

APPENDIX U: LIFE CYCLE COSTS

INTRODUCTION

This appendix provides supporting material for the findings presented in the main body of the report.

The life cycle cost methodology provides an “apples-to-apples” comparison of the alternatives using consistent assumptions. A life cycle cost analysis is not a facility planning or design tool, nor a budget planning tool. Rather, it is a *decision-making* tool that provides policymakers with objective, long-term cost projections on which current decisions may be based.

METHODOLOGY

A life cycle cost analysis (LCC) provides an opportunity to examine costs for each alternative that is under consideration in terms of:

- Total annual costs
- Total 30 year costs
- Daily costs
- Individual cost elements

The analysis requires many assumptions to be articulated, including:

- Future inmate population growth
- Inflation of various cost elements (if applied)
- Type of facilities to be constructed
- Scale of facilities to be constructed (gross square feet- GSF)
- Financing method and cost of construction
- Staffing needs for future facilities

Extensive work was implemented by the consultants as part of the 2008 regional jail feasibility study for Kent, Kalamazoo and Allegan counties. Interested readers are encouraged to review the detailed methodology for that study, which may be found at the Upper Peninsula Jail Resource Center, www.upcap.org. Appendix E of that report presents the LCC methodology and assumptions.

ASSUMPTIONS

Construction Financing Costs

This study estimated financing costs based on the following assumptions:

1. Serial bonds would be used
2. Bonds would have a 20-year maturity
3. Bond interest rates would be those that are current as of the date of the life cycle cost calculations

Any major jail construction project in this new era—local or regional—will incur unprecedented capital costs. This life cycle cost analysis will provide a comparison of local and regional approaches.

Staffing Costs

Staffing practices, and corresponding costs, varied markedly between counties based on facility design, type of inmates, management methods, local policies and more. To estimate staffing costs for the purpose of the LCC analysis, extensive research was want conducted in an effort to identify a relationship between jail size and the ratio of average daily population (ADP) to staffing levels.

Attachment 1 summarizes information that was secured for 151 jails. For each, the following information is presented, as it was available:

- Facility Name and State
- Average Daily Population (ADP)
- Ratio of Full-Time Equivalent staff (FTE) to ADP
- Ration of ADP to FTE
- Total staff
- Security staff
- Percent security staff of total
- Design square footage per bed

Figure S-1 shows ratio of total staff per ADP bed for the 151 jails, in ascending order of size. The line on the graph represents the ADP for each jail.

Figure S-1: ADP and Ration of FTE Staff to APD, 151 Jails

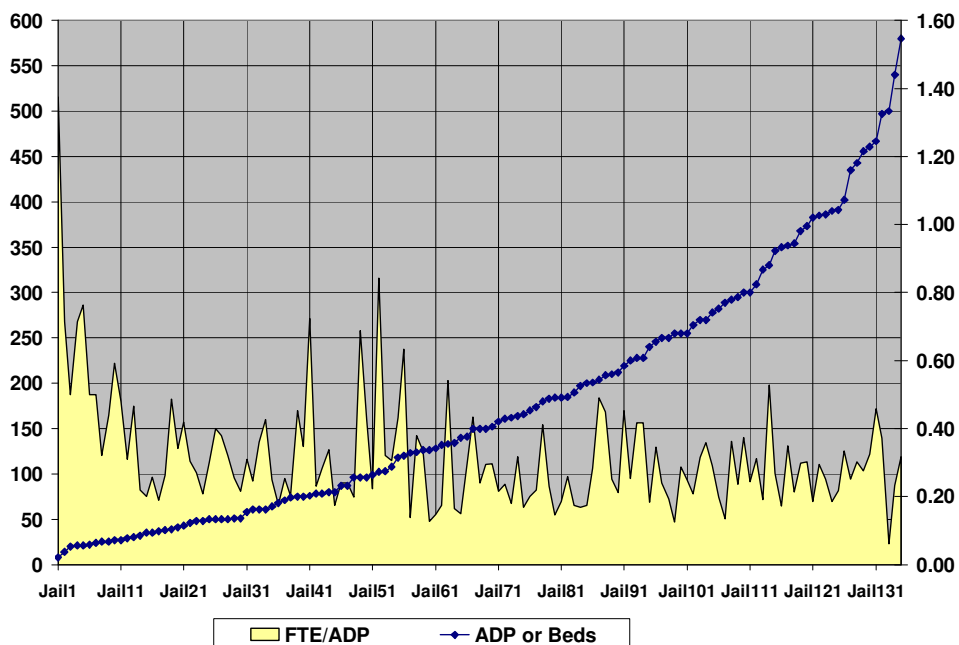
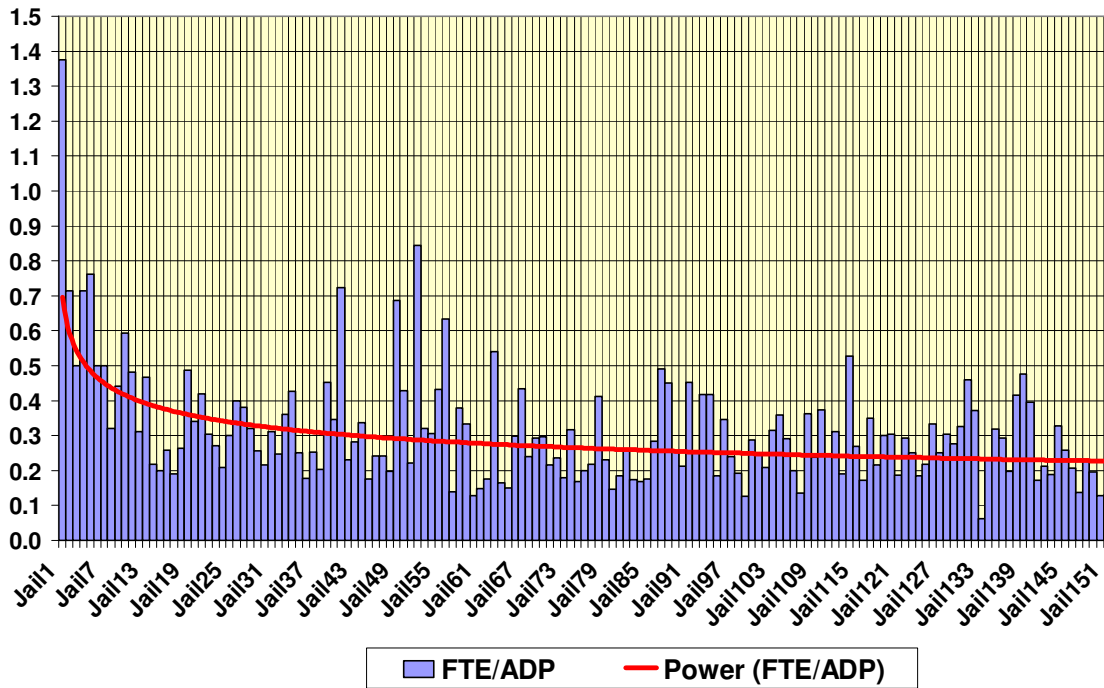


