further work by the team.

The methodology for preparing this report included an inventory review of building and site data provided by the city and state, compiled by Myers Anderson in advance of the team's initial site visit. A review of previously completed reports, plans, maps and other documents, and personal inspection of all the buildings and site was conducted by mechanical, electrical, and structural engineers, landscape architects, urban planners, economic development strategist, and the Architects. The team also received input from key stakeholders in the community, both via phone and in-person contacts. These included representatives of the City of Evanston and the State of Wyoming.

Team Goals

Take a pragmatic economic feasibility approach.

Use redevelopment capital costs prepared by the team, including those associated with demolition of certain identified buildings, redevelopment of other key buildings that may have a range of issues, and required infrastructure investment and improvement to establish a financial baseline that we will seek to exceed with the return created by capital investment, resulting in a net cost / benefit positive outcome.

How are the redevelopment costs paid for? The answer to this question will require a multi-part funding and finance strategy that could include, but not be limited to:

- Significant direct cash infusion by a primary ownership entity(s)
- Sale of unused equipment such as large electric generators and other salvage
- Sale of excess real estate that extends beyond the core campus area and may be suitable for various uses to be identified in moving forward
- Funding from the state or other public sector sources, particularly as has been previously earmarked for demolition
- Low interest loans or grants to fill gaps
- Philanthropic contributions – particularly for such things as saving landscape, creating new natural amenities, and properly representing the historical significance of the former hospital

How do we ensure the redevelopment projects' long-term economic sustainability? The answer to this question lies in a multi-part sustainability strategy that must include:

- A viable use and real-time ownership model (partner) that can demonstrate a history of success over time
- Demonstration of financial strength and "staying power"
- Diversification where possible and applicable
- Up-front "contractual" support from the government via legislation, policy formation, budget decisions and other public sector functions
- Selecting the best partner for the future, not necessarily the first one to show interest

A brief SWOT summary follows:

Strengths

- The overall amount of real estate involved (95 plus acres) and its location.
- The distinctive and historic character of the campus nucleus.
- Spaces and buildings that are currently close to useable, representing potential "low hanging fruit" for conversion to revenue generating elements, even if they are known to be temporary from the outset.
- The elevation of the property which allows for interesting and attractive viewsheds, including the Bear River State Park to the east.
- A global "supply pull" market potential from international companies in different industries that find the location suits their commercial/economic needs, and those of their executives, staff and employees that may be assigned here.

Weaknesses

- Building conditions at different locations within the campus that has the property teetering on the edge of a precipitous physical and systems collapse.
- A cost / benefit ratio that will be difficult (but not impossible) to balance in accord with private sector interest and investment.
- The apparent lack of public sector appetite for the required up-front investment and commitment to stabilize the property and position it for private sector recruitment efforts.
- A balance needs to be struck between the stigma associated with a former mental health facility, and some of the historic advances in this field that were apparently accomplished at the WSH. Our team has not yet independently researched or reviewed this dynamic, but we wish to inject a cautionary note when considering how the history of the campus is treated and presented.

Opportunities

- A re-positioned health and wellness theme that may include an emphasis on accommodating life sciences companies, as well as enhancing and revitalizing the physical beauty and attributes of the property for use by both public and private entities. For example, this could involve breathing new life into Lake Louise.
- Rapid re-use scenarios as touched on in "Strengths".
- Excess real estate assets as touched on in "Strengths".
- Natural amenities including Lake Louise, mature trees bordering a "village green", grassy areas, walking and (future) biking trails, etc.
- The project represents a natural medium for multi-party (private, public, institutional, philanthropic, educational, and other) partnerships.

Threats

- The condition and acceleration of physical and structural degradation if and/or when heat is shut off in the campus buildings. This threat is being researched and articulated by the engineers and other involved professionals on the team. Direct input has also been received from the facilities Operations Manager.

- Other engineering considerations as identified and included in engineer's findings addressed later in this report.
- Obtaining the go forward on utilities and maintenance of buildings to be vacated.
- The relatively large supply of land in Wyoming available for development, and the relatively low cost associated with acquiring such land and implementing new construction (as opposed to a redevelopment effort).
- Competition for economic and other resources from larger or politically more powerful cities in Wyoming such as Cheyenne, Laramie, and Casper.

Next Steps

Further Market Analysis

At this juncture, no market, business, or other sector has been ruled out for inclusion in recommended uses for the redevelopment of the WSH campus. The team is using data and other information that was compiled for the Evanston Downtown Market Study, and work on the Evanston Roundhouse Feasibility Assessment completed by our team in previous years, along with Strategy 5 LLC's research conducted recently for landside development at the Salt Lake City International Airport and other projects throughout the country that crisscross local, regional, national, and international trade sectors.

Though no sectors have been ruled out, a few are attracting particular interest within our team; and will be the subject of near-term additional analysis to determine their respective and potential roles in the economic framework for redevelopment and sustainability as referenced above. These include: the life sciences, multi-family residential, and other mixed-use commercial enterprises. Civic, educational, community, parks and recreation, and similar non-profit, but valued, uses will be treated elsewhere in the plan. This section and the market work to follow focuses on the private sector.

The life science field of study and related commercial, industrial, and business applications may offer an avenue for consideration in the redevelopment strategy. The "applied life sciences" relate directly to possible uses of the former WSH campus, as directly related to sectors of a vast field of science and industry. The following list is presented to give the Steering Committee a sense of the order of magnitude involved with this potential partner industry in the redevelopment effort. Sub-sectors of the applied life sciences include:

Agriculture – science, art and practice of cultivating plants and livestock.

Biocomputers – These systems use biologically derived molecules, such as DNA and proteins, to perform computational calculations involving storing, retrieving, and processing data. The development of biocomputers has been made possible by the expanding new science of nanobiotechnology.

Biocontrol – Bio-effector-method of controlling pests using other living organisms.

Bioengineering – The study of biology through the means of engineering with an emphasis on applied knowledge and especially related to biotechnology.

Bioelectronics – The electrical state of biological matter significantly affects its structure and function. Micro and nano-electronic components and devices have increasingly been combined with biological systems like medical implants, bio sensors, lab-on-a-chip devices etc. causing the emergence of this scientific field.

Biomaterials – Any matter, surface or construct that interacts with biological systems. This field has experienced steady and strong growth over its 50-year history, with many companies investing large amounts of money into the development of new products. Biomaterials Science encompasses elements of medicine, biology, chemistry, tissue engineering and materials science.

Biomedical Science – Healthcare science, also known as biomedical science, is a set of applied sciences applying portions of natural science or formal science, or both, to develop knowledge, inventions, or technology use in healthcare or public health. Such disciplines as microbiology, clinical virology, clinical epidemiology, genetic epidemiology, and pathophysiology are medical sciences.

Biomonitoring – Measurement of the body burden of toxic chemical compounds, elements, or their metabolites, in biological substances. Often, these measurements are done in blood and urine testing.

Biopolymers – Since they are polymers, biopolymers contain monomeric units that are bonded to form larger structures. There are three main classes of biopolymers: polynucleotides (RNA and DNA), polypeptides (amino acids), and polysaccharides.

Biotechnology – Manipulation of living matter, including modification and synthetic biology.

Conservation Biology – The management of nature and of Earth's biodiversity with the aim of protecting species, their habitats, and ecosystems from excessive rates of extinction and the erosion of biotic interactions.

Environmental Health - Multidisciplinary field concerned with environmental epidemiology, toxicology, and exposure science.

Fermentation Technology – The study of the use of microorganisms for industrial manufacturing of various products like vitamins, amino acids, beer, wine, etc.

Food Science – Applied science devoted to the study of food. Activities of food scientists include the development of new food products, design of processes to produce and conserve these foods, choice of packaging materials, shelf-life studies, and study of effects on the body.

Genomics – Applies DNA sequencing methods, and bioinformatics to assemble and analyze the function and structure of genomes.

Immunotherapy – The "treatment of disease by including, enhancing, or suppressing an immune response". Immunotherapies designed to elicit or amplify an immune response are classified as activation immunotherapies

Kinesiology – Also known as human kinetics, is the study of human movement. It addresses physiological, mechanical, and psychological mechanisms. Applications to human health include biomechanics and orthopedics; strength and conditioning; sport psychology; methods of rehabilitation; and sport and exercise. Practitioners can work in research, the fitness industry, clinical settings, and in individual environments

Medical Device – An instrument, apparatus, implant, in vitro reagent, or similar article that is used to diagnose, prevent, or treat disease or other conditions, and does not achieve its purpose through chemical action.

Medical Imaging – The technique and process used to create images of the human body for clinical or physiological research purposes.

Optogenetics – A technique employed in neuroscience that uses a combination of optics and genetics to control and monitor activities of neurons in living tissue.

Pharmacogenomics – The technology that analyses how genetic makeup affects an individual's response to drugs.

Pharmacology – The branch of medicine and biology concerned with the study of drug action. More specifically, it is the study of the interactions that occur between a living organism and chemicals that affect normal or abnormal biochemical function.

Population Dynamics – The study of short-term and long-term changes in the size and age composition of populations, and the biological and environmental processes influencing those changes.

Proteomics – The large-scale study of proteins, particularly their structures and functions.

The life sciences include a vast array of "basic branches", including:

Anatomy
Biology
Astrobiology
Bacteriology
Biotechnology
Biochemistry
Bioinformatics
Biolinguistics
Biological Anthropology
Biological Oceanography
Biomechanics
Biophysics
Botany
Cell Biology
Developmental Biology
Ecology
Enzymology
Ethology
Evolutionary Biology
Genetics
Histology
Immunology
Microbiology
Mycology
Neuroscience
Paleontology
Pathology
Pharmacology
Phycology
Physiology
Population Biology
Quantum Biology
Structural Biology
Synthetic Biology
Systems Biology
Theoretical Biology
Toxicology
Virology
Zoology

Some of the fastest growing companies in biotech alone include Detect; Monte Rosa Therapeutics; Urovant Sciences; Chinook Therapeutics; PANGAIA; ElevateBio; ATAI Life Sciences; 54gene; Karuna Therapeutics; Cue Health; Aurinia Pharmaceuticals; AccessDxLabPrevention Bio; Mirati Therapeutics, and so on. Typically, companies such as these have between 200 and 400 employees. They join giants such as Bayer and Eli Lilly that have thousands of employees all over the world.

The WSH campus "reads" very much like a research and development campus, with the potential for constructing test and pilot manufacturing facilities as well. The global nature of the life sciences basic branches and applied branches represents an almost unlimited field of potential occupants, owners, and stewards of the campus.

The average number of employees indicated within the 100 fastest growing biotech firms (200 – 400) would be just about the perfect size for energizing the campus buildings and spaces, while still allowing for "elbow room", and the research labs and technology components that are all part of the industry makeup.

The trick will be having convincing answers to the questions: Why Evanston? And: Why the WSH Campus? The team, the City of Evanston, the State of Wyoming, and the community will have to come together quickly to provide a united, creative, and attractive response. The potential is there.

With the Steering Committee's support, we may want to conduct further market research into this broad sector of the economy which we believe shows potential for Evanston and the WSH campus.

Affordable / Senior Housing Development

At the other end of the spectrum from the vast prospects associated with the life sciences is simply residential development. We do not see this as a primary use for the campus, but rather utilized as infill development that compliments the community and the project area and is responsive to local and sub-regional demand for housing.

Our team has not conducted an in-depth residential market analysis associated with the redevelopment effort. However, previous analysis done for the city has provided great insight to the supply and demand dynamics for housing in Evanston. There is more recent anecdotal evidence that good quality, market-rate apartments, or condominiums would be well received by the market.

As our analysis of the totality of real estate owned by the state as part of the WSH holdings is completed, we expect to identify small land bays that would be suitable for residential development. At this time, the team is awaiting further information on the legal description of the property, maps, surveys, and other materials that will assist us in this aspect of the work. With the Steering Committee's support, we may want to conduct further market research into the multi-family residential market sector which we believe may show potential.

Other Commercial Components

The location, layout, size, and other characteristics of the campus and some of its buildings could be attractive to users of professional office space such as medical doctors, dentists, physical therapists, orthodontists, ophthalmologists and optometrists, healthcare providers, attorneys, architects, engineers, real estate brokers, insurance companies and others. These types of user groups could sync with both the health and wellness theme suggested earlier, as well as the quick start-up use of some spaces that require minimal redevelopment and refurbishment investment.

With the Steering Committee's support, our team recommends that we conduct further market research into the professional office space sector that we believe may show potential for selected portions of the redevelopment project.

A Unifying Development Concept? An Innovation Center

The concept and successful development and operation of Innovation Centers are not new but are still relatively novel. As such, they often serve as signature developments that reflect the unique characteristics of their location, and the mix of partners that have been assembled to collaborate in a beneficial role for the community. We define an Innovation Center as being contained in a limited number of buildings or spaces, while an Innovation Campus may include a large amount of land, buildings, development sites, etc. Their function and value are essentially the same, just existing at different orders of magnitude.

While the WSH campus and complex of buildings is sufficiently large to accommodate an Innovation Campus, we believe that inclusion of an Innovation Center is more in keeping with our pragmatic approach and the number and mix of potential partners in the area. This is a concept and project, once established, that can be grown over time if the level of demand for space and participation so warrant. The Innovation Center model offers many advantages to the communities that host them, for example:

- They typically serve as a nexus for academic and educational institutions that either already exist in the area, or may be attracted to participate from afar, based on several criteria used to evaluate the benefits to said institutions.

- By their very nature, Innovation Centers foster the development of entrepreneurial ventures, spin-off enterprises that may have had their genus at a local university or college, or simply started in one's basement or garage.

- The environment created by an Innovation Center can foster knowledge sharing, creativity, teamwork, appreciation for different disciplines, and may benefit the redevelopment effort accordingly.

- In addition to being a base for academic and educational institutions, Innovation Centers serve to attract key private sector partners as well, including those from business sectors such as information technology, design, the life sciences, autonomous vehicles and machines, advanced manufacturing and materials, artificial intelligence applications, extraction, fuel sciences, and more.

- Innovation Centers lend themselves to the reuse of existing or historic buildings, as well as the development of cutting-edge design and materials use, use of renewable resources, alternative energy resources, etc.

In one such example, Strategy 5 LLC launched the idea of an Innovation Center in the City of Rock Hill, South Carolina as part of a downtown revitalization strategy, and the adaptive reuse of a large former textile company building. It has been successfully developed, and today is known as the Technology Incubator at Knowledge Park. It was created in partnership with the City of Rock Hill's Economic Development Department, Winthrop University, and various other private and public participants.

Strategy 5 LLC has also been working on a large Innovation Campus located at the Gerald R. Ford International Airport in Grand Rapids, Michigan. That project is still in the planning stages, but 95 acres of landside property has been earmarked for this development, and the formation of the necessary partnerships is underway.

Closer to Evanston, we recommend that the Steering Committee look at the Utah State University's Innovation Campus. This ever-expanding project and program have helped launch numerous aerospace and technology start-ups and is a great model for understanding how these projects merge institutional (university), private sector and community goals and objectives.

Many Innovation Centers are funded by private sector companies. Some of the potential sectors we have identified in this report (e.g., life-sciences) may offer that possibility over time as well.

ECONOMIC OVERVIEW SECTION 2

Introduction and Methodology

Economic Overview Section 1 contained an overview of three market sectors that may offer supportable development opportunities for the WSH redevelopment project. These were: the life sciences industry, residential, and commercial development. In this section of the report additional depth and context to the discussion of market support from these sectors is presented.

Sources for information and data have included various life science industry reports and studies, real estate industry analyses, Uinta County, the U.S. Economic Development Administration, the U.S. Department of Commerce, the Statistical Abstract of the United States, the State of Wyoming, University of Wyoming, Evanston Housing Authority, National Low Income Housing Coalition, internet search resources, Evanston-based community stakeholders, local public officials, and our team's experience and knowledge gained in other projects throughout the country.

While some data is available on the life sciences sector from the federal the government, it typically pertains to economic performance by the private sector. What is NOT generally available is information and data on the federal government's own involvement in life science, which is extensive, particularly in defense, military, and aerospace applications. Were the full extent of this involvement and its economic impact known, it would add significantly to the dollar amount estimates included in the following subsection.

Information and data on the housing and commercial market sectors has come from Uinta County, the City of Evanston, the team's previous work on a Downtown Market Study for Evanston that included the results from numerous stakeholder interviews and other primary and secondary sources. Current information has been similarly derived, and further included from local real estate professionals, internet real estate sales and leasing sites, on-site assessments while in Evanston and other primary and secondary sources.

The Life Sciences Market Sector

Depending on definitions employed in the discussion of the life sciences industry and economic impact analysis methodologies, we estimate that this industry has a total economic impact of between $3 trillion and $6 trillion annually in the United States. This includes direct impacts such as revenues earned through the sale of goods and services by industry participants, spending by operations, wages and salaries earned and re-spent by employees, taxes paid and so forth.

Section 1 set forth a basic overview of the life sciences industry and listed more than 20 "applied life sciences" that could represent end users for the historic WSH campus. These included such sub-sectors as agriculture, bioengineering, biomaterials, conservation biology, environmental health, food science, immunotherapy, and pharmacology. We also cited more than 35 "basic branches" of the life sciences that encompass a broad range of subdisciplines and subsectors that reach around the globe in academia, government R&D, private sector business and industry, and more.

According to a report compiled by real estate firm CBRE, and information gleaned from other sources, the life sciences industry represents a growth sector that could have a direct beneficial relationship to the historic WSH campus redevelopment effort. This is in the professional opinion of Strategy 5 LLC analysts.

Among the findings of the CBRE report are the following key elements:

- Driven by strides in biotechnology and other advancements, the U.S. life sciences industry continues to break records for employment and venture capital funding. As a result, demand and pricing for lab space are increasing.

- Employment in the life science industry has increased 16% since 2017, surpassing that of the technology sector.

- Venture capital funding to life sciences hit a new quarterly record of about $10 billion in the first quarter of 2021, more than double the amount in the first quarter of 2020. Funding to emerging markets also increased.

- According to the CBRE report, the outlook for 2021 and beyond remains positive as the national economy recovers and capital is plentiful for expansion.

- While premier markets such as Boston, San Francisco and San Diego remain dominant in terms of demand for space, demand in all major markets has grown by 34% since mid-2020. While Evanston specifically, and Wyoming more generally, would not be considered "major markets" we can extrapolate that unsatisfied demand nationally exists, and the redevelopment plan may seek to position the WSH campus redevelopment project to capture a portion of that demand.

- More than 15.6 million square feet of speculative construction in the R&D, lab, life science realms are still not enough to meet current tenant requirements for space according to the CBRE report. Pre-leasing of this under construction space increased to 29% in the first quarter of 2021, up from 22% in the first quarter of 2020.

- The prospect of oversupply from conversions of other property types to lab / R&D space has not materialized through early 2021.

- Lease rates continue to rise quickly, particularly in growth markets such as Philadelphia and Washington, D.C. / Baltimore. New records were hit in Boston, San Francisco, and San Diego.

In Wyoming, the life science industry has a presence as well. Some, but not all companies have a connection with either the University of Wyoming life science program and/or the Wyoming Technical Business Center. Wyoming participants in various aspects of the life science industry include, but are not limited to, the following:

- **ASTEC Global** – This company, with a presence in Sheridan, is a global provider of technology in the agriculture and horticultural industries.

- **Bright Agrotech** – Based in Laramie, this company develops indoor agricultural hardware and software that is focused on building indoor growing systems for farmers all over the world.

- **Calidum** – This company produces radiopharmaceuticals that are used in the treatment of various cancers. They have a presence in Cheyenne.

