



SCHOOLS DEVELOPMENT AUTHORITY

BUILDING NEW BEGINNINGS FOR NEW JERSEY STUDENTS



BIANNUAL REPORT OF NEW JERSEY'S SCHOOL FACILITIES CONSTRUCTION PROGRAM

FOR THE PERIOD
APRIL 1, 2013 TO SEPTEMBER 30, 2013

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.

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.

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CEO MESSAGE



The State's school construction program is a true example of the benefits realized from collaboration and partnership. The school construction projects now coming to fruition throughout the state are the result, in part, of the ongoing positive relationships the SDA enjoys with its stakeholders. This includes legislators, partners in the construction industry and, of course, school district officials. Together, we are working to provide New Jersey's students with the educational infrastructure needed to support the excellent educational record our state has achieved and, as always, aspires to improve.

With a portfolio of more than \$2 billion in projects, the SDA is touching the lives of thousands of students at schools in all parts of the state. With a new unbiased, cost-effective approach in mind, the SDA has advanced 30 projects from its Capital portfolios. I am proud to say that, at the time of the release of this report, more than 20 projects, including the entire 2011 Portfolio, have advanced toward construction. As of November 1, 2013, SDA has awarded 10 construction projects that will provide more than 9,000 new seats for New Jersey's children.

New capital construction is just one part of the SDA's portfolio of work which impacts facilities in every corner of the state. In addition to building new schools, we continue our push to improve existing buildings as evidenced by the completion of several significant heating system projects this year. We also continue to leverage our funding by assisting school districts across the State with their projects. SDA's work was greatly expanded in May 2013 when Governor Christie announced the availability of the largest single grant offering to date to fund the State's Regular Operating District (ROD) Grant program. By offering nearly half a billion in grants to New Jersey's RODs and vocational school districts, this Administration has extended its commitment to providing proper educational facilities for all students. The recent announcement by the New Jersey Department of Education approving 1,538 projects at 331 school districts throughout the state will add to the \$290 million in grant funding already executed under this Administration.

The school construction program in this State is achieving the vision originally intended for it. We are partnering with our stakeholders to deliver quality facilities through the responsible and efficient use of precious State resources. We should all be proud of the progress we have made over the past few years and look forward to continuing in our efforts to offer New Jersey's school children the very best.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Larkins".

Marc Larkins
CEO, New Jersey Schools Development Authority

CONSTRUCTION ADVANCEMENT EQUALS OPPORTUNITIES FOR SCHOOL CHILDREN

Capital Construction Progress Garners Excitement

“I say the new Redshaw School will be one small step and one giant leap into our future toward our education,” said New Brunswick third grade student Emily Reyes. These words speak of the hope and excitement of the students who will soon walk the halls of a new A. Chester Redshaw Elementary School in New Brunswick. Emily and her classmates joined SDA officials in June for a beam signing ceremony to highlight the ongoing construction of the new facility which is scheduled to open in September 2014. The beam was later hoisted into place to be a permanent part of this new school.

“I am so excited about our new Redshaw School. We will finally have a school located in our own neighborhood.”

-Naomi Mena, Third Grade Student



Catrambone E.S. Beam Signing



Redshaw E.S. Beam Signing



Signed Redshaw Beam

Similarly, students in Long Branch had the opportunity to pen their names on a piece of steel that is now part of the future George A. Catrambone Elementary School. As the students sat donning their yellow plastic construction hats, third grader Ricardo Flores echoed what many students were feeling, “I am really excited about our new school. I am eager to see the new cafeteria, the new gym, the new art room and music room. I can’t wait to play on the brand new playground with my old and new friends.”

The progress of these two facilities reflects the ongoing hard work of SDA and its construction partners. These projects represent two different approaches to completing a new school – the Catrambone School as a traditional design-bid-build project and the Redshaw School as a design-build project. The use of the design-build method for the Redshaw Elementary School will result in the project’s completion at least a year earlier than if a traditional approach was used. Both projects are currently on schedule and within budget, demonstrating the success of process improvements put in place by the Christie Administration to ensure efficiency.

Capital Portfolio Progress

At the end of this reporting period, all projects announced as part of the 2011 Capital Portfolio have advanced to allow for the construction/renovation of the entire portfolio of projects. This includes three projects in construction.

