



# JACKSON COUNTY NEW JAIL FACILITY

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NEEDS & CONCEPTUAL DESIGN ANALYSIS | March 1, 2019

# Historical information

- Overcrowding
    - *Issue since 1985*
  - National Institute of Corrections
    - *Two prior visits, 2006 and 2017*
  - Grand Jury Reports
    - *Past several years need a new facility is common theme*
  - Population Growth
    - *Jail was opened in 1981*
  - Antiquated Design
    - *Linear is labor intensive and inefficient to operate*
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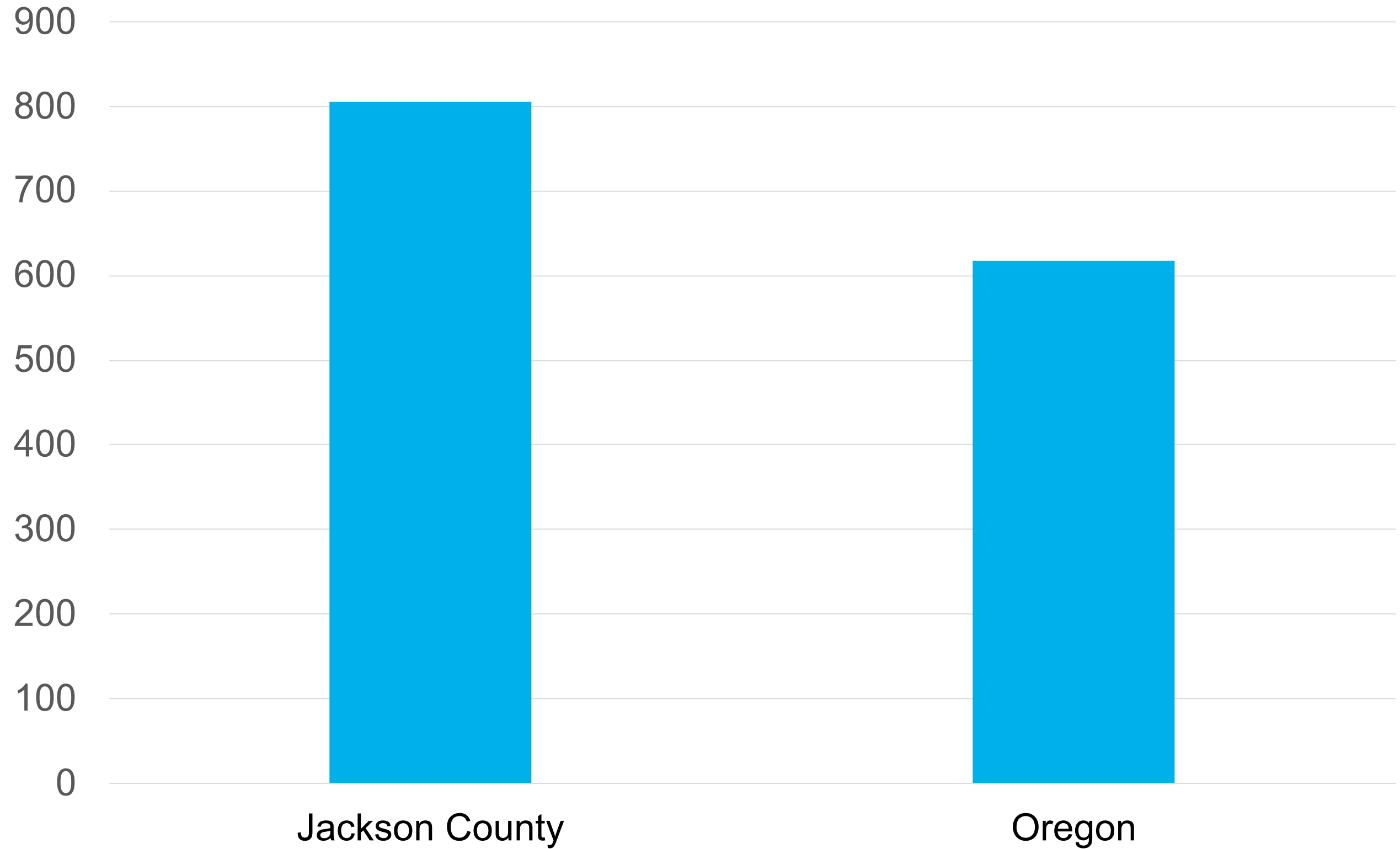
# Cost of Crime

- **Average Annual Cost of Crime (2013-2017):**
  - Oregon: \$1.37 billion
  - Jackson County: \$171.2 million
- **Average Annual Per Capita Cost of Crime (2013-2017):**
  - Oregon: \$618
  - Jackson County: \$806

***These figures account for costs associated only with the crimes of murder, rape, robbery, serious assault, burglary, larceny, and motor vehicle theft.***

