Tab 1

Prison Relocation and Development Authority

Committee Members

- Scott Jenkins, State Senator
- Dan Thatcher, State Senator
- Brad Daw, State Representative
- Brad Wilson, State Representative
- Larry Ellertson, County Commissioner, Utah County
- Darrell Smith, Mayor, Draper
- Tom Patterson, Executive Director, Department of Corrections
- Spencer Eccles, Executive Director, Governor's Office of Economic Development
- Greg Buxton, Director, Division of Facilities Construction and Management
- Jeff Hartley, Citizen, Representing Draper City
- John Bennett, Project Manager, Governor's Office of Planning and Budget

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Advisory Committee Meeting

Thursday, January 5th 2012
9:00am to 11:00pm
Capitol Board Room 240

9:00 am Call to Order – Gregg Buxton, Acting Chair and Director of Utah Division of Facilities and Management

9:05 am Welcome and Introductions –Gregg Buxton

9:15 pm Review Statutory Charge and Overview of Assignments

9:45 am Review findings from earlier studies to relocate prison

10:15 am Review sample request for Information, Establish timeframes

10:45 am Other Business

Plan of Action and Future Meetings – Gregg Buxton, Acting Chair

Advisory Committee Meeting

Thursday, January 5th 2012
9:00am to 11:00pm
Capitol Board Room 240

Meeting Minutes

Call to Order – Gregg Buxton, Acting Chair and Director of Utah Division of Construction and Facilities Management

Welcome and Introductions –Gregg Buxton
Introductions of all Committee Members:

Present: Acting Chairman Gregg Buxton, Rep. Brad Daw, Rep. Brad Wilson, Larry Ellertson, Jeff Hartley, Spencer Eccles, Darrell Smith, Tom Patterson, John Bennett.

Excused: Sen. Scott Jenkins, Sen. Dan Thatcher

Staff: Dave Walsh, Shannon Simonsen

Tom Patterson made motion to make Gregg Buxton Chairman of Committee
John Bennett seconded it. It was unanimously passed.

Review Statutory Charge and Overview of Assignments

Reviewed "Prison Relocation and Development Authority Act".
The committee needs to establish what is the end goal.
The goal is to think out of the box about ways that relocation might be possible.

Review findings from earlier studies to relocate prison

In previous studies, private prison operators were not allowed to weigh in on the process. The prison population is expected to reach its maximum capacity in 2015. Currently there are 4000, beds at the Draper state prison. When the state prison was relocated from Sugarhouse to its current Draper location in the 1950's it was considered to be "out of the path of progress". We may need to expand and take out additional contracts with county jail facilities to find out how many beds are available in county prisons statewide. Committee needs to look and compare relevant cost studies. Complete an evaluation and study about the feasibility of relocating the Utah State Prison.

Questions to consider-
Does Draper City have an opinion of what the land will/should be used for?

What is the intended use or a multi use? Are there any political intentions? Public comment will be needed.
Does the existence of the prison affect companies that want to relocate to Utah?
Future development in Draper could bring jobs, medical center, stadiums, etc.
What is the master plan? What is important as we look ahead 50 years?
What are the natural resource areas that need to be kept in mind (ie: bird refuge, narrows, etc.) to maintain the quality of life which makes Utah so appealing.
Will leasing be considered? Do statutes allow for this?
What are the geographic issues, seismic issues, and other land issues that need to be taken into consideration?

Review sample request information. Establish time frames
Chairman Buxton will put together a document together outlining all the principles regarding RFP's.

Under statute, meetings can continue until July 1st, 2014, at which time the statute is repealed.
Committee needs to establish a time frame and guiding principles to make the best use of everyone's time and capabilities.

Other Business
A media representative needs to be appointed for the group at the next meeting.

Plan of Action and Future Meetings
Proposal to meet every 2 weeks beginning on Friday, January 27, 2012 at 8 am. Initial meetings will be used to draft RFP's before they go into the mandatory bid period.

Committee members request electronic copies of the materials.

Meeting adjourned at 10:35

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Advisory Committee Meeting

Friday, January 27, 2012
8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am - Call to Order – Gregg Buxton, Chair and Director of Utah Division of Facilities and Management

8:05 am - Discussion and approval of spokesperson and minutes

8:15 am – Training on Open and Public Meetings Act, Scott Reed, Division Chief, Criminal Justice Division, Attorney General's Office

8:30 am - Establish Guiding Principles for Solicitations

9:00 am- Overview of 2005 Feasibility Study, Karen Wikstrom, Wikstrom Economic and Planning

9:00 am - Review sample request for Information, Establish timeframes

9:25 am - Other Business

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Friday, March 16, 2012
8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am – Welcome and Call to Order – Gregg Buxton, Chair and Director of Utah Division of Facilities and Management

8:05 am - Discussion and approval of January 27, 2012 minutes

8:15 am – Any questions relating to full Wikstrom Study or summary

8:30 am – Begin draft of RFP

9:25 am - Other Business

Prison Relocation Authority

Minutes

Approved
Friday, January 27, 2012
8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am - Call to Order – Gregg Buxton, Chair

8:05 am - Discussion and approval of spokesperson and minutes

Sen. Jenkins appointed committee spokesperson
January 5, 2012 minutes approved

8:15 am – Training on Open and Public Meetings Act, Scott Reed, Division Chief, Criminal Justice Division, Attorney General's Office

See Handout (see attached)

8:30 am - Establish Guiding Principles for Solicitations

-Lots of things to consider. Proximity to public services/hospital, water, police, etc. A lot of pieces have to come together. Need to make a list of critical needs for the prison.
-Where are we soliciting?
- Needs to be completed before July 1, 2014
-Executive has right to make a proposal as well. Two proposals that could move forward to the legislature. This one from the committee and from executive branch.
-We could take the RFP in portions? There are a lot of variables in play here.
-Take a look at the Draper facility as well. Would it be better to improve current facility and expand it?
- Get to the point where we know what direction we are going to go.
- Our job isn't to make a decision but to make a suggestion.
- There will be a shortfall if we do move the prison, just how much we don't know.

9:00 am- Overview of 2005 Feasibility Study, Karen Wikstrom, Wikstrom Economic and Planning
- Conducted 2 studies. Initial study was to determine if the value of the underlining real-estate value of the land would pay for the relocation? Conclusion: the cost to move the prison would be substantially more than the value of the land on the current prison property. Study done in 2005 at the peak of the real-estate market.
  - Partial vs. whole relocation: Partial, development of land around prison but still keep current prison. Appraised value $72 Million dollars (2005) market approach and investment approach.
  -Conducted Second study done in 2007- main focus was to determine another prison site.

- Reviewed several site and selected Rush Valley in Tooele County.
-Rush Valley site located at least twice the distance from University of Utah vs. current prison location.
-Medical/court travel costs will go up.
-Co location with county and federal prisons not taken into account.
-Started out with initial criteria, refined possible locations and narrowed it down.
    -less than 30 miles from a reasonably sized city
    -police department nearby
-Criteria
    -Tier 1, Tier 2, Tier 3

-Renewable energy part of recommendation.
-Energy costs as well as water, sewage and power requirements were taken into account.
-Relocation and re-staffing may now not be as much of a problem as it was at the time of the study.

Committee Discussion:
-How do today's lower construction cost factor in to what today's cost would be?
-No in depth study done to evaluate cost of maintaining current prison in comparison to building a new one. Do we want to include that in our evaluation?
-Partial relocation, primarily based on need.
-How long is the new prison going to last? If we don't move the prison what are the ramifications of that?
-300 acres that could be used to build a new prison on existing property.
-Medical Center, IT Centers, many possibilities for multi-use for the land if prison is moved.

9:00 am - Review sample request for Information, Establish timeframes

-Sample RFP (Handout given out)

Committee Discussion:
-Proposal is written for program of what needs to happen and what you have to have to move the Prison
-Tell us how you would move the prison?
-Do we want to give open range for all the sites or just narrow down to one and ask them to go from there?
-Sites in Nephi, West Valley, Iron County, Price, and many other sites
-State Institutional Trust Lands Administration (SITLA) is a land owner in Tooele County and could possibly receive payments from the state as a lease. We could borrow from land trust fund and then pay back to it?
-Preferred site but if you have a better idea we are open to additional ideas and suggestions.

9:30 am - Adjourn

Next meeting March 16, 2012 at 8:00 am

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Friday, April 20, 2012

8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am – Welcome and Call to Order – Gregg Buxton, Chair and Director of Utah Division of Facilities and Management

8:05 am - Discussion and approval of March 16, 2012 minutes

8:10 am- Report from Tom Patterson on prison transports and number of inmates in Draper facilities

8:20 am- Report from Jeff Hartley regarding Wikstrom Study findings

8:30 am – Committee Begins draft of RFP

9:25 am - Other Business

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Advisory Committee Meeting

Thursday, May 11th 2012
7:00am to 1:00pm
Tour State Prison and Rush Valley Site

7:00 am Meet at East Doors of Capitol – Carpool out to prison and Rush Valley site.

Next Meeting to be held June 15th 2012 at 8:00 am in the Capitol Board Room.

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Friday, June 15, 2012

8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am – Welcome and Call to Order – Senator Scott Jenkins

8:05 am - Discussion and approval of April 20, 2012 & May, 11, 2012 minutes

8:10 am- Discussion and Feedback from Tour of the Draper Prison and Rush Valley sites

9:00 am- Discussion of Guiding Principles for Possible Prison Relocation

9:25 am - Other Business –schedule next meeting

Prison Relocation Committee –

Committee	**Prison Relocation Committee**
Date **Time** **Location**	**Friday, April 20, 2012** **8:00 a.m. – 9:30 a.m.** **State Capitol Building, Capitol Board Room**
Members Present	Sen. Dan Thatcher, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Gregg Buxton, Chairman, Jeff Hartley, John Bennett, GOPB, Spencer Eccles, GOED
Members Excused	Rep. Brad Wilson, Rep. Brad Daw, Sen. Scott Jenkins
Staff	Dave Walsh, Shannon Simonsen
Visitors	Tom Mabey, Sahara, Inc ; Mike Sibbett, Captus Global, Robert Gehrke, SLTrib, Alan Bachman, Attorney, Attorney General's Office, State agency Counsel Division
Agenda Item	**Welcome and Approval of Minutes**
Notes	Chairman Gregg Buxton called the meeting to order. An attendance roll was passed around to gather updated email and phone numbers. John Bennett made the motion to approve the March 16, 2012 minutes. Tom Patterson seconded the motion which passed unanimously.
Agenda Item	**Report from Tom Patterson on prison transports and number of inmates in Draper facilities** (see handout)
Notes	<u>Volume of Inmate Transportation:</u> The prison transports between 19,000-21,000 inmates per year. This includes both medical and court appearances. Although volume is going down it is consistent. All inmate transports require a minimum of two officers. When an inmate is sentenced they first come to Draper location and then it is decided where they should be remain in Draper or be sent to the Gunnison prison or to a county jail. <u>Annual Transportation Miles:</u> The number of transportation staff needed is directly related to the miles traveled and duration of appointment. In 2010 742,187 transportation miles were logged. In 2011 715,203 miles were logged. A large portion of these vehicle miles are the result of moving inmates to county jails such as Garfield, Kane and Daggett. <u>Prison Facility Life Cycle:</u> There are 122 buildings on the draper site. Divided into two regions: South Point which includes Wasatch, Uintas, Oquirrhs, and Special Services. North Point which includes Timpanogos (female inmates), Olympus, Promontory, and Lone Peak. Four of the units at Wasatch have are beyond the intended life cycle of 60 years. The average number of years remaining in the housing units in South Point is 22.1 years, North Point is 31.1 years. The average number of years remaining in the life cycle of all housing units at the Draper site is 24.7. Other buildings on the Draper site include storage facilities, warehouse buildings, and a dispatch center. The Division of Natural Resources also has some buildings on the

	site.
Agenda Item	**Report from Jeff Hartley regarding Wikstrom Study findings**
Notes	Jeff Hartley reported he had visited with Neil Ashdown, former Chief of Staff to Governor Huntsman regarding any perceived problems with the way the Wikstrom study had been conducted. According to Neil Ashdown he was not aware of any such issue.
Agenda Item	**Committee Begins draft of RFP**
Notes	Alan Bachman with the Utah Attorney General's Office stated that we need to be careful that all consultants that submit a proposal are on an equal playing field. To ensure that this happens you will want to make sure that all public handouts are placed on a website along with audio recordings of the Prison Relocation Committee meetings. Mr. Bachman also stated you need to be aware of any risk management issues. You may want to hire a consultant to assist you in this process or find out if there is another state or county that has built a new prison and were there consultants involved in finding the best option for relocating a prison. You may want the consultant involved in the RFP process. Chairman Buxton remarked that we need to figure out what we should be looking for and in relocating the prison and what would have the least impact? What does a "win" look like for the state of Utah? What is the impact on the state tax payers of Utah? Is it worth 900 million dollars? We need to establish a weight to apply to all the items that should be considered in relocating the prison and then prioritize each item. Sen. Jenkins mentioned that the decision to relocate the prison comes down to where you would relocate the prison and what is the value of the current Draper prison property. The state could sell the land and let cities develop and zone the property as appropriate. Spencer Eccles described what is currently being developed around the prison site. (i.e., eBay and Adobe. If we move the prison it's going to affect the property around it. To make this decision we need to weigh the values of what's needed or intended with the prison relocation. The big issues to consider are : (1) how much is it going to cost the state; (2) how long will it take to regain the cost; and (3) is this the right time to do this Chairman Buxton said we should evaluate the value of the geo thermal well at the Draper prison site and see how it could be used in future developments on the site. We should also take into account the growth that is happening to Utah and also consider if the proposed site in Rush Valley is going to be surrounded by urban development in 20-30 years.
Next Meeting	The next meeting is scheduled for Friday, May 11, 2012, 7:00 a.m. We will be touring the current prison site as well as traveling to Rush Valley. Members please meet at the east stairs to carpool to the sites.

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

Prison Relocation Committee –

Committee	**Prison Relocation Committee**
Date **Time** **Location**	**Friday, May 11, 2012** **7:00 a.m. – 1:00 p.m.** **Meet at State Capitol, Carpool to current prison site and Rush Valley**
Members Present	Sen. Dan Thatcher, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Gregg Buxton, Chairman, Jeff Hartley, John Bennett, GOPB, Spencer Eccles, GOED, Rep. Brad Daw, Sen. Scott Jenkins
Members Excused	Rep. Brad Wilson
Staff	Dave Walsh, Shannon Simonsen
Visitors	
Agenda Item	**Welcome**
Notes	Chairman Gregg Buxton called the meeting to order. Members split into 3 cars and drove to current prison location site in Draper, Utah.
Agenda Item	**Current Prison Site- Draper, Utah**
Notes	Met Tom Patterson and toured the perimeter of prison site.
Agenda Item	**Rush Valley, Tooele County**
Notes	Met and discussed the pros and cons of relocating the Draper prison to Rush Valley.
Next Meeting	The next meeting is scheduled for Friday, June 15, 2012, 8.00 a.m. in the State Capitol Building, Capitol Board Room, Room 240.

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Friday, July 27, 2012

8:00am to 10:00 a.m.
Capitol Board Room 240

8:00 am – **Welcome and Call to Order** – Gregg Buxton

8:05 am – Discussion and approval of June 15, 2012 minutes

8:10 am – Presentation by Tom Patterson, Executive Director, Department of Corrections regarding

- -Corrections requirements if some capacity is maintained at Draper
- -Site plan detailing life expectancy of Draper prison facilities
- - Annual number of medical transports by ambulance and helicopter to University of Utah Medical Center

8:40 am – Presentation by Spencer Eccles, Executive Director, Governor's Office of Economic Development regarding future economic development in the South end of Salt Lake County

9:10 am – Presentation by Deseret Corrections Center

9:30 am – Presentation by Point West Ventures

9:50 am – Where do we go from here?

9:55 am – Other Business – schedule next meeting

Prison Relocation Committee –

Committee	Prison Relocation Committee
Date Time Location	Friday, June 16, 2012 8:00 a.m. – 9:30 a.m. State Capitol Building, Capitol Board Room
Members Present	Sen. Scott Jenkins, Sen. Dan Thatcher, Rep. Brad Daw, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Chairman, Jeff Hartley, John Bennett, GOPB, Sophia DiGaro (representing Spencer Eccles,GOED, Rep. Brad Wilson
Members Excused	Gregg Buxton
Staff	Dave Walsh, Shannon Simonsen
Visitors	Tom Mabey, Sahara, Inc ; Mike Sibbett, Captus Global, Rich Amon, LFA, John Florez, Deseret News, Lisa Roche, Deseret News/KSL
Agenda Item	Welcome and Approval of Minutes
Notes	Sen. Scott Jenkins called the meeting to order. An attendance roll was passed around to gather updated email and phone numbers. Motion made to approve the April 20, 2012 & May 11, 2012 minutes. Motion was seconded which passed unanimously.
Agenda Item	Discussion and Feedback from Tour of the Draper Prison and Rush Valley Sites
Notes	Sen. Scott Jenkins asked for committee members to provide feedback from the May 11, 2012 tour of the Draper. Listed below are some of the comments made: Impressions by driving around and looking at structures and layout you can see old and new. You can see how the buildings have aged and what buildings still have life in them. There is also a lot of land at the prison. Rush Valley is out of the way, the draw is that its undeveloped. It's SITLA land, so the purchase of that would benefit school kids. Electricity readily available although water is a question. The development of the land isn't going to be an easy task. You can see homes and subdivisions so the question is whether there will be more growth is valid. The current prison site has undergone an evolution and continues to evolve. There are many questions to consider. Is leaving the prison in the city a safety concern? Is having a prison in that location a positive or negative? Economically speaking? Is it the right thing to do, considering the cost? ($300 Million Dollars) Sen. Scott Jenkins then led a discussion on some of the pro's and cons' of moving the Draper prison. They were as follows:

+ (Pros)	Neutral	– (cons)
Small Economy		Perception
	Safety	
Local		Travel- 45 minutes
New Tax		
Access to Courts (Technology)		
Access to medical		
	Work force	
	Visitation	
	Education	
	Volunteers (1,600 at Draper)	

Questions and comments that were raised by committee members:

Do we maintain the site in Draper?
What would a new world site look like?
What is the time period for moving the prison (20 years or X)
Can we downsize the prison?
Can Gunnison be used as a pressure relief?
Is there another site besides Rush Valley?
What should be the size of the RFP? What would the RFP look like? Do we break up the RFP between developers and operators?
Would you sell the prison property on a timeline for earlier development?
How do you make the land available do that someone will want to come in and start development? (If you have the right plan, the transition would play a major part in making it successful)
How do you protect Draper and the other interests?
We need to look at where we are today and where we will be in x years? What do we want it to look like?
What if we were to sell the property with occupancy for 15-20 years down the road? Stagger Occupancy? Would we lose any appreciation the land will possibly gain?
Financial component. Is the goal a zero increase to the tax payer? Sen. Jenkins says yes, the prison should be moved but at a minimal cost.

Agenda Item	**Discussion of Guiding Principles for Possible Prison Relocation**
Notes	A draft copy of some guiding principles were handed out and discussed briefly. Tom Patterson recommended that the guiding principle (#3) **maximizing the use of resources and people to safeguard the public trust and the public purse** to be given the top priority. These guiding principles will be discussed at a future meeting. *Please see DRAFT of Guiding Principles of meeting handout
Next Meeting	The next meeting is scheduled for Friday, July 27, 2012, 8:00 a.m. Tom Patterson will give presentation of what the current prison site has and what it will need in a future prison site. Spencer Eccles will give a presentation on the economic value of the current prison site and its future possibilities.

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Friday, Aug 24, 2012

8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am – Welcome and Call to Order – Gregg Buxton

8:05 am – Discussion and approval of July 27, 2012 minutes

8:10 am – Tom Patterson-Statistics on the use of volunteers at prison site

8:40 am – Presentation by Mike Retford, Vice President, Director of Justice Programs, HOK Architectural firm

-Operational efficiencies in prisons through the use of modern design and technology

9:10 am – Follow up questions

9:30 am – Schedule next meeting and Adjourn

Prison Relocation Committee –

Committee	**Prison Relocation Committee**
Date Time Location	**Friday, July 27, 2012** **8:00 a.m. – 9:30 a.m.** **State Capitol Building, Capitol Board Room**
Members Present	Gregg Buxton, Sen. Scott Jenkins, Sen. Dan Thatcher, Rep. Brad Daw, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Chairman, John Bennett, Spencer Eccles,GOED, Rep. Brad Wilson
Members Excused	Jeff Hartley
Staff	Dave Walsh, Shannon Simonsen
Visitors	Tom Mabey, Sahara, Inc; Daniel Askenazi, Municipal Capital; Leo Mantas, WLG; Clay McCarthy, WLG; Troy Bernberg, Stifel Nicolbos; Jack Livinggood, Big-D; Randy Okland, Okland Const.; Jeremy Blanck, Okland Const.; Michael Stransky, GSBS Architects; Al Mansell, Point West Ventures; Robin Riggs, Point West Ventures
Agenda Item	**Welcome and Approval of Minutes**
Notes	Gregg Buxton called the meeting to order. An attendance roll was passed around to gather updated email and phone numbers. Motion made by Sen. Thatcher to approve the June 17, 2012 minutes. Motion was seconded by Larry Ellertson, which passed unanimously.
Agenda Item	**Presentation by Tom Patterson, Executive Director, Department of Corrections regarding** -Corrections requirements if some capacity is maintained at Draper -Site plan detailing life expectancy of Draper prison facilities - Annual number of medical transports by ambulance and helicopter to University of Utah Medical Center
Notes	Current Prison Site: 1998 Uinta's construction Promontory: 400 beds and 43 year life expectancy Lone Peak: metal not the most secure-300 beds and 18 year life expectancy Timpanogos/Women's facility 567 beds 31 year life expectancy Olympus/ Mental health 132 (+26 from Modular) 33 year life expectancy Qquirrah 1-4 : 567 Beds and 35 year life expectancy SDD: 135 Beds and 7 year life expectancy C-Block: 68 Beds and -1 year life expectancy B-North: 28 beds and -1 year life expectancy A-Blocks: 268 Beds and -1 year life expectancy Uinta 2: 192 Beds and 46 year life expectancy Uinta 4: 192 Beds and 46 year life expectancy Uinta 3: 192 Beds and 35 year life expectancy Uinta 1 (MAX): 96 Beds and 35 years life expectancy Uinta 5 (R & O): 122 Beds and 16 years life expectancy B-Block: 192 Beds -1 year life expectancy Infirmary: 20 Beds and 25 year life expectancy D-Block: 192 Beds and -1 year life expectancy Qquirrh 5: 280 Beds and 5 year life expectancy

	Women tend to receive more visits, most come from Wasatch front. Possibilities: Maintain north point and start transitioning out to south point. Lose maximum security housing, medial facility, dorm housing at the Qquirrhs. Prison has a need for a reviewing and orientation center when inmates arrive. Lone Peak could be turned into geriatric facility and would be able to house modular inmates in Promontory. 90 transports a month- 1,100 a year at a cost of $99,000 Costs steadily going up?
Agenda Item	**Presentation by Spencer Eccles, Executive Director, Governor's Office of Economic Development regarding future economic development in the South end of Salt Lake County**
Notes	Spencer-GOED Several stakeholders contribute to a successful cluster: Industry, Government, Talent, Capital, Universities/Tech Transfer, Non-Profits. Competitiveness ultimately determines jobs, wages, economic prosperity and quality of life Business and Government perform complimentary functions driving competitiveness. There are 7 strategic clusters we focus on: Software/IT, Financial Services, Life Sciences, Energy, Defense, and Aerospace. Top 15 states compose 73% of all U.S. IT jobs; Utah ranks 23rd in IT jobs at 1.4% of U.S. total Utah has great growth expectations For every tech job there are 5 support jobs created. 90,000 jobs added to Utah's economy. Utah is the Fiber Crossroads of the West. • Strategic location for national connectivity • Backbone to 5 major metropolitan areas • Growing concentration of high tech companies Recent GOED Highlights • Adobe (927 jobs) • IM Flash (200 jobs) • EMC Corporation (500 jobs) • Scheels Sports & Entertainment (450 jobs) • eBay campus (1,000 new jobs and retention of 1,200 existing) • NSA is the nation's largest construction project (1,200 Utah construction workers on site) • Hexcel ($650MM capital investment) • New SLC Airport Expansion - $1.8 billion over the next 10 years Why Utah? Cost and Quality of Living Proximity to University and Resource Availability Flight Connectivity and Other Infrastructure Existing Players Government Incentives
Agenda Item	**Presentation by Deseret Corrections Center**
Notes	Deseret Corrections Center-LLC Tom Maybey working on this for 4 years and incredible opportunity for the state Leo Mathis: We understand Utah. Our company could build a 4,000 to 5,000 new prison in 24 month which would eventually be owned by the State of Utah. The cost to the State would be minimal or possibly a net zero cost. Goal is a safe and timely transition

Agenda Item	Presentation by Point West Ventures
Notes	Use the property to the highest and best use possible. Will share plans through an RFP bid process It can be done in a timely matter with little or no money from the state. The best idea out there needs to be done. It needs to be done for the best interest of the state and the prison population. Gregg Buxton asked: How is the best way to sell this to the Legislature?
Agenda Item	Where do we go from here?
Notes	Gregg will come with an RFP to go over and SITLA to also be an RPF. We need to start immediately with the RFP process to have it something ready to consider during the upcoming legislative session. We can't underplay the economic impact that relocating the prison might have on the property and surrounding area. We also need to need to consider what are the societal impacts? LDS church wants to possibly present how they help with volunteers and transitions. Tom Patterson stated that when we talk about "how close can we put the prison" we may talk too much about the economics of a new prison. We also need to consider what we doing to help inmates?
Next Meeting	The next meeting is scheduled for Friday, July 27, 2012, 8:00 a.m. Possible stop in Gunnison to tour to those who want August 22nd late afternoon.

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Friday, September 28, 2012

8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am – Welcome and Call to Order – Gregg Buxton

8:05 am – Discussion and approval of August 24, 2012 minutes

8:10 am – Discussion of Guiding Principles

8:30 am – Discussion of DRAFT Request For Information (RFI) and Timeline

9:30 am – Schedule next meeting and Adjourn

Prison Relocation Committee –

Committee	**Prison Relocation Committee**
Date **Time** **Location**	**Friday, September 28, 2012** **8:00 a.m. – 9:30 a.m.** **State Capitol Building, Capitol Board Room**
Members Present	Gregg Buxton, Sen. Scott Jenkins, Sen. Dan Thatcher, Rep. Brad Daw, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Chairman, John Bennett, Spencer Eccles,GOED, Rep. Brad Wilson, Jeff Hartley
Members Excused	
Staff	Dave Walsh, Shannon Simonsen
Visitors	Tom Mabey, Sahara, Inc; Doug Buchi, SITLA; Kay Burton, SITLA; Kevin Miller, John Taylor, Commerce; Mike Retford, HOK; Jake Woodward, Wadsworth Dev. Group; Robin Riggs, Point West Ventures; Mike Sibbett, Point West Ventures
Agenda Item	**Welcome and Approval of Minutes**
Notes	Gregg Buxton called the meeting to order. An attendance roll was passed around to gather updated email and phone numbers. Motion made by John Bennett to approve the August 24, 2012 minutes. Motion passed unanimously.
Agenda Item	**Tom Patterson, Executive Director, Department of Corrections on use of volunteers at prison site**
Notes	Tom Patterson: 79.2% live in Weber, Wasatch, Utah, Davis, and SL counties. 7,000 Inmates total in Draper, Gunnison or contracted in county jails 1,700 parolees and probationers we are supervising 32% of inmates identify as LDS 20% no religious or Atheists 14% Catholic 11% Christian 5.73 % unknown-didn't report any affiliation 1,100 volunteers at draper site. I million 48 thousand people base to draw from 68% volunteers are LDS. 3 year cycle for security purposes 9 branches All volunteers have to go through training before they are allowed on site and able to interact with inmates. Current volunteers are mostly retirees and on fixed and limited incomes. 4 centers are the most productive family history centers world wide (without internet) Travel for volunteers Sandy-11 miles Holladay- 19 miles Lehi- 10 miles What other things are we not considering?

	Blind program What is the volunteer program at Draper vs. Gunnison? How does volunteerism affect recidivism? It has an impact because it ties them to their community before release.
Agenda Item	**Presentation by Mike Retford, Vice President, Director of Justice Programs, HOK Architectural firm** -Operational efficiencies in prisons through the use of modern design and technology
Notes	Mr. Retford gave a PowerPoint discussion based on prison relocations in Wayne County, Michigan, Douglas County, Georgia, and various locations in the US. (See PowerPoint) Opportunities for Staffing Efficiencies Energy Savings Opportunities Housing Options Workshops Current Realities 1,200 666 staffing down to 213. (1/3 savings) Person to person human contact is going to help them make the transition. Tom Maybe,Sahara and Robin Riggs,Point West Ventures have run the past and current staffing numbers as well as projected.
Agenda Item	**Follow up questions**
Notes	Spencer Eccles makes a recommendation: AG's office interprets what we can or cannot do. Particularly related to RFI or RFP Ad-Hoc Committee to write RFI and then bring it to the complete committee. Timeline: RFI out end of Sept. Oct-Dec (90 days) <u>Ad-Hoc Committee:</u> Jeff Hartley Tom Patterson Allen Bachman Kent Beers Greg Buxton John Bennett Someone from GOED Sen. Thatcher
Next Meeting	The next meeting is scheduled for September 28, 2012 8:00 am - 9:30 am, Utah State Capitol, Capitol Board Room.