2011 CAPITAL PORTFOLIO STATUS AS OF SEPTEMBER 30, 2013		
School District	School	Status
Bridgeton	Buckshutem E.S.	Design-Build initiated
Bridgeton	Quarter Mile Lane E.S.	Design-Build initiated
Elizabeth	Academic H.S.	In Construction
Jersey City	E.S. 3	Design-Build in progress
Jersey City	P.S. 20	Contract Awarded, In Constructability Review
Long Branch	Catrambone E.S.	In Construction
New Brunswick	Redshaw E.S.	In Construction
Newark	Oliver Street E.S.	Design-Build in progress
Paterson	Marshall Street E.S.	Contract Awarded, In Constructability Review
Paterson	PS 16 E.S.	Advertised for Design-Build
West New York	Harry L. Bain E.S.	Advertised for Design

Significant progress has also been made on the 2012 portfolio with six of the 20 projects advanced into construction activities.

2012 PORTFOLIO PROJECTS ADVANCED AS OF SEPTEMBER 30, 2013		
School District	School	Status
Keansburg	Caruso E.S.	Design-Build advertised
Newark	Elliott Street E.S.	In Construction
Newark	South Street E.S.	Early Site Package advertised
Phillipsburg	Phillipsburg H.S.	In Constructability Review
West New York	Memorial H.S.	Complete
Trenton	Trenton Central H.S.	In Design

Partnership in Planning Addresses District Needs

The Christie Administration is committed to positive partnerships with the SDA Districts (formerly Abbott districts) to ensure the advancement of appropriate projects that address their school facility needs. With this in mind, SDA has established working groups, comprised of SDA, DOE and District staff, which meet regularly to determine the specific approach for advancing these projects to meet the district's needs while identifying all details before a project advances.

The success of this approach has been realized multiple times during the past two and a half years. Examples include projects in Bridgeton, West New York and Millville. In Millville, the working group was able to identify a better alternative for addressing overcrowding in the high school grade levels. Rather than expand the current high school or build a new high school, the working group developed a plan that will allow for the conversion of the current middle school to a high school with an addition/renovation and the conversion of the high school to a middle school with an addition/renovation. Once approved by the working group, SDA advanced these two projects, addressing the District's core needs in a cost effective manner.

A similar approach was taken in Bridgeton. In 2008, prior to establishment of the district/SDA/DOE working group concept, the building of a new Cherry Street Elementary School was proposed. However, following a collaborative dialogue among district representatives, DOE and SDA, it became clear that the more appropriate approach would be addition/renovation projects to two existing schools on the other side of town. The advancement of these projects would provide additional student capacity where it is needed most, effectively eliminating overcrowding in the District and fulfilling all their current capital needs.

New School Equals New Beginnings

In October 2011, Elizabeth Superintendent Pablo Munoz was quoted as saying that the "Victor Mravlag School No. 21 will help Elizabeth Public Schools provide the challenging coursework and the rigor of instruction that we must offer if our students are to be prepared for a post-secondary education in the international marketplace."



Victor Mravlag School #21

Two years later, nearly 500 students in pre-kindergarten through eighth grade began the school year in a brand new 80,164 square-foot state-of-the-art building that includes general use classrooms, a gymnasium, a cafetorium with stage, art studio, instrumental and choral music rooms, a science classroom with adjacent demonstration lab and a state-of-the-art media center.

This is another example of the SDA bringing a project to completion after remedying significant issues that existed when this Administration took office. From the start of this project, significant construction delays stemming from unforeseen structural deficiencies and environmental issues hindered progress. Under Governor Christie's leadership, the project was extensively evaluated and analyzed by the SDA for the most cost effective and timely course of action to advance this project to completion, and this \$45.5 million facility is now available to educate generations of Elizabeth students.

Shovels in the Ground Bring Students Closer to New Facilities

At the writing of this report, five facilities – Academic High School in Elizabeth, George A. Catrambone Elementary School in Long Branch, A. Chester Redshaw Elementary School in New Brunswick, Henry Street Elementary School in Passaic City and Elliott Street Elementary School in Newark – have commenced construction during the Christie Administration. These projects combined will deliver more than 4,000 new seats for children throughout the State.

As each new facility opens, the SDA shares in the excitement and anticipation of this new beginning with the local communities and looks forward to the significant opportunities that these new state-of-the-art educational institutions offer. These projects provide appropriate learning environments for local school districts to apply resources that will motivate students to achieve excellence.

