

**Q00A0105**  
**Office of the Secretary – PAYGO**  
**Department of Public Safety and Correctional Services**

***Jessup Community Correctional Facility (Anne Arundel)***

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<b>GO Bonds</b>	<b>\$13,224,000</b>	<b>Recommendation:</b>	<b>Approve with language</b>
<b>PAYGO FF</b>	<b>\$10,000,000</b>		

**Bill Text:** Provide funds to design and construct the first of two 560-bed compounds, each consisting of two dormitory-style housing units and a support services building.

**Project Description:** The current request is to provide \$10.0 million in federal pay-as-you-go (PAYGO) funding and \$13.2 million in general obligation bond funding for the Jessup Community Correctional Facility (JCCF). The total project cost is \$46.6 million and will provide 1,120 minimum security beds and related support spaces. The fiscal 2010 budget will provide funds for design and construction of the first 560-bed compound, consisting of two dormitory-style housing units and a support services building. This project was added to the department's capital budget because the federal government has offered to provide \$20.0 million toward the building of the new facility, in exchange for increasing the number of federal detainees housed at the Maryland Correctional Adjustment Center (MCAC) in Baltimore City.

***Prior Authorization and Capital Improvement Program***

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**Authorization Uses  
(\$ in Millions)**

<i>Fund Uses</i>	<i>Prior Authorization</i>	<i>2010 Allowance</i>	<i>2011 Estimate</i>	<i>2012 Estimate</i>	<i>2013 Estimate</i>	<i>2014 Estimate</i>
Acquisition	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Planning	0.000	1.625	0.000	0.000	0.000	0.000
Construction	0.000	21.599	12.600	8.600	0.000	0.000
Equipment	0.000	0.000	1.200	0.600	0.350	0.000
<b>Total</b>	<b>\$0.000</b>	<b>\$23.224</b>	<b>\$13.800</b>	<b>\$9.200</b>	<b>\$0.350</b>	<b>\$0.000</b>

**Authorization Sources  
(\$ in Millions)**

<i>Fund Sources</i>	<i>Prior Authorization</i>	<i>2010 Allowance</i>	<i>2011 Estimate</i>	<i>2012 Estimate</i>	<i>2013 Estimate</i>	<i>2014 Estimate</i>
GO Bond	\$0.000	\$13.224	\$8.800	\$4.200	\$0.350	\$0.000
Federal	0.000	10.000	5.000	5.000	0.000	0.000
<b>Total</b>	<b>\$0.000</b>	<b>\$23.224</b>	<b>\$13.800</b>	<b>\$9.200</b>	<b>\$0.350</b>	<b>\$0.000</b>

## ***Project Summary Information***

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### Phase I – Two 280-bed Housing Units and Support Services Building (Compound 1)

<b>Total Project Cost:</b>	\$24,424,000	<b>Cost Per Square Foot – Base:</b>	\$180
<b>Budget Estimate Stage:</b>	Budget	<b>With Escalation &amp; Contingencies:</b>	\$221
<b>Program Plan Status:</b>	No	<b>Gross Square Footage:</b>	79,444
<b>Green Building:</b>	Yes	<b>Net Usable Square Footage:</b>	66,140
<b>Est. Completion Date:</b>	December 2011	<b>Building Efficiency:</b>	83.3%
<b>Project Design Cost %:</b>	7.5%		

### Phase II – One 280-bed Housing Unit and Support Services Building (Compound 2)

<b>Total Project Cost:</b>	\$13,200,000	<b>Cost Per Square Foot – Base:</b>	\$185
<b>Budget Estimate Stage:</b>	Budget	<b>With Escalation &amp; Contingencies:</b>	\$236
<b>Program Plan Status:</b>	No	<b>Gross Square Footage:</b>	48,722
<b>Green Building:</b>	Yes	<b>Net Usable Square Footage:</b>	40,560
<b>Est. Completion Date:</b>	August 2012	<b>Building Efficiency:</b>	83.3%
<b>Project Design Cost %:</b>	0%		

