



Leo Chesney Facility Reuse Project

Live Oak, CA

Final Report

Prepared for: The City of Live Oak

Prepared by:

Chabin Concepts, Inc.

Russell Gallaway Associates, Inc.

Guillon-Brouhard Commercial Real Estate

Date: 2015

Funded by State of California Community Development Block Grant
Program (CDBG) Planning & Technical Assistance Grant

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Executive Summary

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Executive Summary

The Leo Chesney Community Correctional facility was operational in the City of Live Oak until September 2011. The facility has been vacant for approximately four years, however the GEO Group (a correctional facility management group) has continued its lease with the property owner, Corrections Corporation of America (CCA). This lease term ends in September 2015 and it is uncertain as to what the future use of the facility may be.

There have been discussions between CCA and GEO Group about re-opening the facility again for correctional uses. If the site is not to be used as a correctional center, the City of Live Oak would like to see it operating in some form and serving as an economic and community asset. Both GEO and CCA understand and support the City of Live Oak's desire to see this asset become productive.

Pending the outcome of negotiations and/or potential opposition to use as a correctional facility, the City chose to move forward with researching possible re-uses to give the Council and the community some direction on the possibilities if and when the property becomes available.

The City contracted with a consulting team to investigate the condition of the buildings, recommend some reuse possibilities, and craft an initial reuse feasibility plan that could be used to open discussions with developers, investors, or users. The property owner provided access and information to the site for the purposes of this study. The consulting team consisted of:

- Chabin Concepts, Inc.—market analysis and research
- Russell, Gallaway Associates, Inc.—building analysis and design concepts
- Guillon Brouhard, Inc.—market analysis, financial scenarios

Phase I – Property Conditions

The project team first met with city staff to discuss and gather background information on the property, e.g. floor plans, ownership information, zoning requirements, etc. Secondly, the consulting team conducted an on-site investigation. Walking the property and examining each building interior and exterior.

A report and property profile was prepared following the site visit. The profile contains a description of the property, a general discussion of the property conditions, and floorplans, photos, and discussion of the existing conditions of each building.

Findings

- The property is relatively clean and free of debris. Weeds and vegetation are at a minimum.
- Building exteriors and interiors are reasonably clean and well maintained. Walls and roofing appear to be in good structural condition.
- The general condition of the property, buildings, and architecture provides an acceptable starting point for additional design features.

Phase II – Research

A considerable amount of research was conducted to identify over sixty successful adaptive reuse projects across the United States. Research first focused on reuse projects where similar correctional facilities were renovated into productive uses for the community. The approach was then expanded to include other successful reuse projects in rural settings. This resulted in a preliminary list of over seventeen (17) possibilities. The options were narrowed down to five based on: 1) the physical structures of the facility; 2) city zoning; 3) area market demographics; 4) costs; and 5) the least amount of retrofit and construction required.

Findings

- The highest and best use of the site is as a correctional facility.
- The potential reuse projects presented are all dependent on the owner's decision and plans for the property.

Most-Likely Reuse Options

Sports / Fitness Complex
Coaching / Sports Training Academy
Educational Camp
In-Resident Education
Shelters / Transitional Housing

Phase II – Financial Analysis

Because the availability of the property and a reuse project are unknowns, the financial analysis is not tied to any particular use and is based in part on secondary sources that the consulting team believes to be reliable, e.g. state and local government, planning agencies, real estate brokers, etc.

To be informative financial analysis of reuse scenarios requires a practical understanding of necessary physical changes to the facility as well as detailed consideration of operational revenues, expenses, capitalization and other routine and specialized business metrics of the reuse enterprise. At present, none of this information exists. Assumptions *could* be made to fashion hypothetical business and development financial Proforma(s), the basis of any such modeling would be arbitrary and its value questionable if not potentially misleading.

Despite the current impracticality of business or development financial modeling for given reuse scenario(s), the consulting team attempted to provide *some* financial perspective using existing information. The financial model prepared by the consulting team provides a range of *What If Expense Scenario(s)* coupled with *What If Return on Investment (ROI) Scenario(s)* to arrive at estimated *Required Lease Rate(s)* for each scenario. *Annual Lease Revenues (NNN)* were then coupled with *Capitalization (CAP) Rates* to approximate a range of *Values*. *Capital Expenses* are then deducted from *Values* to arrive at *Net Equity*.

Findings

A sample scenario of adding 55 additional parking stalls to accommodate commercial reuse and mid-cost scenario results in:

- Hard cost estimate of roughly \$1.7 million (\$4.03 per building square foot)
- Under an 11% return scenario, this investment requires a monthly rent of \$15,683 NNN (\$.30 per building square foot)
- Whether this investment would “pencil out” for an investor and whether that investor could receive \$15,683/month in rent is unknown. The reasonable of this rent is directly related to the specific use of the facility.

The purpose of the financial analysis is not to predict the practicability of any particular reuse project, its cost, return on investment, tenant lease rates, or the profitability of any given reuse.

Rather it is to illustrate a range of possible circumstances and their relationship to baseline financial metrics of Cost, Rent, ROI and Valuation.



Leo Chesney Facility Reuse Project Live Oak, CA

Phase I Property Profile and Existing Conditions

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I. Leo Chesney Facility Overview

The Leo Chesney Community Correctional Facility, located at 2800 Apricot Street in Live Oak, California, consists of two adjoining lots on the south side of Apricot Street and is currently zoned C (Civic). Permitted uses and those requiring a use permit are presented in the table below.

Permitted Uses	Use Permit Required
◆ Offices	◆ Cemetary
◆ Public parking lot	◆ Community Center, Cultural Institution, Pavilion
◆ Fire, Police Station	◆ Maintenance, Equipment Yard, Landfill
◆ Golf Course	◆ Museum, Theater
◆ Library	◆ Places of religious worship
◆ Park	◆ Water, Wastewater treatment facility
◆ School	◆ Airport, Heliport
◆ Swimming pool	◆ Health facility, Hospital
◆ Sports facility	◆ Telecommunications facility
◆ Transit facility	◆ Emergency shelter

Lot 06-470-008 is the west half of the site. This lot is a total of 4.80 acres and contains five (5) permanent structures constructed of C.M.U. block walls with a steel roof structure and metal roof decking. This site also contains an asphalt paved parking lot containing fifty-one (51) standard parking stalls.

Lot 06-470-009, the east half of the site, is a total of 4.95 acres and contains two (2) permanent structures. One constructed of C.M.U. block walls with a steel roof structure and metal roof decking. One constructed of rigid steel wall/roof framing with metal roof decking and metal siding. This site also contains two (2) Modular Classroom wood buildings in the southeast corner of the site. Each of these portable buildings is approximately 2,880 square feet in size. A fifth building is a small, wood, portable shed.

Currently the entire site, not including the parking lot, is surrounded by fifteen-foot tall chain link fencing, topped with coiled razor wire. This perimeter fencing is accompanied by thirty-foot tall yard lighting approximately every one hundred feet.

A twenty-foot wide, asphalt paved road provides access around the buildings located on the west half of the site. The road is in good condition (Figure 6).

Ownership

The subject property is owned by Corrections Corporation of America (CCA)¹ and leased to The GEO Group (a correctional facility management group). This lease term ends in September 2015, however the facility has not been in use since it was closed in September 2011.

The future of the facility is currently uncertain. Discussions between GEO and CCA about re-opening the facility for correctional uses began in late 2014 and are still underway. If the site is not to be used as a correctional center, the City of Live Oak would like to see the facility re-purposed and serving as an economic and community asset.

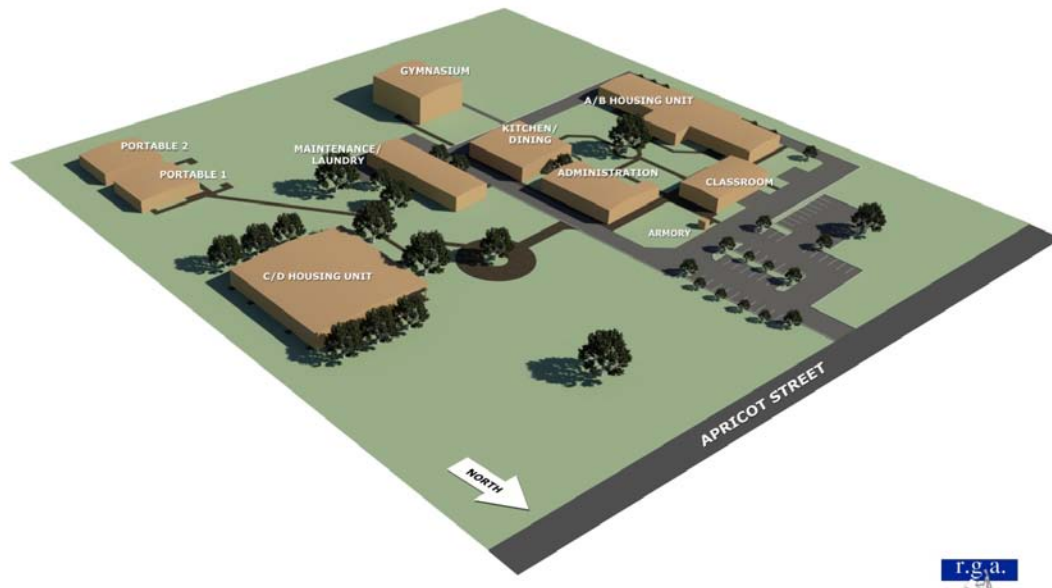
It is premature to determine if public ownership vs. private would best facilitate reuse. Included in the accompanying report—Phase II Facility Reuse Options—are dozens of case studies on successful public and private reuse projects.

General Site Conditions

A caretaker was appointed to the properties for basic maintenance after the facility closed. Therefore, the site is relatively clean and free of debris. Weeds and excessive vegetation are at a minimum. The landscape irrigation was reduced, so large portions of the lawn areas and several small shrubs and trees have died. The larger trees, however, all appear to be flourishing and have no signs distress.

Parking and Paving

Only 51 standard parking stalls, all located at the north entrance, are currently included on site.



¹ The primary contact for the property is Brad Wiggins, 615.263.3000, Brad.Wiggins@cca.com

II. Building Profiles

In the pages that follow is more detailed information on each of the ten (10) buildings that make up the facility, including size and configuration, description of the interior, construction and more. Profiled buildings consist of two housing units, classrooms, administration office, kitchen and dining room, gymnasium, maintenance and laundry, two portable buildings, and a portable wooden shed.

General Building Conditions

The building exteriors all appear to be fairly clean and well maintained. The interior of each building is clean and free of unwanted debris. Items that remain in the rooms (chairs, desks, computer equipment, etc.) have been stacked and/or neatly organized in the corners.

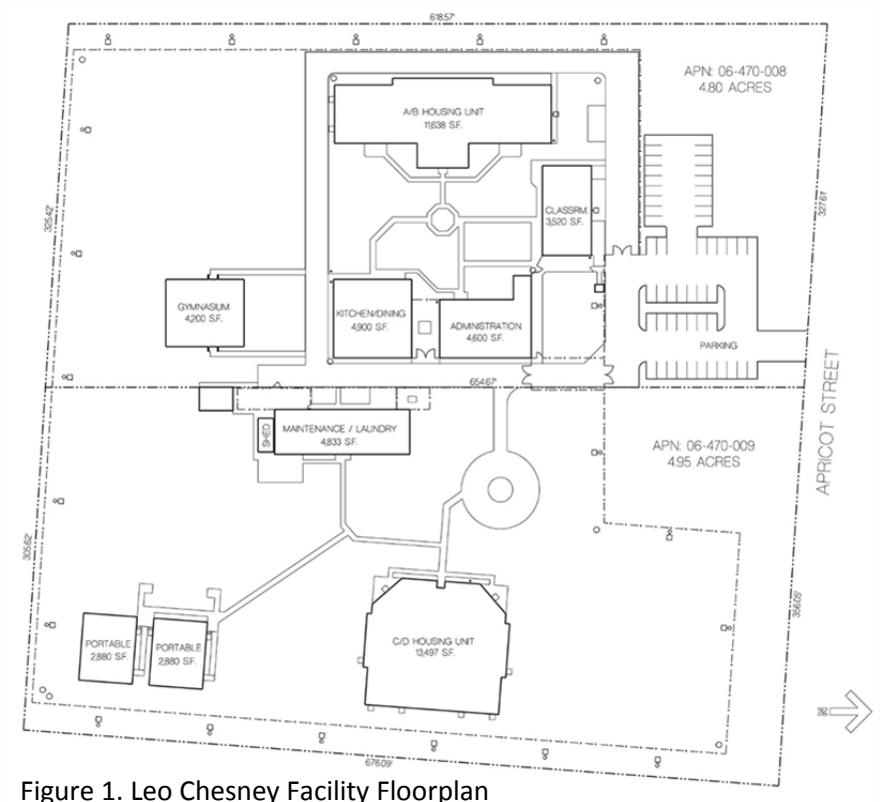
The C.M.U. walls, steel structures, and metal roofing of all buildings appear to be in good physical and structural condition. The portable classrooms and portable shed also appear to be clean and in good working order.

Mechanical, Electrical, Fire

Mechanical, electrical and fire sprinkler systems and equipment exist on site.

Architectural Design

The existing buildings are structurally sound and in overall good condition. This provides an acceptable point at which exterior design features may be added to the buildings.



A. Housing Unit A/B

Building	<p>11,600 square foot building designed to accommodate long-term housing (sleeping and bathing) of individuals.</p> <p>The entire building is equipped with an overhead fire sprinkler system. The building is equipped with roof top HVAC units. The units have been idle for approximately four years. It is expected that the units are servicable, but the condition and efficiency should be verified through inspection by HVAC specialists.</p>
Interior	<p>The entire floor of the building is divided into cubicles of varying sizes (Figure 4). The cubicle partition walls are made of C.M.U. block and are four feet tall. The floor is a concrete slab covered with ceramic tile.</p> <p>There is one office central to the floor plan which has full height (floor to ceiling) walls which are made of C.M.U. block. This office has a raised wood floor which is two feet above the main building floor (Figure 3).</p>
Ceiling	<p>The ceiling is ten feet high and composed of 2'x4' acoustical ceiling tiles with a one-hour rated T-bar assembly and R-30 batt insulation above.</p>
Restrooms	<p>There are two restrooms in the building. The first restroom contains nine (9) wall mounted toilets, nine (9) shower stalls and nine (9) lavatories. The second restroom contains seven (7) wall mounted toilets, seven (7) shower stalls and seven (7) lavatories (Figure 5). As with the HVAC units, condition of plumbing fixtures and pipes need to be inspected.</p>
Windows	<p>The windows are clear glazing with clear anodized aluminum frames.</p>
Occupancy	<p>Group R-1 (Congregate Residences)</p>
Construction	<p>C.M.U. block exterior walls with a steel roof structure and metal roof decking</p>
Type	<p>Type 1-B (noncombustible)</p>
Stories	<p>One</p>
Allowable area	<p>Unlimited</p>
Occupant load	<p>232 (Dormitory, 1 person per 50 SF)</p>
Exiting	<p>4 required (6 provided)</p>
Accessible	<p>Yes</p>
Possible uses	<p>Group B (Office), Group I (Health Care)</p>

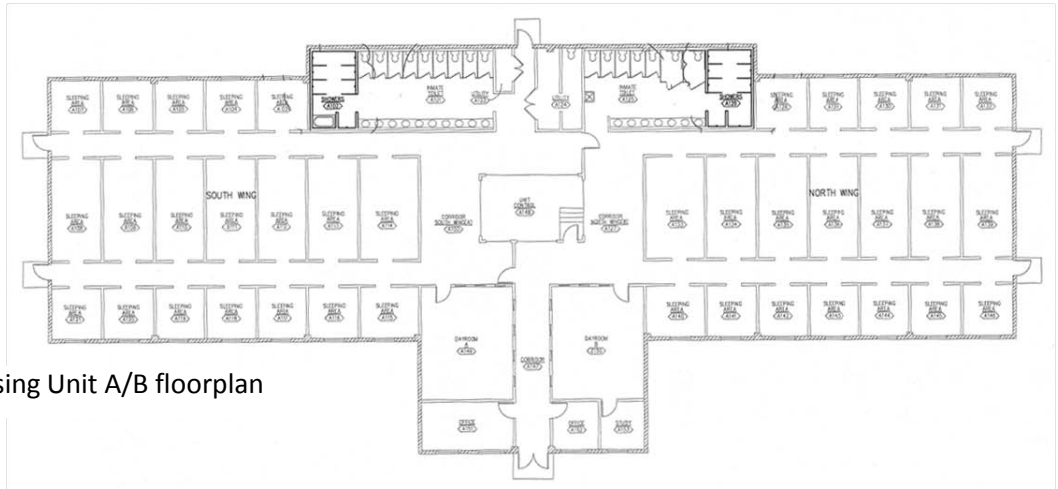


Figure 2. Housing Unit A/B floorplan



Figure 6. Asphalt paving on west side



Figure 7. Housing Unit A/B east wall



Figure 5. Typical restrooms

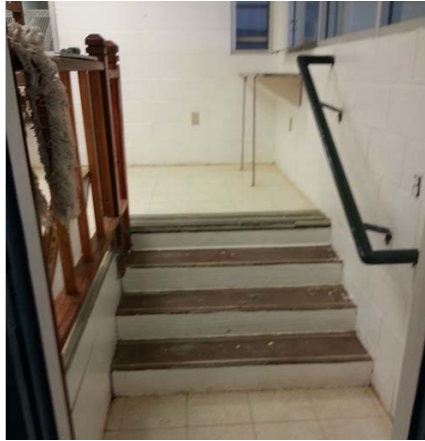


Figure 3. Raised office floor



Figure 4. Interior partitions

B. Housing Unit C/D

Building	<p>13,500 square foot building designed to accommodate long-term housing (sleeping and bathing) of individuals.</p> <p>The entire building is equipped with an overhead fire sprinkler system. The building is equipped with roof top HVAC units. The units have been idle for approximately four years. It is expected that the units are servicable, but the condition and efficiency should be verified through inspection by HVAC specialists.</p> <p>The concrete column which supports the roof canopy on the southwest corner of the building has a 1/4 inch wide, vertical crack starting at the bottom and running up to about six feet high (Figure 8). It should be field verified that the existing roof structure is supported by an existing internal steel column. Once verified, the decorative concrete shell may be removed and replaced to suite the architectural need. Notify the engineer of record of any discrepancies. If no internal steel column is present additional measures will be required to retro-fit the column which would include but may not be limited to; shoring the existing roof structure, removing the damaged column and replacing it with a new reinforced concrete column.</p>
Interior	<p>A majority of the floor area is divided into cubicles of varying sizes (Figure 10). The cubicle partition walls are made of C.M.U. block and slope from four feet, up to six feet tall. The floor is a concrete slab covered with ceramic tile. There is one office central to the floor plan which has full height (floor to ceiling) walls which are made of C.M.U. block. This office has raised wood floor which is two feet above the main building floor. Four additional offices are located near the west entrance. Various storage closets are found throughout the building.</p>
Ceiling	<p>The ceiling is twelve feet high and composed of 2'x4' acoustical ceiling tiles with a one-hour rated T-bar assembly and R-30 batt insulation above.</p>
Restrooms	<p>There are two restroom areas at the east side of the building. Each of these restrooms contains eight (8) wall-mounted toilets, eight (8) shower stalls and ten (10) lavatories. A smaller restroom, near the west entrance has one toilet and one lavatory. All restrooms have one accessible toilet with ADA grab bars installed. As with the HVAC units, condition of plumbing fixtures and pipes need to be inspected.</p>
Windows	<p>The windows are ten feet above finish floor; clear glazing with clear anodized aluminum frames.</p>
Occupancy	<p>Group R-1 (Congregate Residences)</p>
Construction	<p>C.M.U. block exterior walls with a steel roof structure and metal roof decking</p>
Type	<p>1-B (noncombustible)</p>
Stories	<p>One</p>
Allowable area	<p>Unlimited</p>