- **GlycoBac** – Provides specialized cells for Research and Development and has a presence in Laramie.

- **Light Speed Biodetection** – This company is a subsidiary of SoftRay, Inc. whose mission is to enable the reduction of infectious disease through rapid detection of bacteria and fungi in blood.

- **McGinley Innovations** – This firm is an R&D biotech company that also operates the McGinley Clinic in Casper. The clinic focuses on specialized treatment of sports-related injuries and other musculoskeletal issues using advanced technology and systems it has developed.

- **PlanktOMICS Algae Bioservices** – A spin-off from the University of Wyoming, this company seeks to be an innovative leader in biotechnological services and products for the emerging algal biomass industry.

- **SynAgile** – This privately held pharmaceutical company develops and commercializes drug delivery systems. It has a presence in Wilson, Wyoming.

Lab space, such as required by the life science industry, utilizes specialized spaces as seen in this view. There are several spaces and buildings within the WSH redevelopment project that could lend themselves to research and Development uses that, in turn, require lab space.

The life sciences field includes many applications for agriculture and related pursuits, several of which are important to the Wyoming economy. Some of the start-ups and other enterprises summarized herein are illustrative of the relationship between life-sciences, agriculture, biotechnology, and business development, perhaps including a future presence at the WSH campus redevelopment site.

Summary Observations

The information set forth above constitutes an order-of-magnitude view of the life sciences market in the U.S. It reveals an industry with many facets that is growing at a fast rate and shows no sign of slowing as our civilization continues to make advancements in technology and the merging of biologic fields of study, product and service development, and applications to the world's growing population.

As such, we suggest that the market is far large enough, nimble enough, and profitable enough to include a potential manifestation within the WSH campus redevelopment process. To capture a share of this market, and thus contribute to the redevelopment effort, Evanston will need to differentiate itself, in a positive manner, from major growth centers such as Boston, San Francisco and San Diego which offer executives, researchers, employees and shareholders various attractive characteristics. We will delve further into this reality and offer recommendations in the forthcoming financial analysis and other steps in the work program.

Since the Human Genome Project completed its mapping goals in 2013, the field of genetics and use of chromosome study in the field of life science has generated advances in many fields of medicine, biology, treatment of disease and other elements of health and wellness affecting all of humanity.

The Housing Market Sector

Given the available land associated with the historic WSH campus redevelopment area, its configuration that includes a concentration of buildings at the focal point of the campus, and other development factors under consideration, it is likely that any housing included in future plans would be multi-family in nature, and either rental and/or affordable in nature. In other words, large tracts of land suitable for development of single-family homes (for-sale or rental) are not considered available, and therefore this type of housing is not under consideration for inclusion in the redevelopment plan at this time.

According to a report issued by Unita County in mid-2020, the local and sub-regional housing markets exhibit characteristics that are germane to this aspect of the historic WSH campus redevelopment discussion.

Some key data points include:

- A snapshot of total housing units reveals that there was a total of 8,972 units in Uinta County as of 2018, up from 8,558 in 2010. The number of single-family homes and apartments declined during this period, with the only growth sector being in the number of mobile homes. This type of housing increased in number from 1,468 in in 2010 to 2,264 in 2018, accounting for 25.2% of all housing units in the County.

- Since 2008, rental prices for apartment units have generally declined, from about $740 to $600 in 2019. Rental prices for single family homes have fluctuated but have remained about $850 per month during this period. Rental rates for mobile homes and mobile home sites were at about $650 and $300 per month respectively in 2019, rising and falling apparently in sync with the boom / bust nature of the local economy which is closely tied to the extraction industry.

- According to the county study, the median rent for all housing unit types was $539 in 2018, and the median home value was $177,500. Since 2020, the intermountain west region of the United States has experienced a significant boom in housing values, a decrease in availability / supply, and an increase in overall demand. This trend may be positively impacting the Evanston / Unita County housing market as well, although reliable data for industry-wide performance are not available at this writing.

- Building permits for new housing in Unita County have also declined from a high for single family homes in 2007 of 336, to only 29 in 2018. According to the county data, there have only been 12 building permits for multi-family housing issued since 1985.

- Incomes, as a measure of ability to afford housing, shows that the greatest single percentage of household incomes in Unita County (24.6%) are $100,000 per year or more. This percentage has grown from 21.1% in 2010. Still, more than 42% of household incomes are $50,000 or less, with 10% being less than $15,000.

- While an in-depth analysis of affordable housing in Unita County / Evanston is beyond the scope of the redevelopment planning process, a Comprehensive Housing Affordability Strategy (CHAS) prepared for the county indicates there are a number of housing issues ranging from overcrowding, extremely low incomes, housing with incomplete plumbing and kitchen facilities, and the relative cost burden on residents, that contribute to a picture where additional affordable housing is both needed and in demand.

- According to a study issued by the National Low Income Housing Coalition entitled "The Gap – A Shortage of Available Homes" nearly 10.8 million of the nation's 44 million renter households have extremely low incomes (incomes at or below the Poverty Guidelines or 30% of Average Median Income). These and numerous other benchmarks cited in the study show that housing affordability is a national issue.

- According to the Evanston Housing Authority they manage 80 public housing units, including 24 one-bedroom apartments, 39 two-bedroom units, and 17 three-bedroom units. This grouping currently has six parties on a waiting list, and that list can take two to six months to be accommodated.

- The Evanston Housing Authority also manages 86 vouchers that support Housing Assistance Payments. There are currently ten parties on the waiting list for vouchers, and there is an approximate four month wait.

- Within its inventory of affordable housing, the Evanston Housing Authority offers 31 dedicated elderly units, for which 10 parties are on a waiting list that will take six months or longer to absorb.

- The Evanston Housing Authority also manages 84 market rate apartments, for which there is also a wait.

- According to long-term projections for growth in Unita County, population, and the associated housing market (Uinta County Strong Growth Scenario) the total number of housing units is expected to reach approximately 11,000 by the year 2050. This represents a small incremental annual increase over time that will be subject to numerous economic, demographic, and other forces.

Summary Observations

Although rents and home values have experienced a spike in the last year or so due to a variety of regional and national economic and environmental factors, long term trends as shown by this overview of the Unita County / Evanston housing market do not indicate support for market rate apartments or other multi-family rental units as may be accommodated on available land associated with the WSH campus.

However, ongoing demand for affordable housing and senior housing as evidenced locally, and by well documented national trends, could represent a viable component of the redevelopment plan. While not treated in this specifically in this report, workforce housing could represent another element of the plan. Its viability would be closely tied to the overarching end-use of the campus. Based on further input from the Steering Committee, affordable housing and workforce housing potential may be further treated in the feasibility assessment portion of forthcoming elements of our assignment.

Affordable housing can be attractive, suited to limited land area, and able to accommodate families from which there is high demand.

The Commercial / Office Market Sector

- The commercial real estate market in Evanston is characterized by a mix of property types ranging from light-industrial buildings (some in dedicated parks) to former retail space / buildings (some located in downtown), to purpose-built restaurants or other service uses, to complete office buildings that are either for sale or for lease.

- Evidence gleaned from various commercial real estate websites and other current sources suggest that overall vacancy of varied building types (both for sale and for lease) in Evanston ranges from about 8% to 10%. A vacancy rate in an urban setting of between 4% and 6% is considered about average by industry professionals.

- Sales prices and lease rates for available commercial real estate in Evanston run the gamut. Current listings include for-sale properties of different building types and locations ranging from $53 per square foot to $435 per square foot. Lease rates for first floor space / buildings ranges from about $10 per square foot per year to $25 per square foot per year. Lease rates for upper floor space is usually less.

Summary Observations

The historic WSH campus redevelopment project may offer adaptive reuse scenarios for professional space such as may be appropriate for doctors, dentists, attorneys, real estate professionals, architects and engineers, other health care professionals, etc. There may also be opportunities for new construction. Either route will need to recognize the comparatively soft commercial real estate market in Evanston, ongoing availability of buildings and space, reasonable sales, and lease rates, etc. Also, to be considered will be the primary end use for the campus, and economic and market synergies that may result from locating a professional office within the overall complex. For example, if the life-sciences and health and wellness industries come to predominate, then medical and healthcare practitioners may find a particularly vibrant and supportive community within which to operate.

ECONOMIC OVERVIEW SECTION 3

Introduction and Methodology

This section of the report conveys preliminary observations, findings and recommendations pertaining to the funding for the implementation of the WSH redevelopment plan, and the financial and operational sustainability of the project over time. The summary information and data included here represents a portion of the overall Financial Feasibility Assessment that the team is tasked with providing as a key part of the plan. Following further input from the Steering Committee, the preliminary feasibility framework will be expanded into part of the implementation strategy.

Our purpose is to provide different perspectives on the project as might be viewed by third-party development partners. We also want to recognize the critical role the public sector holds, and to recognize their perspectives as well. This method of working to further understand the economic dynamics of the project has several components.

Three basic approaches were used to understand the financial position of the project, and to formulate certain preliminary recommendations for consideration by the Steering Committee; they are as follows.

Approach 1
Use of available real estate valuation information, balanced against the redevelopment costs for the project, to understand the funding gap, or surplus, that needs to be considered.

Approach 2
Use of a financial pro forma that evaluates the operational performance of the project. In this case we have depicted a commercial leasing scenario, such as may be employed in professional office projects. This market sector was summarized in previous sections of this report. The financial model uses various inputs including projected revenues, expenses, debt financing assumptions and others, and has a key output in the form of a Residual Land Value – the amount that a project can pay for land, in theory, based on its financial / operational performance as projected over a ten-year timeframe.

Approach 3
Use of primarily private sector funding, supported by business revenues generated from beyond the Evanston primary market area.

Four basic funding / ownership / operational scenarios were used to inform the plan, and to encourage near-term decisions for implementing the plan:

Scenario 1
Continuing public ownership and operation.

Scenario 2
Privatization under one ownership entity for a dedicated business purpose that has demonstrated market support. For example, an expanding life-sciences company.

Scenario 3
Privatization with the business objective of leasing space to multiple commercial tenants. For example, a regional property development and management company.

Scenario 4
Public / Private partnership that works within a minimum restoration / maximum demolition framework, ostensibly providing more raw land for development. State decisions regarding the amount of contributed land, amount of retained land, funding for demolition, etc. will significantly influence the feasibility of this Scenario. For example, the amount of land designated within the project area ranges from 66 acres to 95 acres, depending upon definitions, planning assessments, and ultimately key decisions by the state.

It is possible that the ultimate ownership / operational framework includes some blend or combination of the four scenarios. Certain elements of the final plan such as a potential innovation center, public recreational amenities as may be associated with the lake and available greenspace, academic or educational components, and special affordable / senior housing, may involve ongoing public sector or non-profit involvement. For purposes of this assessment, we have focused on the three, differentiated, development scenarios as summarized herein.

Sources for information, data and material used in this report have included the State of Wyoming, City of Evanston, internet-based real estate brokerage sites, the Urban Land Institute, and Colliers Research, Inc.

General Assumptions and Considerations

Approach 1
This subsection includes the land value versus redevelopment cost elements referenced above.

- The project area is understood to include 95 acres of contiguous property that formerly hosted the Wyoming State Hospital, a campus layout that currently includes a total of 20 buildings. Detailed assessments of each building and the connecting infrastructure has been undertaken by various specialists on the planning team. Depending on decisions from policy makers, the project area could be reduced to 66 acres.

- The total cost for redevelopment is currently estimated at approximately $53 million including building restorations, demolition, infrastructure improvements and replacement, electrical, mechanical, and other system stabilization, and upgrades. This figure does not include new construction that an owner / operator may want to develop on vacant portions of the property.

- The $53 million number includes an assumption that the State of Wyoming will donate or convey the land to a private sector entity at little to no cost – in return for a development and operating agreement that binds the new owner to a range of investment and performance thresholds and results in the vital and sustainable outcome being sought.

- At approximately 95 acres, a $53 million investment would equate with a per-acre cost for land of about $558,000. While this amount would include buildings, for the most part structures will be cost centers, not added value elements.

- If the project area is reduced to 66 acres, a number of cost and value variables will be affected.

- A review of current land values in Evanston and Unita County revealed that they vary widely. Properties are located in very different development environments and are served by varying levels of public services. Therefore, any easy comparisons with the project area are difficult. However, as points of context:

  - Raw land without municipal infrastructure is going for about $1,500 per acre.

  - Land with serviceable buildings and some utility services are in the $20,000 to $30,000 per acre range.

- In a few cases, small parcels in Evanston commercial subdivisions with a full suite of utilities are going for as much as $200,000 per acre (asking price).

At $53 million and 95 acres, we are looking at the highest cost per acre of land in Uinta County - by far. If we are working toward the capture of a single ownership / operating entity (Scenario 2) that will take over the land, buildings, redevelopment and restoration effort, new construction, etc. we need to solve for getting the overall cost to the end user down as far as possible, and the revenue potential up as high as possible.

As a point of reference, $53 million would be about the cost of a new-construction, 100,000 square foot, Class A office or commercial building, with high quality furnishings, fixtures, and equipment.

Approach 2
Evaluating the inputs and outputs of the financial model provides a different perspective for consideration.

To illustrate the conceptual development suggested by Scenario 3 and its potential operating and financial performance, a 10-year cash flow pro forma was prepared. The pro forma depicts a project in which commercial space would be leased to a variety of tenants. The ownership / operating entity could be represented by Scenario 3, but also Scenario 1, and even Scenarios 2 and 4 at some level.

Projections have not been subject to effects of inflation or increases in CPI as these economic influences are considered to affect revenues and costs equally. Therefore, currency amounts are expressed in constant 2022 dollars.

Based on various development and operating assumptions, the pro forma includes the following inputs:

- A Gross Leasable Area (GLA) of 200,000 square feet based on the current building inventory and variables including demolition recommendations, relative useability of structures, accessibility, etc.

- Average Occupancy beginning at 40% as the project is introduced to the market, increasing incrementally to 90% by year six at stabilization.

- Lease Rates starting at $15 per square foot, increasing to $17 per square foot.

- Direct Expenses estimated using percentages of revenue, broken out by departments including sales and marketing, repairs and maintenance, fees and services, insurance, and a replacement reserve.

- Conventional Debt / Equity Financing variables including loan term, interest rate, etc. Please see footnote on Table 2 for important information concerning these inputs.

The model offers several key outputs for consideration:

- Leasing of 200,000 square feet of redeveloped commercial space, at the occupancies and lease rates used for inputs, could yield between $1.36 and $3.2 million in Net Operating Income (NOI) per year.

- Based on the development and operating scenario summarized above, and the inputs used, the project could theoretically support a minimum equity investment of about $1 million, and supportable debt of about $30 million. It is important to note that the model solves for minimum equity and maximum debt as an approach to understanding feasibility.

- Despite the potential annual income from 200,000 square feet of leased commercial space, and the significant amount of supportable funds they may generate, there remains a negative Residual Land Value of - $22 million when the overall cost of redevelopment is brought into the equation.

Refer to Table 1, Table 2, and Table 3 below, see also Appendices H.1, H.2, and H.3.

Table 1
WSH Development - 10-Year Cash Flow Pro Forma

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenues										
Gross Leasable Area	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Average Occupancy	40%	50%	60%	70%	80%	90%	90%	90%	90%	90%
Leased Square Footage	80,000	100,000	120,000	140,000	160,000	180,000	180,000	180,000	180,000	180,000
Lease Rate per Square Foot	$15	$15	$15	$15	$16	$16	$16	$17	$17	$17
Lease Revenue	$1,200,000	$1,500,000	$1,800,000	$2,100,000	$2,560,000	$2,880,000	$2,880,000	$3,060,000	$3,060,000	$3,060,000
Land Sales @ $100K / acre	$500,000	$0	$0	$1,000,000	$0	$0	$1,000,000	$0	$0	$1,000,000
Total Annual Revenues	$1,700,000	$1,500,000	$1,800,000	$3,100,000	$2,560,000	$2,880,000	$3,880,000	$3,060,000	$3,060,000	$4,060,000
Expenses										
Sales & marketing	$85,000	$75,000	$90,000	$155,000	$128,000	$144,000	$194,000	$153,000	$153,000	$203,000
Repairs & maintenance	$102,000	$90,000	$108,000	$186,000	$153,600	$172,800	$232,800	$183,600	$183,600	$243,600
Fees & services	$68,000	$60,000	$72,000	$124,000	$102,400	$115,200	$155,200	$122,400	$122,400	$162,400
Insurance	$34,000	$30,000	$36,000	$62,000	$51,200	$57,600	$77,600	$61,200	$61,200	$81,200
Replacement reserve	$51,000	$45,000	$54,000	$93,000	$76,800	$86,400	$116,400	$91,800	$91,800	$121,800
Total Annual Expenses	$340,000	$300,000	$360,000	$620,000	$512,000	$576,000	$776,000	$612,000	$612,000	$812,000
Net Operating Income										
Total Annual Revenues	$1,700,000	$1,500,000	$1,800,000	$3,100,000	$2,560,000	$2,880,000	$3,880,000	$3,060,000	$3,060,000	$4,060,000
Total Annual Expenses	$340,000	$300,000	$360,000	$620,000	$512,000	$576,000	$776,000	$612,000	$612,000	$812,000
Net Operating Income	$1,360,000	$1,200,000	$1,440,000	$2,480,000	$2,048,000	$2,304,000	$3,104,000	$2,448,000	$2,448,000	$3,248,000

Sources: Strategy 5 LLC, Colliers Research, Urban Land Institiute

Table 2

WSH Supportable Debt and Equity

Project Cash Flow		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Net Operating Income		$1,360,000	$1,200,000	$1,440,000	$2,480,000	$2,048,000	$2,304,000	$3,104,000	$2,448,000	$2,448,000	$3,248,000
Annual Debt Service		$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429
Annual Cash Flow		-$411,429	-$571,429	-$331,429	$708,571	$276,571	$532,571	$1,332,571	$676,571	$676,571	$1,476,571
Supportable Funds											
Supportable Equity:											
Required Developer Return		17%									
Supportable Equity		$844,419									
Supportable Debt:											
NOI YEAR 4		$2,480,000									
Debt Coverage Ratio		1.4									
Debt Service		$1,771,429									
Interest Rate	4.0%										
Loan Term	30										
Supportable Debt		$30,920,469									
Total Supportable Funds											
Minimum Equity[1]		$844,419	3%								
Supportable Debt[2]		$30,920,469	97%								
Total Supportable Funds		$31,764,888	100%								

[1] The financial model employed in this table solves for a minimum equity requirement based on cash flow after supportable debt service. The actual financing package will likely include significantly greater developer equity which may be structured in the form of loaned capital equal to as much as 30% of the debt required.

[2] The financial model employed in this table uses conventional debt financing. The actual financing package would likely use a combination of short term construction loans, low-interest industrial or economic development loans, and debt that could be structured at more favorable terms within the 30-year span.

Source: Strategy 5 LLC

Table 3

WSH Project Residual Land Value

Redevelopment Costs		**Supportable Funds**	
Gross Building Area	200,000	Minimum Equity	$844,419
Redevlopment Costs	$53,800,000	Conventional Debt	$30,920,469
Land	$0	**Total Supportable Funds**	$31,764,888
Total Development Costs	$53,800,000	**Project Costs**	$53,800,000
Estimated Project Value	$53,800,000	**Residual Land Value**	-$22,035,112

Source: Strategy 5 LLC

This subsection summarizes Approach 3 elements, which are closely linked with Scenario 4 elements, these are summarized as follows.