### Phase III – One 280-bed Housing Unit (Compound 2)

<b>Total Project Cost:</b>	\$8,950,000	<b>Cost Per Square Foot – Base:</b>	\$185
<b>Budget Estimate Stage:</b>	Budget	<b>With Escalation &amp; Contingencies:</b>	\$243
<b>Program Plan Status:</b>	No	<b>Gross Square Footage:</b>	30,722
<b>Green Building:</b>	Yes	<b>Net Usable Square Footage:</b>	25,580
<b>Est. Completion Date:</b>	May 2013	<b>Building Efficiency:</b>	83.3%
<b>Project Design Cost %:</b>	0%		

## ***Project Analysis***

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The fiscal 2010 request for \$23.2 million, of which \$10.0 million is federal PAYGO funds, is for the design and construction of the first of two 560-bed minimum security compounds. These additional 1,120 beds are needed to address both long- and short-term housing issues. This project was not included in the *Capital Improvement Program* but was included in the budget because of the availability of federal funding. Due to the expedited nature of this project, concerns exist regarding the funding agreement with the federal government and the operating impact on the State's general fund budget once the project is completed.

### **The Project**

JCCF will be located within the Jessup correctional complex, on a parcel of land between the Maryland House of Correction and the Jessup Pre-release Unit. The project consists of two compounds, with two 280-bed housing units and a support services building in each compound. The housing units will be modeled after the design features of the 256-bed housing unit built at the Central Laundry Facility (CLF) in Sykesville. The support services buildings will resemble the structures at the Eastern Correctional Institution – Annex (ECI-A). According to the department, few changes will be needed, and these will not have an impact on the design schedule. The Department of Public Safety and Correctional Services (DPSCS) is using a design/build method to accelerate both design and construction. Building of the first compound is anticipated to take 28 months, including design and construction. The first compound should be completed by December 2011.

The second compound would be built in two phases. One 280-bed housing unit and the support services building would be designed and constructed over the course of 20 months, beginning in November 2010 and ending in August 2012. The final housing unit would be completed by May 2013. The total project is estimated to require 45 months for completion. Funding for design of all three phases is included in the fiscal 2010 budget.

### **The Funding**

The total project cost is approximately \$46.6 million, of which 42.9%, or \$20.0 million, will be federal funds. In exchange for being able to house 500 federal detainees at the Maryland Correctional Adjustment Center in Baltimore City and have sole use of the facility, the federal authorities have indicated a willingness to provide \$20.0 million for capital construction costs, in addition to a per diem fee for each federal detainee held. Half of the federal funding would be provided in fiscal 2010 to build the first compound. The remaining \$10.0 million would be provided in \$5.0 million increments in fiscal 2011 and 2012 to support the two phases of construction for the second compound.

## **The Need for Additional Bed Space**

### **Short-term Needs**

As a result of ongoing capital projects, the department needs additional bed capacity in the short term to accommodate the current inmate population. The new Women's Detention Center (WDC) in Baltimore City is scheduled to be constructed on the site of the current Jail Industries Building (JIB) in fiscal 2011. Currently, the JIB is housing 550 male detainees, but these detainees need to be depopulated before construction on the new WDC can begin. As detailed in **Appendix 1**, the department intends to transfer JIB detainees to the Metropolitan Transition Center (MTC), a minimum security Division of Correction (DOC) facility with a 1,800-bed capacity also located at the Baltimore correctional complex. To accommodate the JIB detainees, 560 DOC inmates from MTC will be relocated to the first JCCF compound in calendar 2012. By calendar 2015, the department intends to have the new WDC constructed, to transfer an additional 560 DOC inmates from MTC to the second JCCF compound, and to utilize the MTC solely for the male detainee population. At the same time, a full 500 federal detainees will be housed in MCAC. Since the majority of State inmates have already been relocated from MCAC, it is possible that the number of federal detainees could be increased prior to calendar 2015, pending approval of funding and a renegotiated per diem rate.

### **Long-term Goals**

In the long term, the additional 1,120 minimum security beds will be used to eliminate the use of non-conventional bed space. The fiscal 2008 average daily population for minimum security inmates was 5,132. This was approximately 703 inmates above the DOC conventional minimum security bed space and required the use of 511 additional non-conventional beds. Currently, the division operates with 1,214 non-conventional minimum security beds and a total of 1,496 non-conventional beds in order to accommodate fluctuations in the inmate population. DPSCS believes that with the construction of JCCF, the majority of non-conventional bed space will be converted within four to five years, subject to fluctuations in the inmate population.