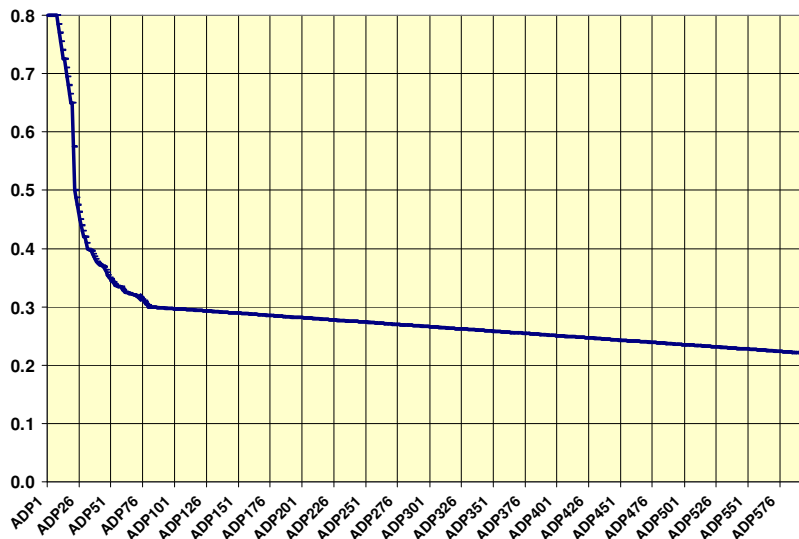
Figure S-1 demonstrates the wide variation between the FTE to ADP ratios. This fluctuation does not disappear with larger facilities, but the consultants discovered a trend in this ratio after analyzing the findings. The curved line shown in Figure S-2 represents a statistical model of the average FTE to ADP ratio according to facility size.

Figure S-2: FTE to ADP Ratio for 151 Beds



The consultants converted these findings in a model of FTE per ADP to be used to estimate staffing levels for each option evaluated in the LCC analysis, which is shown in Figure S-3. Source information is provided in Attachment 2.

Figure S-3: Working Model of FTE to ADP for LCC Analysis



SAMPLE LCC WORKSHEET

Figure S-4 presents an excerpt from a life cycle cost (LCC) worksheet, with annotations that explain each element.

