



STATE OF NEW JERSEY

SCHOOLS DEVELOPMENT AUTHORITY

Biannual Report of New Jersey's School Facilities Construction Program

For the period of October 1, 2012 to March 31, 2013



Building Schools to Create Opportunities for Generations of New Jersey Students

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.

SDA Executive Staff

Marc D. Larkins

Chief Executive Officer

Jason E. Ballard

Chief of Staff

Donald R. Guarriello

Vice President and Chief Financial Officer

Jane F. Kelly

Vice President – Corporate Governance and Operations

Andrew D. Yosha

Vice President – Program Operations

Public Members

Edward Walsh

*SDA Chairman of the Board
Principal and Managing Director,
Avison Young*

Michael Capelli

*Executive Secretary-Treasurer,
NJ Regional Council of Carpenters*

Kevin Egan

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

Karim A. Hutson

*Managing Partner and Founder,
Genesis Companies*

Loren P. Lemelle

Retired Executive, Johnson & Johnson

Lester Lewis-Powder

Executive Director, Let's Celebrate, Inc.

Michael Maloney

*Business Manager/ Financial Secretary,
Plumbers & Pipefitters Local Union No. 9
President, Mercer County Central Labor
Council*

Joseph McNamara

*Director, Laborers-Employers Cooperation
and Education Trust &
Health & Safety*

Robert Nixon

*Director of Government Affairs,
NJ State Policemen's Benevolent Association*

Martin Perez, Esq.

*President, Latino Leadership Alliance;
Partner, Perez & Bombelyn*

Mario Vargas

*Executive Director,
Puerto Rican Action Board*

Ex-Officio Members

Michele A. Brown

Chief Executive Officer, New Jersey Economic Development Authority

Christopher Cerf

Commissioner, New Jersey Department of Education

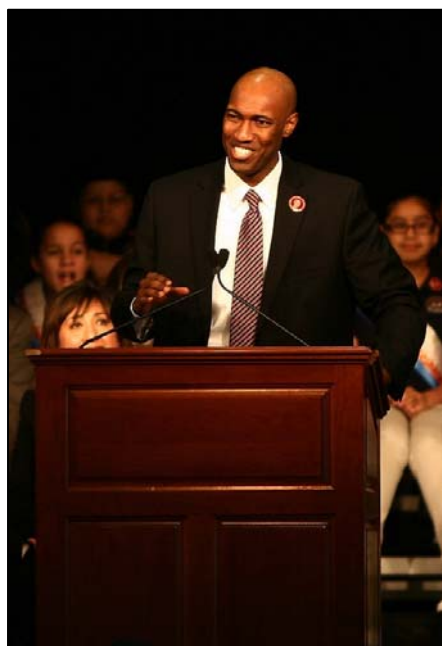
Richard E. Constable, III

Commissioner, New Jersey Department of Community Affairs

Andrew P. Sidamon-Eristoff

State Treasurer, New Jersey Department of the Treasury

CEO Message



The Christie Administration's commitment to the schoolchildren of New Jersey has been on open display for the taxpayers of New Jersey. The reforms we put into place during our first 18 months have yielded tremendous dividends in the last 18 months. In that time, the SDA has advertised and awarded over \$500 million of school construction projects across the State of New Jersey. This important State investment will benefit thousands of students across New Jersey and help infuse much needed jobs at a critical period in the construction industry.

In addition to the advancement of these projects, we continue to meet facilities needs by using creative partnerships. One example is our purchase of a former catholic high school in West New York that is being converted for use by the public school district. This cost-effective alternative will provide much needed space to the school district while preserving a long-recognized structure in the city. It is this sort of creativity and collaboration that will allow our program to touch the lives of many more schoolchildren than originally expected.

