



2019 Statewide Strategic Plan
for SDA Districts

2022 Strategic Plan Update and
Capital Plan Presentation

April 6, 2022

Revised December 2024

As amended at the December 4, 2024 NJSDA Board Meeting

2019 Statewide Strategic Plan for SDA Districts

Section 1 SDA Capital Project Portfolio 2011 to Present Status of Projects

Delivered Projects

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Bridgeton	Buckshutem Road School	Addition / Renovation	Sep-16	196	\$21.2
Bridgeton	Quarter Mile Lane School	Addition / Renovation	Sep-17	513	\$35.8
Camden	Camden High School	New School	Sep-21	1,468	\$132.6
East Orange	Sheila Y. Oliver Academy	New School	Sep-20	512	\$41.2
Elizabeth	Frank J. Cicarell Academy HS	New School	Sep-16	1,284	\$61.1
Elizabeth	William F. Halloran Gifted and Talented School No. 22	New School	Sep-17	990	\$55.3
Garfield	James Madison ES	New School	Sep-18	305	\$29.7
Gloucester City	Middle School	New School	Sep-17	763	\$65.3
Harrison	Kennedy ES	New School	Nov-20	432	\$36.1
Irvington	Madison Avenue ES	New School	Sep-19	504	\$38.6
Jersey City	Patricia M. Noonan ES	New School	Sep-17	848	\$54.0
Jersey City	Dr. Maya Angelou ES, PS # 20	New School	Sep-16	698	\$48.0
Keansburg	Joseph Caruso ES	New School	Sep-16	842	\$48.6
Keansburg	Port Monmouth Road School	Addition / Renovation	PHASED	318	\$28.4
Long Branch	George L. Catrambone ES	New School	Sep-14	867	\$40.0
Millville	Millville Senior High School	Addition / Renovation	PHASED	860	\$145.0
New Brunswick	Redshaw ES	New School	Jan-15	990	\$46.1
New Brunswick	Paul Robeson Community School for the Arts	Addition / Renovation	Sep-18	424	\$48.6
Newark	Elliot Street ES	New School	Jan-16	932	\$42.8
Newark	South Street School	New School	Sep-18	657	\$67.7
Newark	Oliver St. ES	New School	May-16	932	\$71.0
Orange	Cleveland St. ES	Addition / Renovation	Sep-24	348	\$51.7
Orange	Orange High School	Addition / Renovation	PHASED	576	\$51.9
Passaic	Dayton Ave. Ed. Campus	New School	Jan-22	2,997	\$240.9
Passaic	Sonia Sotomayor School No. 21	New School	Sep-19	698	\$55.9
Paterson	Dr. Hani Awadallah School	New School	Sep-16	722	\$55.2
Paterson	Joseph A. Taub School	New School	Jan-22	1,107	\$113.9
Paterson	Public School No. 16	New School	Sep-16	705	\$59.1

Delivered Projects (Continued)

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Pemberton	Denbo-Crichton ES	New School	Sep-20	930	\$58.7
Perth Amboy	Rose M. Lopez ES	New School	Sep-19	804	\$56.4
Perth Amboy	Perth Amboy High School	New School	Sep-24	3,294	\$283.8
Phillipsburg	Phillipsburg High School	New School	Sep-16	2,172	\$120.3
Plainfield	Charles and Anna Booker ES	New School	Sep-23	839	\$59.4
Trenton	Trenton Central HS	New School	Sep-19	2,176	\$155.4
Vineland	Sgt. Dominick Pilla MS	New School	Sep-18	624	\$49.8
West New York	Harry L. Bain PS 6	Renovation	Sep-17	N/A	\$15.3
West New York	Memorial HS	Building Acquisition	2012	968	\$16.0

2022 Capital Plan Projects Delivered

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
New Brunswick	Pathways MS & P-Tech Academy	Building Acquisition	Sep-24	859	\$42.0
Newark	Nelson Mandela ES	Building Acquisition	Sep-23	376	\$20.5

