



STATE OF NEW JERSEY

**SCHOOLS DEVELOPMENT AUTHORITY**

# Construction Paves the Way for Better Schools



South Street Elementary School Site in Newark

## Biannual Report on New Jersey's School Facilities Construction Program

For the reporting period October 1, 2013 to March 31, 2014

## **Mission Statement**

Our mission is to deliver high-quality educational facilities that best meet the needs of the students of the State of New Jersey. While providing efficiently designed facilities that enhance the academic environment, we promote fiscal responsibility in the management of taxpayers' resources.

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## **Vision Statement**

The NJSDA will be a resource and guide for consistency in sound school design and construction practices for districts across New Jersey, transparent in our efforts as a staunch steward of taxpayer funds.

### **SDA Executive Staff**

**Charles B. McKenna**  
*Chief Executive Officer*

**Jason E. Ballard**  
*Chief of Staff*

**Andrew D. Yosha**  
*Executive Vice President – Program Operations and Strategic Planning*

**Donald R. Guarriello**  
*Vice President and Chief Financial Officer*

**Jane F. Kelly**  
*Vice President – Corporate Governance and Operations*

**Raymond A. Arcario**  
*Vice President – Construction Operations*

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*Principal and Managing Director,  
Avison Young*



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NJ Regional Council of Carpenters*



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*Business Representative, I.B.E.W. Local 456*



Karim A. Hutson  
*Managing Partner and Founder, Genesis  
Companies*



Lester Lewis-Powder  
*Executive Director, Let's Celebrate, Inc.*



Loren P. Lemelle  
*Retired Executive, Johnson and Johnson*



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*Business Manager/ Financial Secretary,  
Plumbers & Pipefitters Local Union No. 9  
President, Mercer County Central Labor  
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Joseph McNamara  
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*Director of Government Affairs,  
NJ State Policeman's Benevolent Assn.*



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*Farmers Insurance*

## Ex-Officio Members



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*Chief Executive Officer, New Jersey Economic  
Development Authority*



David C. Hespe  
*Acting Commissioner, New Jersey Department  
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Richard E. Constable, III  
*Commissioner, New Jersey Department of  
Community Affairs*



Andrew P. Sidamon-Eristoff  
*State Treasurer, New Jersey Department of  
the Treasury*

## CEO MESSAGE



My first four months at the SDA have been busy ones. In addition to familiarizing myself with the great SDA staff who work hard every day to make the Authority function appropriately, I have met with many of our stakeholders – school superintendents, local legislators, representatives from the contracting community and community-based organizations. I have also visited numerous school sites where work on new schools is in various stages of construction.

Hundreds of construction workers are at work and steel is going up for new schools throughout the state. Nine schools are presently in construction that will accommodate 8,300 students in state-of-the-art facilities. This work includes a new Phillipsburg High School, which represents the largest single construction award for a school in this state. It also includes the construction of a new Elliott Street Elementary School, a school that was demolished following a fire caused by lightning and the Oliver Street Elementary School which is also in Newark. We are only months from opening two new facilities – a new Catrambone Elementary School that will open to Long Branch students in September and the Redshaw Elementary School, New Brunswick that will open to students shortly thereafter. Schools are also being built in Elizabeth, Jersey City, Passaic, and Paterson. Many other schools, such as a new Trenton Central High School and a new Gloucester City Elementary/Middle School, are in the planning stages and will be coming on-line for construction in the next twelve to eighteen months. The influx of construction activity by the Authority is unmistakable and will benefit both New Jersey's students and the construction industry.


New schools, however, will never provide a complete remedy to the problem of adequate learning facilities across this great state. Maintaining our existing schools and performing emergent work to ensure that older buildings provide a proper learning environment are equally, if not more important, than building new facilities. We have a large number of school buildings that are near or have eclipsed the century mark. The challenge for the SDA is to ensure that those buildings function just as well as newer schools for the students who attend them on a daily basis. We rely on our partners in

the local school districts to assist us in this effort to do their part to maintain their buildings. Together we are working to safeguard our state's educational infrastructure.

While Governor Christie is wholly committed to the SDA districts, providing resources to Regular Operating Districts through the SDA's grant program has been another focus of this Administration. As a result of the Governor's commitment, the SDA has recently offered nearly 1,600 ROD grants to 333 districts representing \$1.2 billion in total project costs for improvements at 905 schools around the State. This comprehensive approach illustrates the Governor's ongoing commitment to provide New Jersey students with quality schools needed to allow them to focus on what is most important – learning.

As we move forward, the SDA will continue to work closely with its stakeholders to see that the appropriate work is being done in the facilities that need work the most. We will need to balance new schools with emergent work and think in new and inventive ways about how to solve the problems of aging and deteriorating infrastructure in order to ensure that the children of this state have proper places in which to learn. I welcome your feedback and ideas. I look forward to working with you on our mission to provide a proper infrastructure for our students across the state.

Sincerely,



Charles B. McKenna

# SCHOOL CONSTRUCTION PROGRESSES THROUGHOUT THE STATE

## **New Projects Added to SDA’s Capital Program Portfolio**

The SDA’s approach to the advancement of projects, developed under the Christie Administration, involves identifying projects representing high educational needs, those with facilities needs and applying efficient construction factors (budget and design efficiencies as well as construction logistics) to prioritize their initiation. Most recently, the SDA also utilized the New Jersey Department of Education’s (DOE) 2013 Educational Facilities Needs Assessment (EFNA) to ensure utilization of the most relevant up-to-date information.

As a result of this ongoing effort, in January, the SDA Board of Directors approved an amendment to the SDA’s Capital Portfolio adding five school construction projects. With the inclusion of these projects, SDA’s Capital Project portfolio stands at nearly 40 projects statewide with total project cost estimates of more than \$1.5 billion.

The five projects included, with an estimated value of approximately \$200 to \$250 million, will alleviate facility deficiencies and, in one instance, alleviate an overcrowding problem. The projects are: East Orange George Washington Carver Elementary School, Irvington Madison Avenue Elementary School, Pemberton Denbo Elementary School, Plainfield Woodland and/or Cook Elementary School and Vineland Middle School.

The next step for the advancement of each of these projects is the creation of a working group comprised of SDA, DOE and District representatives to discuss and identify the most appropriate project scope to advance to address the identified need.

**The Star-Ledger**

**NJ officials approve 5 construction projects worth \$250 million**

Tuesday, February 4, 2014

By: Peggy McGlone

**TRENTON** —The New Jersey Schools Development Authority approved five new projects in Vineland, East Orange, Irvington, Pemberton and Plainfield with early estimated costs of \$200 to \$250 million.

The authority approved facility repairs at the George Washington Carver Elementary School in East Orange, the Madison Avenue Elementary School in Irvington, the Denbo Elementary School in Pemberton and the Woodland and Cook elementary schools in Plainfield.

The fifth project will address overcrowding problems at Vineland New Middle School.

Newly appointed SDA CEO Charles McKenna said the projects bring the authority “one step closer to fulfilling the mission of providing all the children of New Jersey with appropriate learning facilities.”

The new projects announced last week join the SDA’s nearly 40 capital projects underway with costs estimated at more than \$1 billion. Construction has begun on about half of them

## As Construction Progresses, New Schools on the Horizon



*Construction progress of Redshaw Elementary School in New Brunswick during the reporting period.*

This reporting period is highlighted by a substantial amount of activity on the SDA's Capital Portfolio Projects. In fact, more than half of the 39 projects in the portfolio were in construction/design by the end of the reporting period, including nine schools currently in active construction. These nine schools will provide 8,300 new seats for students in eight school districts. These projects represent more than \$561.5 million in total estimated project costs and make available vital opportunities for New Jersey's construction industry.

In addition to those projects in construction, significant activity occurred on many other projects. By the end of the reporting period, four more projects initiated using the design-build approach. One project began early site preparation; design consultants were hired for three projects; and an additional five projects were in design by the SDA's in-house design studio.

Projects that advanced during the reporting period include:

### Projects Received a Notice to Proceed (NTP) for Start of Construction

- The new **PS 20 in Jersey City, Hudson County**, will provide a 108,867 square-foot school designed to educate 628 students in grades kindergarten through five. The school is planned for completion in the first quarter of 2016.
- The new **Oliver Street Elementary School in Newark, Essex County**, will provide a 136,778 square-foot school designed to educate 848 students in grades pre-kindergarten through eight. The school is planned for completion in the fourth quarter of 2015.
- The new **Marshall Street Elementary School in Paterson, Passaic County**, will provide a 108,000 square-foot school designed to educate 650 students in grades kindergarten through eight. In addition, this project includes a pedestrian bridge

over the NJ Transit railroad right of way, necessary to provide access for the areas of the city the school is serving. The school is planned for completion in the first quarter of 2016.