Occupant load 270 (Dormitory, 1 person per 50 SF)
 Exiting 4 required (7 provided)
 Accessible Yes
 Possible uses Group B (Office), Group I (Health Care)

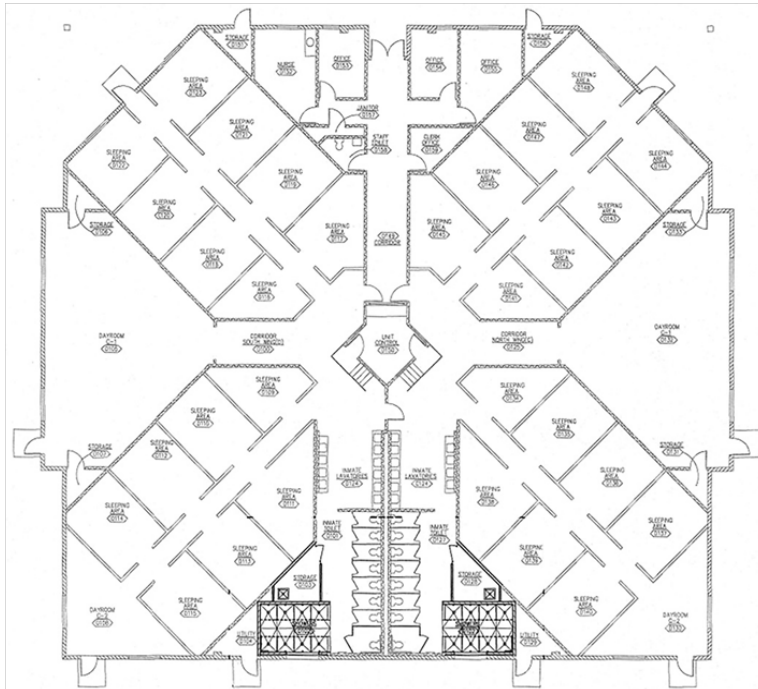


Figure 11. Housing Unit C/D floorplan



Figure 8. Housing Unit C/D column at southwest corner



Figure 10. Housing Unit C/D interior partitions



Figure 9. Housing Unit C/D west wall, northwest corner

C. Classroom Building

Building	<p>3,500 square foot building was used as a computer training facility for adult students and a library.</p> <p>The entire building is equipped with an overhead fire sprinkler system. The building is equipped with roof top HVAC units. The units have been idle for approximately four years. It is expected that the units are servicable, but the condition and efficiency should be verified through inspection by HVAC specialists.</p>
Interior	<p>The building is divided into various offices and classrooms (Figure 13). The interior walls are constructed of 5 ½” metal studs at 24” o.c. with R-11 batt insulation and 5/8” gypsum board on each side. There is a corridor, central to the floor plan which runs from the north exterior wall, to the south exterior wall.</p> <p>There is an enclosed room with C.M.U. block walls in the southeast corner of the building approximately twelve feet by twelve feet in size. This room has two doors on the east wall which exit outside the building.</p>
Floor	The floor is a concrete slab covered with ceramic tile.
Ceiling	The ceiling is nine feet high and is composed of 2’x4’ acoustical ceiling tiles with a one-hour rated T-bar assembly and R-30 batt insulation above.
Restrooms	There are two restrooms in the building, each containing one toilet and one lavatory. The restrooms have ADA grab bars installed adjacent to the toilets. As with the HVAC units, condition of plumbing fixtures and pipes need to be inspected.
Windows	The windows are clear glazing with clear anodized aluminum frames.
Occupancy	Group A-3 (Educational purpose)
Construction	C.M.U. block exterior walls with a steel roof structure and metal roof decking
Type	1-B (noncombustible)
Stories	One
Allowable area	Unlimited
Occupant load	70 (Vocational Rooms, 1 person per 50 SF)
Exiting	4 required (5 provided)
Accessible	Yes
Possible uses	Group E (Educational/Daycare)



Figure 12. Classroom south wall

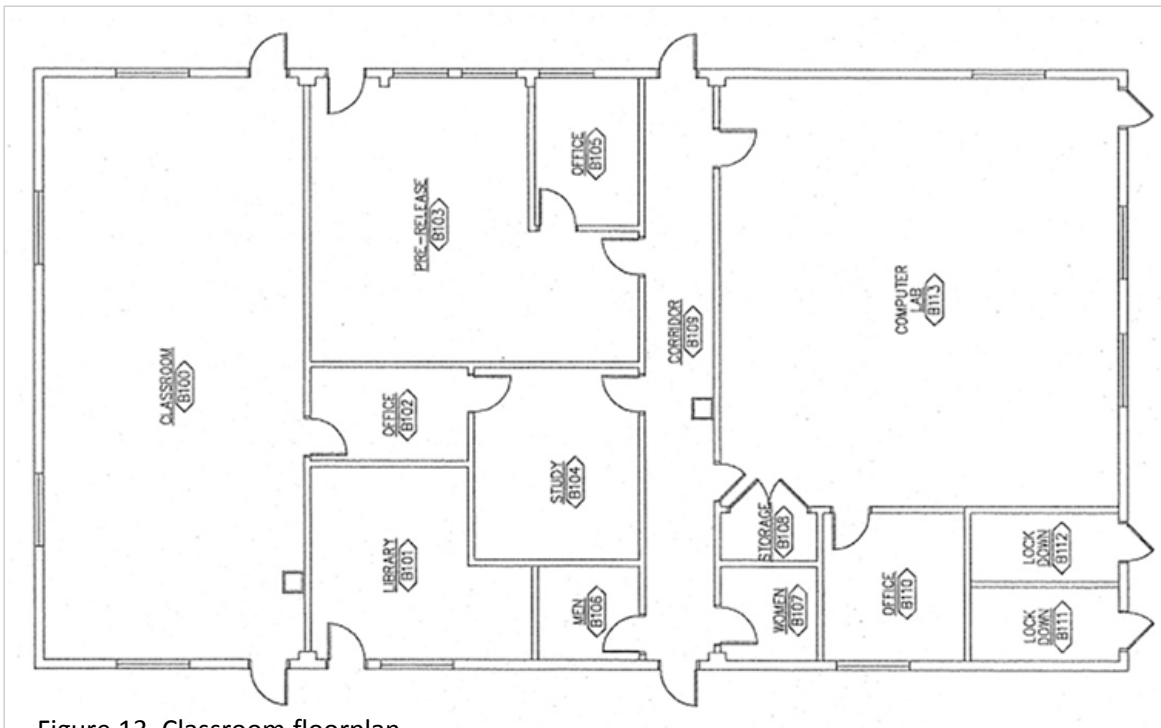


Figure 13. Classroom floorplan

D. Administration Building

Building	<p>4,600 square foot building was used as an office facility for staff and administrators.</p> <p>The entire building is equipped with an overhead fire sprinkler system. The building is equipped with roof top HVAC units. The units have been idle for approximately four years. It is expected that the units are servicable, but the condition and efficiency should be verified through inspection by HVAC specialists.</p>
Interior	<p>The building is divided into various office spaces including a conference room and a lobby/visiting area (Figure 14). The interior walls are constructed of 5 ½” metal studs @ 24” o.c. with R-11 batt insulation and 5/8” gypsum board on each side. The floor is a concrete slab covered with ceramic tile. The ceiling is nine feet high and is composed of 2’x4’ acoustical ceiling tiles with a one-hour rated T-bar assembly and R-30 batt insulation above.</p>
Restrooms	<p>There are three restrooms in the building, each containing one toilet and one lavatory. The restrooms have ADA grab bars installed adjacent to the toilets. As with the HVAC units, condition of plumbing fixtures and pipes need to be inspected.</p>
Windows	<p>The windows are clear glazing with clear anodized aluminum frames.</p>
Occupancy	<p>Group B (Office)</p>
Construction	<p>C.M.U. block exterior walls with a steel roof structure and metal roof decking</p>
Type	<p>1-B (noncombustible)</p>
Stories	<p>One</p>
Allowable area	<p>Unlimited</p>
Occupant load	<p>46 (Office, 1 person per 100 SF)</p>
Exiting	<p>4 required (5 provided)</p>
Accessible	<p>Yes</p>
Possible uses	<p>Group E (Educational/Daycare)</p>

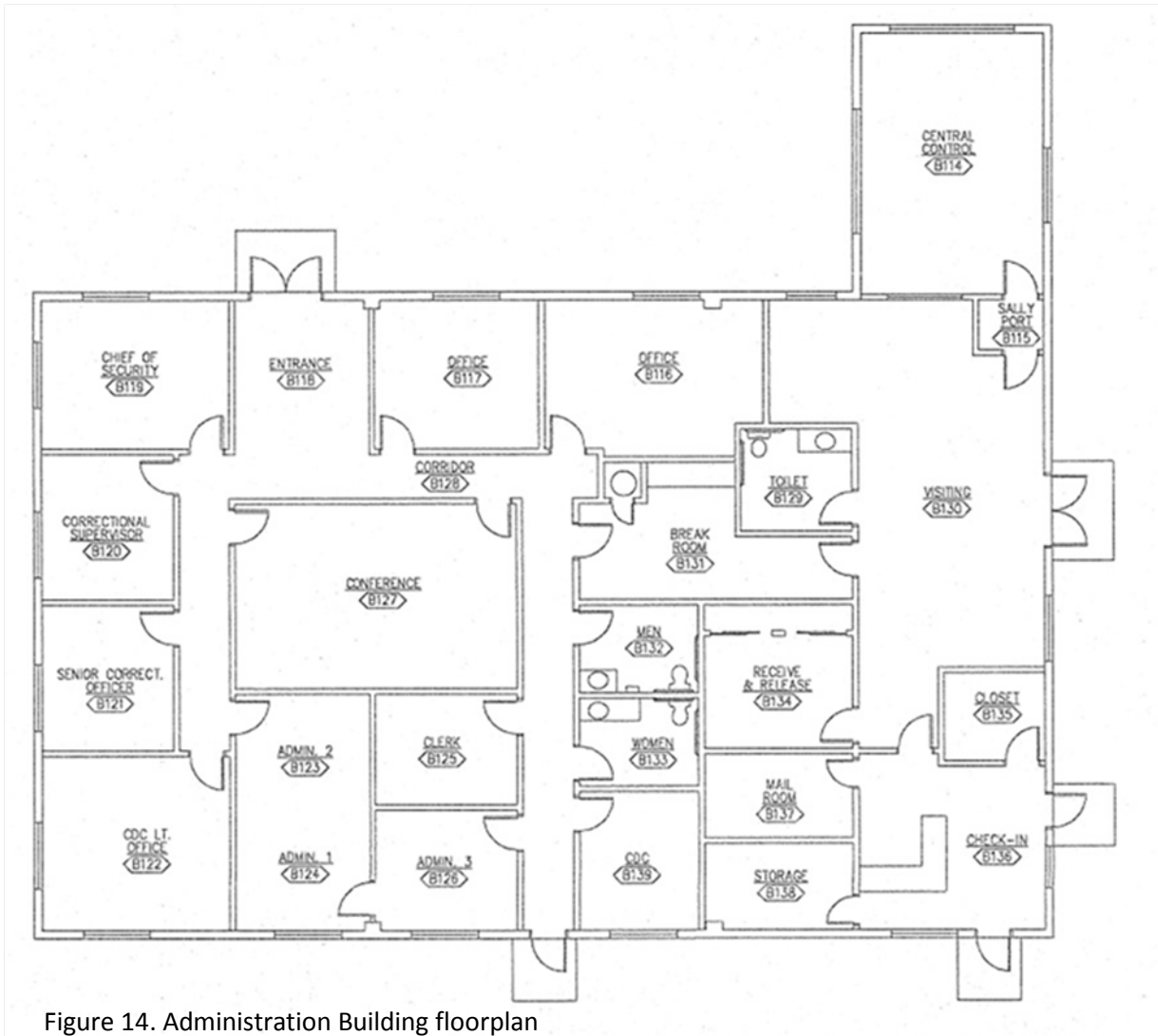


Figure 14. Administration Building floorplan



Figure 15. Administration west wall

E. Kitchen / Dining Building

Building	<p>4,900 square foot building was used for meal preparation, cooking, serving and eating.</p> <p>The entire building is equipped with an overhead fire sprinkler system. The building is equipped with roof top HVAC units. The units have been idle for approximately four years. It is expected that the units are servicable, but the condition and efficiency should be verified through inspection by HVAC specialists.</p>
Configuration	<p>The building is divided between a dining hall of approximately 3,300 SF and a large commercial kitchen, approximately 1,600 SF (Figure 16).</p>
Walls	<p>The interior walls are constructed of 5 ½” metal studs @ 24” o.c. with 5/8” gypsum board on each side.</p>
Equipment	<p>The kitchen area contains a walk-in refrigerator and walk-in freezer. The kitchen currently contains many commercial grade items including a dough mixer, dishwasher, various stainless steel sinks, stainless steel countertops, four burner stove with stainless steel hood, six burner stove/oven combo with stainless steel hood, stainless steel serving counter, stainless steel buffet counter, stainless steel stand-alone freezer, stainless steel stand-alone refrigerator, etc. (Figure 18).</p>
Floor	<p>The floor is a concrete slab covered with ceramic tile.</p>
Ceiling	<p>The ceiling is ten feet high and is composed of 2’x4’ acoustical ceiling tiles with a one-hour rated T-bar assembly and R-30 batt insulation above.</p>
Restrooms	<p>There are two restrooms in the building, one containing two toilets and two lavatories, the other containing one toilet, one urinal and one lavatory. The restrooms have ADA grab bars installed adjacent to the toilets. As with the HVAC units, condition of plumbing fixtures and pipes need to be inspected.</p>
Windows	<p>The windows are clear glazing with clear anodized aluminum frames.</p>
Occupancy	<p>Group A-3 (Assembly)</p>
Construction	<p>C.M.U. block exterior walls with a steel roof structure and metal roof decking</p>
Type	<p>1-B (noncombustible)</p>
Stories	<p>One</p>
Allowable area	<p>Unlimited</p>
Occupant load	<p>228 (Dining Rooms, 1 per 15 SF and Commercial Kitchens, 1 per 200 SF)</p>
Exiting	<p>4 required (4 provided)</p>
Accessible	<p>Yes</p>
Possible uses	<p>Group E (Educational/Daycare) Group M (Merchandise/Retail)</p>

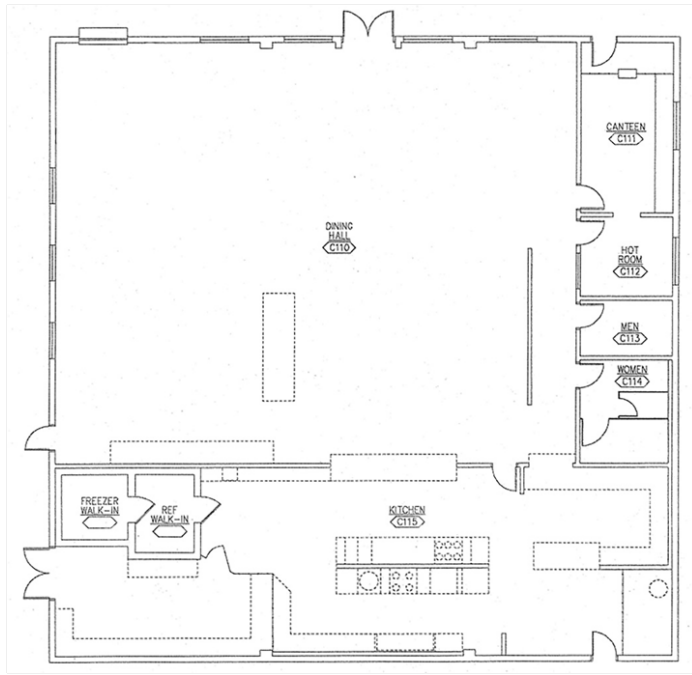


Figure 16. Kitchen and Dining floorplan



Figure 17. Kitchen and Dining Building west wall



Figure 18. Kitchen area

F. Gymnasium Building

Building	<p>4,200 square foot building was used as an exercise facility for basketball, aerobics, martial arts, etc.</p> <p>The south wall of the building has been insulated on the exterior side and is covered by metal siding (Figure 22). The building does <u>not</u> have fire sprinklers. The building is equipped with roof top HVAC units. The units have been idle for approximately four years. It is expected that the units are servicable, but the condition and efficiency should be verified through inspection by HVAC specialists.</p>
Interior	<p>The building is divided into two office/storage spaces and two restrooms along the north wall (Figure 20).</p>
Walls	<p>The interior walls are constructed of 5 ½” metal studs with R-11 batt insulation and 5/8” gypsum board on each side.</p>
Floor	<p>The floor is a hard trowel finished concrete slab.</p>
Ceiling	<p>The ceiling is exposed steel framing approximately thirty feet high with R-30 insulation between roof purlins (Figure 21).</p>
Restrooms	<p>One restroom contains six toilets, the other contains one toilet, one lavatory and one accessible shower. The restrooms each have one accessible toilet with ADA grab bars installed. As with the HVAC units, condition of plumbing fixtures and pipes need to be inspected.</p>
Windows	<p>The windows are approximately twenty-six feet above finish floor and have clear glazing.</p>
Occupancy	<p>Group A-3 (Assembly)</p>
Construction	<p>C.M.U. block exterior walls with a steel roof structure set on concrete pilasters and metal roof decking</p>
Type	<p>1-B (noncombustible)</p>
Stories	<p>One</p>
Allowable area	<p>Unlimited</p>
Occupant load	<p>84 (Exercise Rooms, 1 person per 50 SF)</p>
Exiting	<p>2 required (2 provided)</p>
Accessible	<p>Yes</p>
Possible uses	<p>Group F (Manufacturing), Group M (Merchandise/Retail)</p>

