



# FORT BAYARD BUSINESS PLAN



*SILVER ARCHITECTS*

Thursday July 28, 2016



# Agenda

- ❑ Demographics
- ❑ Market Potential
- ❑ Needs Analysis
- ❑ Forest Service Partnership Opportunity
- ❑ Conceptual Master Plan
- ❑ Capital Improvement Costs
- ❑ Operating Sustainability
- ❑ Summary
- ❑ Questions



# State of New Mexico – General Services Department



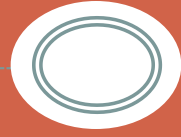
## □ General Services Department Mission

- “Our statutory mission is to achieve the highest level of government efficiency through consolidation of resources and improved operating procedures”.

## □ Key Objectives

- Dispose of Unnecessary Assets
- Reduce Risk by Improving Property, Casualty, and Health Care Management

# Demographics



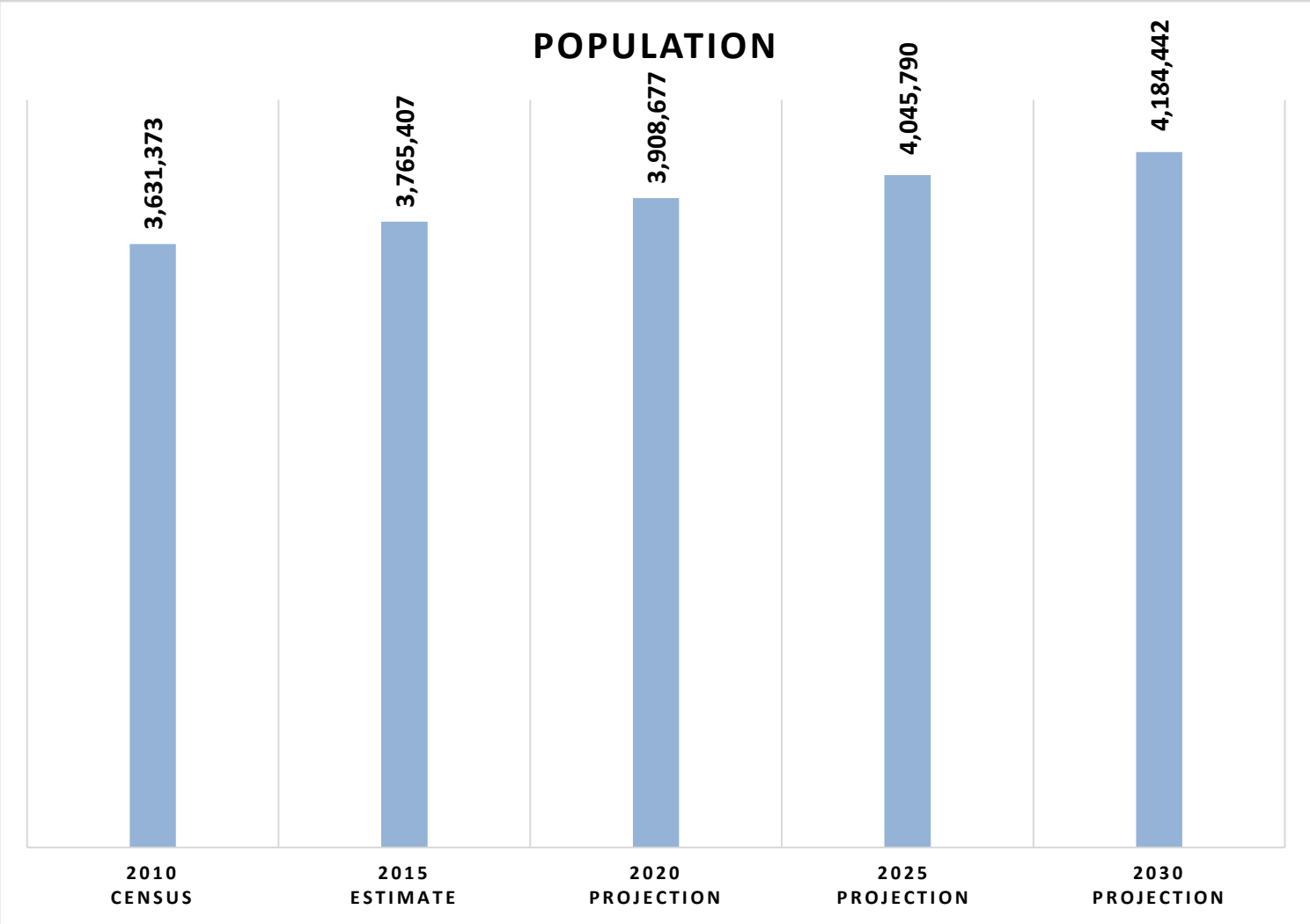
# Service Area Map



● 200 miles



# Population – 200 Mile Service Radius

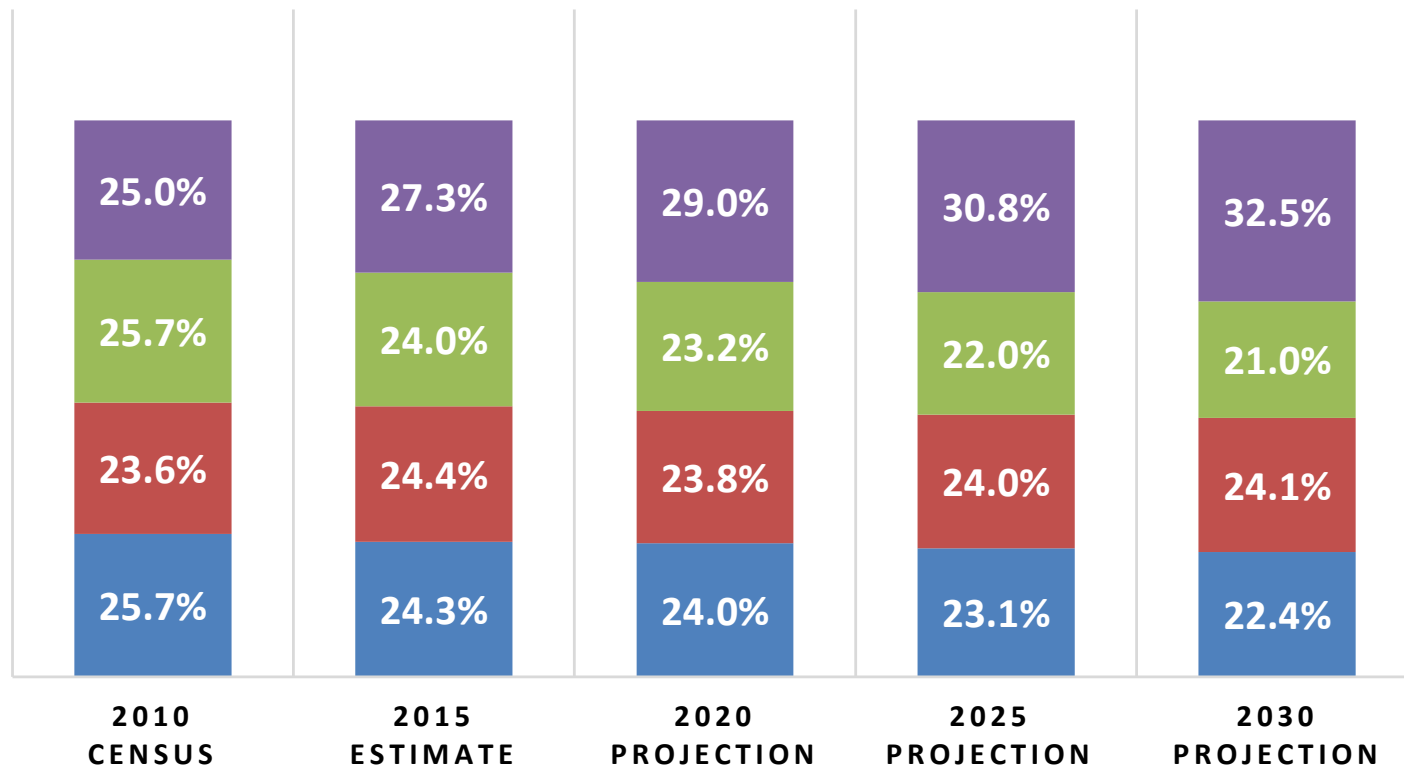


# Age Segmentation – 200 Mile Drive Time



## POPULATION BY AGE SEGMENT

■ <18 ■ 18-34 ■ 35-54 ■ 55+

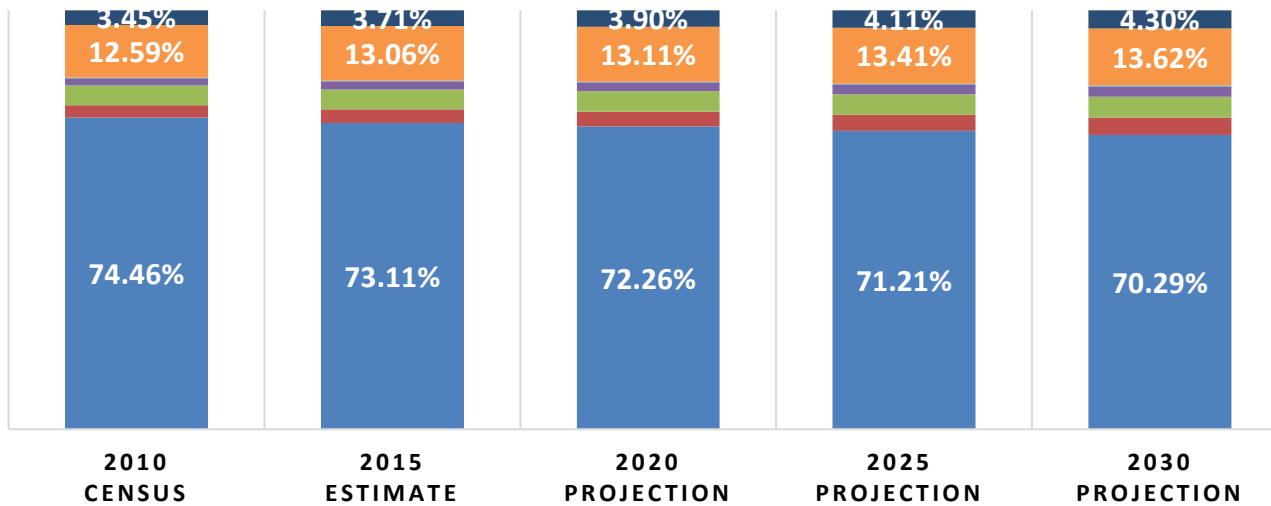


# Ethnicity – 200 Mile Service Radius



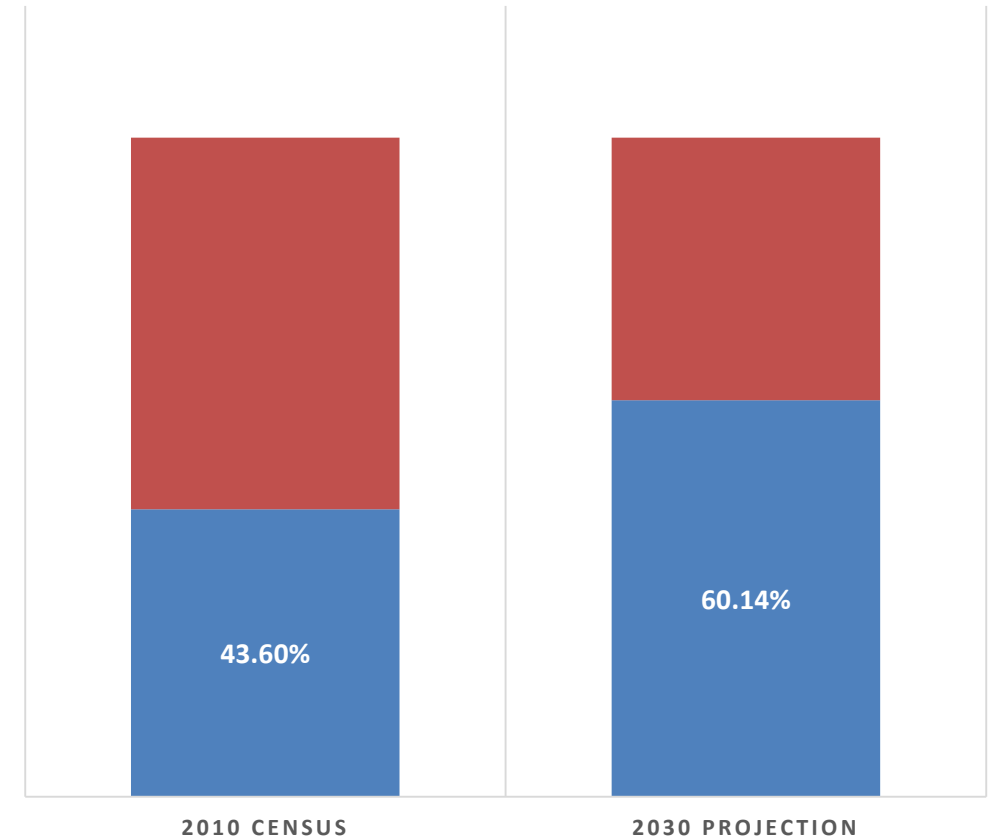
## POPULATION BY RACE

- White Alone
- Black Alone
- American Indian
- Asian
- Pacific Islander
- Some Other Race