39 Projects Delivered

Over 35,000 New Seats

Upcoming Project Deliveries (Active Projects)

Pre-2022 Capital Plan Projects

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Union City	Grade 7 to 9 School	New School	Sep-25	936	\$93.7

2022 Capital Plan Projects

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Bridgeton	High School Addition & Renovation	Add/Reno	Phased	384	\$49.2
Camden	New High School (Eastside HS Replacement)	New School	TBD	941	\$115.1
Elizabeth	New ES (Battin Replacement)	New School	Sep-28	1,068	\$96.2
Garfield	New ES (No. 5 Replacement)	New School	Sep-27	852	\$87.6
Newark	New University High School (Replacement)	New School	TBD	1,082	\$129.2
Passaic	New Passaic High School No. 12 (Replacement)	New School	TBD	2,823	\$328.1
Paterson	New STEAM & STARS High School	New School	Sep-29	1,532	\$160.3
Pleasantville	New Decatur Ave ES	New School	Sep-28	658	\$65.8
Trenton	New ES @ Dunn MS Site	New School	Sep-28	837	\$83.8
Union City	New Grade 7 to 9 School	Building Acquisition	TBD	400	\$4.0
West New York	New Middle School	New School	Sep-29	876	\$110.1

12 Upcoming Projects

Will Deliver Over 12,000 New Seats

2019 Statewide Strategic Plan for SDA Districts

Section 2 Capital Project Portfolio

Delivery Methods and Approach

Delivery Methods and Approach

- **Working Groups**
NJSDA, District and NJDOE together perform a holistic review of District facilities and collaborate to validate project need and most effective, efficient solution to address that need
- **Early Site Preparation (ESP)**
NJSDA investigates and addresses site environmental conditions prior to advancing building construction
- **Design Studio**
NJSDA staff develops bridging documents to ensure uniformity and consistency while providing for District-specific needs
- **Standardized Design Components and Material & Systems Standards**
Ensure that all projects conform to requirements for educational spaces, quality and consistency
- **Design-Build Project Delivery**
Streamlined project coordination and delivery
- **Constructability Review for Traditional Project Delivery**
Reduces occurrence of unforeseen issues, delays and cost impact

Results

- Advancement of Appropriate Projects and Scope to Address Educational Needs
- Projects Delivered On Budget
- Minimization of Surprise
- Reduction of Change Orders
- Job Creation

Results (continued)

New Seats

Over 35,000 New Seats Delivered

Over 12,000 New Seats to be Delivered

Over 47,000 Total New Seats

Work Addressing Concerning Conditions in Existing Facilities

Approximately 1.26 Million Square Feet Addressed

2019 Statewide Strategic Plan for SDA Districts

Section 3 Remaining SDA District Needs & Statewide Strategic Plan

The formulation of a statewide strategic plan is rooted in legislation

P.L.2007, c.137 (C.52:18A-235 et al. “(SDA) shall establish a Statewide strategic plan to be used in the sequencing of SDA district school facilities projects based upon the projects’ educational priority rankings and issues which impact the development authority’s ability to complete the projects including, but not limited to, the construction schedule and other appropriate factors.”

Statutory Principles:

- *Statewide educational priority ranking*
- *Statewide strategic plan*
- *Sequencing of projects*
- *Revision of plan at least once every five years*

Remaining Priority Needs

The NJDOE 2019 Educational Facilities Needs Assessment (2019 EFNA) Provides the Foundation for Development of the NJSDA Strategic Plan for Advancement of Projects in SDA-Districts

NJDOE's 2019 EFNA highlights the most severe facilities deficiencies impacting program delivery within each district:

- Capacity Needs (Overcrowding)
 - Address overcrowding at all Grade Levels, including Early Childhood
- Aging Infrastructure
 - Address concerning conditions at existing facilities

NJDOE's 2019 EFNA provides the educational prioritization of school facilities projects and recognizes that recommendations of educational prioritization will be jointly considered with the NJSDA's analysis of non-educational issues influencing project advancement, such as logistical and construction considerations, for the final prioritization and recommendations

Remaining Priority Needs Updated

During the months of November and December 2021 Working Group meetings were held with all 31 SDA-Districts in an effort to validate and update District needs identified in the 2019 EFNA.