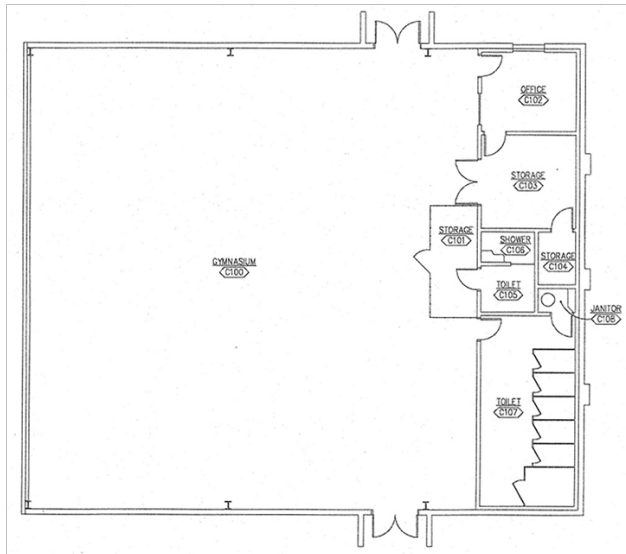


Figure 20. Gymnasium floorplan



Figure 19. Gymnasium north and west walls



Figure 22. Gymnasium south and east walls



Figure 21. Gymnasium interior

G. Maintenance / Laundry

Building	4,800 square foot building was used to store yard and building maintenance tools and equipment. There is a tool storage area in the southwest corner, enclosed by expanded metal walls (Figure 25).
Interior	The building is divided into three separate spaces including a Maintenance Shop with office and restroom, a Laundry Room, and a Warehouse (Figure 23). The interior walls are full height to the structure above and are constructed of 5 ½” metal studs with R-11 batt insulation and 5/8” gypsum board on each side.
Floor	The floor is a finished concrete slab.
Ceiling	The ceiling is exposed steel framing approximately fifteen feet high with R-30 insulation between roof purlins.
Restrooms	The Maintenance Shop restroom has ceramic tile flooring. It contains one accessible toilet, one lavatory and one accessible shower. The condition of plumbing fixtures and pipes should be inspected by plumbing specialists.
Windows	The office window has clear glazing and clear anodized aluminum frame.
Equipment	There are two, 12’x12’ roll-up doors in the Maintenance Shop, one on the East wall and one on the west wall. The Laundry Room contains two industrial washing machines and two industrial dryers (Figure 26). There are two separate countertop surfaces and a ceramic rinse sink. The Warehouse has one 8’x10’ roll-up door on the west wall. The Maintenance/Laundry building does not have fire sprinklers.
Occupancy	Group S-3 (Repair Garage)
Construction	Steel ridged framing members, metal wall girts, metal roof purlins and is covered by metal wall siding and metal roof decking.
Type	1-B (noncombustible)
Stories	One
Allowable area	Unlimited
Occupant load	24 (Repair/Maintenance, 1 person per 200 SF)
Exiting	2 required (2 provided)
Accessible	Yes
Possible uses	Group F (Manufacturing)

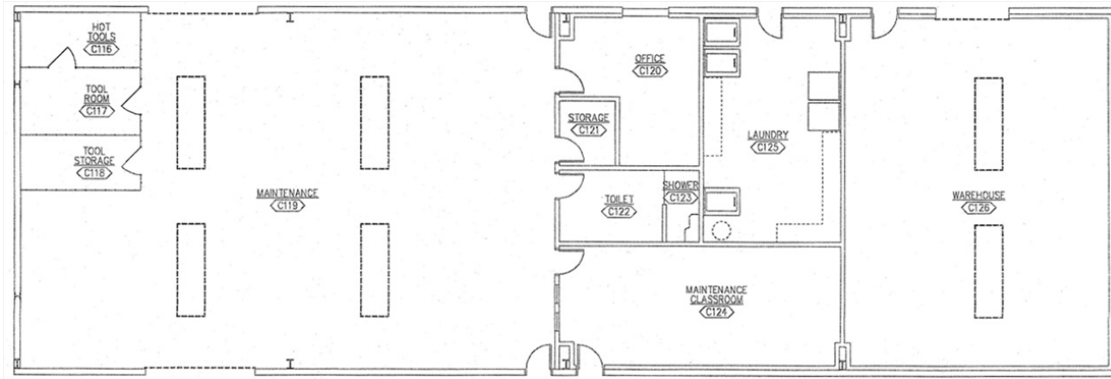


Figure 23. Maintenance / Laundry building floorplan



Figure 24. Maintenance / Laundry west wall



Figure 25. Laundry room interior



Figure 26. Maintenance shop tool storage

H. Portable Buildings

Buildings	Two buildings, approximately 2,880 square feet each, were used as a teaching and training facility for adult students. These buildings are equipped with wall mounted HVAC units. The units have been idle for approximately four years. It is expected that the units are servicable, but the condition and efficiency should be verified through inspection by HVAC specialists. The buildings each have portable, aluminum access ramps and stairs.
Interiors	The interiors have a series of track mounted, folding partitions allowing the floor space to be divided up into smaller rooms.
Walls	The interior walls are finished with composite wall paneling.
Floors	The floors are covered with carpet.
Ceilings	The ceilings are eight feet high and covered with acoustical ceiling panels.
Occupancy	Group A-3 (Educational purpose)
Construction	Wood with a metal floor frame and metal roof decking
Type	V-B
Stories	One
Allowable area	6,000 SF
Occupant load	58 (Vocational Rooms, 1 person per 50 SF)
Exiting	2 required (4 provided)
Accessible	Yes
Possible uses	Group E (Educational, Daycare), Group B (Office)



Figure 27. Portable buildings

I. Shed

This portable wood structure is approximately 14' x 20' in size. It sets on a concrete slab at the South end of the Maintenance/Laundry building. The shed is used for miscellaneous storage and appears to be in good condition.



Figure 28. Portable wooden shed



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Phase II: Facility Reuse Options



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I. Facility Reuse Options

Extensive research of adaptive reuse projects throughout the US was conducted to identify the some of the most promising reuse options and optional uses (without tear-down) for the Live Oak closed correctional facility given its facility design and location. During this second phase of the project, a wide range of options were considered. Potential uses were then aligned to the physical structures and characteristics of the Leo Chesney Facility and city zoning.

Research first focused on reuse projects where similar correctional facilities were renovated, retrofitted or redeveloped into viable, productive uses for the community and/or as economic centers. This included closed prisons, minimum security facilities, police departments, and local jails with similar facility configurations.

Research then focused on other successful reuse projects particularly in rural settings, including the reuse of a fruit packing plant into a fitness and recreational center. This research identified new repurposed uses including nonprofit and for profit operations in the following categories.

1. Multi-family Housing
2. Senior Housing, Assisted Living
3. Retail, Entertainment Mixed Use
4. Business or Industrial Park, Campus for Start-ups
5. Art and Cultural Center, Museum, Artist Village, Gallery
6. Government Offices, Vehicle Maintenance, Storage
7. Movie and TV Production Complex
8. Sports and/or Fitness Center
9. Hotel, Lodge, Youth Hostel
10. Educational Uses (school, training, vocational training, community college)
11. Juvenile Detention, Troubled Teens Residential Treatment Center
12. Outdoor Sports Camp / Complex
13. Meeting and Conference Facility
14. Emergency Shelter, Transitional Housing
15. Commercial Kitchen, Community Garden, Regional Food Hub Distribution
16. Flea Market
17. Campground

Although many of these reuse samples could be potential projects, the most likely project reuses will be those with the least redevelopment, retrofit, construction requirements and cost. The project team narrowed the reuse options to the five with the most potential market opportunity and that meet criteria of limited renovation. The property is currently zoned C (Civic). Based on zoning information provided to the consulting team, permitted uses and those requiring a use permit are noted in the list below. Each of these options are discussed in the next section followed by additional reuse research.

1. Sports / Fitness Complex (permitted)
2. Coaching / Sports Training Academy (permitted)
3. Educational Camp (permitted)
4. In-Resident Education (schools are a permitted use; in-resident may require use permit)
5. Shelters / Transitional Housing (use permit required)

II. Most-Likely Reuse Options

A. Sports / Fitness Center

A unique example of reuse— Most membership-based fitness centers are privately owned and operated. The McDermont Field House is the exception, it was developed by and is owned and operated by the City of Lindsay, California (population 13,000 +/-). In 1990 a major employer in Lindsay, McDermont Fruit Company Growers and Shippers, closed and left a 172,000 square foot facility empty until 2006 when the City acquired it and some surrounding land through a property trade.

Access to the facility’s various sports and fitness options is through one of seven different annual membership packages. Day passes are also available.

Site Facility Description	The three-story facility contains regulation size basketball and volleyball courts, soccer fields, baseball and softball fields; an arcade, rock climbing wall, aquatic center, laser tag; exercise equipment and classes, boxing; concessions and special event seating for 2,500 people.
Financing	The City’s \$14 million investment was compiled with funds from the general fund, redevelopment, and multiple grants. There was no bond financing used and the complex opened and operates debt-free. Redevelopment was a huge asset for this project that is not current available as part of a financing package.
Other Examples	The McDermont Field House, Lindsay CA www.mcdermontfieldhouse.com BucksMont Indoor Sports Center, Hatfield PA www.bucksmontisc.com Indoor Sports Arena, Stevensville MD www.theindoorsportsarena.com Legends Sports Complex, Woodlands TX www.thelegendssportscomplex.com Williamsburg Indoor Sports Complex, Williamsburg VA www.thewisc.com Zone Sportsplex, Poulsbo WA www.zonesportsplex.com



Figure 1. McDermont Field House, before (left) and after (below)





Figure 2. The McDermont Field House Interior

B. Coaching / Skills Training Academy

Coaching / Sports Training Academy—Similar to an Olympic Training Center, sports academies provide youth-oriented coaching and training on any variety of sports. The facilities may be nonprofit or for-profit, and may be operated by community, high schools or colleges, faith-based organization, for-profit, or a partnership among any of these.

Site Facility Description	<p>Facilities are staff with trained professionals (coaches, medical staff and physical therapists).</p> <p>Facility: housing, dining, strength and conditioning, health clinic, physical therapy, meeting and/or counseling rooms, student and visitor lounge, recreational area, classrooms.</p> <p>Indoor/Outdoor: multipurpose fields, tennis courts, driving range, pitching machine, target greens, batting cages, weight room, track, cycling course, obstacle course, ropes, agility ladders, etc.</p> <p>Non-sports uses: concerts, art shows, car and RV shows, bike races, private parties, charity fundraisers, city-sponsored events.</p>
Focus Programs	<p>Most are oriented to multiple sports which may include: baseball, softball, basketball, football, soccer, volleyball, swimming, track, golf, cycling, etc.</p> <p>Long-term residential training facilities have fully-accredited Pre-K to 12 schooling.</p>
Examples	<p>IMG Academy, Bradenton FL www.imgacademy.com</p> <p>Ability First Sports, Chico CA www.abilityfirstsports.org (wheelchair sports camp providing instruction and recreation to youth with physical disabilities)</p> <p>Ocean View Sports Training Complex, Ocean View NJ www.oceanviewsports.com</p> <p>Elite Sports Performance, Oswego IL www.espcomplex.com</p>

Hunting and/or Shooting Skills Training Facility—Similar to a sports training center is hunting-related training. The facilities may be either nonprofit or for-profit and are focused on teaching youth hunting and outdoor skills. Some are faith-based where staff is supplemented with volunteers and are available at no or very low cost. Others are operated for profit, staffed by professionals with certain expertise.

Site Facility Description	<p>Researched facilities that were located on 1,000 + acre sites offered actual guided hunting trips as part of the training. Hunting and outdoor skills could be taught at smaller locations.</p> <p>Indoor shooting range for rifles, handguns and/or archery. 50-foot ranges with automated target shooting positions; steel-lined safety booths; individually controlled target retrieval system; temperature-controlled ventilation system; video equipped classrooms; pro shop.</p> <p>There are environmental concerns and considerations when operating a firing range, e.g. requirements or design features if it is to be used by military or law enforcement for training and/or qualifying vs. general public alone; noise, soundproofing, and security; ventilation system for proper indoor air quality; waste disposal, i.e. casings, cleaning and other waste products may be considered hazardous and require special handling.</p>
Focus Programs	<p>Costs for week-long camps range from \$600 and up depending on the program and services. Different pricing for day-use, membership to shooting range, etc.</p> <p>Programs are a combination of day camps, week-long or more. Usually provided on a basis of experience, e.g. beginner, intermediate, advanced, etc. Start at about age 7.</p> <p>Programs and Skills Curriculum include: hunting, fishing, firearms safety, marksmanship, archery, wildlife ID, game cleaning, survival skills, map and compass skills, horseback riding (and grooming, etc), rope challenge course, climbing tower, first aid, responsible hunting, sportsmanship and ethics, wildlife management and conservation.</p> <p>Also: clinics, seminars, guest speakers, state certifications, and guide training.</p>
Examples	<p>Kids Outdoor Sports Camp (KOSC), Red Bluff CA www.mykosc.org 530.526.4218</p> <p>Scooters Youth Hunting Camp, Emmett ID www.scootersyouthhuntingcamp.com</p> <p>Y.O. Adventure Camp, Mountain Home TX www.yoadventurecamp.com</p> <p>Firing Line, Northridge, Burbank and Huntington Beach CA www.firingline.net</p> <p>Copper Star Indoor Shooting Range, Camp Verde AZ www.copperstarisr.com</p> <p>Tallahassee Indoor Shooting and Archery Range www.tallyindoors shooting.com</p> <p>Trop Elite Equipment, Elizabethtown PA www.tropgun.com</p>

C. Resident Education/Treatment Center

In-Resident Education / Treatment Center—Expanding the educational use concepts to longer-term, in-resident education would open up the possibility of using the facility as a treatment center for troubled teens. Also referred to as Therapeutic Boarding Schools, these facilities work with teens who have behavioral or emotional problems: failing or underachieving in school; running away or truancy; promiscuity; lying; defiance; disconnection; substance abuse and addiction; bullying; self-esteem, self-defeating behaviors, abandonment, grief; abuse or neglect; learning disabilities; adjustment disorder; adoption; anger; depression; anxiety; suicide attempts; PTSD; etc.

Site Facility Description	Home-like, structured and discipline-driven environment. Students often have scheduled and assigned chores, are expected to participate in social activities, recreational therapy, fitness or sports activities, and counseling.
Focus Programs	<p>Programs are generally a combination of behavioral, therapeutic and education.</p> <p>Counseling: intensive counseling and therapy; individual and group sessions; family therapy; coping skills; confidence building; meditation</p> <p>Schooling: fully-accredited academic program; certified teachers on site who coordinate with teens’ schools to keep them on track; one-on-one support and monitored progress</p>
Primary Staff and Typical Qualifications	<p>Executive Director or Manager: education or medical background</p> <p>Counseling: medical or psychiatric background, LPN, psychotherapist, psychologists</p> <p>Medical Staff: medical director is generally a child and adolescent psychiatrist; also on medical team: RN, LPN, psychotherapist; may be staffed with on-site nurse(s) with oversight by a medical doctor and affiliation with a hospital</p> <p>Nutritionist: for meal preparation, education, and counseling</p> <p>Education: accredited and licensed teachers and tutors, fitness / sports instructors or coaches</p>
Other Info	<p>Some offer financing for tuition</p> <p>Some offer options of day treatment, residential, and transitional (prior to returning home from incarceration, group home, foster home, etc.)</p>
Examples	<p>Veritas Collaborative, Durham NC www.veritascollaborative.com</p> <p>Youth Care, Draper UT www.youthcare.crchealth.com</p> <p>New Haven, Saratoga Springs UT http://www.newhavenrtc.com</p> <p>Pacific Life Teen Program www.pacificlifeprogram.com</p> <p>Outstanding Academic Opportunities, Bay Area CA (this is presented as a concept only): A retreat for home schooled children with supported independent study that is facilitated by qualified and certified teachers. Students would be hosted for either short-term or long-term stays (1 to 4 weeks). Programs would resemble recreational camps and focus on building academics and learning skills.</p>

Military or Boarding School—The distinction we have made between a military, quasi-military or boarding school and a resident treatment center is that a boarding school provides an academically accredited four-year education and follows the typical education calendar.

A residential treatment center focuses on teens’ specific challenge(s) while allowing them to stay current with their home school. Enrollment at treatment centers are open year round and stay is often less than one year.

Military/ Boarding schools are most often private, may be co-educational, offer college-prep courses for grades 7 or 9 to 12; may be affiliated with a specific church or faith.

Focus Programs	Leadership, Community, Personal Responsibility, Military prep Accredited college-prep courses
Primary Staff and Typical Qualifications	Superintendent, Director, Commandant: often a military background Headmaster, Instructors: academic credentials Chaplains, Counselors, Advisors: psychiatrist, psychologist, clergy
Examples	California Maritime Academy (a CSU campus), Vallejo CA www.csum.edu Army and Navy (Boys) Academy, Carlsbad CA www.armyandnavyacademy.org Diamond Ranch Academy, Hurricane UT www.diamondranchacademy.com Howe Military Academy, Howe IN www.howemilitary.org Missouri Military Academy, Mexico MO missourimilitaryacademy.org

D. Education Camp / Vocational School

Education-related facilities are often tied to a college, many are faith-based organizations, serve special needs, etc. Rather than offering degree programs, would offer courses, training, and testing for certification.

Site Facility Description	Housing, dining facilities, recreational, offices, library, study rooms Classroom requirements may vary depending on the type of vocational training offered. Typically would include a combination of formal classroom setting, group work, labs for hands-on learning (e.g. kitchen, machine shop, computer rooms, etc.)
Focus Programs	Programs of study: art (all mediums), culinary, retail, machining, welding, fork-lift, ag-related studies, computer programming, electronics, CNA, Home Health Aide, etc. Another focus is older teens and/or young adults with developmental or physical disabilities. Programs integrate therapy and counseling with an academic program, preparing students for employment and independent living.
Examples	New York Institute of Technology, New York www.nyit.edu SCO Family of Services, Bronx NY www.sco.org/programs/special-needs St. Coletta's, Tinley Park IL www.stcil.org

E. Shelters / Transitional Housing

Transitional housing programs provide temporary, safe shelter to people suffering a crisis such as homelessness or domestic violence. Stays can be from two weeks to twenty-four months. Housing is often combined with wrap-around services to help individuals get stability back into their lives and re-establish themselves in their community.

Focus Programs	<p>Programs are designed to help participants access a wide array of local services and become self sufficient. Most shelters offer some or all of the following:</p> <ul style="list-style-type: none">family, group, or individual counselingmedical care, nutrition education, substance abuse educationjob, life, and parenting skills education, budgeting and household managementhelp finding safe and sanitary housing, licensed daycare, after school programsemployment readiness and searchbenefits counseling <p>A condition of entrance often includes committing to counseling, job training, setting mutually agreed upon goals, and regular progress reviews.</p>
Primary Staff and Typical Qualifications	<p>Director / Management: business, medical or social services degree</p> <p>Caseworkers: two or four-year degrees and training for client assessment, supervision, progress review, etc.</p> <p>Instructors: education background, vocational skills training, life coaching/training</p>
Examples	<p>Veterans, Inc., Worcester MA www.veteransinc.org</p> <p>Veterans Village of San Diego, CA www.vvvd.net</p> <p>The Final Salute, Alexandria VA www.finalsaluteinc.org (for women vets)</p> <p>The Esplanade House (for families), Chico CA</p> <p>Hamilton Family Center, San Francisco CA www.hamiltonfamilycenter.org</p>

III. Additional Reuse Research

A. Prison and Similar Facility Reuse

The following reports and studies on prison and similar facility reuse were reviewed for this section.