- The new **Phillipsburg High School in Phillipsburg, Warren County**, which represents one of the largest single construction contract awards in the state, will provide a 330,021 square-foot facility for 1,846 students in grades nine through twelve. With the initiation of construction, the Phillipsburg High School project marked a project milestone that no prior Administration has been able to achieve. The school is planned for completion in the second quarter of 2016.

#### Received a NTP Initiating the Design Portion of a Design-Build Contract

- An addition and renovation project will increase the capacity of the existing **Buckshutem Road School in Bridgeton, Cumberland County**, from 404 students to approximately 580 students in grades kindergarten through eight. The school is planned for completion in the second quarter of 2017.
- The addition and renovation project to the existing **Quarter Mile Lane School in Bridgeton, Cumberland County**, will increase the capacity of the existing school from 254 students in grades kindergarten through eight to approximately 730 students in grades pre-kindergarten through eight. The school is planned for completion in the second quarter of 2017.
- The new **Caruso Elementary School in Keansburg, Monmouth County**, will provide a 122,000 square-foot school designed to educate approximately 750 students in grades kindergarten through four. The school is planned for completion in the third quarter of 2016.
- The new **PS 16 in Paterson, Passaic County**, will provide a 109,500 square foot, three-story facility designed to educate 640 students in grades pre-kindergarten through eight. The school is planned for completion in the third quarter of 2016.

#### Commenced Early Site Preparation Activities

- Site work for the new **South Street Elementary School in Newark, Essex County**, is anticipated for completion before the end of 2014.

#### Initiated Design

- An award for Design Services was issued for the **Harry L. Bain PS 6 project in West New York, Hudson County**.



### Advertised for Procurement

- Design Services for the **Millville Senior High School and Lakeside Middle School conversion projects in Millville, Cumberland County.**
- Demolition and Early Site Package for the **James Madison School #10 project in Garfield, Bergen County.**
- Design-Build Services for the new **Elementary/Middle School project in Gloucester City, Camden County.**

The elimination of overcrowding in New Jersey's SDA District schools is a primary goal of the SDA. Construction of these new facilities will go a long way toward providing every student with a seat in an appropriate learning environment. In addition, many projects that have advanced under the Christie Administration will remedy significant issues that exist in the school buildings, correcting situations that have negatively impacted student learning. For those projects that have not yet advanced with design, construction or design-build activities, the SDA is working expeditiously to conclude scope development work. For the status of all projects in the SDA's Capital Portfolio, please see Appendix C.

## **Two Approaches to the Delivery of Schools**

Committed to completing projects as quickly and efficiently as possible, the SDA has employed two different approaches to school construction projects under the Christie Administration. The design-build approach on some projects and an enhanced constructability review for design-bid-build projects on others are employed by the SDA in order to complete projects as quickly as possible while avoiding construction delays and unforeseen costs.

The use of an enhanced constructability review is employed on projects where a design has been completed and the project is ready to advance to construction. The review provides time for the contractor and architect to scrutinize the contract documents (plans and specifications) to identify any issues that could arise during construction which would impact the schedule or cost of completion, so that such issues can be resolved before commencement of construction. Following completion of the review, the SDA then issues a consolidated change order, if needed, in order to address any changes that are found. The SDA has employed this enhanced constructability review process on five projects since 2012. To date, the projects that have entered into

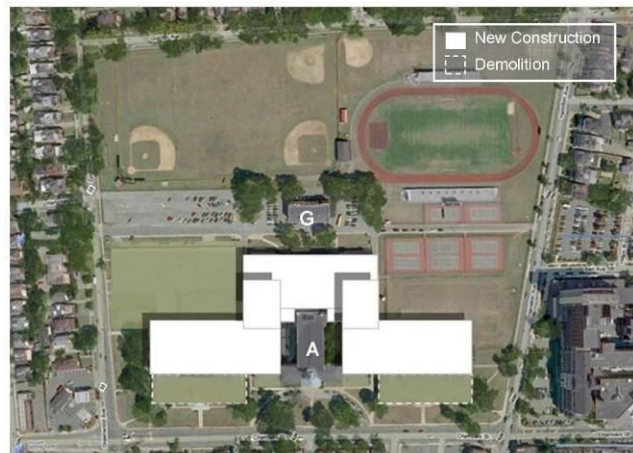
construction after using this process have not encountered significant change orders or delays –demonstrating the effectiveness of this approach.

The SDA has also employed a design-build approach with the SDA’s Kit-of-Parts as its foundation for many of its projects. This building approach differs from the traditional approach by allowing for phased advancement of work: construction proceeds on completed design phases while design continues on later phases. With such activities proceeding concurrently, it is believed the timeline for completion may be shortened. On these projects, SDA’s in-house Design Studio performs a significant portion of preliminary work, developing the schematic designs, elevations and bridging documents to be used by the design-build architect. These projects are also advancing with standardization as a prime element through the use of the SDA’s Kit-of-Parts, promoting consistency across designs for classrooms and other school facility areas. One example of this approach is the A. Chester Redshaw Elementary School in New Brunswick. This school received a notice-to-proceed for the design portion of the design-build contract in February 2013. The project has made significant progress and is ahead of the initially targeted SDA occupancy date of September 2015.

## A New High School For Trenton

Upon his arrival at the Authority, CEO McKenna arranged a tour of the Trenton Central High School (TCHS) to see firsthand the conditions of the building. Thereafter, and following both a careful review of current plans for the Trenton Central High School rehabilitation project and the results of the predesign services analysis that had been undertaken, a recommendation was made to revise the project scope. Predesign services, initiated in the Summer of 2013, involved the procurement of a design consultant to perform a comprehensive analysis of the conditions at the high school and present multiple solutions for how best to address them.

After receiving the final analysis from the design consultant, it became clear that the cost of a new school, estimated at \$130.5 million, was nearly identical to the cost of a major rehabilitation project. It was



*Site plan for the construction of a new Trenton Central High School*

determined that the better approach to address the school conditions was the construction of a new building.

Shortly thereafter, CEO McKenna made a presentation to the Trenton Board of Education and community members to garner support for this new school plan in January 2014. The District passed a resolution in support of a new school project. In February, the SDA Board of Directors approved a revised charter that would allow for the construction a new school that retains some of the iconic elements of the existing building while providing the 21st century learning environment that is required to meet the educational needs of the students.

Since approval of the new school construction project in February 2014, the SDA has worked closely with the DOE, the school district and TCHS personnel to identify appropriate swing space so that the students can be moved prior to the next school year, allowing for demolition activities on the current school to occur prior to the end of 2014.

## **Smart Project Planning Continues to Produce Positive Results**

Under the Christie Administration, the SDA has employed the use of working groups to validate and develop the appropriate scope for projects identified for advancement through the SDA's Capital Portfolio. These working groups, comprised of SDA, DOE and local school district staff, review and confirm the current district needs and review the proposed project. These meetings have proved helpful in ensuring that the projects advanced into construction will best meet district needs while most efficiently utilizing SDA resources.

One prime example of the process is the Caruso Elementary School in Keansburg. The design portion of the design-build contract for this project advanced during the reporting period. The Keansburg working group conducted a review of current district enrollments and existing capacity along with an assessment of the existing facilities within the district. These meetings resulted in a determination that an overcrowding need existed at the district's pre-kindergarten to fourth grade level. It was decided that changing the scope of the Caruso Elementary School project and adding a second project that includes an addition/renovation to Port Monmouth Road School would effectively eliminate the overcrowding that exists in the district.

As a result of this working group's proactive efforts and effective planning, SDA advanced two projects in Keansburg that will complete that district's facility needs at this time. The working group also concluded that the best way to complete these projects would be through phased construction to alleviate any needs for additional swing space.

These are the type of conversations that the SDA continues to have with SDA Districts throughout the State. SDA strives to ensure that the projects that advance are the most appropriate to address the current needs of the districts. SDA is committed to partnering with the districts and DOE to provide the quality facilities that students need to excel.

## **Emergent Projects Remedy Poor Building Conditions**

The lifecycle of an emergent project at an SDA District is very similar to the lifecycle of a capital project. Generally speaking, the process starts with a local school district submitting a potential emergent project condition to the New Jersey Department of Education (DOE). DOE then reviews the condition and, upon approval, transmits the project to SDA.

The SDA either manages the project in house or fully funds and delegates the project to the local SDA school district for management, depending upon the project's scope and complexity. For those projects that are delegated, the SDA executes a grant agreement with the local school district, which is then responsible for procuring and disbursing payment to the consultants and contractors. The SDA maintains oversight throughout the entire process.