The need for additional minimum security bed space, specifically, is because DOC is updating its security classification instrument and believes the end result will be a reclassification of the inmate population that increases the number of pre-release and minimum security inmates and decreases the number of medium and maximum security inmates. The department began working with a consultant in August 2007 to revise its risk assessment tools and security classification instrument so that inmates could be held in the least restrictive environment, and increased focus would be placed on offering reentry services targeting recidivism reduction. DOC currently has 5,361 minimum security inmates and anticipates an increase to 5,811 using the revised risk assessment tools, indicating the need for additional minimum security beds versus any other security classification. In addition, approximately 32% of minimum security inmates are housed in medium security institutions. DPSCS believes the construction of JCCF will allow for a reduction in the number of inmates housed in mixed security classifications.

## **Concerns**

### **Federal Funding Agreement**

Funds have not been appropriated by the federal government for this project. DPSCS has scheduled the receipt of federal funds for fiscal 2010, but according to the department, funding approvals for State and federal funds will be concurrent. DPSCS and the Office of Federal Detainee Trustee (OFDT) have signed a letter of intent indicating a desire to move forward with jointly funded construction of JCCF in exchange for federal bed space in Baltimore City. The letter indicates that the federal funds provided by OFDT are contingent on a specific appropriation for state and local law enforcement assistance. To date, those funds have not been appropriated. **Given that the federal support for this project is the primary reason for the inclusion in the 2010 budget, the Department of Legislative Services (DLS) recommends restricting the expenditure of funds for this project until confirmation of a federal appropriation is provided to the budget committees.**

In addition, the proposed agreement with OFDT also requires a review of the negotiated per diem rate the federal government pays per inmate housed in a State facility. DPSCS recently renegotiated the per diem rate with the federal government after a 2006 Office of Legislative Audits (OLA) finding indicated the prior rate had resulted in \$3.5 million in unrecovered costs for the State because the rate was below actual operating expenses. The overall operating costs will likely stay the same since the State is adding JCCF at the same time it is no longer housing State offenders at MCAC. It is important that the renegotiated per diem rate for housing federal detainees be at least enough to fully fund the operating costs of MCAC, so that the State is not in a situation similar to the 2006 OLA audit finding. **DLS recommends restricting the expenditure of funds for this project until the budget committees have received written confirmation from DPSCS and OFDT that the new per diem rate for housing federal offenders is sufficient enough to fully cover the cost of MCAC operating expenses.**

Finally, a number of details about the terms of the agreement have yet to be addressed. Most notably, DPSCS has not determined who would be responsible for carrying out and providing funding for maintenance or capital-related projects that might be required over the course of the agreement. According to the department, since MCAC would remain State property, the State would likely bear the responsibility unless it could be determined that the cause for needing repair was the direct result of federal occupancy or detainees. The facility opened in 1988, so major capital projects are not anticipated; however, the length of the agreement is for a 15-year period. Depending on the outcome of the renegotiated per diem rate, maintenance and capital-related projects could still require significant State funding for a facility that will not house any State inmates. **DPSCS should comment on when it will identify the final terms of the agreement and whether it intends to make the federal government share a portion of the maintenance and capital-related costs.**

## **Impact on Facility Operating Costs**

The operating impact for this project estimates needing 117 new positions and \$4.3 million for operation of the first compound. Full facility operations by fiscal 2014 are estimated to require 224 positions and \$13.9 million. It is possible, if these estimates are accurate, that the new facility will generate some savings in overall DOC facility operating costs. In comparison to fiscal 2010 operating costs for the maximum security MCAC, the operating costs at JCCF are estimated to be \$9.0 million less. In addition, the overall movement of inmates between facilities and the general declassification of inmates to lower security levels could generate savings because maximum and medium security inmates tend to have higher operating costs.