- Adapting Jails and Prisons
- Adaptive Reuse, Old Police Headquarters
- Adaptive Reuse, Bruce County Jail Brockton
- York Street Jail Adaptive Reuse Study
- Bayview RFP for Adaptive Reuse
- Butler Correctional Facility Adaptive Reuse Plan
- Cheshire County Jail, Farm Reuse
- CF Adaptive Reuse, Architect Magazine
- Chateaugay CF
- CS Michigan Prison, Art Village
- DC Workhouse CF Reuse for Arts
- Former Women’s Prison, Chelsea
- Former Cellblock to Community Space
- Glynn Jail Reuse, Jacksonville
- Jefferson City CF Reuse
- Joliet TA Panel Reuse Report
- Kalihi-Palama Reuse
- Laconia CF Final Visioning Report
- Lakes Region CF
- Lancaster County CF Reuse
- Live in a Prison, Laurel Hill
- McGregor CF Repurposing
- Mid-Orange Adaptive Reuse
- Missouri Prison Master Development
- Monterey Shock Reuse
- Mt. McGregor CF
- Natural Bridge Juvenile DF Reuse
- Nevada Historic Reuse
- Notorious Juvenile Prison Reimagined
- Paso Robles Master Reuse Plan Project
- Pershing Adaptive Reuse
- Prison to Movie Studio
- Salem Jail Redevelopment
- The Village at Staunton
- What to do with closed prisons

Original Use > Reuse

Location
Reuse Story

Site / Facility Description

Other info
Reference

D.C. Workhouse and Reformatory > Workhouse Art Center

Lorton, VA
1925-1955 – built
2009 – rehabilitation completed
\$27 Million – total rehabilitation cost (\$6.5M VA historic tax credits)
Reuse: Complex of 15 buildings, open floor plans accommodate needs of various types of modern art studios, galleries, and classrooms. Original barracks rehabbed into artists’ studios (glass, ceramics, photography, fiber, painting, dance). Partial height partitions were used to create a central corridor and delineate studio space.
Admin office building rehabbed for office, gallery space, and gift shop.
Developer: Lorton Arts Foundation
MacRostie Historic Advisors’ case study: Adaptive Reuse for Arts Center; D.C. Workhouse & Reformatory

Original Use > Reuse	Arthur Kill Correctional Facility > Movie and TV Production Complex
Location	Staten Island, NY
Reuse Story	2011 – Facility closed. Broadway Stages purchased the former correctional facility for \$7 million; spent \$20 million to renovate
Site / Facility Description	69 acres Five sound stages and 100,000 SF of studio space
Other info	Second largest production complex outside of Hollywood.
Reference	http://nypost.com/2014/02/18/former-staten-island-prison-to-become-a-film-lot/
Original Use > Reuse	Allegheny County Jail > Allegheny County Court of Common Pleas
Location	Pittsburgh, PA
Reuse Story	1993 – Facility abandoned 1998 – Reconstructed to house consolidated Family Court staff
Site / Facility Description	400 employees, 200,000 SF
Reference	<i>Correctional News: Adapting Jails and Prisons; Creative Reuse of Vacant or Soon to be Spaces.</i> by Michael McMillen. September 12, 2012.
Original Use > Reuse	Jackson State Prison > Resident artists’ community
Location	Jackson, MI
Reuse Story	1839 – built, wooden buildings; 19 acres 2007 – Armory Arts Village
Site / Facility Description	Reuse: 62 affordable live/work artists’ lofts; each has some original architectural elements of the prison, ranging from iron bars on the windows to exposed brick walls with cell numbers still painted on. Shared work space for performing and visual arts, galleries, coffee shop, and retail space; two-story industrial arts production space Affordable art classes for local children and adults.
Other info	Other buildings were repurposed as a National Guard Armory Two resident artists painted eight murals depicting the prison’s evolution; using historical photographs
Reference	Quinn Evans Architects’ Neighborhoods and Communities Case Study www.quinnevans.com/portfolio <i>Humanities, The Magazine of the National Endowment for the Humanities; Armory Arts Village in Michigan Used to Be a State Prison. Now It’s an Artists’ Community;</i> by Tory Cooney, July/August 2014 issue <i>Correctional News: Adapting Jails and Prisons; Creative Reuse of Vacant or Soon to be Spaces.</i> by Michael McMillen. September 12, 2012.

Original Use > Reuse	Historic Police HQ > Seaport Village retail/entertainment area
Location	San Diego, CA (Seaport Village)
Reuse Story	1939 — built as 100,000 SF state-of-the-art facility. 1987 — abandoned when PD moved to new facility 1988 — preservation supporters got it on the National and California Registers of Historic Places, saving it from demolition. 2008 — Terramar Retail Centers negotiated 40-year lease to rehab it into a shopping, dining, public patio, and entertainment destination; Old cell block doors at entrance to the tunnel where prisoners were escorted to their cells were restored; museum includes 5x8 jail cells.
Site / Facility Description	N/A
Reference	<i>History and Adaptive Reuse of the Old Police Headquarters</i> ; www.theheadquarters.com 2014; San Diego Seaport Village

Original Use > Reuse	Salem Jail > Residential Complex
Location	Beacon Hill, on the Charles River
Site / Facility Description	298 rooms Four dining rooms Infamous inmates Uses original barred doors
Reuse Story	5 years and \$150 million

Original Use > Reuse	Lorton Prison > TBA
Location	Fairfax County, VA
Reuse Story	2001 – Prison ceased operations. Title transferred to County. Has been redeveloped as the Laurel Hill Adaptive Reuse Area. Sites are designated for schools, parks, specialty retail, residential and civic uses; and Workhouse Arts Center: a cultural arts complex featuring artists’ studios, galleries, classes, arts education outreach, musical and theatrical performances, operated by the Lorton Arts Foundation
Site / Facility Description	N/A
Reference	<i>Correctional News: Adapting Jails and Prisons; Creative Reuse of Vacant or Soon to be Spaces.</i> by Michael McMillen. September 12, 2012.

Original Use > Reuse	Bayview Correctional Facility > TBA
Location	West Chelsea, NY
Reuse Story	1931 – Built as a YMCA for merchant sailors 1967 – Residential narcotic treatment center 1974 – Women’s medium security correctional and work-release facility October 2012: vacant May 2014 – RFP for Adaptive Reuse or Long-term lease
Site / Facility Description	0.4 acre site; 100,000 SF total; 8-story building with 6-story annex Located in Manhattan’s West Chelsea neighborhood. Surrounding uses: residential condos, art galleries, sports center, waterside park, dog run park, Hudson River park; close to corporate HQs
Other info	Demolition or any type of residential use not considered. Adaptive re-use must contain community facility component
Reference	Chelsea & Hell’s Kitchen (blog); <i>Former Women’s Prison in Chelsea to Become Commercial Development</i> ; by Mathew Katz; Feb 4, 2014 Empire State Development RFP; May 2014

Original Use > Reuse	Bruce County Jail > TBA
	under consideration: (1) correctional museum; (2) municipal offices; or (3) Innovation Centre and Correctional Museum
Location	Walkerton, Ontario
Reuse Story	1866 to 2011 – Facility has been continuously used as a jail; owned by County, offered to Municipality of Brockton for \$1 2013 – Conducted feasibility of purchase and/or reuse
Site / Facility Description	Well-maintained, excellent condition. 6,000 SF office space; 4,000 SF second floor Jail Cells > potentially work stations, secure storage Kitchen > commercial kitchen, food HUB, special event food prep Courtyard > special events, Farmers’ Market Outbuilding > 1500 SF, rental, training center Basement > food storage, winery, food processing center
Reference	<i>Adaptive Reuse “Business Plan” for the Bruce County Jail in Brockton</i> [Walkerton, Ontario]; March 2013; By the Jail Evaluation Sub-Committee

Original Use > Reuse	Butler Correctional Facility > sale or transfer to private party under consideration; feasibility study recommended institutional reuse e.g.: school, hospital, assisted living, senior housing, business campus
Location	County of Wayne, NY (population 93,476) Towns of Butler and Wolcott (combined population of 7,000)
Reuse Story	1989 – Opened as a Shock Incarceration Facility 2007 – Reclassified as a minimum security facility and merged with a medium security facility on adjacent site 2014 – Scheduled closure (July)
Site / Facility Description	50 acres; 180,000 SF over 18 buildings (housing, food service, laundry, admin offices, storage, machine shop, school, visitor area, recreation yard, guard shack, activities building, motor pool,
Other info	Two other closed facilities were sold in 2013 for private development.
Reference	<i>Report for an Adaptive Reuse Plan; Butler Correctional Facility</i> ; by Empire State Development (New York State Department of Economic Development); January 26, 2014

B. Youth Oriented Uses

Reuse projects related to youth were considered including: independent study, sports camps, hostel, juvenile detention, and other troubled teens residential treatment centers.

Name Location	Outstanding Academic Opportunities Bay Area, CA
About	Nonprofit, public benefit corporation “providing core academic courses to homeschooled students in grades 7-12.”
Site Facility Description	<i>“The property will host short- and long-term (1 week to 14 weeks) residential programs for homeschooled teenagers and young adults. Some programs will resemble recreational camps, while other programs will focus on building academic and learning skills. During programs, participants will live in communal bunkhouses and share cooking, cleaning, and organizing duties. Family-style dinners will be prepared in the main kitchen. The property may also host campouts and other events involving temporary outdoor shelters. In addition, the property could be used for day programs for local homeschooled children focusing on crafts, nature, literature discussion, local history, etc.”</i>
Focus	Retreat for home schooled children that offers supported independent study; generally meet twice a month; facilitated by qualified, teachers.
Reference	Karen Roddy, Founder and Executive Director 925-321-6744 ▪ karenroddy@oaopp.com ▪ http://www.oaopp.com

Name Location	Scooters Youth Hunting Camp Emmett, ID (day camp)
About	Nonprofit (501C3), Christian-based organizations for children 9-16 years. Staffed by volunteers. 100% free
Site Facility Description	Accommodates 225 campers/year
Focus Programs	Clinics and seminars on hunting, equipment and survival Guided hunting expeditions Shotguns, Rifles, Archery
Reference	www.scootersyouthhuntingcamp.com

Name | Location **Kids Outdoor Sports Camp (KOSC) | Red Bluff, CA (day camp)**
About *"...building youngsters' outdoor skills enabling them to engage in hunting and fishing, understand importance of wildlife conservation, appreciate natural resources, and preserve our fishing and hunting heritage."*
 Started in 1998; 501C3

Site | Facility Description 4,000 acres (Red Bank Outfitters ranch)
 12 fishing / swimming ponds, wildlife habitats
 Housing for 30 students/week

Focus | Programs Cost \$600 to \$700
 Camps run during five weeks of summer; also do half-day camps for youth and adults (mostly women); work closely with Girls With Guns Beginning, Advanced, Hunt Camp, and Africa Camp (TBA)
 Beginners: age 10-14; hunting and fishing education, sportsmanship and ethics, firearms safety, marksmanship, wildlife management and conservation, archery, first aid, wildlife ID, survival skills, swimming
 Advanced: age 10-15; have "hunter education certificate;" shotgun and rifle shooting; archery, fishing, swimming; guest speakers; responsible hunting skills; game cleaning, field ID
 Hunt: ages 12-16; new hunters ready for the field; one-on-one guided pig hunt; shooting instruction; hunting skills; field dressing

Other Info Open to the City visiting and touring
Reference <http://mykosc.org> ■ 530.526.4218

Name | Location **Y.O. Adventure Camp | Mountain Home, TX**
Site | Facility Description 30,000 to 40,000 acre ranch (privately owned; 5th generation)
 10,000 animals; 30 species
 Camp store, infirmary, campsites, unclear if there are housing facilities

Focus | Programs Adventure Camp: swimming, map and compass skills, horseback riding, rope challenge course, climb tower, archery, rifles, hiking, etc \$995
 Cowboy Camps (Basic, All-Star, Advanced): week-long, riding and horsemanship skills and safety, grooming, saddling, roping, rodeo, trail riding, team work, ethics, challenge games, trail rides; \$1095-\$1295
 Hunting Camps (Basic, All-Star, Advanced); week long; teaches ethical and responsible hunting, State hunter education course and certification test, firearms safety, archery safety, outdoor survival skills; and trophy hunt; advanced hunt for an exotic animal \$1550-\$3500
 Junior Guide School: 11-day camp for advanced and returning campers; in-depth, hands-on training to become hunting guide; animal tracking, advanced shooting, trophy judging, client handling, etc. \$3500

Reference www.yoadventurecamp.com 830.640.3220

Name Location Site Facility Description Focus Programs	Trouble teens residential treatment centers (generally ages 11 to 18) Home-like environment (some are co-ed) Different Specialties: depression, substance abuse, eating disorders, physical or sexual abuse, learning disabilities or difficulties, family problems, PTSD, ADD/ADHD, Asperger’s Syndrome, and many more. Counseling: intensive counseling and therapy; individual and group sessions; family therapy; Schooling: fully-accredited academic program; certified teachers on site coordinate with teens’ schools to keep them on track with participating in intensive counseling and therapy Social Activities and Recreational Therapy Scheduled and assigned chores
Primary Staff and typical qualifications or background	Executive Director or Manager: education or medical background Program Director: medical or psychiatric background, LPN, psychotherapist, teachers Medical Staff: medical director is generally a child and adolescent psychiatrist; also on medical team: RN, LPN, psychotherapist
Other	Financing for tuition Options of day treatment, residential, and transitional (prior to returning home, e.g. foster family).
References	Youth Care Draper, UT www.youthcare.crchealth.com New Haven Saratoga Springs, UT http://www.newhavenrtc.com

Name Location Site Facility Description Focus Programs	Donald E. Long Juvenile Detention Center Portland, OR 12 housing units of 16 beds; capacity of about 190 juveniles Besides housing, other units are/have been used for: assessment center for juveniles awaiting treatment or in transition to community based services; secure custody for Latino youth held for the Department of Homeland Security while awaiting deportation; residential services for juveniles in a voluntary drug and alcohol treatment program; in cooperation with the Pacific Northwest College of Art, an entire housing unit was converted into library space for all residents
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Name Location	Mercure Lodge Hotel > Youth Hostel Cardiff, UK
Site Facility Description	Three-stories; 92 rooms; premium bedrooms on upper floor, restaurant and self-catering kitchen
Focus	group and individual travelers; special events; conferences
Other Info	ETA opening spring 2015 £4 Million investment (\$6.3 Million US)
Reference	£500,000 renovation underway (\$784,290 US) http://www.walesonline.co.uk/news/local-news/former-cardiff-hotel-transformed-92-bedroom-8227083

Name Location	HI-Sacramento (Youth Hostel), Downtown, 925 H Street @ 10th St.
Site Facility Description	1885 Victorian house +/-5 blocks of Amtrak, Greyhound; and via Airport Shuttle Open 24 hours Cycle rentals, game room, TV room, internet, laundry facilities, lockers, currency exchange, self-catering kitchen; ADA accessible
Focus	Groups and individual Special events, e.g. weddings, meetings, conferences, trainings
Other Info	One of 19 in California, all located in Sacramento and south
Reference	www.hiusa.org (Hostelling International USA)

C. Long-Term Training Facilities

Research was conducted on a variety of long-term stay training centers including U.S. Olympic Training Centers to identify design and features that could be incorporated into other uses.

Name Location	U.S. Olympic Training Center Colorado Springs, CO
Site Facility Description	On the former Ent Air Force Base; using almost 100% of campus for training center and housing staff and athletes 37-acre campus Two Sports Centers 54,000+ SF, 9 gyms, 45,000 SF aquatic center; with ability to film both above and below water Athlete center with dining hall, two residence halls, barracks for up to 850 athletes Sports medicine, physical therapy, sport science center, and performance lab Olympic Hall of Fame; 225-seat auditorium; meeting facilities
Sports Focus	Primary: Swimming, pentathletes, triathletes, water polo Also facilities for: cross training, indoor shooting (rifle and pistol), fencing, weightlifting, gymnastics, judo, pentathlon, wrestling
Other Info	Art exhibits and free tours year around Approximately 140,000 visitors/year (more in Olympic years)
Reference	Tour Guide & Visitor Center 719.866.4618

Name Location	U.S. Olympic Training Center Lake Placid, NY
Site Facility Description	Housing facilities; 96 rooms 20,000 square foot gymnasium sports medicine, weight room with a certified weight trainer, sports science-testing lab sport science division: sport biomechanics, physiology, psychology, cinematography, computer science, engineering technology
Sports Focus	Primary: biathlon, bobsled, figure skating, ice hockey, luge, skiing and speed skating. Also: boxing, canoe and kayak, judo, rowing, synchronized swimming, taekwondo, team handball, water polo, wrestling
Other Info	Host international and national competitions
Reference	New York State Olympic Regional Development Authority 518.523.1655 Olympic Center 518.523.2600 and Village 518.523.2597

Name Location	Olympic Training Center Chula Vista, CA
Site Facility Description	155 acre complex 34 two-bedroom suites; total of 133 beds; housing, dining, training and recreational facilities including: 50 lane archery complex (largest in North America) Two BMX Supercross tracks Field hockey complex 15,000 SF boathouse, 7 bays for rowing; 3,000 meter course on Lower Otay Reservoir Track & Field complex: 400-meter, 8- and 12-lane track; 100-meter straightaway; infield for jumping events Multi-purpose fields for soccer, clinics, rugby, etc. Cycling course 6 beach volleyball courts; an underground filtration system keeps sand from get muddy Softball venue used for training by men and women national teams Strength and conditioning facilities
Sports Focus	archery, beach volleyball, BMX, canoe/kayak, cycling, field hockey, rowing, rugby, soccer, softball, tennis, track & field, triathlon, and various winter sports

Name Location	IMG Academy Bradenton, FL (Manatee County)
Site Facility Description	Resident halls, dining halls, spa, health clinic, physical therapy clinic 75 acres for field sports 12 soccer fields; 2 lacrosse fields; 2 football fields 3 full-size baseball fields and 4 practice diamonds 12 indoor and outdoor batting cage stations, 15 practice mounds 52 tennis courts (hard, clay, indoor and outdoor) 18-hole golf course, double-sided driving range, putting greens, target greens for chipping/pitching 4 basketball courts 10,000 SF weight room, 4-lane track (2 turf lanes, 2 composite lanes), covered turf practice field Rowing facility being built and nearby ice arena
Sports Focus	Tennis, Golf, Soccer, Baseball, Basketball, Football, Lacrosse, Rowing
Other Info	Pittsburg Pirates' spring training, Olympic athletes training Injured Athlete Program for academics and rehabilitation Fully-accredited Pre-K to 12 school with Post-Graduate offerings Has been the impetus for a "Sports Performance Industry" cluster that has grown over the last 20 years.
Reference	EDC: Sharon Hillstrom, President 941.748.4842 ext. 140 Nicole Rissler sports manager for Sarasota Convention Visitors Bureau 941.955.0991 x 105