The construction timeline of an emergent project varies depending on the scope and complexity of the work. Factors such as the location within the facility of the emergent condition and the impact the emergent project will have on the school and the students also play a role in determining the process and timeline. A common misconception is that once transmitted, construction on emergent projects should be able to be completed immediately. However, many of these conditions are far more complex than many realize and require significant design. In addition, unforeseen situations may arise that were not identifiable from the initial site visit which cause there to be a change in the scope of work. Sometimes, the nature of the work also requires students to be out of school when the work occurs.

Often, emergent projects require significant design work, due to the need for asbestos abatement or other considerations. This sometimes requires that a project have predesign services. Predesign allows for the design consultant to identify the true source of the conditions. A problem may be identifiable by sight, but a determination must still be made as to what is causing the problem so that the remedy selected is the correct one. This work also allows for the identification of any hazards that may impact the work.



*Cracked loadbearing wall that was fixed through an emergent project*

One of the six emergent projects substantially completed during the reporting period was an emergent project at Washington Middle School in Harrison, Hudson County. Design work for the project began in late spring 2013 and was completed in early fall 2013. Upon approval of the design work, the contractor was required to present three possible solutions to the SDA which then chose the most appropriate and cost effective approach. A general construction contract was subsequently awarded to Brockwell & Carrington of Towaco and construction work began in late fall 2013. The project involved the repair of approximately 300 square feet of a loadbearing wall and the relocation of heating pipes. Due to the nature of this project, the majority of the work was completed while the students were out of the building for winter break.

The SDA continues to follow through on Governor Christie's commitment to providing New Jersey's children with safe, modern and efficient schools. More emergent projects have been completed by the Christie Administration than by any previous administration.

18 emergent projects are currently being managed by the SDA. At the close of the reporting period the status of active emergent projects is as follows:

- 4 projects in construction,
- 6 projects in construction procurement,
- 6 projects in design, and
- 2 projects in design procurement.

***We strive to ensure that all students in Harrison have access to healthy and safe facilities to support their learning. The completion of this emergent project will continue to enhance our already successful academic program at Washington Middle School."***

*~Dr. James Doran, Superintendent of Harrison School District*

The SDA has also delegated 37 emergent projects to local school districts for management since the start of the Christie Administration. For a status list of the SDA Emergent Program please see Appendix D.

Confusion continues regarding what type of building conditions are the responsibility of the SDA to address through the Emergent Project Program and those conditions that are the responsibility of the district. The responsibility for maintenance of school facilities resides with each district. The SDA is statutorily prohibited from funding conditions that are considered maintenance. There is a well-established system in place for districts to identify potentially "emergent" conditions as defined by statute. If these conditions are subsequently determined by the New Jersey Department of Education (DOE) to be emergent, they are the SDA's responsibility to address. The SDA will continue to work with local school district officials to assist them in understanding the process that is required to determine whether or not a project is emergent.

## Half a Billion Dollars to Bolster Local Resources in Regular Operating Districts

Critical needs exist in school buildings throughout the state. We cannot entirely avoid the reality that over the lifecycle of a building, school improvement projects are needed in all districts. This may include new HVAC systems, roof replacement projects and repairs to masonry. Often, the cost of these projects contributes to increases in local property taxes. One way in which the State strives to lessen this burden on local taxpayers is through the SDA's Regular Operating District (ROD) Grant Program.



*SDA Chief of Staff Jason Ballard and DOE Assistant Commissioner David Corso speak with students in Allendale*

In 2013, Governor Christie announced the availability of funding for projects in the ROD Districts, the largest offering ever by the DOE. As a result, the DOE announced in December the approval of nearly 1,600 grants for school improvement

projects at 905 schools in 333 districts throughout the State. After receiving transmittal of same by the DOE, the SDA distributed offer letters in connection with these projects and, at the end of March 2014, began to execute grants from the largest single allocation of ROD Grant funding to date. SDA provides grants of at least 40 percent of eligible project costs to local school districts to leverage the local resources that are used to complete these projects. The first grants to be executed were to Cherry Hill Township for boiler replacement projects at 15 schools, representing more than \$2.4 million in state funding.

Grant projects allow school districts to make improvements to their schools that positively impact student learning, reduce long-term maintenance and often increase energy efficiency. On a recent trip to the Allendale School District, SDA and DOE staff had the opportunity to interact with students who will be impacted by HVAC upgrades that will remedy air quality conditions at two elementary schools. As a result of the ongoing partnership between the SDA, DOE and local districts, projects like those in Allendale will be able to advance during the summer of 2014 when students are not in school.

## **Construction Progress to Continue in Coming Months**

Over the past few years, the SDA has seen a large influx of construction activity as a result of the projects it has advanced under the Christie Administration. The SDA has awarded more than \$550 million in contracts since the start of the Christie Administration through the end of the reporting period. (For more detailed information on these awards, please see Appendix G).

We expect this activity to continue over the next few months, benefitting both the construction industry and the communities we serve. The SDA expects construction activities to begin on several emergent projects over the summer while students are out of school. The SDA will also continue to execute ROD Grants resulting in millions of dollars in school improvements. It is expected that more projects will proceed with construction activities, including school projects in Jersey City, Paterson, Bridgeton and Keansburg. Finally, the SDA looks forward to joining the Long Branch community this September for a ribbon cutting ceremony to commemorate the opening of the new George L. Catrambone Elementary School.

## **STAKEHOLDER OUTREACH EFFORTS**

### **Training Program Encourages Small Businesses to Get Involved with School Construction Program**

Small businesses are the backbone of our economy, and the SDA is committed to supporting the growth and success of small businesses in New Jersey. Working toward this goal, the SDA offers a Small, Minority, and Woman-Owned Business Enterprise (SMWBE) Contractor Training Program to provide businesses with the tools they need to compete for a piece of the State's investment in school construction.

In the fourth offering of the SDA's in-house training program, launched in February 2014, participating firms once again had an opportunity to learn first-hand from SDA personnel and industry professionals. SDA staff, who served as instructors, provided detailed presentations covering the various competencies needed to successfully work with the SDA.

Participating firms have consistently expressed satisfaction with the SDA's program and its positive impact on their ability to grow and improve their businesses. ABM Electrical Company, a small electrical company located in Jersey City, found significant benefits from the information provided regarding Marketing Construction Services. "Overall the program was very beneficial. I received answers to simple mistakes that I have made in marketing prior to the program," said Mohammad B. Abdulai from ABM Electrical Company.

In an effort to continually expand the program, SDA staff seeks input from participants on how to improve the program for the next session. In 2014, several changes were implemented in response to this feedback. One such change was an additional course that was introduced in this session to provide information regarding the Division of Property Management (DPMC) certification process and obtaining surety bonds.

### **Communication Reforms Aim to Provide Up-to-date Information on Progress of Projects**

Throughout the reporting period, the SDA continued its efforts to maintain an open dialogue with SDA stakeholders in order to provide information on the status of projects and SDA programs.



These efforts were exemplified by the SDA's distribution to stakeholders of an electronic newsletter detailing project activity. In addition, SDA staff participated in a variety of informational forums with groups such as the Alliance for Action during the annual Construction Forecast Seminar. Staff also provided several ROD Grant process updates for members of the New Jersey Association of School Business Officials. Additionally, SDA staff continues to meet with various stakeholder groups on a regular basis in order to maintain a free exchange of ideas and suggestions related to how we can improve the school construction program.

Since a picture is worth a thousand words, the SDA has striven to keep community members updated on project progress through the posting of monthly progress photos for active construction projects. Progress photos can be accessed on the SDA's website at: [http://www.njsda.gov/Schools/Project\\_Progress\\_Photos.html](http://www.njsda.gov/Schools/Project_Progress_Photos.html). Below is a sampling of progress photos from the reporting period.



*Academic High School - Elizabeth*



*Redshaw Elementary School -  
New Brunswick*



*Elliott Street Elementary School -  
Newark*



*Catrambone Elementary School -  
Long Branch*



*Oliver Street Elementary School -  
Newark*



*Henry Street Elementary School -  
Passaic City*

## **SDA FINANCES**

### **SDA's Funding Committed to Projects, Requires a Look Forward**

Under the Christie Administration the SDA has implemented new policies and procedures for school construction that are achieving real results. However, the SDA's resources are limited, as most funds are already allocated for projects in the Capital Portfolio. While all projects in SDA's portfolio do not yet have final project budgets, it is estimated that there remains approximately \$300 million that the SDA has to commit to projects.

It is important to acknowledge there is a difference between what funding remains for projects and the amount of authorized funding left to be bonded. Bonding activity typically coincides with cash flow needs, but is not necessarily representative of the uncommitted funding remaining. In total, the New Jersey State Legislature has authorized \$12.5 billion in funding for the SDA (\$8.9 billion for SDA Districts, \$3.45 billion for RODs and \$150 million for vocational schools). Since the program's inception, the amount of bonds issued to date to fund the program is \$9.024 billion. As reflected in Appendix F, there were no new bond issuances during the reporting period.