These accomplishments are only serving to fuel our desire to do even more. In that pursuit, we were elated by Governor Christie's recent announcement of an additional \$455 million being made available for projects in the Regular Operating Districts around the State. The Governor's announcement comes at an important time when school facilities across the State are aging and districts need additional resources to help maintain their building stock. We are proud to be a central part of this effort and look forward to partnering with many school districts to improve their facilities.

As we continue advancing this most important work, we recognize that this program is approaching a crossroads. With the availability of funds for our program dwindling, we anticipate that the conversation will soon shift to the future of school construction in the State. No matter the conclusion of that discussion, the projects and associated information contained in this report begins to scratch the surface of the type of impact that this program can have on the State when managed effectively and efficiently. We are firmly committed to making sure that we deliver on the mandate that our program has been given. Our hard work collaborating

with our partners and stakeholders will assuredly benefit generations of schoolchildren to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Larkins", with a stylized flourish at the end.

Marc Larkins

Providing Opportunities for Thousands of New Jersey Students

Alternative Delivery Method Addresses Capital Project Need

Through the pursuit and use of alternative delivery methods, the SDA was able to address the Memorial High School project from the 2012 Capital Portfolio during this reporting period. The success of this project speaks to the effectiveness of the SDA's ongoing working group efforts. During working group meetings involving the SDA,



DOE and District staff, the closure of a nearby West New York parochial school was identified as a possible option to meet the District's identified need.

Former Parochial High School Purchased in West New York

The overcrowding that exists at Memorial High School in West New York was resolved through the SDA's purchase of a former parochial high school property across the street from the current school in December 2012. The use of this alternative delivery method allowed the SDA to deliver a 127,113 square-foot facility far more quickly and less expensive than would have been possible through a traditional delivery method for this project.

Following completion of the \$12 million dollar purchase, the SDA immediately transferred title to the District who will utilize the facility as a Freshman and Sophomore Academy that can accommodate 850 students. The facility includes 35 classrooms (including labs), a cafeteria, kitchen and auditorium/gymnasium.

The SDA's use of this cost effective method realized more than \$40 million in savings when compared to prior proposed plans. This commitment to identifying and pursuing cost-effective alternative delivery methods when appropriate is a core component of the SDA's plan to impact as many facilities as possible with the limited funding available.

Governor Marks Grand Opening of Colin Powell Elementary School

At a celebration that included student performances and other festivities, Governor Chris Christie joined SDA CEO Marc Larkins and Union City Mayor Brian P. Stack this February for the grand opening and ribbon-cutting of the new Colin Powell Elementary School in Union City. The

121,505 square foot facility includes 39 general classrooms, special education spaces, two computer labs, one science demonstration lab, special instructional rooms, gymnasium, cafeteria, kitchen, elevators, and play area.

Governor Christie acknowledged that the opening of this new facility exemplifies the positive outcomes that can occur through a collaborative partnership among state and local officials. After overcoming challenges associated with early site work on this project, the school opened to 700 students in grades kindergarten through fifth this past September.



Ribbon Cutting for Colin Powell E.S.

Serving New Jersey's Children through Project Advancement

The volume of work advanced during this reporting period reflects the dedication of SDA employees and the ongoing cooperation of our partners. Through collaborative working groups comprised of New Jersey Department of Education (DOE) officials, school districts and local officials, the SDA is advancing the most appropriate and financially sound projects to benefit New Jersey's students. With this collaborative environment, major milestones were celebrated for advancement of numerous projects throughout the state.

Promises Kept – More than \$500 Million

In September, at a groundbreaking ceremony in Long Branch, Governor Christie announced that \$500 million worth of projects would advance throughout New Jersey in the following six months. That time period coincided with this reporting period and, at the end of six months, not only did SDA meet that goal but, in fact, surpassed it. More than \$526 million in total project costs were awarded or advertised during this six month time period. Under the Christie Administration, the SDA continues to position itself as an agency that meets expectations and delivers on promises. A complete listing of projects advertised and awarded under the Christie Administration can be found in Appendix G.