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# Per Capita Costs

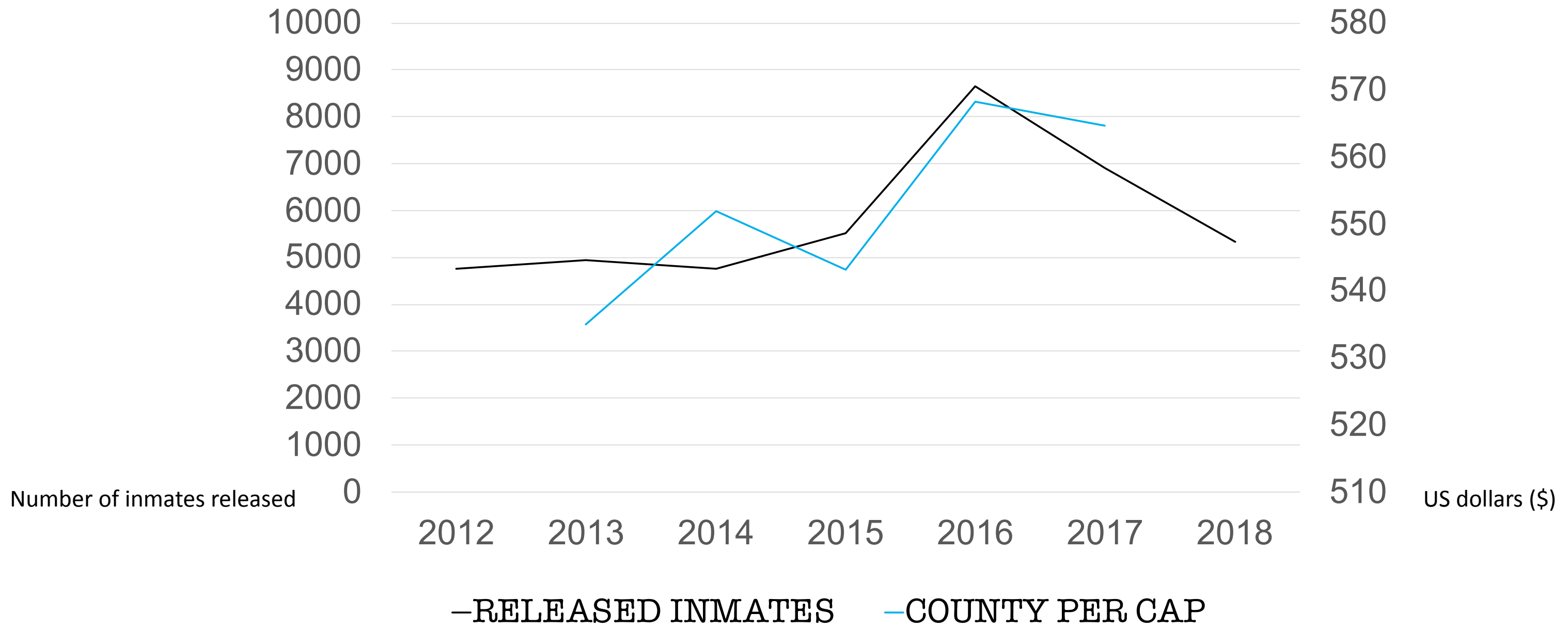


US dollars (\$)

Jackson County

Oregon

# County Per Capita Costs & Released Inmates (W/O Murder)



# Property Analysis

**DLR** did an analysis of the property including the following aspects:

- Zoning – Heavy Industrial
- Access – Multiple Ingress and Egress
- Grading and Drainage
- Water
- Sanitary Sewer
- Natural Gas
- Power
- Data / Communications
- Local climate

All aspects were positive.



# Further Property Analysis By Jackson County

## Environmental Phase 1 Site assessment:

- Focus is soil and groundwater contamination from neighbors or previous use.
- This assessment revealed no evidence of EPA or environmental concerns.

## Civil Engineer assessment:

- Reviewed the civil planning options and found significant utilities available close or at the site.
- They didn't see any challenges utilizing the existing three access points to enter the property.

## Soil Analysis:

- They looked at soil composition and the feasibility to develop this property. The site soil development is feasible according to the report.
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# Further Property Analysis By Jackson County

## Environmental Consultant:

- Primary focus was to review possible wetlands or other protected waterways.
  - Report indicates some areas of possible wetlands but with the size of the property should be easily mitigated and managed. During site development these areas will be addressed.
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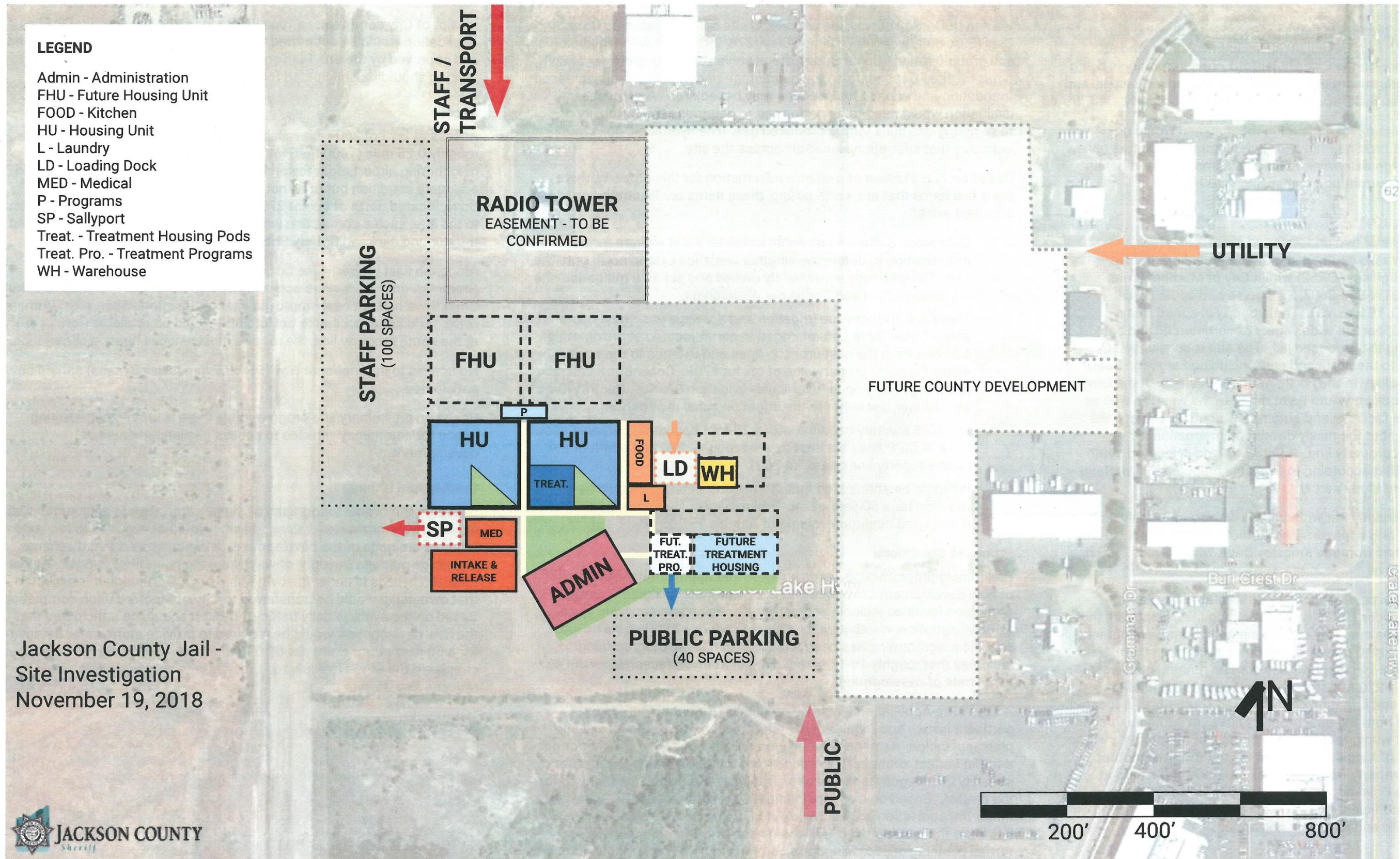




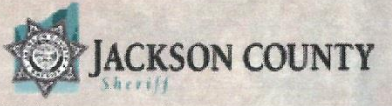
# Design work conducted by DLR

- Conducted Meetings with County and Jail Staff for needs at county level and current issues
  - Conducted meeting with PSCC for needs within new facility
  - Conducted smaller more focused meetings with law enforcement, social services, and criminal justice partners
  - Jail Staff, Mental Health and Addiction Services toured two other jails designed by DLR
  - Reviewed initial plan with DLR they proposed after receiving input
    - Initial figures were approximate 200 million dollars (estimated complete project costs)
    - Second version costs are about 166 million dollars (estimated complete project costs)
    - Property and design will allow for future expansion
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Jackson County Jail -  
Site Investigation  
November 19, 2018