Public / Private partnership that works within a minimum restoration / maximum demolition framework, ostensibly providing more raw land for development. State decisions regarding the amount of contributed land, amount of retained land, funding for demolition, etc. will significantly influence the feasibility of this Scenario. For example, the amount of land designated within the project area ranges from 66 acres to 95 acres, depending upon definitions, planning assessments, and ultimately key decisions by the state.

Restore 13 buildings yielding about 285,000 GSF costing about $36.9 million ($130 / sf) or restore 11 buildings yielding about 239,000 GSF costing an estimated $25.6 million ($107 / sf). These costs do not include those for infrastructure, estimated at about $14 million.

Preliminary Observations, Findings and Recommendations

- The cost of redeveloping the WSH campus is a given at approximately $53 million, unless the amount of available property (and thus less infrastructure and deferred demolition costs) are considered. The conditions and circumstances that will cause a future owner / operator to value the opportunity at this level is subject to numerous variables. Some of these might be considered “intangible” but are no less important in this important project. For example, placing a dollar value on the historic buildings’ architecture, mature trees lining an attractive green space, a lake serving as an amenity, etc. is both impossible, and very much in the “eye of the beholder”.

- What is the relative value of the campus to a corporate player that favors a location in the American west with a good quality of life, proximity to outdoor recreational opportunities (Bear River) as well as metropolitan areas (Salt Lake City)?

- In essence, either Approach 1 or Approach 2 could work if the intangible value to an end user is high enough, and the actual value balances favorably with the particular business operations’ performance, financial capacity, etc.

- The public sector could redevelop the campus for non-profit type uses, or conceivably serve as the owner / landlord / operator in Approach 2. This would leave the $53 million gap to be closed through use of primarily public funds, although income generating spaces could trim that deficit over time.

- Preliminary financial analysis prepared for the WSH redevelopment project that incorporates the cost of restoring existing buildings to operational viability, demolition of some existing buildings that are deemed beyond repair or unessential to the campus, cost of repairing or replacing required serving infrastructure, and stabilizing structures in order for them to withstand weather and other impacts, is likely to reach $53 million in 2022 dollars.

- Neither the straight-ahead relative value of the 95 acres involved in the project, nor the Residual Land Value (projected using revenues from a leasing of scenario), make for an obviously attractive deal or trade with a private sector development partner.

- While cash resources may exist in various funding repositories, it is unlikely that the State of Wyoming will contribute the financial resources required to redevelop the WSH campus to a level that it can be an attractive outright purchase by a third-party private partner. Furthermore, it is unlikely the state would agree to a long-term landlord / property management role in which it would oversee the leasing of space as in a tech park or industrial park model.

- While the City of Evanston may have the interest in serving as the redevelopment engine for the project, it does not have the necessary financial resources to accomplish the restoration of buildings and other required components of the overall long-term effort. Therefore, a creative funding and finance strategy designed to facilitate the privatization of the redevelopment effort and long-term viability and sustainability of a new use needs to be found.

Implementation Framework for Consideration

- State of Wyoming and City of Evanston will provide the necessary resources to affect immediate stabilization and protection of structures and infrastructure for the 2021 / 2022 winter and engage in targeted marketing and recruitment efforts designed to attract a qualified private sector development partner. Said partner will become both owner and operator of the former campus, according to a detailed and binding development agreement that will be outlined immediately, and then negotiated in good faith with an identified partner(s).

- State of Wyoming sells 95 acres of land and former WSH buildings to new owner operator for $1, in return for a binding agreement that requires owner to commit and invest $10 million toward a Phase One redevelopment effort that focuses on returning important buildings to service, stabilizing others, and undertaking various tasks according to the Myers Anderson plan. Owner will commit to investing an additional $40 million - $50 million over ten years in further redevelopment of buildings, construction of new facilities, installation of infrastructure improvements, site improvements and other elements at its discretion.

- Any new owner, or a continuation of state stewardship, will require adherence to requirements or guidelines associated with the site's status on the National Register of Historic Places. Likewise, the owner will have to comply with applicable city ordinances, including those for signage, landscaping, etc.

- The owner will commit to other investments in property improvements, generation of benefits for the state and Evanston community (e.g., payment of property and other taxes, job creation, spending by operations in the local economy, etc.). The owner will retain the right to develop the property at its discretion toward the

highest and best use for its business operations, subdivide and sell excess portions of land that may prove available, and other rights and privileges accorded any private property owner in the state and/or city.

- The state and city will be able to relieve themselves of long-term financial support requirements, ongoing property management responsibilities, etc. and will receive important long-term economic, financial, and fiscal benefits instead.

- A successful redevelopment effort will involve the owner / operator engaging the community, including educational, philanthropic, social, youth and senior organizations in future development plans and programs.

- "Balancing the books" on this project will require a funding and finance package that is both creative and pragmatic. A variety of components will likely be needed:

  - Commitment from a qualified private sector partner for significant capital investment

  - A commitment for land conveyance

  - Direct grants, and other subsidies (local, state, federal)

  - A range of tax incentives, assurances and guarantees of various types (from both buyer and seller)

  - Philanthropic contributions (perhaps) consisting of both in-kind (e.g., landscaping and lake) and cash, for starters

ARCHITECTURAL OVERVIEW

THE PHYSICAL PLAN

The internal workshops conducted by the team before and during the initial site visit to the campus is resulting in a cohesive, pragmatic, and physically attractive vision for the future of the WSH campus. Landscape architecture, mechanical, electrical, and structural engineering, design, access and circulation, economics and other elements are dovetailing to create a platform for success. The redevelopment of the WSH campus has many challenges, including the necessity for affirmative near-term actions required to protect buildings and interior spaces from the coming winter weather. Critical also in moving forward is the determination regarding disposition of the land, buildings, equipment, and furnishings.

The following sections of this report will articulate the findings, observations, and recommendations in a combination of text, numbers, plan drawings, sketches, and other mediums. Our team feels confident that the emerging redevelopment plan is being built on a solid foundation of professional expertise and cooperation and, importantly, collaboration with the City of Evanston and the community.

SITE

The areas of state land that includes the 20 buildings being vacated and considered for repurposing is approximately 95 acres. The area includes a large parcel of state-owned land which the WSH occupies, with the WSH facilities consolidated to the south end of the larger state land acreage. Refer to Appendices G.1, G.2, and G.3.

The campus is oriented with a NW facing frontage on a hillside across I-80 from the downtown area of Evanston. From this raised vantage point there are wonderful views to the west, north, and east vistas. The campus has six distinctive areas, they are as follows.

1. Wyoming State Highway Frontage, Access, and Development
   This area of land consists of approximately 35 acres fronting Wyoming State Highway 150. This land allows room for new entry approaches to the historic areas of the campus and the newly consolidated WSH. Providing separate and distinct entries to the facilities would yield better visitor orientation, access, and control. This land also provides opportunity for sale of land for development, providing potential revenue for the redevelopment of the campus. An important element of this areas of land would include a landscape greenbelt buffer adjacent the highway.

2. Bare Ground, Retained by WSH
   Approximately 22 acres of primarily bare land with some ancillary maintenance buildings located on site. Also included in this parcel, which would remain connected to the WSH south property and retained by WSH, is the laundry building.

3. I-80 NW Landscape Buffer
   Part of an approximately 66-acre parcel which includes the historic campus area. This area on the NW end fronts I-80 and consists of native and landscaped areas that serve as an important “campus green”. The area is primarily lawn with mature trees. This area has been abandoned and the lawn and trees are threatened due to lack of water and maintenance. The trees are old and nearing the end life. It would be important to plant new trees to be transplanted as needed to augment the mature trees, some of which will need to be removed in the coming years. This area, if maintained and protected, will provide a formal green for activities and context for the site.

4. Historic Buildings, Pre-1950
   Area of land, mid-campus, occupied by eight to ten of the most historically significant buildings on the campus. These buildings were among the first buildings built. Most were designed by notable Wyoming Architect William Dubois. These buildings are listed as contributing buildings in the National Register of Historic Places. Two of these buildings, Fremont Hall, and Clark Hall, have been vacant for an extended period and have been compromised significantly by water/moisture migration, from envelope failure and steam condensation. The collection of buildings and their intimate adjacencies creates a very close and protected setting.

5. Post-1950 Buildings
   Area of land between the historic buildings mentioned above and the land parcel to be retained by WSH. While these buildings are not included in the district defined by the National Register, they are more than 50 years old and should be reviewed for historic integrity and warrant being added to the district.

6. NE Lake Louise
   Area of land between the campus and the railroad tracks/Bear Lake State Park. This area is a large expanse of natural landscape with a water feature known as Lake Louise. There is a walking path around the small lake with access for fishing and other activities. This area is proposed to be developed with a bandshell/performance deck on the south end of the lake with an amphitheater in the natural landscape for events and activities. Adjacent the lake is a natural area that could accommodate athletic fields for community use and engagements.

BUILDINGS

This report acknowledges the previous reports and assessments completed in 2013 and 2016. We would refer as well to those materials for specific building by building information. This report identifies current buildings, their change since previous reports, with a focus on repurposing the buildings for commercial/educational/corporate use rather than continued healthcare use by WSH. Please refer to Appendices C, D, E, and F for a charting of buildings by building size, conditions, issues, proposed reuse, and cost of renovation. The building conditions vary from building to building. There are some buildings that should be demolished due to their level of deterioration and/or lack of potential for redevelopment. Other buildings proposed for repurposing are in good condition and could be renovated successfully provided a renewed campus environment for a variety of uses and occupancy. Two buildings, Clark Hall and Fremont/Albany Halls are in significant disrepair requiring careful consideration in reinvestment. Their deterioration has occurred rapidly after being vacated and abandoned. They are examples of what is to come with many of the other buildings on campus if there is not a proactive plan for maintenance and "mothballing" the building when vacant.

Individually, the buildings were categorized into the following groups: those to be demolished, those needing extensive remedial work for occupancy, those needing moderate upgrades for occupancy, and those needing light upgrades.

Demolition
Building 1 – Resident Housing
Building 8 – Staff Housing
Building 9 – Resident Housing
Building 15 – Clark Hall Annex

Extensive Renovation
Building 4 – Fremont/Albany Halls
Building 16 – Clark Hall

Moderate Renovation
Building 5 – Natrona/Laramie Halls
Building 6 – Administration Building
Building 7 – Converse/Weston Administration
Building 10 – Teton/Sweetwater Halls
Building 11 – Sheridan Hall
Building 20 – Grounds Building
Building 23 – Karn/Johnson Building

Light Renovation
Building 2 – Boiler House
Building 12 – Cafeteria/Kitchen
Building 14 – Visitors Center/Chapel
Building 17 – Big Horn/Goshen Halls
Building 18 – Clinic, Uinta/Campbell Halls

The renovation categories are generally defined as follows.

Demolition: Complete removal of the building and all utilities with the area prepared for improvements, either in landscape or new development.

Extensive Renovation: Buildings have been vacated/abandoned for an extended period and have significant water damage, mold, asbestos, significant damage to interior finishes (walls, floors, and ceilings) requiring removal and replacement. Complete new MEP systems would be required as well. Significant exterior envelope improvements including masonry restoration, windows, stairways, porches, and adjacent landscape upgrades.

Moderate Renovation: Buildings have been recently vacated and were generally occupied and maintained preserving the interior materials, finishes, and systems. Some MEP systems need to be upgraded or replaced for proper ventilation and control and to align with current building code requirements. Most systems are operational currently and can be maintained with phased systematic upgrades. These buildings are typically the 1950's+ era buildings and have not seen the interior degradation of some of the pre-1950 buildings.

Light Renovation: Buildings are still in use, scheduled for vacation/abandonment. These buildings have been reasonably maintained. The buildings are generally larger open spaces. Some equipment and furnishings have been upgraded. The building systems have been generally maintained and upgraded. An upgrade to some of the systems to align with current building codes and a refresh of finishes would position these buildings for ready continued use.

COST
The estimated redevelopment costs for the site and buildings are calculated as a complete project without reduction for in-kind, donated, or bartered work or materials. The costs are market costs based on similar projects constructed in the region, interpolated as square foot costs ($/GSF). The estimated costs include general conditions, cost of work, contingency, and soft costs (A/E fees, surveying, testing, etc.). The costs are also based upon full renovation of spaces for commercial occupancy (offices, public space). Cost breakdowns for the individual buildings is as follows. Scenario 1 indicates full renovation of 14 buildings, Scenarios 2 and 3 offer reduced or phased approaches. Refer to Appendix F.

Building Construction Cost Summary - Scenario 1 - Full Development 14 Buildings													
Building #	**Y/B**	**Building Name**	**Original Occupancy**	**Ex. Occupancy**	**Prop. Occupancy**	**Priority**	**Disposition**	**GSF**	**SF Cost 1**	**SF Cost 2**	**SF Cost 3**	**Demo Cost**	**Bldg Cost**
									$ 80	$ 125	$ 250	$ 10	
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2,865				$ 28,650	
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3,699	$ 295,920				
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None	-	-	-					
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25,879			$ 6,469,750		
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22,940		$ 2,867,500			
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19,488		$ 2,436,000			
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20,300		$ 2,537,500			
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1,857				$ 18,570	
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4,279				$ 42,790	
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21,858		$ 2,732,250			
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8,530		$ 1,066,250			
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Suppor	Food Service / Patient Support	Commercial	1	1	25,320	$ 2,025,600				
13	Demolished					-	-	-					
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11,542	$ 923,360				
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10,192				$ 101,920	
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19,473			$ 4,868,250		
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26,943	$ 2,155,440				
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20,408	$ 1,632,640				
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12,214	$ 977,120				
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151				$ 51,510	
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50,380		$ 6,297,500			
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3,240				$ 32,400	
								316558	$ 8,010,080	$ 17,937,000	$ 11,338,000	$ 275,840	**$ 37,877,478**
Non Building Construction Cost Summary								285,275	$ 133				
Item #		**Description**						**GSF - LS**	**$/Unit**	**$ Total**			
		Buildings Cost								$ 37,877,478			
1		Hardscape improvements (roads and walks)						230000	$ 13.00	$ 2,990,000			
2		Softscape Improvements (landscape and lawns)						872000	$ 2.65	$ 2,310,800			
3		Utilities (water, sewer, gas)						850000	$ 3.00	$ 2,550,000			
										$ 45,728,278			
		2 Years Escalation						10%		$ 4,572,828			
		Contingency						10%		$ 5,030,111			
		Total Construction Cost								**$ 55,331,216**			

Building Construction Cost Summary - Scenario 2 - 10 Buildings													
Building #	**Y/B**	**Building Name**	**Original Occupancy**	**Ex. Occupancy**	**Prop. Occupancy**	**Priority**	**Disposition**	**GSF**	**SF Cost 1**	**SF Cost 2**	**SF Cost 3**	**Demo Cost**	**Bldg Cost**
									$ 80	$ 125	$ 250	$ 10	
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2865					
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3699	$ 295,920				
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None	0	0	0					
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25879			$ 6,469,750		
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22940		$ 2,867,500			
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19488		$ 2,436,000			
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20300		$ 2,537,500			
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1857					
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4279					
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21858		$ 2,732,250			
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8530			$ 2,132,500		
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Suppor	Food Service / Patient Support	Commercial	1	1	25320	$ 2,025,600				
13	Demolished					0	0	0					
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11542	$ 923,360				
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10192					
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19473			$ 4,868,250		
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26943					
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20408					
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12214					
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151					
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50380					
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3240					
								316558	$ 3,244,880	$ 10,573,250	$ 13,470,500	$ -	$ 27,288,630
Non Building Construction Cost Summary								125147	$ 218				
Item #		**Description**		**Acreages**	**66**	**34**	**32**	**GSF - LS**	**$/Unit**	**$ Total**	**34 $**	**32 $**	
		Buildings Cost			100%	52%	48%			$ 27,288,630	$ 27,288,630		
1		Hardscape improvements (roads and walks)				118485	111515	230000	$ 13.00	$ 2,990,000	$ 1,540,303	$ 1,449,697	
2		Softscape Improvements (landscape and lawns)				449212	422788	872000	$ 2.65	$ 2,310,800	$ 1,190,412	$ 1,120,388	
3		Utilities (water, sewer, gas)				437879	412121	850000	$ 3.00	$ 2,550,000	$ 1,313,636	$ 1,236,364	
					1952000	1005576	946424	1952000		$ 35,139,430	$ 31,332,982	$ 3,806,448	
		2 Years Escalation						10%		$ 3,513,943	$ 3,133,298	$ 380,645	
		Contingency						10%		$ 3,865,337	$ 3,133,298	$ 380,645	
		Total Construction Cost								**$ 42,518,710**	**$ 37,599,578**	**$ 4,567,738**	

Building Construction Cost Summary - Scenario 3 - 7 Buildings													
Building #	**Y/B**	**Building Name**	**Original Occupancy**	**Ex. Occupancy**	**Prop. Occupancy**	**Priority**	**Disposition**	**GSF**	**SF Cost 1**	**SF Cost 2**	**SF Cost 3**	**Demo Cost**	**Bldg Cost**
									$ 80	$ 125	$ 250	$ 10	
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2865					
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3699	$ 295,920				
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None	0	0	0					
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25879					
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22940		$ 2,867,500			
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19488		$ 2,436,000			
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20300		$ 2,537,500			
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1857					
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4279					
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21858		$ 2,732,250			
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8530					
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Suppor	Food Service / Patient Support	Commercial	1	1	25320	$ 2,025,600				
13	Demolished					0	0	0					
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11542	$ 923,360				
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10192					
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19473					
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26943					
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20408					
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12214					
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151					
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50380					
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3240					
								316558	$ 3,244,880	$ 10,573,250	$ -	$ -	$ 13,818,130
Non Building Construction Cost Summary								125147	$ 110				
Item #		**Description**		**Acreages**	**66**	**34**	**32**	**GSF - LS**	**$/Unit**	**$ Total**	**34 $**	**32 $**	
		Buildings Cost			100%	52%	48%			$ 13,818,130	$ 13,818,130		
1		Hardscape improvements (roads and walks)				118485	111515	230000	$ 13.00	$ 2,990,000	$ 1,540,303	$ 1,449,697	
2		Softscape Improvements (landscape and lawns)				449212	422788	872000	$ 2.65	$ 2,310,800	$ 1,190,412	$ 1,120,388	
3		Utilities (water, sewer, gas)				437879	412121	850000	$ 3.00	$ 2,550,000	$ 1,313,636	$ 1,236,364	
					1952000	1005576	946424	1952000		$ 21,668,930	$ 17,862,482	$ 3,806,448	
		2 Years Escalation						10%		$ 2,166,893	$ 1,786,248	$ 380,645	
		Contingency						10%		$ 2,383,582	$ 1,786,248	$ 380,645	
		Total Construction Cost								**$ 26,219,405**	**$ 21,434,978**	**$ 4,567,738**	

STRUCTURAL OVERVIEW

General Observations

As expected for structures of their age, the existing buildings do not meet many of the requirements of current building codes. Specifically, regarding the design of masonry buildings in areas prone to earthquakes. Evanston is in a moderate to high earthquake area. The buildings appear to have performed very well over their lifetime. In many of the buildings observed, the exterior and interior walls consisted of unreinforced brick or unreinforced concrete masonry units. It should be noted that in general, unreinforced masonry structures have performed poorly in large earthquake events. It is anticipated that if a large seismic event were to occur, significant damage would result. The primary concerns in a large earthquake would be:

1. Wall-to-roof connections may be inadequate. Because the walls are extremely heavy, they are highly susceptible to shaking during an earthquake, often the roof and floor are not able to remain connected to the heavy walls. This can lead to full or partial building collapse.

2. Unreinforced walls may be inadequate to resist large seismic loads. Especially buildings with wide-open spaces and large window/door openings in exterior walls are the most susceptible to building collapse.