Capital Projects Advertised/Awarded During the Reporting Period October 1, 2012 – March 31, 2013			
District	General Description	Activity Type	Advertisement or Award Date
New Brunswick	Redshaw E.S. – Design Build	Award to Hall Construction Co.	10/9/2012
Newark	Oliver Street E.S. – Design-Build	Advertisement	11/29/2012
Elizabeth	Academic H.S. - Construction	Award to Patock Construction Co.	12/20/2012
Newark	Elliott Street E.S. – Design-Build	Advertisement	12/27/2012
Phillipsburg	New H.S. - Construction	Advertisement	2/11/2013
Paterson	Marshall Street E.S. - Construction	Advertisement	2/12/2013
Jersey City	E.S. 3 – Design-Build	Advertisement	2/25/2013
Jersey City	P.S. 20 E.S. - Construction	Advertisement	3/6/2013

The Importance of Phase I Construction

To avoid the mistakes of the past, the SDA changed the way that it advances construction contracts for Capital Projects. A concern frequently encountered in years past was the prevalence of change order submissions due to issues encountered on project sites. This generally occurred because a contractor would receive a construction award to begin demolition and site preparation activities and only thereafter identify significant issues that impacted both schedule and cost. One way the SDA is working to avoid this issue is by separating site packages and building construction into two phases. Now, SDA procures a contract to do Phase 1 site construction activities which can include demolition, site remediation, removal of underground storage tanks and more. At the end of this phase of work, the project site is ready for the building of a school. By separating the construction activities into two procurements, the SDA has experienced fewer change orders and schedule delays.



Phase 1 Work at ES #3 site

During the reporting period, the SDA highlighted the start of project construction by participating in events at the future sites of the new ES 3 in Jersey City and PS 16 in Paterson. In January, SDA and Jersey City Public Schools officials toured the Elementary School 3 demolition site. Phase 1 activities included clearing the site, removal of sub-surface footings and foundations, removal of slabs and unsuitable soils, removal of Underground Storage Tanks (USTs) and importation of clean fill to be placed, compacted and graded.

Also that month, SDA and Paterson Public Schools officials joined local legislators and city officials to tour the Phase 1 activities at the new PS 16 construction site. This work includes demolition of 26 commercial/residential buildings on the three acre site, removal of any hazardous material, removal of underground and above ground storage tanks, site demolition and controlled backfill to prepare the site for future construction.



Officials Tour Phase 1 Activities at PS 16 Site

Long-Awaited Projects Advance Under the Christie Administration



Groundbreaking for new A. Chester Redshaw E.S. in New Brunswick

March 21, 2013 was a day that was anxiously awaited by the members of the New Brunswick community who braved the cold weather to participate in the groundbreaking for the District's new A. Chester Redshaw Elementary School. As the first design-build project to advance under the Christie

Administration, the new 135,000 square-foot, two-story facility will relocate pre-kindergarten through fifth grades from the temporary facility nearby where they have been located since their school was demolished.

When appropriate to projects such as this one, utilizing targeted practices such as Design-Build will enable the Christie Administration to deliver this school facility sooner than through a traditional approach. The SDA's ability to contract with one firm, Hall Construction Company, for both design and construction of the school will allow for some design and construction activities to proceed concurrently through phased advancement. In fact, committed to an aggressive schedule, the contractor is hopeful that student occupancy can be achieved in September 2014.

This reporting period also saw the advancement of the new Phillipsburg High School, with the award of one of the largest single construction contracts in the state. Advertisement of construction of this school exemplifies the Christie administration's ongoing commitment to providing New Jersey students with the learning environments they need. The advancement of a construction contract for this project is a milestone that no other Administration has been able to achieve. Moving forward with the construction of this school will provide the district with much-needed seats and vastly improve the conditions in which these students are educated.