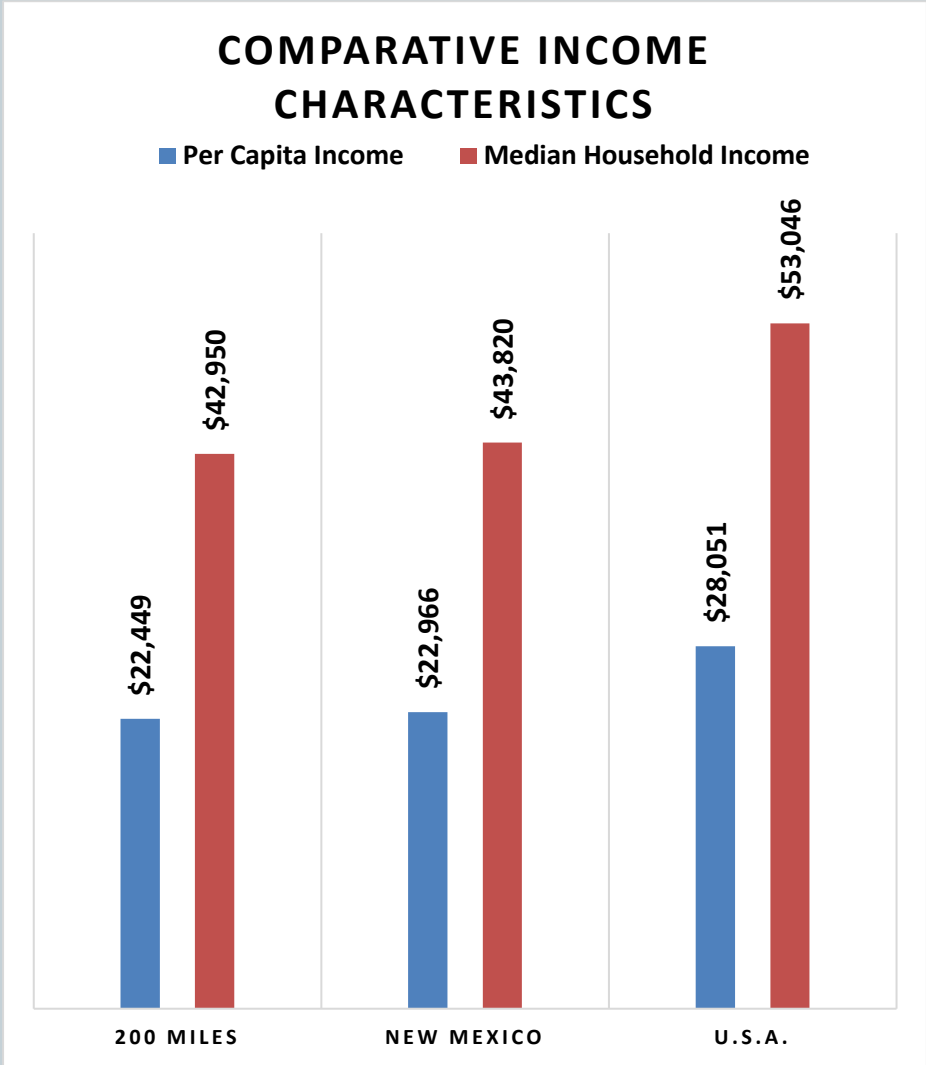
## HISPANIC POPULATION

- Hispanic / Latino Origin (any race)
- All Others

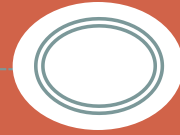




# Income – 200 Mile Drive Time



# Market Potential



# Summary of Market Potential



Consumer Behavior	Market Potential Index	Facility Need
Target shooting	101	Shooting Range
Bicycling (mountain)	100	Mountain Bike Trails
Backpacking	97	Trails
Fishing (fresh water)	97	Lake/Pond/Stream
Frisbee	97	Open Space
Horseback riding	94	Stables/Equestrian Trails
Walking for exercise	94	Trails
Archery	93	Archery Range
Bicycling (road)	90	Bike Lanes and Trails
Hiking	90	Trails
Jogging/running	89	Trails