3. Tall parapet walls or bricks can shake loose and fall to pedestrian walkways below.

The Karn Building, Boiler House, and the wood-framed residential buildings would likely perform the best in a large seismic event.

Most of the disrepair that was observed and noted in this report has been caused by prolonged or repeated exposure to moisture that has not been properly maintained. Generally speaking, if the water/moisture problems can be addressed and properly resolved the buildings will continue to perform well. Each building's exterior envelope will need to be evaluated and properly repaired to adequately protect the existing structural systems. This is especially important for unoccupied buildings. If they are neglected, a rapid decline of the structural systems is to be expected. Fremont/Albany Halls provide evidence of how quickly a building can deteriorate if left unattended without proper maintenance.

It is our opinion that Sheridan Hall, Clark Hall, Grounds Maintenance Shop, Fremont/Albany Halls, and Maintenance/Carpenter buildings would require significant structural upgrades and repairs to continue to be used. The Fremont/Albany Halls, Sheridan Hall, and Clark Hall buildings add architectural benefits to the campus, and upgrading these buildings may be beneficial. It is our opinion that the remaining buildings can be successfully repurposed from a structural perspective.

Most of the existing buildings were used as either office/administration or dormitory space. If these types of buildings are to be repurposed for public or assembly use, the existing floor systems will need to be analyzed to verify adequate structural capacity.

A general observation related to the removal of interior walls is that corridor walls will likely need to remain. New door openings or removal of small sections of corridor walls is feasible. Walls perpendicular to the corridor walls, typically partition walls between office/dormitories, are more likely removable. The overall lateral stability of each building will need to be evaluated to determine allowable penetration through corridor walls and which office/dormitory partition walls may be removed.

Please note that many structural elements were not exposed and could not be visually observed. Nor did our scope include a full structural analysis of the existing structure or in-depth/destructive testing to determine

conditions of existing structural materials. Therefore, there may be deficient structural elements that are not noted herein that will need to be addressed. It is recommended that a more in-depth structural analysis be performed for each building to be repurposed.

Individual Building Observations
Listed below are the primary buildings ranked from good to poor. Small residential buildings were not ranked.

1. Karn Building/Johnson Correction Complex (Building 23)
2. Campbell/Uinta Halls (Building 18)
3. Hot Springs Hall (Building 19)
4. Big Horn/Goshen Halls (Building 17)
5. Boiler House (Building 2)
6. Teton/Sweetwater Halls (Building 10)
7. Converse/Weston Halls (Building 7)
8. Administration Building (Building 6)
9. Natrona/Laramie Halls (Building 5)
10. Cafeteria/Kitchen (Building 12)
11. Visitor Center/Chapel (Building 14)
12. Clark Hall Annex (Building 15)
13. Sheridan Hall (Building 11)
14. Clark Hall (Building 16)
15. Grounds Shop (Building 20)
16. Fremont/Albany Halls (Building 4)
17. Maintenance/Carpenter (Building 25)

The following are individual building summaries noting conditions found, issues, and opportunities.

Resident House (Building 1)
The building consists of a wood framed structure. Structure is in fair condition.

Boiler House (Building 2)
The building consists of concrete masonry unit bearing walls with steel bar joists or concrete roof structure. Structure is in fair-to-good condition. The roof structure clear spans to exterior walls. The existing mechanical equipment could be removed to create a wide-open facility.

Fremont/Albany Halls (Building 4)
The building consists of multi-wythe masonry brick walls with wood framed floors and roof. Structure is in poor condition. Basement has mold throughout. The current care of the building will lead to rapid deterioration of the wood structure. It is anticipated that portions of the wood structure are already deteriorating. Extensive structural upgrades will likely be required. Seismic ties between walls and roof/floors will be required. Portions of the exterior brick walls are deteriorating, especially the exterior decks on the west side of the building.

Natrona/Laramie Halls (Building 5), Administration Building (Building 6), Converse/Weston Halls (Building 7)
These buildings consist of multi-wythe masonry brick walls with cast-in-place concrete floors and roof. Structure is in fair condition. Many of the corridor walls will likely need to remain. Some of the walls between offices can be removed. Additional analysis is required to determine exactly which walls can be removed. In isolated locations, the exterior walls are beginning to deteriorate, typically where it has been exposed to water (i.e., downspouts, hose bibs, etc.).

Resident House (Building 8)
The building consists of a wood framed structure. Structure is in poor condition.

Resident House (Building 9)
The building consists of a wood framed structure. Structure is in poor condition.

Teton/Sweetwater Halls (Building 10)
The building consists of multi-wythe masonry exterior brick walls, interior cast-in-place concrete beams/columns supporting cast-in-place concrete floors and roof. The structure is in fair condition. There is some flexibility of the interior walls because of the concrete columns; some of the walls will need to remain for lateral stability of the structure. Additional analysis is required to determine exactly which walls can be removed. In isolated locations, the exterior walls are beginning to deteriorate, typically where it has been exposed to water (i.e., downspouts, hose bibs, etc.). The building has many big open rooms and good views overlooking the valley.

Sheridan Hall (Building 11)
The building consists of multi-wythe masonry exterior brick walls with cast-in-place concrete roof. It is anticipated the pitched roof is framed with wood over the concrete structure but was unable to verify. The building appears to consist of multiple additions. The structure is in poor condition. Many of the corridor walls will likely need to remain. Some of the walls between offices can be removed. Additional analysis is required to determine exactly which walls can be removed. The brick and foundation walls are showing cracking and deterioration. It was observed in a few locations to have insufficient frost cover to protect building foundations from frost heave.

Cafeteria/Kitchen (Building 12)
The building consists of multi-wythe masonry exterior brick walls, floor framing consists of cast-in-place concrete and the roof framing is unknown; however, it is likely steel structure because of the long spans. The structure is in fair condition. In isolated locations, the exterior walls are beginning to deteriorate, typically where it has been exposed to water. The building primarily consists of two large open spaces with a lot of flexibility.

Visitor Center/Chapel (Building 14)
The building consists of steel columns and concrete masonry unit walls with concrete floors and steel bar joists roof systems. The structure is in fair condition.

Clark Hall Annex (Building 15)
The building consists of wood framed walls with wood framed floor and roof. Where the basement occurs, the main floor is precast hollow core concrete panels. The structure is in fair to poor condition. The brick and exterior flat work are badly deteriorating in some locations. Fascia metals are coming off in various locations.

Clark Hall (Building 16)
The building consists of multi-wythe masonry exterior brick walls, interior cast-in-place concrete beams/columns supporting cast-in-place concrete floors and roof. The structure is in poor condition. The current care of the building will lead to deterioration of the structure. Many of the corridor walls will likely need to remain. Some of the walls between apartments can be removed. Additional analysis is required to determine exactly which walls can be removed. The basement has some mold.

Big Horn/Goshen Halls (Building 17)
The building consists of concrete masonry unit bearing walls with brick veneer, interior cast-in-place concrete beams/columns supporting cast-in-place concrete floors and roof. The structure is in good to fair condition. There is some flexibility of the interior walls because of the concrete columns; some of the walls will need to remain for lateral stability of the structure. Additional analysis is required to determine exactly which walls can be removed.

The exterior concrete stairs are beginning to deteriorate. In isolated locations, the exterior brick veneer is beginning to deteriorate.

Campbell/Uinta Halls (Building 18)
The building consists of concrete masonry unit bearing walls with brick veneer, interior cast-in-place concrete beams/columns supporting cast-in-place concrete floors and roof. The structure is in good to fair condition. There is some flexibility of the interior walls because of the concrete columns; some of the walls will need to remain for lateral stability of the structure. Additional analysis is required to determine exactly which walls can be removed. In some locations, the exterior concrete flatwork/stairs and brick at grade are beginning to deteriorate.

Hot Springs Hall (Building 19)
The building consists of concrete masonry unit bearing walls with brick veneer, interior cast-in-place concrete beams/columns supporting cast-in-place concrete floors and roof. The structure is in good to fair condition. Some of the walls between rooms can be removed, but additional analysis is required to determine which walls are load bearing. In some locations, the exterior concrete flatwork and brick at grade are beginning to deteriorate.

Grounds Maintenance Shop (Building 20)
The building consists of concrete masonry unit bearing walls supporting steel barrel trusses and wood joists. The structure is in poor condition. Exterior walls are deteriorating.

Karn Building/Johnson Correction Complex (Building 23)
Exterior and load bearing walls consist of concrete masonry unit supporting steel bar joist roof system. The interior walls consist of concrete masonry unit supporting cast-in-place concrete ceilings. The structure is in good condition. Many of the interior masonry walls and concrete ceilings could be removed to gain a more open facility; this would require significant demolition work. In some locations, the exterior concrete flatwork and brick at grade are beginning to deteriorate. The administration wing has a conference room and offices that have nice views looking towards Lake Louise.

Maintenance/Carpenter (Building 25)
The exterior walls consist of clay block bearing walls supporting wood roof structure. The structure is in poor condition. Exterior walls are badly deteriorated.

MECHANICAL OVERVIEW

The facility is primarily served by a central steam boiler plant. Some buildings have mechanical ventilation, most buildings have natural ventilation. The steam boilers feed a variety of heating devices, steam radiators, finned tube radiation, cabinet unit heaters, unit heaters, fan coil units, and air handling units. The Karn Building is equipped with its own hydronic boiler and air-cooled chillers. The Residence buildings tend to have electric heat. Gas fired rooftop units with direct expansion (DX) cooling can be found on the Cafeteria, Visitor Center/Chapel, and Hot Springs Hall. The majority of buildings have small split system condensing units. Evaporative cooling was used occasionally to address elevator, equipment, and IT rooms.

Conditions of Mechanical Equipment

Steam Boilers: Poor condition, the (3) 300 horsepower boilers need to be removed and/or sold for parting. Funding has ended for maintaining the boilers.

Steam Piping: Poor condition, the steam piping is leaking in locations throughout campus. Due to the age of the piping, it has exceeded its useful life and should be abandoned or removed. Some of the unoccupied buildings have major issues with piping. The steam piping is throughout some of the buildings making repairing the piping financially prohibitive. Many steam traps have failed and valves make repairs unlikely.

Steam-to-Water Shell and Tube Heat Exchangers: Vary in condition, some of the buildings are provided with heat exchangers to convert steam heat to hydronic heat and/or domestic hot water. The heat exchangers are excellent for campus systems but will not be useful when steam fall shutdown occurs.

Air Handlers: Poor condition or outdated. Air handlers in the Karn Building rely on campus systems and will not heat the building when the steam fall shutdown occurs. The Karn Building has McQuay air handlers, which are no longer manufactured. Many mechanical rooms are difficult to access, making removal/insertion of large and heavy parts extremely difficult. Roof equipment requires a crane. Electrical gear and mechanical maintenance conflict with each other in some rooms.

The apartments are in poor condition. They are served by PTACs and are in poor condition. All mechanical equipment and plumbing needs to be replaced.

Terminal Heating Equipment (baseboard radiation, convectors, radiators, unit heaters, cabinet unit heaters): Require replacement, steam radiators will be inoperable when steam fall shutdown occurs.

Rooftop Units: Units are past their life expectancy. The unit on Hot Springs Hall is oriented so the prevailing winds blow out the ignition of the unit. The server room in Hot Springs Hall is served by a rooftop unit that serves other areas making the other areas cold. The server room is not provided with backup cooling. Other rooftop units can be found on the Visitor Center and Cafeteria Buildings.

Ventilation: Ventilation is mostly by natural means. Rooftop units do offer ventilation to the few spaces they serve.

Building Temperature Controls: Upgrades are needed. The majority of the campus is controlled by old control systems and a few are equipped with digital thermostats.

Plumbing Fixtures: Poor or outdated. Many plumbing fixtures are original and have parts that are hard to find or discontinued, and do not meet ADA requirements.

Domestic Hot Water Heating: Needs updated and localized. Small groups of buildings are provided with domestic hot water served from campus steam. Few have gas water heaters or electric water heaters. Replacement is recommended.

Domestic Water Piping: Requires replacement where piping is galvanized steel and is experiencing extensive corrosion. The newer buildings, recently renovated buildings, and some of the older buildings have copper piping.

Waste Piping: In some areas the cast iron piping is experiencing extensive corrosion. Several fixtures in Sheridan Hall have been disabled because the sewer piping is beyond repair. Buildings containing newer cast iron piping or with PVC piping in the building and/or underground may be acceptable to reuse if it can hold under a pressure test.

Fire Protection Systems: Most of the buildings contain a fire protection system. System types vary from building to building based upon installation including dry-pipe systems for attics and/or overhangs, glycol filled, and wet sprinkler head types. The Clark Hall, Clark Annex, and Residential Duplex Buildings are not sprinkled. Natrona/Laramie Halls, the Administration Building, and Converse/Weston Halls are not currently sprinkled but likely will be required based on new use.

Summary

All systems, except for fire protection, require replacement and upgrades. All upgrades would be intensive and require significant electrical, structural, and architectural support. It is recommended that heating be maintained in some capacity to avoid more building damage and that ventilation be used to pressure the building and help control humidity damage. It is recommended that buildings be winterized to avoid further damage caused by plumbing pipe breaks.

ELECTRICAL OVERVIEW

General Electrical Overview

Utility power to the facility is provided by the local utility, Rocky Mountain Power, up to the campus primary "auto throw over" (ATO) switch. The ATO provide a level of redundancy for utility power. The electrical distribution gear is medium voltage switches and oil-filled distribution transformers near most buildings.

The entire campus is generator backed up by a 1250 kW diesel generator located at the Boiler House. The generator provides emergency power to the campus medium voltage ATO switch. In the event the 1250 kW generator fails, a 350 kW diesel generator for Building 23 and a 175 kW diesel generator for building 18 supplies emergency lighting and power to the buildings through local auto-transfer switches (ATS).

The fire alarm system is a Siemens non-addressable (zoned) system. Smoke detector coverage was not evaluated against current NFPA and IBC requirements. There is a fire alarm control panel in each building that reports to the campus PBX at the Acute Care facility.

The interior lighting throughout the 1915 - 1999 buildings is typically comprised of older T12 lamped fluorescent fixtures. Down lights are typically incandescent lamped.

Condition of electrical Equipment:

- Electrical distribution system - generally the main electrical distribution gear within all buildings, except buildings 29-36, is past its useful life and replacement should be considered.

- The generators all appear to be in good working condition and the team was informed they were maintained on a regular basis but have not been tended to in recent months.

- Interior lighting it typically fluorescent with T12 lamps and appears to be in reasonable condition. However, T12 lamps will soon be discontinued and are not the most efficient lamp type available. For maintenance purposes and increased energy efficiency, the T12 lamped lights should be replace with new LED lighting. Incandescent sockets could be retrofitted with either new LED lamps.

- Site lighting appears to be in good condition.

- Fire alarm system - Upgraded throughout the campus in 2008-2009. All detection devices are past their service life of 10 years and need to be replaced per the requirements of NFPA 72 Fire Alarm Code. Cerebus control panels are still supported by Siemens.

Technology Overview

Structured Cabling: The structured cabling system is composed of various categories of cable and terminations are located in non-ideal locations such as basements, electrical rooms, and attics. Some buildings have been updated to CAT 5e and 6 cabling. A plan should be developed to update/replace the remaining buildings cabling system to current industry standards. Currently the main network hub is located in the Hot Spring buildings but will be transitioned up to the Acute Care facility this fall.

CATV System: The CATV system is traditional coax. The system distributes a satellite signal from the head end located in the Hot Springs building.

Security Systems: The buildings are secured with either key locks or a Locknetics key system. The Locknetics system has to be programmed for each user locally at each door. A new Avigilon camera system is installed in

some area. It is assumed head end is located at the Acute Care building. A Security Escort duress button system is installed in some buildings. However, the staff duress buttons were not located or surveyed.

Audio/Visual Systems: Training rooms have a presentation system with keypad control, sound system, projector, and a screen. No issues were mentioned by staff present at time of visit.

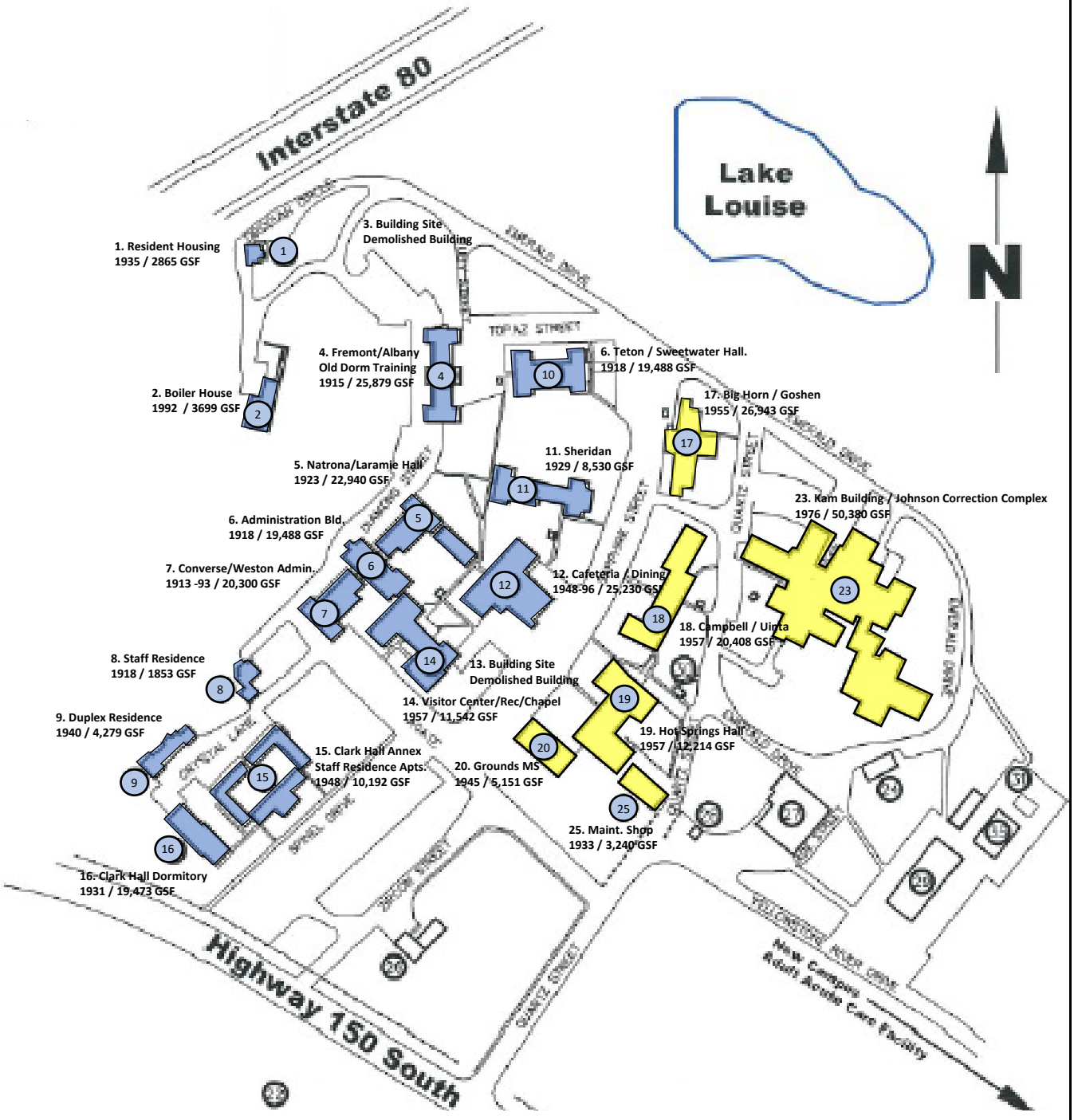
Phone/Network: The data network is connected for phone and Internet using T1 lines through the State offices in Cheyenne. This is a very slow connection for the size of the facility. This also causes a single point of connection failure for the facility. The phone system is an old analog system. The data network is connected by fiber to most buildings but is limited to 1Gb/s. Several buildings utilize the copper backbone for the data network. The data/phone connection should be upgraded to a distributed communication system with each building connected to the serving utility. The tunnel system provides an easy way to connect most of the buildings together but may be closed with some of the proposed renovations.