While the SDA has not yet bonded all monies that have been authorized, that funding has been allocated to particular projects in the SDA's Capital Portfolio, emergent projects and the most recent allocation of the ROD Grant Program.

Against this reality, the SDA is beginning to plan and develop recommendations as to how to continue to address the overwhelming needs in the state once SDA's funding is exhausted. Based on the information contained in the Long Range Facilities Plans (LRFPs) filed with DOE by the SDA Districts and RODs, a financial commitment significantly exceeding that which the New Jersey Legislature has previously authorized (\$12.5 billion) would be required to appropriately address all of the school construction project needs across the state moving forward.

### **Financial Overview**

At the end of the reporting period the SDA had approximately \$222 million of cash on hand after disbursing over \$119 million during the period.

The 2013 financial statements, audited by Ernst & Young LLP, were approved by the SDA Board in April 2014 and can be found on the SDA's website at [http://www.njsda.gov/RP/reports/SDA\\_Financial\\_Statement\\_13.pdf](http://www.njsda.gov/RP/reports/SDA_Financial_Statement_13.pdf).

## **Cost Recovery Efforts**

Every dollar saved is a dollar that can be used for future projects. With that in mind, the SDA continues to pursue opportunities to recuperate funds through available rebate programs and cost recovery efforts.

During the reporting period there were three NJ Smart Start Incentive rebates issued to the SDA totaling \$37,652, one for a school facility in the Irvington School District for \$23,000 and two rebates for two separate school facilities in the Newark School District totaling \$14,652.

Also during the reporting period a total of \$503,500 was recovered from settlements reached with school districts. These settlements were the result of efforts to recover costs from errors and omissions.

## **APPENDIX**

**Appendix A - Small Business Enterprise (SBE) Contracts Awarded**

**Appendix B - Number of Minority/Female Work-Hours by Trade**

**Appendix C - Status of Capital Portfolio Projects**

**Appendix D - Status of Emergent Project Program**

**Appendix E - Cost of Construction Per Square Foot Comparison to MSA**

**Appendix F - School Facilities Construction Bonds and Notes**

**Appendix G – School Facilities Projects Approved by DOE**

**Appendix H - Projects Advertised and Awarded Under the Christie Administration**

## Appendix A - Small Business Enterprise (SBE) Contracts Awarded

In December 2010, the Governor signed legislation that directs the SDA to biannually compile information on the number of school construction contracts entered into between the Authority and minority and women contractors during the reporting period. This information must include the total value of the contracts and the percentage that those contracts represent of all school facilities project construction contracts entered into by the Authority.

<b>SDA Contract Awards to Small Business Enterprises</b> (October 1, 2013 – March 31, 2014)	
<b>Total SDA Construction Contracts</b>	<b>\$ 93,402,852</b>
Total SBE Contracts (inclusive of MBE, SMWBE contracts)	<b>\$ 51,279,660</b>
Percentage of SDA Contracts Awarded to SBEs	<b>54.90 %</b>

The SDA's SBE program goal is to ensure that 25% of the total dollar value of all publicly advertised contracts awarded by the SDA within a fiscal year goes to Small Business Enterprises (SBE). The SDA requires consultants and prime contractors to make good-faith efforts to identify available SBE subconsultants and SBE subcontractors and award at least 25% of the total contract value to them. The SDA consistently exceeds this goal, as evidenced by the nearly 55% of awards that went to SBEs during this reporting period.

During the reporting period, \$793,130 (0.85%) of SDA construction contracts were awarded to minority-owned businesses and more than \$4.4 million (4.76%) of construction contracts were awarded to small women-owned businesses. Of the more than 1,527 firms currently prequalified to do business with the SDA, 5.24% of those firms are Minority Owned Businesses and 5.17% of those firms are Women Owned Businesses. SDA has undertaken proactive efforts to increase the percentage of Minority and Women-owned Business Enterprises that are prequalified to work on SDA projects through the SDA's SMWBE Contractor Training Program. As detailed earlier in this report, this program provides participants with knowledge on how to do business with the SDA and helps firms take the steps necessary to become prequalified.

## Appendix B - Number of Minority/Female Work-Hours by Trade

Construction Contracts: Number of Minority/Female Work-Hours by Trade (October 1, 2013 through March 31, 2014)					
Trade	Total Work-Hours	Minority Work-Hours	Minority Work-Hours Percentage	Female Work-Hours	Female Work-Hours Percentage
Asbestos	314	272	86.62%	0	0%
Bricklayer or Mason	15,364	2,470	16.08%	373	2.43%
Carpenter	23,521	3,227	13.72%	431	1.83%
Dry Wall Finishers	746	592	79.36%	0	0%
Electrician	26,607	4,174	15.69%	640	2.41%
Fire Proofer	0	0	0%	0	0%
Glazier	3,301	500	15.15%	0	0%
HVAC Mechanic	4,267	665	15.58%	0	0%
Insulator	3,930	2,252	57.30%	0	0%
Ironworker	7,682	952	12.39%	0	0%
Laborer	20,805	9,411	45.23%	1,502	7.22%
Operating Engineer	4,665	498	10.68%	0	0%
Painter	1,425	1,149	80.63%	0	0%
Plumber	10,915	2,203	20.18%	852	7.81%
Roofer	5,422	1,902	35.08%	0	0%
Sheet Metal Worker	7,319	3,207	43.82%	0	0%
Sprinkler Fitter	2,821	764	27.08%	210	7.44%
Steam Fitter	394	79	20.05%	0	0%
Surveyor	0	0	0%	0	0%
Truck Driver	0	0	0%	0	0%
Water Proofers	150	0	0%	0	0%
<b>TOTALS</b>	<b>139,688</b>	<b>34,317</b>	<b>24.57%</b>	<b>4,008</b>	<b>2.87%</b>

## Appendix C - Status of Capital Portfolio Projects (as of March 31, 2014)

Status of SDA Capital Portfolio (As of 3/31/14)		
School District	School Name	Status
Bridgeton	Buckshutem Elementary School	Design-Build contract awarded, design underway
Bridgeton	Quarter Mile Lane Elementary School	Design-Build contract awarded, design underway
Camden	Camden High School	Scope development with DOE and District
East Orange	George Washington Carver Elementary School	Scope development with DOE and District
Elizabeth	Academic High School	Construction
Elizabeth	New ES @ Halloran PS #22 ES Site	In Design (SDA Design Studio)
Garfield	James Madison ES	Demolition of existing building procurement in progress
Gloucester City	Gloucester City Middle School	Design-Build contract procurement in progress
Harrison	Middle School Grade Level	Scope development with DOE and District
Hoboken	Thomas G. Connors Elementary School	Scope development with DOE and District
Irvington	Madison Avenue Elementary School	Scope development with DOE and District
Jersey City	Elementary School 3	Design-Build contract awarded, design underway
Jersey City	PS 20 Elementary School	Construction
Keansburg	Caruso Elementary School	Design-Build contract awarded, design underway
Keansburg	Port Monmouth Road School	Scope development with DOE and District
Long Branch	George A. Catrambone Elementary School	Construction
Millville	Conversion of Lakeside MS to HS	Bridging Architect procurement in progress
Millville	Conversion of Sr. HS to MS	Bridging Architect procurement in progress
New Brunswick	A. Chester Redshaw Elementary School	Construction
New Brunswick	Paul Robeson Elementary School	Scope development with DOE and District
Newark	Elliott Street Elementary School	Construction
Newark	Oliver Street Elementary School	Construction
Newark	South Street Elementary School	In Design (SDA Design Studio), Phase I sitework ongoing
Orange	Cleveland Avenue Elementary School	Scope development with DOE and District
Orange	Orange High School	Scope development with DOE and District
Passaic City	Dayton Avenue Elementary School Campus	In Design (SDA Design Studio)
Passaic City	New Henry Street Elementary School	Construction
Paterson	Elementary School Grade Level	Scope development with DOE and District
Paterson	Marshall Street Elementary School	Construction
Paterson	PS Number 16 Elementary School	Design-Build contract awarded, design underway
Pemberton	Denbo Elementary School	Scope development with DOE and District
Perth Amboy	All Grade Levels	Scope development with DOE and District
Phillipsburg	Phillipsburg High School	Construction
Plainfield	Woodland and/or Cook Elementary School	Scope development with DOE and District
Trenton	Trenton Central High School	Preliminary Charter for new construction approved at Feb. 2014 Board Meeting. Swing space identification on-going.
Union City	Elementary School Grade Level	Scope development with DOE and District
Vineland	New Middle School	Scope development with DOE and District
West New York	Harry L. Bain Elementary School	Project design underway
West New York	Memorial High School	Alternative Delivery Method complete. St. Joseph's H.S. purchased and transferred to district. Science lab renovations delegated to district.
<b>Total</b>		<b>39</b>