Constructability Review Update

As detailed in the SDA's most recent Biannual report, the SDA's recently expanded Constructability Review Process for design-bid-build capital projects is dedicated to ensuring

the advancement of sound design and construction principles, to bringing increased accountability to the process and to eliminating wasteful spending.

During the reporting period, a constructability review was initiated for the Academic High School project in Elizabeth. Over the course of the review, Patock Construction Company, Inc., the contractor for the project, Greyhawk North America, LLC, the construction manager, and Skidmore, Owings & Merrill, Architects, P.A., the architect, scrutinized the plans and specifications for the project to identify conflicts, coordination issues, omissions, or other deficiencies in the documents that might affect the schedule or cost to complete the work. After receiving the final report, the SDA participated in several meetings with the contractor to negotiate costs associated with the identified deficiencies given the complexity of the project and building type.

Following final approval of a consolidated change order, the contractor will not be entitled to seek additional compensation for any deficiencies in the contract documents that reasonably should have been identified during the constructability review. As this second constructability review nears completion, SDA staff is convinced that this process will help ensure an efficient construction phase. In the next six months, the SDA anticipates the initiation of three more Constructability Reviews for advancing projects in Phillipsburg, Paterson and Jersey City.

Emergent Projects Advance to Extend Building Life Cycle

The emergent project program is an essential function needed to help maintain the quality of the educational facilities in New Jersey's SDA Districts. Emergent projects typically include the repair or replacement of roofs, windows, exterior masonry, heating and cooling systems, and plumbing, electrical, mechanical and security systems. Emergent projects also include projects involving water infiltration issues. Emergent conditions should not be confused with "Emergency" conditions or routine maintenance, which are the sole responsibility of the school districts to address.

After announcing the 2012 Emergent Project program, the SDA has aggressively pursued the advancement of each project. One mechanism used to expedite this process is delegation of emergent projects to the local school districts for management. During the reporting period, SDA delegated 17 emergent projects to Newark Public Schools and two projects to the Plainfield School District. Added to the 18 projects that were previously delegated, this brings to 37 the total number of projects that were advanced through delegation.

In addition, in order to most expeditiously initiate design activities where needed for any remaining emergent project, SDA procurement activities have served to establish an Architecture Task Order Pool of 19 Design Consultants to which SDA can now assign task order contracts on an as-needed basis for time-sensitive, limited-scope projects.

This is just one example of the multiple advancement methods being utilized to expedite completion of emergent projects being managed by the SDA. In addition to the newly created architecture task order pool, the SDA utilizes in-house design, general construction task order contracts and traditional bidding methods. Significant work occurred on these projects during the reporting period. At the end of the reporting period, the status of the SDA-managed emergent projects from the March 2012 announcement was:

- 7 in construction
- 17 in construction procurement phase (either advertised through traditional bidding or use of general contractor task order pool)
- 4 in design procurement phase; and
- 2 undergoing need verification

In addition to the projects approved in 2012, the SDA also had two additional emergent projects in construction, one additional project in construction procurement and two additional emergent projects in design procurement during the reporting period. For a more detailed status report on emergent projects, please see Appendix C.

Impacting Schools Statewide

The need for upgrades and improvements to school facilities is seen throughout the state. Recognizing this need, the SDA provides grants to Regular Operating Districts (ROD) to provide them with the resources they need to positively impact their facilities and provide their students with the most appropriate educational facilities to realize their potential.

The SDA has executed a total of 894 grants in 237 school districts throughout the state from May 2010 through March 31, 2013. For this reporting period (October 1, 2012 to March 31, 2013), SDA executed 28 grants at 20 schools in 10 school districts totaling more than \$6.2 million in state resources dedicated to the improvement of school facilities.