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Friday, October 26, 2012

8:00am to 9:30 a.m.
Capitol Board Room 240

8:00 am – Welcome and Call to Order – Gregg Buxton

8:05 am – Discussion and approval of September 28, 2012 minutes

8:10 am – Review RFI Timeline

8:30 am – Value Based Selection Evaluation-Lynn Hinrichs, DFCM

9:30 am – Schedule next meeting and Adjourn

Prison Relocation Committee –

Committee	**Prison Relocation Committee**
Date **Time** **Location**	**Friday, September 28, 2012** **8:00 a.m. – 9:30 a.m.** **State Capitol Building, Capitol Board Room**
Members Present	Gregg Buxton, Sen. Scott Jenkins, Sen. Dan Thatcher, Rep. Brad Daw, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Chairman, John Bennett, Spencer Eccles,GOED, Rep. Brad Wilson, Jeff Hartley
Members Excused	
Staff	Dave Walsh, Shannon Simonsen
Visitors	Gary Stewart, HUNT/CGL; Kay Burton, SITLA; Doug Buchi,SITLA;Todd Johnson, Design Workshop/SITLA; Steve Brozo, Design Workshop/SITLA; Marguret Bird, USOE; Paula Plant, USOE; Brent Walton, Layton Construction; Bruce McDonough, Layton Construction; Rich Worthington, The Molasky Group of Co's; David Layton, Layton Construction; Jeff Beecher, Layton Construction; Tom Mabey, Sahara, Inc; Mike Retford, HOK; Mike Sibbett, Point West Ventures.
Agenda Item	**Welcome and Approval of Minutes**
Notes	Gregg Buxton called the meeting to order. An attendance roll was passed around to gather updated email and phone numbers. Motion made by Rep. Brad Daw to approve the August 24, 2012 minutes. Motion passed unanimously.
Agenda Item	**Discussion and approval of Guiding Principles**
Notes	Guiding Principles indicate that we are moving the prisons. Have we made that decision that we are moving the prison? No we are still exploring all options. Make the numbers bullet points.
Agenda Item	**Discussion of DRAFT Request for Information (RFI) and Timeline**
Notes	Wikstrom Studies will be made available for those wanting to submit bid for RFI's. Attachments will be at the DFCM website. Gregg Buxton is the contact 538-3304 regarding questions on RFI Mention 3rd study and make sure it is also posted online. General interest is not propriety. Subcommittee listens to private, proprietary information and then makes a recommendation to the larger committee. What is the value of the RFI in general? We will pick the best proposal before we move to the legislature. Tom Patterson to get Gregg a list of the services the Prison needs in a medical facility. Sen Thatcher made a motion to accept the RFI and give Chairman Buxton given authority to adjust schedule based on AG's review of proposed RFI. Motion was seconded by John Bennett. Passed unanimously. Tom Patterson made motion to include the Guiding Principles as an attachment with the RFI. Rep. Wilson seconds the motion. Passed unanimously.
Next Meeting	The next meeting is scheduled for October 26,, 2012 8:00 am - 9:30 am-Value Based Training, Utah State Capitol, Capitol Board Room.

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Monday, November 19, 2012

8:00 am to 10:00 a.m.
State Office Building 4112

8:00 am – Welcome and Call to Order – Gregg Buxton

8:05 am – Discussion and approval of October 26, 2012 minutes

8:10 am – Brief discussion of RFI applicants

8:15 am – Selection of Evaluation Committee

8:30 am – Discussion of process – committee may vote to go into an executive session pursuant to Utah Code Annotated 52-4-205 (d)(i)(ii)

> *(d) **Strategy sessions to discuss the purchase, exchange, or lease of real property, including any form of a water right or water shares, if public discussion of the transaction would:***
> ***(i) disclose the appraisal or estimated value of the property under consideration; or***
> ***(ii) prevent the public body from completing the transaction on the best possible terms;***

9:15 am – Schedule interview times of RFI applicants

10:00 am –Adjourn

Prison Relocation Committee –

Committee	**Prison Relocation Committee**
Date **Time** **Location**	**Friday, October 26, 2012** **8:00 a.m. – 9:30 a.m.** **State Capitol Building, Capitol Board Room**
Members Present	Gregg Buxton, Sen. Scott Jenkins, Sen. Dan Thatcher, Rep. Brad Daw, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Chairman, John Bennett, Spencer Eccles, GOED, Rep. Brad Wilson, Jeff Hartley
Members Excused	Spencer Eccles, GOED
Staff	Dave Walsh, Shannon Simonsen
Visitors	Lynn Hindricks, DFCM; Clay McCarthy, WLG; Tim Donaldson, USOE; Paula Plant, USOE; Kay Burton, SITLA; Doug Buchi, SITLA, Winston Wilkinson, GOED
Agenda Item	**Welcome and Approval of Minutes**
Notes	Gregg Buxton called the meeting to order. An attendance roll was passed around to gather updated email and phone numbers. Motion made by John Bennett to approve the October 26, 2012 minutes. Motion passed unanimously.
Agenda Item	**Review RFI Timeline**
Notes	RFI's are due Nov 6th Nov 13-16th evaluation dates Interviews are Nov 27-28th
Agenda Item	**Value Based Selection Evaluations-Lynn Hinrichs, DFCM**
Notes	Leave sufficient time for discussion between interviewers, as this interaction will often produce a more well-rounded view of the interviewees. Hold all interviewees to the same standards, to ensure fair and equal treatment of all parties. Selection of the right team for an assignment is often the single most important determinant of the assignment's success or failure Unless otherwise dictated by law or regulation, be careful to look for the best value, which may not necessarily be provided by the lowest cost provider Be certain that all questions are answered to your satisfaction; if not, pursue them further Do not allow time pressures to force a rush to judgment, as the time which will be lost working with the wrong provider can overshadow the minimal time required to make the right initial selection.
Next Meeting	The next meeting is scheduled for November 19, 2012 8:00 am - State Office Building 412

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

STATE OF UTAH
Prison Relocation Authority Committee

AGENDA

Prison Relocation Authority Committee Meeting

Monday, December 17, 2012

8:00 am to 10:00 a.m.
Capitol Board Room

8:00 am – Welcome and Call to Order – Gregg Buxton

8:05 am – Discussion and approval of November 19, 2012 minutes

8:10 am – Committee may vote to go into an executive session pursuant to Utah Code Annotated 52-4-205 (d)(i)(ii)

> *(d) **Strategy sessions to discuss the purchase, exchange, or lease of real property, including any form of a water right or water shares, if public discussion of the transaction would:***
> ***(i) disclose the appraisal or estimated value of the property under consideration; or***
> ***(ii) prevent the public body from completing the transaction on the best possible terms;***

9:30 am – Possible Actions Items Regarding Draper Prison

10:00 am – Adjourn

Prison Relocation Committee –

Committee	**Prison Relocation Committee**
Date **Time** **Location**	**Friday, November 19, 2012** **8:00 a.m. – 10:00 a.m.** **State Office Building, Room 4112**
Members Present	Gregg Buxton, Sen. Scott Jenkins, Sen. Dan Thatcher, Rep. Brad Daw, Larry Ellertson, Mayor Darrell Smith, Tom Patterson, Chairman, John Bennett, Spencer Eccles; GOED, Rep. Brad Wilson, Jeff Hartley
Members Excused	
Staff	Dave Walsh, Shannon Simonsen
Visitors	Leo Mantis; Jeremy Blank; Oakland Construction, Alan Bachman, Attorney General's office.
Agenda Item	**Welcome and Approval of Minutes**
Notes	Gregg Buxton called the meeting to order. An attendance roll was passed around to gather updated email and phone numbers. Motion made by Rep. Brad Daw to approve the October 26, 2012 minutes. Motion passed unanimously.
Agenda Item	**Brief Discussion of RFI Applicants**
Notes	Request for Information: It's time to go into the deeper questions but we can't yet. RFI was done to see "what was out there"? How many interviews do we do? Do we eliminate or give all the opportunity to present? We by and by got our answer to whether or not it is viable to move the prison. Does it make sense to the state to do this? We still don't have the answer to these questions. Whatever is decided it's going to take legislative action. We don't have enough information to know if that makes sense or not. We as a committee can only make suggestions/recommendations to the Governor and the Legislature. Ultimately where we go, why we go and whether we move the prison it has to makes sense for the aesthetics and economic development for the area. Big ideas often pay off...but no matter what you have to execute it and it has to produce and perform. Example: Roosevelt Island-Cornell University John Bennett: I divided it into groups: I came away almost more confused when I went in. Why does this need to be done this minute? Jeff Hartley: Recommends the state acts now. Sen. Jenkins: West Point Venture had the best future development plans. Leo Mantis: Would not doubt that big development ideas can happen.

	There is an opportunity to capitalize on this by the state. If we can do this without causing disruption for corrections its a win-win. What's the best and highest use for this property? Is it for the state to develop it or is it to sell it? How can we set up a win for Corrections? How can we get them a facility that costs less to operate and fulfills their needs. The quicker we make the decision the quicker we can move forward. There is a sense of urgency... 2011 -4.9 Billion in projected new state wages. 363 Million in projected state revenue. 500 acres that are not development... We need to be careful about these numbers. the one source of revenue would be transfer from one side of the budget to another. Separate qualifications for prison and land use. Sen. Jenkins makes motion to go into a closed meeting. Due to Utah Code Annotated 52-4-205 (d) (i) (ii). Larry Ellertson seconds the motion. The vote passes unanimously. Stopped and started tape recorder so to make it a separate file. **CLOSE MEETING** Open Meeting motion to open Sen. Jenkins, Seconded by Mayor Smith. Passes unanimously. Tom Patterson: CCJJ needs to be included in the processes. It's healthy to have privatization part of the dialog? Is incarceration part of the core state function? Larry Ellertson: What is our role? Rep. Wilson: We need to create a body that can make a recommendation.
Agenda Item	**Selection of Evaluation Committee**
Notes	Propose Evaluation Committee: Sen. Scott Jenkins, Rep. Brad Wilson, Gregg Buxton, Spencer Eccles, Mayor Darrell Smith, Dave Walsh -facilitator Do we need to have a public hearing? Sen Jenkins make motion to confirm the evaluation committee. Sen. Thatcher seconds motion. Unanimously passed Gregg Buxton makes motion that we hear all six proposals second Mayor Smith. Unanimously passed. Tom Patterson made motion to include the Guiding Principles as an attachment with the RFI. Rep. Wilson seconds the motion. Passed unanimously.
Next Meeting	The Evaluation Committee will meet on December 3rd at 8:00 – 5:00 pm to hear presentations. State Office Building 4112

Minutes prepared by Shannon Simonsen – Administrative Assistant, GOPB

Tab 2

Evaluation of Feasibility of Relocating Utah State Prison

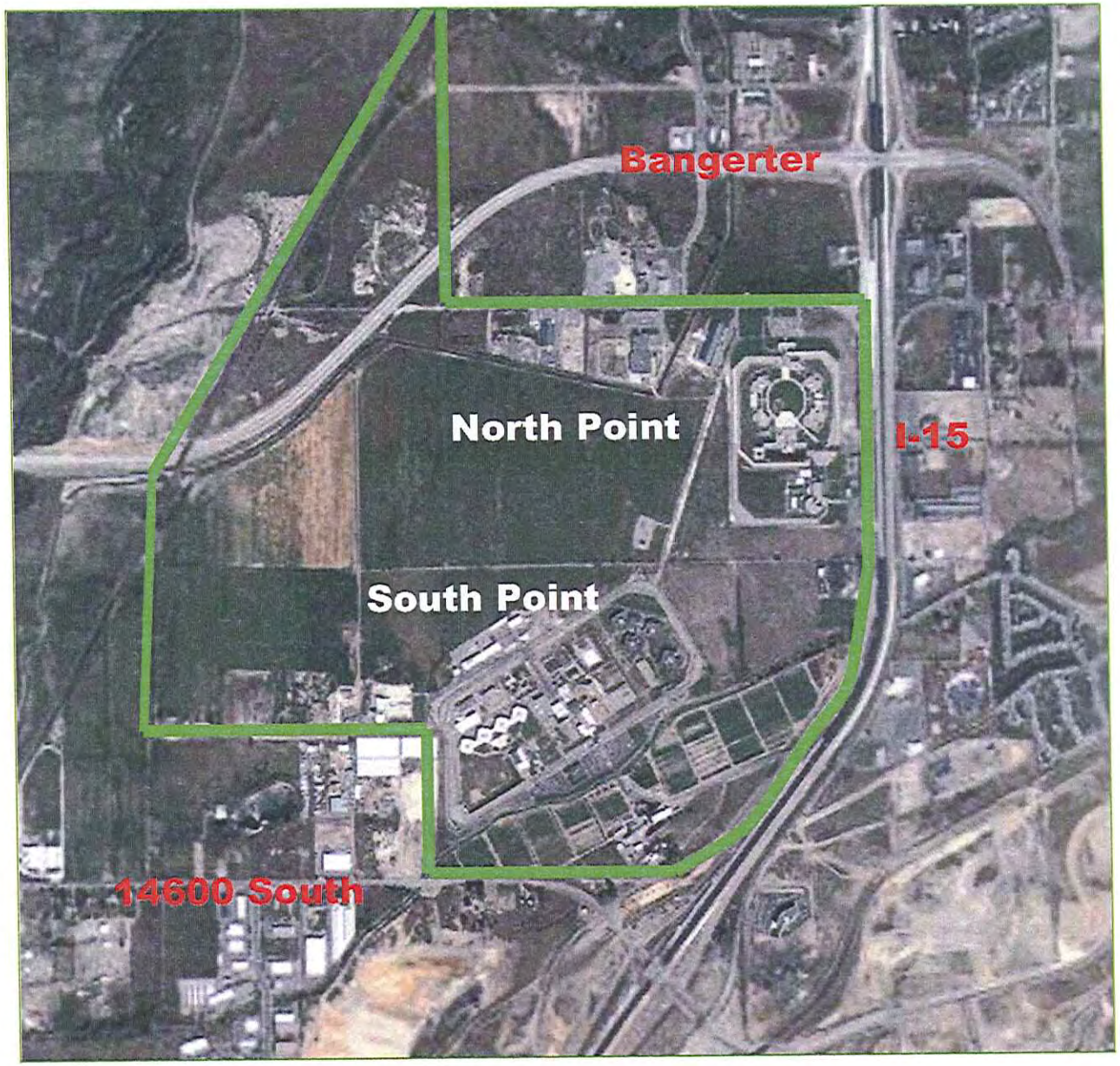
October 31, 2005

LECG DMJM

Carter Goble Associates

Feasibility is a product of cost of rebuilding equivalent prison facilities less the value of the property and any other economic benefits or revenues

Existing Complex Site



Construction Cost to Replace Draper Prison

(2005)

	Full Relocation	Partial Relocation
Moderate	$422 million	$128 million
Low	$417 million	$119 million
High	$475 million	$132 million

Carter Goble Associates, Inc.

Cost variations result from alternative corrections planning and population management approaches as well as differing unit cost levels.

Other Prison-Related Costs	
Demolition	$6.6 million
Transition	$0.9 million
Operating:	
Transportation (20-year NPV)	$10.7 million
Staff Relocation (20-year NPV)	$0.3 million
Recruitment/Training (20-year NPV)	$11.2 million
Site Acquisition	$2.0 million
Repayment of ESCO Debt	$7.5 million
Cost Subtotal	$39.2 million

Additional Costs

Replacement of Surplus Property Building

Replacement of Juvenile Justice Services Facility

Value of Draper Prison Property

Valuation Scenario	Market Value	Investment Value
Highest & Best Use (residential development)	$73 million	$93 million
Full Relocation (mixed-use development)	$51 million	$77 million
Partial Relocation (mixed-use development)	$34 million	$49 million

Source: LECG

Market Value

- **Assumes the state sells to a private developer and uses costs of capital available to the private sector**

Investment Value

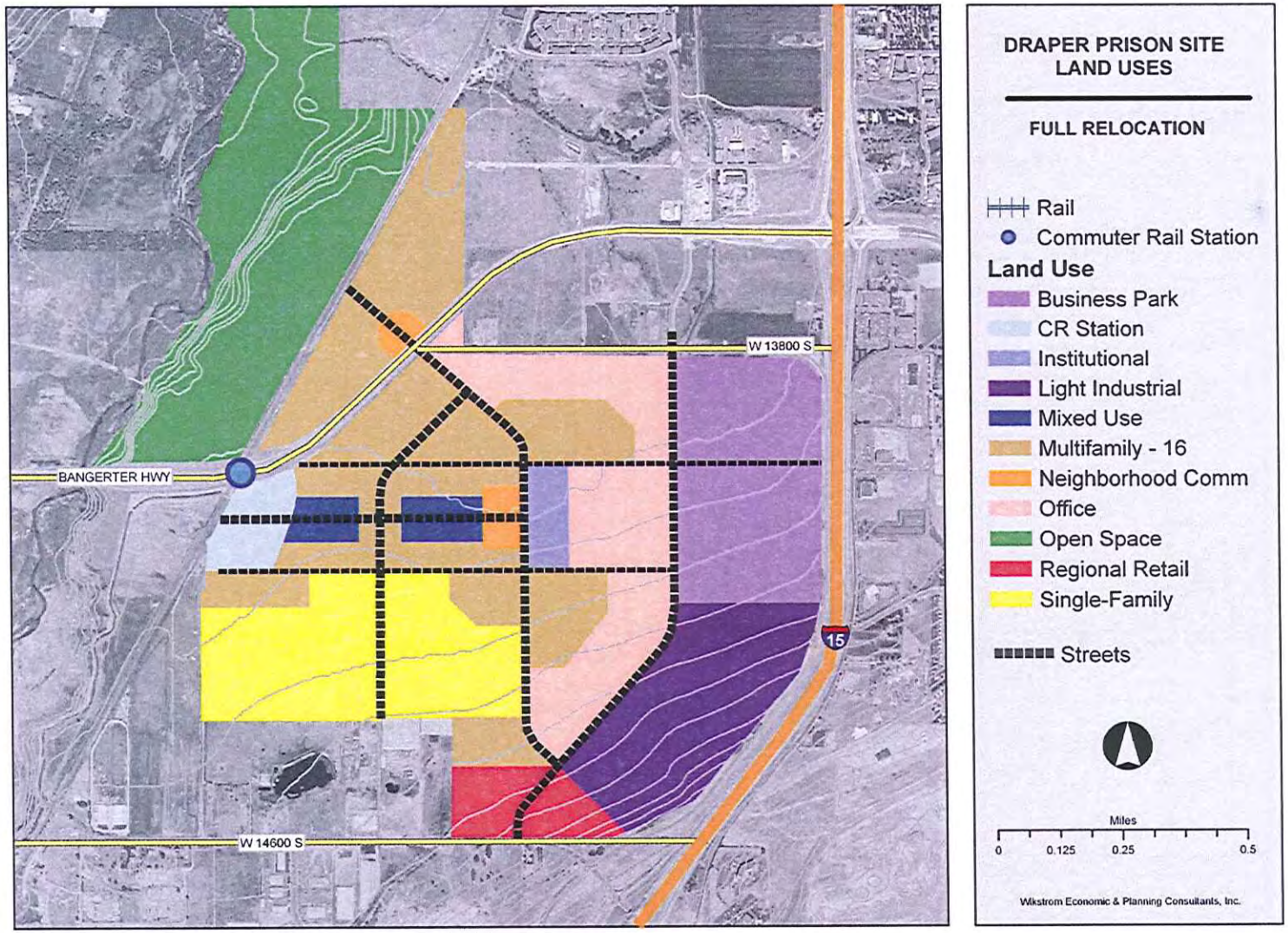
- **Assumes the public sector (the state) is the investor and uses the state's more beneficial cost of capital**

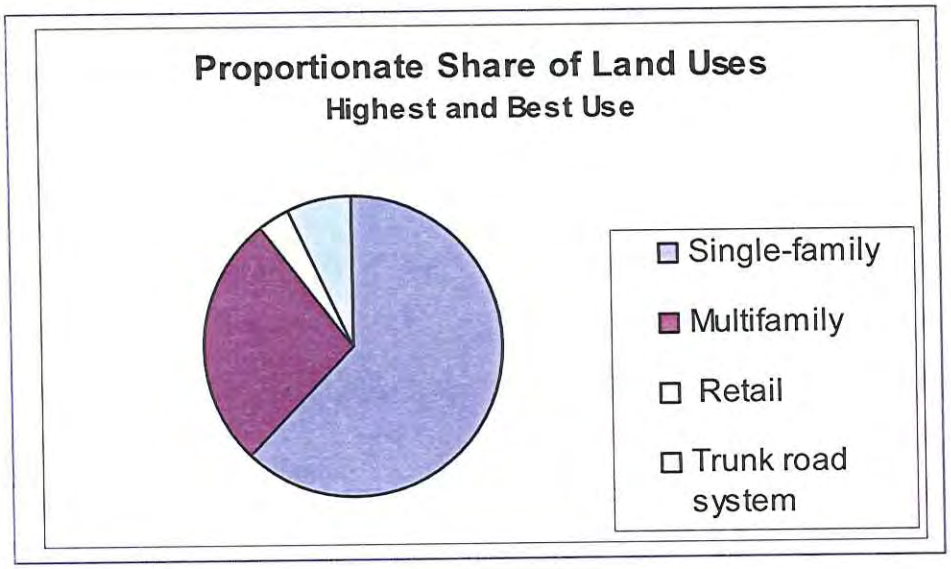
Highest and Best Use

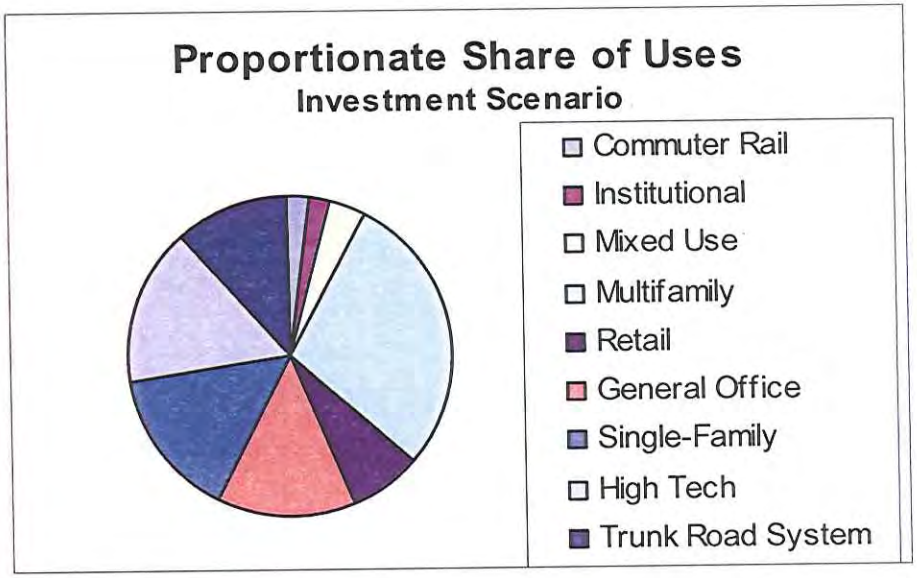
Land Use	Units	Square Feet	Gross Acreage
Single-family	2,500		416
Multifamily-16	3,000		183
Regional retail		150,000	24
Trunk road system			47
Total	5,500	150,000	670

Mixed-Use Business Park

Land Use	Units	Square Feet	Gross Acreage
Commuter Rail			14
Institutional			14
Mixed Use	150	120,000	21
Multifamily – 16	3,000		176
Neighborhood Retail		85,000	14
General Office		1,100,000	85
Regional Retail		175,000	28
Single-family	550		92
Light Industrial/ Business Park		2,000,000	156
Trunk Road System			70
Total	**3,700**	**3,480,000**	**670**


W 13800 S
BANGERTER HWY
15
W 14600 S
DRAPER PRISON SITE
LAND USES
FULL RELOCATION
Rail
Commuter Rail Station
Land Use
Business Park
CR Station
Institutional
Light Industrial
Mixed Use
Multifamily - 16
Neighborhood Comm
Office
Open Space
Regional Retail
Single-Family
Streets
Miles
0
0.125
0.25
0.5
Wikstrom Economic & Planning Consultants, Inc.


Proportionate Share of Land Uses
Highest and Best Use
Single-family
Multifamily
Retail
Trunk road system

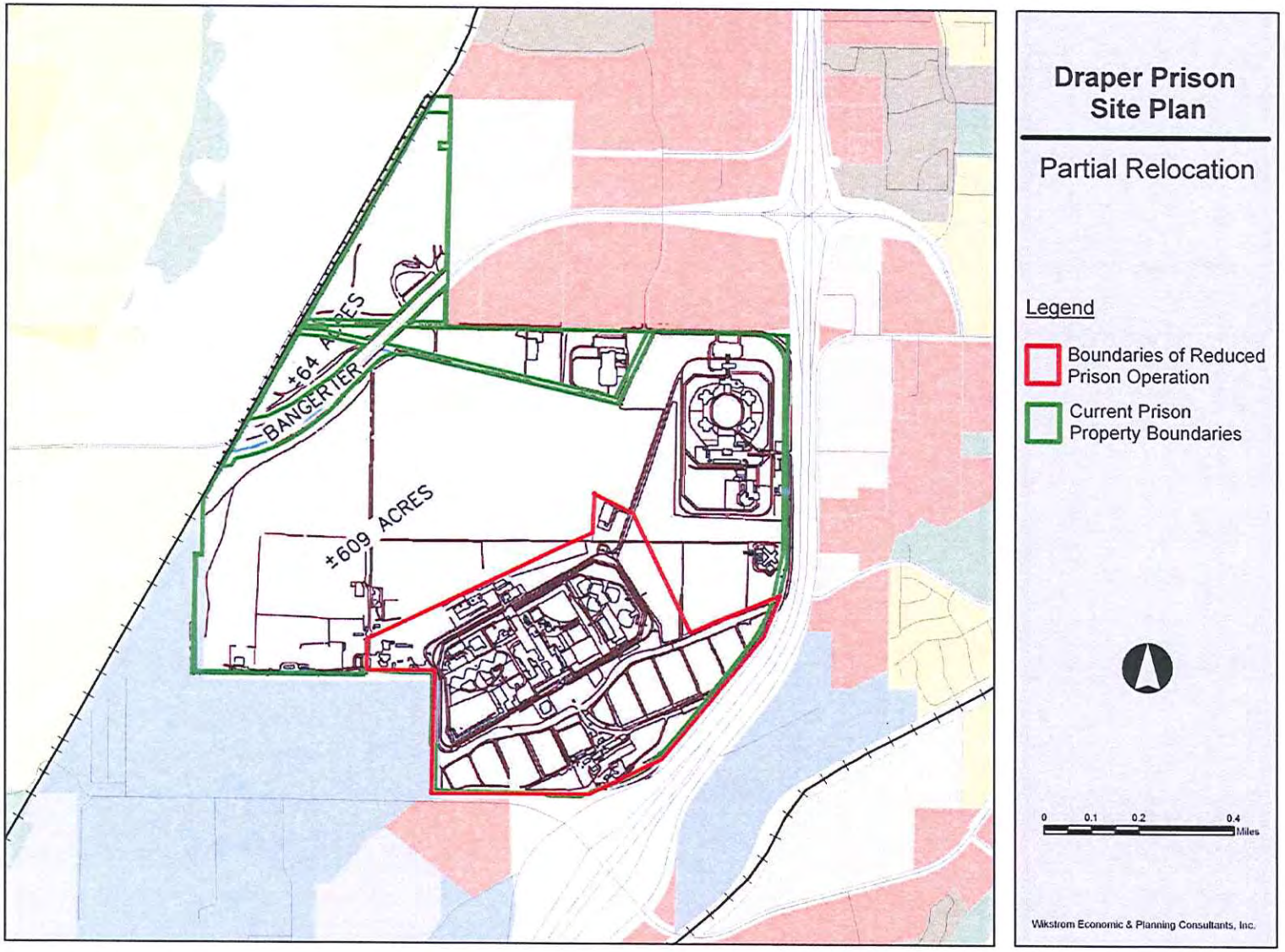

Proportionate Share of Uses
Investment Scenario
Commuter Rail
Institutional
Mixed Use
Multifamily
Retail
General Office
Single-Family
High Tech
Trunk Road System

Other Revenues

(2005)

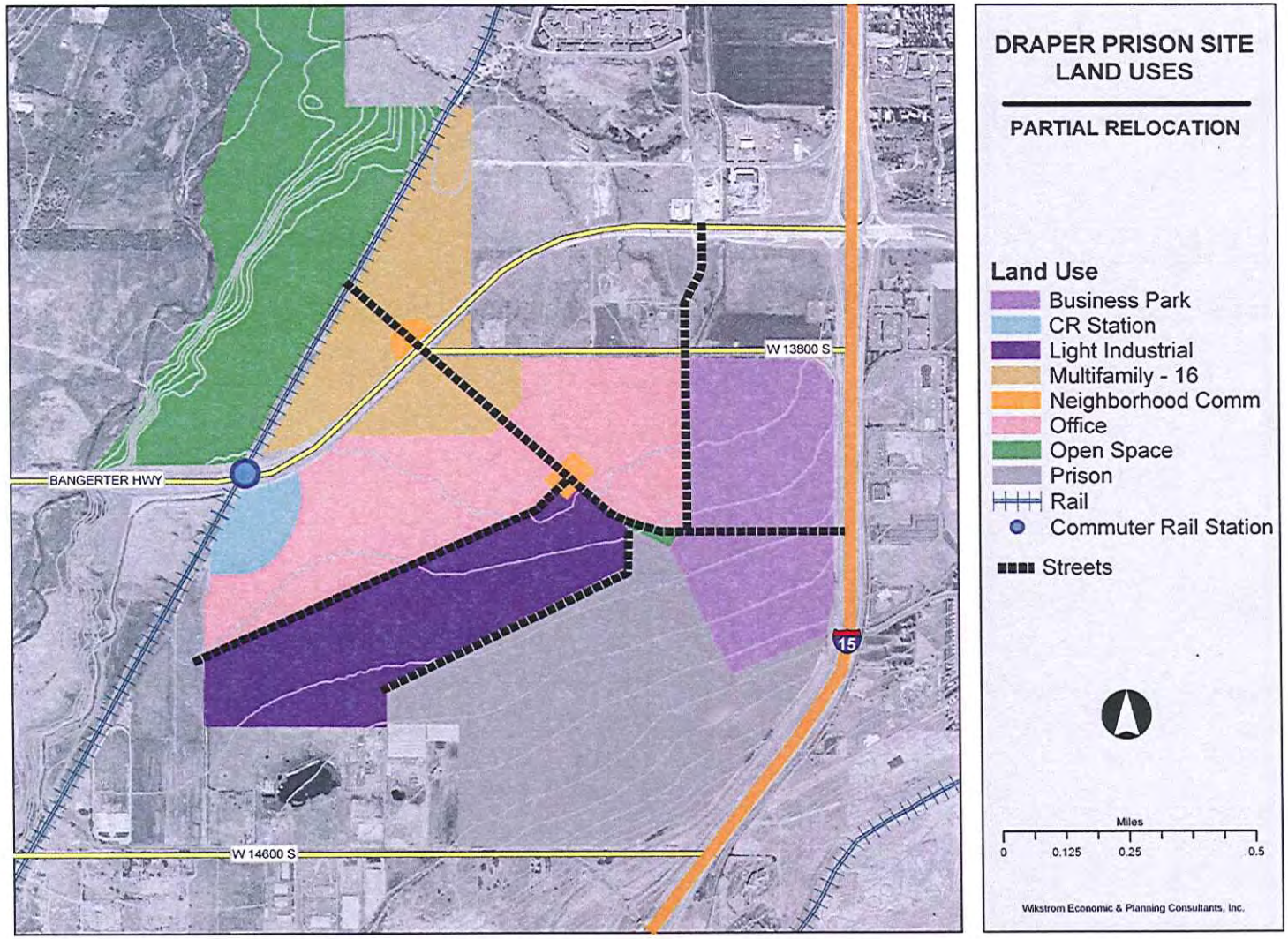
Water Shares	**$1.8 million**
Net Fiscal Impact to Draper (20-Year NPV)	**$13.6 million**

	High Land Value	Low Land Value
Revenues	$108.4 million	$66.4 million
Costs		
Construction Costs	$422 million	$422 million
Other Costs	39.2 million	39.2 million
Net (Cost) Gain to State	($345 million)	($387 million)



LECG DMJM

Carter Goble Associates


DRAPER PRISON SITE
LAND USES
PARTIAL RELOCATION
Land Use
Business Park
CR Station
Light Industrial
Multifamily - 16
Neighborhood Comm
Office
Open Space
Prison
Rail
Commuter Rail Station
Streets
BANGERTER HWY
W 13800 S
W 14600 S
15
Miles
0
0.125
0.25
0.5
Wikstrom Economic & Planning Consultants, Inc.