# Appendix D - Status of Emergent Project Program

## SDA Emergent Program Status as of March 31, 2014

### Completed

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Camden	East Camden Middle School	HVAC
Camden	Pyne Poynt Middle School	Structural
Camden	Sharpe Elementary School	Building Envelope
East Orange	Ecole de Louverture	Water Infiltration Repairs
Harrison	Washington Middle School	Structural
Irvington	Madison Avenue Elementary School	Building Envelope
Newark	Hawkins Elementary School	Boiler
Newark	Ridge Elementary School	Boiler
Newark	Sussex Elementary School	Boiler
Newark	West Side High School	Electrical
Newark	Wilson Avenue Elementary School	Building Envelope
Newark	Wilson Avenue Elementary School	Building Envelope
Paterson	PS 6	Window Replacement
Salem City	Salem High School	Building Envelope
Trenton	Central High School West	HVAC

### In Construction

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Irvington	Chancellor Avenue Elementary School	Building Envelope
Newark	Alma -Flagg Elementary School	HVAC
Salem City	Salem Middle School	Building Envelope
Passaic City	Number 11, Memorial Elementary School	Building Envelope

### Construction Procurement

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Irvington	Union Avenue Middle School	Building Envelope
Irvington	University Middle School	Building Envelope
Irvington	University Middle School	Building Envelope
Orange	Orange Middle School	Roof Repairs
West New York	PS #1	Structural
West New York	PS #5	Structural

### In Design

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Bridgeton	Broad Street Elementary School	Building Envelope
Camden	Bonsall Elementary School	Structural
Irvington	Irvington High School	Roof, HVAC and Masonry Repairs
Newark	Chancellor Avenue School	Structural
Passaic City	Number 12	Building Envelope
Vineland	High School South	HVAC

### Design Procurement

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Camden	Cramer Elementary School	Structural
Trenton	Hedgepath Williams Elementary School	Domestic Water



**Delegated to District**

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Asbury Park	Asbury Park High School	Building Envelope
Asbury Park	Asbury Park Middle School	Building Envelope
Burlington City	Captain James Lawrence Elementary School	Building Envelope
Camden	Yorkship Elementary School	Boiler
Garfield	Washington Irving Elementary School #4	Boiler
Garfield	Woodrow Wilson #5	Boiler
Gloucester City	Mary Ethel Costello	Fire Safety
Gloucester City	Mary Ethel Costello	Structural
Hoboken	Joseph F. Brandt No. 2 Elementary School	Building Envelope
Jersey City	PS #23 - Duncan Avenue Annex	Boiler
Jersey City	A. Harry Moore	Building Envelope
Jersey City	Alexander D. Sullivan No. 35 Elementary School	Building Envelope
Jersey City	James J. Ferris High School	Building Envelope
Jersey City	Nicolas Copernicus No. 25 Elementary School	Building Envelope
Jersey City	Nicolas Copernicus No. 25 Elementary School	Building Envelope
Millville	Holly Hieghts Elementary School	Building Envelope
Newark	Abington Avenue Elementary School	Building Envelope
Newark	Abington Avenue Elementary School	Building Envelope
Newark	Ann Street Elementary School	Building Envelope
Newark	Arts High School	Building Envelope
Newark	Avon Avenue Elementary School	Building Envelope
Newark	Chancellor Avenue Annex Elementary School	Building Envelope
Newark	Dayton Avenue Elementary School	Building Envelope
Newark	Fourteenth Avenue Elementary School	Building Envelope
Newark	Hawthorne Avenue Elementary School	Structural
Newark	Madison Elementary School	Building Envelope
Newark	Malcolm X. Shabazz High School	Building Envelope
Newark	Malcolm X. Shabazz High School	Building Envelope
Newark	Maple Avenue Elementary School	Building Envelope
Newark	McKinley Elementary School	Building Envelope
Newark	Newark Vocational High School	Building Envelope
Newark	Newark Vocational High School	Building Envelope
Newark	Peshine Avenue Elementary School	Building Envelope
Newark	Weequahic High School	Building Envelope
Newark	West Side High School	Structural
Plainfield	Frederic W. Cook Elementary School	Building Envelope
Plainfield	Plainfield High School	Building Envelope

## Appendix E - Cost of Construction Per Square Foot Comparison to MSA

<b>Metropolitan Statistical Area (MSA) Totals</b>				
<b>Cost Per Square Foot Comparison at Bid</b>				
<b>Statistical Brief</b>				
<b>Source</b>	<b>Area</b>	<b>Elementary School</b>	<b>Middle School</b>	<b>High School</b>
<b>McGraw-Hill Metropolitan Statistical Area (MSA)</b> (October 2013 - March 2014)	Philadelphia	\$234	-	-
	New York	\$331	-	\$543
<b>School Planning &amp; Management</b> by Regions 1 & 2 State Average <sup>1</sup> (January - December 2013)	NY, NJ, PA Average	\$216	\$278	\$318
<b>New York City School Construction Authority</b> (July 2012 - June 2013)	New York City	\$493 <sup>^</sup>	\$566 <sup>^</sup>	\$470 <sup>^</sup>
<b>SDA Managed Projects</b> (4th and 1st Quarter Actual)	Statewide	\$285 <sup>*</sup>	-	-
<p><i>The table represents a statistical cross-section of data from numerous sources with report dates ranging from July 2012 to March 2014. Costs are at time of bid.</i></p> <p><i>1 - Current reporting is for Region 2 (for NJ, NY and PA only) as reported by School Planning &amp; Management.</i></p> <p><i><sup>^</sup>Numbers reflect the New York City Mayor's Management Report September 2013 costs at completion excluding budgeted Change Order Contingency of 10% percent.</i></p> <p><i><sup>*</sup>Cost at Bid for two SDA District Elementary Schools - Caruso Elementary School Keansburg, New Jersey and PS #16 Paterson, New Jersey (For projects advanced via Design-Build Engagements design fees included in the bid amount have been deducted to calculate the Construction Costs Per Square Foot).</i></p>				

The table above provides a comparison of cost per square-foot for new school construction (public schools) within the Philadelphia and New York City Metropolitan Statistical Comparison (MSAs). This addresses the August 2007 statutory requirement that the cost of school facilities projects undertaken and funded by the SDA be

compared to similar school facilities projects constructed in the New York City and Philadelphia MSAs.

The U.S. Office of Management and Budget is responsible for developing standards for defining the MSAs and for applying these standards with Census data.

The table above also includes information from the School Planning and Management School Construction Report, a recognized national-construction data source, as well as information from the New York City Department of Education School Construction Authority. The use of multiple sources to monitor and analyze construction costs provides assurance that industry-wide pricing trends are addressed.

## Appendix F - School Facilities Construction Bonds and Notes

<b>EDA School Facilities Construction Bonds and Notes</b>					
<b>Fiscal Years 2001–2013</b>					
<b>Fiscal Year</b>	<b>Issue Date</b>	<b>Series</b>	<b>Restricted</b>	<b>Denomination</b>	<b>Principal Amount Issued</b>
2001	04/02/01	A		\$5,000	\$ 500,000,000
<i>Subtotal</i>					<i>\$ 500,000,000</i>
2002	12/28/01	B	QZAB	\$5,000	\$ 8,600,000
<i>Subtotal</i>					<i>\$ 8,600,000</i>
2003	10/16/02	C		\$5,000	\$ 600,000,000
2003	12/30/02	D	QZAB	\$5,000	\$ 29,400,000
2003	03/14/03	E	QZAB	\$5,000	\$ 7,929,000
<i>Subtotal</i>					<i>\$ 637,329,000</i>
2004	08/07/03	F		\$5,000	\$ 600,000,000
2004	01/23/04	G		\$5,000	\$ 650,000,000
2004	05/18/04	H		\$5,000	\$ 300,000,000
<i>Subtotal</i>					<i>\$ 1,550,000,000</i>
2005	08/31/04	I		\$5,000	\$ 250,000,000
2005	08/31/04	J		\$5,000	\$ 500,000,000
2005	04/06/05	L		\$5,000	\$ 150,000,000
2005	04/06/05	M		\$5,000	\$ 500,000,000
<i>Subtotal</i>					<i>\$ 1,400,000,000</i>
2006	10/04/05	O		\$5,000	\$ 750,000,000
2006	12/15/05	P		\$5,000	\$ 175,000,000
2006	12/15/05	Q		\$5,000	\$ 500,000,000
<i>Subtotal</i>					<i>\$ 1,425,000,000</i>
2007	11/02/06	R		\$5,000	\$ 500,000,000
2007	11/02/06	S		\$5,000	\$ 100,000,000
<i>Subtotal</i>					<i>\$ 600,000,000</i>
2008	10/04/07	T		\$5,000	\$ 500,000,000
2008	10/04/07	U		\$5,000	\$ 300,000,000
2008	06/03/08	X		\$5,000	\$ 250,000,000
2008	06/03/08	Y		\$5,000	\$ 200,000,000
<i>Subtotal</i>					<i>\$ 1,250,000,000</i>
2009	01/29/09	Z		\$5,000	\$ 175,000,000
2009	06/18/09	A Notes		\$5,000	\$ 400,000,000
<i>Subtotal</i>					<i>\$ 575,000,000</i>
2010	08/20/09	BB		\$5,000	\$ 200,000,000
2010	05/17/10	CC-1	BAB	\$5,000	\$ 104,115,000
2010	05/17/10	CC-2		\$5,000	\$ 48,910,000
2010	05/17/10	B Notes	BAB	\$2,000	\$ 350,000,000
<i>Subtotal</i>					<i>\$ 703,025,000</i>
2013	10/03/12	KK		\$5,000	\$ 136,880,000
2013	10/03/12	G Notes		\$5,000	\$ 119,060,000
2013	10/03/12	H Notes		\$5,000	\$ 119,060,000
<i>Subtotal</i>					<i>\$ 375,000,000</i>
<b>Grand Total</b>					<b>\$ 9,023,954,000</b>