# Need Analysis



# Need/Demand Prioritization

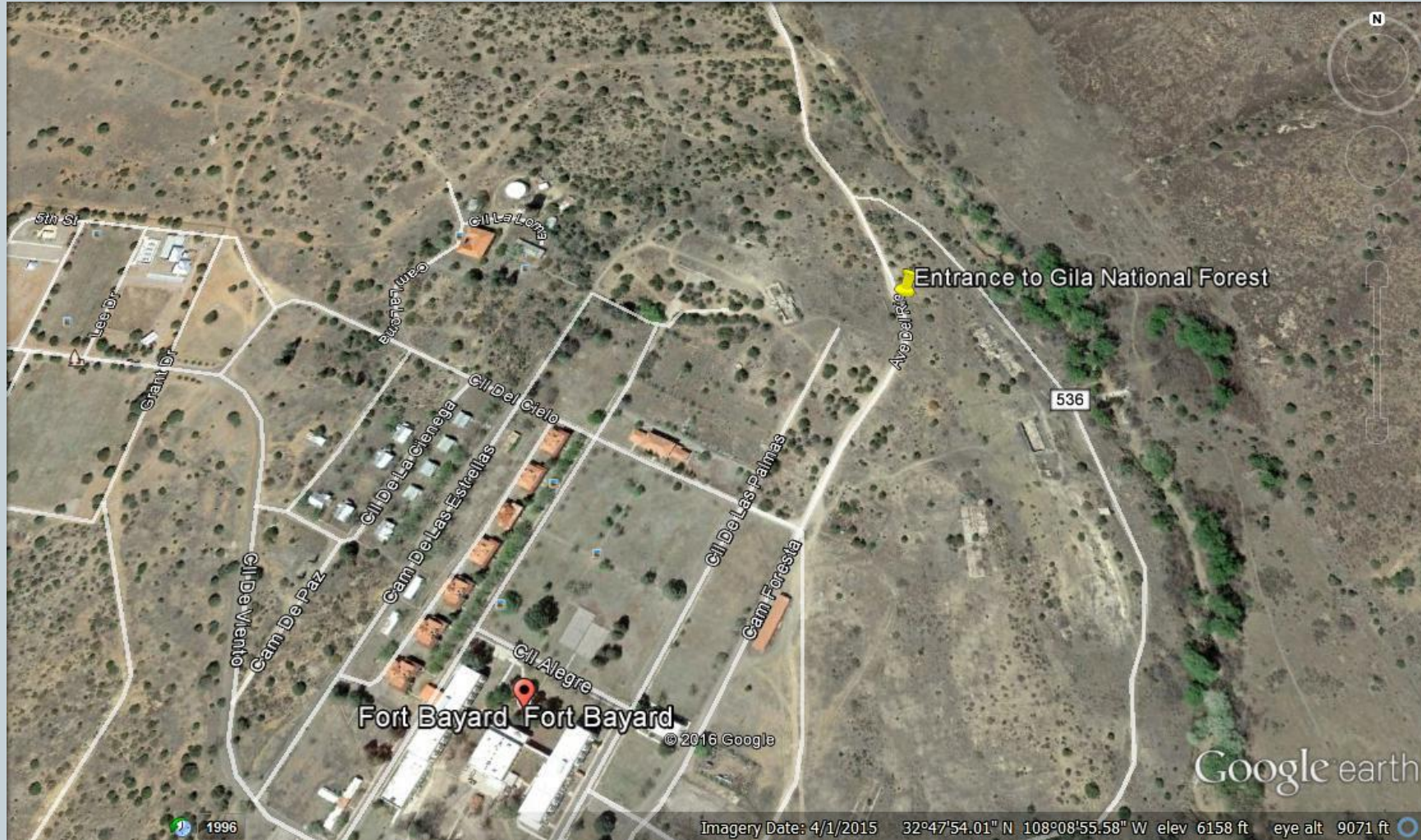


NEED	PRIORITY
HISTORICAL INTERPRETATIVE PROGRAMS AND SERVICES	HIGH
MAJOR TENANT/PARTNER	HIGH
CAMPGROUND	HIGH
SPECIAL EVENTS	HIGH
INDOOR FACILITY RENTALS (THEATER)	HIGH
PRESERVATION OF OPEN SPACE	HIGH
MULTI-USE TRAILS	HIGH
ARCHERY RANGE	HIGH
EQUESTRIAN USE	MEDIUM
ENVIRONMENTAL INTERPRETATIVE PROGRAMS AND SERVICES	MEDIUM
AGRICULTURAL USE	MEDIUM
TEMPORARY LODGING	MEDIUM
YOUTH CONSERVATION CORP SERVICES	MEDIUM
HOTEL/BED & BREAKFAST	LOW
RESTAURANT	LOW
LOW COST STORAGE FACILITIES	LOW
GOLF	LOW
ATHLETIC FIELDS	LOW
RETIREMENT COMMUNITY	LOW

# Forest Service Partnership Opportunity



# Fort Bayard and Gila National Forest



# Forest Service Letter of Intent



United States  
Department of  
Agriculture

Forest  
Service

Gila National Forest  
Supervisor's Office  
Voice: 575.388.5201  
Fax: 575.388.5204

3405 E. Camino Del Bosque  
Silver City, NM 88091  
Internet: [www.fs.usda.gov/gln](http://www.fs.usda.gov/gln)

Date: July 25, 2016

Village of Santa Clara, NM  
c/o Richard Bauch, Mayor  
105 N Bayard, P.O. Box 316  
Santa Clara, NM 88026

Dear Mayor Bauch,

I am writing this letter to support the proposed "Historic Preservation by Forest Service Occupancy" initiative the Village of Santa Clara has been under-taking in regards to the Ft. Bayard campus, located just north of your community. Our future occupancy of one or more of the historic buildings on the Ft. Bayard campus meets current objectives of the Forest Service as well as satisfies the Historic Preservation Program of the General Services Administration (GSA) which is the agency that would ultimately manage the leasing arrangement.

Current objectives of the current Forest Service Strategic Plan are to 'Deliver Benefits to the Public by Strengthening Communities', and to 'Excel as a High-Performing Agency by Attracting and Recruiting Top Employees'. I believe the setting of the campus, as well as the features of the historic buildings we have toured thus far, would greatly increase the morale and welfare of our employees. To date, employee response to our tours at Ft. Bayard have been overwhelmingly positive.

Ft. Bayard is adjacent to the Gila National Forest boundary and we currently have an administrative site, trailhead, helicopter pad, and service truck corrals located just north of the campus. Such a location would lend itself to immediately connecting our employees and our visiting public to the forest.

I applaud the Village of Santa Clara's efforts to help restore historic Ft. Bayard and thank you for including the Gila National Forest in your studies to make Ft. Bayard a viable and sustainable part of your community. I wholeheartedly support this endeavor.