There are some concerns with regard to the accuracy of the operating impact estimate. It is possible that operation of a minimum or pre-release facility could cost more than a medium facility if the lower level facility provides increased inmate services, such as reentry or substance abuse treatment programs. In addition, the fiscal 2014 cost estimate of 224 positions and \$13.9 million for a 1,120-bed facility seems low in comparison to current operating costs of similar facilities. For example, CLF, which the JCCF housing units are designed after, has a 516-bed capacity, 126 regular positions, and a fiscal 2010 allowance of \$14.7 million. This would be comparable to the inmate capacity and personnel complement of one compound at JCCF, yet the CLF budget is \$10.4 million more. Another example, with less unique inmate programming is the Baltimore City Correctional Center (BCCC). BCCC has a bed capacity of 511, a regular position complement of 114, and a fiscal 2010 allowance of \$12.8 million. This facility's budget is only \$1.1 million less than the anticipated cost of operating both JCCF compounds. **DPSCS should comment on the reliability of the estimated operating impact.**

## **Design/Build Project Delivery Methodology Proposed**

DPSCS is proposing the JCCF be completed using the design/build project delivery method. In general, a design/build project is one in which the State contracts with a business to both design and construct a project under one contract. The design/build contractor is responsible for both preparation of the design drawings and specifications and the construction of the project. While the design team is retained by and responsible to the general contractor and not the State, a design/build project is typically based on performance specifications provided by the using State agency.

Under State procurement law the design/build project delivery method is considered an alternative project delivery method. The more traditional and predominant approach is referred to as "design-bid-build". Under this method the procuring agency engages the services of an architect/engineer to prepare design documents through 100% construction drawings and specifications. The design is prepared according to requirements set forth in the Part II Facility Program prepared by the using agency. Based on the completed construction documents the procuring agency procures a construction contractor through a process of low bid.

There are advantages and disadvantages to both delivery methods. Disadvantages to the design-bid-build approach is that it is considered the slowest of the delivery methods, there is no builder constructability feedback during the design or in the conceptual cost estimating stage and

when this review is performed it is completed by the design team who is ultimately not accountable for constructing and delivering the project. The design/build approach offers a single point of responsibility for design and construction, a shorter project delivery time frame, construction input during design, and potentially the lowest design and construction cost solution. The drawbacks of the design/build method include a perceived loss of design control, pricing is provided before design documents are completed which can lead to excessive change orders, and a loss of checks and balances between the designer and building since the designer works for the builder and not the procuring agency. The traditional design-bid-build approach allows more opportunity for competitive pricing by way of the bid process. An independent design team also is more likely to work in the best interest of the agency. Furthermore, working from completed design documents provides a more concrete benchmark to measure the constructed facility against.

Many of the drawbacks associated with the design/build approach would appear to be mitigated in the instance of the proposed JCCF project because DPSCS intends to use an adaptive redesign modeled from the CLF and ECI-A plans. However, DPSCS has primarily utilized the design-bid-build contract strategy for managing its capital projects and, therefore, may be considered to have limited experience managing a design/build project. A recent survey of DPSCS capital projects completed in the last three years indicates that of 20 projects managed by DPSCS in the last three years only one project was managed as a design/build project. **While the adaptive reuse of the CLF and ECI-A plans would appear to support a case for completing the JCCF project as a design/build project, DLS recommends that DPSCS be prepared to outline the rationale for seeking this alternative project delivery method and the steps the department will take to mitigate some of the drawbacks associated with the design/build method.**

### **State Agencies Must Obtain Board of Public Works Approval Before Soliciting Bids or Proposals for Design/Build Construction Contracts**

Board of Public Works policy requires an agency intending to use the design/build method submit an agenda item to the board for its consideration before issuing bid or proposal solicitations for a project. The submission must include, at a minimum, a description of the project and the rationale for using the design/build concept. The estimated budget for the project must be submitted as confidential back-up information.

## ***Recommended Actions***

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1. Add the following language to the federal fund appropriation:

, provided that no funds may be expended on this project until:

- (1) the federal per diem rate paid to the State for housing federal detainees in State facilities has been renegotiated to a rate that ensures operating costs for the Maryland Correctional Adjustment Center will be fully covered through federal funds;
- (2) the budget committees have received a federal award letter evidencing written confirmation that the federal funds have been approved and appropriated by the Office of Federal Detainee Trustee for this project; and
- (3) the Part I Program Plan has been approved by the Department of Budget and Management, and the budget committees have been notified in writing of the approval.