On September 24, CEO Marc Larkins joined Long Branch Public Schools officials to tour the ongoing construction of the new George L. Catrambone Elementary School on its one year anniversary of the groundbreaking. Exactly one year ago to the day, Governor Christie had joined Mr. Larkins, Long Branch Public Schools Superintendent Michael Salvatore and former Assistant Superintendent George L. Catrambone, for whom the new facility is named, at a groundbreaking ceremony for the new school.



George L. Catrambone Elementary School

In Construction

- The new Academic High School in Elizabeth, Union County is an 183,822 square-foot facility designed to educate 1,091 students in grades nine through twelve. The facility is planned for delivery in the first quarter of 2016.
- The new George L. Catrambone Elementary School in Long Branch, Monmouth County is a 108,789 square-foot facility designed to educate 794 students in grades pre-kindergarten through five. The facility is planned for delivery in the second quarter of 2014.
- The new A. Chester Redshaw Elementary School in New Brunswick, Middlesex County is a 135,000 square-foot facility designed to educate 906 students in grades pre-

kindergarten through five. The facility is planned for delivery in the second quarter of 2015.

- The new Henry Street Elementary School in Passaic City, Passaic County is a 115,000 square-foot facility designed to educate 688 students in grades pre-kindergarten through five. The facility is planned for delivery in the third quarter of 2015.
- The new Elliott Street Elementary School in Newark, Essex County is a 138,000 square-foot facility designed to educate 848 students in grades pre-kindergarten through eight. The facility is planned for delivery in the second quarter of 2016.

Additionally, the SDA has two projects in the design phase of Design-Build construction (Jersey City E.S. # 3 and Newark Oliver Street Elementary School) and three projects in the Constructability Review phase (Jersey City P.S. 20, Paterson Marshall Street Elementary School and Phillipsburg High School).

Commenced Design-Build

- The new E.S. #3 in Jersey City, Hudson County will provide a 123,349 square-foot facility designed to educate 778 students in grades kindergarten through five. The facility is planned for delivery in the first quarter of 2016.
- The new Oliver Street Elementary School in Newark, Essex County will provide a 136,778 square-foot facility designed to educate 848 students in grades pre-kindergarten through eight. The facility is planned for delivery in the fourth quarter of 2015.

Commenced Constructability Review

- The new P.S. 20 in Jersey City, Hudson County will provide a 108,867 square-foot facility designed to educate 628 students in grades kindergarten through five. The facility is planned for delivery in the second quarter of 2016.
- The new Marshall Street Elementary School in Paterson, Passaic County will provide a 105,491 square-foot facility 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 facility is planned for delivery 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. At the initiation of construction, the Phillipsburg High School project will mark a project milestone that no

prior Administration has been able to achieve. The facility is planned for delivery in September 2016.

PROVIDING RESOURCES FOR SCHOOL IMPROVEMENT PROJECTS STATEWIDE

Largest School Construction Grant Program in New Jersey History Offers Vital Resources to New Jersey School Districts

In May 2013, Governor Christie announced nearly a half billion dollars in grants would become available for needed construction projects in Regular Operating Districts (ROD) across New Jersey. This largest single grant offering in New Jersey's history supports the significant need for resources statewide to make improvements to New Jersey's educational infrastructure.

In a collaborative effort between the New Jersey Department of Education (DOE) and the SDA, nearly half a billion in grant funding for the 559 RODs across the state and the state's county vocational schools was made available. State-funded ROD grants represent at least 40 percent of eligible costs for projects in the SDA school districts across the state, addressing health and safety issues, student overcrowding and other critical needs. On December 4, 2013, the DOE announced the approval of 1,538 school construction projects in 331 districts through this new round of grant funding. This includes 54 projects in 15 vocational-technical school districts.

This grant funding will add to the \$290 million in previously executed grants since the start of the Christie Administration. In fact, more ROD Grants have been executed by the Christie Administration than by any previous administration.

ROD Grant Projects Statewide Make Positive Impact on Student Learning Environments



Hackettstown High School ROD Grant Event

During this reporting period, SDA officials visited active construction projects across the state to see firsthand the improvements that are being made. These projects are advancing, in part, due to the investment made by the Christie Administration. ROD grants are funded by the SDA and projects are managed by the local school districts.