ROD Grants Executed During the Reporting Period by County						
County	# of Grants Executed	# of Districts Impacted	# of Schools Impacted	Total State Share	Total Local Share	Estimated Total Project Costs
Bergen	1	1	1	\$246,552	\$369,829	\$616,381
Burlington	2	1	1	\$675,049	\$1,012,572	\$1,687,621
Cumberland	1	1	1	\$1,020,268	\$459,043	\$1,479,311
Essex	3	1	2	\$219,565	\$329,348	\$548,913
Middlesex	2	1	1	\$312,568	\$468,852	\$781,420
Morris	3	2	3	\$717,917	\$1,076,877	\$1,794,794
Ocean	10	1	5	\$2,170,905	\$3,256,355	\$5,427,260
Salem	2	1	2	\$160,949	\$57,801	\$218,750
Somerset	4	1	4	\$724,751	\$464,735	\$1,189,486
TOTAL	28	10	20	\$6,248,524	\$7,495,412	\$13,743,936

Committed to New Jersey's Small Businesses

Training Offers Opportunities

After experiencing the slowdown in the New Jersey construction industry during the past couple of years, Christopher Lyons, owner of Integrated Asset MGMT Services in Lumberton, NJ,



Graduates of SDA's 2013 SMWBE Contractor Training Program

was encouraged by the opportunity to participate in the SDA's in-house SMWBE Contractor Training Program.

The program, designed and facilitated by SDA personnel, includes classes conducted as informational seminars. In an effort to teach participants on how to do business with the SDA, instruction is provided on bidding, estimating, scheduling, budgeting, accounting, safety, marketing, and contract law over the course of 10 weeks at locations in Trenton and Newark. "It was beneficial to know that throughout the program we had access to members of the SDA with years of construction and project management experience," said Lyons.

The 2013 Contractor Training, the third offering of this in-house program, graduated 17 firms from throughout New Jersey. The program's most diverse class yet, these small, minority and/or women-owned firms specialize in the various construction fields and consulting.

"The SMWBE Contractor Training Program was very well organized and I found the staff to be extremely knowledgeable and helpful at ensuring participants are able to be successful," said Soheila Rahbari, President of Rahbari Geotechnical Engineering located in Camden, New Jersey. Ms. Rahbari was one of several participants who entered the program having prior experience working on SDA projects while employed with another firm. Having recently started her own Engineering firm, Ms. Rahbari decided to participate in order to gain knowledge and insight from an owner's prospective.

At the conclusion of the program, a Networking/Graduation Event was held at the SDA's Trenton office. The event provided an opportunity for the graduate firms to network with

larger general contracting firms and representatives from other state agencies to make connections that may help them to grow their business in the future. John Glynn from Garden State Commercial Services in Rahway, NJ remarked, “The Networking Event was very nice and gave me an opportunity to position for possible future work.”

To date, 45 companies have successfully completed the training program. Previous graduates of the program have gone on to become prequalified with the State to do business, obtain government contracts and increase their professional networks. SDA looks forward to continuing this program and finding additional avenues for assisting New Jersey’s small, minority and women owned businesses.

Committed to Positive Relationships with our Stakeholders

Effective communication and interaction with our stakeholders is critically important to the SDA. The SDA continues to produce its quarterly electronic newsletter where legislators, district officials, trade organizations and other partner agencies are kept apprised of recent actions of the Authority. In addition, a Notification system has been implemented so that members of the Legislature are notified when projects in their districts receive a Notice to Proceed (NTP) and when contractors in their district are awarded contracts on SDA projects. All prequalified firms also now receive an email to alert them that a new bidding opportunity has been advertised.

The SDA welcomes opportunities to engage in open dialogue with various stakeholder groups. SDA representatives use these occasions to provide information on the activities of the Authority, break down communication barriers that might have previously existed and obtain feedback on ways to improve our processes. During the reporting period, CEO Marc Larkins and other SDA personnel have met with the New Jersey African American Chamber of Commerce, Construction Roundtable of New Jersey, New Jersey Alliance for Action, Healthy Schools Now Coalition, and legislative committees.