Name | Location **Ocean View Sports Training Complex | Ocean View, NJ (day camps)**
Site | Facility Description Two fully-turfed indoor facilities available for rent and outdoor facilities
 A) 9,000 SF with open floor space; field size 100 ft x 50, 60, or 90 ft; bleachers, party room, optional nets, viewing area, meeting rooms
 B) 7,000 SF with two 12 ft x 12 ft x 70 ft batting cages, pitching machines and mounds, two hitting stations, 80-ft pitching tunnel, open space for drills; parent lounge with couches, TV, pool table, observation area; meeting rooms
Sports Focus Youth Speed, Strength, and Agility Training Program: obstacle courses, ropes, agility ladders, boxes, medicine balls, cones, hurdles sleds, etc. baseball and softball, adult and youth soccer, football, lacrosse, strength and conditioning
Other Info all-age tournaments; individual and group lessons
Reference www.oceanviewsports.com (photos) 609.624.7676

Name | Location **Elite Sports Performance | Oswego, IL (day camps)**
Site | Facility Description Five 70-ft and two 55-ft batting or pitching tunnels
 Four automatic baseball pitching machines; 2 softball machines
 Two indoor turf fields for any sport; 110 ft x 65 ft; 40 ft ceilings
 Meeting/Party rooms and kitchen available for rent
Sports Focus 4-week Camps and Clinics for: baseball, softball, football, soccer, coaching, speed and agility training.
Other Info personal and group training
 adult and youth
Reference www.espcomplex.com 630.554.5144

Name | Location **House of Sports | Ardsley, NY (day camps)**
Site | Facility Description 120,000 SF Olympic-style indoor complex
 80-yard true grass turf field; can be partitioned into five play areas;
 4 regulation floating basketball courts; 28 adjustable baskets; spectator seating; multiple team rooms
 6,000 SF baseball training center; two turf tunnels, two 70-ft cages
 10,000 SF Athletic Republic Performance training center; 80-yard track, pylo-floor room, pylo-press room, acceleration workshop, two speed treadmills, synthetic ice shooting and stick handling lab, ice treadmill training space
Sports Focus 60-seat restaurant; meeting and party rooms
 basketball, lacrosse, baseball, hockey, football, volleyball
 boys and girls
Other Info weekly summer day camps; no housing facilities
Reference www.houseofsportsny.com 914.479.5419

Name Location	Peoria Sports Complex Peoria, AZ (day camps)
Site Facility Description	145 acres Main stadium: lighted, 12,000 capacity (18,500 festival capacity) 12 full-size practice fields (6 lighted); dimensions: 340' corners, 385' power alleys, 410' center fields 4 half fields 8 covered major league hitting tunnels; 12 minor hitting tunnels 30 practice mound galleries 2 clubhouses over 55,000 SF each; fitness and training, 400+ lockers
Sports Focus	baseball and special events
Other Info	Major league baseball spring training and player development facility Off season use: player rehab, extended training, summer and fall leagues, instructional league, local / national youth / adult tournaments Non-sports use: concerts, art shows, car and RV shows, bike races, weddings, private parties, charity fundraisers, city-sponsored events
Reference	www.peoriaspringtraining.com 623.773.8700

Name Location	Ability First Sports Chico, CA
About	Wheelchair sports camp designed to provide instructional and recreational sports opportunities to youth with physical disabilities.
Site Facility Description	California State University, Chico
Sports Focus	One-week each summer Athletes with disabilities, aged 8 to 17 Aquatics, basketball, cycling, quad rugby, rock climbing, soccer, tennis, track and field, water skiing
Other Info	\$900/per athlete includes room and board, assistance with daily living activities, instructions in various sports, access to specialized equipment, transportation to/from off-site events, social activities.
Reference	www.abilityfirstsports.org 530.588.0335

D. Shooting / Archery Instruction

Building and environmental concerns must be considered for this type of use, including:

- local, state and federal regulations
- noise, soundproofing
- ventilation system for proper indoor air quality
- security
- may be different requirements or design features if it is to be used by military/SWAT teams vs. general public alone
- waste disposal; casings, cleaning and other waste products may be considered hazardous and require special handling

Name | Location

About Facilities

Indoor / Outdoor Shooting Ranges

Generally all offer firearm safety and shooting instruction

CCW training, Marksmanship

Sales of ammunition and accessories for archery and firearms

Pro Shops (sale and rental)

Memberships and/or Public Use

Examples

www.copperstarisr.com

www.firingline.net

www.pensacolaindoorshootingrange.com

www.tallyindoorshooting.com

www.tropgun.com

www.topgunss.com



Leo Chesney Facility Reuse Project

Live Oak, CA

Phase III: Market Analysis

Prepared for: The City of Live Oak

Prepared by:

Chabin Concepts, Inc.

Russell Gallaway Associates, Inc.

Guillon-Brouhard Commercial Real Estate

Date: 2015

Funded by State of California Community Development Block
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I. Reuse Considerations

From the sixty-plus uses and facilities researched, nearly twenty different types were chosen for further consideration. The consulting team concluded that the most-likely type of project reuse would be one that fits within a rural market area vs. urban, and would require the least amount of redevelopment, retrofit or construction. The team narrowed the options to five that meet the criteria and that could be expected to have the most market potential for the City of Live Oak.

- **Sports / Fitness Complex**—Buildings for sports played on courts, e.g. basketball, volleyball, racquetball, tennis, handball, etc. Land and/or buildings for full-size or practice fields for soccer, baseball, softball, football, etc. Buildings for arcade, rock climbing, aquatic center, exercise equipment, boxing, concessions, etc. Phase II Report presents case studies of nonprofit and for profit, community owned and operated, and private, membership based facilities.
- **Coaching / Sports Training Academy**—Similar to an Olympic training center, a sports academy provides youth-oriented coaching and training on a single or a variety of indoor and outdoor field and court sports and outdoor hunting-related sports. Outdoor sports could include both classroom teaching and field experience in archery, firearms, fishing, wildlife ID, survival skills, map and compass skills, first aid, wildlife management and conservation, etc. Facilities may be nonprofit or for profit and may be operated by the community, high school or colleges, faith-based organizations, individuals/businesses, or a partnership among any of these. Given the housing and kitchen facilities at the Leo Chesney Facility, the academy could be either day-use or residential.
- **Educational Camp / Vocational School**—This use could be tied to a college, faith-based organization, or vocational school. Training could focus on traditional students or those with special needs. Rather than offering degree programs, it could offer courses, training, and testing for certification. Subjects could include: art, culinary, retail, machining, welding, forklift, programming, CNA, etc. Studies could be combined with counseling to prepare students for employment and independent living.
- **In-Resident Education / Treatment Center**—Expanding the educational use concepts to longer-term, in-resident would make use of the housing units at the Leo Chesney Facility and use would open up the possibility of using it as a treatment center for troubled teens. Also referred to as Therapeutic Boarding Schools, this type of facility works with teens who have behavioral or emotional problems. It would be staffed with specialists in education, counseling, and medical care.
- **Shelters / Transitional Housing**—Rather than youth-oriented residency, education, and training, a transitional housing facility would be one that provides temporary, safe shelter to people suffering a crisis. The housing would be supplemented with services designed to help residents build stability in their lives; e.g. counseling, job/job search skills, budgeting and household management, medical care, etc.

Potential Use	Pros	Cons ¹
Sports / Fitness Complex	<ul style="list-style-type: none"> ◆ No commercial fitness centers located in the City of Live Oak. 	<ul style="list-style-type: none"> ◆ There are currently nine fitness centers within about ten miles of and serving the Live Oak market. It is doubtful if additional demand exists. ◆ Would require additional parking.
Youth Coaching or Sports Training Academy	<ul style="list-style-type: none"> ◆ With the housing, kitchen, and dining facilities at the site an academy could be either day use or residential. ◆ There is sufficient land for training for most outdoor sports. ◆ There are a number of buildings that could be retro fit to accommodate specific sport uses. 	<ul style="list-style-type: none"> ◆ These facilities are generally closely associated and located with a College or University. ◆ There are 33,140 youngsters between the ages of 5 and 14 within a 20-mile radius of the facility.² ◆ Additional market research would be required to determine feasibility of serving this population. ◆ Would require additional parking.
Educational or Vocational Camp	<ul style="list-style-type: none"> ◆ Could be tied to High School, Yuba College, a faith-based organization, or local vocational schools and programs. ◆ Facilities lend themselves to day use or residential. ◆ Kitchen could be used for culinary training. ◆ Ceiling height of gym accommodates forklift training. Other buildings could be used for machining, welding, etc. 	<ul style="list-style-type: none"> ◆ Generally closely associated and located with a College or University. ◆ There are about 19,300 people between the ages of 15 to 20 within a 20-mile radius of the facility.² ◆ Additional market research would be required to determine demand for such a facility and the appropriate training focus. ◆ Would require additional parking.
In-Resident Education or Treatment Center	<ul style="list-style-type: none"> ◆ This use would most likely draw from a greater market area, regionally and possibly statewide. ◆ Because this is similar to a correctional facility, aside from repairs and upgrades, the need for major retro fit would be unlikely. 	<ul style="list-style-type: none"> ◆ Additional market research would be required to determine demand for such a facility. ◆ Market research should also include supply of counselors, teachers, etc. ◆ Would require additional parking.
Emergency Shelter or Transitional Housing	<ul style="list-style-type: none"> ◆ This type of facility would make use of the existing dormitories, kitchen and dining room. ◆ Classrooms and other buildings could be used for training and counseling. 	<ul style="list-style-type: none"> ◆ Currently housing buildings are open cubicles. Additional or different type of housing facilities would be required for transitional housing. ◆ Would require additional parking.

¹ Some or all of these potential uses may require a Use Permit.

² See the Market Area Demographic Trend report in the Appendix for details.

These potential uses are aligned with the City’s Economic Development Action Plan Building Blocks and the General Plan Economic Development Element.

City of Live Oak’s Action Plan Building Blocks

1. Establish Live Oak as a prosperous, livable community with its own unique character.
2. Have available decent and affordable housing and neighborhoods for all income levels.
3. Build the Live Oak business base to create new, good jobs and a stronger revenue base.
4. Deliver city services in a professional, friendly and efficient manner.

City of Live Oak Economic Development Action Plan Building Blocks		Fitness Complex	Coaching Academy	Vocational Camp	Treatment Center	Shelter, Housing
1.5	Maintain an active recreation program.	◆	◆			
2.4	Continue to invest in parks and open space within the community.	◆	◆	◆		
3.1	Encourage new business investment.	◆	◆	◆	◆	◆
3.1.3	Work with current owners of vacant properties to achieve reuse.	◆	◆	◆	◆	◆
3.2	Ensure the local workforce has training opportunities to improve skills and earning potential.			◆	◆	◆
City of Live Oak General Plan Economic Development Element Goals						
ED-3	Job Development: attract and develop new employment in Live Oak that can provide jobs for local workers, enhance City’s tax base, and diversity the local economy.	◆	◆	◆	◆	◆
ED-4	Workforce Development: promote job opportunities in the community that provide sustainable career opportunities for workers.	◆	◆	◆	◆	◆
ED-6	Fiscal Improvement: attract and develop businesses that will enhance the tax base and provide a positive net fiscal impact.	◆	◆	◆	◆	◆

II. Market and Financial Analysis

This market analysis, and the financial analysis that follows, are not tied to any particular use and are based in part on data from secondary sources that the consulting team believes are reliable; e.g. state and local government, planning agencies, real estate brokers, and other third parties.

Market feasibility is not equivalent to financial feasibility. Other factors apart from the level of demand for a land use are of critical importance in determining feasibility. These factors include the cost of acquiring the site, improvements and modifications, traffic impacts, remediation of toxics (if any), and mitigation measures required throughout the approval process.

The analysis is prepared for a near-term development and assumes that neither the local nor national economy will experience a major recession. If an unforeseen change occurs in the economy, the conclusions presented in this document may no longer be valid. The analysis is also based on economic rather than political considerations and should be construed neither as a representation nor opinion that government approvals for development can be secured.

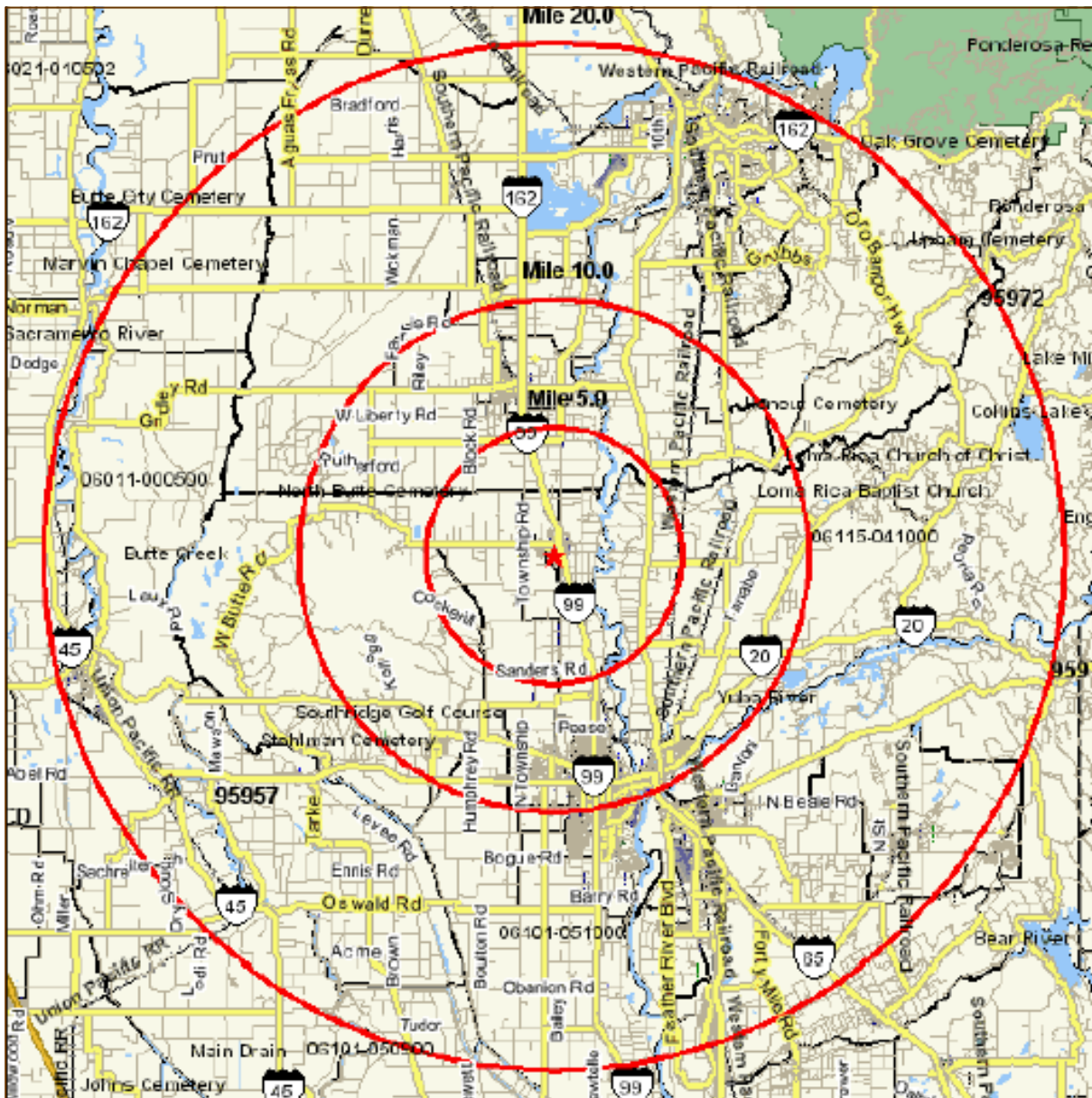
The analysis, opinions, recommendations and conclusions of this document are based on the consulting team’s informed judgment, and market and economic conditions as of the date of this report. Because of the volatility of market conditions and complex dynamics influencing the economic conditions of the development and other industries, conclusions and recommended actions contained in this report should not be relied upon as sole input for final business decisions regarding current and future development and planning.

A. Market Characteristics

	5-Mile Market Area		10-Mile Market Area		20-Mile Market Area	
	2015 Est	2020 Est	2015 Est	2020 Est	2015 Est	2020 Est
Total estimated population	11,934	12,354	82,181	84,040	223,391	229,896
Youth (ages 0-17)	28.0%	27.3%	25.9%	25.5%	26.7%	26.2%
Young Adults (ages 18-24)	10.3%	10.5%	10.1%	9.7%	10.4%	10.0%
Primary Workers (ages 25-64)	48.5%	48.1%	49.28%	48.8%	49.1%	48.5%
Seniors / Retired (ages 65+)	13.2%	14.1%	14.7%	15.7%	13.85	15.3%
Median Age	34 yrs	34 yrs	35.1 yrs	35.5 yrs	34.4 yrs	34.9 yrs
Median Household Income	\$43,090	\$46,591	\$44,356	\$47,165	\$46,252	\$48,958

Source: Nielson Solution Center

The facility's 20-mile market area encompasses the City of Gridley to the north, Yuba City to the South, and spans from Highway 45 to the west and portions of Highway 20 to the east.



B. Financial Feasibility

To be informative *at any level*, financial analysis of reuse and/or renovation scenarios requires not only a practical understanding of required physical changes to the facility but also detailed consideration of operational revenues, expenses, capitalization and other routine and specialized business metrics of the reuse enterprise. At present, none of this information exists and while assumptions could be made to fashion hypothetical business and development financial Proforma(s), the basis of any such modeling would be arbitrary and its value questionable if not potentially misleading.

Notwithstanding the current impracticality of business or development financial modeling for given reuse scenario(s), it is possible to gain *some* financial perspective using existing information together with a range of *What If* development scenarios, cost and market variables.

To provide this perspective the financial model prepared by the Consulting Team provides a range of *What If Expense Scenario(s)* coupled with *What If Return on Investment (ROI) Scenario(s)* to arrive at estimated *Required Lease Rate(s)* for each scenario. *Annual Lease Revenues* (NNN) are then coupled with *Capitalization (CAP) Rates* to approximate a range of *Values*. *Capital Expenses* are then deducted from *Values* to arrive at *Net Equity*.

The purpose of the analysis *is not* to predict any particular reuse project or cost, the return on investment sought by capital investors, the amount of rent tenant(s) may be willing or able to pay, or the profitability of any given reuse business, *but rather to illustrate a range of possible circumstances and their relationship to baseline financial metrics of Cost, Rent, ROI and Valuation*. This approach affords readers the latitude of determining whatever scope, extent of renovation expense, and ROI may be appropriate from their perspective (*arriving at monthly rent*), and level of monthly rent and CAP rate range they may consider appropriate (*arriving at valuation and Net Equity*).