**Explanation:** This project was not originally in the department’s *Capital Improvement Program* but has been included in the fiscal 2010 budget largely because of the availability of federal funding to support approximately 43% of the estimated total project cost. To date, the department has not received any federal funding for this project. A letter of intent between the Department of Public Safety and Correctional Services and the Office of Federal Detainee Trustee has expressed the desire to jointly fund this project. Given the significant reliance on federal funding to support the construction of the new facility, confirmation of an appropriation would be beneficial prior to moving forward. In addition, since the new facility will be adding to the department’s facility operating costs, it is important to ensure that the State is not responsible for supporting the Maryland Correctional Adjustment Center (MCAC), which would be solely dedicated to housing federal detainees. To that effect, confirmation of a renegotiated per diem rate, which would provide sufficient federal funding to cover MCAC operating costs, is also required.

## ***Executive’s Operating Budget Impact Statement***

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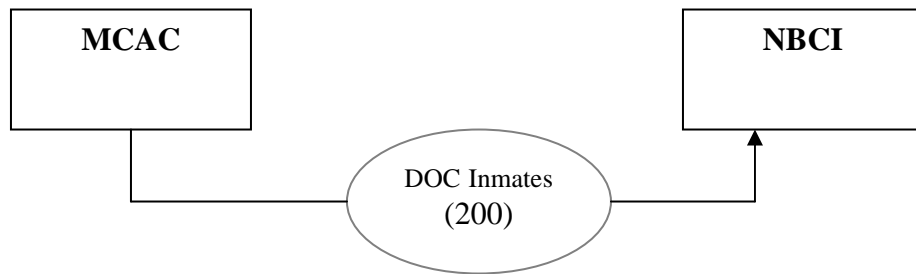
(\$ in Millions)

	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>
Estimated Operating Cost	\$0.010	\$0.059	\$4.281	\$11.540	\$13.857
Estimated Staffing	0	0	117	224	224

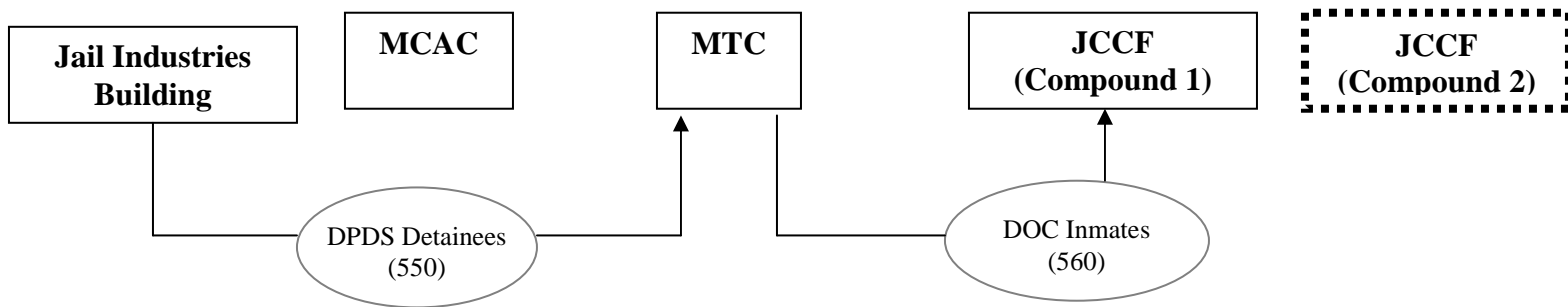
Fiscal 2010 and 2011 operating costs reflect the need for additional security during construction. Operating costs in fiscal 2014 reflect the total estimated operating costs for the entire 1,120-bed facility.