Feasibility Summary – Partial Relocation

	Investment Value	Market Value
Appraised Value	$49.0 million	$34.0 million
Plus Benefit to Draper	$3.5 million	$3.5 million
Subtotal	$52.5 million	$37.5 million
Costs		
Construction	$128.0 million	$128.0 million
Demolition	$1.7 million	$1.7 million
Transition	$0.7 million	$0.7 million
Operating		
Staff Relocation	$0.1 million	$0.1 million
Recruitment/Training	$4.7 million	$4.7 million
Site Acquisition	$0.7 million	$0.7 million
Cost Subtotal	$135.9 million	$135.9 million
Net (Cost) Gain to State	($83.4 million)	($98.4 million)

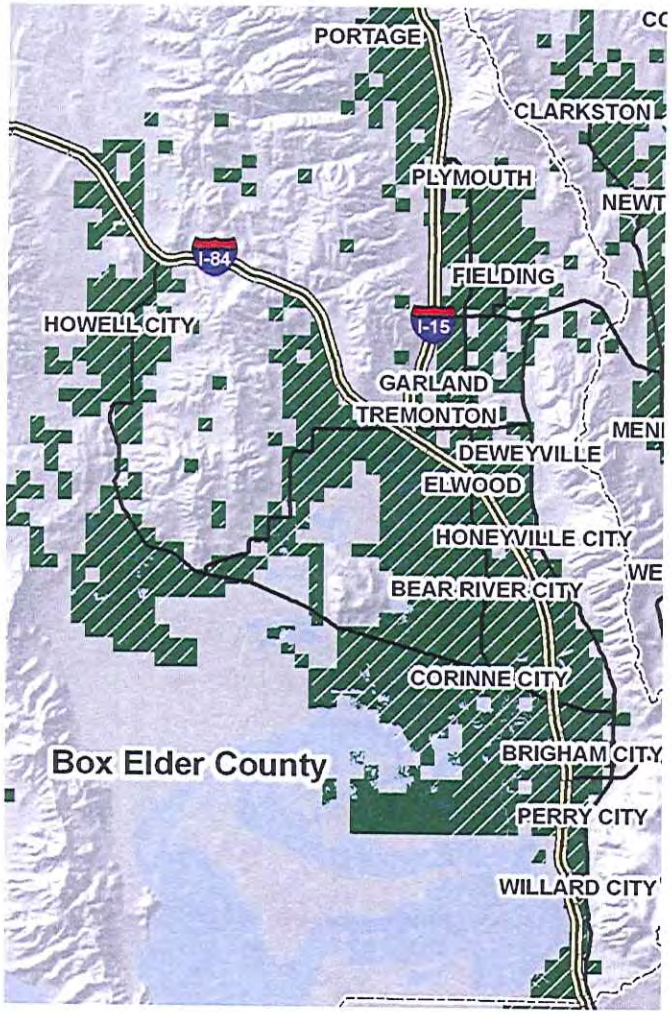
Replacement Locations

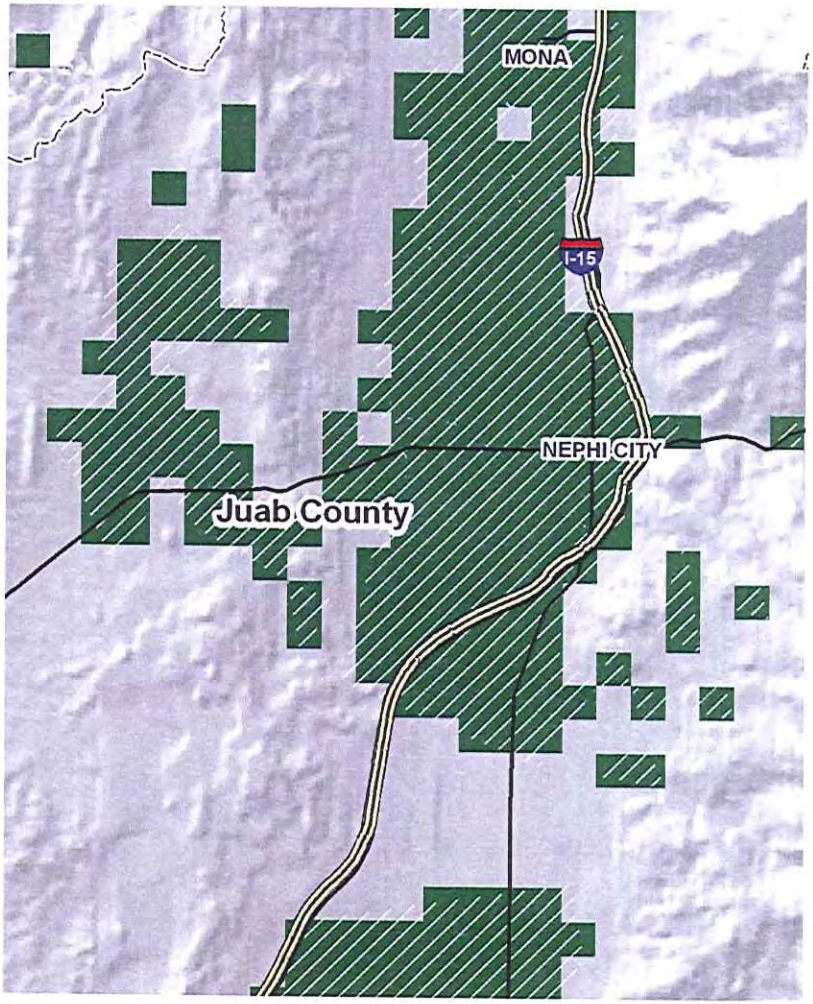
Full Relocation:

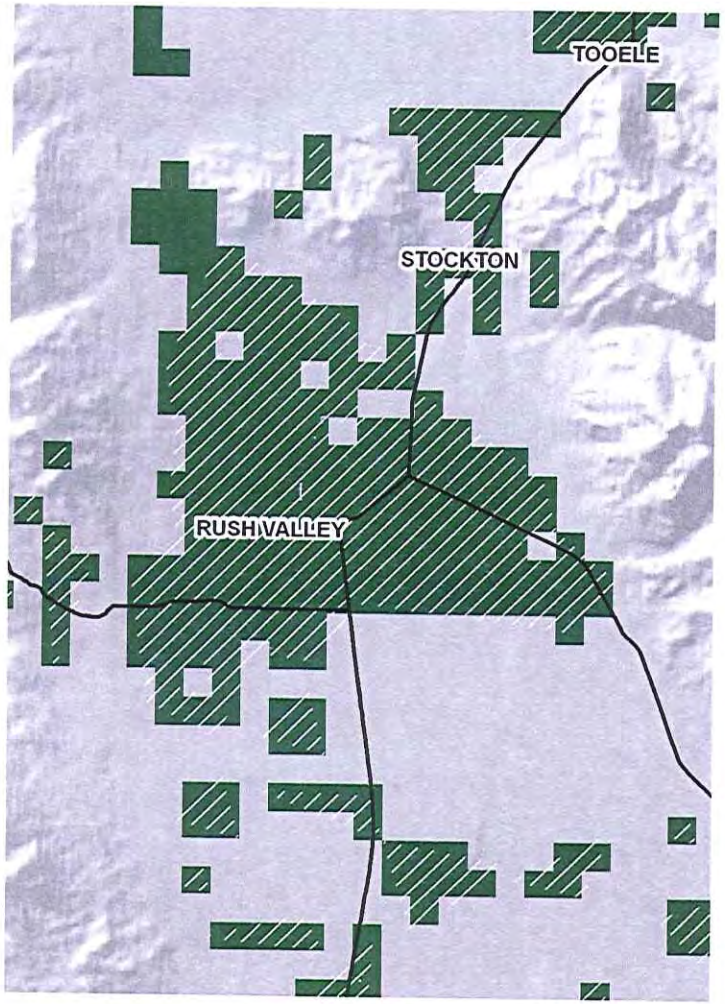
- Box Elder County
- NE Juab County
- Tooele County/Rush Valley

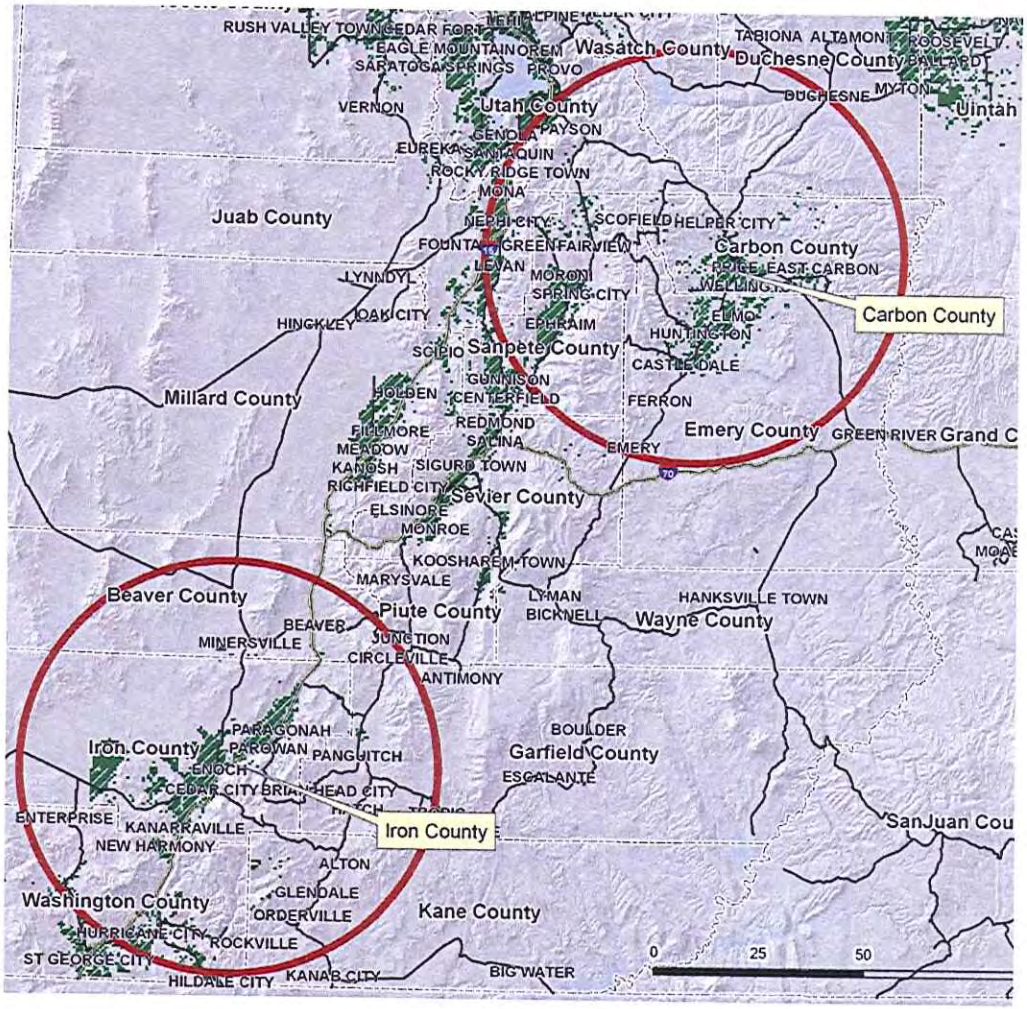
Partial Relocation:

- Carbon County
- Iron County


PORTAGE
CLARKSTON
PLYMOUTH
NEWT
I-84
FIELDING
I-15
HOWELL CITY
GARLAND
TREMONTON
DEWEYVILLE
ELWOOD
HONEYVILLE CITY
BEAR RIVER CITY
CORINNE CITY
Box Elder County
BRIGHAM CITY
PERRY CITY
WILLARD CITY


MONA
I-15
NEPHI CITY
Juab County





LECG DMJM

Carter Goble Associates

Tab 3

Evaluation of the Feasibility of Relocating the Utah State Prison

Wikstrom Economic & Planning Consultants, Inc.
Carter Goble Associates, Inc.
LECG
DMJM
October 2005

Abstract: The estimated cost to relocate the prison functions from the Draper site and construct comparable prison facilities at another location exceeds the anticipated proceeds from the sale of the real estate by an estimated $372 million. This conclusion is based on:

- *market research analysis of alternative uses of the prison site;*
- *an appraisal of future land-use scenarios;*
- *consideration of full or partial relocation options; and*
- *cost estimates for construction, operation and transition related to each scenario.*

INTRODUCTION

This study was commissioned by the State of Utah to determine the feasibility of relocating the main Utah State Prison from its present location to an alternative site within the state. The prison is located in Draper City at the southern end of Salt Lake County, which is the heart of the Wasatch Front – the most urbanized area of the state. Over the past several decades, growth in the Draper area – and all of southern Salt Lake County – has resulted in urban encroachment around the prison. There has been a great deal of speculation regarding the value of the prison property if put into alternative uses and whether this would be sufficient to offset the costs of building a new facility on a different site. The test of feasibility is a product of the value of the real estate that could be sold after relocation, the impact of relocation on local communities and the estimated cost of rebuilding equivalent facilities. These factors provide the framework for the following report and serve as the basis for the report's findings.

This report summarizes extensive research and analysis performed during third quarter 2005 by a team of real estate, construction and prison planning experts. The complete research and analysis are in Appendices A through E. The reader is referred to the appendices for more detail regarding any specific area of analysis discussed in this document.

Scenarios Evaluated

The report addresses the feasibility of relocating all prison functions from Draper to another location in the state. It also addresses the feasibility of relocating a portion of the prison functions to another location in the state. In the case of a full relocation, a complete, new state-of-the-art facility would be constructed and all prison functions relocated. The scenario for a full relocation assumes moving the prison at its present capacity of approximately 4,000 beds. This allows a clear "apples to apples" comparison. (It would be more economical to assume relocation of the prison with approximately 4,000 beds and the potential to expand to 6,000 beds in the future. This scenario is fully outlined and priced in Appendix A.) Following construction and relocation, the current buildings, structures and improvements would be demolished and the site prepared for marketing as a development site. In the case of a partial relocation, the male medium-security and the minimum-security pre-release functions would be moved to a new facility. Following relocation, the present medium-security facility would

Wikstrom Economic & Planning Consultants, Inc., is a Salt Lake City based economic planning and real estate advisory services firm. Carter Goble Associates, Inc., provides planning services for correctional facilities worldwide. LECG is an international economics and finance consultancy firm dealing in litigation support. LECG recently acquired J. Phillip Cook and Associates, a Salt Lake City appraisal firm. DMJM is an international construction and engineering firm. DMJM is currently designing the expansion of the Gunnison Prison for the Utah State Department of Corrections.

be remodeled to accommodate the women's facility, the substance-abuse-intensive-treatment and the forensic-mental-health in-patient diagnostics, treatment and management facilities. Following the remodel and relocation, the now-empty facilities on the northeast side of the site would be demolished, leaving a reduced prison operation on the southwest. The 483 empty acres would then be prepared for sale as a development site.

EXECUTIVE SUMMARY

The analysis is summarized in Tables EX-1 and EX-2. These include all elements of the study and are grouped by potential revenues/benefits and estimated costs related to relocation. All estimates are based on 2005 present-value dollars and are based on the consultant's experience with Utah construction costs, real estate market values and trends and the prison planning and construction industry.

The information in the tables indicates that the substantial costs of relocating the Draper facilities — about $461 million — are not recoverable through the sale of the roughly 670 acres of land that the State of Utah could dispose of upon the prison's closure and relocation. The additional benefits of returning the land to private development and "back onto the tax rolls" will not be sufficient to close the gap. Appraised value ranges from $51 million to $93 million. This range exists because the consultant team approached the appraisal question from a number of perspectives. First, because the owner is a public agency with a very low cost of capital, the team has taken two approaches: the *market value* essentially assumes the state sells to a private developer and uses costs of capital available to the private sector; the *investment value* assumes the public sector (the state) is the investor and uses the state's more beneficial cost of capital.

In addition, two different development scenarios have been used. The first assumes that the land is sold as residential land which is its current highest and best use. The second takes a longer-term view that is more reflective of the desires of Draper City for a mixed-use employment center on the site.

Finally, the team was asked to review the potential of moving only a *portion* of the Draper prison functions to another location, selling the excess real estate and thereby maintaining some operations at Draper while realizing the benefits of releasing certain areas of the Draper campus for private use. This is referred to in the Tables as the "Partial Relocation" option.

Table EX-1: Executive Summary Feasibility Summary – Full Relocation

	Highest and Best Use		Mixed Use	
	Market	Investment	Market	Investment
Appraised Value	$72,000,000	$93,000,000	$51,000,000	$77,000,000
Plus Value of Water Shares	$1,800,000	$1,800,000	$1,800,000	$1,800,000
Plus Benefit to Draper	$13,600,000	$13,600,000	$13,600,000	$13,600,000
Subtotal	$87,400,000	$108,400,000	$66,400,000	$92,400,000
Costs				
Construction	$421,800,000	$421,800,000	$421,800,000	$421,800,000
Demolition	$6,600,000	$6,600,000	$6,600,000	$6,600,000
Transition	$900,000	$900,000	$900,000	$900,000
Operating				
Transportation	$10,700,000	$10,700,000	$10,700,000	$10,700,000
Staff Relocation	$330,000	$330,000	$330,000	$330,000
Recruitment/Training	$11,200,000	$11,200,000	$11,200,000	$11,200,000
Site Acquisition	$2,000,000	$2,000,000	$2,000,000	$2,000,000
Repayment of ESCO Debt	$7,500,000	$7,500,000	$7,500,000	$7,500,000
Cost Subtotal	$461,030,000	$461,030,000	$461,030,000	$461,030,000
Net (Cost) Gain to State	($373,630,000)	($352,630,000)	($394,630,000)	($368,630,000)
Average (Cost) Gain to State (rounded)				($372,000,000)

Note: Moderate cost estimates from the ranges provided in Appendix E were used to minimize the number of iterations of this summary. The costs could vary from $5 million less to $54 million more than the 'moderate' estimate. In the full report, the site and operating costs vary by site, but averages are used in this executive summary.

Under none of the approaches or the full or partial relocation options does the proposal generate sufficient revenues to cover the costs of moving all or a portion of the prison functions.

The study also evaluates the fiscal impacts to Draper City of having the full or partial prison property returned to private use. Under the mixed-use development scenario, the city would realize nearly $1 million annually (after the project was fully built out) in net tax revenues if the prison were totally relocated. Under the partial relocation option, Draper is projected to receive about $215,000 in annual net revenues.

Should the state decide to move the prison, a preliminary evaluation of alternative sites identified areas in Box Elder, Juab and Tooele Counties that would provide reasonable alternatives for a full replacement of the Draper facilities. Partial relocation of prison functions could be reasonably accommodated in areas of Iron and Carbon Counties. The full-relocation sites could also be considered. These areas would require additional study.

There are additional costs related to the relocation of the prison that have been identified in the analysis. New facility designs can have the potential to provide staffing efficiencies over older facility designs that result in operating cost savings. The consultants examined this potential, but found that significant staff reductions are not likely as the UDOC staffing at the Draper complex is extremely efficient as is. Other operational costs such as transportation costs, staff recruitment and training, staff relocation and transition costs are addressed in detail in the study.

Expenses related to retirement of debt for the energy system have been taken into account. Costs for replacement of unrelated facilities (Surplus Property, Forestry/Fire and Juvenile Justice Services) have not been provided for in the analysis.

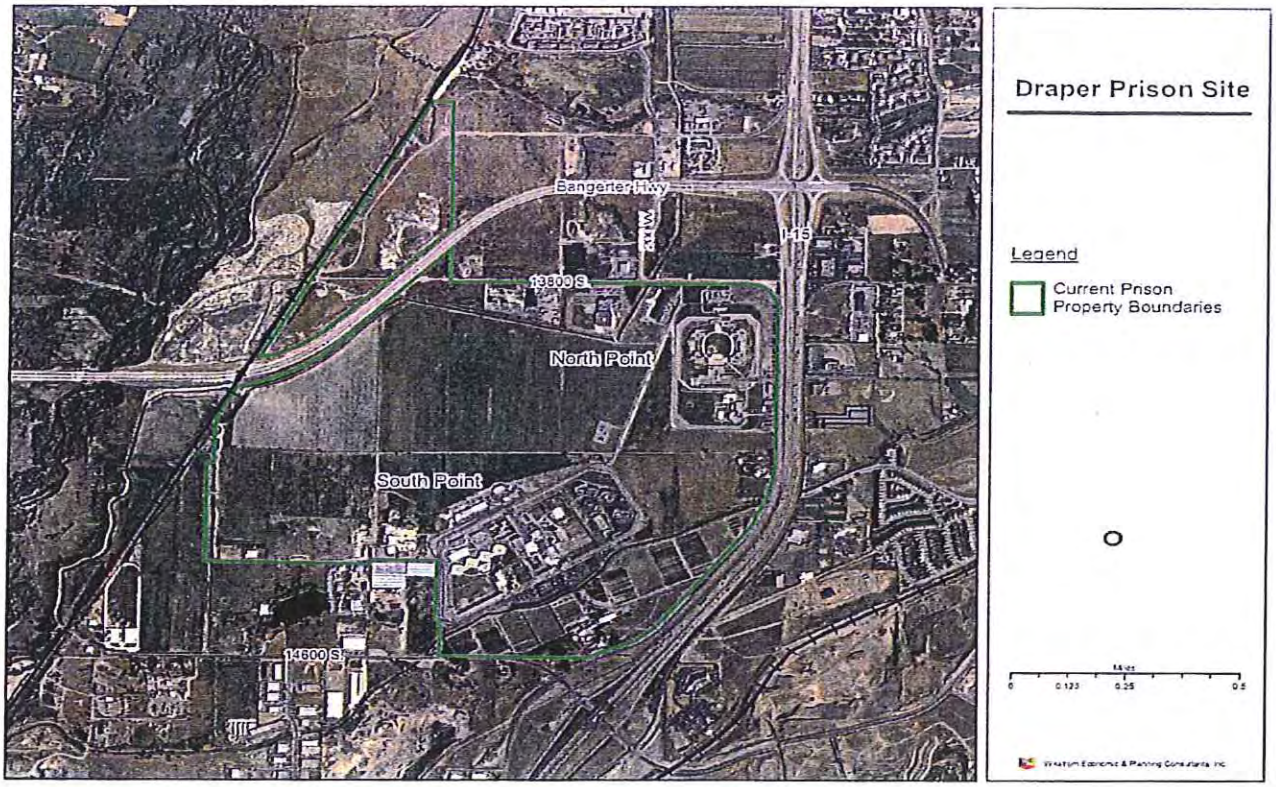
■ ■ ■ ■

While the value of the prison property does not support full or partial relocation of the Draper prison functions, the unused portion should not be left idle or simply sold as surplus property. The remaining property is a valuable asset of the state that the consultants recommend be the subject of a strategic planning effort to map its long-term use. This analysis has determined that Department of Corrections facility requirements on the Draper site including future growth will likely never need more than about 300 to 350 of the roughly 670 acres, but these needs will require further refinement now that the feasibility of relocation of the prison has been addressed. The future Department of Corrections needs and remaining land should be jointly planned for long-term state use – for state facilities or other uses such as a technology center as envisioned in the Governor's economic development planning.

Table EX-2: Feasibility Summary – Partial Relocation/Mixed-Use Scenario

	Investment Value	Market Value
Appraised Value	$49,000,000	$34,000,000
Plus Benefit to Draper (20-year NPV)	$3,500,000	$3,500,000
Subtotal	$52,500,000	$37,500,000
Costs		
Construction	$128,000,000	$128,000,000
Demolition	$1,700,000	$1,700,000
Transition	$730,000	$730,000
Operating		
Staff Relocation	$100,000	$100,000
Recruitment/Training	$4,700,000	$4,700,000
Site Acquisition	$680,000	$680,000
Cost Subtotal	$135,910,000	$135,910,000
Net (Cost) Gain to State	($83,410,000)	($98,410,000)
Average (Cost) Gain to State (rounded)		($91,000,000)

Figure 1 Aerial view of Draper facility



Full Study Available
Visit the Utah State website at http://www.utah.gov

Opportunities for Public Comment

OPEN HOUSE
Wednesday, November 30, 2005
6:00 p.m. to 8:00 p.m.
Draper Elementary School
1080 East 12660 South
Draper, Utah

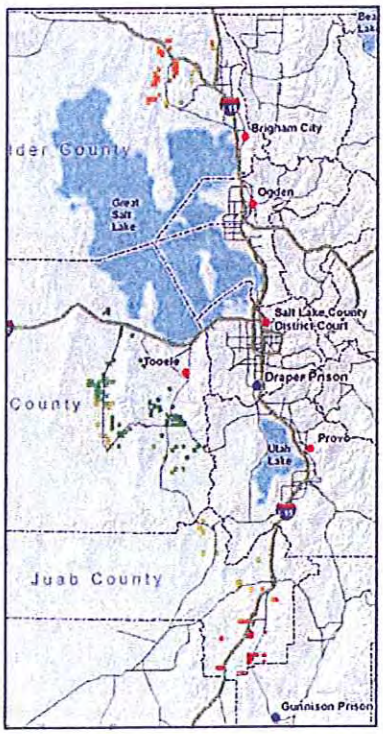
COMMENTS CAN BE SUBMITTED BY E-MAIL TO
PrisonStudyComments@utah.gov
through December 7

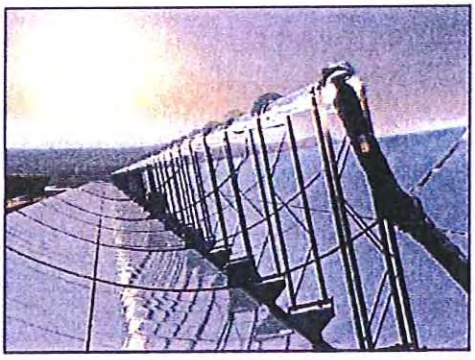
WIKSTROM

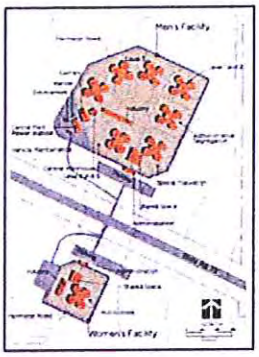
Third Prison Site Location Study

Utah Department of Corrections
Utah Division of Facilities Construction and Management

July 2009







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422 NORTH 300 WEST SALT LAKE CITY, UTAH 84103 • 801.521.7724 • WWW.WEPC.BIZ

THIRD PRISON SITE LOCATION STUDY

Utah Department of Corrections
Utah Division of Facilities Construction and Management

Project Team:
Wikstrom Economic and Planning Consultants, Inc.
GSBS Architects
Parametrix
Stantec Consulting, Inc.
Spectrum Engineers, Inc.
Weber Sustainability Consultants

January 2009

INTRODUCTION

The Utah Department of Corrections ("DOC") has undertaken this study in order to plan for the growth of its prisoner population, which will need a significant amount of new space in the next few years. Currently there are approximately 6,700 inmates in the State's prison system. According to the Department of Corrections roughly 190 prisoners enter the system every year. This means in about seven years another prison the size of the Central Utah Correctional Facility, which can accommodate 1,340 prisoners, will be needed. Given that it takes approximately 4 years to design and build a prison, now is a good time to secure a site in advance of the planning process.