In effect, the model provides a framework for readers to zero in on a particular metric (e.g. monthly rent), then drill across to gauge the level of investment such rent may support along with the scope of improvements such an investment may represent and vice versa. It is important to note that the analysis does not factor in cost of acquisition, entitlement, brokerage fees, financing expenses or other soft costs anticipated for a given project.

Given the likelihood that most any reuse scenario excepting a correctional facility would require additional parking, the Consultant Team identified three (3) basic development scenarios (*As Built, 55 additional stalls and 97 additional stalls*), each illustrated below.

The analysis is comprised of six (6) linked worksheets, driven by 170 variables and resulting in 27 different outcome scenarios.

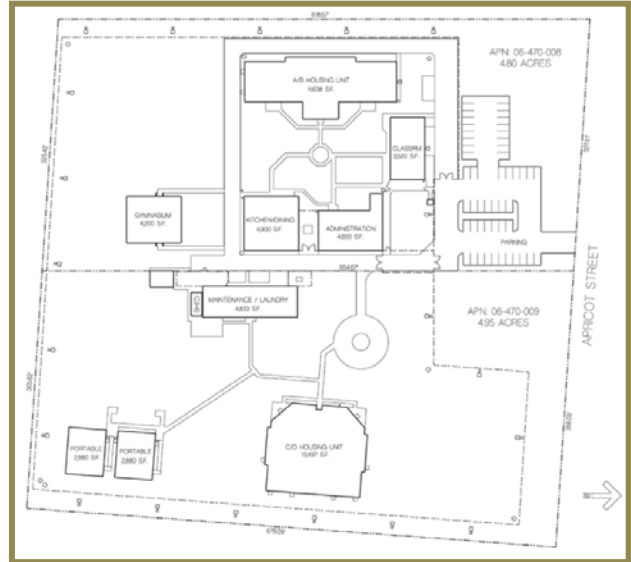
To assist the reader in interpreting the analysis, cells highlighted yellow refer to one such representative scenario (*55 Additional Stalls, Mid-Cost Scenario, Mid-Lease Rate Scenario and Mid-Cap Rate Scenario*), summarized on page 15.

Index of Abbreviations Used in the Following Charts	
SF	Square Feet
AC	Acres
ROI	Return on Investment Rate
CAP	Capitalization Rate
NNN	Triple Net Lease (i.e. excluding insurance, maintenance, and taxes)

Illustration of Development Scenarios

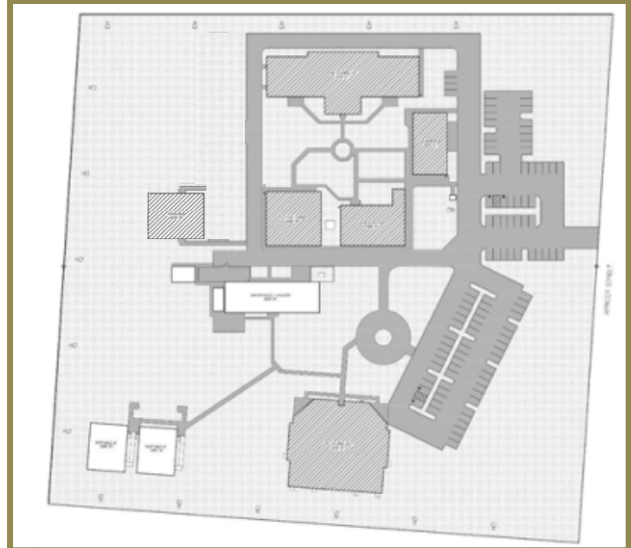
AS BUILT

Building Area	52,948 SF
Existing Asphalt Parking Area	44,049 SF
New Asphalt Parking Area	--
Flatwork/Hardscape	36,296 SF
Landscape Area	291,427 SF
Net Useable Area	424,710 SF



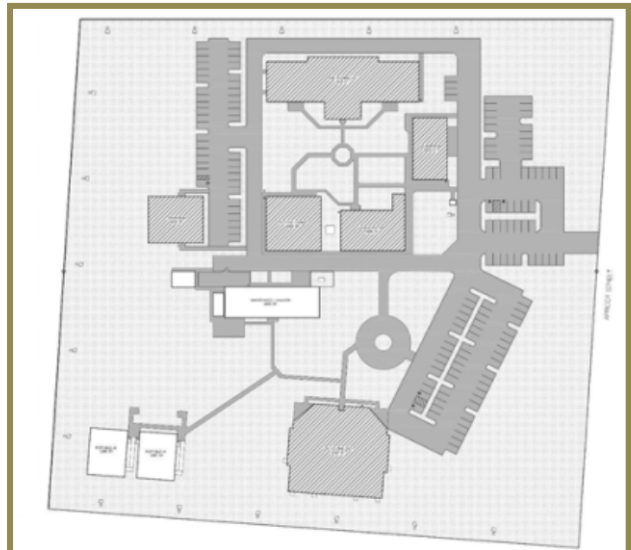
ADD 55 STALLS

Building Area	52,948 SF
Existing Asphalt Parking Area	44,049 SF
New Asphalt Parking Area	24,500 SF
Flatwork/Hardscape	36,286 SF
Landscape Area	266,927 SF
Net Useable Area	424,710 SF



ADD 97 STALLS

Building Area	52,948 SF
Existing Asphalt Parking Area	44,049 SF
New Asphalt Parking Area	38,500 SF
Flatwork/Hardscape	36,286 SF
Landscape Area	252,927 SF
Net Useable Area	424,710 SF



A description of each component is presented below followed by the respective worksheets.

Worksheet 1. Development and Unit Cost Assumptions

Purpose: Describe three scenarios by ground level square footage(s) together with a low-mid-high range of unit costs under each scenario, components of which include:

- Three (3) separate “Scenarios” representing various levels of building renovation, parking expansion and landscaping/field improvements:
 - ◆ Existing As-Built improvements
 - ◆ 55 additional parking stalls
 - ◆ 97 additional parking stalls
- Itemized per unit improvement costs on a Low-Mid-High range basis for each of the 3 Scenarios
- Cost estimate for each development and cost scenario on a line item and total cost basis.

Worksheet 2. Building, Land Area and Unit Cost Summary

Purpose: Summarize area type(s) and quantities along with per unit cost assumptions for each scenario, including average, range and variance data.

Worksheet 3. Scenario Cost Summary

Purpose: Illustrate Low-Med-High total costs for each scenario, based on cost per Building SF, including average, range and variance data.

Worksheet 4. Required Lease Rate (NNN)

Purpose: Illustrate the required monthly and per SF rent (NNN) based on a range of Return on Investment (ROI) rates for Low-Mid-High cost under each development scenario, including average, range and variance data.

Worksheet 5. Valuation

Purpose: Approximate project valuation (at stabilization) using the income method based a range of Capitalization (CAP) Rates under Low-Med-High cost range for each development scenario, including average, range and variance data.

Worksheet 6. Net Equity

Purpose: Illustrate Net Equity being the difference between project cost and valuation under Low-Med-High cost range for each development scenario, including average, range and variance data.

DEVELOPMENT AND UNIT COST ASSUMPTIONS

AS BUILT	AREA BREAKDOWN				IMPROVEMENT COST SCENARIOS					
AREA BREAKDOWN	SF	AC	% of Type	% of Total	LOW COST		MID COST		HIGH COST	
PARCELIZATION					Per SF	Total	Per SF	Total	Per SF	Total
APN 06-470-008	209,088	4.80	49%	49%						
APN 06-470-009	215,622	4.95	51%	51%						
Total	424,710	9.75	100%	100%						
BUILDINGS										
Classroom	3,520	0.08	7%	1%	\$ 8.00	\$ 28,160	\$ 15.00	\$ 52,800	\$ 22.00	\$ 77,440
Administration Bldg	4,600	0.11	9%	1%	\$ 5.00	\$ 23,000	\$ 15.00	\$ 69,000	\$ 25.00	\$ 115,000
Kitchen/Dining Bldg	4,900	0.11	9%	1%	\$ 6.00	\$ 29,400	\$ 13.00	\$ 63,700	\$ 20.00	\$ 98,000
Gymnasium Bldg	4,200	0.10	8%	1%	\$ 5.00	\$ 21,000	\$ 15.00	\$ 63,000	\$ 25.00	\$ 105,000
Maintenance/Laundry Bldg	4,833	0.11	9%	1%	\$ 2.00	\$ 9,666	\$ 7.00	\$ 33,831	\$ 12.00	\$ 57,996
A/B Housing Bldg	11,638	0.27	22%	3%	\$ 5.00	\$ 58,190	\$ 15.00	\$ 174,570	\$ 25.00	\$ 290,950
C/D Housing Bldg	13,497	0.31	25%	3%	\$ 5.00	\$ 67,485	\$ 15.00	\$ 202,455	\$ 25.00	\$ 337,425
Portable Bldg #1	2,880	0.07	5%	1%	\$ 2.00	\$ 5,760	\$ 5.00	\$ 14,400	\$ 8.00	\$ 23,040
Portable Bldg #2	2,880	0.07	5%	1%	\$ 2.00	\$ 5,760	\$ 5.00	\$ 14,400	\$ 8.00	\$ 23,040
Subtotal	52,948	1.22	100%	12%	\$ 4.69	\$ 248,421	\$ 13.00	\$ 688,156	\$ 21.30	\$ 1,127,891
SITE IMPROVEMENTS										
Asphalt Area(s)	44,049	1.01	12%	10%	\$ 3.00	\$ 132,147	\$ 5.00	\$ 220,245	\$ 7.00	\$ 308,343
Flatwork/Hardscape Area(s)	36,286	0.83	10%	9%	\$ 1.00	\$ 36,286	\$ 2.00	\$ 72,572	\$ 3.00	\$ 108,858
Landscape Area(s)	291,427	6.69	78%	69%	\$ 1.00	\$ 291,427	\$ 2.00	\$ 582,854	\$ 3.00	\$ 874,281
Subtotal	371,762	8.53	100%	88%	\$ 1.24	\$ 459,860	\$ 2.36	\$ 875,671	\$ 3.47	\$ 1,291,482
TOTAL	424,710	9.75	100%	100%	\$ 1.67	\$ 708,281	\$ 3.68	\$ 1,563,827	\$ 5.70	\$ 2,419,373

ADD 55 STALLS	AREA BREAKDOWN				IMPROVEMENT COST SCENARIOS					
AREA BREAKDOWN	SF	AC	% of Type	% of Total	LOW COST		MID COST		HIGH COST	
PARCELIZATION					Per SF	Total	Per SF	Total	Per SF	Total
APN 06-470-008	209,088	4.80	49%	49%						
APN 06-470-009	215,622	4.95	51%	51%						
Total	424,710	9.75	100%	100%						
BUILDINGS										
Classroom	3,520	0.08	7%	1%	\$ 8.00	\$ 28,160	\$ 15.00	\$ 52,800	\$ 22.00	\$ 77,440
Administration Bldg	4,600	0.11	9%	1%	\$ 5.00	\$ 23,000	\$ 15.00	\$ 69,000	\$ 25.00	\$ 115,000
Kitchen/Dining Bldg	4,900	0.11	9%	1%	\$ 6.00	\$ 29,400	\$ 13.00	\$ 63,700	\$ 20.00	\$ 98,000
Gymnasium Bldg	4,200	0.10	8%	1%	\$ 5.00	\$ 21,000	\$ 15.00	\$ 63,000	\$ 25.00	\$ 105,000
Maintenance/Laundry Bldg	4,833	0.11	9%	1%	\$ 2.00	\$ 9,666	\$ 7.00	\$ 33,831	\$ 12.00	\$ 57,996
A/B Housing Bldg	11,638	0.27	22%	3%	\$ 5.00	\$ 58,190	\$ 15.00	\$ 174,570	\$ 25.00	\$ 290,950
C/D Housing Bldg	13,497	0.31	25%	3%	\$ 5.00	\$ 67,485	\$ 15.00	\$ 202,455	\$ 25.00	\$ 337,425
Portable Bldg #1	2,880	0.07	5%	1%	\$ 2.00	\$ 5,760	\$ 5.00	\$ 14,400	\$ 8.00	\$ 23,040
Portable Bldg #2	2,880	0.07	5%	1%	\$ 2.00	\$ 5,760	\$ 5.00	\$ 14,400	\$ 8.00	\$ 23,040
Subtotal	52,948	1.22	100%	12%	\$ 4.69	\$ 248,421	\$ 13.00	\$ 688,156	\$ 21.30	\$ 1,127,891
SITE IMPROVEMENTS										
Existing Asphalt Area(s)	44,049	1.01	12%	10%	\$ 3.00	\$ 132,147	\$ 5.00	\$ 220,245	\$ 7.00	\$ 308,343
New Asphalt Area(s)	24,500	0.56	7%	6%	\$ 7.00	\$ 171,500	\$ 8.00	\$ 196,000	\$ 9.00	\$ 220,500
Flatwork/Hardscape Area(s)	36,286	0.83	10%	9%	\$ 1.00	\$ 36,286	\$ 2.00	\$ 72,572	\$ 3.00	\$ 108,858
Landscape Area(s)	266,927	6.13	72%	63%	\$ 1.00	\$ 266,927	\$ 2.00	\$ 533,854	\$ 3.00	\$ 800,781
Subtotal	371,762	8.53	100%	88%	\$ 1.63	\$ 606,860	\$ 2.75	\$ 1,022,671	\$ 3.87	\$ 1,438,482
TOTAL	424,710	9.75	100%	100%	\$ 2.01	\$ 855,281	\$ 4.03	\$ 1,710,827	\$ 6.04	\$ 2,566,373

ADD 97 STALLS	AREA BREAKDOWN				IMPROVEMENT COST SCENARIOS					
AREA BREAKDOWN	SF	AC	% of Type	% of Total	LOW COST		MID COST		HIGH COST	
PARCELIZATION					Per SF	Total	Per SF	Total	Per SF	Total
APN 06-470-008	209,088	4.80	49%	49%						
APN 06-470-009	215,622	4.95	51%	51%						
Total	424,710	9.75	100%	100%						
BUILDINGS										
Classroom	3,520	0.08	7%	1%	\$ 8.00	\$ 28,160	\$ 15.00	\$ 52,800	\$ 22.00	\$ 77,440
Administration Bldg	4,600	0.11	9%	1%	\$ 5.00	\$ 23,000	\$ 15.00	\$ 69,000	\$ 25.00	\$ 115,000
Kitchen/Dining Bldg	4,900	0.11	9%	1%	\$ 6.00	\$ 29,400	\$ 13.00	\$ 63,700	\$ 20.00	\$ 98,000
Gymnasium Bldg	4,200	0.10	8%	1%	\$ 5.00	\$ 21,000	\$ 15.00	\$ 63,000	\$ 25.00	\$ 105,000
Maintenance/Laundry Bldg	4,833	0.11	9%	1%	\$ 2.00	\$ 9,666	\$ 7.00	\$ 33,831	\$ 12.00	\$ 57,996
A/B Housing Bldg	11,638	0.27	22%	3%	\$ 5.00	\$ 58,190	\$ 15.00	\$ 174,570	\$ 25.00	\$ 290,950
C/D Housing Bldg	13,497	0.31	25%	3%	\$ 5.00	\$ 67,485	\$ 15.00	\$ 202,455	\$ 25.00	\$ 337,425
Portable Bldg #1	2,880	0.07	5%	1%	\$ 2.00	\$ 5,760	\$ 5.00	\$ 14,400	\$ 8.00	\$ 23,040
Portable Bldg #2	2,880	0.07	5%	1%	\$ 2.00	\$ 5,760	\$ 5.00	\$ 14,400	\$ 8.00	\$ 23,040
Subtotal	52,948	1.22	100%	12%	\$ 4.69	\$ 248,421	\$ 13.00	\$ 688,156	\$ 21.30	\$ 1,127,891
SITE IMPROVEMENTS										
Existing Asphalt Area(s)	44,049	1.01	12%	10%	\$ 3.00	\$ 132,147	\$ 5.00	\$ 220,245	\$ 7.00	\$ 308,343
New Asphalt Area(s)	38,500	0.88	10%	9%	\$ 7.00	\$ 269,500	\$ 8.00	\$ 308,000	\$ 9.00	\$ 346,500
Flatwork/Hardscape Area(s)	36,286	0.83	10%	9%	\$ 1.00	\$ 36,286	\$ 2.00	\$ 72,572	\$ 3.00	\$ 108,858
Landscape Area(s) Marked	252,927	5.81	68%	60%	\$ 1.00	\$ 252,927	\$ 2.00	\$ 505,854	\$ 3.00	\$ 758,781
Subtotal	371,762	8.53	100%	88%	\$ 1.86	\$ 690,860	\$ 2.98	\$ 1,106,671	\$ 4.10	\$ 1,522,482
TOTAL	424,710	9.75	100%	100%	\$ 2.21	\$ 939,281	\$ 4.23	\$ 1,794,827	\$ 6.24	\$ 2,650,373

BUILDING AND LAND AREA & UNIT COST SUMMARY

LAND AREA SUMMARY		SF	ACRES			
Gross Site Area		424,710	9.75			
R/W Dedication(s)		-	-			
Net Useable Area		424,710	9.75			
AREA SUMMARY (SF)	AS BUILT	ADD 55 STALLS	ADD 97 STALLS	SCENARIO AVE.	Range	% Variance
Building to Land Coverage (FAR)	12%	12%	12%	12%	0%	0%
Building Area	52,948	52,948	52,948	52,948	-	0%
Existing Asphalt Parking Area	44,049	44,049	44,049	44,049	-	0%
New Asphalt Parking Area	-	24,500	38,500	21,000	38,500	183%
Flatwork/Hardscape	36,286	36,286	36,286	36,286	-	0%
Landscape Area	291,427	266,927	252,927	270,427	38,500	14%
Net Useable Area	424,710	424,710	424,710	424,710	-	0%
UNIT COST SUMMARY	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	Variance
AS BUILT						
Buildings (per SF)	\$ 4.69	\$ 13.00	\$ 21.30	\$ 13.00	\$ 16.61	128%
Asphalt Parking (Per SF)	\$ 3.00	\$ 5.00	\$ 7.00	\$ 5.00	\$ 4.00	80%
Flatwork/Hardscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%
Landscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%
ADD 55 STALLS						
Buildings (per SF)	\$ 4.69	\$ 13.00	\$ 21.30	\$ 13.00	\$ 16.61	128%
Asphalt Parking (Per SF)	\$ 4.43	\$ 6.07	\$ 7.71	\$ 6.07	\$ 3.29	54%
Flatwork/Hardscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%
Landscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%
ADD 97 STALLS						
Buildings (per SF)	\$ 4.69	\$ 13.00	\$ 21.30	\$ 13.00	\$ 16.61	128%
Asphalt Parking (Per SF)	\$ 4.87	\$ 6.40	\$ 7.93	\$ 6.40	\$ 3.07	48%
Flatwork/Hardscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%
Landscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%
SCENARIO AVE.						
Buildings (per SF)	\$ 4.69	\$ 13.00	\$ 21.30	\$ 13.00	\$ 16.61	128%
Asphalt Parking (Per SF)	\$ 4.10	\$ 5.82	\$ 7.55	\$ 5.82	\$ 3.45	59%
Flatwork/Hardscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%
Landscape (per SF)	\$ 1.00	\$ 2.00	\$ 3.00	\$ 2.00	\$ 2.00	100%