Figure S-4: Annotated Sample LCC Worksheet

Code	Category	Baseline	Year 1	Year 2	COMMENTS
BASELINE DATA					
D1	ADP	186 inmates ADP	190	193	Projected average daily bedspace needs (ADP)
D2	All DETENTION DAYS	67,890 days	69,350	70,445	ADP times 365 days to calculate annual detention days
D3	Nominal Capacity	87,600 days	59,495	59,495	100% of det. Days
D4	Functional Capacity	78,840 days	59,495	59,495	90% of detention days
D5	Det Days Short		9855	10950	Number of detention days not accommodated by functional capacity
D6	Det Days Extra	At 70% usage	0	0	Detention days above functional capacity
RATES					
R1	Board Out Rate	\$62.72	\$64.60	\$66.54	
R2	Board In Rate	\$62.72	\$64.60	\$66.54	
R3	Medical Costs/Dday	\$8.34	\$8.59	\$8.85	
R4	Other Costs/Dday	\$33.84	\$34.86	\$35.90	
ANNUAL COSTS					
C1	Capital Costs		\$0	\$0	Principal and Interest
C2	Staffing Costs	Ratio per FTE (see Attach. 2)	Cost per FTE	Ratio FTE times Cost per FTE	Staffing levels vary based on facility size, as shown in Att. 2.
C3	Medical Costs		\$595,730	\$623,291	R3 times D2
C4	Other Costs		\$2,073,710	\$2,135,921	R4 times D4
C5	Plus Board Out Costs		\$636,649	\$728,609	D5 times R1
C6	TOTAL ANNUAL \$		\$9,101,981	\$9,520,765	Sum of C1, C2, C3, C4 and C5
C7	AVERAGE COST/DAY		\$131.25	\$135.15	C6 (Total) divided by D2 (all det. Days)

Attachments

Attachments 1 and 2 provide additional information about the jails that were included in this analysis, and the FTE to ADP ratio that was developed.

ATTACHMENT 1: Characteristics of 151 Jails Studied

ATTACHMENT 1: Characteristics of 151 Jails	ADP or Beds	FTE per ADP	ADP Per FTE	Sec. Staff	Total Staff	Perc. Security of Total	Design SF/Bed	% Net Gross and Comm.	Type or Source
Pondera County Jail, MT	8	1.38	0.73	11	17	64.7%	328		Con Dir
Forks CITY Jail, WA	14	0.71	1.40	10	11	90.9%	443		Con Dir
Douglas County Jail, IL	20	0.50	2.00	10	11	90.9%	391		Con Dir
Tuolomne County, CA	21	0.71	1.40	15	19	78.9%	429		Con Dir
Freeport Police and Courts Bldg, TX	21	0.76	1.31	16	20	80.0%	157		Con Dir
Schoolcraft County, MI	22	0.50	2.00	11					UP
Franklin County Jail, ME	24	0.50	2.00	12	14	85.7%	632		Con Dir
Pitkin County Jail, CO	25	0.32	3.13	8	9	88.9%	419		Con Dir
Mackinac County, MI	25	0.44	2.27	11					UP
Logan County Jail, OH	27	0.59	1.69	16	24	66.7%	492		Con Dir
Burnett County, WA	27	0.48	2.08	13	29	44.8%	387		Con Dir
Rusk County L. Enf. Facility, WA	29	0.31	3.22	9	11	81.8%	377		Con Dir
Meadow Creek Cor. Center, AK	30	0.47	2.14	14	21	66.7%	1059		Con Dir
Washakie Co, WY	32	0.22	4.57	7					Con Dir
Plumas County Detention Facility, CA	35	0.20	5.00	7	9	77.8%	280	complex	Con Dir
Chouteau County Law Enf. Facility, MT	35	0.26	3.89	9	10	90.0%	204		Con Dir
Knox County, KY	37	0.19	5.29	7	11	63.6%	197		Con Dir
Whitman County Corr. Facility, WA	38	0.26	3.80	10	12	83.3%	438		Con Dir
Pittsylvania County Jail, VA	39	0.49	2.05	19	26	73.1%	454		Con Dir
Ottawa County Detention Facility, OH	41	0.34	2.93	14	18	77.8%	539		Con Dir
Dodge County Judicial Center, NE	43	0.42	2.39	18	22	81.8%	528		Con Dir
Summit County Justice Center, CO	46	0.30	3.29	14	15	93.3%	400		Con Dir
Nevada County Detention Center, CA	48	0.27	3.69	13	16	81.3%	221		Con Dir
Lewis & Clark County C.J. Facility, MT	48	0.21	4.80	10	12	83.3%	464		Con Dir
Iron County Jail, MI	50	0.30	3.33	15					UP
Schoolcraft Co. Camp Manistique, MI	50	0.40	2.50	20					UP
Warren County Jail, PA	50	0.38	2.63	19	24	79.2%	461		Con Dir
Wyoming County Jail, PA	50	0.32	3.13	16	23	69.6%	288		Con Dir
Alamosa County L.E. Center, CO	51	0.25	3.92	13	14	92.9%	237		Con Dir
Somerset County Det. Center, MD	51	0.22	4.64	11	14	78.6%	410		Con Dir