Overhead Public Address: There is no PA system installed. Communication is done via radios, cell phones, and pagers. There is no requirement to add a PA system at this time.

Additional Information

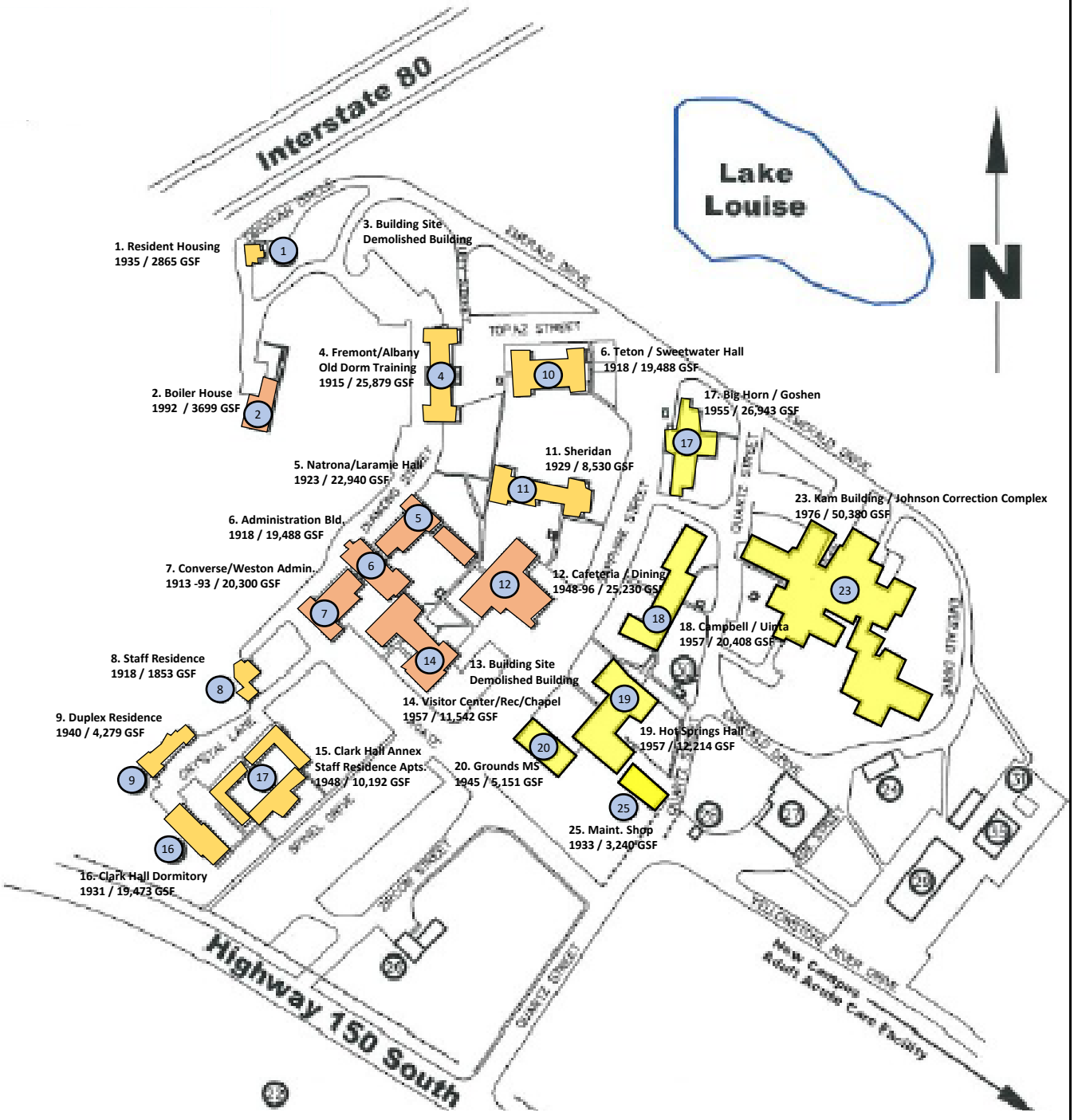
- Campus central systems should all be transitioned to individual building services. This will require multiple utility ROW throughout the campus.
- There may be potential to sell oil filled transformers back to RMP to reduce the cost of the medium voltage work.
- Central generator and existing distribution can be used for interim power to help winterize buildings when utilities are shut down this fall. Fuel source will need to be investigated since (2) 15,000 gal tanks are to be removed.
- Most generators appeared to be in a good, serviceable condition and can be considered to for resale to generate renovation funds. (Buildings 2, 18, 23). Possible generator available from Building 33 renovation.
- Generators not exercising currently, and condition will degrade quickly if not maintained in some fashion.
- Ground water monitor system needs central monitoring/reporting.
- Lighting renovations is no longer incentivized by utility company.
- All buildings will likely require a higher power density for today's user needs as well as new equipment for mechanical ventilation and climate controls.
- Electrician left 2 years ago. Limited electrical maintenance has occurred since then.

APPENDICES



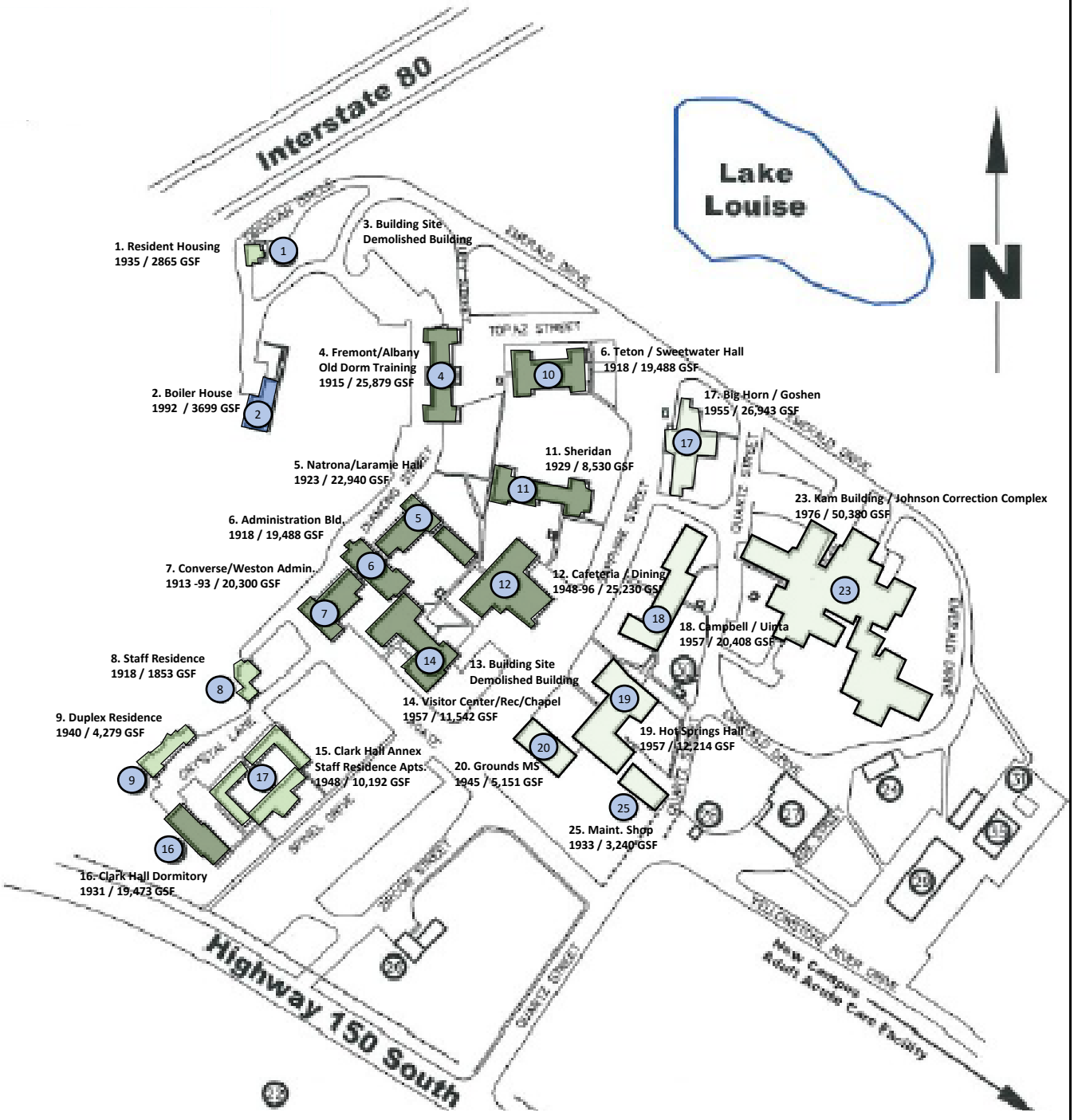
Campus Plan - Building Names, Numbers and Disposition
Historic Wyoming State Hospital Campus

APPENDIX A.1



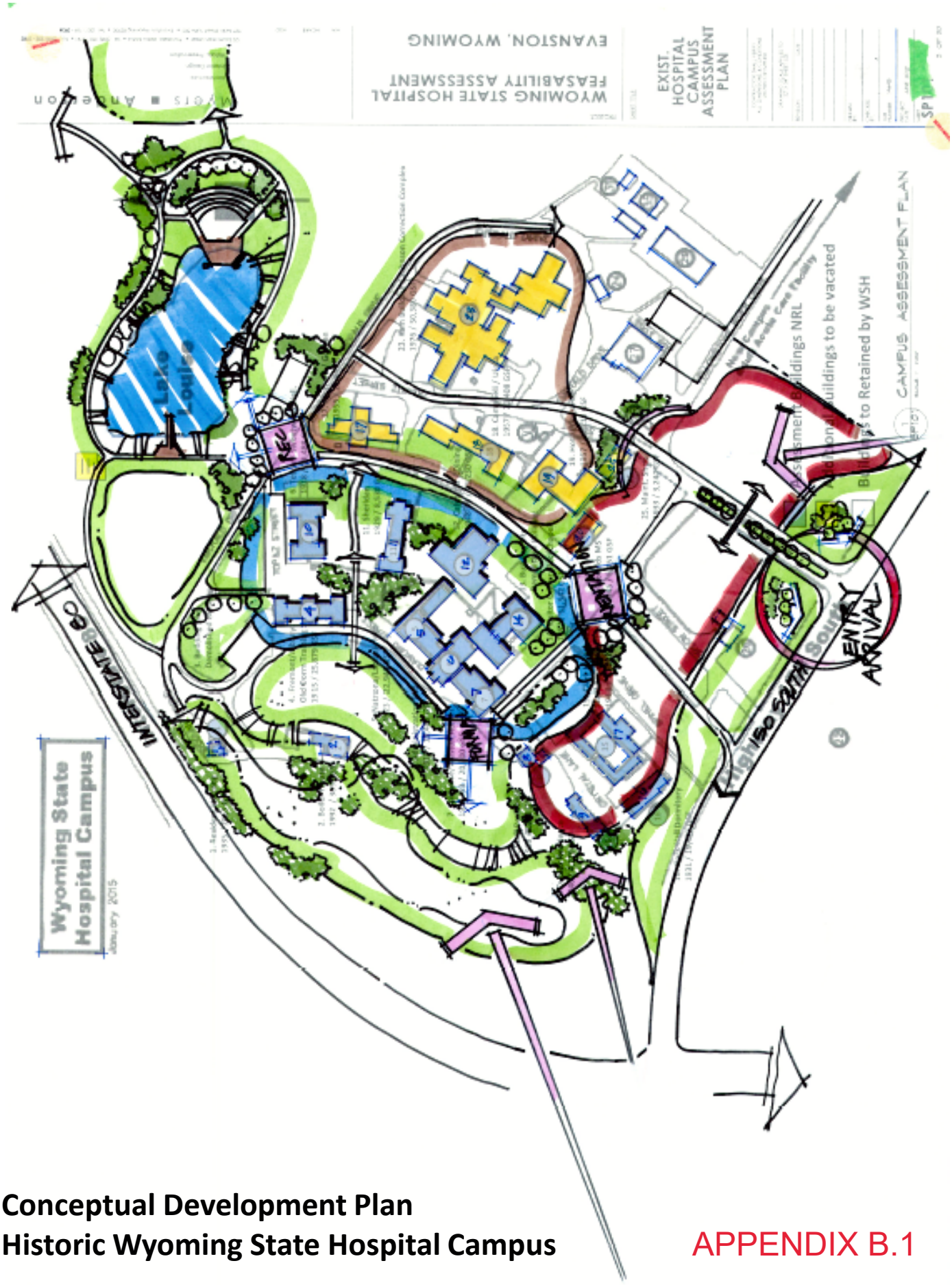
Campus Map – Vacated / Occupied Buildings
Historic Wyoming State Hospital Campus

APPENDIX A.2



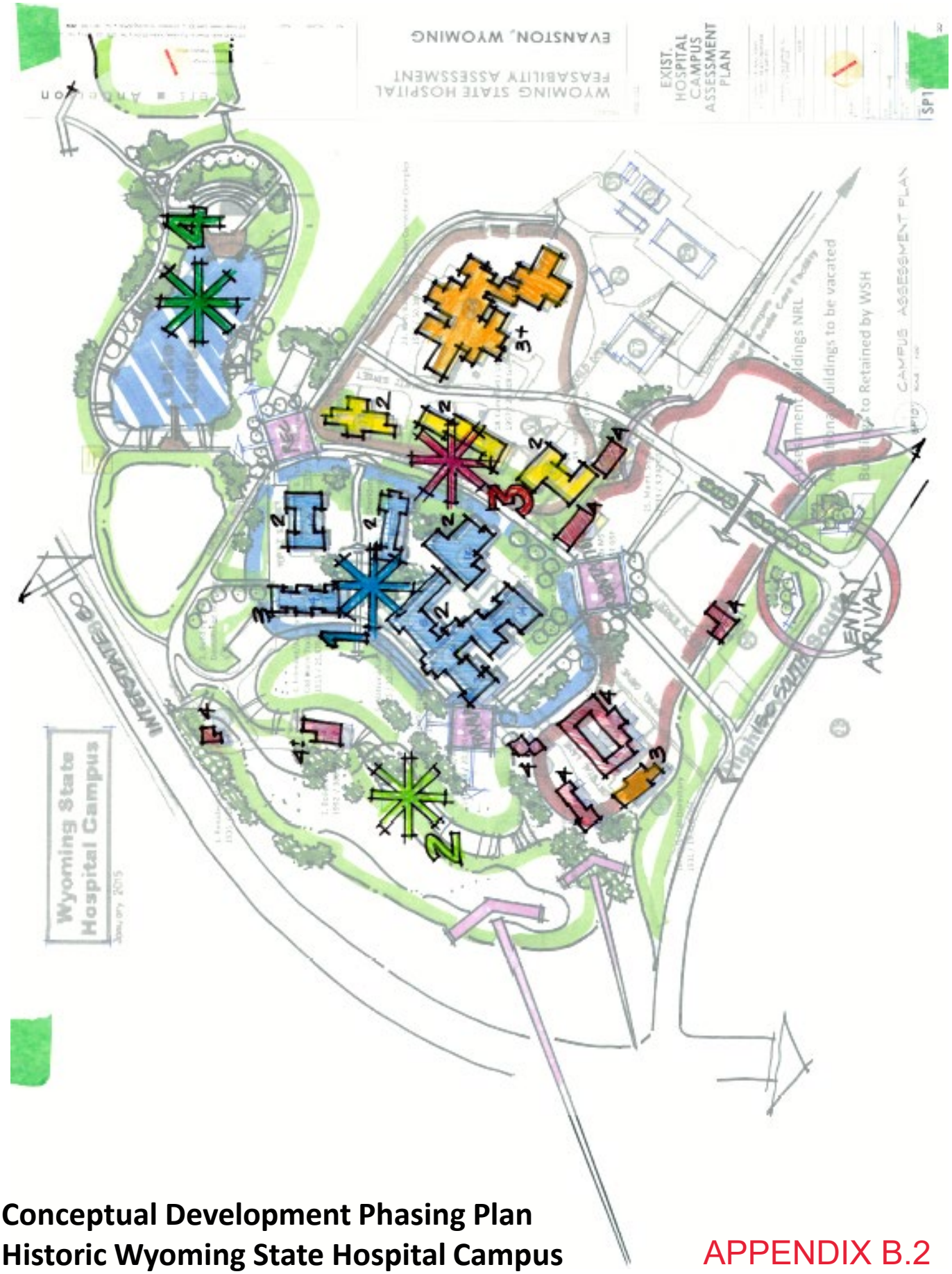
Campus Map - Building Prioritization
Historic Wyoming State Hospital Campus

APPENDIX A.3



Conceptual Development Plan
Historic Wyoming State Hospital Campus

APPENDIX B.1



Conceptual Development Phasing Plan
Historic Wyoming State Hospital Campus

APPENDIX B.2

Selected Building Assessment and Repurposing Plan - Building General Summary

Wyoming State Hospital - Evanston, Wyoming

Myers ■ Anderson

Revised

8.25.21

Legend

1	Minor Renovation	NTA	No test available	F	Wood or Metal Stud/Joist Frame
2	Med Renovation	A	Asbestos	WF/BV	Wood Frame Brick Veneer
3	Extensive Renovation	LP	Lead Paint	CMU/BV	Concrete Masonry Unit / Brick Veneer
		M	Mold	BM	Brick Masonry
				C	Concrete
				SOG	Slab on Grade
				S	Steel Joist

General Summary													Structural Materials			
Building #	Y/B	Building Name	Original Occupancy	Ex. Occupancy	Prop. Occupancy	Priority	Disposition	GSF	Plans	Floors	Haz. Mat.	Elevator	Ext. Walls	Int. Walls	Floors	Roof
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2,865	Floor Plans, OD	2	NTA	N	F	F	F	F
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3,699	FP	1	NTA	N	CM/BV	CM/BV	C	S
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None				FP, Orig Dwgs	3						
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25,879	FP, Orig Dwgs	3	A, LP, M	N	BM	F/BM	F	F
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22,940	FP, Orig Dwgs	3	A, LP	N	BM	BM/C	C	C
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19,488	FP	3	A, LP	Y	BM	BM/C	C	C
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20,300	FP, Orig Dwgs	3	A, LP	N	BM	BM/C	C	C
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1,857	FP, Orig Dwgs	1	NTA	N	WF/BV	F	F	F
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4,279	FP, Orig Dwgs	1.5	NTA	N	WF/BV	F	F	F
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21,858	FP, Orig Dwgs	3	A, LP	N	BM	BM/C	C	C
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8,530	FP, Orig Dwgs	1	A, LP	N	BM/C	BM/C	SOG	C
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Support	Food Service / Patient Support	Commercial	1	1	25,320	FP	2	A, LP	Y	CMU/BV	CMU/F	C	S
13	Demolished								FP							
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11,542	FP	1.5	A, LP	N	CMU/BV	CMU	C	S
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10,192	FP, Orig Dwgs	1.5	NTA	N	F/BV	F	SOG/F/C	F
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19,473	FP, Orig Dwgs	3.5	NTA, M	N	BM	CMU/F	C	C
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26,943	FP	3	NTA	Y	CMU/BV	CMU/F	C	C
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20,408	FP, Orig Dwgs	2.5	NTA	Y	CMU/BV	CMU/F	C	C
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12,214	FP, Orig Dwgs	1	NTA	Y	CMU/BV	CMU/F	C	C
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151	FP	1	NTA	N	CMU	F	SOG	S/F
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50,380	FP, Orig Dwgs	1	NTA	Y	CMU/BV	CMU/F	SOG	S
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3,240	FP	1	NTA	N	BM	CMU/F	SOG	F
								316,558								