Students across the state have benefitted from ROD grants that funded significant renovations to science education rooms. At Hackettstown High School, Warren County, students started the new school year with renovated chemistry labs. In Brick Township, Ocean County, students at Brick Township High School are enjoying 11 recently renovated science labs – including those for physics, chemistry, biology and life science. In Pennsville, Salem County, high school students

now have access to four recently renovated science rooms including those for chemistry and biology. These facilities will help district officials deliver the quality science programs needed to meet State educational goals.

From May 2010 through September 30, 2013, the SDA executed a total of 916 grants in 240 school districts across the state. For this reporting period (April 1, 2013 to September 30, 2013), SDA executed 27 grants at 17 schools in 7 school districts totaling more than \$11.3 million in State resources dedicated to the improvement of school facilities.

CRITICAL FACILITY NEEDS ADDRESSED THROUGH EMERGENT PROGRAM

Maintaining District Buildings Is Necessary for Preserving Positive Educational Environments

With limited funds available for school construction projects in New Jersey's SDA Districts, it is essential that school districts partner with the SDA toward preserving the educational infrastructure that currently exists. The school districts play a vital role by satisfying the important responsibility to perform routine and regular maintenance at their facilities. When a condition has been deemed by the DOE to present an emergent condition, the SDA's role is the advancement and completion of work to remedy that emergent condition. Together, we can extend the lifecycle of school buildings so that all New Jersey students have an appropriate place in which to learn.



Roof repairs at Madison Avenue School in Irvington

Advancing emergent projects that are approved by the New Jersey Department of Education is accomplished either through SDA's delegation of projects to local school districts for management or through the performance of project management responsibilities by the SDA. Of the 37 projects delegated to SDA Districts in 2012 and 2013, by the end of the reporting period:

- 1 project was completed,
- 4 projects are in construction,
- 12 projects are in design, and
- 20 projects are in post design.

Of the remaining 30 projects that are being managed by the SDA, by the end of the reporting period:

- 7 projects have been completed,
- 6 projects are in construction,
- 10 projects are in design (larger projects that required significant design work),
- 5 projects are in design procurement phase, and
- 2 projects are undergoing need verification.

SDA has expedited many emergent repair projects so that the work could occur during the summer months when students are not in school. One way in which this effort was accomplished was through the SDA's use of its innovative task order contracting pool. Utilizing a competitive procurement process, the SDA has engaged a pool of available contractors for assignment of emergent work on an expedited basis. The upcoming pool, approved in September, includes 23 firms, 20 of which are Small Business Enterprises. Where most appropriate and efficient, the SDA performs design work for some emergent projects using in-house staff resources as opposed to procuring contract design professionals, also expediting the work.

The emergent repair work of the SDA is evident statewide – from Camden to Irvington, Salem City to Newark and beyond. During the summer months, SDA officials toured some of this work to monitor its advancement. The progress of emergent repair projects is important to the Administration and the SDA as efforts are made to aggressively pursue the completion of all projects.

COMMITTED TO OUR STAKEHOLDERS AND COMMUNITIES

Temporary Use of SDA-Owned Property Benefits Communities

In the early years of the State school construction program, land was purchased throughout the state with an eye for its use for future school construction projects. In some cases, projects requiring the use of the acquired land have not been identified for advancement. It is in these situations where the SDA is working with local communities to make temporary use of these available properties for the benefit of local residents.

In September 2012, SDA entered into a lease agreement with the City of Newark to provide for local use of a portion of such an SDA-owned site. At a ribbon cutting event on June 27, CEO Marc Larkins joined former Newark Mayor Cory Booker and other city officials to officially open the Hawthorne Hawks Healthy Harvest Farm in Newark. The property will now provide students from the Hawthorne Avenue School and members of the community an urban garden for the cultivation and sale of fruits and vegetables. The creation of the Hawthorne Hawks Healthy Harvest Farm is intended to enhance environmental education and encourage healthy eating and community greening activities.



Hawthorne Hawks Healthy Harvest Farm

The SDA works with communities toward the temporary use of properties when appropriate. The following provides a few additional examples of temporary land-use agreements.