3

SCENARIO COST SUMMARY

COST SUMMARY (Dollars)	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
AS BUILT						
Purchase/Other Charges	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Building Area	\$ 248,421	\$ 688,156	\$ 1,127,891	\$ 688,156	\$ 879,470	78%
Asphalt Parking	\$ 132,147	\$ 220,245	\$ 308,343	\$ 220,245	\$ 176,196	57%
Flatwork/Hardscape	\$ 36,286	\$ 72,572	\$ 108,858	\$ 72,572	\$ 72,572	67%
Landscape Area	\$ 291,427	\$ 582,854	\$ 874,281	\$ 582,854	\$ 582,854	67%
Total	\$ 708,281	\$ 1,563,827	\$ 2,419,373	\$ 1,563,827	\$ 1,711,092	71%
ADD 55 STALLS						
Purchase/Other Charges	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Building Area	\$ 248,421	\$ 688,156	\$ 1,127,891	\$ 688,156	\$ 879,470	78%
Asphalt Parking	\$ 303,647	\$ 416,245	\$ 528,843	\$ 416,245	\$ 225,196	43%
Flatwork/Hardscape	\$ 36,286	\$ 72,572	\$ 108,858	\$ 72,572	\$ 72,572	67%
Landscape Area	\$ 266,927	\$ 533,854	\$ 800,781	\$ 533,854	\$ 533,854	67%
Total	\$ 855,281	\$ 1,710,827	\$ 2,566,373	\$ 1,710,827	\$ 1,711,092	67%
ADD 97 STALLS						
Purchase/Other Charges	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Building Area	\$ 248,421	\$ 688,156	\$ 1,127,891	\$ 688,156	\$ 879,470	78%
Asphalt Parking	\$ 401,647	\$ 528,245	\$ 654,843	\$ 528,245	\$ 253,196	39%
Flatwork/Hardscape	\$ 36,286	\$ 72,572	\$ 108,858	\$ 72,572	\$ 72,572	67%
Landscape Area	\$ 252,927	\$ 505,854	\$ 758,781	\$ 505,854	\$ 505,854	67%
Total	\$ 939,281	\$ 1,794,827	\$ 2,650,373	\$ 1,794,827	\$ 1,711,092	65%
SCENARIO AVE.						
Purchase/Other Charges	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Building Area	\$ 248,421	\$ 688,156	\$ 1,127,891	\$ 688,156	\$ 879,470	78%
Asphalt Parking	\$ 266,597	\$ 378,832	\$ 491,068	\$ 378,832	\$ 224,471	46%
Flatwork/Hardscape	\$ 36,286	\$ 72,572	\$ 108,858	\$ 72,572	\$ 72,572	67%
Landscape Area	\$ 270,427	\$ 540,854	\$ 811,281	\$ 540,854	\$ 540,854	67%
Total	\$ 821,731	\$ 1,680,414	\$ 2,539,098	\$ 1,680,414	\$ 1,717,367	68%

4

LEASE RATES (NNN) based on WHAT IF ROI Rates

ROI ASSUMPTION(s)		High ROI	Mid ROI	Low ROI	Ave. ROI	Range	% Variance
		13.00%	11.00%	9.00%	11%	4%	31%
High Lease ROI Rate	13%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Base Rent Per Mo (NNN)							
AS BUILT		\$ 7,673	\$ 16,941	\$ 26,210	\$ 16,941	\$ 18,537	71%
ADD 55 STALLS		\$ 9,266	\$ 18,534	\$ 27,802	\$ 18,534	\$ 18,537	67%
ADD 97 STALLS		\$ 10,176	\$ 19,444	\$ 28,712	\$ 19,444	\$ 18,537	65%
SCENARIO AVE.		\$ 8,902	\$ 18,204	\$ 27,507	\$ 18,204	\$ 18,605	68%
Base Rent Per SF (NNN)							
AS BUILT		\$ 0.14	\$ 0.32	\$ 0.50	\$ 0.32	\$ 0.35	71%
ADD 55 STALLS		\$ 0.17	\$ 0.35	\$ 0.53	\$ 0.35	\$ 0.35	67%
ADD 97 STALLS		\$ 0.19	\$ 0.37	\$ 0.54	\$ 0.37	\$ 0.35	65%
SCENARIO AVE.		\$ 0.17	\$ 0.34	\$ 0.52	\$ 0.34	\$ 0.35	68%
Mid Lease ROI Rate	11%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Base Rent Per Mo (NNN)							
AS BUILT		\$ 6,493	\$ 14,335	\$ 22,178	\$ 14,335	\$ 15,685	71%
ADD 55 STALLS		\$ 7,840	\$ 15,683	\$ 23,525	\$ 15,683	\$ 15,685	67%
ADD 97 STALLS		\$ 8,610	\$ 16,453	\$ 24,295	\$ 16,453	\$ 15,685	65%
SCENARIO AVE.		\$ 7,533	\$ 15,404	\$ 23,275	\$ 15,404	\$ 15,743	68%
Base Rent Per SF (NNN)							
AS BUILT		\$ 0.12	\$ 0.27	\$ 0.42	\$ 0.27	\$ 0.30	71%
ADD 55 STALLS		\$ 0.15	\$ 0.30	\$ 0.44	\$ 0.30	\$ 0.30	67%
ADD 97 STALLS		\$ 0.16	\$ 0.31	\$ 0.46	\$ 0.31	\$ 0.30	65%
SCENARIO AVE.		\$ 0.14	\$ 0.29	\$ 0.44	\$ 0.29	\$ 0.30	68%
Low Lease ROI Rate	9%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Base Rent Per Mo (NNN)							
AS BUILT		\$ 5,312	\$ 11,729	\$ 18,145	\$ 11,729	\$ 12,833	71%
ADD 55 STALLS		\$ 6,415	\$ 12,831	\$ 19,248	\$ 12,831	\$ 12,833	67%
ADD 97 STALLS		\$ 7,045	\$ 13,461	\$ 19,878	\$ 13,461	\$ 12,833	65%
SCENARIO AVE.		\$ 6,163	\$ 12,603	\$ 19,043	\$ 12,603	\$ 12,880	68%
Base Rent Per SF (NNN)							
AS BUILT		\$ 0.10	\$ 0.22	\$ 0.34	\$ 0.22	\$ 0.24	71%
ADD 55 STALLS		\$ 0.12	\$ 0.24	\$ 0.36	\$ 0.24	\$ 0.24	67%
ADD 97 STALLS		\$ 0.13	\$ 0.25	\$ 0.38	\$ 0.25	\$ 0.24	65%
SCENARIO AVE.		\$ 0.12	\$ 0.24	\$ 0.36	\$ 0.24	\$ 0.24	68%

5 VALUATION (At Stabilization)							
High Lease ROI Rate	13.0%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Assumed CAP Valuation	8.5%						
AS BUILT		\$ 1,083,253	\$ 2,391,735	\$ 3,700,218	\$ 2,391,735	\$ 2,616,964	71%
ADD 55 STALLS		\$ 1,308,077	\$ 2,616,559	\$ 3,925,041	\$ 2,616,559	\$ 2,616,964	67%
ADD 97 STALLS		\$ 1,436,547	\$ 2,745,030	\$ 4,053,512	\$ 2,745,030	\$ 2,616,964	65%
SCENARIO AVE.		\$ 1,256,765	\$ 2,570,045	\$ 3,883,326	\$ 2,570,045	\$ 2,626,562	68%
Mid Lease ROI Rate	11.0%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Assumed CAP Valuation	8.5%						
AS BUILT		\$ 916,599	\$ 2,023,776	\$ 3,130,953	\$ 2,023,776	\$ 2,214,354	71%
ADD 55 STALLS		\$ 1,106,834	\$ 2,214,011	\$ 3,321,189	\$ 2,214,011	\$ 2,214,354	67%
ADD 97 STALLS		\$ 1,215,540	\$ 2,322,717	\$ 3,429,894	\$ 2,322,717	\$ 2,214,354	65%
SCENARIO AVE.		\$ 1,063,416	\$ 2,174,654	\$ 3,285,891	\$ 2,174,654	\$ 2,222,475	68%
Low Lease ROI Rate	9.0%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Assumed CAP Valuation	8.5%						
AS BUILT		\$ 749,945	\$ 1,655,817	\$ 2,561,689	\$ 1,655,817	\$ 1,811,744	71%
ADD 55 STALLS		\$ 905,592	\$ 1,811,464	\$ 2,717,336	\$ 1,811,464	\$ 1,811,744	67%
ADD 97 STALLS		\$ 994,533	\$ 1,900,405	\$ 2,806,277	\$ 1,900,405	\$ 1,811,744	65%
SCENARIO AVE.		\$ 870,068	\$ 1,779,262	\$ 2,688,457	\$ 1,779,262	\$ 1,818,389	68%

6 NET EQUITY (At Stabilization)							
High Lease ROI Rate	13.0%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Assumed CAP Valuation	8.5%						
AS BUILT		\$ 374,972	\$ 827,908	\$ 1,280,845	\$ 827,908	\$ 905,872	71%
ADD 55 STALLS		\$ 452,796	\$ 905,732	\$ 1,358,668	\$ 905,732	\$ 905,872	67%
ADD 97 STALLS		\$ 497,266	\$ 950,203	\$ 1,403,139	\$ 950,203	\$ 905,872	65%
SCENARIO AVE.		\$ 435,034	\$ 889,631	\$ 1,344,228	\$ 889,631	\$ 909,194	68%
Mid Lease ROI Rate	11.0%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Assumed CAP Valuation	8.5%						
AS BUILT		\$ 208,318	\$ 459,949	\$ 711,580	\$ 459,949	\$ 503,262	71%
ADD 55 STALLS		\$ 251,553	\$ 503,184	\$ 754,816	\$ 503,184	\$ 503,262	67%
ADD 97 STALLS		\$ 276,259	\$ 527,890	\$ 779,521	\$ 527,890	\$ 503,262	65%
SCENARIO AVE.		\$ 241,685	\$ 494,239	\$ 746,793	\$ 494,239	\$ 505,108	68%
Low Lease ROI Rate	9.0%	Low Cost	Mid Cost	High Cost	Cost Ave.	Range	% Variance
Assumed CAP Valuation	8.5%						
AS BUILT		\$ 41,664	\$ 91,990	\$ 142,316	\$ 91,990	\$ 100,652	71%
ADD 55 STALLS		\$ 50,311	\$ 100,637	\$ 150,963	\$ 100,637	\$ 100,652	67%
ADD 97 STALLS		\$ 55,252	\$ 105,578	\$ 155,904	\$ 105,578	\$ 100,652	65%
SCENARIO AVE.		\$ 48,337	\$ 98,848	\$ 149,359	\$ 98,848	\$ 101,022	68%

C. Sample Scenario

To assist the reader in interpreting the matrix of variables and outcomes, the following example (highlighted yellow on the above worksheets) illustrates one (1) of the 27 scenarios presented in the analysis. As stated earlier it is not possible to conclude with any accuracy the financial feasibility of facility reuse since no reuse project exists. Instead the Consulting Team has attempted to illustrate here a **possible circumstance and baseline financial metrics** of Cost, Rent, ROI and Valuation. The ultimate reasonableness of these metrics would be dictated by the facility use and ability to generate enough revenue to satisfy ROI.

The 55 additional parking stalls and mid-cost scenario results in a hard cost estimate of roughly \$1.7 Million, or \$4.03 per building square foot.

WORKSHEET			
1	DEVELOPMENT AND UNIT COST ASSUMPTIONS		
2	BUILDING AND LAND AREA & UNIT COST SUMMARY		
3	SCENARIO COST SUMMARY		
	SCOPE SCNEARIO:	ADD 55 STALLS	
	COST SCENARIO:	MID COST	
QUANTITY & COST ESTIMATE	Units (SF)	Unit Price	Estimate
Building(s)	52,948	\$ 13.00	\$ 688,156
Site Improvements:			
Existing Asphalt Area(s)	44,049	\$ 5.00	\$ 220,245
New Asphalt Area(s)	24,500	\$ 8.00	\$ 196,000
Flatwork/Hardscape Area(s)	36,286	\$ 2.00	\$ 72,572
Landscape Area(s)	266,927	\$ 2.00	\$ 533,854
Subtotal	371,762	\$ 2.75	\$ 1,022,671
TOTAL	424,710	\$ 4.03	\$ 1,710,827

A \$1.7 Million investment under an 11% return scenario requires a monthly rent of \$15,683 (NNN), \$188,191 annually or roughly \$.30 per building square foot per month net of insurance, maintenance and taxes.

4 LEASE RATES (NNN) based on WHAT IF ROI Rates		
ROI SCENARIO	11.0%	Mid Lease ROI Rate
Required Monthly Lease Rate (NNN)		\$ 15,683
Required Annual Rent (NNN and assumed NOI)		\$ 188,191
Required Monthly Rate (NNN) per Building SF		\$ 0.30

Annual rent of \$188,191 capitalized at 8.5% (Cap Rate) equates to a *Value* approximation at roughly \$2.2 Million. Value less investment of roughly \$1.7 Million equates to Net Equity of approximately \$500,000.

5 VALUATION (At Stabilization)	
6 NET EQUITY (At Stabilization)	
CAP RATE ASSUMPTION	8.5%
Cost (Mid Cost Scenario)	\$ 1,710,827
Net Operating Income (NOI)	\$ 188,191
Valuation	\$ 2,214,011
NET EQUITY (At Stabilization)	\$ 503,184

III. Next Steps

Given that there are currently discussions and negotiations underway between CCA (property owner) and Geo Corp (tenant) regarding reopening the facility as a correctional facility, there is little that the City needs to or can do until a decision is made.

If a decision is made to *not* renew the lease or re-open the facility as a correctional center, the City's next steps should be to:

- Meet with property owner to ascertain their plans for the facility. Pending the outcome of that discussion, come to an agreement on the City's role in 1) marketing the property and/or 2) the property owner's interest in selling the facility to City.
- If City-ownership of the property is desired, work with real estate professionals and financing specialists to determine acquisition strategy and financing options for the City. Most likely, the property owner will want to put the property on the open market before pursuing or conceding to a level of price concession that the City would require to make re-development feasible.
- With more definitive information and direction, the City can proceed with determining its preferred reuse option(s) and begin marketing the property. The Phase I document, *Property Profile and Existing Conditions*, can be used as-is to present the property to interested parties.
- Inform residents and neighboring land owners of the plans for the property, the City's desire to turn the property into a productive economic asset. Solicit their input on the five uses with the most potential, presented in chapter one of this report.
- Once the preferred reuse is determined, document the public improvements that need to be made. Showing the intent and timeline for these improvements will allow prospects to see the City's commitment and vision and will help to attract investors.
- To assess possible interest, prepare and send a one-page introductory letter to regional brokers and developers. Include a brief description of the property, photo, and the community's vision and preferred use(s).
- Follow up by sending the Property Profile to interested developers.
- Issue a Request for Proposal (RFP) to develop the property.
- Ultimately, it is important to work with developers experienced in adaptive reuse projects. Navigating the risks and costs involved in refurbishing existing structures are not as predictable as they are in new construction projects.

IV. Case Studies in Public Ownership

Vancouver, WA

The City of Vancouver is funding a year-long renovation (2015-2016) of historic Fort Vancouver buildings (barracks and offices) into residential apartments, offices and retail space. The \$8.3 million project was financed with a combination of state grants, revenue from the operation of Fort Vancouver property, and city bonds.

Residents will have the chance to invest in the project through mini bonds. Similar to savings bonds, mini bonds can be purchased for \$500 to \$10,000 and carry a higher interest rate. About \$5 million of the project's funding will come from city-issued bonds, of which \$1.5 million will be targeted for sale in the local community. An advantage to these bonds is the interest the city pays on the bonds remain in the local economy.

Bellingham, WA

In the late 1990s, the Bellingham Federal Building was deemed a surplus property by the federal government's General Services Administration and was offered to the local government. The City of Bellingham took responsibility for the asset and its remaining leases in July 2004. The federal government provided a grant of \$2.61 million so that the City could do seismic and code compliance upgrades.

The building costs the City approximately \$200,000 per year in ownership, operating and maintenance expenses. The City determined it could recover capital improvement investments by converting the building from an underutilized asset into a productive use that benefits the community.

To recoup the capital investment the City plans to use a break-even approach to establish the annual lease rates and allow for budget reserves and future capital repairs. The leasable square footage of the building is expected to recoup the investment if phases of renovation are small and grants and low-interest loans are used. Based on early estimates, the cost of renovating and operating the building would result in lease rates comparable to other commercial downtown properties.

Funding possibilities under consideration are:

- Economic Development Investment (EDI) grants or loans from the County
- ArtPlace Initiative grants or loans <http://www.artplaceamerica.org>
- Community Development Financial Institutions (CDFI)
- Bonds
- Large national foundations and federal agencies

Lindsay, CA

In 1990 a major employer in Lindsay, CA, McDermont Fruit Company Growers and Shippers, closed and left a 172,000 square foot facility empty until 2006 when the City acquired it and some surrounding land through a property trade. The McDermont Field House³ was developed by and is owned and operated by the City of Lindsay, California (population 13,000 +/-). The City's \$14 million investment was compiled with funds from the general fund, redevelopment, and multiple grants. There was no bond financing used and the complex opened and operates debt-free. Redevelopment was critical in making this project happen, unfortunately it is no longer available as part of a financing package.

Mesa, AZ

In 2012, the City of Mesa, Arizona announced the successful recruitment of five private, non-profit, liberal arts colleges and universities—a direct result of three years of strategic business attraction efforts.

To accommodate three of the schools in Downtown Mesa, the City invested \$17 million to renovate three vacant, city-owned buildings. Altogether more than 85,000 square feet of unused space was converted into state-of-the-art classrooms, conference and community rooms, labs, academic, administrative and study spaces.

Investing in city-owned real estate was considered a risk by some. However, Light Rail is expected to come through Mesa's Downtown, prompting interest from private sector, transit-oriented developers. The City mitigated the risk by: 1) only finishing the space inside that would be used in the first few years, leaving some "building shell" inside that the schools could expand into when ready; 2) should the institutions terminate the long-term lease agreements, penalties clauses in the leases allow the City to recoup some of its investment; and 3) by retaining ownership of the real estate, if any of the schools vacate, the City still owns a newly remodeled asset and can command a market lease rate.