Building Code Summary

Building #	Y/B	Building Name	Original Occupancy	Ex. Occupancy	Prop. Occupancy	Priority	Disposition	GSF	Con. Type	Occ. Type	Allow. Area	Fire S.	Fire A.
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2,865	VN	R1	7000	N	Y
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3,699	IIIB	H4	6500	Y	Y
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None	-	-	-					
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25,879	IIIB	B	57000	Y	Y
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22,940	IIIB	B	57000	N	Y
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19,488	IIIB	B	57000	N	Y
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20,300	IIIB	B	57000	N	Y
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1,857	VN	R1	7000	N	Y
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4,279	VN	R1	7000	N	Y
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21,858	IIIB	B	57000	Y	Y
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8,530	IIIB	B	76000	Y	Y
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Support	Food Service / Patient Support	Commercial	1	1	25,320	VA	A3	46000	Y	Y
13	Demolished					-	-	-					
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11,542	VA	A2	1200	Y	Y
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10,192	VA	R1	12000	N	Y
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19,473	IIIB	R1	64000	Y	Y
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26,943	IIIB	S	27000	Y	Y
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20,408	IIIB	S	27000	Y	Y
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12,214	IIIB	B	36000	Y	Y
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151	VB	S	9000	N	Y
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50,380	IIIB	I2	36000	Y	Y
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3,240	VB	S1	9000	N	Y
								316,558					

APPENDIX D

Selected Building Assessment and Repurposing Plan - Building Conditions Summary

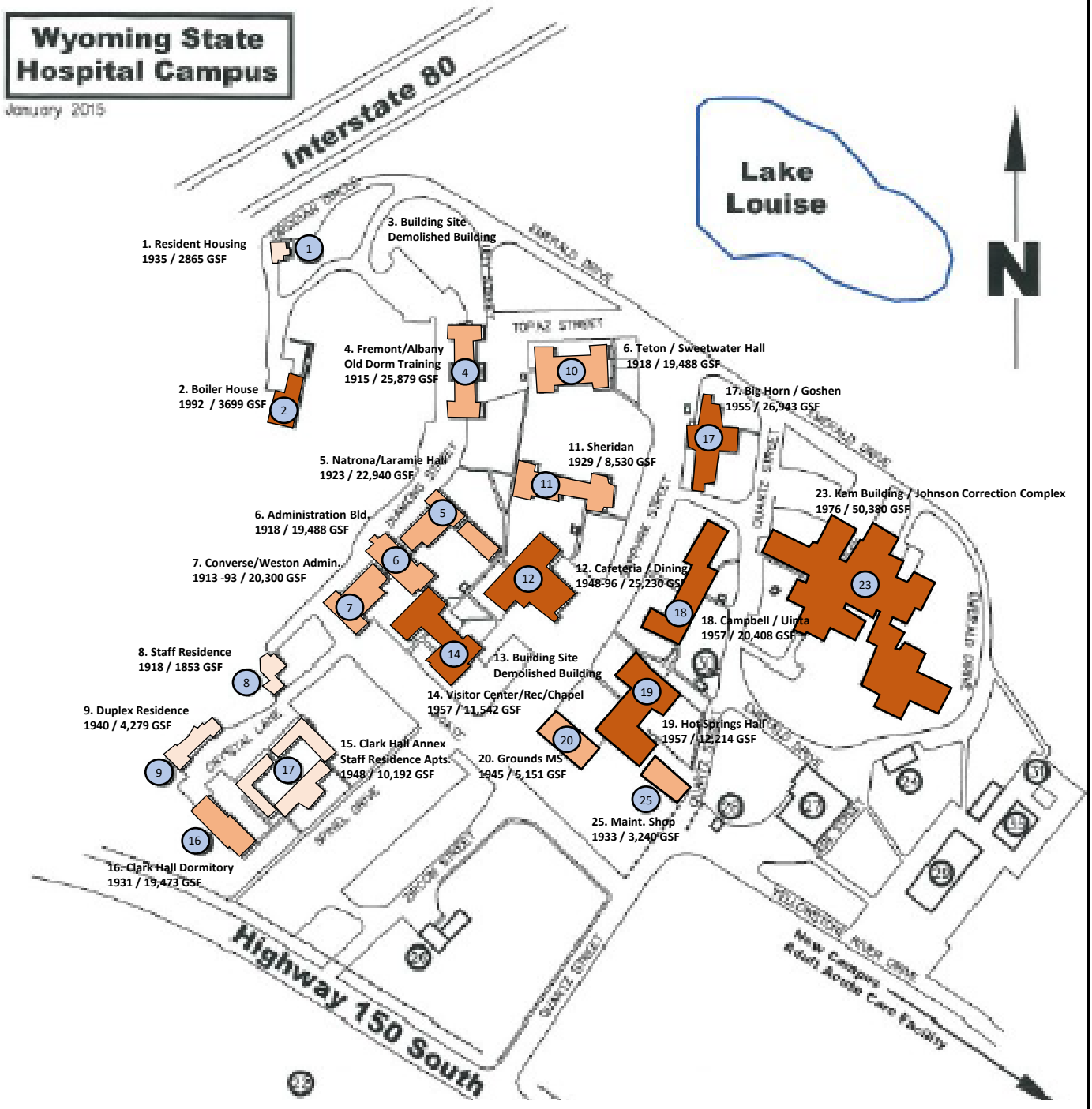
Wyoming State Hospital - Evanston, Wyoming

Myers ■ Anderson

Revised

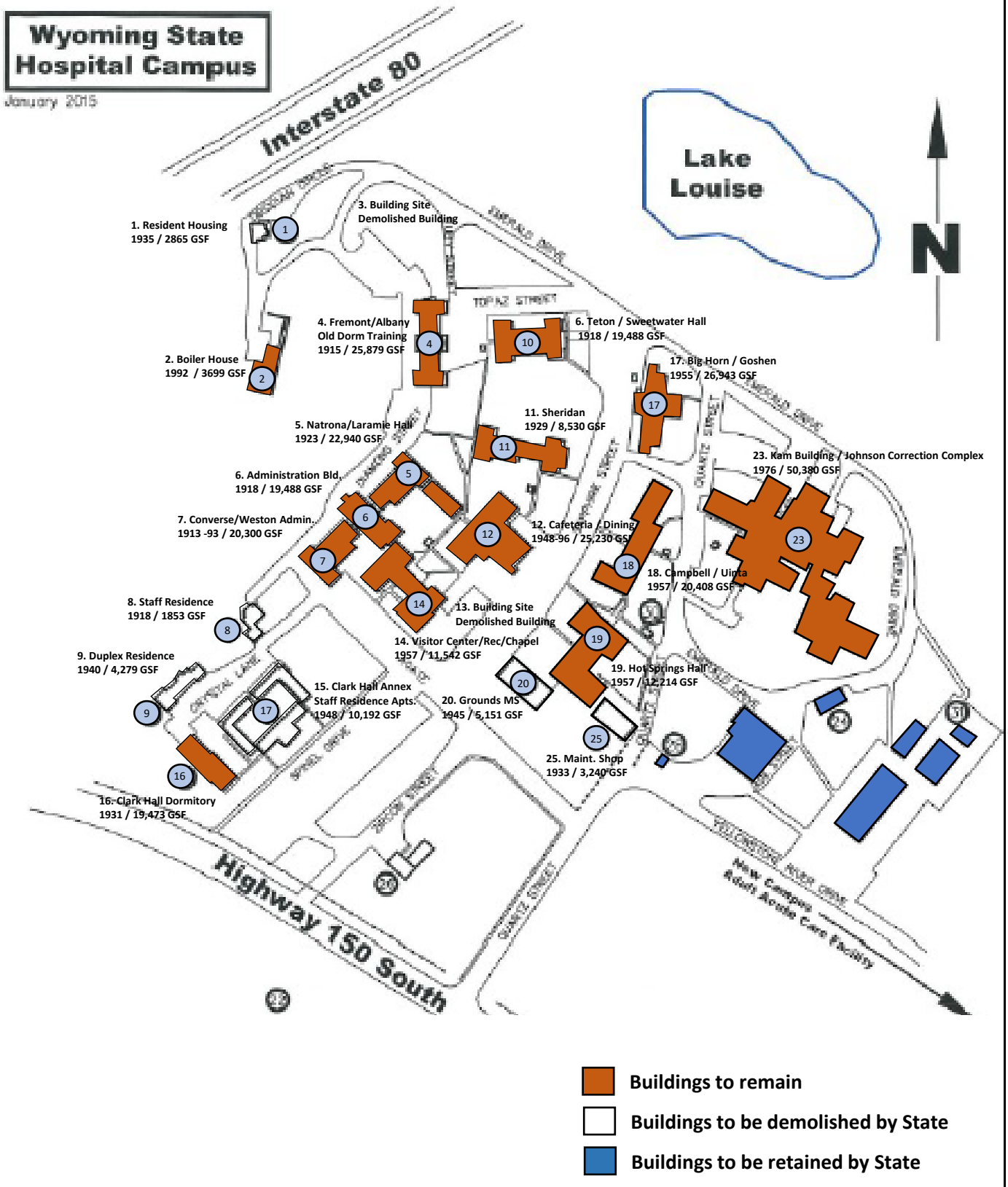
10.11.21

			Building Conditions Ranking						
Building #	**Y/B**	**Building Name**	**Arch.**	**Structural**	**Mechanical**			**Electrical**	**Overall**
					Mechanical	**Plumbing**	**Fire Prot.**		
12	1948/1996	Cafeteria/Dining/Building	1	2	2	2	1	1	1.80
19	1957	Hot Springs Hall	1	1	3	2	1	1	1.80
2	1992	Boiler House	1	1	3	3	1	1	2.00
23	1976/1980	Karn Building / Johnson Correction Complex	2	1	2	2	1	2	2.00
14	1957	Visitor Center, Chapel, Rec Center, Gym	1	2	3	3	1	1	2.20
17	1955	Big Horn / Goshen	1	1	4	3	1	1	2.20
18	1957	Campbell / Uinta	1	1	4	3	1	1	2.20
10	1933	Teton/Sweetwater Staff Dev. School	2	2	3	3	1	3	2.80
11	1929	Sheridan	2	3	3	3	1	3	3.00
5	1923	Natronal/Laramie Hall	2	2	3	2	4	3	3.20
6	1918	Administration Building	2	2	3	2	4	3	3.20
7	1916/1993	Converse/Weston Administration Offices	2	2	3	2	4	3	3.20
16	1931	Clark Hall Dormitory	3	3	4	3	1	2	3.20
4	1915	Fremont/Albany Old Dormitory, Training	3	3	4	3	1	3	3.40
20	1945	Grounds Maintenance Shop	2	3	2	3	4	3	3.40
25	1933	Maintenance Shop	2	3	2	3	4	3	3.40
1	1935	Resident Housing	4	3	3	3	4	3	4.00
8	1918	Staff Residence	4	3	4	3	4	2	4.00
9	1940	Duplex Residence	4	3	4	3	4	2	4.00
15	1948	Clark Hall Annex, Staff Residence Apts.	4	3	4	3	4	3	4.20
3	1925	Washakie/Platte/Lincoln							
13	Demolished								



Campus Map - Building Ranking
Historic Wyoming State Hospital Campus

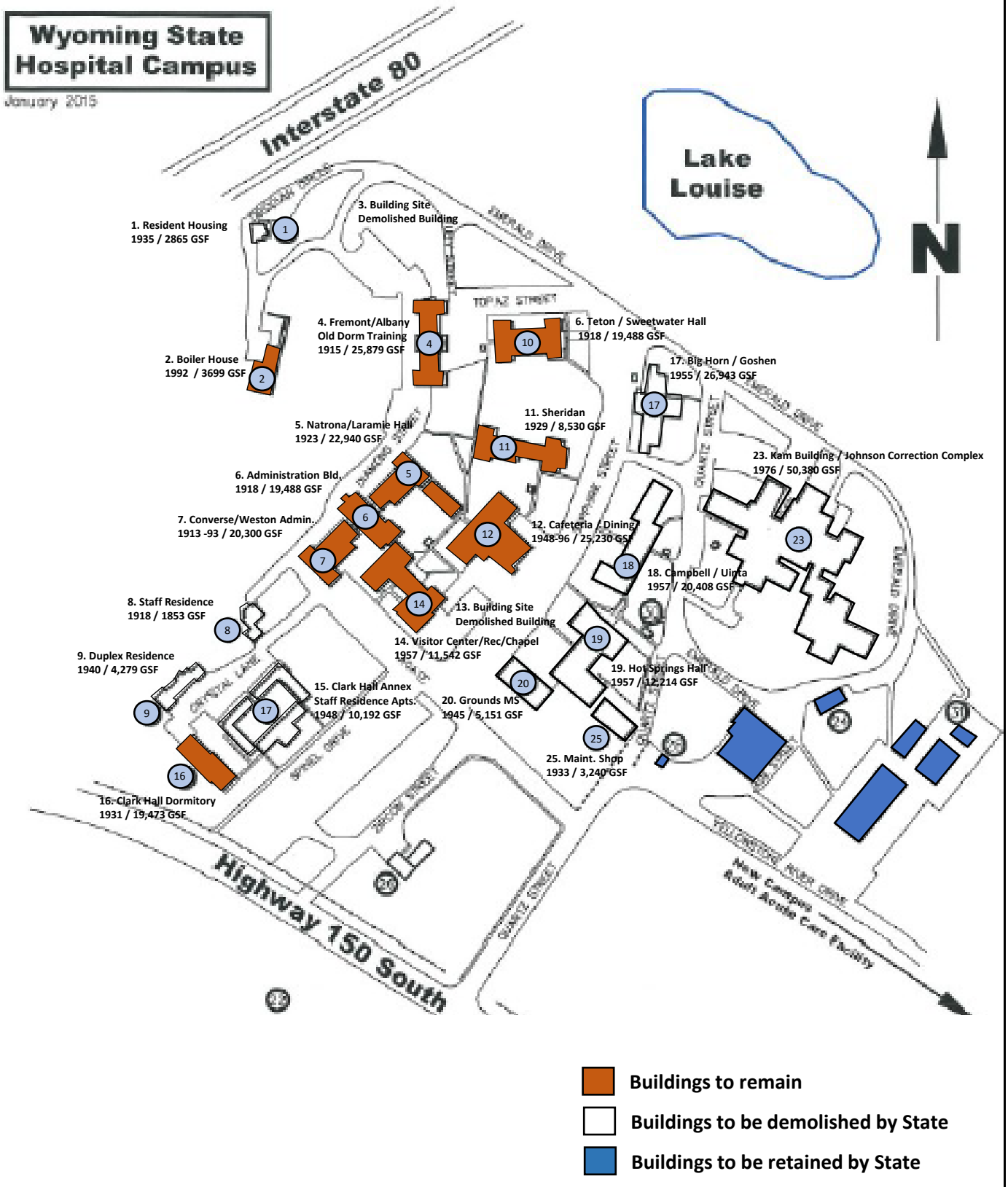
APPENDIX E.2



Scenario 1 – 14 Buildings Remain, $55.3M
Historic Wyoming State Hospital Campus

APPENDIX F.1a

Building Construction Cost Summary - Scenario 1 - Full Development 14 Buildings													
Building #	**Y/B**	**Building Name**	**Original Occupancy**	**Ex. Occupancy**	**Prop. Occupancy**	**Priority**	**Disposition**	**GSF**	**SF Cost 1**	**SF Cost 2**	**SF Cost 3**	**Demo Cost**	**Bldg Cost**
									$ 80	$ 125	$ 250	$ 10	
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2,865				$ 28,650	
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3,699	$ 295,920				
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None	-	-	-					
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25,879			$ 6,469,750		
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22,940		$ 2,867,500			
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19,488		$ 2,436,000			
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20,300		$ 2,537,500			
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1,857				$ 18,570	
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4,279				$ 42,790	
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21,858		$ 2,732,250			
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8,530		$ 1,066,250			
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Support	Food Service / Patient Support	Commercial	1	1	25,320	$ 2,025,600				
13	Demolished					-	-	-					
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11,542	$ 923,360				
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10,192				$ 101,920	
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19,473			$ 4,868,250		
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26,943	$ 2,155,440				
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20,408	$ 1,632,640				
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12,214	$ 977,120				
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151				$ 51,510	
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50,380		$ 6,297,500			
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3,240				$ 32,400	
								316558	$ 8,010,080	$ 17,937,000	$ 11,338,000	$ 275,840	**$ 37,877,478**
Non Building Construction Cost Summary								285,275	$ 133				
Item #		**Description**						**GSF - LS**	**$/Unit**	**$ Total**			
		Buildings Cost								$ 37,877,478			
1		Hardscape improvements (roads and walks)						230000	$ 13.00	$ 2,990,000			
2		Softscape Improvements (landscape and lawns)						872000	$ 2.65	$ 2,310,800			
3		Utilities (water, sewer, gas)						850000	$ 3.00	$ 2,550,000			
										$ 45,728,278			
		2 Years Escalation						10%		$ 4,572,828			
		Contingency						10%		$ 5,030,111			
		Total Construction Cost								**$ 55,331,216**			