- In July, the SDA entered into an agreement with the West Ward Economic Development Corporation (West Corp.) to use of one of the vacant storefronts at an SDA-owned site located at West Side Plaza in Newark, New Jersey. West Corp. is currently occupying the old “Jackson Hewitt” space as a community resource center, which offers residents of Newark’s West Ward free services, such as educational assistance and employment opportunities.
- Also in July, the SDA entered into an agreement with NJ Transit for use of SDA-owned property located on Ferry Street in Newark. This property is currently being used by NJ Transit for employee parking. The SDA is currently working with NJ Transit and the City of Newark/Ironbound Communities toward the sharing of this site. The City of

Newark/Ironbound Communities propose the use of part of the site as a community garden, similar to the Hawthorne Hawks Healthy Harvest Farm.

- In August, the SDA entered into an agreement with the Passaic Board of Education for the use of two SDA-owned properties. The Passaic Board of Education plans to install playground equipment on these two properties for use as play space for students.

School Security

On August 16, Governor Christie signed Public Law 2013, Chapter 142 which established an 11-member School Security Task Force. This Task Force is charged with studying and developing recommendations for improving school security and safety in order to ensure a safe learning environment for students and school employees. The Task Force is comprised of the Commissioner of Education, the Director of the Office of Homeland Security and the Chief Executive Officer of the New Jersey Schools Development Authority, or their designees; four members appointed by the Governor, as recommended by the NJ Association of School Business Officials, the NJ Education Association, the NJ School Boards Association and the NJ Principals and Supervisors Association; and four members of the public who include two members appointed by the Governor with demonstrated expertise in the development or implementation of school security standards or technology, one member appointed by the President of the Senate and one member appointed by the Speaker of the General Assembly.

This Task Force will identify physical and cyber vulnerabilities, potential breaches of security in the public schools and make appropriate recommendations to improve school security. Both existing school facilities and new construction will be evaluated. Currently, the SDA follows the New Jersey Department of Community Affairs (DCA) recommendations for School Construction – Best Practices. These “Best Practices” provide guidelines for the installation of a variety of security features to be incorporated in SDA school construction projects.

“NJ-GIVS” Scholarship Program Will Provide Women and Minority Students Opportunity in the Workforce

In June, CEO Marc Larkins and New Jersey Secretary of Higher Education Rochelle Hendricks joined Governor Christie at Burlington County Community College for the announcement of the Governor’s Industry Vocations Scholarship for Women and Minorities (NJ-GIVS). The



Governor Christie at NJ-GIVS Announcement

NJ-GIVS scholarship will be funded with SDA mandated “set-aside” funds and administered in partnership with the New Jersey Higher Education Student Assistance Authority (HESAA).

The scholarship program will pay up to \$2,000 per year towards the cost of enrollment to women and minority students who reside in New Jersey and are pursuing non-degree certificate programs in construction related fields at one of New Jersey’s 19 county colleges.

Commitment to Small, Minority and Women-owned Business Enterprises (SMWBEs) Continues

Providing SMWBEs with the skills and resources needed to successfully do business with the SDA while growing their business is the goal of the SDA’s SMWBE Contractor Training Program. The SDA continued its commitment to this mission with the successful completion of the third offering of the training program this past spring. In April, 17 firms graduated from the 2013 Program, bringing the total number of graduated firms to 45 since the program began in 2011.

Each year, SDA staff solicits input from recent graduates on ways to improve the program to provide a more meaningful experience for future participants. Upon recommendations from the 2012 graduates, an attorney specializing in construction industry issues was engaged at no cost to facilitate a session on Contract Law for the 2013 program. The majority of the instructional sessions continue to be facilitated by SDA staff, affording participants firsthand knowledge on how to do business with the SDA.

A vital component of the program is the ongoing relationships developed with participating firms. Program staff functions as a resource for graduating firms and provides assistance and guidance on the prequalification process, on how best to interface with other State Agencies and on opportunities available for participants to explore.

Belier Corp out of Teaneck, New Jersey serves as an example of how the training program is able to assist SMWBE firms in the State of New Jersey. The firm’s president participated in the 2011 program and was unsure about what to expect. Anamarie Novoa-Gomez enrolled in the Newark class believing that the only opportunity available to her firm was as a sub-contractor on SDA Capital Program projects. Upon completion of the program, she was pleased to learn that opportunities existed outside of the Capital Program and that opportunities presented by the ROD Grant Program were where she might best focus her firm. As a firm specializing in flooring, Belier Corp has been able to successfully bid on contracts in the Hawthorne School District and the Lodi School District. Additionally, Ms. Novoa-Gomez credits the training

program for providing her and her firm with the tools required to grow her business. Belier Corp was recently awarded a five year contract to replace flooring in all NYC Public Schools. Belier Corp is one of 16 SMWBE Contractor Training Program graduates who have become prequalified contractors with the SDA.