Sincerely,

Adam Mendonca  
Forest Supervisor  
Gila National Forest

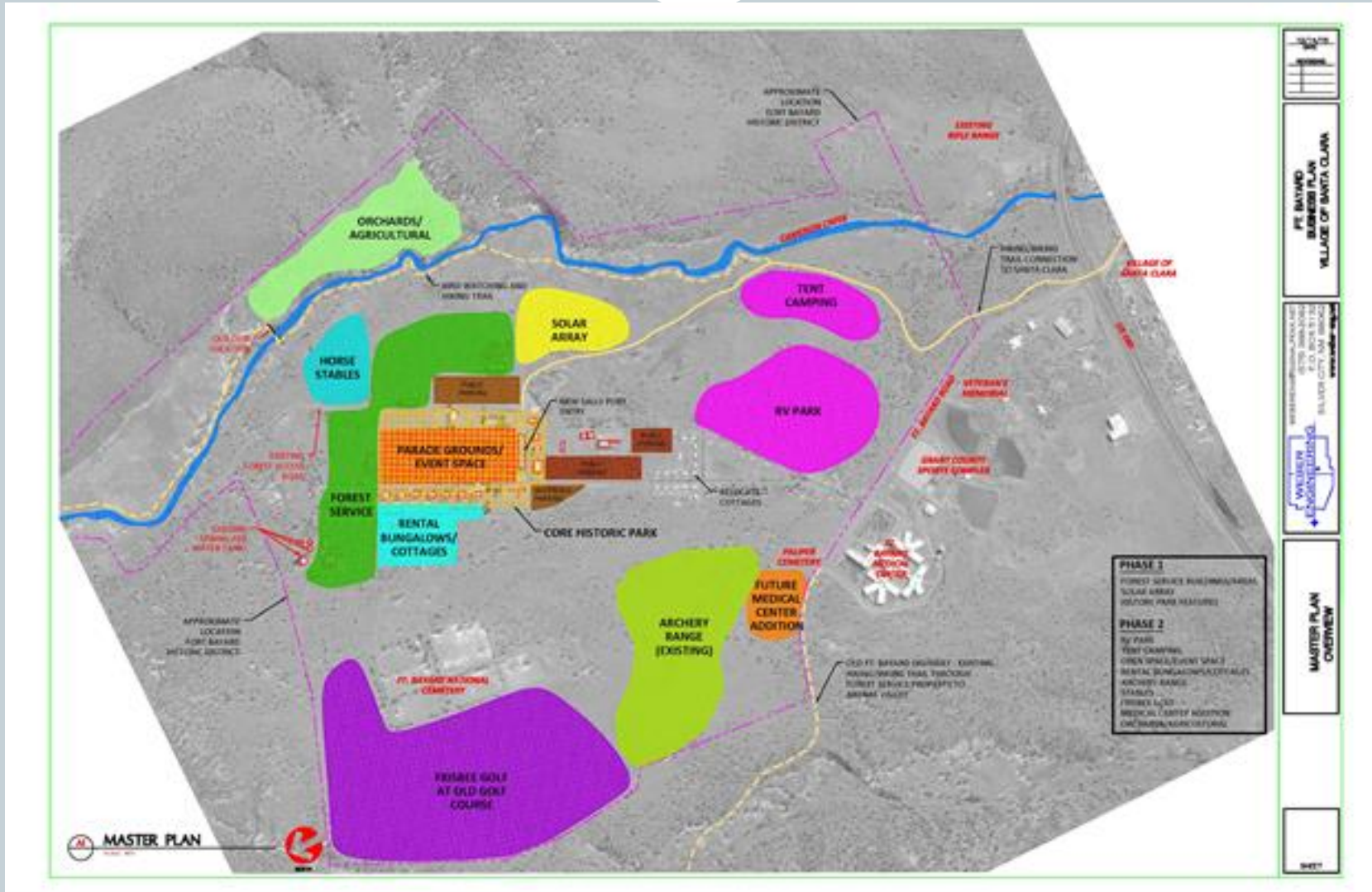




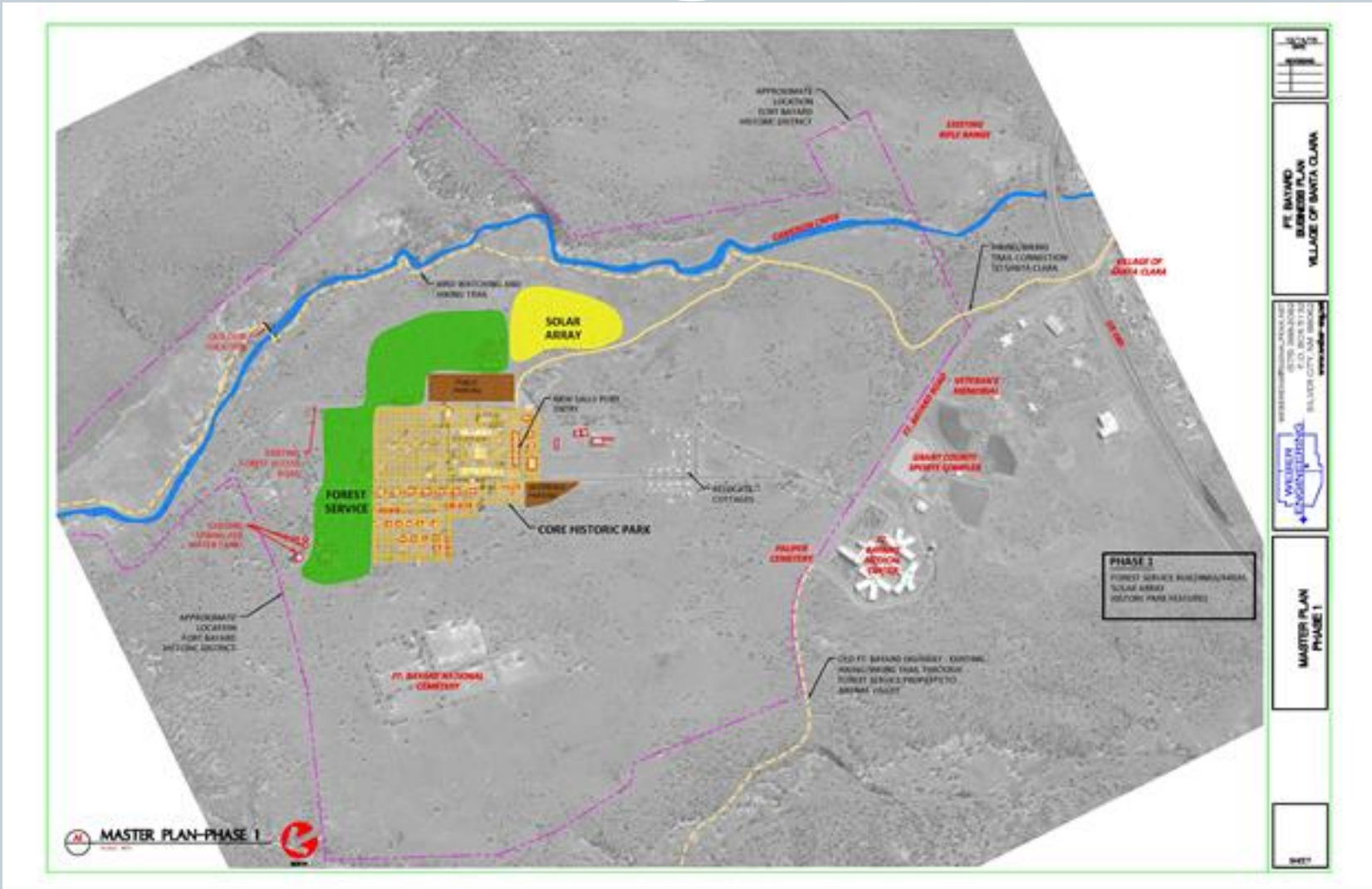
# Updated Master Plan



# Conceptual Master Plan



# Conceptual Master Plan – Phase 1

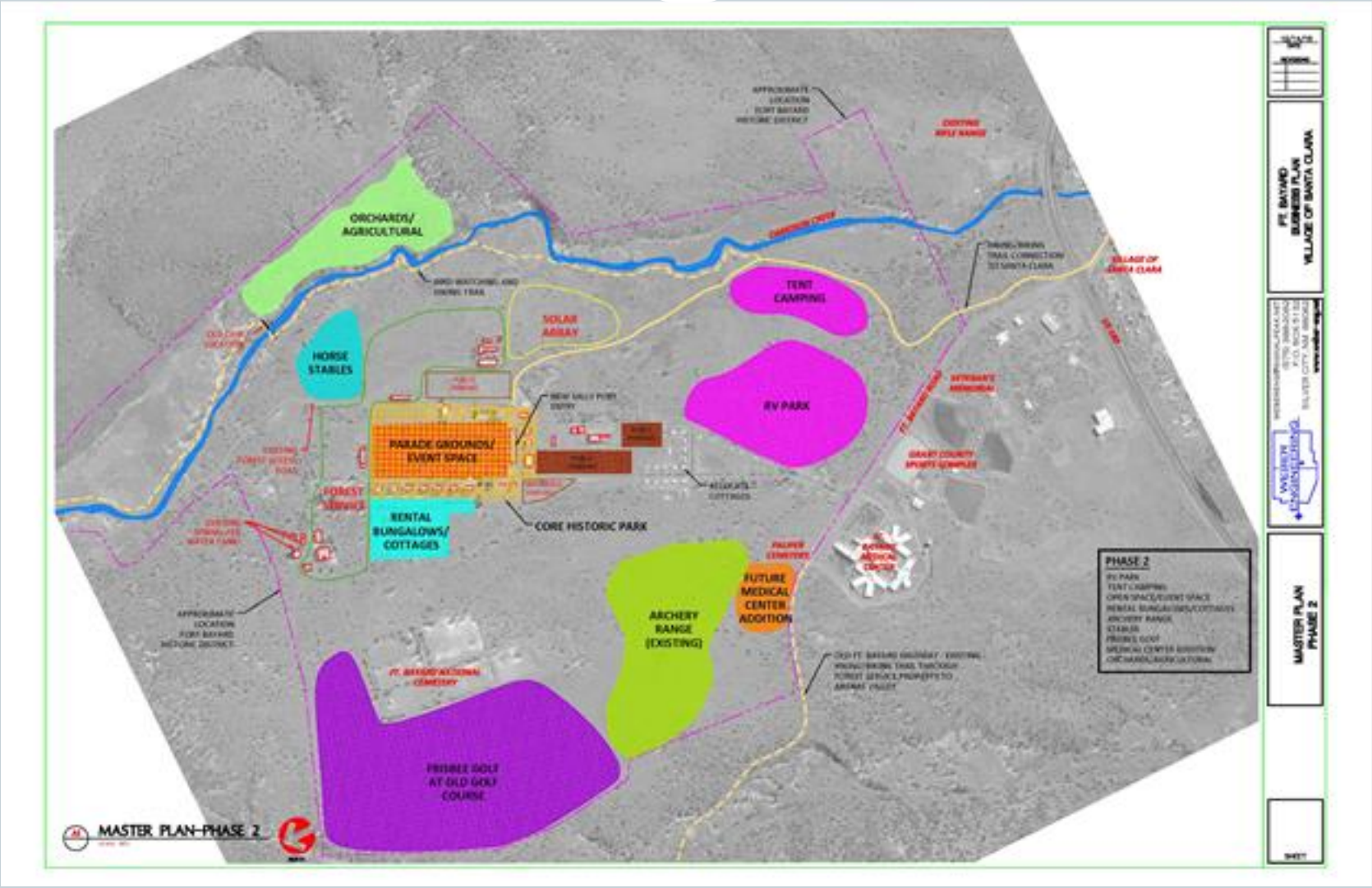


# Summary of Phase 1 Improvements



<b>Fort Bayard Site</b>		
<b>Site Improvements</b>		
<b><i>FACILITY/AMENITY</i></b>	<b><i>Unit</i></b>	<b><i>Quantity</i></b>
<b>Administration Building</b>	<i>SF</i>	<i>5100</i>
<b>Nurses Quarters</b>	<i>SF</i>	<i>9000</i>
<b>Nurses Matron Building</b>	<i>SF</i>	<i>900</i>
<b>Nurses Recreation Building</b>	<i>SF</i>	<i>2250</i>
<b>Shop 1</b>	<i>SF</i>	<i>6000</i>
<b>Shop 2</b>	<i>SF</i>	<i>4339</i>
<b>Shop 3</b>	<i>SF</i>	<i>3250</i>
<b>Theater</b>	<i>SF</i>	<i>4287</i>
<b>Museum</b>	<i>SF</i>	<i>3450</i>
<b>Sally Port/Restroom Building</b>	<i>SF</i>	<i>8469</i>
<b>Staging Area</b>	<i>AC</i>	<i>1</i>
<b>Event Area</b>	<i>AC</i>	<i>13.35</i>
<b>Forest Service Parking</b>	<i>EACH</i>	<i>188</i>

# Conceptual Master Plan Upon Completion of Phase 2



# Summary of Phase 2 Improvements



<b>Fort Bayard Site</b>		
<b>Site Improvements</b>		
<i>FACILITY/AMENITY</i>	<i>Unit</i>	<i>Quantity</i>
<b>Small Houses</b>	<i>SF</i>	750
<b>Officers Quarters</b>	<i>SF</i>	7695
<b>Marriage Quarters A</b>	<i>SF</i>	1150
<b>Marriage Quarters B</b>	<i>SF</i>	1092
<b>Duplexes</b>	<i>SF</i>	3311
<b>Quonset Hut/Gym</b>	<i>SF</i>	3529
<b>Steam Plant</b>	<i>SF</i>	4675
<b>Laundry</b>	<i>SF</i>	6850
<b>Primitive/Tent Camping</b>	<i>AC</i>	8
<b>RV Park</b>	<i>AC</i>	26
<b>Archery Range</b>	<i>AC</i>	35