Additionally, updated enrollment information has become available for the 2019, 2020 and 2021 school years.

This information has been analyzed by NJDOE and NJSDA and compared to existing student capacity information allowing for an update of the capacity needs that exist within the 31 SDA- Districts.

Approach

Development of a Strategic Plan to be used in the sequencing of projects in SDA-Districts based upon:

- Educational Priorities
 - Address Overcrowding
 - Building Age and Condition
- Logistical Factors
 - Availability of Land
 - Identification and acquisition of an appropriate school site
 - The most prominent logistical factor impacting the schedule of project advancement
 - A key factor in the sequencing of projects within the Strategic Plan
 - Delivery Capacity
 - SDA Staff
 - Consultant Community
 - Construction Community

Approach *(continued)*

2019 EFNA

- Establishes Universe of Needs for SDA-District Advancement

2022 – EFNA updated to reflect enrollment data for the 2019, 2020 and 2021 school years

- Refreshes Universe of Capacity Needs for SDA-District Advancement

NJSDA Logistical Factors

- Identify a First Tranche for advancement
- Identify activities necessary to further sequence needs within the First Tranche

Approach *(continued)*

Capacity Needs in SDA-Districts

Approach *(continued)*

2019 EFNA Update (2019-2021 enrollment data)

- **Remaining Capacity Needed in SDA-Districts**

Rank	Rank 2019 Plan	County	District	Capacity Needs	Percentage Overcrowding	Grade Levels Impacted
1	1	Union	Elizabeth	7,505	37.2%	PK - 12
2	2	Bergen	Garfield	785	18.5%	PK - 5, 9 - 12
3	7	Cumberland	Bridgeton	631	11.7%	6 - 12
4	4	Essex	City of Orange	503	10.4%	PK, 6 - 12
5	15	Mercer	Trenton	1,186	9.9%	K - 5, 9 - 12
6	5	Hudson	Union City	1,097	9.8%	PK - 8
7	8	Passaic	Passaic City	1,004	7.8%	PK, 9 - 12
8	6	Passaic	Paterson	1,713	7.4%	PK - 5, 9 - 12
9	11	Union	Plainfield	606	7.4%	K - 5
10	3	Middlesex	New Brunswick	504	5.5%	PK - 12
11	10	Middlesex	Perth Amboy	371	3.3%	K - 5
12	N/A	Hudson	Hoboken	74	2.5%	K - 5
13	N/A	Camden	Gloucester City	56	2.4%	6 - 8
14	N/A	Monmouth	Long Branch	137	2.3%	K - 5
15	13	Hudson	West New York	168	2.1%	PK, 6 - 8
16	9	Atlantic	Pleasantville	79	2.1%	K - 5
17	12	Hudson	Jersey City	475	1.7%	PK - 5
18	N/A	Cumberland	Vineland	154	1.5%	6 - 8
19	N/A	Essex	Newark	455	1.1%	6 - 8
20	N/A	Warren	Phillipsburg	32	0.7%	6 - 8
21	14	Essex	East Orange	45	0.4%	PK
21 Districts				17,580	7.3%	