### JAIL SPACE SUMMARY

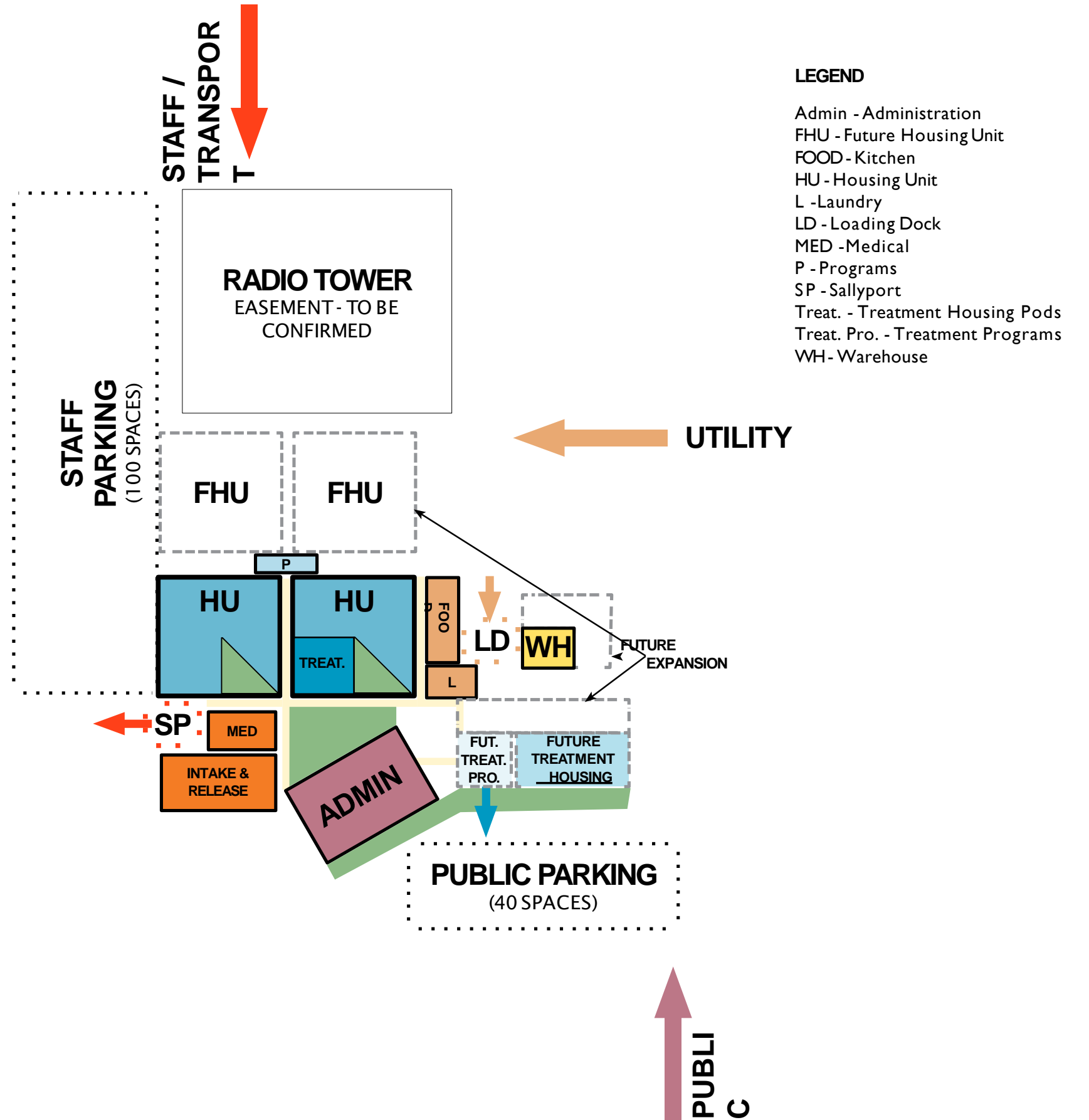
The jail space needs were derived through interviews with command staff and users from each component. Once interviews were completed, a space list was created and reviewed with the County. Clarifications and adjustments were implemented.

Housing and programing components account for approximately 67% of the overall square footage, with 340 square feet per inmate. As an indicator of efficiency, square footage per inmate ranges from about 215 to over 600. Built at 215 SF/inmate, a jail can house inmates but offers minimal programming for inmates or support spaces for staff. As a jail approaches the 600 SF/inmate range, it is a more specialized facility with intensive programming and a high number of staff.

At 340 SF/inmate, Jackson County's proposed new jail would be appropriate for a jail that safely houses inmates while supplying inmate program areas and staff areas that support the County's mission of reducing recidivism.

### Space Summary

JAIL	Square Footage	
	DGSF	GSF
LOBBY	2,201	2,465
JAIL ADMINISTRATION	9,283	10,397
RECORDS	3,780	4,234
JAIL OPERATIONS	9,016	10,097
MEDICAL	8,883	9,949
INTAKE & RELEASE	16,058	17,985
HOUSING	111,796	125,212
INMATE PROGRAMS	13,393	15,000
FOODSERVICE	6,916	7,746
LAUNDRY	4,173	4,674
FACILITIES/WAREHOUSE	6,326	7,085
<b>JAIL TOTAL</b>		<b>214,842</b>
	SF/inmate	207
<b>PHASE 2 CONSTRUCTION - TREATMENT</b>		



**BED NEED**

**County Population**

Population analysis illustrates the potential need for future facilities growth – especially useful when space planning. The Jackson County Jail has provided a necessary public service function to the community for years, but its growth hasn't kept pace with that of the general Jackson County population. As population increases, so too do demands on the justice system.

Jackson County is made up of 11 cities and 34 unincorporated communities, with the county seat being Medford.