ATTACHMENT 1: Characteristics of 151 Jails	ADP or Beds	FTE per ADP	ADP Per FTE	Sec. Staff	Total Staff	Perc. Security of Total	Design SF/Bed	% Net Gross and Comm.	Type or Source
Torrence Police Department, CA	58	0.31	3.22	18	21	85.7%	149		Con Dir
Fayette County Detention Center, TX	61	0.25	4.07	15	21	71.4%	226		Con Dir
Augusta County Jail, VA	61	0.36	2.77	22	27	81.5%	465		Con Dir
Ohio County Correctional Center, WV	61	0.43	2.35	26	26	100.0%	261		Con Dir
Orange County Jail, TX	64	0.25	4.00	16	25	64.0%	168	Addition	Con Dir
Uintah County Jail, UT	68	0.18	5.67	12	16	75.0%	332		Con Dir
Dickinson County Jail, MI	71	0.25	3.94	18					UP
Ashtabula County Justice Center, OH	74	0.20	4.93	15	23	65.2%	767	complex	Con Dir
Bertie-Martin Regional Jail, NC	75	0.45	2.21	34					Regl
Chambers Coo Law Enf. Center, TX	75	0.35	2.88	26	35	74.3%	260		Con Dir
Warren County Corr. Center, NJ	76	0.72	1.38	55	64	85.9%	650		Con Dir
Craven County Law Enf. Center, NC	78	0.23	4.33	18	24	75.0%	513		Con Dir
Wayne County Justice Center, OH	78	0.28	3.55	22	30	73.3%	513		Con Dir
Marquette County Jail, MI	80	0.34	2.96	27					UP
Kay County Detention Center, OK	80	0.18	5.71	14	16	87.5%	322		Con Dir
Delta County Jail, MI	87	0.24	4.14	21					UP
Tri-County Regional Jail, MN	87	0.24	4.14	21					Regl
Garland County Detention Facility, AR	96	0.20	5.05	19	21	90.5%	273		Con Dir
Santa Cruz County Jail, CA	96	0.69	1.45	66	99	66.7%	490		Con Dir
St. Johnsbury Correctional Ctr, VT	96	0.43	2.34	41	70	58.6%	350		Con Dir
Jackson Co. Adult Det. Center, MS	99	0.22	4.50	22	36	61.1%	223		Con Dir
McHenry County Gov. Center	102	0.84	1.19	86	94	91.5%	392	69.0%	Con Dir
Benton County Justice Center, WA	103	0.32	3.12	33	36	91.7%	282		Con Dir
Woodbury Law Enf. Center, NE	108	0.31	3.27	33	42	78.6%	324		Con Dir
Southside Regional Jail, VA	118	0.43	2.31	51					Regl
Multi-County Regional Jail, OH	120	0.63	1.58	76					Regl
Starr County Jail, TX	123	0.14	7.24	17	21	81.0%	150		Con Dir
Mesa County Detention Facility, CO	124	0.38	2.64	47	68	69.1%	487		Con Dir

ATTACHMENT 1: Characteristics of 151 Jails	ADP or Beds	FTE per ADP	ADP Per FTE	Sec. Staff	Total Staff	Perc. Security of Total	Design SF/Bed	% Net Gross and Comm.	Type or Source
Santa Rosa County Jail, FL	126	0.33	3.00	42	53	79.2%	252		Con Dir
Grand Traverse Co. Corr. Facility, MI	126	0.13	7.88	16	25	64.0%	191		Mich
Kings County Branch Jail, CA	128	0.15	6.74	19	24	79.2%	203	addition	Con Dir
Victoria County Jail, TX	132	0.17	5.74	23	30	76.7%	285		Mich
Clermont County Jail, OH	133	0.54	1.85	72	81	88.9%	474		Con Dir
Cleveland County Detention Center, OK	134	0.16	6.09	22	30	73.3%	288		Con Dir
Schulykill County Jail, PA	140	0.15	6.67	21	32	65.6%	416		Con Dir
Blair County Jail, PA	141	0.30	3.36	42	46	91.3%	355	Addition	Con Dir
Northeast Regional Jail, MN	150	0.43	2.31	65					Regl
Northern Oregon Regional Jail, OR	150	0.24	4.17	36					Regl
Lycoming County Jail, PA	150	0.29	3.41	44	61	72.1%	434		Con Dir
Washington County Det. Center, CA	152	0.30	3.38	45	56	80.4%	368		Con Dir
Thurston County Corr. Facility, WA	158	0.22	4.65	34	41	82.9%	405		Con Dir
Clay County Detention Center, MO	161	0.24	4.24	38	51	74.5%	376		Con Dir
Cochise County Jail, AZ	162	0.18	5.59	29	38	76.3%	293		Con Dir
Metro Jefferson Public Safety Bldg., NY	164	0.32	3.15	52	71	73.2%	379	74.7%	Con Dir
Fort Bend County Jail, TX	166	0.17	5.93	28	38	73.7%	202		Con Dir
Big Sandy Regional Jail, KY	170	0.20	5.00	34					Regl
Yellowstone County Det. Facility, MT	174	0.22	4.58	38	42	90.5%	418		Con Dir
Shawnee Co. Adult Det. Facil., KS	180	0.41	2.43	74	110	67.3%	627	83.8%	Con Dir
Jackson County Jail, OR	183	0.23	4.36	42	57	73.7%	495		Con Dir
Comal County Jail, TX	184	0.15	6.81	27	31	87.1%	173	linear	Con Dir
Oxbow County Jail, TX	184	0.18	5.41	34	62	54.8%	322	82.0%	Con Dir
Tri-County Regional Jail, IL	185	0.26	3.85	48					Regl
Shawnee County Dept. of Corr., KS	190	0.17	5.76	33	42	78.6%	657		Con Dir
Tippecanoe Co. Law Enf. Center, IN	197	0.17	5.97	33	38	86.8%	343	71.1%	Con Dir
Rock Island County Jail, IL	200	0.18	5.71	35	45	77.8%	215		Con Dir
Roanoke City Jail, VA	201	0.28	3.53	57	83	68.7%	401		Con Dir
Douglas County Corr. Center, NE	204	0.49	2.04	100	160	62.5%	417		Con Dir