<b>Solar Array</b>	<i>AC</i>	10
<b>Orchards</b>	<i>AC</i>	20
<b>Disc Golf</b>	<i>AC</i>	4
<b>Walking Trails</b>	<i>MILES</i>	2
<b>Public Parking</b>	<i>EACH</i>	580

# Summary of Facility Recommendations



	RECOMMENDATIONS	PHASE
<i>FACILITY/AMENITY</i>		
<b>Administration Building</b>	<i>Repurpose for Forest Service Use</i>	<i>One</i>
<b>Nurses Quarters</b>	<i>Repurpose for Forest Service Use</i>	<i>One</i>
<b>Nurses Matron Building</b>	<i>Repurpose for Forest Service Use</i>	<i>One</i>
<b>Nurses Recreation Building</b>	<i>Repurpose for Forest Service Use</i>	<i>One</i>
<b>Shop 1</b>	<i>Repurpose for Forest Service Use</i>	<i>One</i>
<b>Shop 2</b>	<i>Repurpose for Forest Service Use</i>	<i>One</i>
<b>Shop 3</b>	<i>Renovate for Maintenance Services</i>	<i>One</i>
<b>Theater</b>	<i>Renovate for Multi-Purpose Uses</i>	<i>One</i>
<b>Museum</b>	<i>Renovate for Historical Interpretation</i>	<i>One</i>
<b>Sally Port/Restroom Building</b>	<i>Renovate for Historical Interpretation</i>	<i>One</i>
<b>Officers Quarters</b>	<i>Renovate for Historical Interpretation</i>	<i>Two</i>
<b>Small Houses (16)</b>	<i>Demolish 3; Relocate or sell 13</i>	<i>Two</i>
<b>Marriage Quarters A</b>	<i>Stabilize for Historical Interpretation</i>	<i>Two</i>
<b>Marriage Quarters B</b>	<i>Stabilize for Historical Interpretation</i>	<i>Two</i>
<b>Duplexes</b>	<i>Stabilize for Historical Interpretation</i>	<i>Two</i>
<b>Quonset Hut/Gym</b>	<i>Demolish/Replace for Forest Service</i>	<i>Two</i>
<b>Steam Plant</b>	<i>Demolish</i>	<i>Two</i>
<b>Laundry</b>	<i>Repurpose for Commercial Use</i>	<i>Two</i>