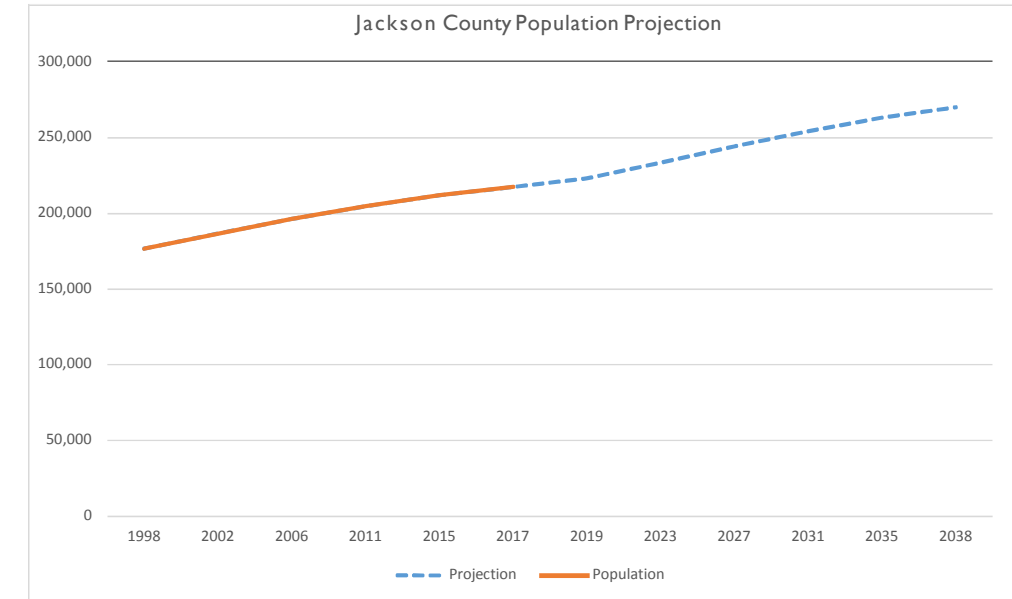
This report relies on historical data set created by the U.S. Census Bureau and the Coordinated Population Forecast Report created by Portland State, Population Research Center.

Our expectation is that steady population growth would continue based off the data provided by the Census Bureau. The Coordinated Population Forecast Report identifies similarly a steady increase in population by 1%, but indicates a slow in growth of 0.6% in the beginning from starting in 2010. While the projection model is based on data prior to 2015, the average increase per year returns to 1.3% increase for 2015 through 2017. To account for the slower growth, our model uses 0.87% increase beginning in 2030, averaging the 0.6% and 1.3% typical increase that has been identified.

Year	Population	Projection	
1998	176,645	2018	220,656
1999	179,264	2019	223,162
<b>2000</b>	<b>181,269</b>	2020	225,697
2001	183,797	2021	228,261
2002	186,567	2022	230,854
2003	189,469	2023	233,476
2004	191,697	2024	236,128
2005	194,087	2025	238,811
2006	196,165	2026	241,523
2007	198,346	2027	244,267
2008	200,298	2028	247,041
2009	201,286	2029	249,848
<b>2010</b>	<b>203,206</b>	2030	252,021
2011	204,607	2031	254,214
2012	205,768	2032	256,426
2013	207,155	2033	258,657
2014	209,140	2034	260,907
2015	211,868	2035	263,177
2016	214,706	2036	265,466
2017	<b>217,479</b>	2037	267,776
		2038	270,106

Census data in bold.

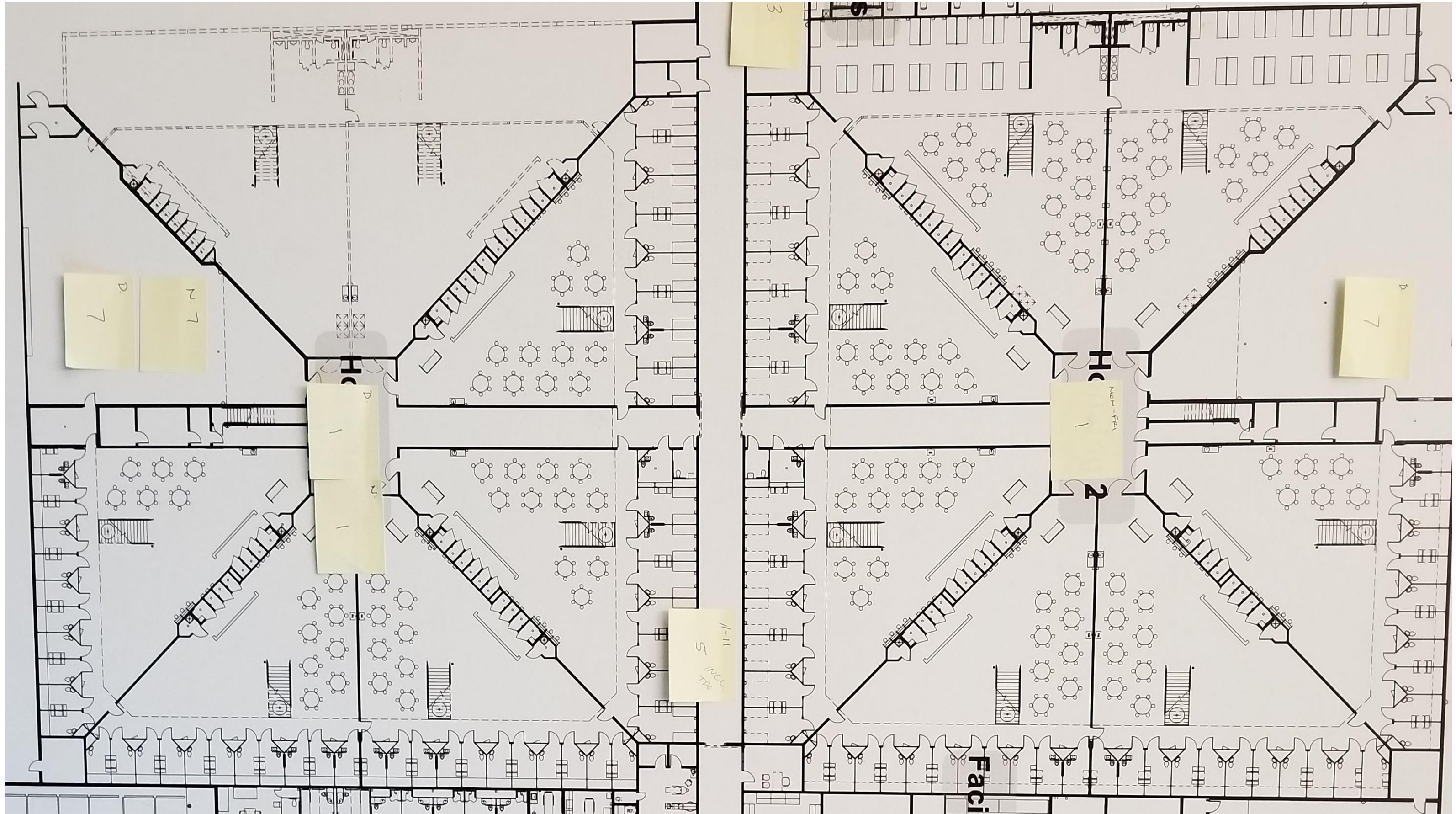
<b>Total # Increase</b>	40,834	49,450
<b>Avg #/yr</b>	9,882	12,246
<b>Total % Increase</b>	24.2%	24.8%
<b>Avg % Increase/yr</b>	1.2%	1.2%