## Appendix G – School Facilities Projects Approved by DOE

From October 1, 2013 through March 31, 2014, the New Jersey Department of Education approved no school facilities projects which were undertaken and funded by the SDA. None of these projects exceeded the Facilities Efficiencies Standards (FES).

<b>School Facilities Projects Approved by DOE</b>				
<b>October 1, 2013 – March 31, 2014</b>				
	<b>Total School Facilities Projects Approved</b>	<b>Required Educational Adequacy/FES Review</b>	<b>Projects Requiring Educational Adequacy/RES Review &amp; Exceeding the FES</b>	<b>% of Projects Requiring Educational Adequacy/FES Review and Exceeding the FES</b>
<b>All Districts</b>	1,622	66	0	0
<b>SDA Districts</b>	0	0	0	0
<b>RODs</b>	1,622	66	0	0

<b>Detail on Projects Exceeding FES</b>					
<b>District</b>	<b>School</b>	<b>Project Approval Date</b>	<b>Gross Square Feet (GSF) Exceeding the FES</b>	<b>Components Approved Above FES</b>	<b>Ineligible GSF</b>
N/A	N/A	N/A	N/A	N/A	N/A

*The information included in the tables above was provided by the New Jersey Department of Education, Office of School Facilities.*

No spaces have been approved in excess of the FES in this reporting period.

## **Appendix H - Projects Advertised and Awarded Under the Christie Administration**

**SDA Delivers on Promises - Work Advanced Under the Christie Administration**

(January 2010 - March 31, 2014)

District	Project	Project Category	Activity	Construction Cost Estimate (CCE)	Contract Award Amount	Date
Camden	Lanning Square Elementary School	Other Capital Work	Advertisement	\$4,486,270		1/6/10
Passaic	Leonard Place ECC/BOE Offices	Other Capital Work	Advertisement	\$4,315,016		1/6/10
Irvington	Union Avenue Middle School - Design Services	Emergent Project	Award		\$120,264	1/6/10
Trenton	Trenton Central High School - Design Services	Emergent Project	Award		\$30,305	1/7/10
Garfield	James Madison School #10	Other Capital Work	Advertisement	\$953,763		1/7/10
Garfield	Garfield Middle School	Emergent Project	Award		\$16,640	1/27/10
Elizabeth	New PreK-8 School #29 - Consultant	Legacy Capital Project	Award		\$2,000	3/5/10
Paterson	School #16	Emergent Project	Award		\$85,416	4/5/13
Paterson	School #3	Emergent Project	Award		\$142,000	4/9/10
East Orange	Hart Middle School	Emergent Project	Advertisement	\$339,900		4/22/10
Paterson	Sage Adult High School	Emergent Project	Advertisement	\$465,870		4/30/10
Paterson	ECC at 14th Street	Emergent Project	Advertisement	\$217,842		4/30/10
Camden	Lanning Square Elementary School	Other Capital Work	Award		\$2,982,675	5/7/10
Neptune	Midtown Community	Emergent Project	Award		\$17,574	5/18/10
Paterson	School #10	Emergent Project	Advertisement	\$135,000		5/18/10
Passaic	Leonard Place ECC/BOE Offices	Other Capital Work	Award		\$2,593,000	5/24/10
East Orange	Hart Middle School	Emergent Project	Award		\$213,000	6/16/10
Passaic	Thomas Jefferson Elementary School	Emergent Project	Advertisement	\$289,750		6/18/10
Passaic	William B. Cruise School #11	Emergent Project	Advertisement	\$1,487,206		6/18/10
Passaic	School #6	Emergent Project	Advertisement	\$890,218		6/18/10
East Orange	Garfield Jackson Academy	Emergent Project	Advertisement	\$106,500		6/21/10
Newark	Weequahic High School	Emergent Project	Advertisement	\$2,471,114		7/6/10
Newark	Avon Avenue Elementary School	Emergent Project	Advertisement	\$409,506		7/8/10
Newark	Roberto Clemente Elementary School	Emergent Project	Advertisement	\$933,207		7/8/10
Newark	Speedway Elementary School	Emergent Project	Advertisement	\$96,925		7/8/10
Newark	Bragaw Elementary School	Emergent Project	Advertisement	\$372,802		7/8/10
Paterson	ECC at 14th Street	Emergent Project	Award		\$215,000	7/16/10
Newark	East Side High School	Emergent Project	Advertisement	\$1,377,818		7/14/10
Newark	Malcolm X. Shabazz High School	Emergent Project	Advertisement	\$2,676,698		7/14/10
Camden	Washington Elementary School	Emergent Project	Award		\$48,750	7/19/10
Camden	Broadway School	Emergent Project	Award		\$55,619	7/21/10
Paterson	Sage Adult High School	Emergent Project	Award		\$328,000	7/23/10
Newark	Warren Street High School	Emergent Project	Advertisement	\$1,576,844		7/23/10
Newark	Dr. William Horton Elementary School	Emergent Project	Advertisement	\$680,527		7/23/10
Newark	Barringer High School	Emergent Project	Advertisement	\$283,799		7/23/10
Paterson	School #10	Emergent Project	Award		\$109,900	7/26/10
Newark	South Street Elementary School	Emergent Project	Advertisement	\$809,835		7/27/10
Camden	Fetters School	Emergent Project	Award		\$42,651	8/10/10
East Orange	Garfield Jackson Academy	Emergent Project	Award		\$139,000	8/27/10
Newark	Avon Avenue Elementary School	Emergent Project	Award		\$387,000	8/31/10
Passaic	William B. Cruise School #11	Emergent Project	Award		\$1,516,746	9/2/10
Newark	Roberto Clemente Elementary School	Emergent Project	Award		\$992,000	9/3/10
Passaic	Thomas Jefferson Elementary School	Emergent Project	Award		\$231,000	9/7/10
Trenton	Central High School	Emergent Project	Award	\$134,702		9/8/10
Newark	Wilson Avenue Elementary School - Design Services	Emergent Project	Award		\$178,174	9/23/10
Passaic	School #6	Emergent Project	Award		\$742,000	9/27/10
Newark	Malcolm X. Shabazz High School	Emergent Project	Award		\$2,347,000	10/1/10
Newark	Weequahic High School	Emergent Project	Award		\$1,488,000	10/6/10
Newark	Barringer High School	Emergent Project	Award		\$311,000	10/13/10
Camden	Camden High School	Emergent Project	Award		\$125,950	10/21/10
Newark	Bragaw Elementary School	Emergent Project	Award		\$626,881	10/21/10
Paterson	Don Bosco Academy	Emergent Project	Award		\$87,725	10/21/10
Newark	East Side High School	Emergent Project	Award		\$1,430,000	10/28/10