ATTACHMENT 1: Characteristics of 151 Jails	ADP or Beds	FTE per ADP	ADP Per FTE	Sec. Staff	Total Staff	Perc. Security of Total	Design SF/Bed	% Net Gross and Comm.	Type or Source
Ocean County Justice Complex, NJ	209	0.45	2.22	94	124	75.8%	290		Con Dir
Polk County Jail, IA	210	0.25	3.96	53	70	75.7%	514		Con Dir
Placer County Jail, CA	212	0.21	4.71	45	55	81.8%	164		Con Dir
Will County Adult Det. Center, IL	219	0.45	2.21	99	142	69.7%	489	62.5%	Con Dir
Glynn County Detention Center, GA	225	0.25	3.95	57	67	85.1%	302	80.0%	Con Dir
Cook Inlet Pretrial Facil. (Ph. One), AK	228	0.42	2.40	95	127	74.8%	392		Con Dir
Cook Inlet Pretrial Facil. (Ph. Two), AK	228	0.42	2.40	95	127	74.8%	392		Con Dir
Richmond County Justice Center, GA	240	0.18	5.45	44	61	72.1%	393		Con Dir
Wyandotte Co. Detention Ctr., KS	246	0.35	2.89	85	133	63.9%	502	86.0%	Con Dir
Navy Brig Miarmar, CA	250	0.24	4.17	60	169	35.5%	430	64.2%	Con Dir
Shasta County Justice Center, CA	250	0.19	5.21	48	96	50.0%	280		Con Dir
Bucks County Rehab. Center, PA	255	0.13	7.97	32	60	53.3%	230	80.0%	Con Dir
Clarke/Fred./Winchester Reg'l Jail, VA	255	0.29	3.49	73	95	76.8%			Regl
Chelan County Regional Jail, WA	255	0.25	4.05	63					Regl
Smith County Jail, TX	264	0.21	4.80	55	63	87.3%	323		Con Dir
Central Virginia Regional Jail, VA	270	0.31	3.18	85					Regl
Northern Neck Regional Jail, VA	270	0.36	2.78	97					Regl
Boulder Co Jail, CO	278	0.29	3.43	81	111	73.0%	334	71.8%	Con Dir
Pima County Adult Det. Center, AZ	282	0.20	5.04	56	77	72.7%	291	Addition	Con Dir
Cameron County Detention Center, TX	289	0.13	7.41	39	42	92.9%	96		Con Dir
Alachua County Corrections Facility, FL	292	0.36	2.75	106	162	65.4%	86	Addition	Con Dir
Marion County Correctional Facility, OR	295	0.24	4.21	70	100	70.0%	451	70.0%	Con Dir
Peumansend Creek Regl. Jail, VA	300	0.37	2.68	112					Regl
Clarke/Fred./Winchester Reg'l Jail, VA	300	0.24	4.11	73					Regl
Pamunkey Regional Jail, VA	309	0.31	3.22	96					Regl
Piedmont Regional Jail, VA	325	0.19	5.24	62					Regl
Middlesex County Cor. Facility, NJ	330	0.53	1.90	174	246	70.7%	441		Con Dir
Alexandria Detention Center, VA	346	0.27	3.72	93	145	64.1%	413		Con Dir