Approach *(continued)*

Capacity Needs First Tranche for Validation and Advancement

Approach *(continued)*

Sequencing - First Tranche for Advancement To Address Overcrowding

County	District	Grades Served	Project / Project Type	New Seats	New Capacity	Remaining Need
Union	Elizabeth	PK - 8	New School (Battin Replacement)	1,068	973	6,532
Bergen	Garfield	K - 5	New School (#5 Replacement)	852	557	192
Bergen	Garfield	K - 5	New School (Replacement)	706	386	
Cumberland	Bridgeton	9 - 12	HS Addition/Renovation	384	326	0
Cumberland	Bridgeton	PK, 6 - 8	Addition/Renovation	328	300	
Cumberland	Bridgeton	6 - 8	Addition/Renovation	333	300	
Mercer	Trenton	K - 6	New School (Dunn School Site)	837	753	433
Hudson	Union City	7 - 9	School Acquisition	400	353	744
Passaic	Passaic City	9 - 12	New School (HS #12 Replacement)	2,823	939	129
Passaic	Paterson	9 - 12	New School (STEAM HS Replacement)	1,412	1,200	513
Middlesex	New Brunswick	6 - 8, 9 - 12	MS / P-Tech Annex Acquisition	859	765	0
Middlesex	New Brunswick	6 - 8	Addition/Renovation	TBD	TBD	
Middlesex	Perth Amboy	K - 5	New School	556	500	0
Hudson	West New York	6 - 8	New School (Warminster Site)	876	788	0
Atlantic	Pleasantville	PK - 5	New School (Decatur Ave Replacement)	658	306	0
Hudson	Jersey City	PK	New School	360	360	115
Essex	Newark	PK - 8	Mandela School Acquisition	376	338	0
Essex	Newark	9 - 12	New School (University HS)	1,438	540	
18 Projects				14,266	9,684	8,658

* Project List updated to reflect planning discussions and SDA Board actions taking through December 2024.

These 18 Projects were identified for a sequenced First Tranche Advancement because they address high priority capacity needs and there is land available under NJSDA and/or District control.

Approach *(continued)*

Sequencing - First Tranche for Site Identification Identification of Appropriate Sites for Delivery of Projects to Address Remaining Capacity Needs

County	District	New Seats Needed	Project Type	New Seats	Capacity Needed
Essex	City of Orange	PK, 6 - 8	TBD	TBD	503
Union	Plainfield	PK - 5	TBD	TBD	606
Hudson	Hoboken	K - 5	TBD	TBD	74
Camden	Gloucester City	6 - 8	TBD	TBD	56
Monmouth	Long Branch	K - 5	TBD	TBD	137
Cumberland	Vineland	6 - 8	TBD	TBD	154
Warren	Phillipsburg	6 - 8	TBD	TBD	32
Essex	East Orange	PK	TBD	TBD	45
8 Districts				TBD	1,607

These 8 districts were identified for a sequenced First Tranche Advancement in recognition of overcrowding in the districts. Upon identification of appropriate solutions inclusive of site identification, projects to address overcrowding in these districts will be sequenced with other portfolio projects.

Approach *(continued)*

Building Age & Condition Needs in SDA-Districts

Approach *(continued)*

2019 EFNA

- Aging Infrastructure – Needs Based Upon Building Age & Condition

County	District	EFNA Identified Needs (Based Upon Building Age & Condition)	County	District	EFNA Identified Needs (Based Upon Building Age & Condition)
Monmouth	Asbury Park	Barack Obama Elementary School Asbury Park High School Asbury Park Middle School	Cumberland	Millville	Memorial School Rieck Avenue School Bacon School
Burlington	Burlington City	Captain James Lawrence Elementary School Samuel Smith Elementary School	Essex	Newark	Any Pre-1900 School Building*
Camden	Camden City	Any Pre-1925 School Building	Passaic	Paterson	School No. 3 or any Pre-1910 School Building
Hudson	Harrison	Lincoln School Hamilton School	Burlington	Pemberton	Harker-Wylie Elementary School Emmons Elementary School Stackhouse School
Hudson	Hoboken	Joseph Brandt School Junior/Senior High School	Warren	Phillipsburg	Phillipsburg Middle School
Essex	Irvington	Grove Street Chancellor Avenue School Berkeley Terrace School	Salem	Salem City	Salem Middle School Salem City High School John Fenwick Elementary School
Monmouth	Keansburg	Bolger Middle School	Cumberland	Vineland	Anthony Rossi School
Monmouth	Long Branch	Lenna Conrow ECC Audrey Clark Elementary School			Landis Middle School Johnstone School

*Newark corrected from any Pre-1920 School Building to any Pre-1900 School Building consistent with the NJDOE's 2019 EFNA. Prior reference to Pre-1920 was a typo.