Following previous discussions with Regular Operating District officials and as a direct result of the feedback received from the New Jersey Association of School Business Officials (NJSBO), the SDA enhanced process efficiencies and communications. For example, in response to a request by the NJSBO, in December 2012 the SDA developed and distributed a unified grant report detailing the specifics of each grant with outstanding balances for each given district. In addition, in 2012, the SDA began the process of converting grant documents to electronic

format. There was also a request for the SDA to focus on the close-out of grant projects. SDA has made this a priority and, during the reporting period, closed out 79 projects (executed 2001-2008) impacting 33 ROD districts and 116 grant projects (executed post 2008) impacting 50 ROD districts.

Efficient Use of Public Dollars

Financial Overview

In total, the 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 presented in Appendix E, there were no new bond issuances during the reporting period.

SDA currently has approximately \$428 million of cash on hand while disbursing \$104 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](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 omission cost recoveries as is the case during this reporting period.

- In November 2012, the SDA negotiated a settlement in the amount of \$60,000 from an engineering firm as a result of damages sustained due to negligent services on the Paterson P.S. 24 project.
- In December 2012, the NJSDA negotiated a settlement of litigation to recover costs it incurred to remediate environmental conditions at the Camden Dudley Elementary School site. The SDA received \$188,057 in the settlement.
- In January 2013, the Authority received \$250,000 in the form of a rebate from the NJ Smart State Incentive Program (a program that provides financial incentives for energy efficient measures including high-efficiency lighting and lighting controls, heating and cooling equipment, water heating, motors, and variable frequency drives) for a school facility project in Newark.

- Between October 1, 2012 and March 31, 2013, the SDA settled \$12,976,695 in contractor claims against the SDA for a total of \$3,742,218. These settlements equal roughly 29% of the original amounts claimed and represent a cost avoidance of \$9,234,477.

Reducing Liability

The SDA aggressively pursues project close out and deed transfers in order to reduce the Authority's liability.

In terms of project close-out, the SDA completed three deed transfers during the reporting period--- transferring the properties to the school districts and thereby reducing administrative cost and liability for the Authority. As a result, the SDA reduced its annual property liability insurance premium by \$16,498.

The SDA's stream-lined Project Close Out process also allowed the Authority to close out eleven capital projects and eight emergent projects.

New Lease Will Help Encourage Efficiency

In March 2013, the SDA Board approved a lease whereby the Authority will occupy the entirety of a building located at 32 Front Street in Trenton. The SDA already had some of its staff in this location but, given the imminent lease expiration at its other location at 1 West State Street in Trenton, SDA staff worked to determine the most efficient and appropriate location for SDA's continuing operation. The new lease will become effective as of January 1, 2014.

The Front Street building offers a lower base fixed rent than was previously paid. In addition, the building contains newer, integrated and efficient systems which should avoid repair needs and help to reduce building operating expenses. Among the most important factors behind the determination to move the SDA offices is the ability to seat more employees on each floor, allowing for arrangements that promote easier collaboration and more synergy between SDA teams, which will lead to greater efficiency. The move demonstrates the SDA's ongoing efforts to explore cost savings alternatives with regards to operational expenses wherever appropriate and reasonable.

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 – School Facilities Projects Approved by DOE

G – 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.

The total SDA Construction Contracts figure listed in the charts below does not include a Design-Build contract for \$34,872,000 that was awarded during the reporting period for the New Brunswick A. Chester Redshaw Elementary School. Since this project was still in the design phase of the contract during the reporting period, and the SBE contracts are not captured until the construction phase begins, this project will be included in the construction contract totals for the next reporting period.

SDA Contract Awards to Small Business Enterprises (October 1, 2012 – March 31, 2013)	
Total SDA Construction Contracts	\$50,892,343
Total SBE Contracts (inclusive of MBE, SMWBE contracts)	\$16,233,693
Percentage of SDA Contracts Awarded to SBEs	31.9%

Of the more than 1,800 firms currently prequalified to do business with the SDA, only 5.7% of those firms are Minority Owned Businesses and 5.6% 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.