The fourth offering of the SMWBE Contractor Training Program will begin in February 2014.



Graduates of the 2013 SMWBE Contractor Training Program

SDA Encourages Open Dialogue with Stakeholders

An open dialogue with SDA stakeholders has proven beneficial by providing an exchange of new ideas and current information. SDA remains committed to engaging our constituents, stakeholders and the general public through proactive outreach. During the reporting period, SDA staff participated in a variety of forums including, among others, the Association of Government Accountants, the African American Chamber of Commerce of New Jersey and the Hispanic Chamber of Commerce of New Jersey.

Additionally, in June, CEO Marc Larkins and other staff members participated in a community meeting, organized by Senator Teresa Ruiz, to discuss the construction of the new Elliott Street Elementary School in Newark. SDA has also met several times with the Healthy Schools Coalition and members of the NJEA.

ENSURING FISCAL RESPONSIBILITY WITH PUBLIC DOLLARS TO STRETCH RESOURCES FURTHER

Financial Overview

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 E, there were no new bond issuances during the reporting period.

SDA currently has approximately \$343 million of cash on hand while disbursing \$130 million during the reporting period. The 2012 financial statements, audited by Ernst & Young LLP, were approved by the SDA Board in April 2013 and can be found on the SDA's website at http://www.njsda.gov/RP/reports/SDA_Financial_Statement_12.pdf.

The Long Range Facilities Plans (LRFPs) filed by the SDA Districts and RODs would require a financial commitment significantly exceeding that which the New Jersey Legislature has previously authorized (\$12.5 billion) to appropriately address all of the school construction projects needed across the state.

Cost Recovery and Avoidance

The SDA utilizes multiple avenues to recover funds and avoid costs which may include successful rebate and refund applications, and/or errors and omissions cost recoveries.

- During the reporting period, SDA successfully secured rebates for a school facilities project in Irvington returning \$23,000 to the SDA in New Jersey Smart Start Energy Incentive Rebates from the New Jersey Clean Energy Program.
- Between April 1, 2013 and September 30, 2013, SDA reached settlement on two (2) separate cost recovery cases. As a result, a total of \$139,500 was returned to the Authority.
- During the reporting period, SDA settled several pending lawsuits. SDA recovered \$648,421 for environmental remediation costs incurred by the SDA in developing school facility project sites. Specifically, \$517,170 was recovered in connection with the Dudley site in Camden and \$131,251 was recovered in connection with the Leonard Place site in Passaic City. Additionally, the SDA received \$30,000 in partial settlement

of construction defect cost recovery litigation. Through the same settlement, the contractor undertook to correct various construction defects without additional charge to the SDA.

- Between April 1, 2013 and September 30, 2013, the SDA resolved \$91,845,133 in contractor claims for a total settlement amount of \$21,331,897. These settlements equal roughly 23% of the original amounts claimed and represent a cost avoidance to the SDA of \$70,513,236.

Since January 2010, the SDA has resolved roughly \$124.8 million in claims for approximately \$28.8 million, with a settlement value to claim ratio of 23%. For the previous three years, 2007 through 2009, the settlement to claim ratio was approximately 50%.

Reducing Liability

The SDA aggressively seeks to close out its facilities projects and transfer deeds to the recipient districts resulting in a reduced liability to the Authority.

The SDA's stream-lined Project Close Out process, which was adopted in July 2011, allowed the Authority to close out twenty-three (23) projects during the reporting period – ten (10) capital projects and thirteen (13) emergent projects.

Appendix

A – Small Business Enterprise (SBE) Contracts Awarded

B – Construction Contract Work Hours by Trade

C – Emergent Program Status Report

D – Cost of Construction Per Square Foot Comparison to MSA

E – School Facilities Construction Bonds and Notes

F – 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.