# Capital Improvement Cost Estimates





# Cost Summary for Infrastructure/Utilities



## Fort Bayard Site

Opinion of Probable Project Costs

	TOTAL PHASE 1	TOTAL PHASE 2	TOTAL PROJECT COSTS
<i>Cost</i>			
Water System Upgrades (within campus)	\$472,000	\$608,000	\$1,080,000
Sewer System Upgrades	\$438,000	\$271,000	\$709,000
Streets, Curb & Gutter/Sidewalk Repairs, Drainage Repairs	\$273,000	\$175,000	\$448,000
Forest Service Parking (188 spaces), including secure parking areas	\$581,600	\$0	\$581,600
Public Parking (1 paved ADA lot, 3 base course lots, 1158 spaces)	\$752,200	\$556,000	\$1,308,200
<b>Total</b>	<b>\$2,516,800</b>	<b>\$1,610,000</b>	<b>\$4,126,800</b>

# Cost Summary for Facility Improvements



<b>Fort Bayard Site</b>				
<b>Opinion of Probable Project Costs</b>				
	<b>RECOMMENDATIONS</b>	<b>PHASE 1 DESIGN AND CONSTRUCTION COSTS</b>	<b>PHASE 2 DESIGN AND CONSTRUCTION COSTS</b>	<b>TOTAL DESIGN AND CONSTRUCTION COSTS</b>
<b>FACILITY/AMENITY</b>		<i>Qty</i>	<i>Qty</i>	<i>Qty</i>
Administration Building	Repurpose for Forest Service Use	\$826,200		\$826,200
Nurses Quarters	Repurpose for Forest Service Use	\$1,458,000		\$1,458,000
Nurses Matron Building	Repurpose for Forest Service Use	\$145,800		\$145,800
Nurses Recreation Building	Repurpose for Forest Service Use	\$64,500		\$64,500
Shop 1	Repurpose for Forest Service Use	\$972,000		\$972,000
Shop 2	Repurpose for Forest Service Use	\$702,918		\$702,918
Shop 3	Renovate for Maintenance Services	\$526,500		\$526,500
Theater	Renovate for Multi-Purpose Uses	\$694,494		\$694,494
Museum	Renovate for Historical Interpretation	\$558,900		\$558,900
Sally Port/Restroom Building	Renovate for Historical Interpretation	\$1,371,978		\$1,371,978
<b>PHASE 1 SUBTOTAL</b>				<b>\$7,321,290</b>
Officers Quarters	Renovate for Historical Interpretation		\$8,172,090	\$8,172,090
Small Houses	Demolish 3; Relocate or sell 13		\$1,809,000	\$1,809,000
Marriage Quarters A	Stabilize for Historical Interpretation		\$11,500	\$11,500
Marriage Quarters B	Stabilize for Historical Interpretation		\$10,092	\$10,092
Duplexes	Stabilize for Historical Interpretation		\$3,311	\$3,311
Quonset Hut/Gym	Demolish/Replace for Forest Service		\$571,698	\$571,698
Steam Plant	Demolish		\$250,000	\$250,000
Laundry	Repurpose for Commercial Use		\$1,109,700	\$1,109,700
<b>PHASE 2 SUBTOTAL</b>				<b>\$11,937,391</b>
<b>GRAND TOTAL</b>				<b>\$19,258,681</b>

**NOTES:**

1. Construction Costs DO NOT include archaeological monitoring
2. Costs do not include upgrades to spring-fed water system from the springs to the tanks, as this would be addressed by the owner of the springs/water rights.
3. Design Services include survey, engineering, grant administration, bid administration, construction observation and NIMGR.

# Cost Summary of Visionary Elements



<b>Fort Bayard Site</b>			
<b>Visionary Site Improvement</b>			
	<b>PHASE 1 DESIGN AND CONSTRUCTION COSTS</b>	<b>PHASE 2 DESIGN AND CONSTRUCTION COSTS</b>	<b>TOTAL DESIGN AND CONSTRUCTION COSTS</b>
<i>FACILITY/AMENITY</i>	<i>Qty</i>	<i>Qty</i>	<i>Qty</i>
Staging Area	\$75,600		\$75,600
Event Area	\$10,800		\$10,800
<b>PHASE 1 SUBTOTAL</b>	<b>\$86,400</b>		<b>\$86,400</b>
*RV Park		\$0	\$0
*Archery Range		\$0	\$0
*Solar Array		\$0	\$0
*Primitive/Tent Camping		\$0	\$0
*Orchards		\$0	\$0
*Golf/Disc Golf		\$0	\$0
Walking Trails		\$182,019	\$182,019
<b>PHASE 2 SUBTOTAL</b>		<b>\$182,019</b>	<b>\$182,019</b>
<b>TOTAL</b>			<b>\$268,419</b>

**NOTES:**

\* Denotes that capital investment would be made through private-public or nonprofit-public partnership

1. Construction Costs DO NOT include archaeological monitoring.
2. Costs do not include upgrades to spring-fed water system from the springs to the tanks, as this would be addressed by the owner of the springs/water rights.
3. Design Services include survey, engineering, grant administration, bid administration, construction observation and NIMGRT.

# Summary of Capital Improvement Costs



## Fort Bayard Site

### Site Improvements

TOTAL DESIGN AND CONSTRUCTION COSTS	
PHASE 1 SUBTOTAL	\$10,024,490
PHASE 2 SUBTOTAL	\$13,729,410
GRAND TOTAL	\$23,753,900

#### NOTES:

1. Costs do not include upgrades to spring-fed water system from the springs to the tanks, as this would be addressed by the owner of the springs/water rights.
2. Design Services include survey, engineering, grant administration, bid administration, construction observation and NMGRT.