Some of the groundwork for this study was laid in 2006 when the State of Utah published a study entitled "Evaluation of the Feasibility of Relocating the Utah State Prison." This study was a response to popular interest in the removal and relocation of the State Prison in Draper to another site in a more rural area. The relocation study identified eastern Box Elder County, northeastern Juab County, and Rush Valley in Tooele County as areas that could be suitable for a new prison. The State has now asked the project team to build on the previous study's site suitability analysis by identifying the most suitable site for a new prison in the previously identified areas. In addition, the project team was asked to create conceptual plans and cost estimates for the construction of the prison on the selected site. Finally, the team was charged with comparing the cost of a 6,000 bed facility at a new site to the cost of constructing the same facility on vacant land next to the Draper Prison.

This report first explains the site selection process and briefly describes the preferred site. The report then presents a conceptual program and site plan along with preliminary infrastructure planning. Finally, the report lays out the associated costs along with a comparison of costs between a new site and expansion on the existing site.

Wikstrom Economic & Planning Consultants, Inc., is a Salt Lake City based economic, planning and real estate advisory services firm. Wikstrom offers services in economic consulting, planning, real estate development, feasibility studies, market analysis and fiscal analysis.

EXECUTIVE SUMMARY

SITE SUITABILITY ANALYSIS AND SELECTION

The 2006 prison relocation study identified three general areas that would be suitable for a new state prison. These areas included Rush Valley in Tooele County, eastern Box Elder County and northeastern Juab County. Several factors were considered in the selection process including:

- Parcel size
- Topography
- Access to water
- Distance to a hospital with emergency care
- Distance to police
- Natural resources and hazards including:
  - Existence of wetlands
  - Liquefaction potential
  - Flooding potential
- Size of surrounding employment base
- Distance to Salt Lake City (courts and University of Utah Medical Center)
- Distance to highway
- Proximity to residential areas
- Ownership

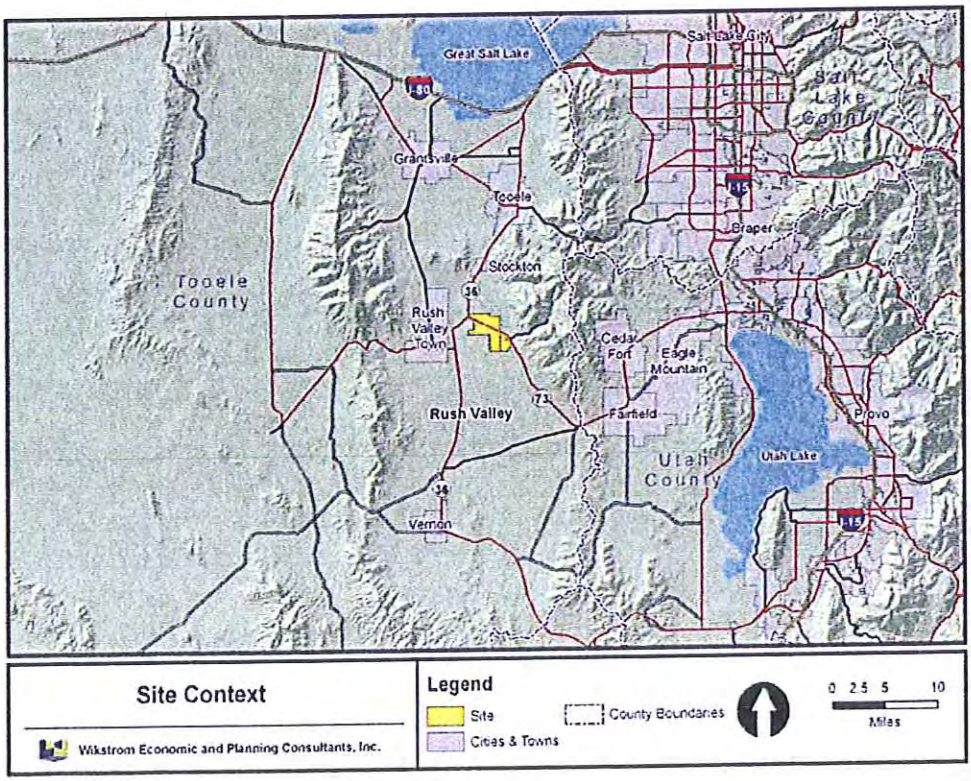


Figure S.1

These factors were used to compare the three general areas to each other and to rank individual parcels in relation to each other. The result of the analysis was to name Rush Valley as the clear winner between the three areas identified by the 2006 study. There were several parcels within Rush Valley to choose between, but one parcel, shown in its context in Figure S.1, stood out as clearly superior to all others in the valley because of its accessibility, size, and topography. The site sits at the intersection of State Highways 36 and 73 in northern Rush Valley. The selection process for this site is described in detail in Section 1 of this report.

The consultants were also asked to evaluate the possibility of locating a new prison near the Salt Lake County Landfill. The consultants found several major obstacles to locating a prison in the area. Appendix X is a report on the evaluation of the Landfill area.

ARCHITECTURAL PLANNING

An architectural planning effort has been undertaken to define the major project parameters of a prison with capacities of 6,000 and 10,000 beds. The 6,000 bed facility reflects replacement of the 4,000 beds at the Draper facility plus expansion. The 10,000 bed facility reflects the ultimate available capacity at the Draper site. Of those total bed counts, approximately 85 percent are for men and the remaining 15 percent are for women inmates. Physically separated facilities between genders are anticipated in the analysis.

The primary purpose of the planning effort is to determine the amount of land necessary to locate a prison complex and the general configuration requirements of that land. For the 6,000 bed facility, 245 acres are required for the men's prison and 85 acres are required for the women's prison. To increase the capacity to 10,000 beds requires a total of 380 and 127 acres respectively.

The planning process evaluated the inmate populations and the required segregations to safely house the planned population. Those requirements were aggregated into housing complexes and arranged on the site along with the necessary support spaces to provide a fully functional prison facility. Figure S.2 is the conceptual site plan for the preferred site. It includes all anticipated structures and facilities.

WATER AND WASTEWATER INFRASTRUCTURE

CULINARY WATER

Water demands for the new prison site were estimated for 6,000 bed and 10,000 bed facilities. Demands were estimated based on a usage of 115 gallons per bed per day. Using this number, demands were estimated to be:

- 400 gallons per minute (gpm) for a 6,000 bed facility.
- 800 gpm for a 10,000 bed facility.

A single water well drilled at the site could potentially produce water at flow rates of 400 to 800 gpm. (There are several wells near the proposed site that are capable of

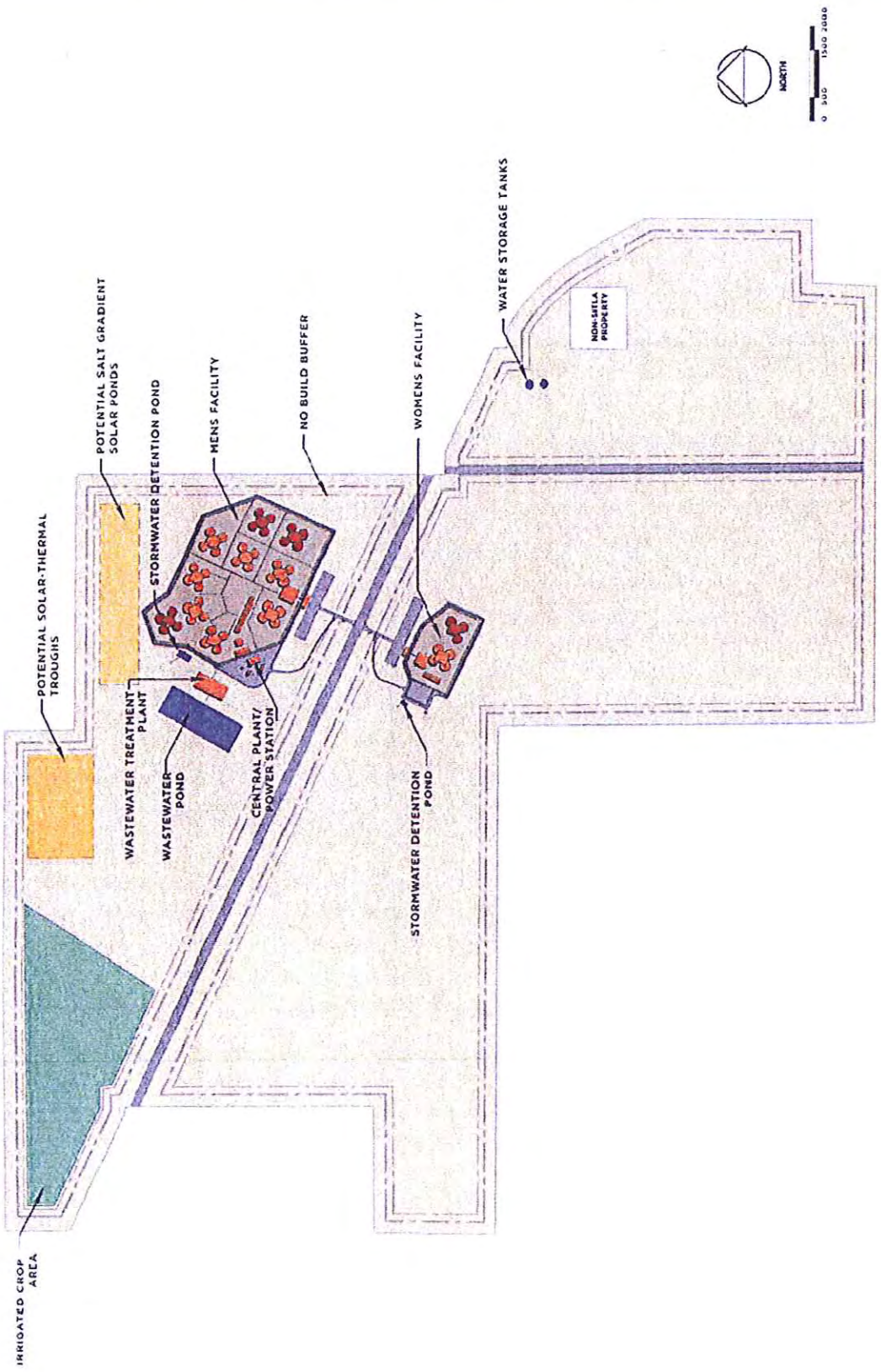


Figure S.2: *Master Site Plan*

discharges as great as 2,250 gpm.) The site will likely require more than one well to ensure adequate supply. According to available groundwater quality data, the proposed site has total dissolved solids (TDS) concentrations of between 350 and 2,180 milligrams per liter (mg/L). TDS values greater than 1000 mg/L are likely to cause consumer complaint. Because the actual TDS value of a future well on site is unknown, the groundwater at the site will require further detailed investigations to ensure that it has a TDS level below 1,000 mg/L. The conceptual water supply infrastructure includes:

- 2(or more) wells approximately 300-600 feet deep with a 10-12 inch casing. Elevation: 5,520 feet.
- Well flow of approximately 500-800 gpm.
- 2 tanks with 750,000 gallons of storage each. Elevation: 5,540 feet.
- 12 inch water supply line. Length: 7,200 feet. Elevation drop: 160 feet.
- A water supply loop inside the fence in each complex.
- The prison complex at an elevation range of 5,400 feet to 5,300 feet.

Sanitary Sewer and Wastewater

Two major wastewater treatment alternatives were investigated in this study. These include:

- An Oxidation Ditch Process with Biologic Sludge Reduction.
- Membrane Bio-Reactor (MBR) Process with Mechanical Sludge Dewatering.

Both of these options are capable of producing irrigation reuse water. An MBR system would produce irrigation water usable on food crops without any additional processes. An oxidation ditch system would produce irrigation water usable for food crops only if a filtration and disinfection step were added at the end of the process.

The conceptual wastewater system includes:

- A wastewater treatment plant with a flow rate of 0.7 million gallons per day (MGD) for a 6,000 bed facility or 1.15 MGD for a 10,000 bed facility. Elevation: 5,280 feet.
- A 15-acre, 15-foot deep wastewater storage pond for a 6,000 bed facility or a 25-acre, 15-foot deep pond for a 10,000 bed facility. Elevation: 5,240 feet.
- A gravity flow irrigation line that is approximately 4,900 feet long.
- An irrigated area of approximately 350 acres. Elevation: 5,140 feet to 5,060 feet.

Storm Drainage

Storm drainage lines and detention ponds were sized to reduce post-development runoff to pre-development runoff volumes and peak flow rates. Storm water detention ponds were sized to reduce peak runoff potential to pre-development levels during a 10-year event. These pond sizes are:

- 1.9 acre-feet (5 feet deep, 140 feet x 140 feet) on the men's side.
- 0.2 acre-feet (5 feet deep, 20 feet x 20 feet) on the women's side.

ELECTRICAL AND COMMUNICATION INFRASTRUCTURE

ELECTRICAL LOAD ANALYSIS & POWER DISTRIBUTION

Load Analysis

Electrical demands for the new prison site were estimated in the 10 to 15 Mega Watt Range. Those demands were estimated based on a historical analysis of usage at the Draper Facility. Using this demand, PacifiCorp can service the new campus from two locations:

- At 46 kilovolts from the Tooele Substation.
- At 15 kilovolts from the Rush Valley Substation.

Under either option, service will require extensions to the new site with upgrades to the existing off-site utility infrastructure.

Power Distribution

Secondary Campus Power should be delivered from a Department of Corrections substation at 15 kilovolts with redundant feeder duct-banks throughout the campus. The main physical plant should have Co-Generation capabilities for redundancy of electrical distribution. A Combined Heat and Power Plant design would provide optimal energy conservation. Campus illumination should employ high mast lighting techniques in the 3 footcandle range for optimal nighttime security considerations.

DATA & COMMUNICATIONS

To the Site

Primary delivery of communications services to the prison site should be via fiber from the nearest utility provider. Qwest has a main switch facility in Tooele and fiber is already to the site.

Within the Site

Communications infrastructure within the site will be placed in an underground duct bank, which would encircle the site. The duct bank would include vaults for installation and maintenance.

SECURITY SYSTEMS

Perimeter Fence

Fence protection using sensor cable on the fence fabric and microwave detection zones between the dual rings of fence should be the primary method of detection. This method is currently deployed by the State in its other facilities.

Perimeter Towers & Gate Control

Two towers should control the central vehicle entrance with an additional tower at each change in direction by the fence, thus maintaining a "visual" of all fence lines.

Perimeter Cameras

Video surveillance will supplement the guard's vision, not replace it. Cameras should be deployed to cover the same areas covered by guards; however, monitoring should be done by direct visual lookout, not by viewing video monitors, which should be relied upon primarily for their recording function.

RENEWABLE ENERGY ANALYSIS

The Rush Valley site offers significant potential for diversified renewable energy development at a 'district' energy scale. No single source similar to the geothermal resource at the present Draper Prison site, however, is likely to be identified. By applying a simultaneous strategy of 'high-performance' facility design to reduce energy demand, while developing a combination of renewable energy resources with utility grid backup, the DOC may achieve a high degree of energy self sufficiency at the Rush Valley site. As a complement to utility grid-sourced electrical and natural gas, renewable energy forms may offer a portion of the total energy demand of the prospective facility, and do so to provide some degree of energy and budget independence from future utility price fluctuations and power/fuel reliability concerns.

An inventory of potential renewable energy sources in the present analysis includes multiple forms of solar radiation capture and conversion to heat and electricity, wind electrical generation, biomass conversion to heat and electricity, geothermal heat and power, and small-scale hydroelectric generation. **Solar-thermal resources and multiple capture-conversion technologies appear, in this preliminary assessment, to promise both scale and versatility to fit the proposed project and its eventual expansion, providing both heat and electrical power, and storing a portion of thermal energy for use when needed.** Wind, biomass, geothermal and hydroelectric prospects are not understood quantitatively clearly enough to prioritize relative to other resource/technology combinations. Further, site-specific data-gathering and regional resources analyses are appropriate for these energy resources.

All possible technologies and the corresponding costs of renewable energy applications will be unique to the site, requiring further planning and engineering to define investment requirements for the various levels of renewable energy production: part of facility needs, all of facility needs, and energy production to fulfill all facility needs and to export renewable energy to the utility grid. As a hedge against future fuel price instability, planning for an excess of energy production on-site—for the DOC facility to become a 'net energy exporter,' fully utilizing the extensive property at the site—may present a State strategy worthy of serious consideration.

PROJECT COSTS

CONSTRUCTION COST COMPARISONS

Construction costs were estimated for three different scenarios, which are described below. Two scenarios are based on the same site—in Rush Valley. The only difference between the two is the size of the facility. The purpose of the third scenario is to compare the cost of constructing identical facilities in Rush Valley versus in Draper, next to the existing prison site.

The first scenario consists of a 6,000 bed facility located in Rush Valley. The facility would have seven male housing pods and one female housing pod. The estimated cost for this scenario is $984,635,000.

The second scenario represents an expansion of the first scenario. It would provide 10,000 beds in ten male housing pods and two female housing pods. It not only in-

cludes more housing pods, but also additional support structures and site development. The estimated cost for this scenario is $1,345,505,000.

The third scenario consists of a 6,000 bed facility located just west of the existing prison in Draper. This scenario would incorporate a development program identical to the Rush Valley 6,000 bed scenario. The cost of this scenario will, therefore, be very close to the Rush Valley 6,000 bed scenario. However, this scenario will cost somewhat less due to the proximity of existing utilities. The estimated cost for this scenario is $973,069,000. While this amount is somewhat less than the Rush Valley total, the difference is only about one percent of total construction cost.

Operational Cost Comparisons

Changing the location of the main prison facility or adding a third site to the current prison system will result in additional operational costs. Prisoner transportation expenditures would be the most affected operational cost. Sufficient data was available to project changes in transportation cost if a third site were built. Other operational costs would change somewhat; however, data needed to project other cost changes besides transportation was not available. Transportation related expenditures represent approximately four percent of the Draper facility's $73.7 million budget.

The cost of providing prisoner transportation is directly related to the change in distance between the prison and the destination. Distances were modeled between potential new sites and each of the destination types: inmate placement program ("IPP"), board of pardons and parole ("BOPP"), court appointments (e.g. appeals, hearings, custody issues, etc.), medical needs, and assignment.

Two transportation scenarios were run. One compared the cost of providing transportation for Rush Valley as a replacement for the current Draper facility (Table S.1). This scenario resulted in a 30 percent cost increase. The second scenario assumed Draper would remain as the main prison facility and Rush Valley would be added as a third prison site (Table S.2). The cost of running a third site with a total of 10,000 beds (6,000 in Rush Valley and 4,000 in Draper) is less than a full location to Rush Valley but still higher than the same number of beds at Draper. See the operational cost analysis in Section 6 for additional detail.

Table S.1. Transportation Cost Comparison

Beds	Draper	Rush Valley	Difference from Draper	Percent Change from Draper
4,000	$3,767,192	$4,890,915	$1,123,722	30%
6,000	$5,515,635	$7,162,137	$1,646,502	30%
10,000	$9,012,521	$11,704,581	$2,692,060	30%

Note: Assumes all bed are filled to 95% capacity

Table S.2. Cost of 10,000 Beds As a Three Site Scenario

Location	Beds	Cost
Draper	4,000	$4,685,881
Rush Valley	6,000	$6,177,819
Total	10,000	$10,863,700

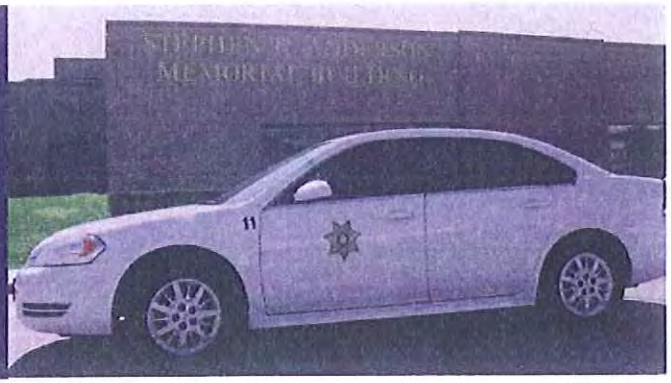
Note: Assumes all bed are filled to 95% capacity

Tab 4

UTAH DEPARTMENT OF CORRECTIONS

INMATE TRANSPORTATION INFORMATION

APRIL 20, 2012

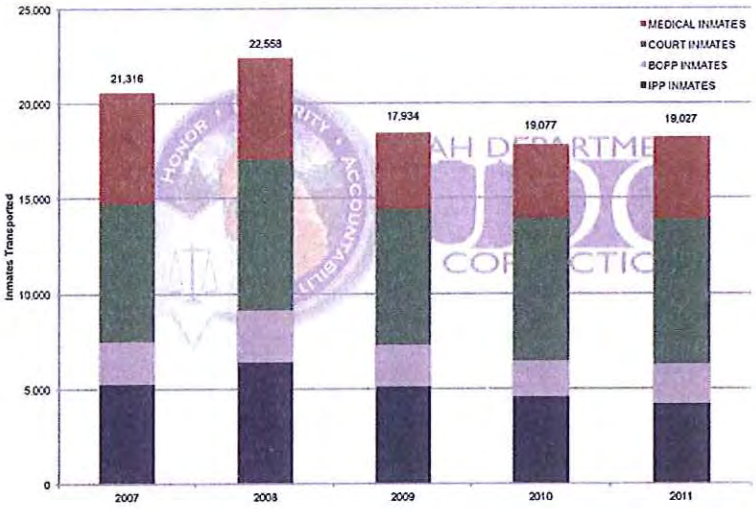


Volume of Inmate Transportation

The Department of Corrections is responsible for transporting prison inmates for a number of purposes.

Among these various transport types, between 19,000 and 21,000 inmate transports occur per year. The department has worked with its partners to access and better use technology to minimize these transports. This is primarily through the use of video hearings (courts and the Board), as well as tele-medicine with the University Medical Center.

All inmate transports off-property require a MINIMUM of two officers. Additional considerations, such as offender level, status and vehicle type, may increase the number of staff involved in the transportation.



~ **IPP Inmate Transports:** Movement of inmates to and from various contract county jails

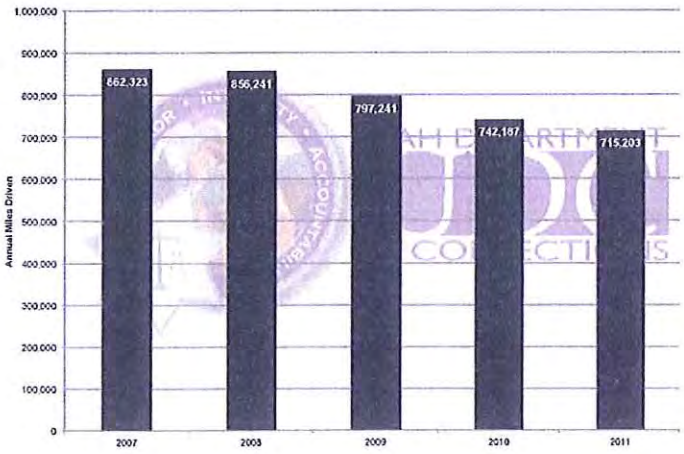
~ **Board of Pardon's and Parole (BOPP) Inmate Transports:** Movement of inmates to the location where the Board will be conducting a hearing

~ **Court Inmate Transports:** Movement of inmates to court locations for various court hearings

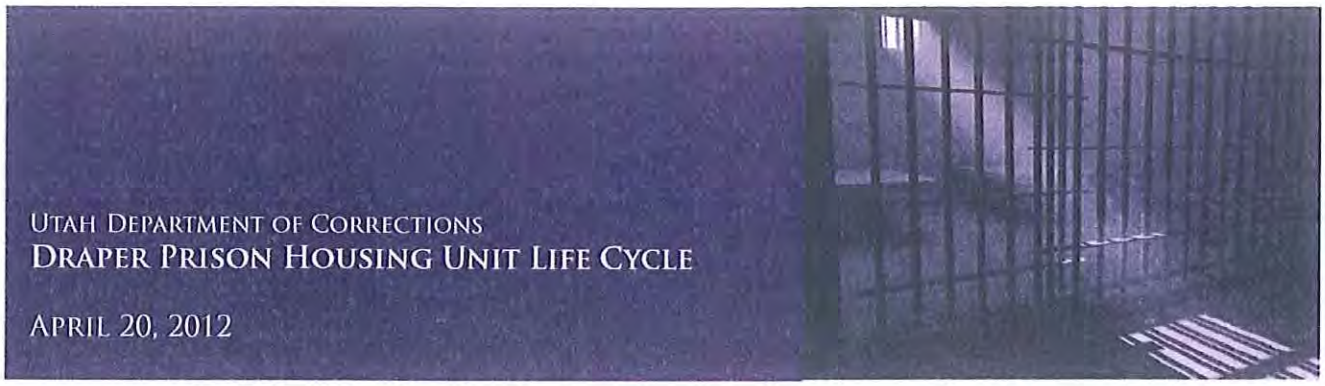
~ **Medical Inmate Transports:** Movement of inmates to medical facilities for care

Annual Transportation Miles

However, even with these improvements, due to the increasing inmate population and more remote location for many of the contract county jails, the total number of inmates transported and total annual miles driven for inmate transportation have remained relatively consistent.



The number of transportation staff needed is directly related to the miles traveled and duration of the appointment. The adjacent chart shows a marginal decrease in total miles driven over the past several years. However, even though the department has conducted more business electronically during the last few years, the change in miles driven has not decreased dramatically. Moving inmates to counties such as Garfield, Kane, and Daggett necessitate long-mileage transports.



UTAH DEPARTMENT OF CORRECTIONS
DRAPER PRISON HOUSING UNIT LIFE CYCLE

APRIL 20, 2012

Prison Facility Life Cycle

The table on the right lists the inmate housing units located at the Draper prison site. For each housing unit, the department has provided the name of the housing unit, the unit's building life, years remaining in its life cycle, the year it was built, material used in construction and the housing unit's capacity.

The Draper prison site is divided between what the department calls North Point and South Point.

South Point includes the Wasatch facilities (the first housing units constructed at the Draper site), the Uintas, Oquirrhs, and the Special Services Dorm (SSD), which houses the sex offender treatment program.

North Point includes Timpanogos (female inmate housing), Olympus (mentally ill offenders), Promontory (substance abuse treatment) and Lone Peak.

Overall, four of the initial Draper housing units have reached beyond their intended life cycle of 60 years. The four housing units combine to provide 698, or 17.4%, of the Draper prison site capacity.

The average number of years remaining in the life cycle of the housing units at South Point is 22.1 years, and the average number of years remaining in the life cycle of the housing units at North Point is 31.1 years. The average number of years remaining in the life cycle of all housing units at the Draper prison site is 24.7 years.

	Building Life	Years Remain	Year Built	Material	Capacity
South Point					
Average Years Remaining in Building Life: 22.1 Years					
Wasatch A-Block	60	(1)	1951	Concrete	286
Wasatch B-Block	60	(1)	1951	Concrete	192
Wasatch B-North Block	60	(1)	1951	Concrete	28
Wasatch C-Block	60	25	1977	Concrete	68
Wasatch D-Block	60	(1)	1951	Concrete	192
Wasatch Infirmary	60	24	1976	Concrete	20
Uinta I (Maximum)	60	35	1987	CMU Block	96
Uinta II	60	46	1998	CMU Block	192
Uinta III	60	35	1987	CMU Block	192
Uinta IV	60	46	1998	Concrete	192
Uinta V (R&O)	60	16	1968	Concrete	122
Oquirrh 1	60	35	1987	CMU Block	144
Oquirrh 2	60	35	1987	CMU Block	144
Oquirrh 3	60	35	1987	CMU Block	144
Oquirrh 4	60	35	1987	CMU Block	144
Oquirrh V Dorms	50	5	1967	CMU Block	280
SSD (Special Services Dorm)	60	7	1959	CMU Block	135
				South Point Total Capacity	2,571
North Point					
Average Years Remaining in Building Life: 31.1 Years					
Timpanogos Star 1	60	31	1983	CMU Block	143
Timpanogos Star 2	60	31	1983	CMU Block	143
Timpanogos Star 3	60	31	1983	CMU Block	138
Timpanogos Star 4	60	31	1983	CMU Block	143
Olympus (Forensics)	60	33	1985	CMU Block	168
Promontory Facility	60	43	1995	CMU Block	400
Lone Peak	30	18	2000	Steel	300
				North Point Total Capacity	1,435
				GRAND TOTAL DRAPER CAPACITY	4,006
				Average Years Remaining in Bulding Life North Point and South Point Combined	24.7

Housing Units at Draper Site	23
Support Buildings at Draper Site*	99
Total Buildings at Draper Site	122

*Note: Support buildings examples would include warehouses, storage, laundry, towers, and administrative buildings

As the table indicates, there are a total of 122 building structures located at the Draper site. Of these, 24 are the inmate housing units identified in the table. The remaining structures are support buildings including the warehouses, laundry, towers, and administrative buildings.