SDA Contract Awards to Small Business Enterprises (April 1, 2013 – September 30, 2013)	
Total SDA Construction Contracts	\$147,926,915.00
Total SBE Contracts (inclusive of MBE, SMWBE contracts)	\$ 55,240,776.50
Percentage of SDA Contracts Awarded to SBEs	37.34%

During the reporting period, more than \$2.5 million (1.7%) of SDA construction contracts were awarded to minority-owned businesses and \$714,143 (.48%) of construction contracts were awarded to small women-owned businesses. Of the 953 firms currently prequalified to do business with the SDA, only 8.81% are Minority Owned Businesses and 7.87% of those firms are Women Owned Businesses. SDA is proactively seeking 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 instructs firms as to how to 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 (April 1, 2013 – September 30, 2013)					
Trade	Total Work-Hours	Minority Work-Hours	Minority Work-Hours Percentage	Female Work-Hours	Female Work-Hours Percentage
Asbestos	4,396	2,144	48.77%	184	4.19%
Bricklayer or Mason	15,495	1,472	9.5%	290	1.87%
Carpenter	15,708	2,170	13.81%	110	0.7%
Dry Wall Finishers	96	96	100%	0	0%
Electrician	14,353	1,902	13.25%	112	0.78%
Fireproofers	8	8	100%	0	0%
Glazier	1,749	664	37.96%	0	0%
HVAC Mechanic	2,510	481	19.16%	88	3.51%
Insulator	833	98	11.76%	0	0%
Ironworker	9,964	1,474	14.79%	0	0%
Laborer	22,615	11,363	50.25%	40	0.18%
Operating Engineer	4,753	844	17.76%	0	0%
Painter	1,461	295	20.19%	104	7.12%
Plumber	6,139	431	7.02%	0	0%
Roofer	5,045	2,129	42.2%	87	1.72%
Sheet Metal Worker	4,101	1,280	31.21%	0	0%
Sprinkler Fitter	2,011	304	15.12%	130	6.46%
Steam Fitter	3,637	781	21.47%	33	0.91%
Surveyor	12	0	0%	0	0%
Truck Driver	38	0	0%	0	0%
Waterproofers	764	48	6.28%	48	6.28%
TOTALS	115,688	27,984	24.19%	1,226	1.06%

Appendix C – Emergent Program Status Report

2013 Emergent Program Status as of September 30, 2013

Completed

District	School Name	Advancement Category
Camden	Pyne Poynt Middle School	Structural
Camden	Sharpe Elementary School	Building Envelope
Irvington	Madison Avenue Elementary School	Building Envelope
Newark	West Side High School	Electrical
Newark	Wilson Avenue Elementary School	Building Envelope
Newark	Wilson Avenue Elementary School	Building Envelope
Salem City	Salem High School	Building Envelope

In Construction

District	School Name	Advancement Category
Newark	Alma -Flagg Elementary School	HVAC
Newark	Hawkins Elementary School	Boiler
Newark	Ridge Elementary School	Boiler
Newark	Sussex Elementary School	Boiler
Salem City	Salem Middle School	Building Envelope
Trenton	Central High School West	HVAC

In Design

District	School Name	Advancement Category
Harrison	Washington Middle School	Structural
Irvington	Chancellor Avenue Elementary School	Building Envelope
Irvington	Union Avenue Middle School	Building Envelope
Irvington	University Middle School	Building Envelope
Irvington	University Middle School	Building Envelope
Passaic City	Number 11, Memorial Elementary School	Building Envelope
Passaic City	Number 12	Building Envelope
Vineland	High School South	HVAC
West New York	PS #1	Structural
West New York	PS #5	Structural

Design Procurement

District	School Name	Advancement Category
Bridgeton	Broad Street Elementary School	Building Envelope
Camden	Bonsall Elementary School	Structural
Camden	Cramer Elementary School	Structural
Newark	Chancellor Avenue School	Structural
Trenton	Hedgepath Williams Elementary School	Domestic Water

Undergoing Need Verification

District	School Name	Advancement Category
Paterson	Roberto Clemente Elementary School	HVAC

Legacy Emergent Projects Status as of September 30, 2013

Completed

District	School Name	Advancement Category
Paterson	PS 6	Window Replacement

In Construction

District	School Name	Advancement Category
Camden	East Camden Middle School	HVAC
East Orange	Ecole de Louverture	Water Infiltration Repairs

In Design

District	School Name	Advancement Category
Irvington	Irvington High School	Roof, HVAC and Masonry Repairs
Orange	Orange Middle School	Roof Repairs