³ www.mcdermontfieldhouse.com

Appendix A

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 1: LEO CHESNEY FACILITY, 0.00 - 5.00 Miles, Total

Description	2010 Census	%	2015 Estimate	%	2020 Projection	%
Population by Age	11,632		11,934		12,354	
Age 0 - 4	884	7.60%	915	7.67%	970	7.85%
Age 5 - 9	964	8.29%	907	7.60%	912	7.38%
Age 10 - 14	931	8.00%	955	8.00%	903	7.31%
Age 15 - 17	584	5.02%	561	4.70%	588	4.76%
Age 18 - 20	495	4.26%	517	4.33%	544	4.40%
Age 21 - 24	572	4.92%	711	5.96%	755	6.11%
Age 25 - 34	1,561	13.42%	1,552	13.00%	1,677	13.57%
Age 35 - 44	1,531	13.16%	1,483	12.43%	1,499	12.13%
Age 45 - 54	1,545	13.28%	1,481	12.41%	1,410	11.41%
Age 55 - 64	1,160	9.97%	1,277	10.70%	1,361	11.02%
Age 65 - 74	773	6.65%	903	7.57%	982	7.95%
Age 75 - 84	469	4.03%	484	4.06%	555	4.49%
Age 85 and over	163	1.40%	188	1.58%	200	1.62%
Age 16 and over	8,655	74.41%	8,972	75.18%	9,375	75.89%
Age 18 and over	8,268	71.08%	8,596	72.03%	8,982	72.71%
Age 21 and over	7,773	66.82%	8,079	67.70%	8,438	68.30%
Age 65 and over	1,405	12.08%	1,576	13.21%	1,737	14.06%
Median Age	33.9		34.0		34.0	
Population by Sex	11,632		11,934		12,354	
Male	5,644	48.52%	5,852	49.04%	6,055	49.01%
Female	5,987	51.47%	6,082	50.96%	6,299	50.99%

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 1: LEO CHESNEY FACILITY, 0.00 - 5.00 Miles, Total

Description	2010 Census	%	2015 Estimate	%	2020 Projection	%
Pop. by Single-Classification Race by Hispanic/Latino						
Hispanic or Latino:	5,061		5,080		5,193	
White Alone	1,980	39.12%	2,200	43.31%	2,457	47.31%
Black or African American Alone	24	0.47%	21	0.41%	21	0.40%
American Indian and Alaska Native Alone	79	1.56%	73	1.44%	73	1.41%
Asian Alone	27	0.53%	28	0.55%	28	0.54%
Native Hawaiian and Other Pacific Islander Alone	3	0.06%	3	0.06%	5	0.10%
Some Other Race Alone	2,618	51.73%	2,393	47.11%	2,210	42.56%
Two or More Races	330	6.52%	360	7.09%	399	7.68%
Not Hispanic or Latino:	6,570		6,854		7,161	
White Alone	4,886	74.37%	4,964	72.42%	5,018	70.07%
Black or African American Alone	125	1.90%	142	2.07%	156	2.18%
American Indian and Alaska Native Alone	106	1.61%	101	1.47%	102	1.42%
Asian Alone	1,141	17.37%	1,299	18.95%	1,500	20.95%
Native Hawaiian and Other Pacific Islander Alone	21	0.32%	23	0.34%	25	0.35%
Some Other Race Alone	20	0.30%	19	0.28%	17	0.24%
Two or More Races	272	4.14%	306	4.46%	344	4.80%
Households by Age of Householder						
	3,441		3,506		3,612	
Householder Under 25 Years	83	2.41%	90	2.57%	93	2.57%
Householder 25 to 34 Years	496	14.41%	475	13.55%	505	13.98%
Householder 35 to 44 Years	637	18.51%	611	17.43%	605	16.75%
Householder 45 to 54 Years	785	22.81%	740	21.11%	700	19.38%
Householder 55 to 64 Years	640	18.60%	701	19.99%	740	20.49%
Householder 65 to 74 Years	441	12.82%	510	14.55%	551	15.25%
Householder 75 to 84 Years	273	7.93%	278	7.93%	309	8.55%
Householder 85 Years and over	88	2.56%	102	2.91%	108	2.99%
Median Age of Householder						
	51.4		52.8		53.6	

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 1: LEO CHESNEY FACILITY, 0.00 - 5.00 Miles, Total

Description	2000 Census	%	2015 Estimate	%	2020 Projection	%
Households by Household Income	2,819		3,506		3,612	
Income Less than \$15,000	697	24.73%	515	14.69%	456	12.62%
Income \$15,000 - \$24,999	481	17.06%	630	17.97%	582	16.11%
Income \$25,000 - \$34,999	373	13.23%	311	8.87%	378	10.47%
Income \$35,000 - \$49,999	463	16.42%	551	15.72%	505	13.98%
Income \$50,000 - \$74,999	482	17.10%	622	17.74%	645	17.86%
Income \$75,000 - \$99,999	155	5.50%	331	9.44%	364	10.08%
Income \$100,000 - \$124,999	54	1.92%	259	7.39%	283	7.83%
Income \$125,000 - \$149,999	36	1.28%	93	2.65%	150	4.15%
Income \$150,000 - \$199,999	27	0.96%	101	2.88%	117	3.24%
Income \$200,000 - \$249,999	22	0.78%	36	1.03%	56	1.55%
Income \$250,000 - \$499,999	18	0.64%	43	1.23%	53	1.47%
Income \$500,000 or more	10	0.35%	15	0.43%	23	0.64%
Average Household Income	\$43,193		\$59,011		\$65,199	
Median Household Income	\$31,208		\$43,090		\$46,591	
Median HH Inc. by Single-Classification Race						
White Alone	33,928		44,106		47,902	
Black or African American Alone	0		48,146		48,050	
American Indian and Alaska Native Alone	31,147		60,155		71,094	
Asian Alone	38,528		44,166		46,561	
Native Hawaiian and Other Pacific Islander Alone	42,500		107,073		111,260	
Some Other Race Alone	20,537		33,236		36,307	
Two or More Races	27,700		63,548		66,517	
Hispanic or Latino	27,808		32,457		35,625	
Not Hispanic or Latino	33,011		48,094		52,548	

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 2: LEO CHESNEY FACILITY, 0.00 - 10.00 Miles, Total

Description	2010 Census	%	2015 Estimate	%	2020 Projection	%
Population by Age	81,108		82,181		84,040	
Age 0 - 4	6,140	7.57%	5,931	7.22%	6,092	7.25%
Age 5 - 9	5,953	7.34%	5,914	7.20%	5,830	6.94%
Age 10 - 14	5,775	7.12%	5,902	7.18%	5,911	7.03%
Age 15 - 17	3,770	4.65%	3,554	4.32%	3,630	4.32%
Age 18 - 20	3,584	4.42%	3,376	4.11%	3,383	4.03%
Age 21 - 24	4,707	5.80%	4,925	5.99%	4,746	5.65%
Age 25 - 34	10,829	13.35%	11,427	13.90%	11,895	14.15%
Age 35 - 44	9,856	12.15%	9,598	11.68%	10,106	12.03%
Age 45 - 54	10,828	13.35%	10,115	12.31%	9,398	11.18%
Age 55 - 64	8,777	10.82%	9,360	11.39%	9,621	11.45%
Age 65 - 74	5,653	6.97%	6,585	8.01%	7,532	8.96%
Age 75 - 84	3,658	4.51%	3,824	4.65%	4,180	4.97%
Age 85 and over	1,579	1.95%	1,670	2.03%	1,717	2.04%
Age 16 and over	62,023	76.47%	63,265	76.98%	65,016	77.36%
Age 18 and over	59,470	73.32%	60,880	74.08%	62,577	74.46%
Age 21 and over	55,886	68.90%	57,504	69.97%	59,195	70.44%
Age 65 and over	10,890	13.43%	12,079	14.70%	13,429	15.98%
Median Age	34.8		35.1		35.5	
Population by Sex	81,108		82,181		84,040	
Male	39,982	49.29%	40,710	49.54%	41,642	49.55%
Female	41,126	50.71%	41,471	50.46%	42,398	50.45%

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 2: LEO CHESNEY FACILITY, 0.00 - 10.00 Miles, Total

Description	2010 Census	%	2015 Estimate	%	2020 Projection	%
Pop. by Single-Classification Race by Hispanic/Latino						
Hispanic or Latino:	24,097		25,737		27,747	
White Alone	9,246	38.37%	10,089	39.20%	11,082	39.94%
Black or African American Alone	189	0.78%	196	0.76%	209	0.75%
American Indian and Alaska Native Alone	455	1.89%	487	1.89%	536	1.93%
Asian Alone	175	0.73%	188	0.73%	200	0.72%
Native Hawaiian and Other Pacific Islander Alone	25	0.10%	27	0.10%	31	0.11%
Some Other Race Alone	12,026	49.91%	12,621	49.04%	13,375	48.20%
Two or More Races	1,980	8.22%	2,129	8.27%	2,313	8.34%
Not Hispanic or Latino:	57,011		56,444		56,293	
White Alone	43,598	76.47%	41,532	73.58%	39,604	70.35%
Black or African American Alone	1,674	2.94%	1,711	3.03%	1,779	3.16%
American Indian and Alaska Native Alone	968	1.70%	971	1.72%	984	1.75%
Asian Alone	7,724	13.55%	9,015	15.97%	10,498	18.65%
Native Hawaiian and Other Pacific Islander Alone	171	0.30%	160	0.28%	154	0.27%
Some Other Race Alone	155	0.27%	157	0.28%	156	0.28%
Two or More Races	2,721	4.77%	2,898	5.13%	3,119	5.54%
Households by Age of Householder						
	28,337		28,670		29,277	
Householder Under 25 Years	1,557	5.49%	1,393	4.86%	1,354	4.62%
Householder 25 to 34 Years	4,318	15.24%	4,512	15.74%	4,572	15.62%
Householder 35 to 44 Years	4,749	16.76%	4,594	16.02%	4,823	16.47%
Householder 45 to 54 Years	5,922	20.90%	5,456	19.03%	5,018	17.14%
Householder 55 to 64 Years	4,965	17.52%	5,251	18.32%	5,321	18.17%
Householder 65 to 74 Years	3,392	11.97%	3,894	13.58%	4,420	15.10%
Householder 75 to 84 Years	2,413	8.52%	2,495	8.70%	2,678	9.15%
Householder 85 Years and over	1,021	3.60%	1,076	3.75%	1,092	3.73%
Median Age of Householder						
	51.0		52.0		52.8	

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 2: LEO CHESNEY FACILITY, 0.00 - 10.00 Miles, Total

Description	2000 Census	%	2015 Estimate	%	2020 Projection	%
Households by Household Income	25,395		28,670		29,277	
Income Less than \$15,000	5,449	21.46%	4,343	15.15%	3,962	13.53%
Income \$15,000 - \$24,999	4,405	17.35%	4,393	15.32%	4,184	14.29%
Income \$25,000 - \$34,999	3,551	13.98%	2,837	9.90%	2,982	10.19%
Income \$35,000 - \$49,999	4,245	16.72%	4,429	15.45%	4,329	14.79%
Income \$50,000 - \$74,999	4,148	16.33%	4,948	17.26%	4,987	17.03%
Income \$75,000 - \$99,999	1,874	7.38%	2,956	10.31%	3,121	10.66%
Income \$100,000 - \$124,999	875	3.45%	1,967	6.86%	2,137	7.30%
Income \$125,000 - \$149,999	283	1.11%	929	3.24%	1,280	4.37%
Income \$150,000 - \$199,999	294	1.16%	1,071	3.74%	1,177	4.02%
Income \$200,000 - \$249,999	151	0.59%	354	1.23%	536	1.83%
Income \$250,000 - \$499,999	97	0.38%	352	1.23%	437	1.49%
Income \$500,000 or more	24	0.09%	92	0.32%	145	0.50%
Average Household Income	\$43,712		\$60,776		\$66,110	
Median Household Income	\$33,010		\$44,356		\$47,165	
Median HH Inc. by Single-Classification Race						
White Alone	34,819		46,550		49,668	
Black or African American Alone	28,616		44,452		47,120	
American Indian and Alaska Native Alone	28,227		40,901		43,312	
Asian Alone	34,086		46,846		48,694	
Native Hawaiian and Other Pacific Islander Alone	46,729		79,146		83,173	
Some Other Race Alone	22,074		34,979		37,635	
Two or More Races	32,396		39,949		41,922	
Hispanic or Latino	25,565		34,334		36,946	
Not Hispanic or Latino	34,465		47,687		51,359	

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 3: LEO CHESNEY FACILITY, 0.00 - 20.00 Miles, Total

Description	2010 Census	%	2015 Estimate	%	2020 Projection	%
Population by Age	218,701		223,391		229,896	
Age 0 - 4	17,138	7.84%	16,640	7.45%	17,047	7.42%
Age 5 - 9	16,859	7.71%	16,648	7.45%	16,451	7.16%
Age 10 - 14	16,465	7.53%	16,491	7.38%	16,545	7.20%
Age 15 - 17	10,479	4.79%	9,837	4.40%	10,064	4.38%
Age 18 - 20	9,756	4.46%	9,457	4.23%	9,531	4.15%
Age 21 - 24	12,194	5.58%	13,873	6.21%	13,494	5.87%
Age 25 - 34	29,248	13.37%	30,509	13.66%	32,146	13.98%
Age 35 - 44	26,547	12.14%	26,343	11.79%	27,872	12.12%
Age 45 - 54	29,010	13.26%	27,137	12.15%	25,516	11.10%
Age 55 - 64	23,879	10.92%	25,585	11.45%	25,983	11.30%
Age 65 - 74	14,864	6.80%	17,628	7.89%	20,740	9.02%
Age 75 - 84	8,815	4.03%	9,430	4.22%	10,436	4.54%
Age 85 and over	3,447	1.58%	3,813	1.71%	4,072	1.77%
Age 16 and over	164,757	75.33%	170,378	76.27%	176,552	76.80%
Age 18 and over	157,761	72.14%	163,775	73.31%	169,789	73.85%
Age 21 and over	148,005	67.67%	154,318	69.08%	160,258	69.71%
Age 65 and over	27,127	12.40%	30,871	13.82%	35,248	15.33%
Median Age	34.0		34.4		34.9	
Population by Sex	218,701		223,391		229,896	
Male	108,916	49.80%	111,624	49.97%	114,790	49.93%
Female	109,785	50.20%	111,767	50.03%	115,106	50.07%

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 3: LEO CHESNEY FACILITY, 0.00 - 20.00 Miles, Total

Description	2010 Census	%	2015 Estimate	%	2020 Projection	%
Pop. by Single-Classification Race by Hispanic/Latino						
Hispanic or Latino:	58,093		63,924		70,744	
White Alone	22,658	39.00%	24,962	39.05%	27,647	39.08%
Black or African American Alone	538	0.93%	596	0.93%	663	0.94%
American Indian and Alaska Native Alone	1,239	2.13%	1,366	2.14%	1,514	2.14%
Asian Alone	392	0.67%	429	0.67%	467	0.66%
Native Hawaiian and Other Pacific Islander Alone	61	0.11%	65	0.10%	72	0.10%
Some Other Race Alone	28,230	48.59%	30,968	48.45%	34,176	48.31%
Two or More Races	4,975	8.56%	5,538	8.66%	6,204	8.77%
Not Hispanic or Latino:	160,608		159,467		159,152	
White Alone	121,149	75.43%	116,647	73.15%	112,379	70.61%
Black or African American Alone	4,782	2.98%	5,139	3.22%	5,567	3.50%
American Indian and Alaska Native Alone	3,748	2.33%	3,699	2.32%	3,671	2.31%
Asian Alone	21,787	13.57%	24,253	15.21%	27,114	17.04%
Native Hawaiian and Other Pacific Islander Alone	640	0.40%	657	0.41%	673	0.42%
Some Other Race Alone	334	0.21%	341	0.21%	339	0.21%
Two or More Races	8,168	5.09%	8,731	5.48%	9,409	5.91%
Households by Age of Householder						
	73,975		75,088		77,075	
Householder Under 25 Years	3,665	4.95%	3,450	4.59%	3,371	4.37%
Householder 25 to 34 Years	11,745	15.88%	11,991	15.97%	12,303	15.96%
Householder 35 to 44 Years	12,851	17.37%	12,525	16.68%	13,097	16.99%
Householder 45 to 54 Years	15,470	20.91%	14,185	18.89%	13,132	17.04%
Householder 55 to 64 Years	13,368	18.07%	14,068	18.74%	14,010	18.18%
Householder 65 to 74 Years	8,828	11.93%	10,295	13.71%	11,953	15.51%
Householder 75 to 84 Years	5,808	7.85%	6,108	8.13%	6,609	8.57%
Householder 85 Years and over	2,241	3.03%	2,466	3.28%	2,600	3.37%
Median Age of Householder						
	50.6		51.8		52.4	

Pop-Facts: Demographic Trend 2015

Leo Chesney Facility Market Area

Radius 3: LEO CHESNEY FACILITY, 0.00 - 20.00 Miles, Total

Description	2000 Census	%	2015 Estimate	%	2020 Projection	%
Households by Household Income	63,784		75,088		77,075	
Income Less than \$15,000	13,717	21.51%	10,016	13.34%	9,240	11.99%
Income \$15,000 - \$24,999	10,947	17.16%	10,202	13.59%	9,786	12.70%
Income \$25,000 - \$34,999	9,233	14.48%	8,473	11.28%	8,580	11.13%
Income \$35,000 - \$49,999	10,581	16.59%	11,801	15.72%	11,747	15.24%
Income \$50,000 - \$74,999	10,505	16.47%	13,962	18.59%	14,026	18.20%
Income \$75,000 - \$99,999	4,739	7.43%	8,679	11.56%	9,170	11.90%
Income \$100,000 - \$124,999	1,945	3.05%	5,287	7.04%	5,937	7.70%
Income \$125,000 - \$149,999	829	1.30%	2,331	3.10%	3,212	4.17%
Income \$150,000 - \$199,999	622	0.98%	2,553	3.40%	2,846	3.69%
Income \$200,000 - \$249,999	367	0.58%	800	1.07%	1,244	1.61%
Income \$250,000 - \$499,999	244	0.38%	762	1.01%	954	1.24%
Income \$500,000 or more	55	0.09%	221	0.29%	332	0.43%
Average Household Income	\$43,198		\$60,915		\$65,841	
Median Household Income	\$32,829		\$46,252		\$48,958	
Median HH Inc. by Single-Classification Race						
White Alone	34,255		47,923		50,927	
Black or African American Alone	26,021		43,395		45,552	
American Indian and Alaska Native Alone	24,642		38,038		40,923	
Asian Alone	34,440		46,570		49,808	
Native Hawaiian and Other Pacific Islander Alone	29,676		70,502		79,480	
Some Other Race Alone	24,544		41,202		43,987	
Two or More Races	28,909		43,386		45,997	
Hispanic or Latino	28,075		40,642		43,177	
Not Hispanic or Latino	33,655		48,191		51,597	