# Inmate Housing

- Current POD (Wheel) design will accommodate 154 to 448 beds depending on configuration
  - Goal will be to strive for 400 beds per wheel (800 total beds)
  - Best practice is to strive for 15 to 20 percent under max capacity due to classification, reduction of conflict and better supervision
  - This model will allow us to conduct treatment for addiction and mental health issues within the current design
-







# Staffing Model

- Current FTE allocation in jail is 79.5
  - Proposed Staffing Model is 105 FTE's
    - This should allow for efficient operations due to facility design and supervision model
    - Will have allowances for better classification and more resources for transport, which will be needed with the population being housed.
  - Hiring will take place strategically over the first 4 years of the district, allowing to increase inmate population once the jail opens.
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**STAFFING MODEL**

The conceptual model for the new jail housing is modeled after a radial plan with seven pods and a recreation yard around a central control station. This would allow for a blended supervision mode of both direct supervision (a correctional officer in the housing pod 24/7) and indirect supervision (a correctional officer in the housing pods occasionally with the control post supervising the pod). This would allow the jail to operate based on the needs of any individual pod and would take into consideration funding available for staffing.

A housing unit could have from 154 beds if all singles and up to 448 beds if all quads. Generally, the number of beds is usually in the 300- to 350-bed range. With this population, operating on more of an indirect model, staffing is projected at usually one person in the control room and three rovers/line staff for a total of four posts at each housing unit.

Some housing pods will be assigned as treatment housing until Phase 2 is complete. A treatment housing unit is planned for this facility and would be staffed with two posts during the day and one post at night. Other areas of the jail would also need posts including medical, inmate programs, food service, laundry, and intake/release/transport.

The staffing model shown is for the initial construction of two housing units and one treatment housing unit. It accounts for County staff only and does not include those staff associated with contracts the county has for service (eg kitchen, medical).

Staffing is calculated by full time equivalent (FTE) based on the number of hours needed for a post, how many hours per day, and how many days per week. A typical 24/7 post requires five to six officers to fill adequately.

Staffing models for the potential future phases can be found in the appendix.

**Staffing Model for 2 Housing Units and 1 Treatment Housing Unit**

A	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Post/Position	Total Hrs. on Days	Total Hrs. on Swing	Total Hrs. on Graves	12-Hour Day	12-Hour Night	Other Hours	Other Hours	No. of Days per Week	No. of Hours per Week	No. of Hours of Coverage per Year	Is Relief Needed for This Post?	Net Annual Work Hours	Total No. of FTEs Needed	Rounded No. of FTEs
Jail Commander/Captain	8	0	0	0	0	0	0	5	40	2,086	N	1,800.00	1.16	1
Lieutenant	8	0	0	0	0	0	0	5	40	2,086	N	1,800.00	1.16	1
Administrative Sergeant	8	0	0	0	0	0	0	5	40	2,086	N	1,800.00	1.16	1
Records Supervisor	8	0	0	0	0	0	0	5	40	2,086	N	1,800.00	1.16	1
Administrative Assistant	16	0	0	0	0	0	0	5	80	4,171	N	1,800.00	2.32	2
<b>Total Admin/Supervisor</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>240</b>	<b>12,514</b>			<b>7</b>	<b>6</b>
Shift Sergeant	0	0	0	12	12	0	0	7	168	8,760	Y	1,600.00	5.47	5
Corporal	0	0	0	12	12	0	0	7	168	8,760	Y	1,600.00	5.47	5
Corrections Deputy	0	0	0	120	96	0	0	7	1,512	78,836	Y	1,600.00	49.27	49
Roving Deputy (medical/kitchen/laundry)	0	0	0	36	36	0	0	7	504	26,279	Y	1,600.00	16.42	16
Treatment Deputy	0	0	0	24	12	0	0	7	252	13,139	Y	1,600.00	8.21	8
Programs Deputy	0	0	0	24	0	0	0	7	168	8,760	Y	1,600.00	5.47	5
Transport/Court Deputy	48	0	0	0	0	0	0	5	240	12,514	N	1,600.00	7.82	8
<b>Total Security</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>216</b>	<b>156</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>2,844</b>	<b>148,286</b>			<b>93</b>	<b>91</b>
Corrections Records	32	24	16	0	0	0	0	5	360	18,770	N	1,600.00	11.73	11
Classification Clerk	16	0	0	0	0	0	0	5	80	4,171	N	1,600.00	2.61	2
<b>Total Support</b>	<b>48</b>	<b>24</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>440</b>	<b>22,942</b>			<b>14</b>	<b>13</b>
<b>TOTAL JAIL STAFF</b>	<b>144</b>	<b>24</b>	<b>16</b>	<b>216</b>	<b>156</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>3,524</b>	<b>183,741</b>			<b>114</b>	<b>110</b>
# staff on each shift	18	3	2	18	13	0	0							
<b>Additional County Staff</b>														
Jail Maintenance	0	16	0	0	0	0	0	5	80	4,171	N	1,600.00	2.607	2
Jail Custodial	0	8	0	0	0	0	0	5	40	2,086	N	1,600.00	1.304	1
<b>Total Additional County Staff</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>120</b>	<b>6,257</b>			<b>4</b>	<b>3.0</b>
<b>TOTAL STAFF</b>	<b>144</b>	<b>48</b>	<b>16</b>	<b>216</b>	<b>156</b>	<b>0</b>	<b>0</b>	<b>85</b>	<b>3,644</b>	<b>189,998</b>			<b>118</b>	<b>113</b>