Tab 5

Utah Governor's Office of Economic Development

BUSINESS • TOURISM • FILM

UTAH
LIFE ELEVATED

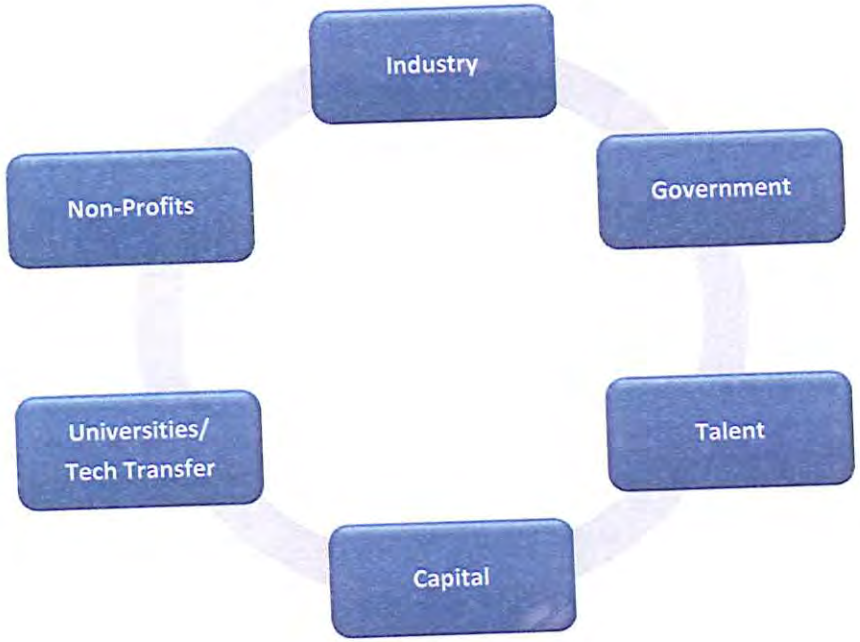
Prison Relocation Committee Meeting

State Capitol Board Room

July 27, 2012

Several stakeholders contribute to a successful cluster

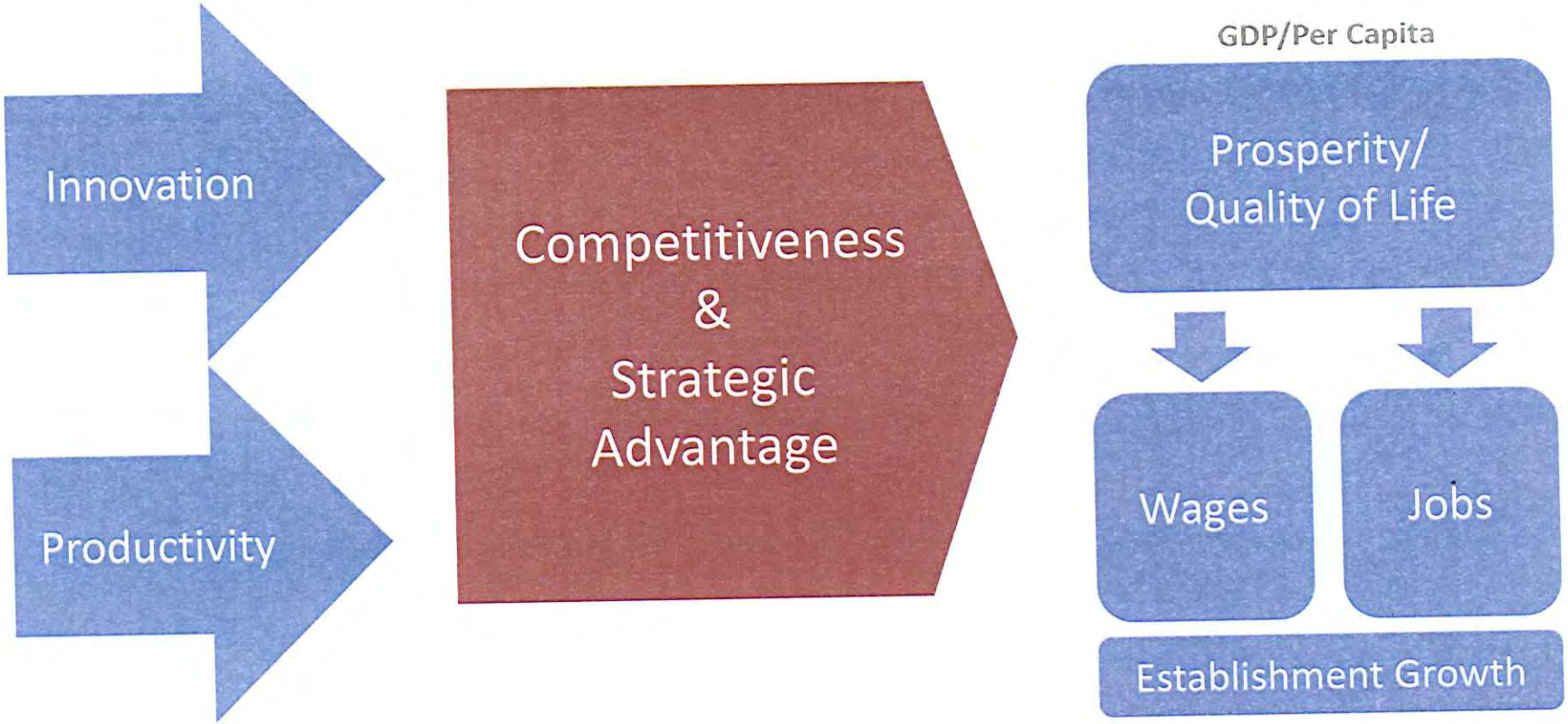
"Clusters are geographic concentrations of interconnected companies and institutions in a particular field . . .



. . . critical masses – in one place – of unusual competitive success."

Source: (Clusters and the New Economics of Competition by Michael E. Porter, p78)

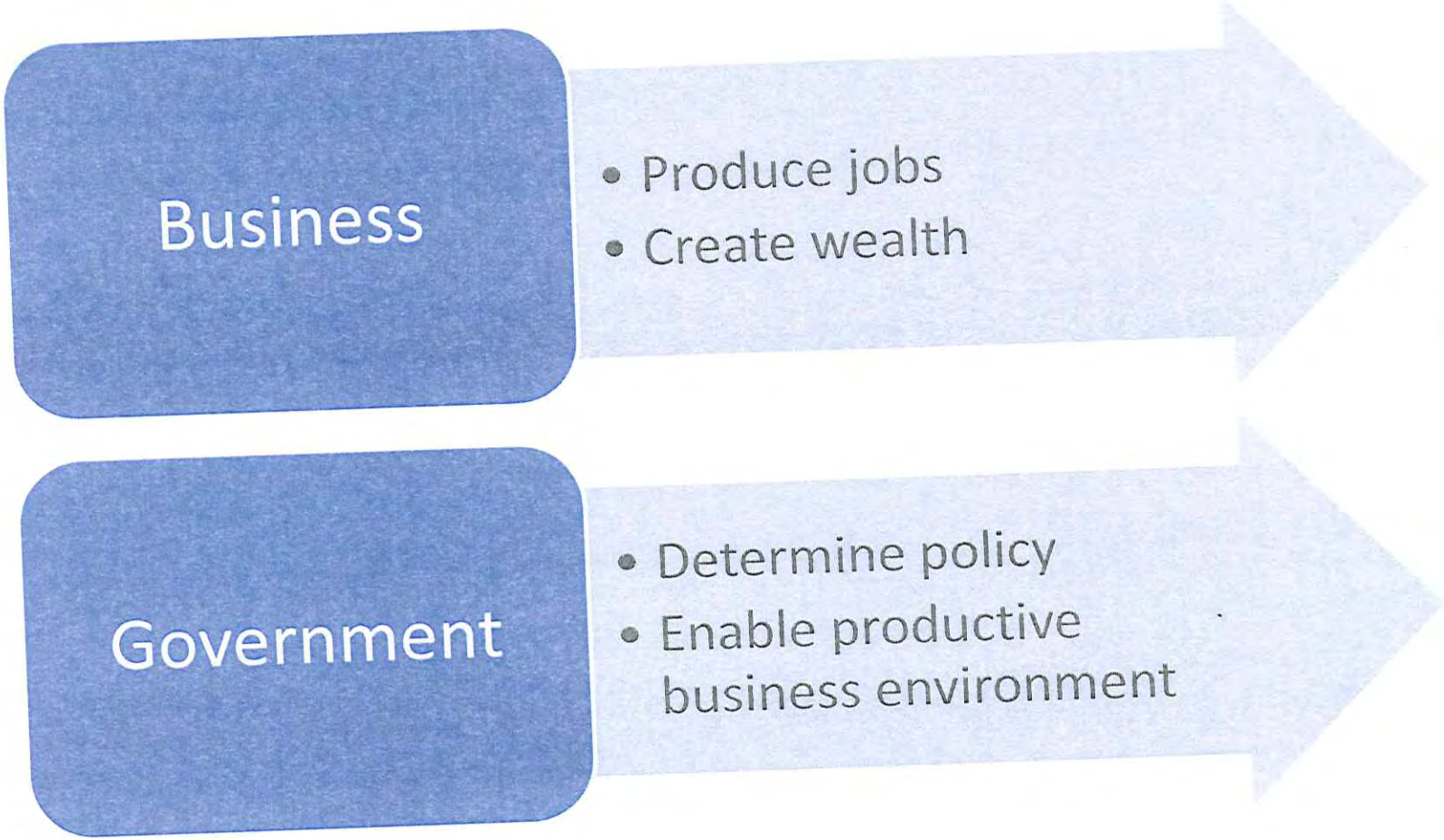
Competitiveness ultimately determines jobs, wages, economic prosperity and quality of life



"It is not what fields a state competes in that determines its prosperity, but how productively it competes." -- Porter

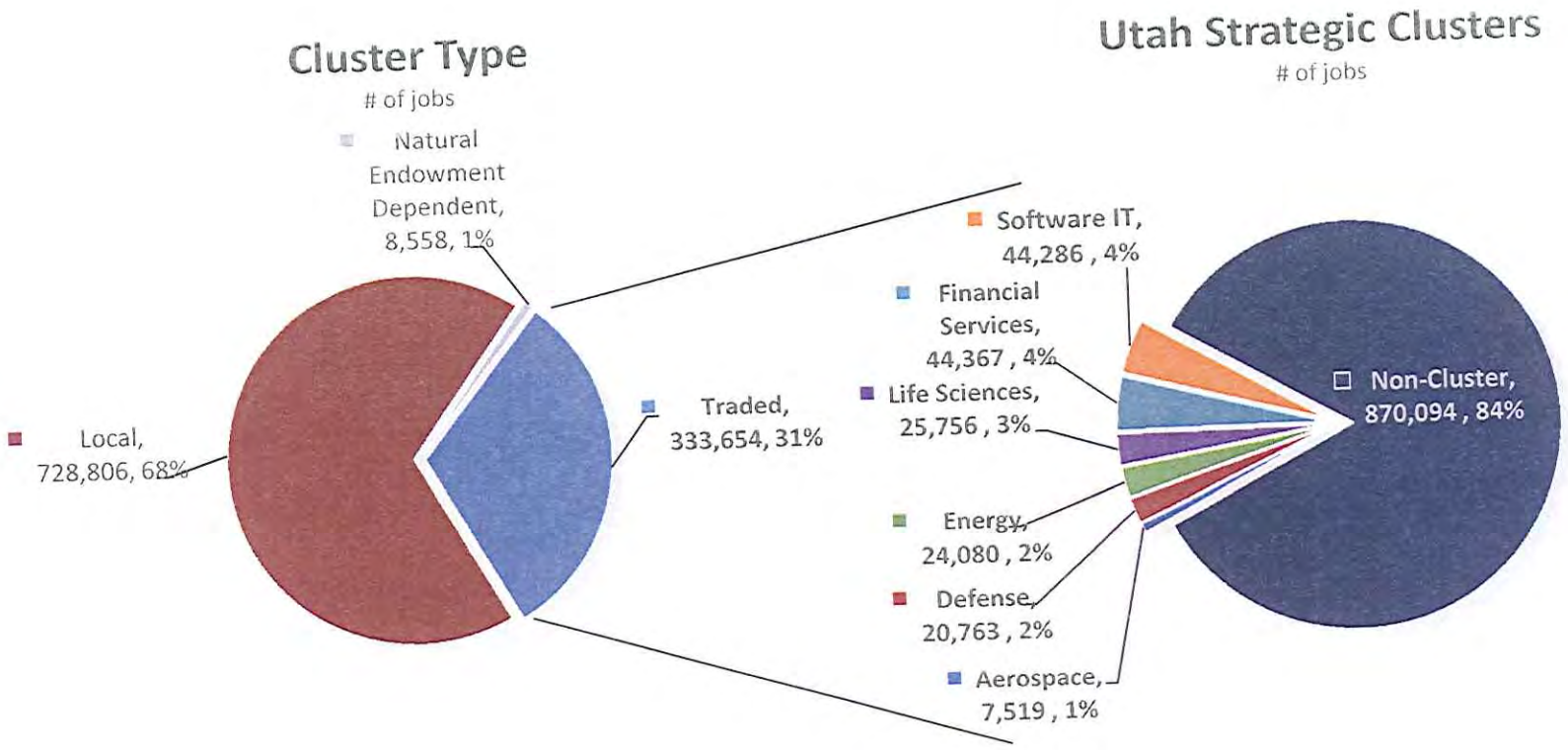
Source: 3 Copyright 2011 © Professor Michael E. Porter 20110602 – Michigan State Competitiveness – Rich Bryden

Government and business perform complementary functions driving competitiveness and clusters



Source: 3 Copyright 2011 © Professor Michael E. Porter 20110602 – Michigan State Competitiveness – Rich Bryden

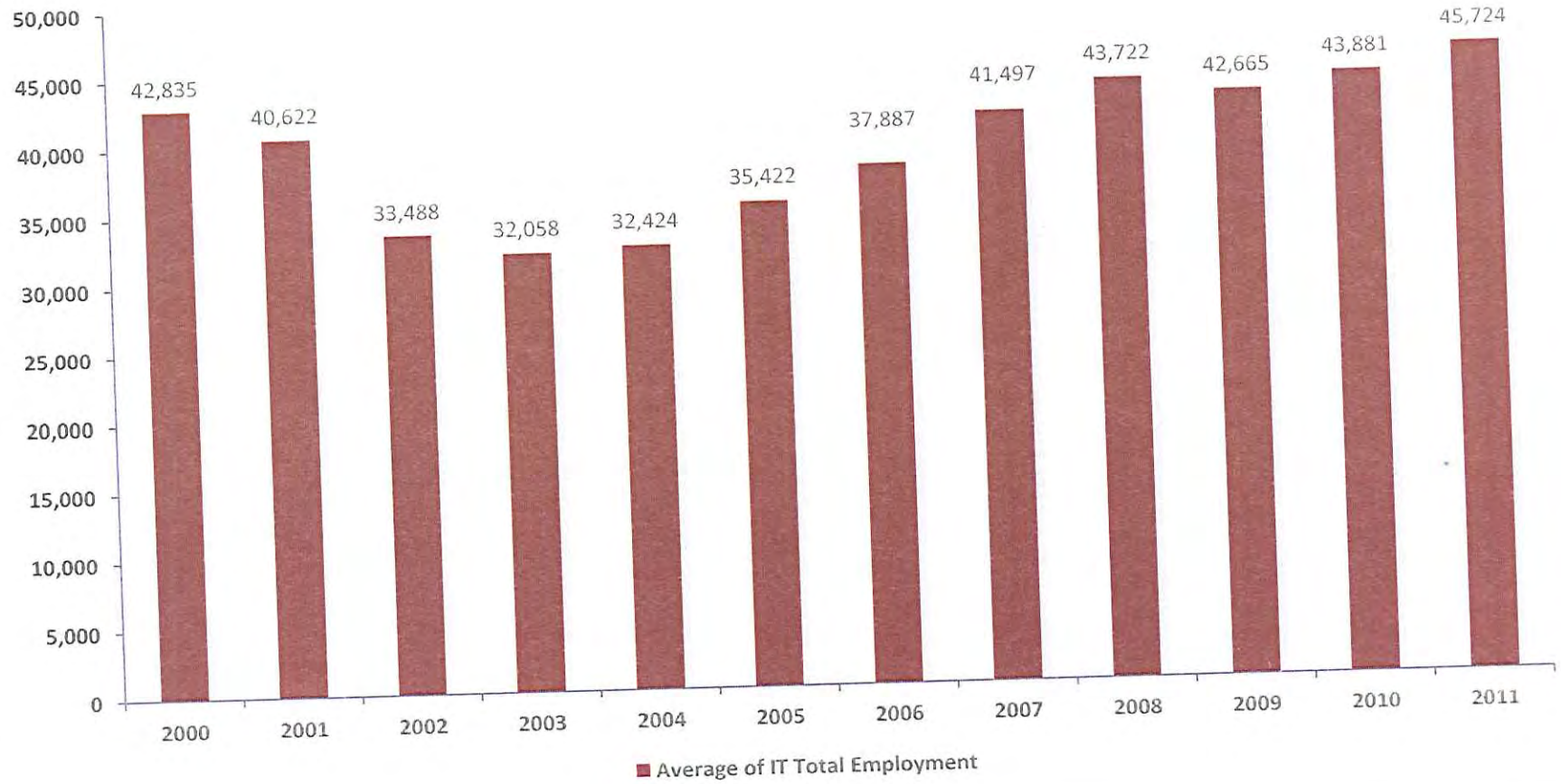
Within "traded" clusters, Utah has identified seven strategic clusters to focus on, about 16% of state jobs



In Utah, clusters consistently outpace non-cluster sectors in growth

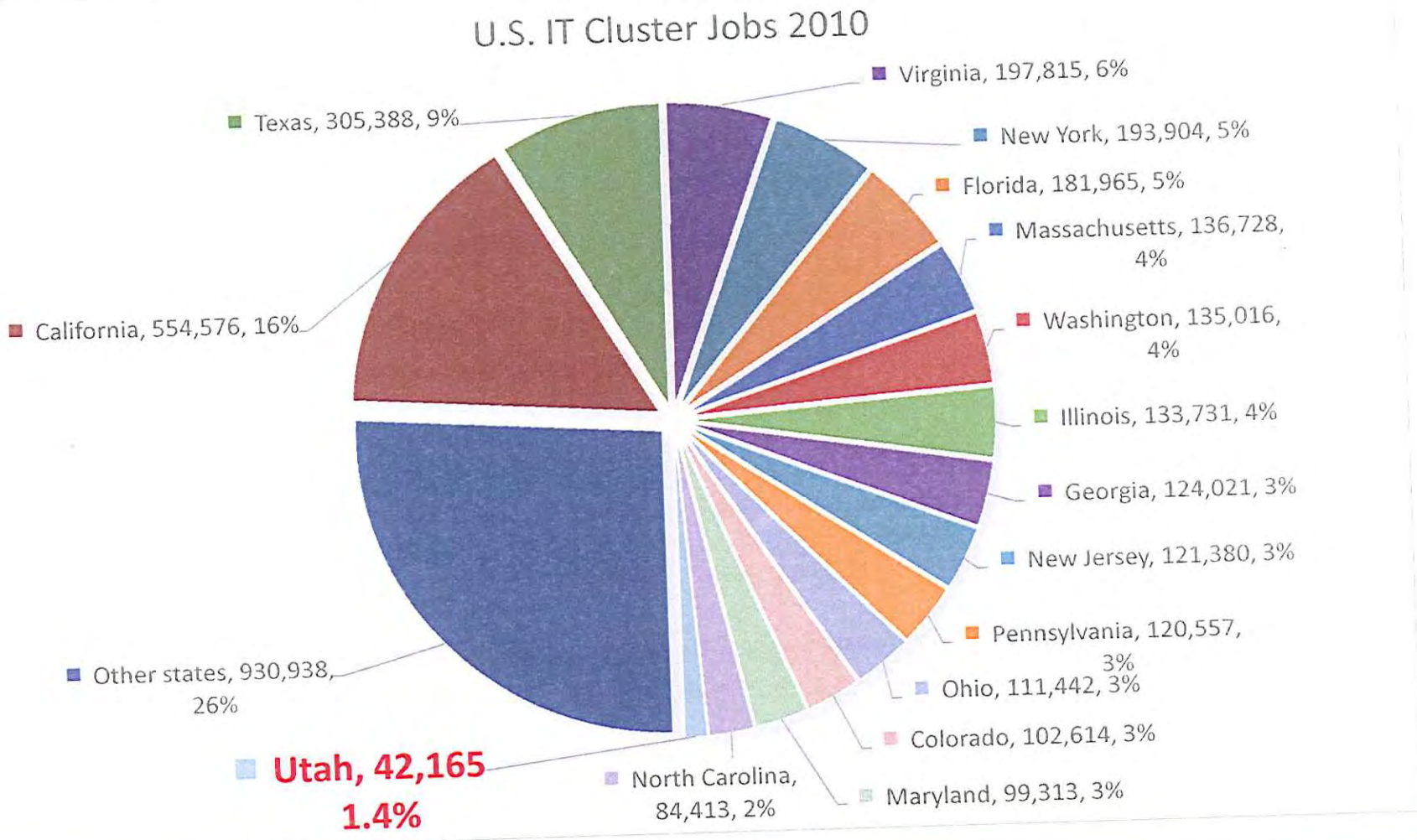
Source: Utah Department of Workforce Services – data for 2010.

IT Cluster has about 45,000 jobs (about 4% of state total); IT cluster has had growth in recent years



Source: Utah Department of Workforce Services

Top 15 states compose 73% of all U.S. IT jobs; Utah ranks 23rd in IT jobs at 1.4% of U.S. total

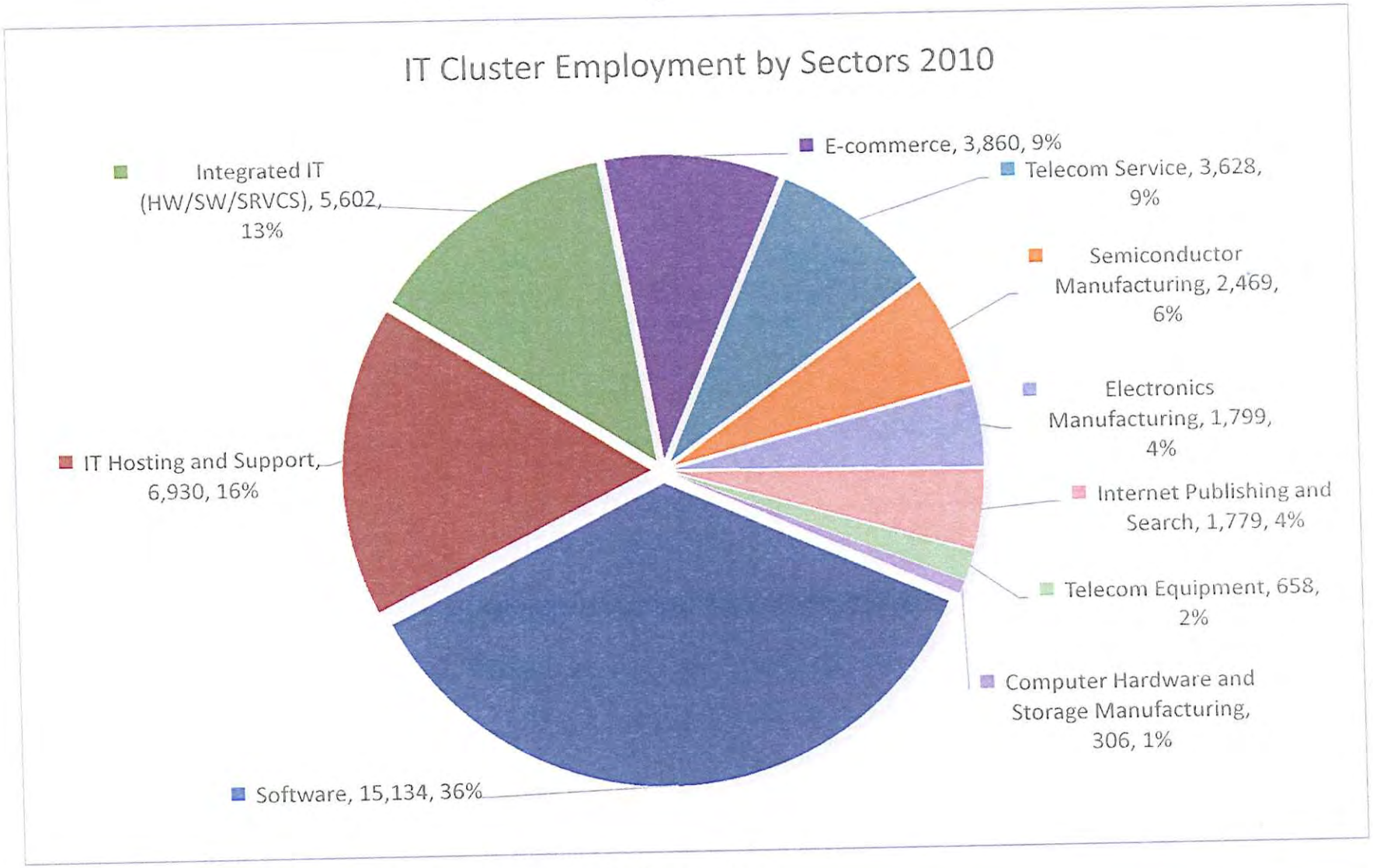


Source: U.S. Bureau of Labor and Statistics

IT Cluster average wage is higher than state

Source: Utah Department of Workforce Services

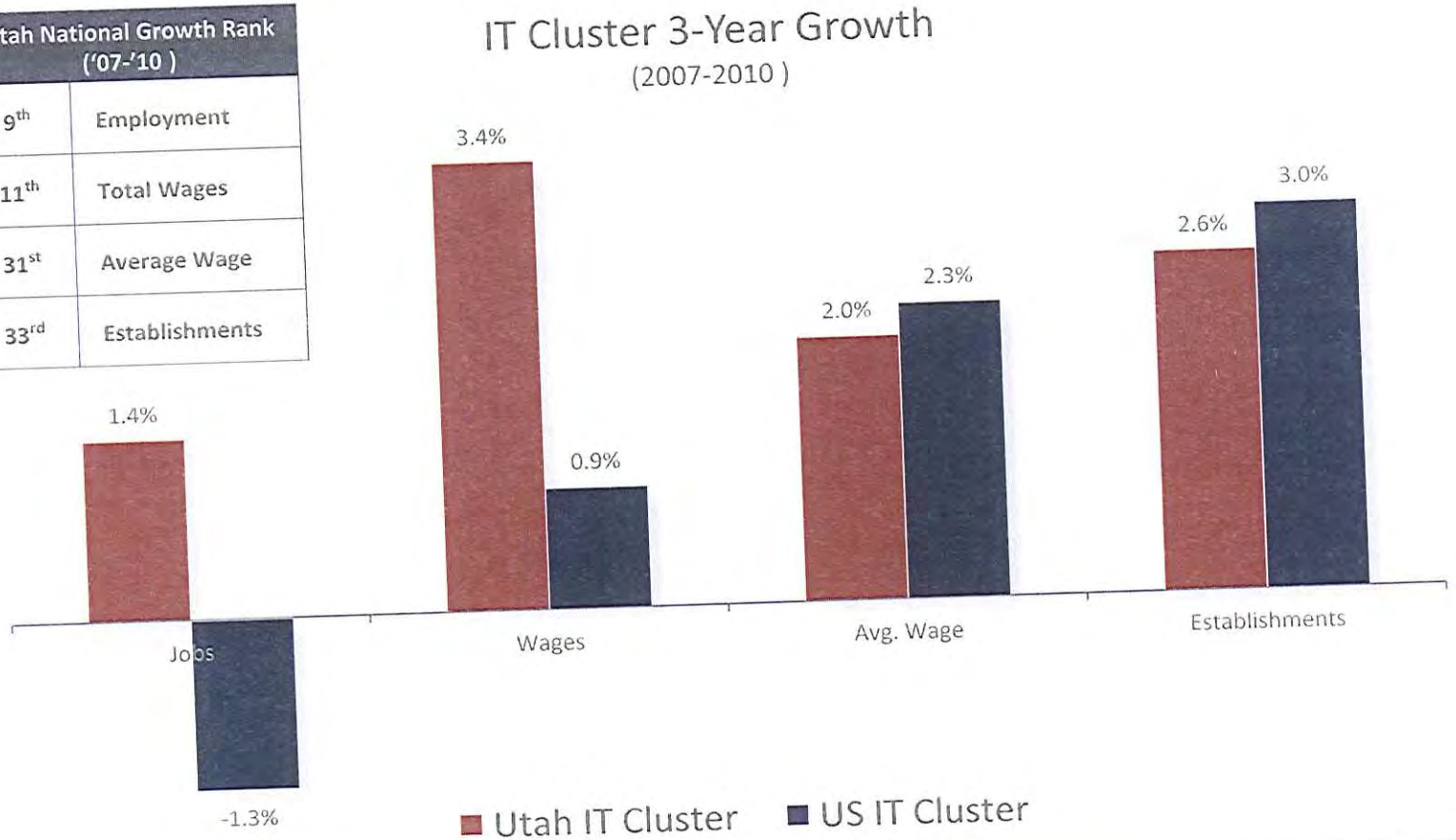
IT Cluster jobs in Utah



Source: U.S. Bureau of Labor and Statistics and Utah Governor's Office of Economic Development analysis.