**SDA Contract Awards to Minority-Owned
Business Enterprises (MBE)**
(October 1, 2012 – March 31, 2013)

Total SDA Construction Contracts	\$50,892,343
Total Contracts to Minority-owned Business Enterprises	\$137,500
Percentage of SDA Contracts Awarded to MBE	0.27%

**SDA Contract Awards to Small Women-Owned
Business Enterprises (SWBE)**
(October 1, 2012 – March 31, 2013)

Total SDA Construction Contracts	\$50,892,343
Total SWBE Contracts	\$2,268,000
Percentage of SDA Contracts Awarded to SWBE	4.46%

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

Construction Contracts: Number of Minority/Female Work-Hours by Trade (October 1, 2012- March 31, 2013)					
Trade	Total Work-Hours	Minority Work-Hours	Minority Work-Hours Percentage	Female Work-Hours	Female Work-Hours Percentage
Asbestos	6,430	5,081	79.02%	781	12.15%
Bricklayer or Mason	10,050	2,875	28.61%	0	0%
Carpenter	7,480	2,030	27.14%	0	0%
Electrician	10,461	1,285	12.28%	0	0%
Glazier	1,818	544	29.92%	0	0%
Insulator	71	8	11.27%	0	0%
Ironworker	861	32	3.72%	0	0%
Laborer	19,593	8,790	44.86%	32	0.16%
Operating Engineer	9,214	1,420	15.41%	0	0%
Painter	536	0	0%	0	0%
Plumber	5,217	360	6.90%	0	0%
Roofer	1,056	400	37.88%	0	0%
Sheet Metal Worker	1,945	84	4.32%	0	0%
Sprinkler Fitter	164	84	51.22%	0	0%
Steam Fitter	1,244	0	0%	0	0%
Surveyor	76	0	0%	0	0%
Truck Driver	640	560	87.50%	0	0%
Waterproofers	201	94	46.77%	83	41.29%
TOTALS	77,057	23,647	30.69%	896	1.16%

Appendix C – Emergent Project Status Report

2012 Emergent Program Status as of March 31, 2013

In Construction

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Camden City	Sharp Elementary School	Building Envelope
Newark	West Side High School	Electrical
Newark	Hawkins Elementary School	Boiler
Newark	Ridge Elementary School	Boiler
Newark	Sussex Elementary School	Boiler
Newark	Wilson Avenue Elementary School	Building Envelope
Newark	Wilson Avenue Elementary School	Building Envelope

Construction Procurement

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Camden City	Cramer Elementary School	Structural
Camden City	Pyne Poynt Middle School	Structural
Harrison	Washington Middle School	Structural
Irington	Chancellor Avenue Elementary School	Building Envelope
Irington	Madison Avenue Elementary School	Building Envelope
Irington	Union Avenue Middle School	Building Envelope
Irington	University Middle School	Building Envelope
Irington	University Middle School	Building Envelope
Newark	Alma-Flagg Elementary School	HVAC
Passaic City	Number 11, Memorial Elementary School	Building Envelope
Passaic City	Number 12	Building Envelope
Salem City	Salem High School	Building Envelope
Salem City	Salem Middle School	Building Envelope
Trenton	Central High School West	HVAC
Trenton	Hedgepeth Williams Elementary School	Domestic Water
West New York	PS #1	Structural
West New York	PS #5	Structural

Design Procurement

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Bridgeton	Broad Street Elementary School	Structural
Camden City	Bonsall Elementary School	Structural
Newark	Chancellor Avenue School	Structural
Vineland	High School South	HVAC

Undergoing Need Verification

<u>District</u>	<u>School Name</u>	<u>Advancement Category</u>
Paterson	Roberto Clemente Elementary School	HVAC
Camden City	Lanning Square @ Feters	Structural