Newark	South Street Elementary School	Emergent Project	Award		\$997,000	11/4/10
Camden	Sharp Elementary School	Emergent Project	Advertisement	\$226,130		1/7/11
Newark	Dr. William Horton Elementary School	Emergent Project	Award		\$732,000	1/31/11
East Orange	Warwick Institute	Emergent Project	Advertisement	\$625,500		2/25/11
East Orange	Houston Academy	Emergent Project	Advertisement	\$960,247		3/22/11
Irvington	Union Avenue Middle School	Emergent Project	Advertisement	\$1,236,609		3/24/11
Camden	Molina Elementary School	Emergent Project	Advertisement	\$2,505,978		3/25/11
East Orange	Ecole de Louverture Elementary School	Emergent Project	Advertisement	\$194,598		4/15/11
Camden	Sharp Elementary School	Emergent Project	Award		\$196,146	4/29/11
Newark	Science Park High School	Emergent Project	Advertisement	\$270,875		5/2/11
Phillipsburg	Phillipsburg High School	Other Capital Work	Advertisement	\$696,765		5/19/11
Newark	Roberto Clemente Elementary School - Consultant	Emergent Project	Award		\$11,930	5/19/11
Newark	Bragaw Elementary School - Consultant	Emergent Project	Award		\$11,930	5/19/11
Pemberton	ECC #1	Corrective Work	Award		\$176,000	5/27/11
Camden	Molina Elementary School	Emergent Project	Award		\$2,498,000	5/31/11
Jersey City	PS 3 & MS 4 - Consultant Services	Other Capital Work	Advertisement	\$251,400		6/3/11
East Orange	Johnnie L. Cochrane Academy	Emergent Project	Advertisement	\$200,938		6/17/11
East Orange	Warwick Institute	Emergent Project	Award		\$557,000	6/22/11
Irvington	Union Avenue Middle School	Emergent Project	Award		\$1,063,000	6/23/11
Trenton	Central High School	Emergent Project	Award		\$59,730	6/24/11
East Orange	Houston Academy	Emergent Project	Award		\$538,100	6/24/11
Paterson	Don Bosco Academy	Emergent Project	Award		\$303,993	6/29/11
Newark	Science Park High School	Emergent Project	Award		\$275,000	6/29/11
Jersey City	PS 3 & MS 4 - Consultant Services	Other Capital Work	Award		\$156,511	6/30/11
East Orange	Ecole de Louverture Elementary School	Emergent Project	Award		\$187,777	7/6/11
Newark	Science Park High School - Consultant	Emergent Project	Advertisement	\$20,000		7/7/11
Jersey City	ECC #13	Abatement, Demo & Site Improvements	Advertisement	\$1,063,542		7/28/11
Newark	Science Park High School	Emergent Project	Advertisement	\$360,000		8/1/11
Jersey City	PS 3 & MS 4 - Consultant Services	Other Capital Work	Award		\$152,200	8/5/11
East Orange	Johnnie L. Cochrane Academy	Emergent Project	Award		\$218,800	8/18/11
Newark	Science Park High School - Consultant	Emergent Project	Award		\$19,900	9/7/11
Newark	Science Park High School	Other Capital Work	Advertisement	\$20,000		9/13/11
Jersey City	ECC #13	Abatement, Demo & Site Improvements	Award		\$673,673	10/20/11
Phillipsburg	Phillipsburg High School	Other Capital Work	Award		\$667,040	10/20/11
Keansburg	Caruso Elementary School - Early Site Package	2012 Project Portfolio	Advertisement	\$1,082,473		10/20/11
Elizabeth	Elizabeth High School - Early Site Package	2011 Project Portfolio	Advertisement	\$2,215,000		12/5/11
Long Branch	George L. Catrambone Elementary School	2011 Project Portfolio	Advertisement	\$33,201,924		12/20/11
Keansburg	Caruso Elementary School - Early Site Package	2012 Project Portfolio	Award		\$870,000	1/27/12
Camden	Morgan Village Middle School - Demolition	Legacy Capital Project	Advertisement	\$2,487,506		2/3/12
Paterson	PS #24	Emergent Project	Award		\$13,280	2/10/12
Paterson	Public School #16 - Early Site Package	2011 Project Portfolio	Advertisement	\$2,288,170		3/27/12
Elizabeth	Elizabeth High School - Early Site Package	2011 Project Portfolio	Award		\$1,587,500	4/16/12
Jersey City	Public School 20 - Early Site Package	2011 Project Portfolio	Advertisement	\$1,351,603		4/17/12
Camden	East Camden Middle School	Emergent Project	Advertisement	\$3,125,904		4/24/12
West New York	Harry L. Bain - Warminster Building Demolition	2011 Project Portfolio	Advertisement	\$1,427,167		5/8/12
Camden	Morgan Village Middle School - Demolition	Legacy Capital Project	Award		\$1,870,887	5/21/12
New Brunswick	A. Chester Redshaw Elementary School	2011 Project Portfolio	Advertisement	\$41,411,806		5/30/12
				<b>As of May 30, 2012, over \$100 million in contracts have been advertised</b>		
Jersey City	PS 3 & MS 4 - Design Services	Other Capital Work	Advertisement	\$1,320,200		5/31/12
Newark	Wilson Avenue Elementary School	Emergent Project	Advertisement	\$2,678,776		6/1/12
Paterson	International High School	Legacy Capital Project	Advertisement	\$496,858		6/1/12
Paterson	Marshall Street Elementary School - Soil Removal	2011 Project Portfolio	Advertisement	\$101,626		6/13/12
Paterson	Public School #16 - Early Site Package	2011 Project Portfolio	Award		\$1,376,000	6/14/12
Paterson	PS 6	Emergent Project	Advertisement	\$1,566,875		6/22/12
Jersey City	Elementary School #3 - Early Site Package	2011 Project Portfolio	Advertisement	\$2,776,200		6/25/12
Newark	Oliver Street Elementary School - Early Site Package	2012 Project Portfolio	Advertisement	\$2,362,831		6/27/12
Elizabeth	Elizabeth High School	2011 Project Portfolio	Advertisement	\$53,500,000		7/11/12
Greater Egg Harbor	Cedar Creek HS	Legacy Capital Project	Advertisement	\$464,000		7/17/12
Camden	East Camden Middle School	Emergent Project	Award		\$2,679,000	7/19/12



Jersey City	Public School 20 - Early Site Package	2011 Project Portfolio	Award		\$874,444	7/20/12
West New York	Harry L. Bain - Warminster Building Demolition	2011 Project Portfolio	Award		\$1,350,000	7/20/12
Elizabeth	Elizabeth High School - CM Services	2011 Project Portfolio	Advertisement	\$2,184,746		7/23/12
Newark	Wilson Avenue Elementary School	Emergent Project	Award		\$1,940,000	8/7/12
Paterson	Marshall Street Elementary School - Early Site Package	2011 Project Portfolio	Award		\$82,013	8/22/12
Long Branch	George L. Catrambone Elementary School	2011 Project Portfolio	Award		\$27,500,000	8/22/12
Jersey City	PS 3 & MS 4 - Design Services	Other Capital Work	Award		\$200,000	8/29/12
Paterson	PS 6	Emergent Project	Award		\$1,483,300	9/7/12
Newark	Oliver Street Elementary School - Early Site Package	2012 Project Portfolio	Award		\$1,844,444	9/13/12
Greater Egg Harbor	Cedar Creek HS	Legacy Capital Project	Award		\$394,444	9/20/12
Passaic	Henry Street Elementary School	Legacy Capital Project	Advertisement	\$27,802,475		9/28/12
				<b>As of September 28, 2012, over \$200 million in contracts have been advertised</b>		
Elizabeth	Elizabeth High School - CM Services	2011 Project Portfolio	Award		\$2,138,900	10/4/12
New Brunswick	A. Chester Redshaw Elementary School	2011 Project Portfolio	Award		\$34,872,000	10/9/12
				<b>As of October 9, 2012, over \$100 million in contracts have been awarded</b>		
Jersey City	Elementary School #3 - Early Site Package	2011 Project Portfolio	Award		\$1,869,000	10/10/12
Paterson	International High School	Emergent Project	Award		\$546,000	11/8/12
Newark	Ridge Street Elementary School	Emergent Project	Advertisement	\$731,826		11/21/12
Newark	Oliver Street Elementary School	2011 Project Portfolio	Advertisement	\$38,867,000		11/29/12
Newark	West Side High School	Emergent Project	Award		\$51,117	11/29/12
Newark	Hawkins Street Elementary School	Emergent Project	Advertisement	\$700,042		12/6/12
Newark	Elliott Street Elementary School	2012 Project Portfolio	Advertisement	\$36,320,000		12/27/12
Camden	Sharp Elementary School	Emergent Project	Award		\$144,626	1/15/13
Newark	Sussex Avenue Elementary School	Emergent Project	Advertisement	\$424,283		1/28/13
Newark	Oliver Street Elementary School - CM Services	2011 Project Portfolio	Advertisement	\$995,000		1/29/13
Burlington City	Burlington City High School	Legacy Capital Project	Advertisement	\$15,000		1/31/13
Jersey City	Public School 20 - CM Services	2011 Project Portfolio	Advertisement	\$1,550,000		2/5/13
Phillipsburg	Phillipsburg High School	2012 Project Portfolio	Advertisement	\$87,097,636		2/11/13
				<b>As of February 11, 2013, over \$300 million in contracts have been advertised</b>		
Paterson	Marshall Street Elementary School	2011 Project Portfolio	Advertisement	\$26,525,000		2/12/13
				<b>As of February 12, 2013, over \$400 million in contracts have been advertised</b>		
Trenton	Central High School West	Emergent Project	Advertisement	\$1,170,180		2/20/13
Paterson	Marshall Street Elementary School - CM Services	2011 Project Portfolio	Advertisement	\$1,723,596		2/21/13
Jersey City	Elementary School #3	2011 Project Portfolio	Advertisement	\$34,213,000		2/25/13
Newark	Ridge Street Elementary School	Emergent Project	Award		\$757,000	2/26/13
Jersey City	Public School 20	2011 Project Portfolio	Advertisement	\$28,867,800		3/6/13
Newark	Elliott Street Elementary School - CM Services	2012 Project Portfolio	Advertisement	\$1,025,000		3/6/13
Burlington City	Burlington City High School	Legacy Capital Project	Award		\$13,200	3/19/13
East Orange	Ecole de Louverture Elementary School	Emergent Project	Advertisement	\$239,563		3/21/13
Newark	Hawkins Street Elementary School	Emergent Project	Award		\$713,000	3/25/13
Jersey City	PS 3 & MS 4	Other Capital Work	Advertisement	\$696,607		3/26/13
Camden	HB Wilson Elementary School	Other Capital Work	Advertisement	\$1,543,142		3/27/13
Passaic	Henry Street Elementary School	Legacy Capital Project	Award		\$28,900,000	4/9/13
West New York	PS #1	Emergent Project	Award		\$1,040,570	4/15/13
Newark	Oliver Street Elementary School	2011 Project Portfolio	Award		\$40,895,000	4/17/13
Newark	Sussex Avenue Elementary School	Emergent Project	Award		\$452,000	4/17/13
West New York	PS #5	Emergent Project	Award		\$1,192,466	4/18/13
Newark	Alma-Flagg Elementary School	Emergent Project	Award		\$470,250	4/23/13
Harrison	Washington Middle School	Emergent Project	Award		\$281,779	4/26/13
Jersey City	Elementary School #3 - CM Services	2011 Project Portfolio	Advertisement	\$1,200,000		4/30/13
Trenton	Trenton Central High School - Design Services	2012 Project Portfolio	Advertisement	\$605,000		4/30/13
Newark	Elliott Street Elementary School	2012 Project Portfolio	Award		\$37,937,000	5/1/13
				<b>As of May 1, 2013, over \$200 million in contracts have been awarded</b>		
East Orange	Ecole de Louverture Elementary School	Emergent Project	Award		\$248,000	5/13/13
Passaic	Wm. B. Cruise Memorial School #11	Emergent Project	Award		\$1,334,945	5/13/13
Trenton	Central High School West	Emergent Project	Award		\$1,325,000	5/14/13
Camden	Pyne Point Middle School	Emergent Project	Award		\$101,966	5/15/13
Paterson	Don Bosco Academy - UST Removals	Other Capital Work	Advertisement	\$134,277		5/21/13
Vineland	Vineland Sr. High School South - Design Services	Emergent Project	Advertisement	\$177,000		5/29/13