ATTACHMENT 1: Characteristics of 151 Jails	ADP or Beds	FTE per ADP	ADP Per FTE	Sec. Staff	Total Staff	Perc. Security of Total	Design SF/Bed	% Net Gross and Comm.	Type or Source
Facility and State									
Bolivar County Regional Jail, MS	350	0.17	5.83	60					Regl
Norfolk County Correctional Center, MA	352	0.35	2.86	123	227	54.2%	365		Con Dir
DuPage County Jail and Sheriff's Dept, OH	354	0.21	4.66	76	94	80.9%	343		Con Dir
Atlantic County Justice Facility, NJ	368	0.30	3.35	110	151	72.8%	285		Con Dir
Virginia Peninsula Regional Jail, VA	373	0.30	3.30	113					Regl
Ottawa County Jail, MI	383	0.19	5.39	71	77	92.2%			Mich
Sedgwick Co. Adult Local Det. Fac., KS	385	0.29	3.41	113	125	90.4%	471		Con Dir
Contra Costa Co. Detention Facility, CA	386	0.25	3.98	97	184	52.7%	442		Con Dir
Marion County Detention Facility, FL	390	0.18	5.42	72	99	72.7%	485		Con Dir
St. Clair County Jail, MI	391	0.22	4.60	85	97	87.6%			Mich
Erie County Correctional Facility, NY	402	0.33	3.00	134	183	73.2%	518		Con Dir
Lake County Justice Center, IL	435	0.25	3.99	109	127	85.8%	223	95.5%	Con Dir
New River Valley Regional Jail, VA	443	0.30	3.31	134					Regl
Correctional Center of NW Ohio	456	0.28	3.62	126	168	75.0%	350	64.6%	Regl
Western Tidewater Regional Jail, VA	461	0.33	3.07	150					Regl
Prince William Regional Jail, VA	467	0.46	2.18	214					Regl
Wake Co. Public Safety Center, NC	497	0.37	2.69	185	219	84.5%	408	76.4%	Con Dir
Harrison County Jail, MS	500	0.06	16.13	31	38	81.6%	476		Con Dir
Dickerson Det. Fac. (Wayne Co.), MI	540	0.23	4.32	125	153	81.7%	585	58.3%	Mich
Northwest Ohio Regional Jail, OH	580	0.32	3.15	184					Regl
York County Prison, PA	612	0.29	3.42	179	212	84.4%	235		Con Dir
CCNWO, OH	638	0.20	5.06	126	168	75.0%	350	64.6%	Regl
Blue Ridge Regional Jail, VA	640	0.42	2.41	266					Regl
Santa Clara County Main Jail, CA	720	0.48	2.10	343	482	71.2%	460	80.0%	Con Dir
Riverside Regional Jail, VA	736	0.40	2.53	291					Regl
Milwaukee County Jail and CJ Facil, WI	750	0.17	5.86	128	172	74.4%	420		Con Dir
Arapahoe Co. Detention Center, CO	786	0.21	4.73	166	242	68.6%	287	87.5%	Con Dir
Macomb County Jail, MI	885	0.19	5.30	167	240	69.6%	225		Mich
Philadelphia Indus.	885	0.33	3.05	290	365	79.5%	600		Con Dir

ATTACHMENT 1: Characteristics of 151 Jails	ADP or Beds	FTE per ADP	ADP Per FTE	Sec. Staff	Total Staff	Perc. Security of Total	Design SF/Bed	% Net Gross and Comm.	Type or Source
Corr'l. Center, PA									
Metro West Det. Ctr. Miami-Dade, FL	950	0.26	3.88	245	284	86.3%	176	70.0%	Con Dir
Metro Corr. Ctr. Los Angeles, CA	1,019	0.21	4.85	210	350	60.0%	463	88.0%	Con Dir
Macomb County Jail, MI	1,398	0.14	7.24	193	251	77.0%			Mich
Hillsborough Co. Orient Road Jail, FL	1,542	0.23	4.41	350	575	60.9%	368		Con Dir
Duval County Pretrial Det. Facility, FL	1,652	0.20	5.11	323	449	71.9%	209		Con Dir
W. Valley Det. Ctr. San Bern. Co CA	2,251	0.13	7.76	290	455	63.7%	317	60.9%	Con Dir
Alameda County, CA	2,400	0.13	7.69	312	640	48.8%	301	100.0%	Con Dir

For more information go to the UP Jail Resource Center at www.upcap.org.