# Funding Mechanisms

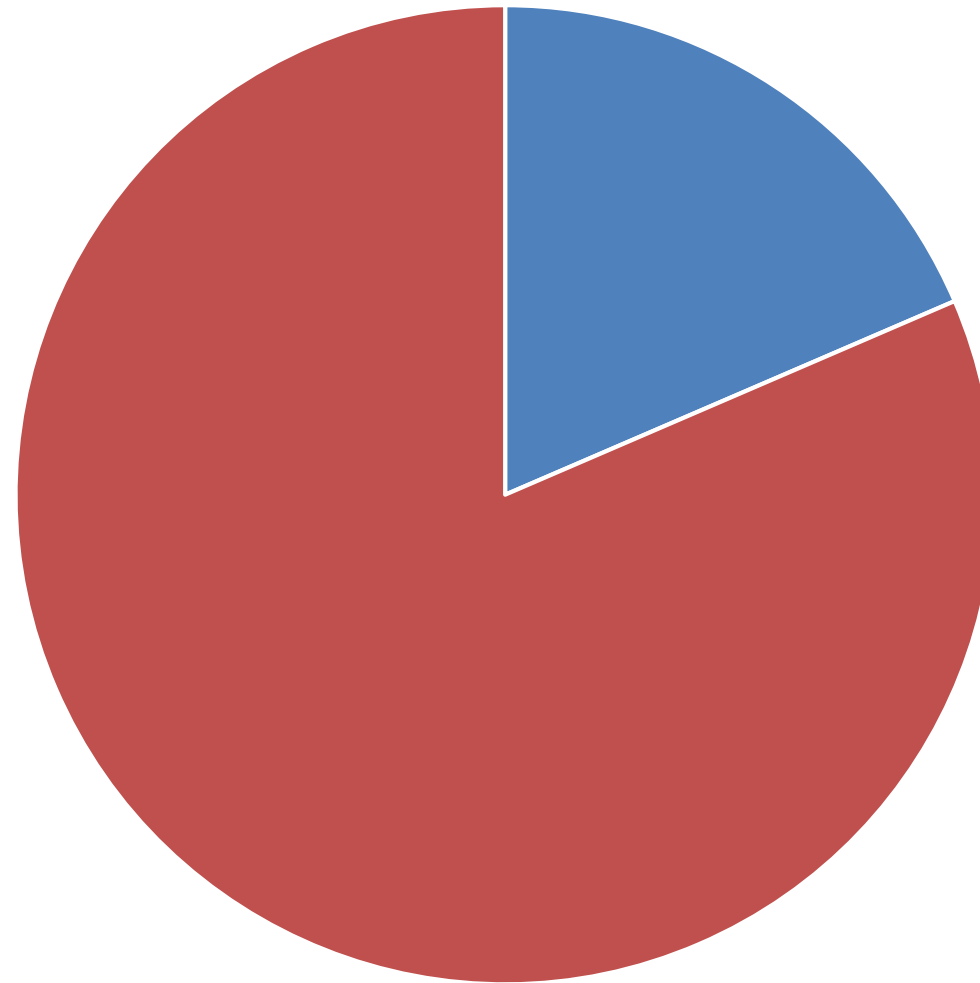
- Proposed district rate will be \$0.8353 per \$1000 of assessed value
  - The county will contribute a total of \$66 million from reserve funds to fund the project (over \$6 million from reserves already spent on land)
  - Will require a 20-year, \$100 million bond, backed by a service district, which will also support the operational costs
  - The county will commit to continue contributing general funds in addition to the funds generated by the district
-

# Cost to the taxpayer

- Average Real Market Value for a home in Jackson County is \$270,765
  - Average Taxable value of a home is \$187,910 (.694 of real market value)
  - Annual Tax bill would be \$156.96 per year
    - \$3.02 per week
    - .43 cents per day
-

# Projected Jail Project Costs

First 20 years



■ Debt Service ■ Operation Costs

**COST ESTIMATE**

The information provided in the narratives was used to detail the anticipated systems and construction for the facility. The construction schedule has been factored into the cost to indicate the anticipated construction schedule of Fall 2021 through Summer 2023.

The estimate provides an estimated Maximum Allowable Construction Cost (MACC) of **\$126,534,077**.

This estimate factors strategies of using three separate building types throughout the facility as described in the narratives of this report. By separating the facility into these buildings, the less-secure departments that do not have direct contact with inmates could be constructed at lower costs.

Included in the estimate are assumptions of the soil conditions based on the preliminary geotechnical report provided by Jackson County of the site. Once a thorough study of the site is complete, this value would be more refined. Site soil conditions are the factor most likely to add cost to a project, and therefore should be considered a risk to the project until a full survey is complete.

Three additive alternates were identified in the cost estimate.

- CM/GC Alternative Delivery Method
- Photovoltaic Array (required by the State of Oregon)
- Geothermal ground source

**CM/GC Delivery**

The CM/GC delivery method is an approach to construction that is beneficial to the overall design and construction process. There are premium costs associated with the operations because the general contractor is brought onto the project earlier. However, the benefit of design coordination with the design team minimizes conflicts earlier in the project.

This delivery method has been selected by Jackson County as the preferred construction delivery. The estimate identifies an additional \$5,430,000 as costs for preconstruction and bidding contingencies that occur with a CM/GC method.

**Photovoltaic Array**

The State of Oregon requires 1.5% of total project cost to be provided for installation of photovoltaic power supplies on publicly funded projects. This value has been included in the MACC as \$2,400,000.

**Geothermal Ground Source Heat Pump**

The geothermal system is identified as an alternate, but a cost is not provided because there are many factors that determine the cost that cannot be assumed until the design has progressed. The climate and availability of land on site makes the payback of installing a geothermal field. The system is additive to the typical mechanical system, but over time, the reduction in electricity and natural gas utility costs can payback the up front expense.

**Project Soft Costs**

To comprise the Total Project Cost, the soft costs, or non-contractor related costs, need to be included. Typically, these costs range between 30% and 35%, and include site acquisition if required, design, surveying, permitting, furniture (FF&E), and other fees. A matrix of soft costs assumed to be included in the project is provided, and should be confirmed by Jackson County. This estimate does not include site acquisition costs, which are being completed at this time.

Based on this estimate, a total project cost would be approximately **\$159,999,592**.

**Project Cost Worksheet**

	Enclosed Area	\$ / SF	\$x1
<b>Construction Cost</b>			
New Construction	214,843 SF	577.79	124,134,077
Photovoltaic Array	\$160M x 1.5%		2,400,000
<b>TOTAL Building &amp; Sitework Construction - Construction Cost</b>	<b>214,843 SF</b>	<b>588.96</b>	<b>126,534,077</b>
<b>ACQUISITION COSTS</b>			
Purchase/Lease Cost			Owner provided
Right-of-Way Costs			-
Offsite Mitigation			500,000
Other Acquisition Costs			-
<b>CONSULTANT SERVICES</b>			
Pre-Schematic Design Services		Included in Basic Services	-
Programming/Site Analysis		Included in Basic Services	Owner provided
Environmental Analysis			50,000
Functional Programming		Included in Basic Services	-
Site Programming		Included in Basic Services	-
Technical Programming		Included in Basic Services	-
Analysis and Surveys		Not Applicable	-
Program Estimates		Included in Basic Services	-
Program Schedule			-
<b>CONSTRUCTION DOCUMENTS</b>			
A/E Basic Design Services - through CA			12,020,737
<b>EXTRA SERVICES</b>			
Acoustical Consultant		Included in Basic Services	-
Bid Alternatives		Included in Basic Services	-
Civil Design (Above Basic Services)		Included in Basic Services	TBD
Communications Consultant		Included in Basic Services	-
Constructability Review/Participation		Included in Basic Services	-
Constructability Review/Plan Check		Included in Basic Services	-
Consultant Selection Cost		Included in Basic Services	-
Design - Code Plan Check		Included in Basic Services	-
Design - Program Changes		Included in Basic Services	-
Door Hardware Consultant		Included in Basic Services	-
Electronic/Audio Visual Consultant		Included in Basic Services	-
Elevator Consultant		Included in Basic Services	-
Energy Conservation Report/ LEED Review (LCCA Review)			TBD
CM/GC Support/Selection Review		Included in Basic Services	-
Geotechnical Investigation			40,000
Graphics (signage design and furnish - OFCI)		Included in Basic Services	-
Hazardous Materials Consultant			85,000
Hospital/Laboratory Consultant		Included in Basic Services	-
Indoor Air Quality Consultant		Included in Basic Services	-
Interior Design/Furnishing Consultant			138,000
Kitchen Consultant		Included in Basic Services	-
Landscape Consultant		Included in Basic Services	-
Other			-
Quality Control Consultant			-
Reimbursables		2.50%	240,415
Security Consultant			200,000