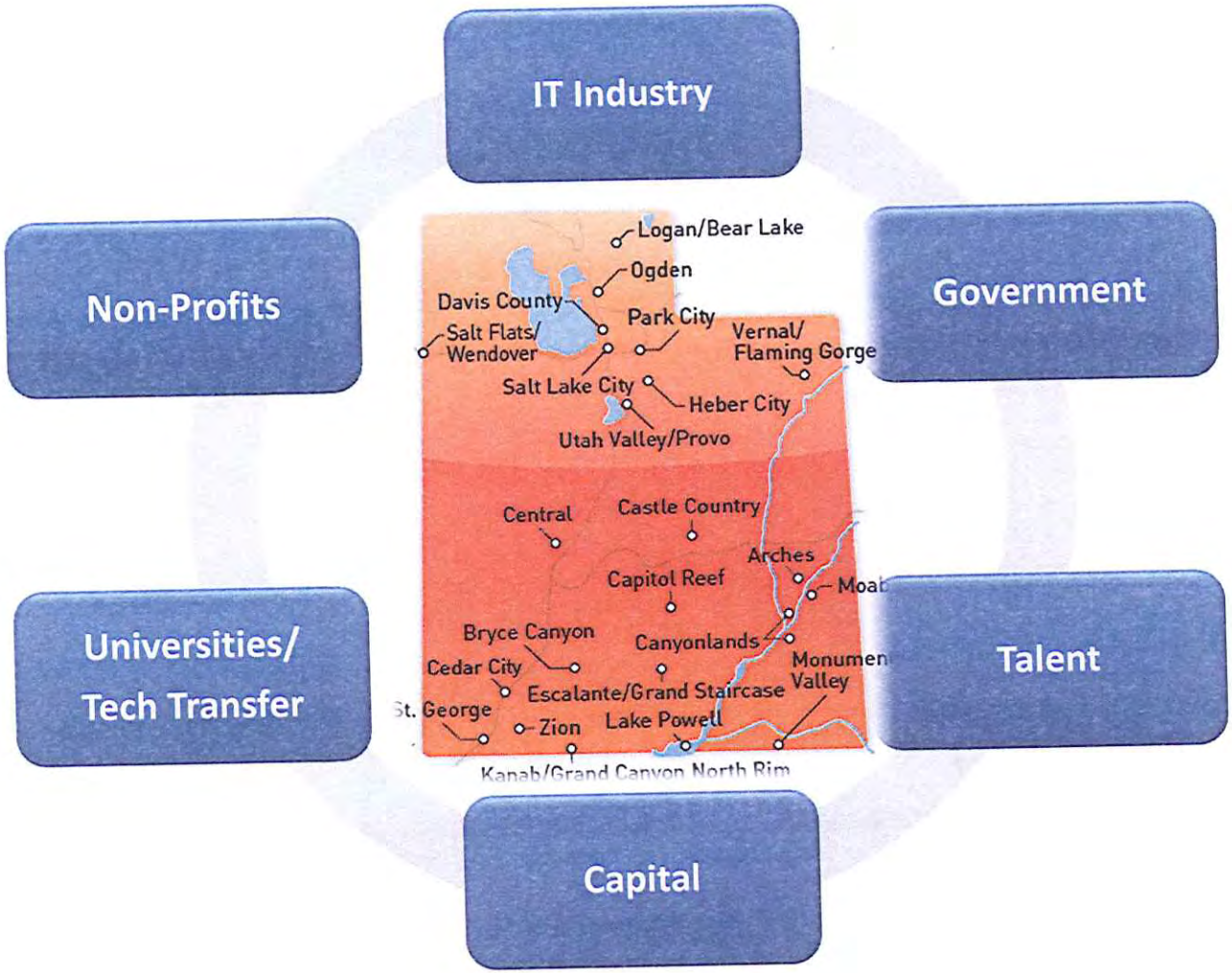
Utah IT cluster outperformed national averages in job and wage growth from 2007 to 2010

Utah National Growth Rank ('07-'10)	
9th	Employment
11th	Total Wages
31st	Average Wage
33rd	Establishments



Source: U.S. Bureau of Labor and Statistics

Situation Assessment: Insights Summary



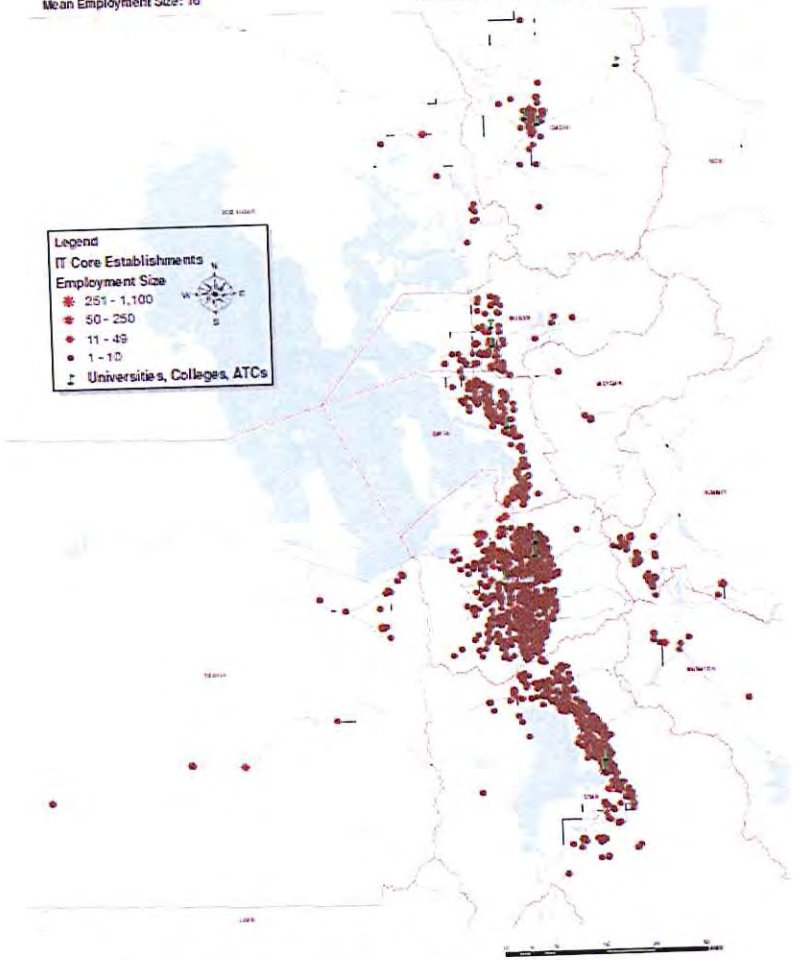
Information Technology Establishments Along the Wasatch Front

IT Core Classification

June 2009
Establishments: 1,700
Employment: 27,668
Mean Employment Size: 16

IT Software Core NAICS Code

517210 Software Publishers
517110 Wired Telecommunications Carriers
517210 Wireless Telecommunications Carriers
517410 Satellite Telecommunications
517919 All Other Telecommunications
518210 Data Processing, Hosting, and Related Services
519130 Internet Publishing and Broadcasting and Web Search Portals
541511 Custom Computer Programming Services
541512 Computer Systems Design Services
541513 Computer Facilities Management Services
541519 Other Computer Related Services



Source: Utah Department of Workforce Services,
Governor's Office of Economic Development, Information Technology Software Cluster Definition, June 2009 Data, NAICS - North American Industry Classification System

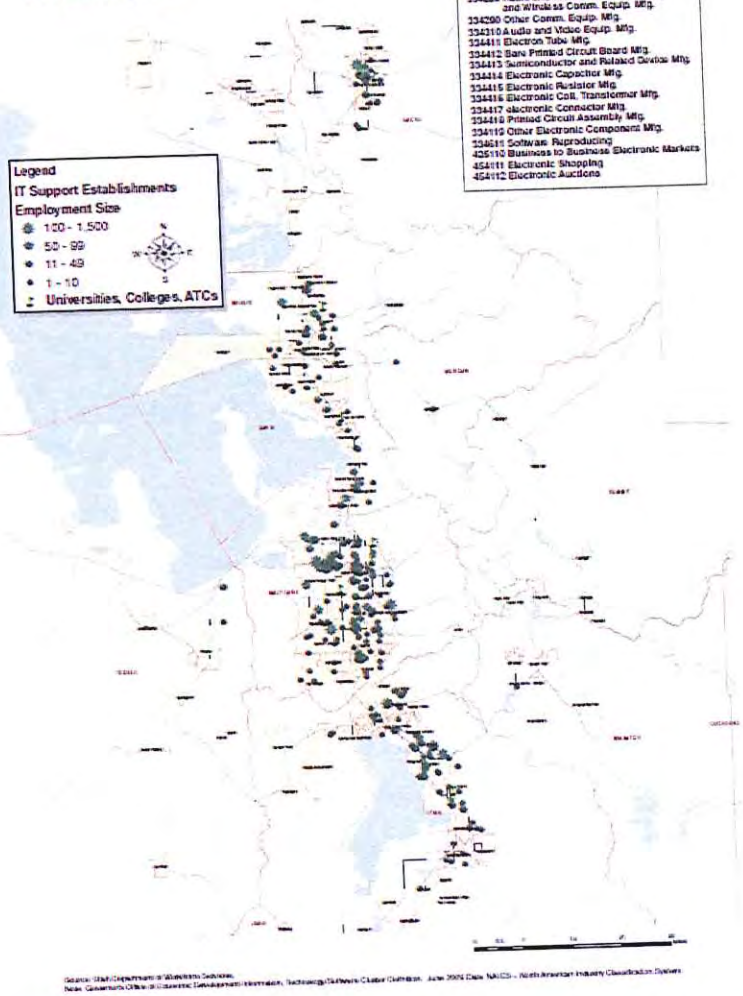
Information Technology Establishments in Utah

IT Support Classification

June 2009
Establishments: 263
Employment: 8,019
Mean Employment Size: 28

IT/Software Support NAICS Codes

334111 Electronic Computer Mfg.
334112 Computer Storage Device Mfg.
334113 Computer Terminal Mfg.
334119 Other Computer Peripheral Equip. Mfg.
334210 Telephone Apparatus Mfg.
334220 Radio and Television Broadcasting and Wireless Comm. Equip. Mfg.
334290 Other Comm. Equip. Mfg.
334310 Audio and Video Equip. Mfg.
334411 Electron Tube Mfg.
334412 Bare Printed Circuit Board Mfg.
334413 Semiconductor and Related Device Mfg.
334414 Electronic Capacitor Mfg.
334415 Electronic Resistor Mfg.
334416 Electronic Coil, Transformer Mfg.
334417 electronic Connector Mfg.
334418 Printed Circuit Assembly Mfg.
334419 Other Electronic Component Mfg.
334611 Software Reproducing
425110 Business to Business Electronic Markets
454111 Electronic Shopping
454112 Electronic Auctions



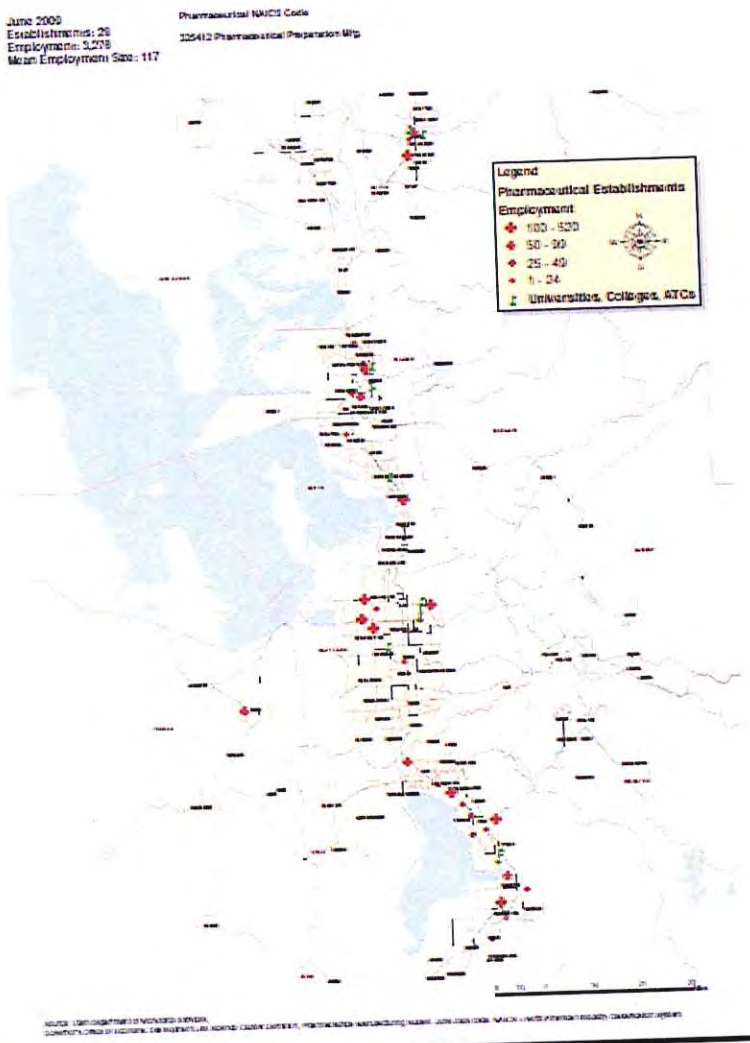
Source: Utah Department of Workforce Services,
Governor's Office of Economic Development, Information Technology Software Cluster Definition, June 2009 Data, NAICS - North American Industry Classification System

UTAH
LIFE ELEVATED

Utah Governor's Office of Economic Development
BUSINESS • TOURISM • FILM

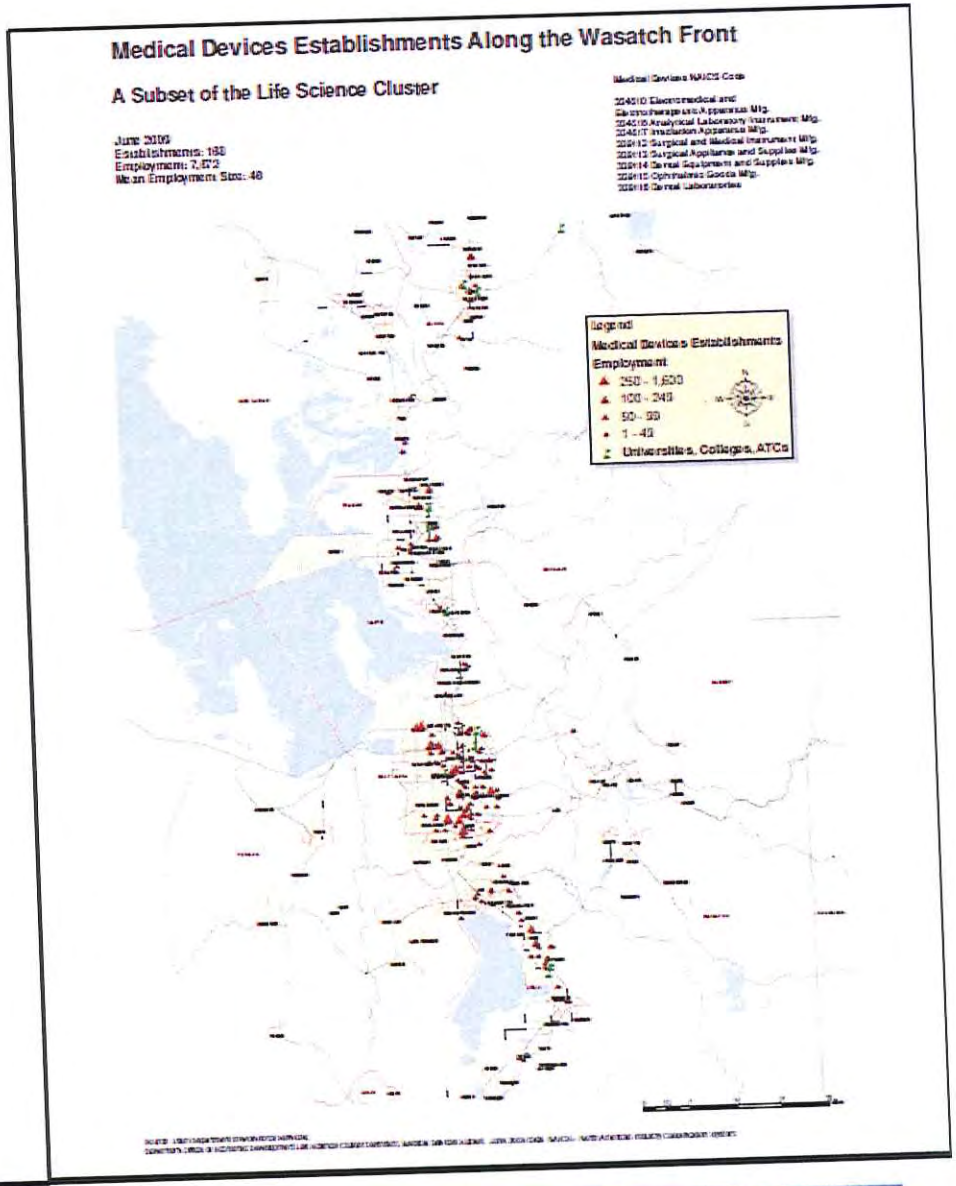
Pharmaceutical Establishments Along the Wasatch Front

A Subset of the Life Science Cluster



Medical Devices Establishments Along the Wasatch Front

A Subset of the Life Science Cluster



The Fiber Crossroads of the West

- Strategic location for national connectivity
- Backbone to 5 major metropolitan areas
- Growing concentration of high tech companies

Broadband Milestones

- **Ranked #1 in home broadband adoption** — 80% of homes subscribe to Internet
  - *U.S. Department of Commerce*
- **4th fastest Internet speeds in the nation** — leading all western states
  - *Akamai Technologies Report*
- **99.41% of homes have basic broadband service available** — 3 Mbps down/768 Kbps up
  - *Utah Broadband Project/AGRC*

Recent GOED Highlights

- Adobe (**927 jobs**)
- IM Flash (**200 jobs**)
- EMC Corporation (**500 jobs**)
- Scheels Sports & Entertainment (**450 jobs**)
- eBay campus (**1,000 new jobs** and retention of 1,200 existing)
- NSA is the nation's largest construction project (**1,200 Utah construction workers on site**)
- Hexcel (**$650MM capital investment**)
- New SLC Airport Expansion - **$1.8 billion over the next 10 years**

Draper – Salt Lake County
2,200 Employees
40 acres

$ 80,000,000 Capital Investment
$ 2,737,441,997 in New State Wages over 20 years

$ 180,106,000 in additional economic benefit

Lehi – Utah County
1,686 Employees
30 acres

$ 1,500,000,000 Capital Investment
$ 1,463,430,181 in New State Wages over 15 years

$ 96,214,833 in additional economic benefit

Lehi – Utah County
927 Employees
20 acres
$ 298,000,000 Capital Investment
$ 1,631,697,764 in New State Wages over 20 years

$ 107,023,392 in additional economic benefit

Draper – Salt Lake County
750 Employees
5 acres
$ 4,000,000 Capital Investment
$ 475,109,938 in New State Wages over 12 years

$ 31,161,863 in additional economic benefit

Why Utah?

Cost & Quality of Living	• Approximately 23% cheaper than Boston, MA • Approximately 38% cheaper than San Francisco, CA • Healthy, balanced living with many recreational & other activities year-round
Proximity to University & Resource Availability	• University of Utah: 7,034 graduates/year • Brigham Young University: 8,500 graduates/year • Utah Valley University: 3,750 graduates/year • Bi-lingual population
Flight Connectivity & Other Infrastructure	• Salt Lake City International Airport & Provo Municipal Airport • 40+ flights daily between Boston & Salt Lake City • UTOPIA fiber network, reliable & cost-effective power, etc.
Existing Players	• Hardware: Sun / Oracle, HP, Intel / Micron / IM Flash, Fusion-io, Iomega • Software: HP, Symantec, Omniture / Adobe, Microsoft, Oracle, Mozy • Services: Accenture, GE, AMEX, Fidelity • Other: eBay, NSA
Government Incentives	• State Corporate Tax: 5% • Combined (State & Federal): 38% • Tax Credit: up to 30% for up to 20 years • Enterprise Zone & Grants: Various

Source: EMC research

Questions?

KEY
Building Name
Bed Count inside
Building Life Remaining
Promontory
400 Beds
+43 Years
Lone Peak
300 Beds
+18 Years
Timpanogos
567 Beds
+31 Years
Olympus Modular
36 Beds
+1 Year
Olympus
132 Beds
+33 Years
B-North
28 Beds
-1 Years
A-Blocks
286 Beds
-1Years
Uinta 2
192 Beds
+46 Years
Uinta 4
192 Beds
+46 Years
Uinta 3
192 Beds
+35 Years
C-Block
68 Beds
-1Years
SSD
135 Beds
+7 Years
Oquirrh1-4
576 Beds
+35 Years
Uinta 1 (Max)
96 Beds
+35 Years
Uinta 5 (R&O)
122 Beds
+16 Years
B-Block
192 Beds
-1 Years
Infirmary
20 Beds
+24 Years
D-Block
192 Beds
-1 Years
Oquirrh 5
280 Beds
+5Years
7-27-12
Meeting Agenda
&
Handouts
12:5
1414 ft
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Tab 6

UTAH STATE PRISON RELOCATION

OPERATIONAL SAVINGS OPPORTUNITIES

AUGUST 24, 2012

Agenda

- Opportunity for Staffing Efficiencies
- Design Efficiencies
- Energy Savings Opportunities
- Technology Improvements
- Q+A

Case Study
Wayne County, Michigan

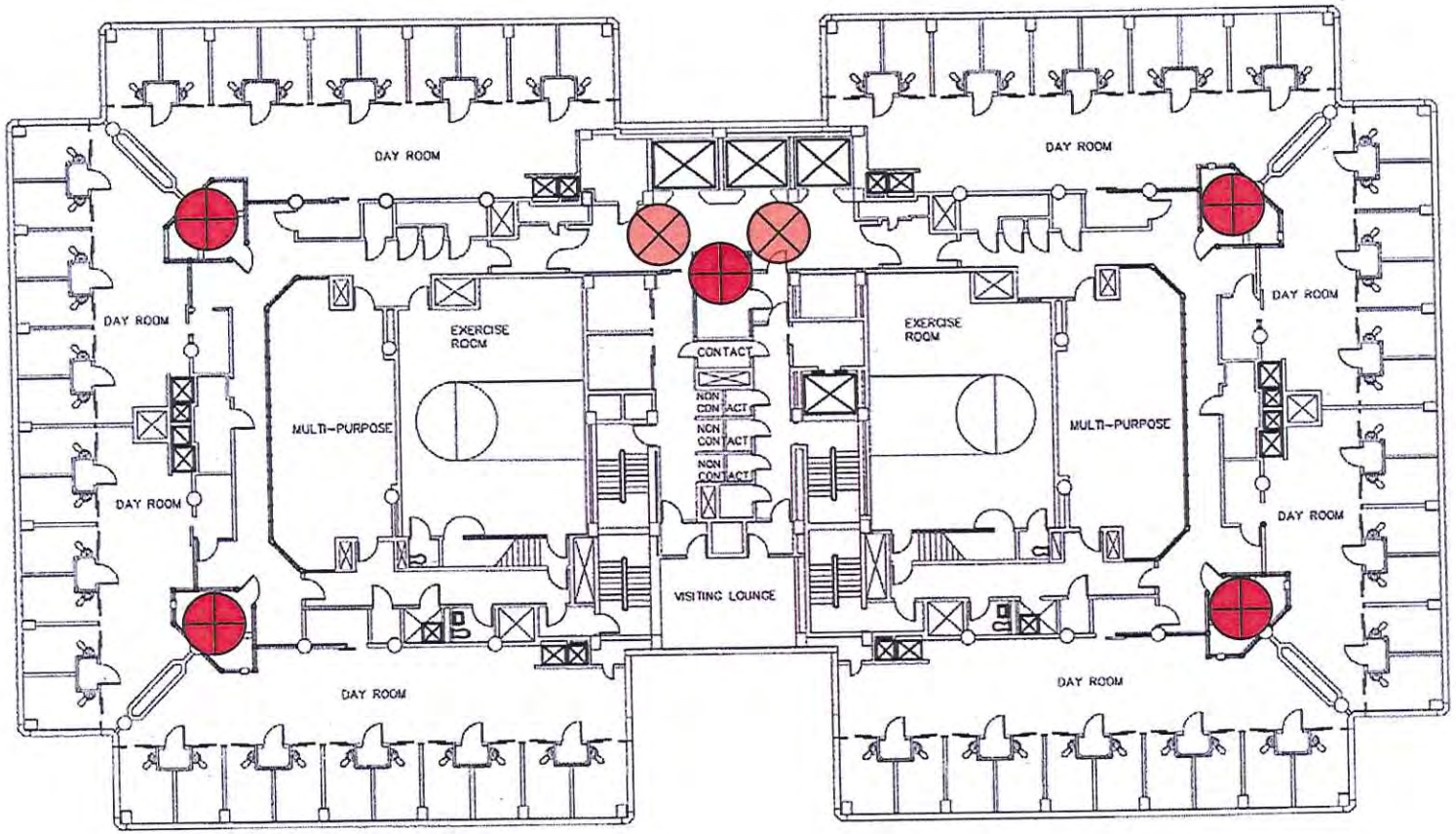
Housing Options Workshop: Current Realities

Division I: Key Issues

- Andrew C. Baird
- Constructed in 1984 as a freestanding facility
- Current rated capacity: 1,285 inmates
- Initial rated capacity based on single cells throughout
- Subsequently double-bunked
- Inadequate overall space / support areas
- Operated as a joint command with Division II

Housing Options Workshop: Existing Staffing

Division I Typical Floor: 5 fixed posts + 2 utility officers



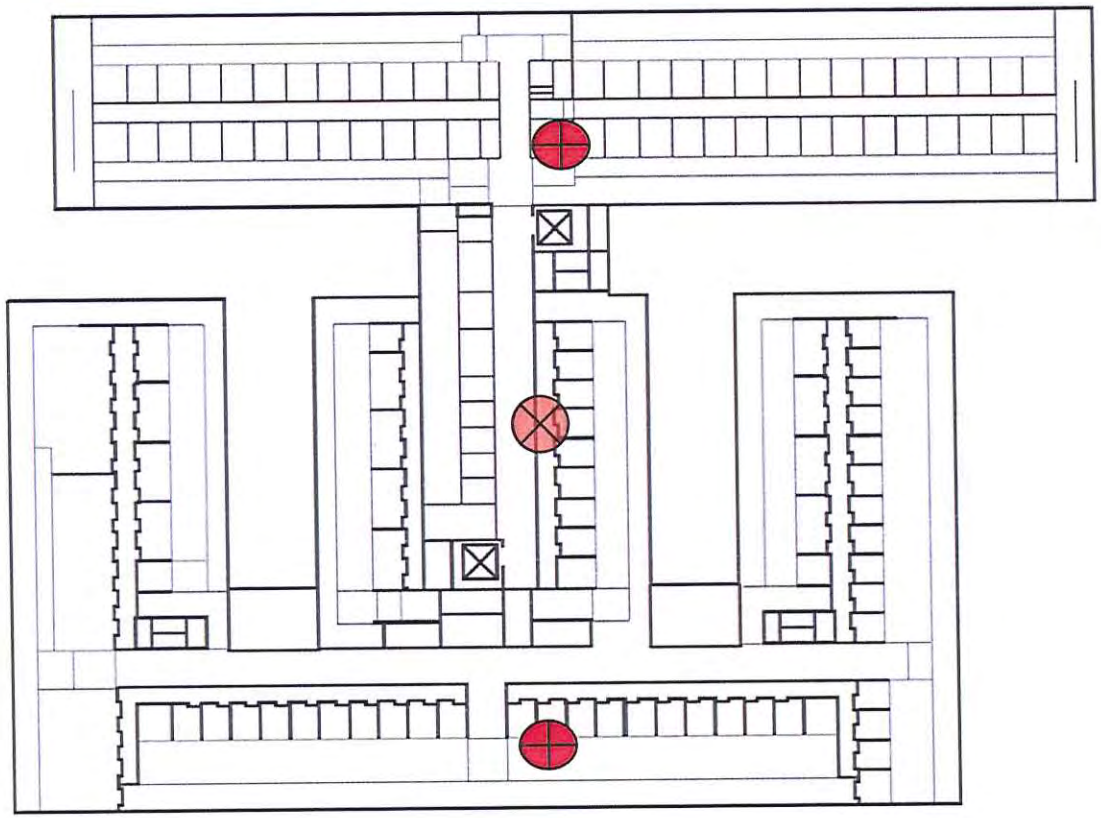
Housing Options Workshop: Current Realities

Division II: Key Issues

- Constructed in 1923
- Annex constructed in 1963
- Current rated capacity: 770 inmates
- Inadequate overall space
- Poor operational configuration
  - Drives excessive staffing and contributes to overtime
  - Inadequate visual supervision of inmates
  - Indirect Supervision limits staff interaction w/ inmates
- Sub-standard electronic security systems
  - No takeover capability from central control rooms
  - Incident management compromised
- Operated as a joint command with Division I

Housing Options Workshop: Existing Staffing

Division II Typical Floor: 2 fixed posts + 1 utility officer



Housing Options Workshop: Current Realities

Division III: Key Issues

- Robert Dickerson (Hamtramck)
- Constructed in 1991 as a freestanding facility
- Current rated capacity: 896 inmates in direct supervision open dorms and some dry sleeping rooms with congregate hygiene areas; includes some disciplinary and protective custody beds
- Direct supervision (successfully implemented in Division III) allows effective inmate behavior management, and further supports evidenced based design based on National Institute of Corrections studies

Housing Options Workshop: Goals for Workshop

- Determine Capacity for Planning
- Determine Housing Unit Mix

	Current Facilities Bed Distributions														
	At Court Cap Population					At Current Population					At Historic Populations				
	Effective Gen. Pop. Capacity	10% Factor*	Total General Population Beds	Special Housing	Total	Effective Gen. Pop. Capacity	10% Factor	Total General Population Beds**	Special Housing	Total	Effective Gen. Pop. Capacity	10% Factor	Total General Population Beds***	Special Housing	Total
Division I (Andrew Baird)	728	73	801	63	864	759	76	835	63	898	1,156	129	1,285	63	1,348
Division II (Old Jail)	570	57	627	0	627	677	68	745	0	745	693	77	770	0	770
Downtown Totals	**1,298**	**130**	**1,428**	**63**	**1,491**	**1,436**	**144**	**1,580**	**63**	**1,643**	**1,849**	**206**	**2,055**	**63**	**2,118**
Division III (Dickerson)	400	40	440	0	440	604	60	664	0	664	806	90	896	0	896
Hamtramck Totals	**400**	**40**	**440**	**0**	**440**	**604**	**60**	**664**	**0**	**664**	**806**	**90**	**896**	**0**	**896**
Total System	**1,698**	**170**	**1,868**	**63**	**1,931**	**2,040**	**204**	**2,244**	**63**	**2,307**	**2,655**	**296**	**2,951**	**63**	**3,014**

* 10% Factor added to current capacity limit

** Actual Headcount 9/1/2010

*** Official Rated Bed Capacity excluding Special Housing

Other System Responsibility (ADP Impact)															
PA511/Community Corrections										393					336
Sheriff's Office - Electonic Monitoring, Work Release, Weekend and Project Fresh Start										515					220
Mental Health Residential Diversion										70					NA
TOTAL - Alternatives to Incarceration										978					556
Total System Responsibility										3,285					3,570