ATTACHMENT 2: Final Ratio Value, FTE Staff per ADP

ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE
1	0.80000	41	0.37273	81	0.29985	121	0.29369
2	0.80000	42	0.37182	82	0.29969	122	0.29354
3	0.80000	43	0.37091	83	0.29954	123	0.29338
4	0.80000	44	0.37001	84	0.29938	124	0.29323
5	0.80000	45	0.36819	85	0.29923	125	0.29308
6	0.80000	46	0.36636	86	0.29908	126	0.29292
7	0.80000	47	0.35910	87	0.29892	127	0.29277
8	0.80000	48	0.35455	88	0.29877	128	0.29262
9	0.78500	49	0.35001	89	0.29862	129	0.29246
10	0.77000	50	0.34737	90	0.29846	130	0.29231
11	0.75500	51	0.34474	91	0.29831	131	0.29215
12	0.74000	52	0.34211	92	0.29815	132	0.29200
13	0.72500	53	0.33948	93	0.29800	133	0.29185
14	0.72500	54	0.33685	94	0.29785	134	0.29169
15	0.71000	55	0.33594	95	0.29769	135	0.29154
16	0.69500	56	0.33503	96	0.29754	136	0.29138
17	0.68000	57	0.33412	97	0.29738	137	0.29123
18	0.66500	58	0.33421	98	0.29723	138	0.29108
19	0.65000	59	0.33158	99	0.29708	139	0.29092
20	0.65000	60	0.32895	100	0.29692	140	0.29077
21	0.57500	61	0.32632	101	0.29677	141	0.29062
22	0.50000	62	0.32542	102	0.29662	142	0.29046
23	0.48750	63	0.32452	103	0.29646	143	0.29031
24	0.47500	64	0.32369	104	0.29631	144	0.29015
25	0.46250	65	0.32303	105	0.29615	145	0.29000
26	0.45000	66	0.32237	106	0.29600	146	0.28985
27	0.44000	67	0.32171	107	0.29585	147	0.28969
28	0.43000	68	0.32105	108	0.29569	148	0.28954
29	0.42000	69	0.32015	109	0.29554	149	0.28938
30	0.42000	70	0.31925	110	0.29538	150	0.28923
31	0.41000	71	0.31842	111	0.29523	151	0.28908
32	0.40000	72	0.31752	112	0.29508	152	0.28892
33	0.39850	73	0.31662	113	0.29492	153	0.28877
34	0.39700	74	0.31579	114	0.29477	154	0.28862
35	0.39546	75	0.31316	115	0.29462	155	0.28846
36	0.39091	76	0.31052	116	0.29446	156	0.28831
37	0.38637	77	0.30789	117	0.29431	157	0.28815
38	0.38182	78	0.30526	118	0.29415	158	0.28800
39	0.37728	79	0.30263	119	0.29400	159	0.28785
40	0.37501	80	0.30000	120	0.29385	160	0.28769

Attachment 2 (Continued)

ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE
161	0.28754	201	0.28138	241	0.27523	281	0.26908
162	0.28738	202	0.28123	242	0.27508	282	0.26892
163	0.28723	203	0.28108	243	0.27492	283	0.26877
164	0.28708	204	0.28092	244	0.27477	284	0.26862
165	0.28692	205	0.28077	245	0.27462	285	0.26846
166	0.28677	206	0.28062	246	0.27446	286	0.26831
167	0.28662	207	0.28046	247	0.27431	287	0.26815
168	0.28646	208	0.28031	248	0.27415	288	0.26800
169	0.28631	209	0.28015	249	0.27400	289	0.26785
170	0.28615	210	0.28000	250	0.27385	290	0.26769
171	0.28600	211	0.27985	251	0.27369	291	0.26754
172	0.28585	212	0.27969	252	0.27354	292	0.26738
173	0.28569	213	0.27954	253	0.27338	293	0.26723
174	0.28554	214	0.27938	254	0.27323	294	0.26708
175	0.28538	215	0.27923	255	0.27308	295	0.26692
176	0.28523	216	0.27908	256	0.27292	296	0.26677
177	0.28508	217	0.27892	257	0.27277	297	0.26662
178	0.28492	218	0.27877	258	0.27262	298	0.26646
179	0.28477	219	0.27862	259	0.27246	299	0.26631
180	0.28462	220	0.27846	260	0.27231	300	0.26615
181	0.28446	221	0.27831	261	0.27215	301	0.26600
182	0.28431	222	0.27815	262	0.27200	302	0.26585
183	0.28415	223	0.27800	263	0.27185	303	0.26569
184	0.28400	224	0.27785	264	0.27169	304	0.26554
185	0.28385	225	0.27769	265	0.27154	305	0.26538
186	0.28369	226	0.27754	266	0.27138	306	0.26523
187	0.28354	227	0.27738	267	0.27123	307	0.26508
188	0.28338	228	0.27723	268	0.27108	308	0.26492
189	0.28323	229	0.27708	269	0.27092	309	0.26477
190	0.28308	230	0.27692	270	0.27077	310	0.26462
191	0.28292	231	0.27677	271	0.27062	311	0.26446
192	0.28277	232	0.27662	272	0.27046	312	0.26431
193	0.28262	233	0.27646	273	0.27031	313	0.26415
194	0.28246	234	0.27631	274	0.27015	314	0.26400
195	0.28231	235	0.27615	275	0.27000	315	0.26385
196	0.28215	236	0.27600	276	0.26985	316	0.26369
197	0.28200	237	0.27585	277	0.26969	317	0.26354
198	0.28185	238	0.27569	278	0.26954	318	0.26338
199	0.28169	239	0.27554	279	0.26938	319	0.26323
200	0.28154	240	0.27538	280	0.26923	320	0.26308

Attachment 2 (Continued)

ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE
321	0.26292	361	0.25677	401	0.25062	441	0.24446
322	0.26277	362	0.25662	402	0.25046	442	0.24431
323	0.26262	363	0.25646	403	0.25031	443	0.24415
324	0.26246	364	0.25631	404	0.25015	444	0.24400
325	0.26231	365	0.25615	405	0.25000	445	0.24385
326	0.26215	366	0.25600	406	0.24985	446	0.24369
327	0.26200	367	0.25585	407	0.24969	447	0.24354
328	0.26185	368	0.25569	408	0.24954	448	0.24338
329	0.26169	369	0.25554	409	0.24938	449	0.24323
330	0.26154	370	0.25538	410	0.24923	450	0.24308
331	0.26138	371	0.25523	411	0.24908	451	0.24292
332	0.26123	372	0.25508	412	0.24892	452	0.24277
333	0.26108	373	0.25492	413	0.24877	453	0.24262
334	0.26092	374	0.25477	414	0.24862	454	0.24246
335	0.26077	375	0.25462	415	0.24846	455	0.24231
336	0.26062	376	0.25446	416	0.24831	456	0.24215
337	0.26046	377	0.25431	417	0.24815	457	0.24200
338	0.26031	378	0.25415	418	0.24800	458	0.24185
339	0.26015	379	0.25400	419	0.24785	459	0.24169
340	0.26000	380	0.25385	420	0.24769	460	0.24154
341	0.25985	381	0.25369	421	0.24754	461	0.24138
342	0.25969	382	0.25354	422	0.24738	462	0.24123
343	0.25954	383	0.25338	423	0.24723	463	0.24108
344	0.25938	384	0.25323	424	0.24708	464	0.24092
345	0.25923	385	0.25308	425	0.24692	465	0.24077
346	0.25908	386	0.25292	426	0.24677	466	0.24062
347	0.25892	387	0.25277	427	0.24662	467	0.24046
348	0.25877	388	0.25262	428	0.24646	468	0.24031
349	0.25862	389	0.25246	429	0.24631	469	0.24015
350	0.25846	390	0.25231	430	0.24615	470	0.24000
351	0.25831	391	0.25215	431	0.24600	471	0.23985
352	0.25815	392	0.25200	432	0.24585	472	0.23969
353	0.25800	393	0.25185	433	0.24569	473	0.23954
354	0.25785	394	0.25169	434	0.24554	474	0.23938
355	0.25769	395	0.25154	435	0.24538	475	0.23923
356	0.25754	396	0.25138	436	0.24523	476	0.23908
357	0.25738	397	0.25123	437	0.24508	477	0.23892
358	0.25723	398	0.25108	438	0.24492	478	0.23877
359	0.25708	399	0.25092	439	0.24477	479	0.23862
360	0.25692	400	0.25077	440	0.24462	480	0.23846

Attachment 2 (Continued)

ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE	ADP (inmates)	FINAL RATIO VALUE
481	0.23831	521	0.23215	561	0.22600
482	0.23815	522	0.23200	562	0.22585
483	0.23800	523	0.23185	563	0.22569
484	0.23785	524	0.23169	564	0.22554
485	0.23769	525	0.23154	565	0.22538
486	0.23754	526	0.23138	566	0.22523
487	0.23738	527	0.23123	567	0.22508
488	0.23723	528	0.23108	568	0.22492
489	0.23708	529	0.23092	569	0.22477
490	0.23692	530	0.23077	570	0.22462
491	0.23677	531	0.23062	571	0.22446
492	0.23662	532	0.23046	572	0.22431
493	0.23646	533	0.23031	573	0.22415
494	0.23631	534	0.23015	574	0.22400
495	0.23615	535	0.23000	575	0.22385
496	0.23600	536	0.22985	576	0.22369
497	0.23585	537	0.22969	577	0.22354
498	0.23569	538	0.22954	578	0.22338
499	0.23554	539	0.22938	579	0.22323
500	0.23538	540	0.22923	580	0.22308
501	0.23523	541	0.22908	581	0.22292
502	0.23508	542	0.22892	582	0.22277
503	0.23492	543	0.22877	583	0.22262
504	0.23477	544	0.22862	584	0.22246
505	0.23462	545	0.22846	585	0.22231
506	0.23446	546	0.22831	586	0.22215
507	0.23431	547	0.22815	587	0.22200
508	0.23415	548	0.22800	588	0.22185
509	0.23400	549	0.22785	589	0.22169
510	0.23385	550	0.22769	590	0.22154
511	0.23369	551	0.22754	591	0.22138
512	0.23354	552	0.22738	592	0.22123
513	0.23338	553	0.22723	593	0.22108
514	0.23323	554	0.22708	594	0.22092
515	0.23308	555	0.22692	595	0.22077
516	0.23292	556	0.22677	596	0.22062
517	0.23277	557	0.22662	597	0.22046
518	0.23262	558	0.22646	598	0.22031
519	0.23246	559	0.22631	599	0.22015
520	0.23231	560	0.22615	600	0.22000