## Timeline Illustrating Population Flow Fiscal 2010-2015

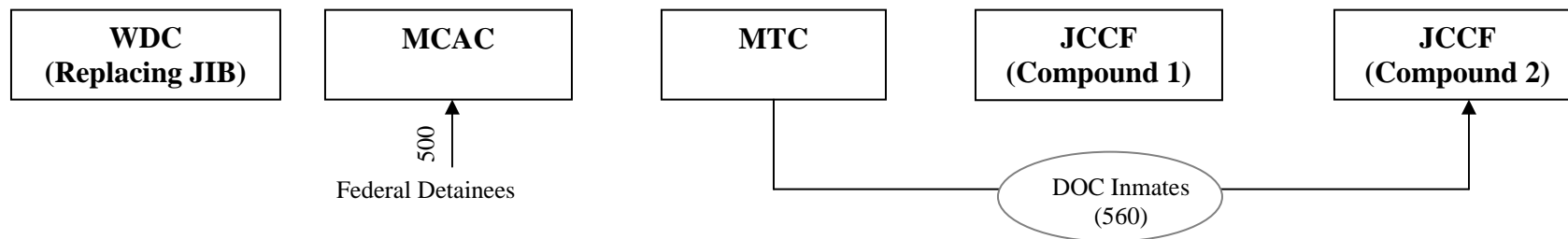
**2009**



**2012**



**2015**



DOC: Division of Correction

DPDS: Division of Pre-trial Detention and Services

JCCF: Jessup Community Correctional Facility

JIB: Jail Industries Building

MCAC: Maryland Correctional Adjustment Center

MTC: Metropolitan Transition Center

NBCI: North Branch Correctional Institution

WDC: Women's Detention Center

Source: Department of Public Safety and Correctional Services

**Capital Project Cost Estimate Worksheet**

**Department:** Department of Public Safety and Correctional Services  
**Project Number:** QB06  
**Project Title:** Jessup Community Correctional Facility – Phase I  
**Analyst:** Rebecca J. Moore

***Structure***

New Construction:	30,722 Sq. Ft. X	\$180.00 Sq. Ft. =	\$5,529,960
New Construction:	30,722 Sq. Ft. X	\$180.00 Sq. Ft. =	5,529,960
New Construction:	18,000 Sq. Ft. X	\$145.00 Sq. Ft. =	2,610,000
Renovation:	0 Sq. Ft. X	\$0.00 Sq. Ft. =	0
Built-in Equipment			300,000
Demolition			0
Information Technology	61,444 GSF X	\$0.00 GSF =	300,000
Telecommunications			0
Miscellaneous – Other			0
<b>Subtotal</b>			<b>\$14,269,920</b>
Regional Factor:	100.0%		0
<b>Subtotal</b>			<b>\$14,269,920</b>
Escalation to Mid-point:	3.10 Yrs. X	4.8% =	14.88% 2,123,364
<b>Total Cost of Structure (Bid Cost)</b>			<b>\$16,393,284</b>

***Site Work and Utilities***

Site Improvements:	1,070,244 + regional factor + mid-point escalation	\$1,229,496
Utilities:	1,498,894 + regional factor + mid-point escalation	1,721,929
<b>Project Subtotal (Bid Cost)</b>		<b>\$19,344,710</b>

***Fees and Miscellaneous Costs***

Green Building Premium	2.0%	\$386,894
Total Construction Contingency	5.0%	967,236
Inspection Cost:	4.6%	889,857
Miscellaneous:	CPM Schedule	10,000
Miscellaneous:	Moveable Equipment	700,000
Miscellaneous:	Information Technology Equipment	500,000
A/E Fee through construction phase @	7.5%	1,624,955
<b>Total Cost of Project</b>		<b>\$24,423,652</b>

<b>Base Cost Per New Sq. Ft. – Housing Units</b>	<b>\$180</b>
<b>Adjusted Cost Per New Sq. Ft. (incl. escalation, conting., &amp; Green Bldg.) – Housing Units</b>	<b>\$221</b>
<b>Base Cost Per Sq. Ft. – Support Services Bldg.</b>	<b>\$145</b>
<b>Adjusted Cost Per Sq. Ft. (incl. escalation, conting., &amp; Green Bldg.) – Support Services Bldg.</b>	<b>\$178</b>

**Capital Project Cost Estimate Worksheet**

**Department:** Department of Public Safety and Correctional Services  
**Project Number:** QB06  
**Project Title:** Jessup Community Correctional Facility – Phase II  
**Analyst:** Rebecca J. Moore