**Project Cost Worksheet**

	Enclosed Area	\$ / SF	\$x1
Site Survey			30,000
Specialty Consultants			TBD
Transportation Consultant			64,000
Move Coordination			-
Value Engineering Study	Included in Basic Services		-
VE Participation and Implementation	Included in Basic Services		-
Voice and Data Consultant	Included in Basic Services		-
Electrical/Lighting Design Consultant	Included in Basic Services		-
Mechanical Consultant	Included in Basic Services		-
Structural Consultant	Included in Basic Services		-
Construction Phasing/Early Bid Packages			75,000
Partnering			-
Equipment Coordination & Design			-
<b>OTHER SERVICES</b>			
Bid/Construction/Closeout - 29% of basic services			Included above
<b>REIMBURSABLES</b>			
As-Builts	Not Applicable		-
Commissioning and Training			300,000
Construction Support			-
Cost/Scheduling Consultant			-
Environmental Mitigation Services			-
HVAC Balancing			100,000
On-Site Representative			-
Other			-
Testing			250,000
<b>DESIGN SERVICES CONTINGENCY</b>			
Change Order Design Allowance			-
Design Fee Contingency			1,265,341
<b>OTHER CONTRACTS</b>			
Telecommunications Cable Plant			-
Other			-
Hazardous Materials			400,000
Moving Costs - \$800/person	120 EA	800	96,000
Other			-
<b>CM/GC COSTS</b>			
Preconstruction Services			5,430,000
<b>CONSTRUCTION CONTINGENCIES</b>			
Management Reserve			-
Allowance for Change Orders	5.00%		6,352,000
Construction Retainage			-
SubTotal: Construction Contingencies			
Sales Tax	0.00%	Not Applicable inOR	-
<b>EQUIPMENT</b>			
Fixtures, Furnishings & Equipment (beyond provisions of E10)		3%	3,724,022.30
<b>ARTWORK</b>			
Project Artwork (not required by City of Medford)			-

**Project Cost Worksheet**

	Enclosed Area	\$ / SF	\$x1
<b>OTHER COSTS</b>			
Advertising			-
Utility Connection Fees			425,000
Traffic or Environmental Mitigation Fees			-
Financing Costs			-
In-Plant Services			-
Utilities/Temporary Facilities			-
Security Services (Labor)			-
Master Use Permits (Owner)			180,000
Building Permit (Contractor)			1,000,000
Other Permits, Plan Check, Inspection Fees			500,000
Performance and Payment Bond			Included in Construction Cost
Claims Review Board			-
Builders Risk			Included in Construction Cost
Connectivity (C&C)			-
Other			-
Capitalized Operating Expenses			-
<b>PROJECT MANAGEMENT</b>			
Project Management	Owner to confirm representation		None included
Pre-Active Project Management			-
Contract Project Management			None included
Contract Construction Management			-
PM Other Costs			-
<b>TOTAL Soft Costs</b>	<b>214,843 SF</b>	<b>155.77</b>	<b>33,465,515</b>
<b>TOTAL PROJECT Costs</b>	<b>214,843 SF</b>	<b>744.73</b>	<b>159,999,592</b>