Scenario 2 – 10 Buildings Remain, $42.5M
Historic Wyoming State Hospital Campus

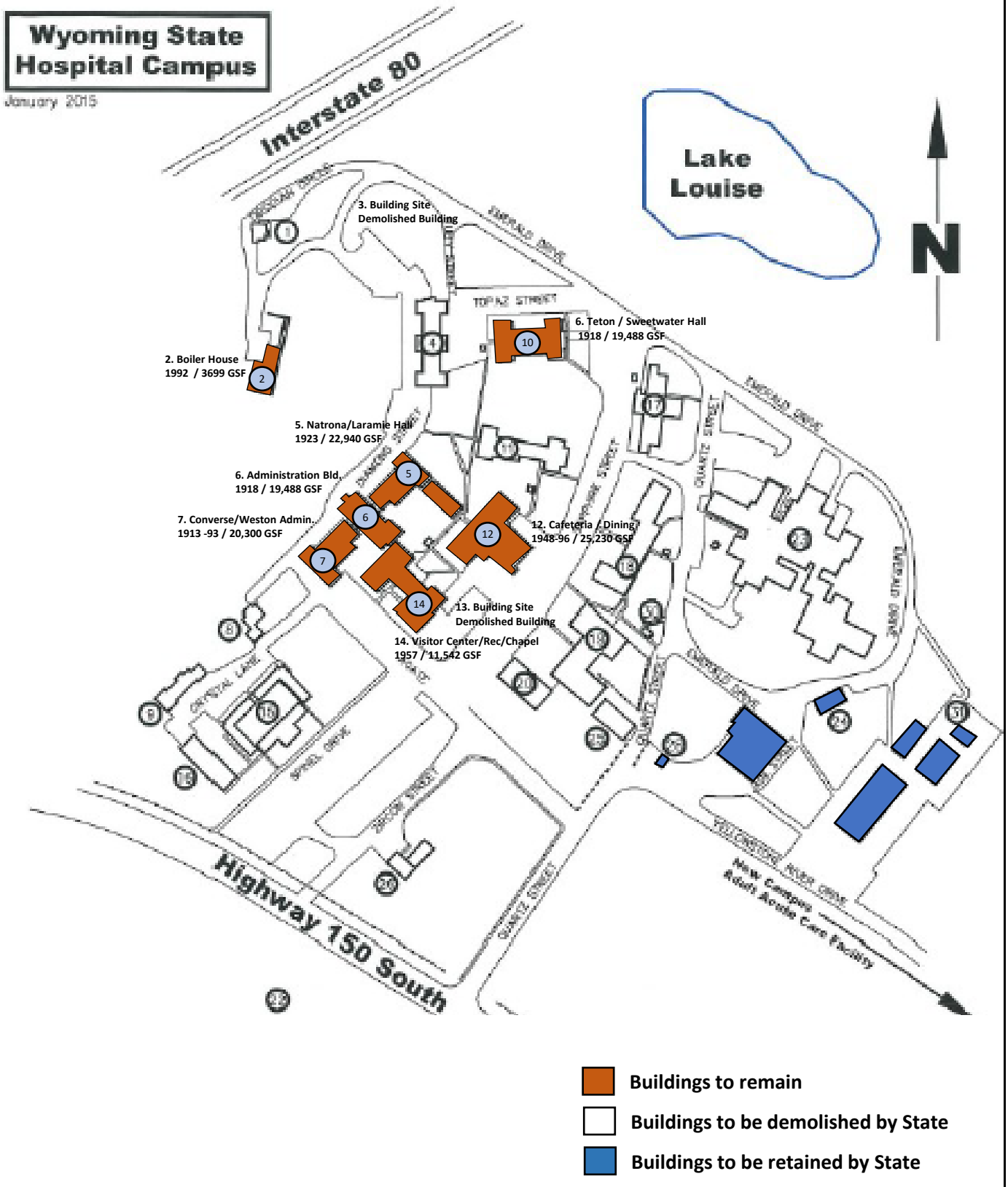
APPENDIX F.2a

Building Construction Cost Summary - Scenario 2 - 10 Buildings

Building #	Y/B	Building Name	Original Occupancy	Ex. Occupancy	Prop. Occupancy	Priority	Disposition	GSF	SF Cost 1	SF Cost 2	SF Cost 3	Demo Cost	Bldg Cost
									$ 80	$ 125	$ 250	$ 10	
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2865					
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3699	$ 295,920				
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None	0	0	0					
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25879			$ 6,469,750		
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22940		$ 2,867,500			
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19488		$ 2,436,000			
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20300		$ 2,537,500			
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1857					
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4279					
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21858		$ 2,732,250			
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8530			$ 2,132,500		
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Support	Food Service / Patient Support	Commercial	1	1	25320	$ 2,025,600				
13	Demolished					0	0	0					
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11542	$ 923,360				
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10192					
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19473			$ 4,868,250		
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26943					
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20408					
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12214					
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151					
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50380					
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3240					
								316558	$ 3,244,880	$ 10,573,250	$ 13,470,500	$ -	$ 27,288,630

Non Building Construction Cost Summary 125147 $ 218

Item #		Description		Acreages	66	34	32	GSF - LS	$/Unit	$ Total	34 $	32 $	
		Buildings Cost			100%	52%	48%			$ 27,288,630	$ 27,288,630		
1		Hardscape improvements (roads and walks)				118485	111515	230000	$ 13.00	$ 2,990,000	$ 1,540,303	$ 1,449,697	
2		Softscape Improvements (landscape and lawns)				449212	422788	872000	$ 2.65	$ 2,310,800	$ 1,190,412	$ 1,120,388	
3		Utilities (water, sewer, gas)				437879	412121	850000	$ 3.00	$ 2,550,000	$ 1,313,636	$ 1,236,364	
					1952000	1005576	946424	1952000		$ 35,139,430	$ 31,332,982	$ 3,806,448	
		2 Years Escalation						10%		$ 3,513,943	$ 3,133,298	$ 380,645	
		Contingency						10%		$ 3,865,337	$ 3,133,298	$ 380,645	
		Total Construction Cost								**$ 42,518,710**	**$ 37,599,578**	**$ 4,567,738**	



Scenario 3 – 7 Buildings Remain, $26.2M
Historic Wyoming State Hospital Campus

APPENDIX F.3a

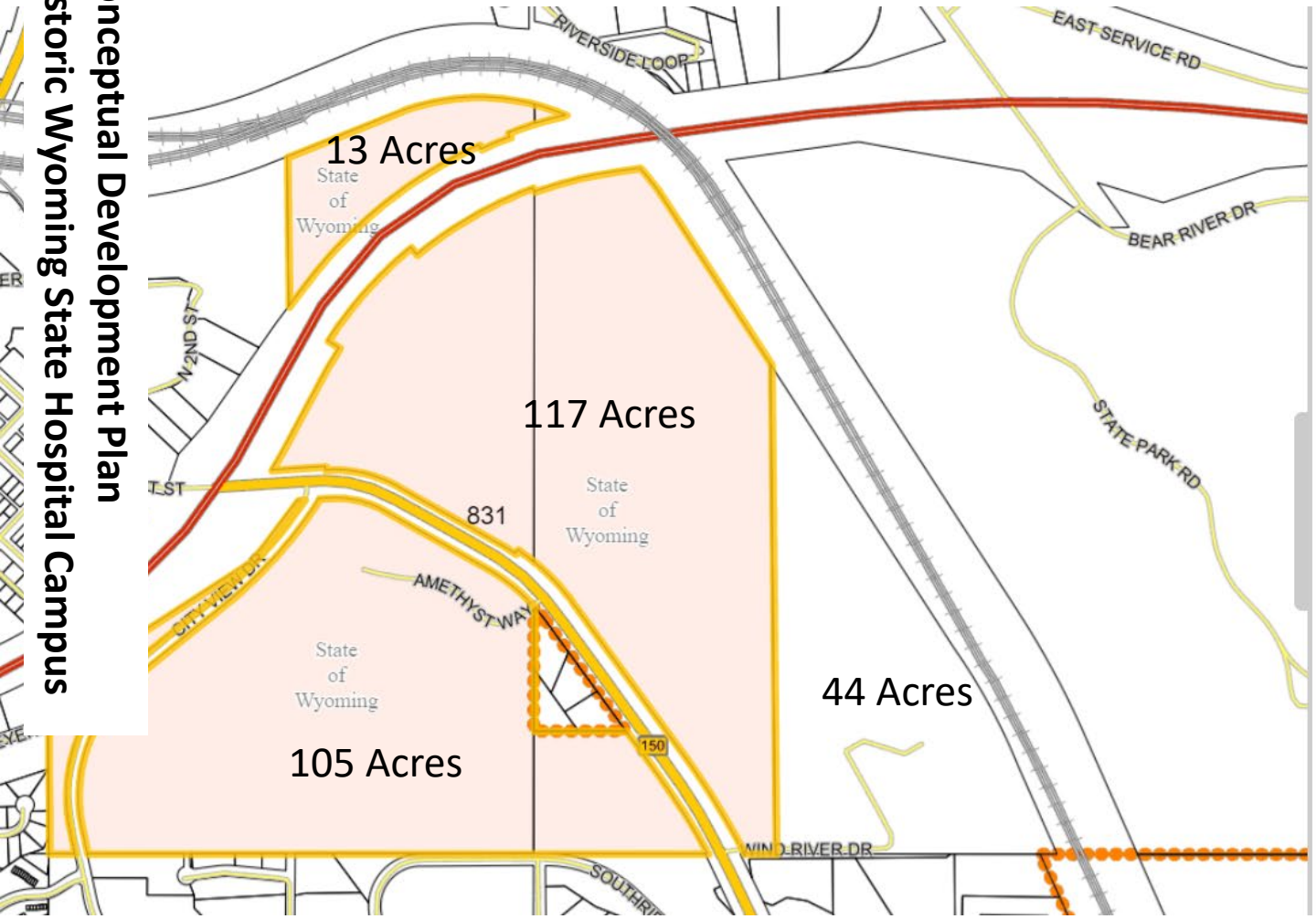
Building Construction Cost Summary - Scenario 3 - 7 Buildings													
Building #	**Y/B**	**Building Name**	**Original Occupancy**	**Ex. Occupancy**	**Prop. Occupancy**	**Priority**	**Disposition**	**GSF**	**SF Cost 1**	**SF Cost 2**	**SF Cost 3**	**Demo Cost**	**Bldg Cost**
									$ 80	$ 125	$ 250	$ 10	
1	1935	Resident Housing	Staff Housing	Staff Housing	Housing	3	3	2865					
2	1992	Boiler House	Facilities	Facilities	Maintenance	3	3	3699	$ 295,920				
3	1925	Washakie/Platte/Lincoln	Patient Housing	Demolished	None	0	0	0					
4	1915	Fremont/Albany Old Dormitory, Training	Patient Housing	Vacant	Commercial	1	2	25879					
5	1923	Natronal/Laramie Hall	Patient Housing	Administration	Commercial	1	1	22940		$ 2,867,500			
6	1918	Administration Building	Admin / Pt Services	Administration	Commercial	1	1	19488		$ 2,436,000			
7	1916/1993	Converse/Weston Administration Offices	Admin / Pt Services	Patient Housing	Commercial	1	1	20300		$ 2,537,500			
8	1918	Staff Residence	Staff Housing	Vacant	Housing	3	3	1857					
9	1940	Duplex Residence	Staff Housing	Vacant	Housing	3	3	4279					
10	1933	Teton/Sweetwater Staff Dev. School	Patient Housing	Vacant	Commercial	1	1	21858		$ 2,732,250			
11	1929	Sheridan	Patient Housing	Vacant	Commercial	1	1	8530					
12	1948/1996	Cafeteria/Dining/Building	Food Service / Patient Support	Food Service / Patient Support	Commercial	1	1	25320	$ 2,025,600				
13	Demolished					0	0	0					
14	1957	Visitor Center, Chapel, Rec Center, Gym	Staff / Patient Support	Staff / Patient Support	Commercial	1	1	11542	$ 923,360				
15	1948	Clark Hall Annex, Staff Residence Apts.	Staff Housing	Vacant	Housing	2	3	10192					
16	1931	Clark Hall Dormitory	Staff Housing	Vacant	Housing	2	2	19473					
17	1955	Big Horn / Goshen	Patient Housing	Storage / Facilities/Staff Housing	Undetermined	3	1	26943					
18	1957	Campbell / Uinta	Patient Housing	Facilities / Vacant	Undetermined	3	1	20408					
19	1957	Hot Springs Hall	Patient Housing	Facilities / Staff Support	Undetermined	3	1	12214					
20	1945	Grounds Maintenance Shop	Facilities	Facilities	Undetermined	3	3	5151					
23	1976/1980	Karn Building / Johnson Correction Complex	Patient Housing	Patient Housing / Administration	Undetermined	3	2	50380					
25	1933	Maintenance Shop	Facilities	Storage	Undetermined	3	3	3240					
								316558	$ 3,244,880	$ 10,573,250	$ -	$ -	$ 13,818,130
Non Building Construction Cost Summary								125147	$ 110				

Item #		**Description**		**Acreages**	**66**	**34**	**32**	**GSF - LS**	**$/Unit**	**$ Total**	**34 $**	**32 $**	
		Buildings Cost			100%	52%	48%			$ 13,818,130	$ 13,818,130		
1		Hardscape improvements (roads and walks)				118485	111515	230000	$ 13.00	$ 2,990,000	$ 1,540,303	$ 1,449,697	
2		Softscape Improvements (landscape and lawns)				449212	422788	872000	$ 2.65	$ 2,310,800	$ 1,190,412	$ 1,120,388	
3		Utilities (water, sewer, gas)				437879	412121	850000	$ 3.00	$ 2,550,000	$ 1,313,636	$ 1,236,364	
					1952000	1005576	946424	1952000		$ 21,668,930	$ 17,862,482	$ 3,806,448	
		2 Years Escalation						10%		$ 2,166,893	$ 1,786,248	$ 380,645	
		Contingency						10%		$ 2,383,582	$ 1,786,248	$ 380,645	
		Total Construction Cost								**$ 26,219,405**	**$ 21,434,978**	**$ 4,567,738**	

Conceptual Development Plan
Historic Wyoming State Hospital Campus

APPENDIX G.1

Conceptual Development Plan
Historic Wyoming State Hospital Campus



APPENDIX G.2

Conceptual Development Plan
Historic Wyoming State Hospital Campus

APPENDIX G.3

Table 1

WSH Development - 10-Year Cash Flow Pro Forma

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenues										
Gross Leasable Area	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Average Occupancy	40%	50%	60%	70%	80%	90%	90%	90%	90%	90%
Leased Square Footage	80,000	100,000	120,000	140,000	160,000	180,000	180,000	180,000	180,000	180,000
Lease Rate per Square Foot	$15	$15	$15	$15	$16	$16	$16	$17	$17	$17
Lease Revenue	$1,200,000	$1,500,000	$1,800,000	$2,100,000	$2,560,000	$2,880,000	$2,880,000	$3,060,000	$3,060,000	$3,060,000
Land Sales @ $100K / acre	$500,000	$0	$0	$1,000,000	$0	$0	$1,000,000	$0	$0	$1,000,000
Total Annual Revenues	$1,700,000	$1,500,000	$1,800,000	$3,100,000	$2,560,000	$2,880,000	$3,880,000	$3,060,000	$3,060,000	$4,060,000
Expenses										
Sales & marketing	$85,000	$75,000	$90,000	$155,000	$128,000	$144,000	$194,000	$153,000	$153,000	$203,000
Repairs & maintenance	$102,000	$90,000	$108,000	$186,000	$153,600	$172,800	$232,800	$183,600	$183,600	$243,600
Fees & services	$68,000	$60,000	$72,000	$124,000	$102,400	$115,200	$155,200	$122,400	$122,400	$162,400
Insurance	$34,000	$30,000	$36,000	$62,000	$51,200	$57,600	$77,600	$61,200	$61,200	$81,200
Replacement reserve	$51,000	$45,000	$54,000	$93,000	$76,800	$86,400	$116,400	$91,800	$91,800	$121,800
Total Annual Expenses	$340,000	$300,000	$360,000	$620,000	$512,000	$576,000	$776,000	$612,000	$612,000	$812,000
Net Operating Income										
Total Annual Revenues	$1,700,000	$1,500,000	$1,800,000	$3,100,000	$2,560,000	$2,880,000	$3,880,000	$3,060,000	$3,060,000	$4,060,000
Total Annual Expenses	$340,000	$300,000	$360,000	$620,000	$512,000	$576,000	$776,000	$612,000	$612,000	$812,000
Net Operating Income	$1,360,000	$1,200,000	$1,440,000	$2,480,000	$2,048,000	$2,304,000	$3,104,000	$2,448,000	$2,448,000	$3,248,000

Sources: Strategy 5 LLC, Colliers Research, Urban Land Instituite

APPENDIX H.1

Table 2

WSH Supportable Debt and Equity

Project Cash Flow		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Net Operating Income		$1,360,000	$1,200,000	$1,440,000	$2,480,000	$2,048,000	$2,304,000	$3,104,000	$2,448,000	$2,448,000	$3,248,000
Annual Debt Service		$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429	$1,771,429
Annual Cash Flow		-$411,429	-$571,429	-$331,429	$708,571	$276,571	$532,571	$1,332,571	$676,571	$676,571	$1,476,571
Supportable Funds											
Supportable Equity:											
Required Developer Return		17%									
Supportable Equity		$844,419									
Supportable Debt:											
NOI YEAR 4		$2,480,000									
Debt Coverage Ratio		1.4									
Debt Service		$1,771,429									
Interest Rate	4.0%										
Loan Term	30										
Supportable Debt		$30,920,469									
Total Supportable Funds											
Minimum Equity[1]		$844,419	3%								
Supportable Debt[2]		$30,920,469	97%								
Total Supportable Funds		$31,764,888	100%								

[1] The financial model employed in this table solves for a minimum equity requirement based on cash flow after supportable debt service. The actual financing package will likely include significantly greater developer equity which may be structured in the form of loaned capital equal to as much as 30% of the debt required.

[2] The financial model employed in this table uses conventional debt financing. The actual financing package would likely use a combination of short term construction loans, low-interest industrial or economic development loans, and debt that could be structured at more favorable terms within the 30-year span.

Source: Strategy 5 LLC

Table 3

WSH Project Residual Land Value

Redevelopment Costs		**Supportable Funds**	
Gross Building Area	200,000	Minimum Equity	$844,419
Redevlopment Costs	$53,800,000	Conventional Debt	$30,920,469
Land	$0	**Total Supportable Funds**	$31,764,888
Total Development Costs	$53,800,000	**Project Costs**	$53,800,000
Estimated Project Value	$53,800,000	**Residual Land Value**	-$22,035,112

Source: Strategy 5 LLC

APPENDIX H.3

Critical Path Chart: Definitions and Word Key

Found in Appendix I.2, the draft Critical Path Chart for redevelopment of the WSH property contains approximately 40 events, actions, steps, and items for consideration, by 7 different entities, over a 24-month period. These elements are presented as abbreviated notations contained in corresponding cells. This section provides further summaries of these Critical Path Elements for clarity. They are presented by entity, progressive steps on the associated timeline, and connectivity between elements.

Entity: State of Wyoming

Stabilization Decision – There is a consensus between the planning team members, senior WSH facility and operations staff, and previously completed engineering studies, that most of the campus buildings are in jeopardy of accelerating deterioration; deterioration that may place them beyond a practical redevelopment scenario. Specifically, the winter of 2021 / 2022 represents a tipping point, especially as plans are made to disconnect heating and other maintenance services. There is significant documentation of this fact. The state must strongly consider near term (fall 2021) decisions to stabilize the campus, or not, either mustering the necessary resources and applying them, or leaving the campus to slide further toward a majority-demolition scenario by neglect.

Apply Resources – The time sensitive nature of the stabilization decision (if affirmative) will require the immediate application of resources that the state may currently have at its disposal, some of which may have been previous funds allocated for demolition.

Clarify Property – In order for the redevelopment plan to be initiated, immediate clarification of property that may be sold, conveyed, retained, traded, or otherwise utilized must be achieved. Currently, there are several parcels and sections of the study area that may, or may not be, included in a deal framework with a private sector or other development partner. Illustrations of acreages, costs and other factors are included in the Appendices of the report.

Value Decision – The final report sets forth several valuation perspectives of the campus based on comparative real estate values in Uinta County, a Residual Land Value based on operation of a conceptual commercial space leasing operation, and the relative required investment in a completed redevelopment effort. In approaching formation of a deal framework, the state needs to establish values for the component properties.

Deal Framework – Prior to discussions with developers, other private sector partners, institutional or public sector partners, the Myers Anderson planning team recommends that the state and other entities noted herein prepare a development and operating agreement framework that fulfills fiscal and economic goals, the overarching goal of redeveloping the WSH campus, and that also presents an attractive and profitable opportunity for partners. Having a draft deal framework under discussion and development early in the process will serve to manage expectations, work through both complicating and facilitating circumstances, and to reduce risk and uncertainty on the part of potential partners. The framework should be flexible and will evolve over time as negotiations become more serious.

Participatory Steps – While the State of Wyoming is by no means the only entity involved in the redevelopment effort, as owner of the land and buildings involved it has a leadership role. A full discussion of the many potential facets of this role is beyond the scope of this report. However,

coordinating the necessary participation of various state agencies, technical staff, and departments, affiliated economic development organizations, State and U.S. legislators, and possibly the Governor's Office, will be an important leadership role that only the state can fulfill.