# Operational Sustainability



# Summary of Operating Financial Model – Phase 1



## Pro Forma Revenues & Expenditures

Fort Bayard - Phase One

### BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Rentals and Sales	\$610,000.00	\$646,600.00	\$685,396.00	\$726,519.76	\$770,110.95	\$816,317.60
<b>Total</b>	<b>\$610,000.00</b>	<b>\$646,600.00</b>	<b>\$685,396.00</b>	<b>\$726,519.76</b>	<b>\$770,110.95</b>	<b>\$816,317.60</b>
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Rentals and Sales	\$212,212.50	\$213,582.50	\$214,993.80	\$216,447.65	\$217,945.33	\$219,488.16
<b>Total</b>	<b>\$212,212.50</b>	<b>\$213,582.50</b>	<b>\$214,993.80</b>	<b>\$216,447.65</b>	<b>\$217,945.33</b>	<b>\$219,488.16</b>
<b>Net Operating Income</b>	<b>\$397,787.50</b>	<b>\$433,017.50</b>	<b>\$470,402.20</b>	<b>\$510,072.11</b>	<b>\$552,165.62</b>	<b>\$596,829.44</b>
<b>Total Cost Recovery</b>	<b>287%</b>	<b>303%</b>	<b>319%</b>	<b>336%</b>	<b>353%</b>	<b>372%</b>

# Summary of Operating Financial Model – Phase 2



## Pro Forma Revenues & Expenditures

Fort Bayard Phase Two Summary

### BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Core Revenue	\$87,650.00	\$90,279.50	\$92,987.89	\$95,777.52	\$98,650.85	\$101,610.37
<b>Total</b>	<b>\$87,650.00</b>	<b>\$90,279.50</b>	<b>\$92,987.89</b>	<b>\$95,777.52</b>	<b>\$98,650.85</b>	<b>\$101,610.37</b>
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Operations & Maintenance	\$39,077.50	\$40,249.83	\$41,457.32	\$42,701.04	\$43,982.07	\$45,301.53
<b>Total</b>	<b>\$39,077.50</b>	<b>\$40,249.83</b>	<b>\$41,457.32</b>	<b>\$42,701.04</b>	<b>\$43,982.07</b>	<b>\$45,301.53</b>
<b>Annual Net Gain</b>	<b>\$48,572.50</b>	<b>\$50,029.68</b>	<b>\$51,530.57</b>	<b>\$53,076.48</b>	<b>\$54,668.78</b>	<b>\$56,308.84</b>
<b>Total Cost Recovery</b>	<b>224%</b>	<b>224%</b>	<b>224%</b>	<b>224%</b>	<b>224%</b>	<b>224%</b>

# Village of Santa Clara Financial Sustainability



Village of Santa Clara Grants Awarded 2010-2016				
Name of Project	Purpose of Project	Granting Agency	Grant Amount Awarded	Project Status
Fire Station10-C-RS-I-03-G-16	Build a new Public Safety Building/Fire Station	CDGB Federal	\$396,873.00	Complete 2012
Public Safety Building	Build new Fire Station	State Appropriations/ Capital Outlay	\$161,370.00	Complete 2012
Buss stop Shelter	To Purchase a shelter for the bus stop	Freeport McMoran	\$9,580.00	Complete 2012
City wide clean up events	Make Santa Clara beautiful	NMTourism Dept./ Clean and Beautiful	\$1,000.00	Complete 2012
Cops Grant	Hire and train a cadet officer	U.S. Department of Justice Federal	\$62,260.22	Complete 2013
Bayard Street	Design of Bayard Street ( Main Street)	NMDOT LGRF State	\$40,000.00	Complete 2013
Well Head	Cover and secure Well Heads	ONRT Office of Natural Resources Trustee	\$109,124.00	Complete 2013
City wide clean up events	Make Santa Clara beautiful	NMTourism Dept./ Clean and Beautiful	\$1,500.00	Complete 2014
Bayard Street	Design of Bayard Street ( Main Street)	NMDOT LGRF State	\$40,000.00	Complete 2013
Cameron Creek Crossing	Repair low water crossing	NMDOT LGRF State	\$40,000.00	Complete 2015
Gravity/Sewer Improvements	Repair and retain sewer line across Cameron Creek	ONRT Office of Natural Resources Trustee	\$316,002.00	Complete 2015
Public Safety Building	Complete Fire Station	State Appropriations/ Capital Outlay	\$180,000.00	Complete 2015
Water and Waste Water Projects	Connect those within the City Limits to city sewer	USDA	\$1,265,170.00	Complete 2015
City wide clean up events	Make Santa Clara beautiful	NMTourism Dept./ Clean and Beautiful	\$1,500.00	Complete 2015
Fire Hydrant /install SCADA System	fire hydrant replacement	Colonias State	\$243,193.00	Complete 2016
City wide clean up events	Make Santa Clara beautiful	NMTourism Dept./ Clean and Beautiful	\$2,000.00	Complete 2016
Welcome to Santa Clara	Make and Install Welcome Signs	PNM Community	\$10,000.00	in progress
Emergency Connection Silver City	Connections to Silver City water System	Colonias State	\$628,153.00	in progress
Water system Improve ments	Rewire wells	State Appropriations/ Capital Outlay	\$174,000.00	in progress
HWY 152 Loop	Loop water system to provide water to hospital	Colonias State	\$788,000.00	in progress
Design for Bellm Street	Phase 1 to reapiir Bellm Street	NMDOT MAP	\$68,189.00	in progress
Low water safety gates	Safety gates to close low water crossings	NMDOT Federal Funds	\$177,000.00	in progress
Chip Seal	Chip seal City Streets	NMDOT	\$40,000.00	in progress
Maintenance Building	enclose maintenance building	State Appropriations/ Capital Outlay	\$150,000.00	in progress
SCADA, Radio read mters, Solar	complete SCADA, install Raido meters, Solar Wells	DWSRLF Federal	\$750,000.00	in progress
Bayard Street Improvements	Side walks and Lighting	CDGB Federal	\$500,000.00	in progress
Splash park	Furnishings for Splash Park	Freeport McMoran	\$45,100.00	in progress
Fort Bayard	Identify old foundations old Fort Bayard	YCC State of NM	\$36,285.00	in progress
Armory rec. room	Playground Equipment for Armory	PNM Community	\$20,000.00	in progress
Crumb rubber Splash Park, Viola Stone	Install crumb rubber at Splash park/Viola stone	NMED RAID Grant	\$231,000.00	in progress
Fog Seal rubberized Asphalt	rubberized asphalt over new chip seal	NMED RAID Grant	\$56,000.00	in progress
City Fasade	Fasade improvements	NM Resiliency Alliance NMMS	\$5,000.00	in progress
Chip Seal	Chip seal City Streets	NMDOT	\$40,000.00	in progress
Bellm Street Improvements	Phase II repair Bellm	NMDOT MAP	\$200,000.00	in progress
Effluent reuse project	PER for effluent reuse	AWSA	\$100,000.00	in progress
<b>TOTAL AMOUNT AWARDED</b>			<b>\$6,888,299.22</b>	



# Summary



# Summary of Business Plan Key Points



- ❑ Aligns with General Services Department's Mission and Key Objectives
- ❑ Respects, Preserves and Celebrates the History of Fort Bayard
- ❑ Rebuilds and Repurposes Infrastructure and Facilities at Fort Bayard
- ❑ State Retains the Water Rights at Fort Bayard
- ❑ Creates a Win-Win Partnership with the US Forest Service
- ❑ Creates Ongoing Operational Financial Sustainability

# So, This Business Plan Seeks to...



# Guide Community Perspective



# Navigate Difficult Waters



# Act With Confidence



# Honor the Outcomes