Based upon the 2019 EFNA there are over 50 facilities identified above that have needs based upon building age and condition. Camden - 2 | Newark – 13 | Paterson – 8

Approach *(continued)*

Building Age & Condition Needs First Tranche for Validation and Advancement

Approach *(continued)*

Sequencing - First Tranche for Advancement
To Address Serious Facilities Deficiencies Through Delivery of Replacement
Facilities

County	District	Grades Served	Project Type	New Seats
Camden	Camden City	9 - 12	New School (Eastside HS Replacement)	941
Salem	Salem City	PK - 8	New School (Replacement)	961
2 Projects				1,902

* Project List updated to reflect planning discussions and SDA Board actions taking through February 2024.

These 2 Projects address high priority needs as reported in NJDOE's 2019 EFNA and were identified for a First Tranche Advancement because there is ready availability of land under NJSDA and/or District control.

The 2019 EFNA notes that District and NJSDA input is needed.

District/NJDOE/NJSDA Working Group discussion are on-going to validate project needs and finalize appropriate solutions.

Summary

Portfolio - First Tranche for Advancement

Capacity Generating Facilities

Sequencing Based on Availability of School Site

County	District	Grades Served	New Seats	New Capacity
Union	Elizabeth	PK - 8	1,068	973
Bergen	Garfield	K - 5	1,558	943
Cumberland	Bridgeton	PK, 6 - 8, 9 - 12	1,045	926
Mercer	Trenton	K - 6	837	753
Hudson	Union City	7 - 9	400	353
Passaic	Passaic City	9 - 12	2,823	939
Passaic	Paterson	9 - 12	1,412	1,200
Middlesex	New Brunswick	6 - 8, 9 - 12	859	765
Middlesex	Perth Amboy	K - 5	556	500
Hudson	West New York	6 - 8	876	788
Atlantic	Pleasantville	PK - 5	658	306
Hudson	Jersey City	PK	360	360
Essex	Newark	PK - 8, 9 - 12	1,814	878
13 Districts			14,266	9,684

Sequencing to Follow Identification of Appropriate School Site

County	District	Grades Served	New Seats	New Capacity
Essex	City of Orange	PK, 6 - 8	TBD	TBD
Union	Plainfield	PK - 5	TBD	TBD
Hudson	Hoboken	K - 5	TBD	TBD
Camden	Gloucester City	6 - 8	TBD	TBD
Monmouth	Long Branch	K - 5	TBD	TBD
Cumberland	Vineland	6 - 8	TBD	TBD
Warren	Phillipsburg	6 - 8	TBD	TBD
Essex	East Orange	PK	TBD	TBD
8 Districts			TBD	TBD

Replacement Facilities

Sequencing Based on Availability of School Site

County	District	Grades Served	New Seats
Camden	Camden City	9 - 12	941
Salem	Salem City	PK - 8	961
2 Districts			1,902

* Project List updated to reflect planning discussions and SDA Board actions taking through February 2024.

Additional Activities

Activities Necessary to Finalize the Sequencing of Projects Included in the First Tranche, Toward Addressing the Entirety of 2019 EFNA Updated with 2019-2021 enrollment data

- Potential Site Availability Review
 - Site Identification through acquisition, relocation of current residents/businesses, demolition and remediation is a prominent logistical factor in advancement of needed projects
 - The NJSDA has leveraged the majority of existing NJSDA owned sites to advance the current Capital Project Portfolio
 - Review Municipal-Owned and District-Owned Sites in Districts with EFNA-Identified Overcrowding
- Upon identification of appropriate school sites, the sequencing for advancement of projects in the NJSDA Strategic Plan can be updated to address the high priority capacity needs in the following districts:

County	District	County	District	County	District
Essex	City of Orange	Hudson	Hoboken	Cumberland	Vineland
Hudson	Union City	Camden	Gloucester City	Warren	Phillipsburg
Union	Plainfield	Monmouth	Long Branch	Essex	East Orange