Development and Operating Agreement – Using the deal framework referenced above, the state should be working from the beginning toward a Development and Operating Agreement with a future partner. Work in this area will ramp up once a partner(s) is selected and other steps along the Critical Path have been completed.

Convey Land – At some point in the redevelopment process, land and property determined to be part of the process will need to be conveyed to a partner(s) through sale, contribution, lease, or other mechanism. This step will trigger a number of events included in the Critical Path Chart and mark a major accomplishment in the redevelopment process.

Demolition / Redevelopment – Once state decisions regarding disposition of the land are made, an acceptable deal framework formulated, a qualified partner(s) is found, a Development and Operating Agreement executed, and property conveyed, changes to the campus including selected demolition of buildings, new construction, and other aspects of the redevelopment process will accelerate.

Economic and Fiscal Benefits Accrue – At this juncture the state, city, U.S. Government, and the greater Evanston community will begin to realize economic and fiscal benefits. These will include capital investment in materials and labor for redevelopment and other construction projects, job creation, and recurring benefits in the form of net new property taxes, sales taxes, spending by operations in the local economy, etc.

Entity: City of Evanston

Stabilization Decision – As with the state, the city will need to participate in the decision and action steps needed to stabilize the campus buildings, possibly including considerations on utilities and other infrastructure.

Apply Resources – The city may wish to identify resources, financial or otherwise, that may be brought to bear in the required near-term stabilization process.

Clarify Property – As the state clarifies properties to be included in the redevelopment process, the city may wish to identify land or areas that might host future public-serving infrastructure.

Value Decision – The public sector (state and city) should work together to value any land that would be conveyed between them.

Sub-Framework – The deal framework referenced above could benefit from a sub-framework that addresses the city's goals and objectives, risks and reward potential specifically. Likewise, any long-term involvement in a development partnership (e.g., provision of utilities) could be clarified within this platform.

Participatory Steps – The means by which the City of Evanston may choose to participate in the redevelopment process will be the subject of various policy, administrative and operational decisions.

Ongoing Roles and Responsibilities – As a sub-set of "participatory steps" roles and responsibilities of the city in the future of the property will be the subject of various internal decisions, but the consultant suggests that a worthy development partner will seek a mutually beneficial relationship with Evanston.

Entity: Steering Committee

Adopt Plan – Consideration should be given to adopting the Myers Anderson WSH Redevelopment Plan at the earliest opportunity, as it will trigger various action steps and forward motion on the project with state and city support.

Coordinate Pre-Marketing – The Steering Committee may wish to coordinate certain pre-marketing activities such as community education on the plan, encouraging interaction between key entities and decision / policy makers, participate in stabilization efforts and ensue ongoing "curb appeal" for the property.

Ongoing Roles and Responsibilities – Over time, the Steering Committee may wish to reallocate its rich human capital to other civic efforts or remain an in-tact and integral part of future project oversight.

Entity: Myers Anderson Planning Team

Finalize Cost Estimates – In conjunction with a stabilization decision, clarification of property details, and adoption of the plan, the team will complete cost estimates for an alternative mix of demolition, reconstruction, parcel availability, infrastructure, etc. to further inform these decisions.

Prepare for Implementation – The objective is a seamless transition from analysis and planning into implementation.

Marketing / Recruitment – Much material generated by the team and included in the final report can be used in preparing marketing and recruitment materials designed to inform and attract private sector and other partners.

Ongoing Roles and Responsibilities – The team can assist in the redevelopment process at several levels. To be determined.

Entity: Private Sector

Opportunity Introduction – Interested parties from the private sector should be given the opportunity to introduce themselves through a RFQ / RFP process, and the lead marketing entity should craft an introduction of the project and property that appeals to identified industries and others.

Media Outreach - As part of the marketing and recruitment process, the magnitude of the project dictates a coordinated media relations strategy.

Request for Qualifications and Expressions of Interest / Request for Proposals (RFP) – This two-step solicitation process is well used by the public sector and would be well placed in the marketing and recruitment process.

Recruitment – The private sector can be recruited directly as part of an effective marketing process, targeted toward sectors showing promise such as the life-sciences industry, or based on the identification of companies that are qualified, experienced, and motivated to undertake a large-scale redevelopment project.

Memorandum of Understanding (MOU) – A successful marketing and recruitment process would typically result in the execution of a Memorandum of Understanding between parties that is a precursor to a complete and binding Development and Operating Agreement.

Development and Operating Agreement – The Development and Operating Agreement is a critical document that is an outgrowth of the initial deal framework, RFP, MOU, and other steps along the Critical Path. It would likely include a Purchase Agreement or other agreement pertaining to the conveyance of land.

Financial Commitment – At this point in the process, the private sector partner will be required to make a financial commitment in the form of funds as dictated by agreement.

Demolition / Redevelopment – As commitments are secured, final decisions on selected demolition of buildings and a host of other redevelopment elements may be undertaken.

Re-use Targets – The development partner may choose to activate some buildings and spaces that may require relatively minimal investment to make them productive. This could jump start economic activity on the site and contribute revenue to the redevelopment process.

Occupancy / Stability – The long-term goal for the redevelopment of the former WSH campus is to have it occupied by a viable company, industry, business, institutional or other end-user, yielding stability to an important part of the community.

Entity: Federal Government / Economic Development Administration (EDA)

Grants? – There may be grants available for infrastructure improvements or other contributory elements. An early assessment of this potential should be undertaken in conjunction with the deal framework and monitored and used to assist with the attraction of a development partner.

Incentives? – Government incentives are well documented and should be promoted as part of the marketing and recruitment process.

Merge with Deal Framework – Any benefits that may be available from the federal government, either as part of the redevelopment effort itself, or to enhance the operational sustainability and vitality of a development partner, should be recognized.

Support for Private Prospects – As part of the "participatory process" noted herein, the federal government – through the State of Wyoming's elected legislators in Washington – can lend support to this important economic undertaking.

Entity: Community

Plan Presentations and Education – As the plan is adopted and the redevelopment process proceeds, the public should be given the opportunity to learn about the project and embrace it. Public input will still have a role in development as the project takes shape.

Community Involvement Plan – There may be many, yet undetermined, opportunities for the community to be involved in the redevelopment effort, or in components such as recreational, cultural, historical, arts and entertainment, sports, etc. that emerge.

Educational Interface – Aspects of the Myers Anderson Redevelopment Plan and interactions with key stakeholders have pointed to the interface between the project and academic and educational institutions. This could take the form of an Innovation Center, research and development functions associated with a university, college programs, internships with the development partner company, etc.

Non-Profit Involvement Plan – As part of any community involvement plan, a similar plan to involve local, regional, and national non-profit entities should be encouraged.

Wyoming State Hospital Critical Path Chart: Months 1-6

Timeline / Month	1	2	3	4	5	6
ENTITY						
State of Wyoming	**Stabilization Decision**	**Apply Resources**	**Clarify Property**	Value Decision	Deal Framework	Participatory Steps
City of Evanson	**Stabilization Decision**	Apply Resources	Clarify Property	Value Decision	Sub Framework	Participatory Steps
Steering Committee	**Adopt Plan**	Coordinate Pre-Marketing	**Ongoing roles and responsibilities?**			
MA Planning Team	Finalize Cost Estimates	Prepare for Implementation		Marketing Recruitment?		**Ongoing role?**
Private Sector		Opportunity Introduction		Press Outreach		Request for Proposals
Feds / EDA	Grants?	Incentives?	Merge with Framework			
Community		Plan Presentation				Involvement Plan

APPENDIX I.2

Wyoming State Hospital Critical Path Chart: Months 7-12

Timeline / Month	7	8	9	10	11	12
ENTITY						
State of Wyoming						Development Agreement
City of Evanson		Ongoing roles and responsibilities? Marketing?				
Steering Committee						
MA Planning Team						
Private Sector		Recruitment		MOU		Development Agreement
Feds / EDA		Support for Private Partner Prospects				
Community					Educational Interface	

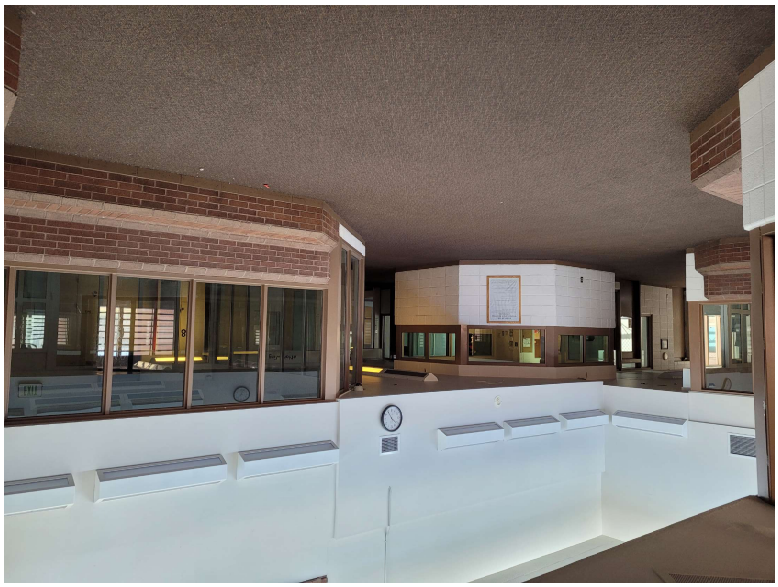
Wyoming State Hospital Critical Path Chart: Months 13-18

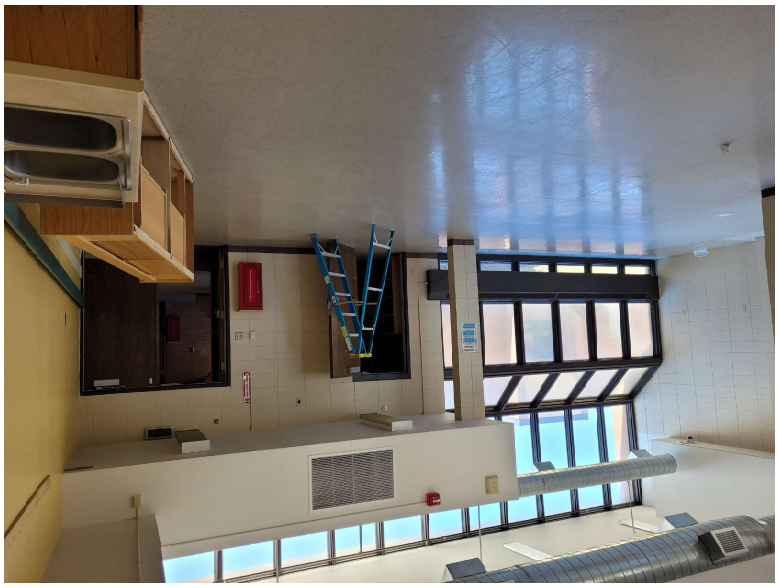
Timeline / Month	13	14	15	16	17	18
ENTITY						
State of Wyoming				Convey Land		
City of Evanson						
Steering Committee						
MA Planning Team						
Private Sector				Financial commitment		
Feds / EDA						
Community				Non-Profit Plan		

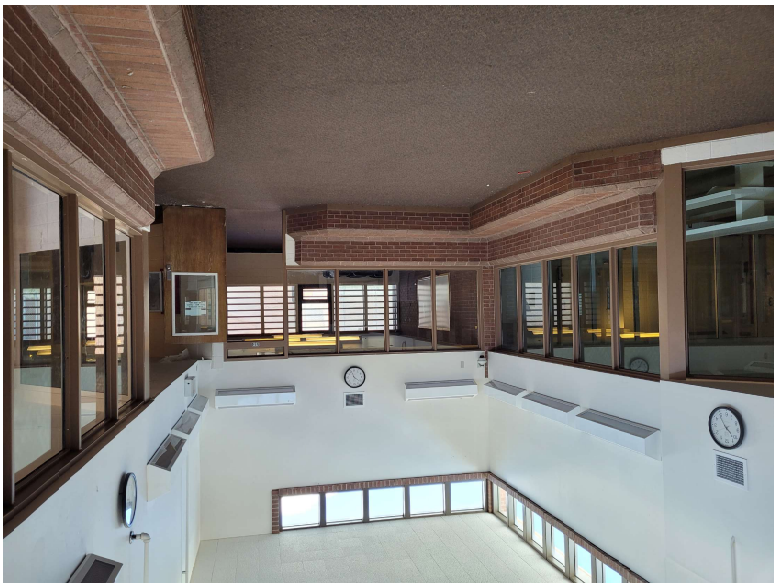
Wyoming State Hospital Critical Path Chart: Months 19-24

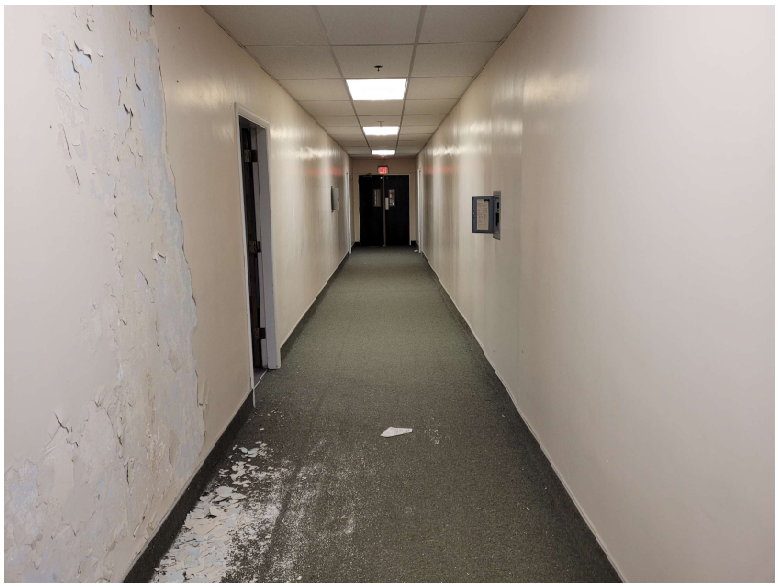
Timeline / Month	19	20	21	22	23	24
ENTITY						
State of Wyoming		Demolition/Redevelopment			**Economic and Fiscal Benefits Begin to Accrue**	
City of Evanson						
Steering Committee						
MA Planning Team						
Private Sector		Demolition/Redevelopment		Reuse Targets		Occupancy / Stability
Feds / EDA						
Community						

APPENDIX J







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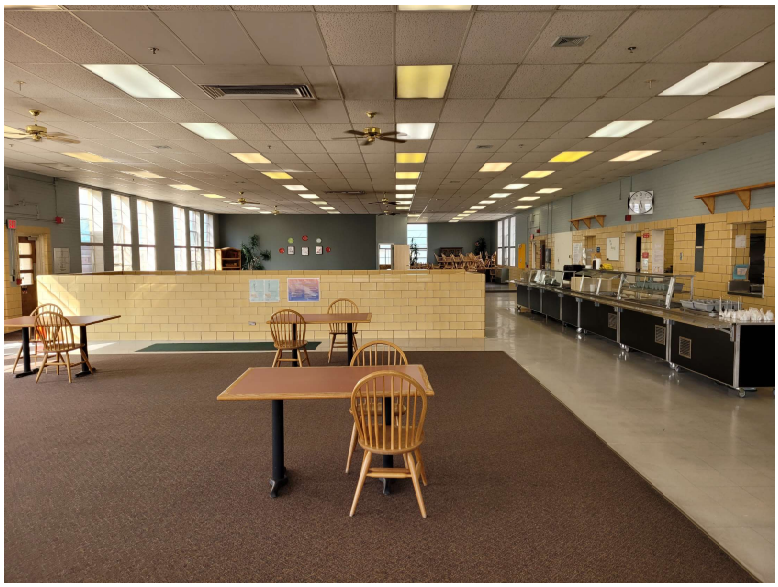

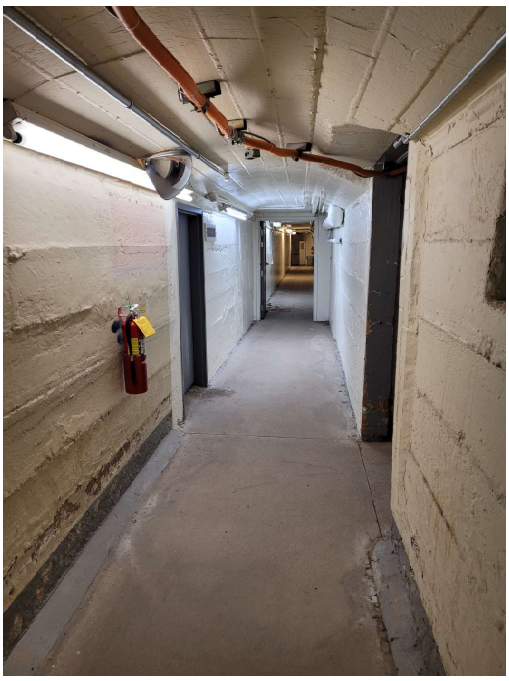

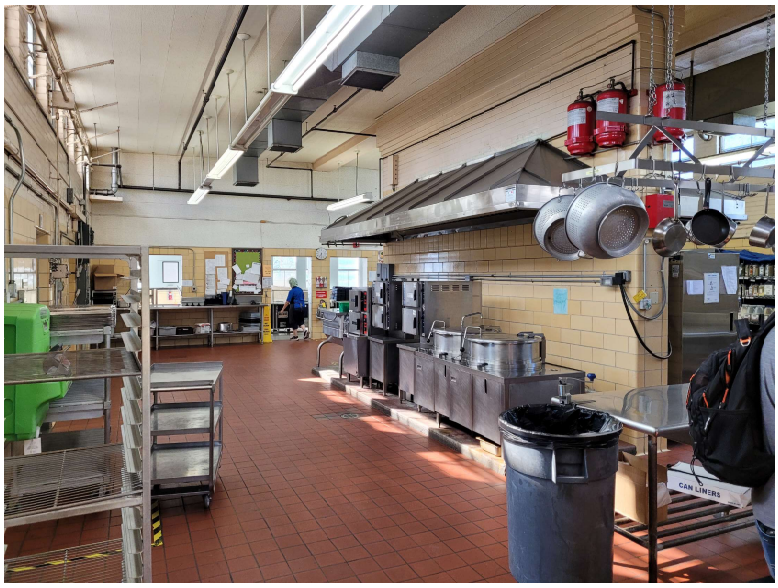
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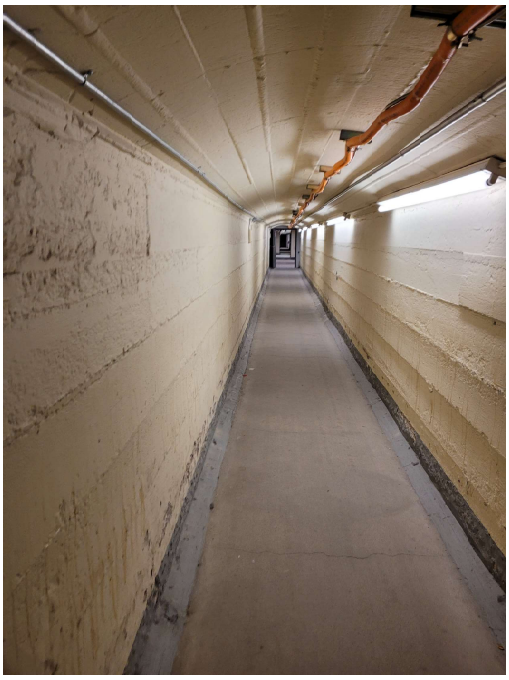


NO
PARKING