Housing Options Workshop: Existing Staffing

	Total Divisions I & II			Division III				Total Divisions I, II & III		
	Positions	Relief	Total Staffing	Notes	Positions	Relief	Total Staffing	Positions	Relief	Total Staffing
Commanders	3		3		1		1	4		4
Lieutenants	12		12		5		5	17		17
Sergeants	25		35		10		14	35		49.4
Floor Security	133		212.8		52		83.2	185		296
Support Services	177		243.6		41		56	218		299.6
Building Security	43		68		15		23.6	58		91.6
Intake/Transfer/Release Related - Registry	53		70		23		28.8	76		98.8
Support Services	66		87.6		3		3.6	69		91.2
Programs	15		18		0		0	15		18
Recreation	15		18					15		18
Total Staffing	350		506.4		109		159.2	459		666

Housing Options Workshop: Capacity and Operations

- Baseline of Previous Study
  - Capacity of Jails (Division I, II, and III)
    - Historically
      - 2,951 rated capacity (excluding special housing)
      - 2006 Average Daily Population of 2,961 (overcrowded)
    - Recent reduction in ADP notwithstanding
      - Safety of inmates and staff are jeopardized
      - Housing unit configuration impacts staffing efficiency
      - Housing unit configuration impacts supervision of inmates
      - Current ACA standards are not met
      - Facilities do not meet accessibility standards
      - Building systems have exceeded their useful life / out of date
      - Support areas inadequate
      - Food Service equipment and space inadequate
      - Dedicated educational classrooms space shortfall

Housing Options Workshop: Areas of Duplication

Three Separate Facilities Result in Areas of Duplication

- Administration
- Staff Support
- Registry
- Inmate Services
- Warehouse
- Maintenance
- Visitation
- Central Control
- Transportation / VSP
- Food Service
- Laundry
- Central Plant

Housing Options Workshop: Best Practices

Best Practices (Working Smarter)

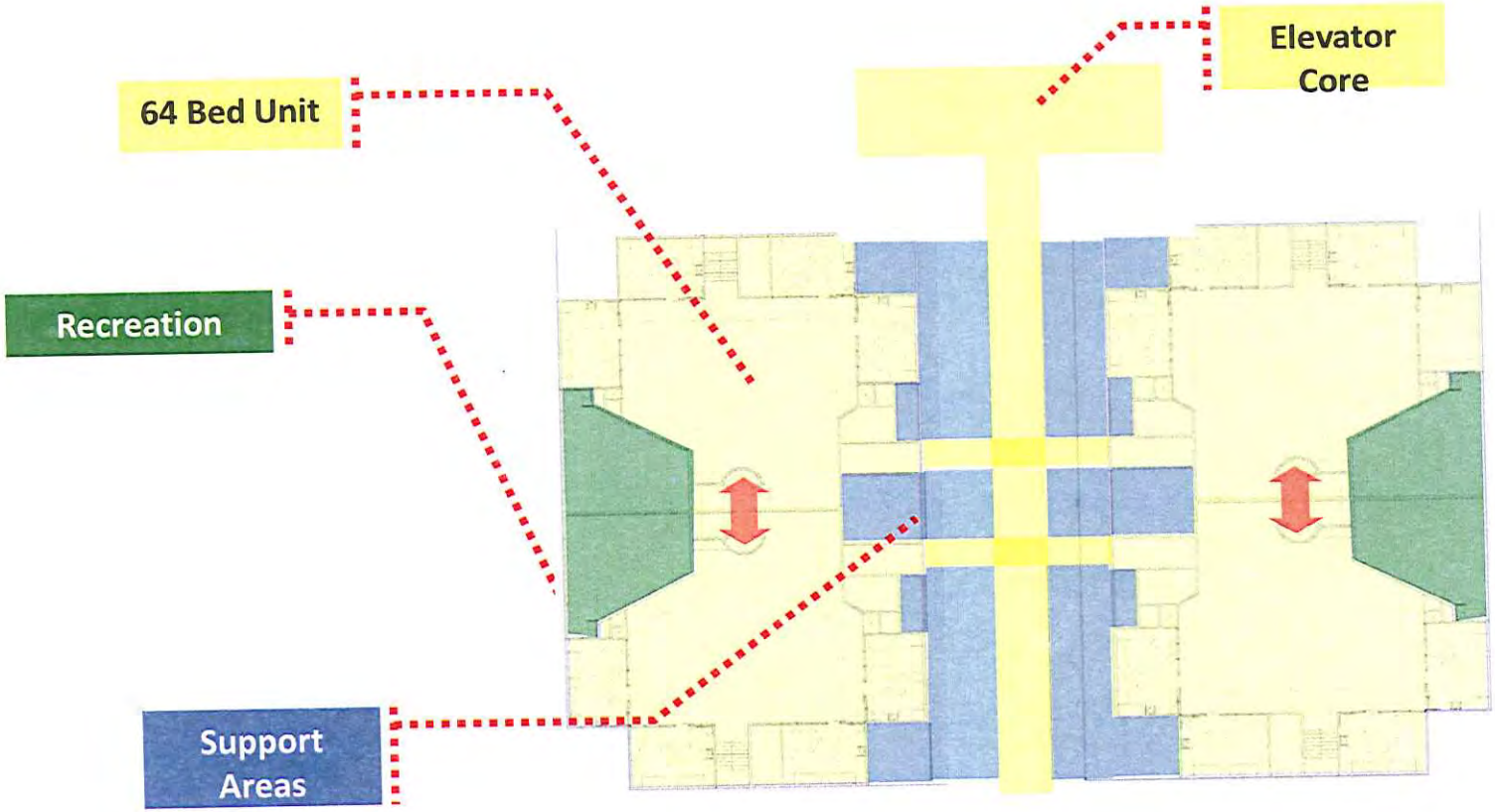
- Direct Supervision
- Field of Vision from Officer's Station
- Sub-groupings within Unit
- Housing Targeted to Classifications
- Optimization of Housing Unit Types/Sizes
- Rear Chase
- Twinning Units (3rd Shift reduction in staffing)
- Service Delivery at Housing Unit
  - Visitation
  - Recreation
  - Interview / Counseling / Sick Call
- Unit Management / Distributed Services
- Quality of Environment
- Apparent Density
- Increase Special Needs Capacity

Housing Options Workshop: Impact of Housing

- Housing Represents
  - 60% of area
  - 51% of staffing

Housing Options Workshop: Twinned Units

Efficient Solution: Additional Combined Posts



Housing Options Workshop: Twinned Units

Staffing Comparison Based on Unit Configuration

Housing Unit Type	Beds	D Day	A Aftrn'n	M Midn'gt	Relief Factor	Total/ Unit	Ratio	# 0f staff for 192 Beds - Twinned Units	Staff	Delta	# 0f staff for 192 Beds - Indiv Units	Staff
48 Bed High Security	48	2.0	2.0	1.0	1.60	8.0	1:6	4	32		4	32
48 Bed MHU	48	2.0	2.0	1.0	1.60	8.0	1:6	4	32		4	32
48 Bed Singles	48	1.5	1.5	0.5	1.60	5.6	1:8.6	4	22.4		4	25.6
32 Cell - 64 Doubles	64	1.0	1.0	0.5	1.60	4.0	1:16	3	12		3	14.4
64 Bed Mini-Dorms	64	1.0	1.0	0.5	1.60	4.0	1:16	3	12		3	14.4
80 Bed Mini-Dorms	80	1.0	1.0	0.5	1.60	4.0	1:20	2.4	9.6		2.4	11.52
64 Bed High Security 8/8s	64	2.0	2.0	1.0	1.60	8.0	1:8	3	24	(8.00)	3	24
64 Bed MHU 8/8's	64	2.0	2.0	1.0	1.60	8.0	1:8	3	24	(8.00)	3	24
64 Single Cells	64	1.5	1.5	0.5	1.60	5.6	1:11.43	3	16.8	(6.40)	3	19.2
64 Bed Mini-Dorms	64	1.0	1.0	0.5	1.60	4.0	1:16	3	12	0.00	3	14.4
80 Bed Mini-Dorms	80	1.0	1.0	0.5	1.60	4.0	1:20	2.4	9.6	N/A	2.4	11.52

Housing Options Workshop: Housing Distribution Models

Three Models:

- 64 Bed Singles
- 64 Bed Mini-Dorms
- 80 Bed Mini Dorms

Planning Concepts - In Custody Replacement Facility NEW Classification Model

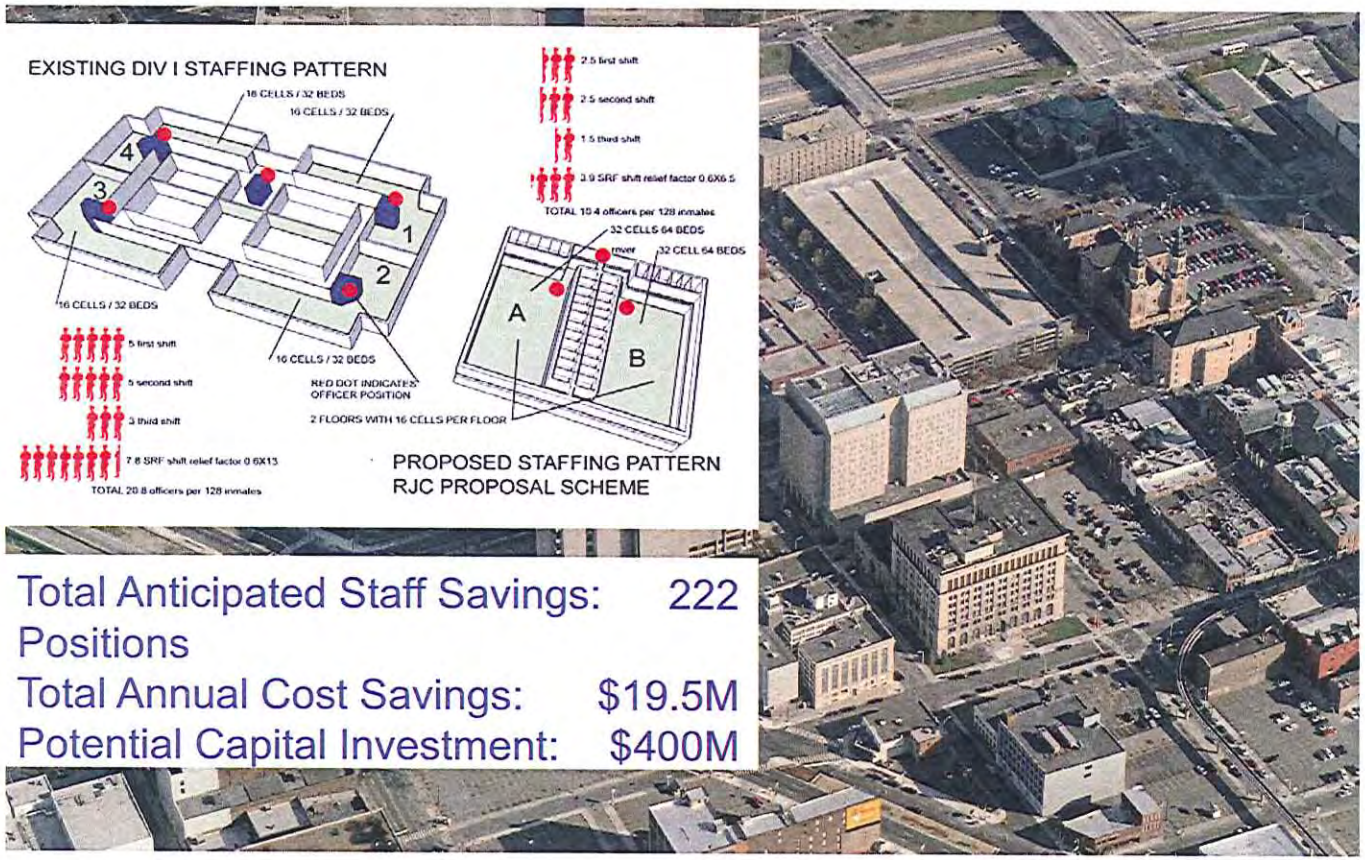
At Court Cap Population					At Current Population					At Historic Populations				
64-Bed Single Cells #	32 Cell/ 64 Bed Cells	64 Bed Mini-Dorms	80 Bed Mini-Dorms	Total	64-Bed Single Cells #	32 Cell/ 64 Bed Cells	64 Bed Mini-Dorms	80 Bed Mini-Dorms	Total	64-Bed Single Cells #	32 Cell/ 64 Bed Cells	64 Bed Mini-Dorms	80 Bed Mini-Dorms	Total
13	0	10		23	13	0	13		26	13	0	21		34
832	0	640	0	1,472	832	0	832	0	1,664	832	0	1,344	0	2,176
36				36	36				36	36				36
868	**0**	**640**	**0**	**1,508**	**868**	**0**	**832**	**0**	**1,700**	**868**	**0**	**1,344**	**0**	**2,212**
57.6%	0.0%	42.4%	0.0%		51.1%	0.0%	48.9%	0.0%		39.2%	0.0%	60.8%	0.0%	
868	0			868	868	0			868	868	0			868
		4	2	6			4	4	8			6	6	12
0	0	256	160	416	0	0	256	320	576	0	0	384	480	864
0	**0**	**260**	**162**	**422**	**0**	**0**	**260**	**324**	**584**	**0**	**0**	**390**	**486**	**876**
868	**0**	**900**	**162**	**1,930**	**868**	**0**	**1,092**	**324**	**2,284**	**868**	**0**	**1,734**	**486**	**3,088**

Housing Options Workshop: Preliminary Staffing Models

Wayne County Replacement Detention Center
Summary of Options - Staff Savings

				Housing Unit Mix 48SC/32DC/ 64 Bed Mini Dorms		Housing Unit Mix 64 SC/64 Mini Dorms
Court Ordered Capacity						
Div I & II		1,491				
	Beds			1,478		1,508
	Staff Savings			(92.80)		(111.20)
Div I, II & III		1,931				
	Beds			1,900		1,930
	Staff Savings			(196.00)		(213.40)
Current Use						
Div I & II		1,643				
	Beds			1,798		1,700
	Staff Savings			(57.60)		(96.00)
Div I, II & III		2,307				
	Beds			2,382		2,284
	Staff Savings			(147.80)		(198.20)
One - One Replacement						
Div I & II		2,118				
	Beds			2,054		2,212
	Staff Savings			(36.80)		(49.60)
Div I, II & III		3,014				
	Beds			2,930		3,088
	Staff Savings			(109.00)		(141.20)

Housing Options Workshop: Preliminary Staffing Models



Total Anticipated Staff Savings: 222 Positions

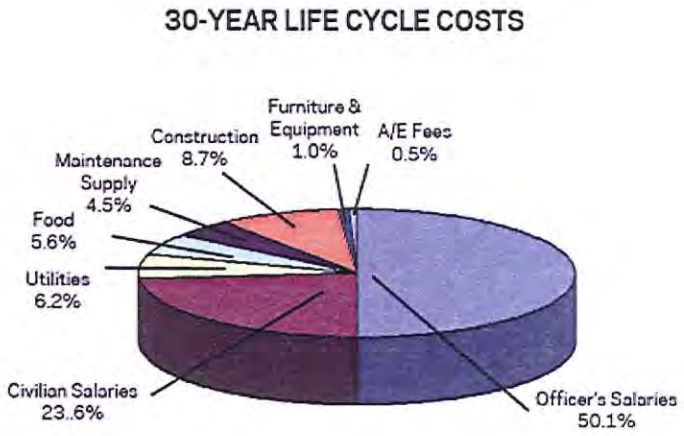
Total Annual Cost Savings: $19.5M

Potential Capital Investment: $400M

Design Efficiencies

Cost Management

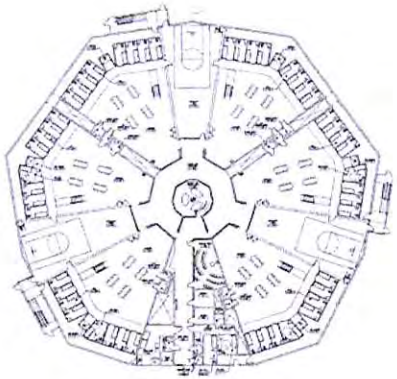
- Minimize Non-essential Space
- Balance Systems
- Reduce Staffing Requirements
- Energy Efficiency
- Lifecycle Efficiency
- Measure Progress by Per Diem Method



Douglas County, GA
Program Reduced by over 15%
Footprint Reduced by 20%

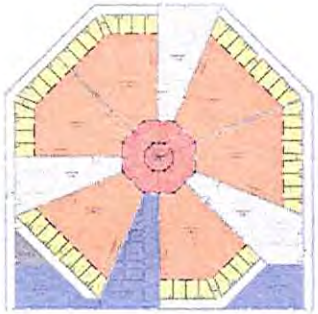
Douglas County Adult Detention Center

Housing Comparisons



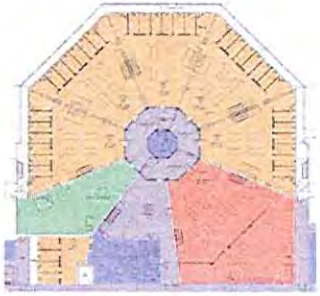
Prototype

Beds 192
Staff/Inmate 3:192
Footprint = 33,270 sf



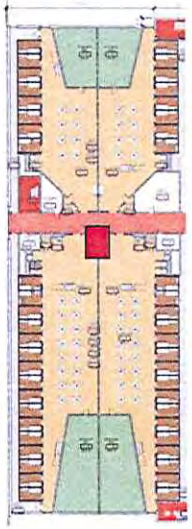
HOK Hybrid

Beds 192
Staff/Inmate 3:192
Footprint = 27,120 sf



San Bernardino

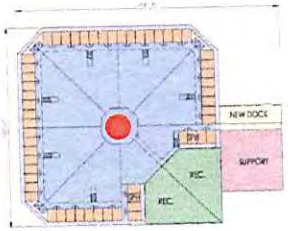
Beds 232
Staff/Inmate 3:232
Footprint = 24,550 sf

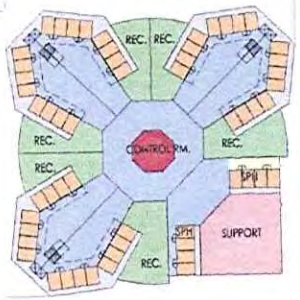


Douglas

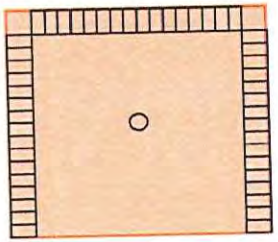
Beds 192
Staff/Inmate 3:192
Footprint = 24,875 sf

Housing Comparisons

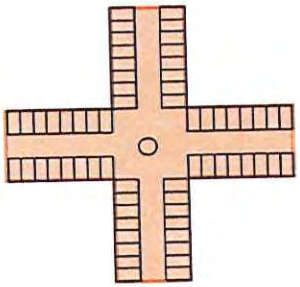


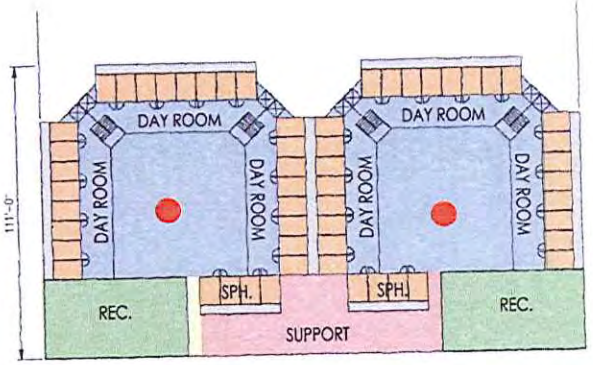


19,900 SF

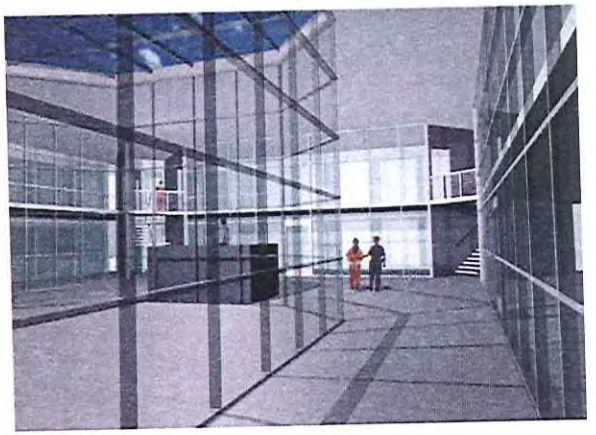


12,087 SF

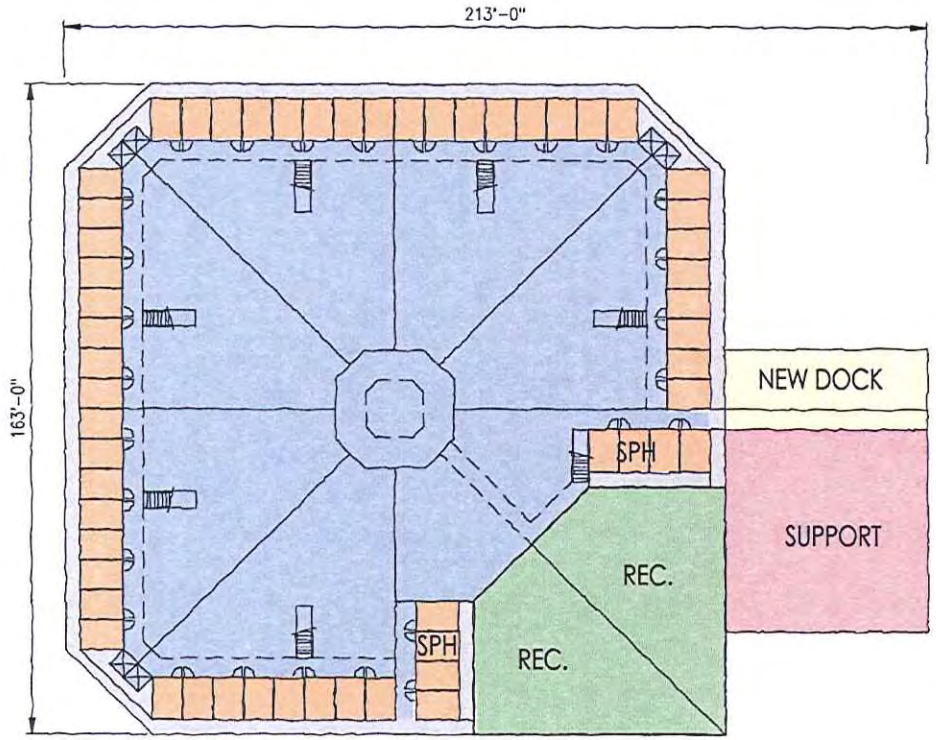




13,150 SF



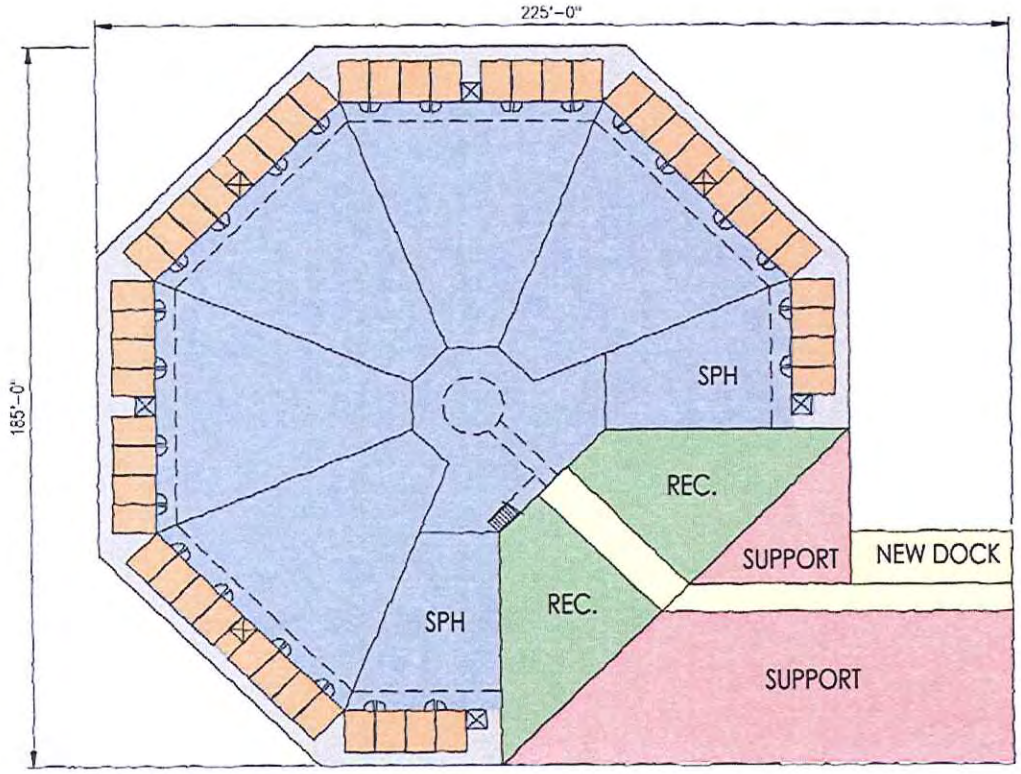
Housing Comparisons



SQUARE UNIT DESIGN

35,800 SF TOTAL
3,400 SF REC.

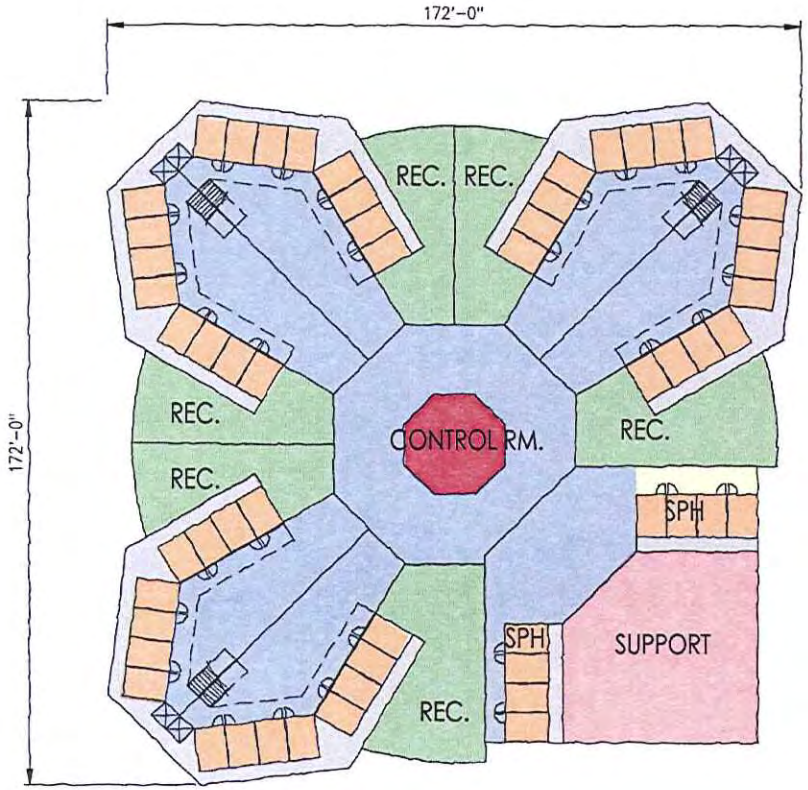
Housing Comparisons



OCTAGONAL UNIT DESIGN

39,800 SF TOTAL
3,400 SF REC.

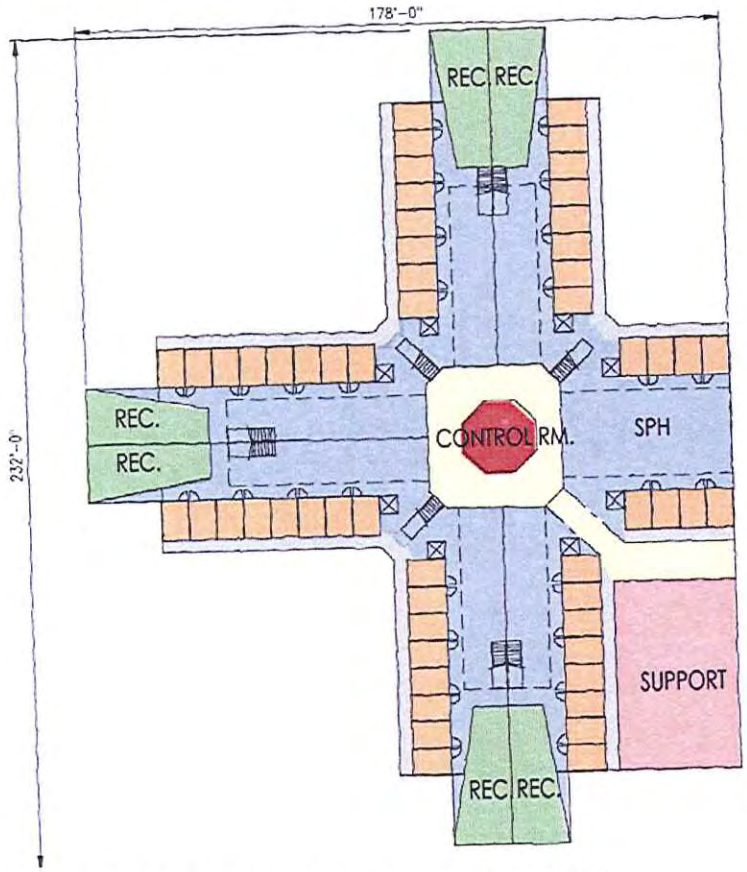
Housing Comparisons



BUTTERFLY UNIT DESIGN

30,600 SF TOTAL
5,239 SF REC.