Bridgeton	Buckshutem & Quarter Mile Lane Elementary Schools	2011 Project Portfolio	Advertisement	\$43,414,000		5/31/13
<b>As of May 31, 2013, over \$500 million in contracts have been advertised</b>						
Elizabeth	Elizabeth High School	2011 Project Portfolio	Award		\$42,977,700	5/31/13
Phillipsburg	Phillipsburg High School	2012 Project Portfolio	Award		\$80,490,000	6/6/13
<b>As of June 6, 2013, over \$300 million in contracts have been awarded</b>						
Jersey City	PS 3 & MS 4	Other Capital Work	Award		\$688,000	6/10/13
Irvington	Union Avenue Middle School	Emergent Project	Award		\$2,397,018	6/11/13
Irvington	Madison Avenue Elementary School	Emergent Project	Award		\$247,511	6/11/13
Salem	Salem High School	Emergent Project	Award		\$647,217	6/13/13
Irvington	Chancellor Avenue Elementary School	Emergent Project	Award		\$555,490	6/13/13
Paterson	Marshall Street Elementary School	2011 Project Portfolio	Award		\$29,345,000	6/18/13
Newark	Oliver Street Elementary School - CM Services	2011 Project Portfolio	Award		\$1,207,951	6/20/13
Paterson	Marshall Street Elementary School - CM Services	2011 Project Portfolio	Award		\$1,522,607	6/21/13
Passaic	School #12	Emergent Project	Award		\$458,812	6/26/13
Keansburg	Joesph C. Caruso Elementary School	2012 Project Portfolio	Advertisement	\$32,434,000		6/27/13
Camden	HB Wilson Elementary School	Other Capital Work	Award		\$1,072,444	7/15/13
Jersey City	Elementary School #3	2011 Project Portfolio	Award		\$33,487,500	7/16/13
<b>As of July 16, 2013, over \$400 million in contracts have been awarded</b>						
Newark	Elliott Street Elementary School - CM Services	2012 Project Portfolio	Award		\$1,031,178	7/17/13
West New York	Harry L. Bain Elementary School - Design Services	2011 Project Portfolio	Advertisement	\$472,199		7/22/13
Trenton	Trenton Central High School - Design Services	2012 Project Portfolio	Award		\$430,980	7/25/13
Irvington	University Middle School	Emergent Project	Award		\$2,816,095	7/26/13
Paterson	Don Bosco Academy - UST Removals	Other Capital Work	Award		\$158,740	7/26/13
Salem City	Salem Middle School	Emergent Project	Award		\$1,230,364	7/29/13
Paterson	PS #16 - Existing School Demolition	2011 Project Portfolio	Advertisement	\$548,727		8/6/13
Bridgeton	Buckshutem & Quarter Mile Lane Elementary Schools - CM Services	2011 Project Portfolio	Advertisement	\$2,970,000		8/7/13
Orange	Orange Middle School - Design Services	Emergent Project	Award		\$144,713	8/15/13
Jersey City	Public School 20 - CM Services	2011 Project Portfolio	Award		\$1,102,736	8/21/13
Paterson	PS #16	2011 Project Portfolio	Advertisement	\$31,917,000		8/28/13
Jersey City	Public School 20	2011 Project Portfolio	Award		\$28,735,000	9/16/13
Newark	South Street Elementary School - Early Site Package	2012 Project Portfolio	Advertisement	\$9,335,798		9/17/13
<b>As of September 17, 2013, over \$600 million in contracts have been advertised</b>						
Vineland	Vineland Senior High School South - Design Services	Emergent Project	Award		\$117,095	9/20/13
Paterson	PS #16 - Existing School Demolition	2011 Project Portfolio	Award		\$486,000	10/9/13
West New York	Harry L. Bain Elementary School - Design Services	2011 Project Portfolio	Award		\$484,910	10/21/13
Passaic	Henry Street Elementary School - Design Services	Legacy Capital Project	Award		\$230,000	10/22/13
Bridgeton	Broad Street Elementary School	Emergent Project	Award		\$80,405	10/29/13
Jersey City	Elementary School #3 - CM Services	2011 Project Portfolio	Award		\$1,140,962	11/4/13
Bridgeton	Buckshutem & Quarter Mile Lane Elementary Schools	2011 Project Portfolio	Award		\$45,613,770	11/12/13
Camden	Bonsall Elementary School	Emergent Project	Award		\$59,120	11/14/13
Irvington	Irvington High School	Emergent Project	Award		\$122,485	11/14/13
Millville	Millville High School and Lakeside Middle School - Design Services	2012 Project Portfolio	Advertisement	\$1,068,000		12/20/13
Paterson	PS #16 - CM Services	2011 Project Portfolio	Advertisement	\$1,188,000		12/24/13
Newark	South Street Elementary School - Early Site Package	2012 Project Portfolio	Award		\$8,262,700	1/2/14
Bridgeton	Buckshutem & Quarter Mile Lane Elementary Schools - CM Services	2011 Project Portfolio	Award		\$1,697,636	1/13/14
<b>As of January 13, 2014, over \$500 million in contracts have been awarded</b>						
Paterson	PS #16	2011 Project Portfolio	Award		\$34,944,000	1/17/14
Keansburg	Joesph C. Caruso Elementary School - CM Services	2012 Project Portfolio	Advertisement	\$1,231,500		1/27/14
Keansburg	Joesph C. Caruso Elementary School	2012 Project Portfolio	Award		\$34,333,000	1/30/14
Trenton	Trenton Central High School	Emergent Project	Award		\$309,630	2/3/14
Garfield	James Madison School #10 - Demolition & Early Site Package	2012 Project Portfolio	Advertisement	\$1,270,800		2/19/14
Gloucester City	Gloucester City New ES/MS	2012 Project Portfolio	Advertisement	\$40,367,000		3/4/14
Orange	Orange Middle School	Emergent Project	Advertisement	\$1,593,409		3/20/14