**New Jail Estimates for 700 Inmates  
Summary**

Year	Open																				
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	
<b>Revenue Projections</b>																					
<b>Total Jail Revenues</b>	\$ 4,259,648	\$ 4,308,128	\$ 4,358,062	\$ 4,409,495	\$ 4,462,470	\$ 4,517,035	\$ 4,573,237	\$ 4,631,124	\$ 4,690,748	\$ 4,752,161	\$ 4,815,417	\$ 4,880,570	\$ 4,947,678	\$ 5,016,798	\$ 5,087,993	\$ 5,161,323	\$ 5,236,854	\$ 5,314,650	\$ 5,394,780	\$ 5,477,314	
<b>Expenditure Projections</b>																					
Personal Services	\$ 11,499,991	\$ 12,336,236	\$ 13,199,773	\$ 14,505,796	\$ 18,064,337	\$ 18,786,910	\$ 19,538,387	\$ 20,976,710	\$ 21,815,778	\$ 22,688,409	\$ 24,363,158	\$ 25,337,685	\$ 26,351,192	\$ 28,301,442	\$ 29,433,499	\$ 30,610,839	\$ 32,882,152	\$ 34,197,438	\$ 35,565,335	\$ 38,210,837	
Total Materials & Services	\$ 3,448,823	\$ 3,552,288	\$ 4,510,723	\$ 4,796,841	\$ 9,079,441	\$ 9,351,824	\$ 9,632,379	\$ 9,921,350	\$ 10,218,991	\$ 10,525,560	\$ 10,841,327	\$ 11,166,567	\$ 11,501,564	\$ 11,846,611	\$ 12,202,009	\$ 12,568,069	\$ 12,945,111	\$ 13,333,465	\$ 13,733,469	\$ 14,145,473	
Capital Outlay	\$ -	\$ 140,000	\$ -	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ 218,500	\$ -	\$ -	\$ -	\$ -	\$ 251,275	\$ -	\$ -	\$ -	\$ -	\$ 288,966	
<b>Total Expenditures</b>	<b>\$ 14,948,814</b>	<b>\$ 16,028,524</b>	<b>\$ 17,710,496</b>	<b>\$ 19,302,637</b>	<b>\$ 27,333,777</b>	<b>\$ 28,138,734</b>	<b>\$ 29,170,765</b>	<b>\$ 30,898,060</b>	<b>\$ 32,034,769</b>	<b>\$ 33,432,470</b>	<b>\$ 35,204,485</b>	<b>\$ 36,504,251</b>	<b>\$ 37,852,756</b>	<b>\$ 40,148,053</b>	<b>\$ 41,886,784</b>	<b>\$ 43,178,909</b>	<b>\$ 45,827,263</b>	<b>\$ 47,530,903</b>	<b>\$ 49,298,804</b>	<b>\$ 52,645,276</b>	
<b>Total Operating Requirements</b>	<b>\$ 10,689,166</b>	<b>\$ 11,720,396</b>	<b>\$ 13,352,434</b>	<b>\$ 14,893,142</b>	<b>\$ 22,871,307</b>	<b>\$ 23,621,699</b>	<b>\$ 24,597,529</b>	<b>\$ 26,266,936</b>	<b>\$ 27,344,020</b>	<b>\$ 28,680,308</b>	<b>\$ 30,389,068</b>	<b>\$ 31,623,681</b>	<b>\$ 32,905,078</b>	<b>\$ 35,131,254</b>	<b>\$ 36,798,791</b>	<b>\$ 38,017,585</b>	<b>\$ 40,590,410</b>	<b>\$ 42,216,253</b>	<b>\$ 43,904,024</b>	<b>\$ 47,167,963</b>	
<b>General fund support</b>	<b>3%</b>	<b>\$ 8,998,721</b>	<b>\$ 9,268,682</b>	<b>\$ 9,546,743</b>	<b>\$ 9,833,145</b>	<b>\$ 10,128,139</b>	<b>\$ 10,431,984</b>	<b>\$ 10,744,943</b>	<b>\$ 11,067,291</b>	<b>\$ 11,399,310</b>	<b>\$ 11,741,289</b>	<b>\$ 12,093,528</b>	<b>\$ 12,456,334</b>	<b>\$ 12,830,024</b>	<b>\$ 13,214,925</b>	<b>\$ 13,611,372</b>	<b>\$ 14,019,714</b>	<b>\$ 14,440,305</b>	<b>\$ 14,873,514</b>	<b>\$ 15,319,720</b>	<b>\$ 15,779,311</b>
<b>Balance</b>	\$ 1,690,445	\$ 2,451,714	\$ 3,805,691	\$ 5,059,997	\$ 12,743,168	\$ 13,189,716	\$ 13,852,586	\$ 15,199,644	\$ 15,944,710	\$ 16,939,019	\$ 18,295,540	\$ 19,167,348	\$ 20,075,054	\$ 21,916,329	\$ 23,187,418	\$ 23,997,872	\$ 26,150,105	\$ 27,342,739	\$ 28,584,305	\$ 31,388,652	
<b>Bond payments \$100 Million</b>																					
20 year or .3515/1000	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	\$ 6,625,668	
<b>District support required</b>																					
20 year projection	\$ 8,316,113	\$ 9,077,382	\$ 10,431,359	\$ 11,685,665	\$ 19,368,836	\$ 19,815,384	\$ 20,478,254	\$ 21,825,312	\$ 22,570,378	\$ 23,564,687	\$ 24,921,208	\$ 25,793,016	\$ 26,700,722	\$ 28,541,997	\$ 29,813,086	\$ 30,623,540	\$ 32,775,773	\$ 33,968,407	\$ 35,209,973	\$ 38,014,320	
<b>Rate projection 20 year bond</b>																					
<b>20 year intersection</b>																					
Value to calc. tax rate (18-19)	Assessed	Rate/1000	MAV increase																		
20,603,677,825	17,210,000	0.8353	3.5%																		
Taxes collected @94%	16,177,400	16,743,609	17,329,635	17,936,172	18,563,938	19,213,676	19,886,155	20,582,170	21,302,546	22,048,135	22,819,820	23,618,514	24,445,162	25,300,743	26,186,269	27,102,788	28,051,386	29,033,185	30,049,346	31,101,073	32,189,611
Total Revenue	25,742,330	26,598,317	27,482,915	28,397,083	29,341,815	30,318,139	31,327,113	32,369,837	33,447,445	34,561,109	35,712,042	36,901,496	38,130,767	39,401,194	40,714,160	42,071,100	43,473,490	44,922,860	46,420,793	47,968,922	
Total Expenditures	17,314,834	18,346,064	19,978,102	21,518,810	29,496,975	30,247,367	31,223,197	32,892,604	33,969,688	35,305,976	37,014,736	38,249,349	39,530,746	41,756,922	43,424,459	44,643,253	47,216,078	48,841,921	50,529,692	53,793,631	
Difference	8,427,496	8,252,253	7,504,813	6,878,273	(155,160)	70,771	103,916	(522,766)	(522,243)	(744,867)	(1,302,694)	(1,347,854)	(1,399,979)	(2,355,728)	(2,710,298)	(2,572,154)	(3,742,588)	(3,919,061)	(4,108,900)	(5,824,709)	
Cash Flow	8,427,496	16,679,749	24,184,562	31,062,835	30,907,675	30,978,447	31,082,363	30,559,596	30,037,353	29,292,486	27,989,792	26,641,938	25,241,959	22,886,231	20,175,933	17,603,779	13,861,191	9,942,130	5,833,230	8,522	

## CONSTRUCTION SCHEDULE

DLR Group projected the proposed new jail's construction schedule of Phase I based on starting design after a possible local election in November 2019. The design process for the jail building may start right after the measure is approved. This schedule indicates approximately 18 months for design of the facility to allow for contingency and periods of owner review. This design process could be expedited to as short as 12 months with collaboration with the County to ensure the process can continue without delay. One method to expedite the design schedule is to provide early construction packages for site/grading during the design process to get the site work permitted and initiated in the "dry" seasons. Construction could begin immediately after receiving the site permit, and would take approximately 24 months to complete.

Jackson County has confirmed the project would be procured with a Construction Manager/General Contractor (CM/GC) construction delivery method. CM/GC is an alternative approach to the traditional design-bid-build process. In the design-bid-build approach, owners aim to have a complete project design finished before general contractors begin bidding. Under the CM/GC approach, the owner engages the services of a CM/GC during the early design stages which provides efficiency of design and constant cost analysis to ensure the design will align with available budget. The CM/GC takes on the role of

construction manager during design development, project planning, and budget creation. Approaching the start of construction, the owner and CM/GC negotiate a guaranteed maximum price (GMP) for construction services, and the construction manager becomes the general contractor. Because the contractor is involved during the entire planning and construction process, these projects often see better budget control, fewer change orders, and time-saving outcomes. CM/GC method is best suited for large, complex projects with site or schedule constraints such as this facility. Additionally, the caliber on contractors more experienced with the security construction requirements are limiting their project portfolio from traditional design-bid-build because they are vested in the preconstruction relationship with designers and owners. In a traditional design-bid-build methodology, the limitation to contractors willing to bid the project risks awarding an inexperienced contractor that submits a successful low bid and working through the complexities on the site where all modifications to the documentation requires more cost and effort from all parties, compromising the construction of the facility.

The following schedule provides an annual schedule from quarter four (Q4) of 2019 through final anticipated construction of Q3 2023. This schedule is in line with the cost estimate provided.