Appendix D -Cost of Construction Per Square Foot Comparison to MSA

Metropolitan Statistical Area (MSA) Totals				
Cost Per Square Foot Comparison at Bid Statistical Brief				
Source	Area	Elementary School	Middle School	High School
McGraw-Hill Metropolitan Statistical Area (MSA) (April 2013 – September 2013)	Philadelphia	\$216	-	-
	New York	\$265	\$303	-
School Planning & Management by Regions 1 & 2 State Average ¹ (January - December 2012)	NY, NJ, PA Average	\$245	\$217	\$303
Philadelphia School District (2 nd and 3 rd Quarter Actual)	Philadelphia	-	-	-
New York City School Construction Authority (July 2012 - June 2013)	New York City	\$488^	\$561^	\$465^
SDA Managed Projects (2 nd and 3 rd Quarter Actual)	Statewide	\$266*	-	-
<i>The table represents a statistical cross-section of data from numerous sources. Costs are at time of bid.</i> <i>1 – Current reporting is for Region 2 (for NJ, NY and PA only) as reported by School Planning & Management.</i> <i>^Numbers reflect the New York City Mayor's Management Report September 2013 costs at completion excluding budgeted Change Order Contingency of 10% percent.</i> <i>*Cost at Bid for three SDA District elementary schools – Elementary School #3 Jersey City, ES #20 Jersey City and Marshall Street Elementary School Paterson. (For projects advanced via Design-Build Engagement design fees included in the bid amount have been deducted to calculate the Construction Costs Per Square Foot) Please Note - Buckshutem and Quarter Mile Lane Schools Bridgeton have been excluded due to the scope of those projects being addition/renovation projects.</i>				

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 Areas (MSAs). This addresses the August 2007 statutory requirement that costs 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 E – School Facilities Construction Bonds and Notes

EDA School Facilities Construction Bonds and Notes					
Fiscal Years 2001–2013					
Fiscal Year	Issue Date	Series	Restricted	Denomination	Principal Amount Issued
2001	04/02/01	A		\$5,000	\$ 500,000,000
<i>Subtotal</i>					\$ 500,000,000
2002	12/28/01	B	QZAB	\$5,000	\$ 8,600,000
<i>Subtotal</i>					\$ 8,600,000
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>					\$ 637,329,000
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>					\$ 1,550,000,000
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>					\$ 1,400,000,000
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>					\$ 1,425,000,000
2007	11/02/06	R		\$5,000	\$ 500,000,000
2007	11/02/06	S		\$5,000	\$ 100,000,000
<i>Subtotal</i>					\$ 600,000,000
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>					\$ 1,250,000,000
2009	01/29/09	Z		\$5,000	\$ 175,000,000
2009	06/18/09	A Notes		\$5,000	\$ 400,000,000
<i>Subtotal</i>					\$ 575,000,000
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>					\$ 703,025,000
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>					\$ 375,000,000
Grand Total					\$ 9,023,954,000

Appendix F –Projects Advertised and Awarded By the Christie Administration

SDA Delivers on Promises - Work Advanced Under the Christie Administration

(January 2010 - September 30, 2013)

<u>District</u>	<u>Project</u>	<u>Project Category</u>	<u>Activity</u>	<u>Construction Cost Estimate (CCE)</u>	<u>Contract Award Amount</u>	<u>Date</u>
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
As of May 30, 2012, over \$100 million in contracts have been advertised						
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 Capital Project	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
As of September 28, 2012, over \$200 million in contracts have been advertised						
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
As of October 9, 2012, over \$100 million in contracts have been awarded						
Jersey City	Elementary School #3 - Early Site Package	2011 Capital Project	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
As of February 11, 2013, over \$300 million in contracts have been advertised						
Paterson	Marshall Street Elementary School	2011 Project Portfolio	Advertisement	\$26,525,000		2/12/13
As of February 12, 2013, over \$400 million in contracts have been advertised						
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
As of May 1, 2013, over \$200 million in contracts have been awarded						
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
As of May 31, 2013, over \$500 million in contracts have been advertised						
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
As of June 6, 2013, over \$300 million in contracts have been awarded						
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
As of July 16, 2013, over \$400 million in contracts have been awarded						
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
Jersey City	Elementary School #3 - CM Services	2011 Project Portfolio	Award		\$1,140,962	8/23/13
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
Vineland	Vineland Senior High School - Design Services	Emergent Project	Award		\$117,095	9/20/13

As of September 30, 2013, over \$600 million in contracts have been advertised