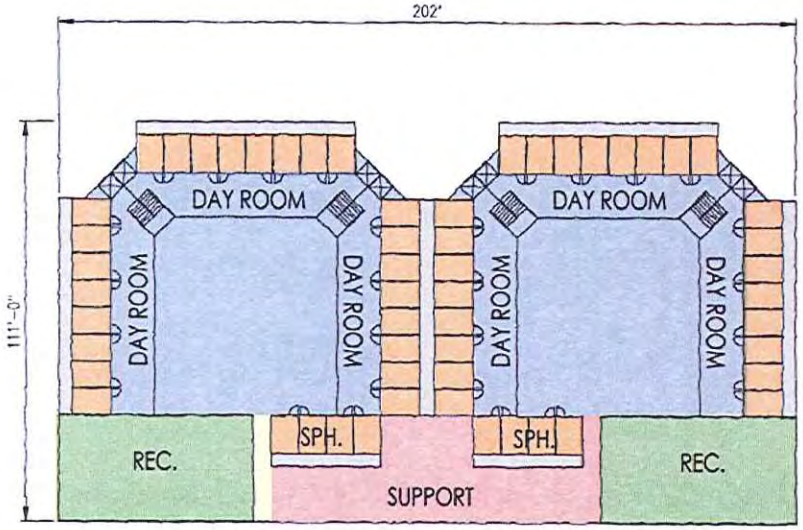
Housing Comparisons

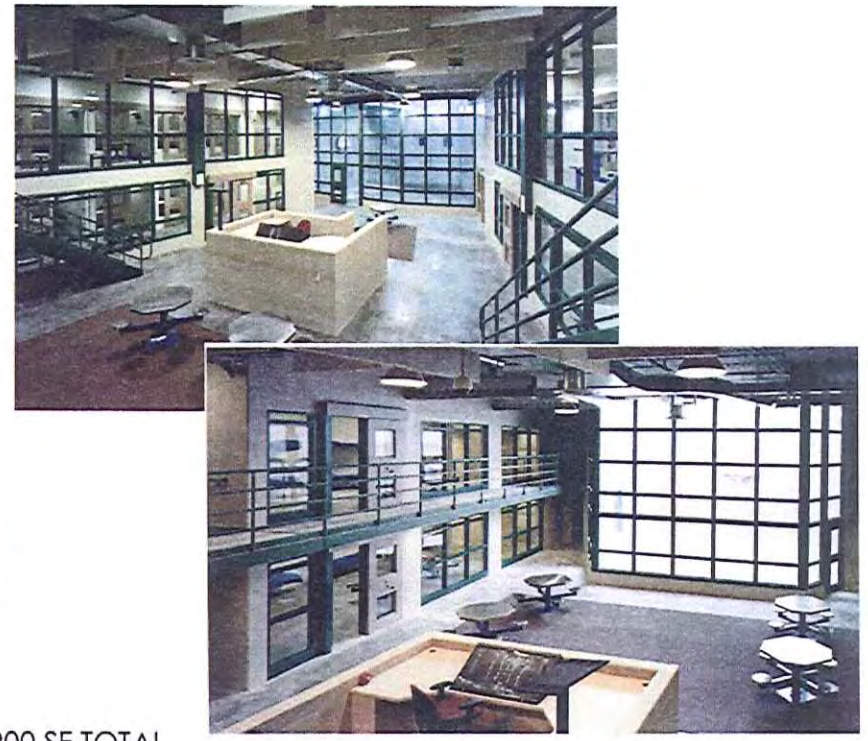


CROSS (Linear) UNIT DESIGN

29,600 SF TOTAL
3,000 SF REC.

Housing Comparisons





28,900 SF TOTAL
3,200 SF REC.

DOUBLE SQUARE (Twined) UNIT DESIGN

Energy Savings Opportunities

Buildings don't use energy
-People do...

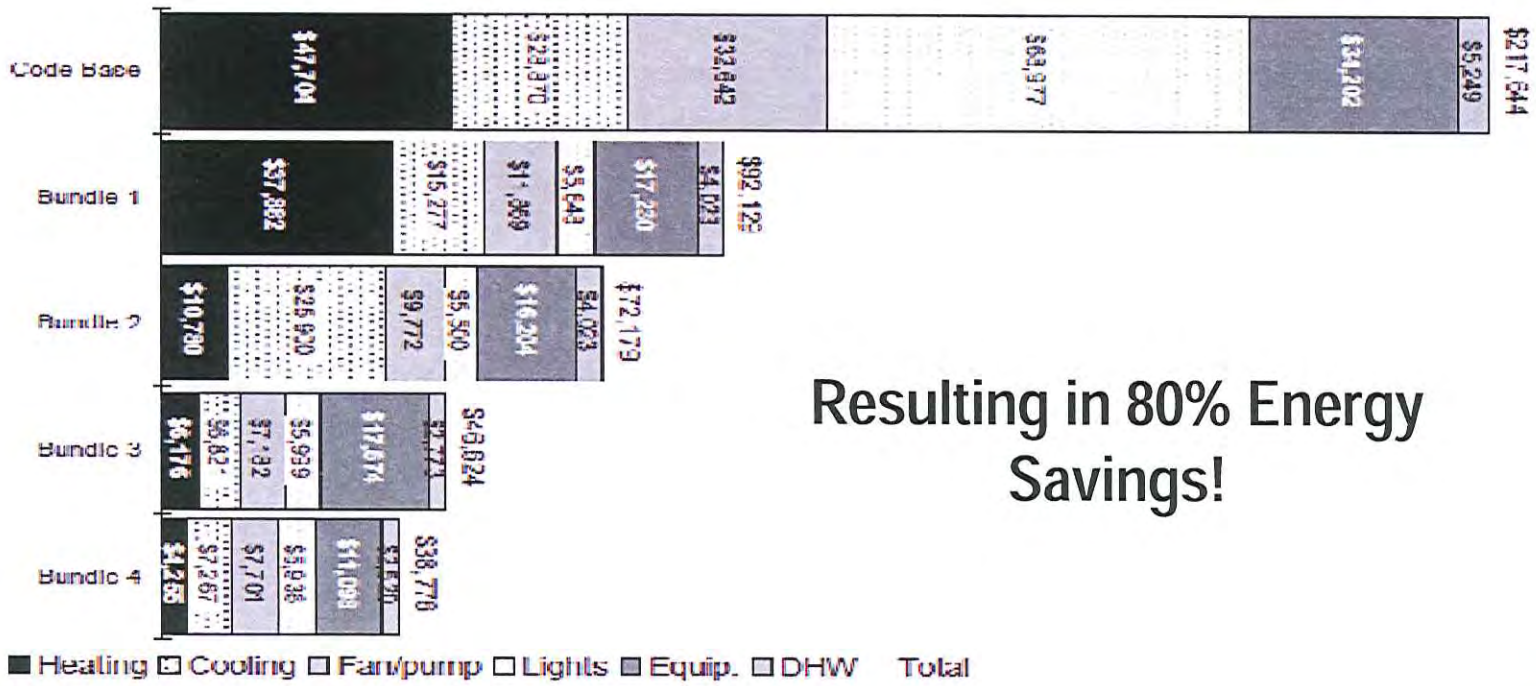
Operations – Energy Reduction

Steps to Integrated Energy Performance

Operations – Energy Reduction

A Bundled Approach.....

Figure 1 Annual Energy Costs for Bundles by End Use

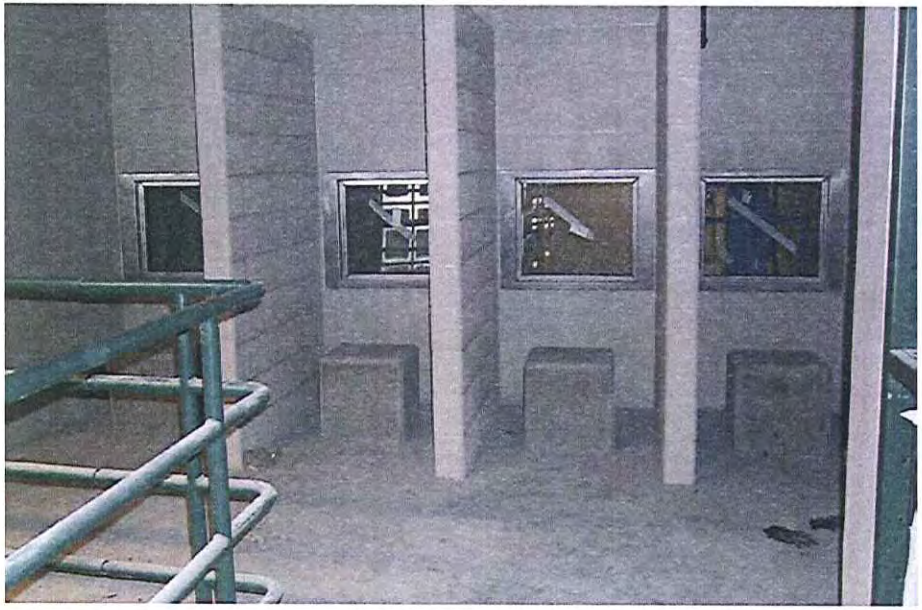


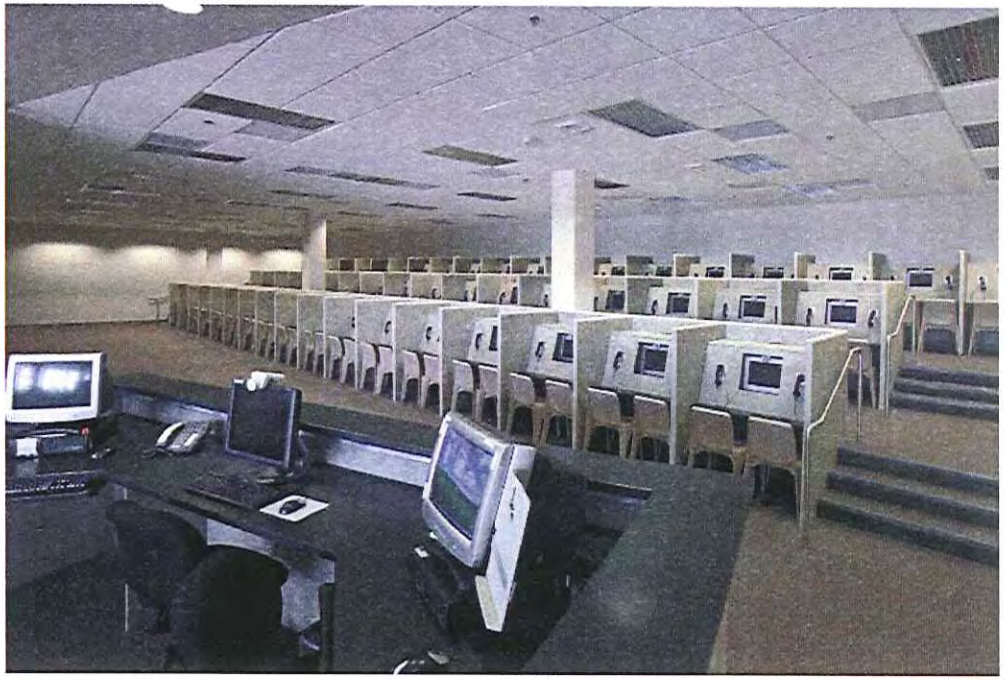
Resulting in 80% Energy Savings!

Technology Improvements

Perimeter Systems Technology

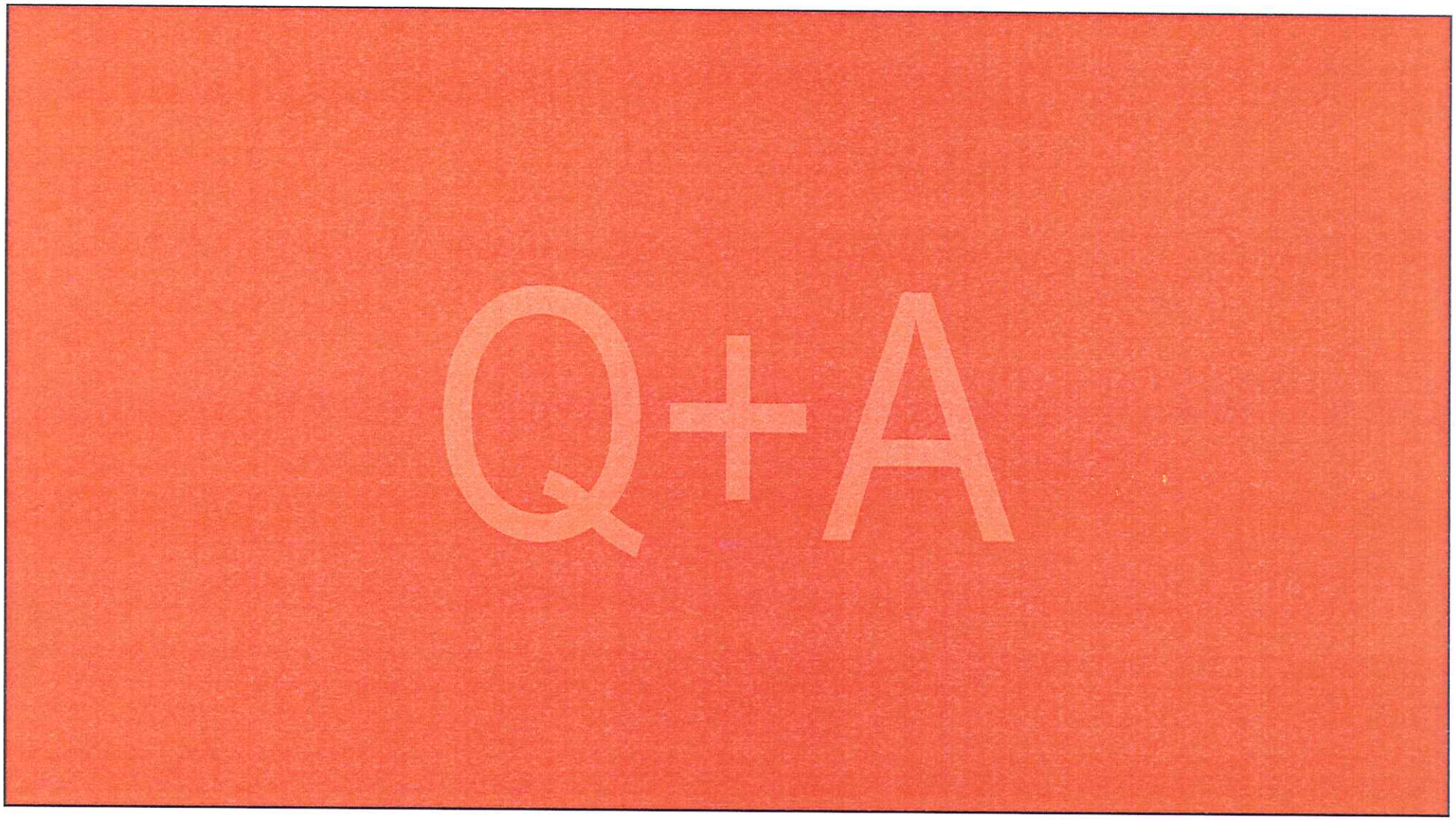
Video Visitation vs. Non-contact Visitation





Rear Service Chase

- Maintenance Access from Outside Housing Unit
- Easier to Construct and Maintain
- Double Envelope Reduces Energy Use
- Allows Full Glass Fronts
- Facilitates Stacking Cells Above Support Functions
- Flexibility in Exterior Wall
- Eliminates Secure Interior Chase Doors


Q+A

Utah State Prison Volunteers

Volunteer Service & Travel Distance Impact

Use of volunteers helps manage prison facilities and provide offenders needed connections to help transition back to communities

- The department currently has over 1,100 volunteers at the Draper site, including 1,068 religious/faith based, 27 multi-cultural affairs, 19 leisure time/recreation, and 15 literacy/education

- Volunteers come from many communities along the Wasatch Front to serve, including: Draper, Sandy, Bluffdale, South Jordan, Holladay, Riverton, Herriman, Midvale, Murray, West Jordan, Alpine, American Fork, Lehi, Saratoga Springs, Lindon, etc.

LDS Church Volunteer Impact

- An estimated **68% of volunteers** serving at the Utah State Prison are from the Church of Jesus Christ of Latter Day Saints (LDS). Relocation will have the following impacts:

  - Nine established Branches, within 3 Stakes, in the southern part of the valley would close

  - Over 600 security-trained volunteers would be released

  - Four Family History Centers would have to be relocated. These Centers are the most productive Familiy History Centers in the world. It will be essential for any new Centers to have access to outside Stake Family History Centers for support in on-line services the prison cannot access.

  - In order to provide a similar Family History function in a new location, the LDS Church would require access to over 600 volunteers, with a sufficient pool to turn these over every three years.

Travel Considerations

- Current, one-way travel from communities providing volunteers

  - Sandy - 11 miles
  - Holladay - 19 miles
  - Lehi - 10 miles

- Using Rush Valley as an example of a prison relocation option, on average, current volunteers would travel **45 one-way miles**

- 2011 population estimates demonstrate the population difference in these counties

  - Salt Lake County Population: 1,048,985
  - Tooele County Population: 59,326

Aerial view demonstrating paths of travel to the Rush Valley area from those communities providing the largest number of volunteers

Tab 7

Possible Guiding Principles for the Solicitation for Prison Relocation

1. Build a prison that utilizes the finest designs and uses technology to its best advantage to minimize operational costs and ensure a safe environment for both inmates and staff.

2. Optimize economic development opportunities for this and future generations while maintaining Utah's high quality of life.

3. Maximize the use of resources and people to safeguard the public trust and the public purse.

Factors

- Effect on existing workforce
- Find a site
- Infrastructure needs (power, water, sewer, etc.)
- Medical
- Access to ancillary services
- Transportation of inmates
- Use of technology
- Future planning issues like use of jail contracting, federal inmates, private prisons
- Staging timetable of moving the prison
- Proposals of the executive branch
- Issues surrounding private development of current prison site
- Impact on taxpayer
- Sources of funding-leasing, GO bond, divert monies fro existing prison operations
- Ownership of new prison
- Other issues
    - Economic development
    - Availability of natural resources
    - Support network for inmates
    - Volunteers
    - Environment Impacts (air quality, water quality etc.)
    - Staff issues
        - Wages
        - Experience
        - Education

Tab 8

PRISON RELOCATION AUTHORITY RFI

Responses Must Address the Following:

1. Interest in the project
   a. The State would like to ascertain the level of interest in this project from firms, developers, consultant and other interested parties.
   b. Parties are not required to disclose any other information beyond having a general interest in this project.

2. Experience with similar type projects
   a. The state is interested in obtaining information and "lessons learned" from entities (public and private) experienced with prison relocation projects.

3. Strategies for this project
   a. Delivery concepts for the state to consider in moving the prison that protect the value invested in the existing prison by the State and it's taxpayers.

4. Cost evaluation associated with moving the Draper Prison
   a. Estimated value of current Draper Prison site.
   b. Market timing – obtaining the greatest value for the state. Are current market conditions right for the state to consider relocating the Draper Prison?

5. Possible location of new prison site and impacts, including, but not limited to the following:
   a. Design/build prison to utilize the finest designs and uses technology to its best advantage to minimize operational costs and ensure a safe environment for both staff and inmates.
   b. General location of proposed new site (Proximity to major cities and highways);
   c. Relocation plan to move inmates;
   d. Estimated costs associated with developing a new prison site or sites;
   e. Effect on existing workforce;
   f. Proximity to medical facilities, and medical service contracts available to the new site(s);
   g. Access to ancillary services (probation, courts, prosecutors, legal defenders, Board of Pardons);
   h. Transportation of inmates;
   i. Use of technology, legal/court/medical consultation teleconferences/
   j. Future planning issues (i.e. jail contracting, federal inmates, private prisons);
   k. Staging timetable of moving the prison;
   l. Issues surrounding private development of current prison site;
   m. Impact on taxpayer;
   n. Sources of funding-leasing;
   o. Ownership of new prison;
   p. Other information deemed appropriate.
   q. Infrastructure needs
   r. Availability of natural resources.
   s. Volunteers
   t. Environmental impact (air quality, water)
   u. Staffing needs (wages, experience, education)

TAB 8

SUMMARY OF ANSWERS TO QUESTIONS IN REQUEST FOR INFORMATIO

1. **Interest in the project**

   Six vendors expressed interest in relocating the Draper Prison- More firms have since expressed an interest.

2. **Experience with similar type projects**

   All of the companies indicated they had experience in building large prisons and jails and some indicated they did have some experience in relocating a jail or prison.

3. **Strategies for this project**

   All companies provided general strategies as to how to complete this project. Items included the following: (1) how to finance the project (i.e., design build, privatize, lease purchase, etc.) ; (2) how to relocate the prison; (3) how to reduce operational costs at the Draper Prison; and (4) how to develop the prison property to provide additional economic benefit to the State .

4. **Cost evaluation associated with moving the Draper Prison**
   There was a general consensus that the State has a limited window of opportunity to begin this project due to low construction costs and interest rates. Delay in the project may close this window of opportunity.

5. **Possible location of new prison site and impacts**

   The companies indicated that they would locate the prison in a site that takes into account the general principles that were issued with the RFI. (See Tab 8)

Tab 9

State of Utah

GARY R. HERBERT
Governor

GREG BELL
Lieutenant Governor

Department of Administrative Services
KIMBERLY K. HOOD
Executive Director

Division of Facilities Construction and Management
DAVID G. BUXTON
Director

January 7, 2013

The Honorable Gary R. Herbert
Office of the Governor
P. O. Box 142220
350 North State Street
Salt Lake City, UT 84114-2220

Dear Governor Herbert:

Thank you for the opportunity to serve as the chair of the Prison Relocation and Development Authority. This was a great information gathering experience as well as an opportunity to serve the State. As the end of this assignment comes to a close, I would like to report our findings.

The PRADA Sub-Committee has reviewed the respondents to the recent RFI. Based on the information provided, the subcommittee has determined that together, the groups have provided sufficient information to support our recommendation that the State of Utah should actively pursue real solutions associated with relocating the current Utah Prison in Draper.

Specifically we discussed the following:

1) The savings between inefficient operations vs. efficient operations be considered

2) The current new facility requirements pending expenses associated with new facility such as:
   a. costs to relocate, or remain in the present location,
   b. revenue the State will receive from the development of the property, and
   c. qualifying the savings in operational efficiencies.

3) Safety

4) Programming

5) Economic Development

6) The formation of a Prison Relocation Authority with the power to issue RFP's; accept proposals with the authority to act upon it.

7) The formation of two committees – one to deal with relocation of the prison facilities and the second to deal with master plan and development of the property in Draper.

8) Involving professional consultants in both areas – relocation of prison facilities and development of Draper property.

If you have any questions or would like to discuss this further, please do not hesitate to contact me or any other member of the PRADA Committee. We believe that this recommendation is in the best overall interest of the State of Utah, its citizens, and the surrounding communities.

Thank you for the trust you've placed in us to help with this important decision and for the privilege of serving the State of Utah.

Sincerely,

David G. Buxton, Chair
Prison Relocation and Development Authority

DGB:cn

Tab 10

History of Construction/Capital Improvements
Utah Department of Corrections
Fiscal Years 1990-2012

	Prison	community corrections	Draper improvements	Admin Building
FY 1990- Gunnison Prison	$17,773,000	$0	$0	$0
FY 1991- Planning for Community Corrections Center North		27,500		
FY 1994-Corrections Center North		2,729,800		
FY 1995-Planning for 50 bed community correctional facility for women		50,000		
FY 1995-Corrections B block remodel	1,237,100			
1995-Corrections 144-Bed Unita expansion	6,700,000			
FY 1995-Lease Purchase/Revenue Bond -Corrections Center North		6,800,000		
FY 1996-Corrections Unita IV-A expansion	11,300,000			
FY 1997-Gunnison Prison Expansion	13,970,000			
FY 1997-Women's Prison Expansion	8,680,000			
FY 1998-Women's Prison Expansion (redirection of 1997 bond authorization)	(8,680,000)			
FY 1999-Gunnison 288-bed and Lagoon expansion	11,931,400			
FY 1999-Lease Purchase/Revenue Bond- Correctional Industries-Gunnison	1,568,600			
FY 1999-Draper Prison Survey	125,000			
FY 2000-Lease Purchase/Revenue Bond Corrections Administration Building				6,518,000
FY 2000-Draper-300 bed Lone Peak Facility	3,662,500			
FY 2001-Corrections Privatized Transition Center		2,777,800		
FY 2002-Donations/ Private funds for Wasatch Family History Center	375,000			
FY 2004-Promontory bond payment	1,870,000			
FY 2005-Oxbow Prison purchase	8,540,000			
FY 2005-Corrections capital improvements	1,024,300			
FY 2005-Corrections inmate training facilities	1,540,000			
FY 2006- Reverse Oxbow Prison purchase	(8,540,000)			
FY 2006-Gunnsion 288 bed facility	14,600,000			
FY 2006- Gunnison education area expansion	2,263,000			
FY 2007-Gunnison inmate housing	20,000,000			
FY 2008-State building Authority revenue bonds-UCI warehouse	1,476,000			
2009-Gunnison inmate housing	54,500,000			
FY 2009-Draper capital improvements			3,378,000	
2009-eliminate 2009 Gunnison inmate housing	-52,000,000			
FY 2010-Draper Capital improvements			1,524,000	
2010-Parole Violator Center		3,600,000		
2011-Parole Violator Center		3,600,000		
FY 2011-Draper capital improvements			2,357,000	
FY 2012-Draper capital improvements			1,161,000	
Total	$113,915,900	$19,585,100	$8,420,000	$6,518,000

Capital Improvement funds allocated to Utah Department of Corrections (UDC)

Fiscal Year	Draper Facility	Total Allocation
FY 2009	3,378,000	4,153,000
FY 2010	1,524,000	2,020,000
FY 2011	2,357,000	2,476,000
FY 2012	1,161,000	2,388,000
FY 2013	1,507,000	2,849,000
*FY 2014	2,457,000	3,460,000
FY2009-FY 2013 (5 years)	$ 9,927,000	$ 13,886,000
*FY 2009-FY 2014 (6 years)	$ 12,384,000	$ 17,346,000

*FY 2014 is the proposed allocation for Corrections for upcoming fiscal year.

Detailed Project Summary
Facility Condition Analysis
Section One
UDC

System Code	System Description	Priority Classes 1	2	3	4	Subtotal
EL	ELECTRICAL	0	0	1,777,492	0	1,777,492
ES	EXTERIOR	0	2,668,749	3,461,721	0	6,130,470
FS	FIRE/LIFE SAFETY	0	1,698,654	1,515,934	0	3,214,587
HV	HVAC	0	1,822,475	23,655,178	0	25,477,653
IS	INTERIOR/FINISH SYS.	0	365,128	6,260,055	0	6,625,183
PL	PLUMBING	0	1,074,216	6,533,970	0	7,608,186
SI	SITE	0	0	746,914	0	746,914
	TOTALS	$0	$7,629,222	$43,951,264	$0	$51,580,486

Capital Renewal	$16,555,435
Deferred Maintenance	$32,378,039
Plant/Program Adaption	$2,647,012
Facility Replacement Cost	$423,713,040
Facility Condition Needs Index	0.12

Gross Square Feet	957,540

Total Cost Per Square Foot	$53.87

Executive Summary
Facility Condition Analysis
Totals by Building
UDC

Bld. Code	Building Name	Total Project Costs
0480	CORRDR - MAINTENANCE FACILITY	$561,236
0483	CORRDR - MEAT PROCESSING	$662,022
0487	CORRDR - OLYMPUS MENTAL HEALTH FACILITY	$646,697
0489	CORRDR - DRAPER UINTAH V	$689,638
0490	CORRDR - OQUIRRH 5	$3,879,867
1722	CORRDR - SPEC SERV DORM	$778,812
1735	CORRDR - DAIRY BARN	$48,551
1739	CORRDR - TOWER 2	$34,973
1740	CORRDR - TOWER 3	$52,041
1741	CORRDR - TOWER 4	$76,705
1742	CORRDR - TOWER 5	$34,973
1743	CORRDR - NORTH TOWER / ENFORCEMENT	$31,567
1746	CORRDR - WASATCH FACILITY	$29,586,490
1747	CORRDR - OLD WARDENS HOUSE	$130,060
1756	CORRDR - DOG KENNELS	$18,696
2707	CORRDR - TIMPANOGOS BUILDING 6	$801,021
2813	CORRDR - TIMPANOGOS STAR 1	$626,689
2892	CORRDR - TIMPANOGOS STAR 2	$626,689
3257	CORRDR - TIMPANOGOS STAR 3	$626,689
3561	CORRDR - TIMPANOGOS STAR 4	$626,689
3874	CORRDR - BUILDING TOWER 7	$47,459
3880	CORRDR - TIMPANOGOS BUILDING 5	$2,403,109
4867	CORRDR - WAREHOUSE	$23,190
6756	CORRDR - FRED F. HOUSE ACADEMY	$676,090
6949	CORRDR - WARDENS ADMINISTRATION	$770,963

Executive Summary
Facility Condition Analysis
Totals by Building
UDC

Bld. Code	Building Name	Total Project Costs
6956	CORRDR - GARAGE	$120,002
6973A	CORRDR - OQUIRRH 1	$371,734
6973B	CORRDR - OQUIRRH 2	$561,162
6973C	CORRDR - OQUIRRH 3	$558,263
6973D	CORRDR - OQUIRRH 4	$558,263
6977	CORRDR - UINTAH ADMINISTRATION	$148,788
6978	CORRDR - UINTAH 1	$619,298
6979	CORRDR - UINTAH 3	$2,816,030
6981	CORRDR - MILK PROCESSING	$548,227
8091	CORRDR - TIMPANOGOS CHAPEL	$22,415
8317	CORRDR - NORTH GATE	$21,218
8318	CORRDR - UCI FURNITURE	$256,314
8385	CORRDR - UINTAH 2	$194,048
8445	CORRDR - UINTAH 4	$323,807
	Grand Total	**$51,580,486**