***Structure***

New Construction:	30,722 Sq. Ft. X	\$185.00 Sq. Ft. =	\$5,683,570
New Construction:	18,000 Sq. Ft. X	\$150.00 Sq. Ft. =	2,700,000
New Construction:	Sq. Ft. X	Sq. Ft. =	0
Renovation:	0 Sq. Ft. X	\$0.00 Sq. Ft. =	0
Built-in Equipment			250,000
Demolition			0
Information Technology	48,722 GSF X	\$0.00 GSF =	146,166
Telecommunications			0
Miscellaneous – Other			0
<b>Subtotal</b>			<b>\$8,779,736</b>
Regional Factor:	100.0%		0
<b>Subtotal</b>			<b>\$8,779,736</b>
Escalation to Mid-point:	4.00 Yrs. X	4.8% =	19.00% 1,668,150
<b>Total Cost of Structure (Bid Cost)</b>			<b>\$10,447,886</b>

***Site Work and Utilities***

Site Improvements:	438,987 + regional factor + mid-point escalation	\$522,395
Utilities:	438,987 + regional factor + mid-point escalation	522,395
<b>Project Subtotal (Bid Cost)</b>		<b>\$11,492,675</b>

***Fees and Miscellaneous Costs***

Green Building Premium	2.0%	\$229,853
Total Construction Contingency	5.0%	574,634
Inspection Cost:	2.2%	252,839
Miscellaneous: CPM Schedule		19,043
Miscellaneous: Moveable Equipment		475,000
Miscellaneous: Information Technology Equipment		100,000
A/E Fee through construction phase @	0.0%	0
<b>Total Cost of Project</b>		<b>\$13,144,044</b>

<b>Base Cost Per New Square Foot</b>	<b>\$185</b>
<b>Adjusted Cost Per New Square Foot (incl. escalation, contingencies, &amp; Green Bldg.)</b>	<b>\$236</b>
<b>Base Cost Per Renovated Square Foot</b>	<b>\$0</b>
<b>Adjusted Cost Per Renovated Square Foot (incl. escalation, conting., &amp; Green Bldg.)</b>	<b>\$0</b>

**Capital Project Cost Estimate Worksheet**

**Department:** Department of Public Safety and Correctional Services  
**Project Number:** QB06  
**Project Title:** Jessup Community Correctional Facility – Phase III  
**Analyst:** Rebecca J. Moore

***Structure***

New Construction:	30,722 Sq. Ft. X	\$185.00 Sq. Ft. =	\$5,683,570
New Construction:	Sq. Ft. X	Sq. Ft. =	0
New Construction:	Sq. Ft. X	Sq. Ft. =	0
Renovation:	0 Sq. Ft. X	\$0.00 Sq. Ft. =	0
Built-in Equipment			50,000
Demolition			0
Information Technology	30,722 GSF X	\$0.00 GSF =	100,000
Telecommunications			0
Miscellaneous – Other			0
<b>Subtotal</b>			<b>\$5,833,570</b>
Regional Factor:	100.0%		0
<b>Subtotal</b>			<b>\$5,833,570</b>
Escalation to Mid-point:	4.83 Yrs. X	4.7% =	22.75% 1,327,137
<b>Total Cost of Structure (Bid Cost)</b>			<b>\$7,160,707</b>

***Site Work and Utilities***

Site Improvements:	291,679 + regional factor + mid-point escalation	\$358,036
Utilities:	291,679 + regional factor + mid-point escalation	358,036
<b>Project Subtotal (Bid Cost)</b>		<b>\$7,876,779</b>

***Fees and Miscellaneous Costs***

Green Building Premium	2.0%	\$157,536
Total Construction Contingency	5.0%	393,839
Inspection Cost:	2.2%	173,289
Miscellaneous: CPM Schedule		19,245
Miscellaneous: Moveable Equipment		300,000
Miscellaneous: Information Technology Equipment		50,000
A/E Fee through construction phase @	0.0%	0
<b>Total Cost of Project</b>		<b>\$8,970,688</b>

<b>Base Cost Per New Square Foot</b>	<b>\$185</b>
<b>Adjusted Cost Per New Square Foot (incl. escalation, contingencies, &amp; Green Bldg.)</b>	<b>\$243</b>
<b>Base Cost Per Renovated Square Foot</b>	<b>\$0</b>
<b>Adjusted Cost Per Renovated Square Foot (incl. escalation, conting., &amp; Green Bldg.)</b>	<b>\$0</b>