Legacy Emergent Projects - Status as of March 31, 2013

Ongoing Construction

<u>District</u>	<u>School Name</u>	<u>Condition</u>
Camden City	East Camden Middle School	HVAC
Paterson	Public School Number 6	Window Replacement

Construction Procurement

<u>District</u>	<u>School Name</u>	<u>Condition</u>
East Orange	Ecole Toussaint Louverture	Auditorium & water infiltration 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) (October 2012 - March 2013)	Philadelphia	-	\$181	-
	New York	\$496	\$317	\$294
School Planning & Management by Regions 1 & 2 State Average ¹ (January - December 2012)	NY, NJ, PA Average	\$245	\$217	\$303
Philadelphia School District (4th and 1st Quarter Actual)	Philadelphia	-	-	-
New York City School Construction Authority (July 2011 - June 2012)	New York City	\$473 [^]	-	\$462 [^]
SDA Managed Projects (4th and 1st Quarter Actual)	Statewide	\$264*	-	\$240**
The table represents a statistical cross-section of data from numerous sources with report dates ranging from July 2011 to March 2013. Costs are at time of bid. 1 - Previous reporting from School Planning & Management was for Region 1 (CT, MA, ME, NH, RI, VT) and Region 2 (NJ, NY, PA) combined. Current reporting is for Region 2 (for NJ, NY and PA only) as reported by School Planning & Management. [^]Numbers reflect the New York City Mayor's Management Report September 2012 costs at completion excluding budgeted Change Order Contingency of 10% percent. *Cost at Bid for three SDA District Elementary Schools- Elliott Street Elementary School Newark, New Jersey; Oliver Street Elementary School Newark, New Jersey; Henry Street Elementary School Passaic, 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). ** Cost at Bid for two SDA District High Schools- Phillipsburg High School Phillipsburg, New Jersey and Academic High School Elizabeth, New Jersey				

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 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 - School Facilities Projects Approved by DOE

From October 1, 2012 through March 31, 2013, the New Jersey Department of Education approved five school facilities projects which were undertaken and funded by the SDA. Three of these projects exceeded the Facilities Efficiencies Standards (FES).

School Facilities Projects Approved by DOE				
October 1, 2012 – March 31, 2013				
	Total School Facilities Projects Approved	Required Educational Adequacy/FES Review	Projects Requiring Educational Adequacy/RES Review & Exceeding the FES	% of Projects Requiring Educational Adequacy/FES Review and Exceeding the FES
All Districts	5	3	3	100%
SDA Districts	5	3	3	100%
RODs	0	0	0	0%

Note: The 2 projects approved that did not require Educational Adequacy/FES Review were emergent projects.

Detail on Projects Exceeding FES					
District	School	Project Approval Date	Gross Square Feet (GSF) Exceeding the FES	Components Approved Above FES	Ineligible GSF
Newark	Oliver Street E.S.	11/28/2012	17,491	1,2,3,4,5,6,7	0
Newark	Elliott Street E.S.	12/24/2012	18,602	1,2,3,4,5,6,7	0
Jersey City	ES #3	2/21/2013	17,394	1,2,3,4,5,6,7	0

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

The following spaces have been approved in excess of the FES for various reasons which are articulated below. The DOE and the SDA worked together to create prototype models for various types of schools. In order to provide maximum flexibility in the school design certain spaces above the FES have been added to all schools. The codes and space approved above the FES are listed below:

1. Grossing factor space above the 1.4 in the FES to accommodate hallways, mechanical systems, storage, restrooms, wall thicknesses, etc.
2. Additional multi-purpose room due to overuse of the cafeteria by the free and reduced breakfast programs.
3. Additional music or art room instead of the one shared space in the FES.
4. Additional science demo lab space.
5. Additional technology lab space.
6. Additional space for self-contained special education classrooms above the FES.
7. Additional classroom space for specialized programs unique to each school.

Appendix G – Projects Advertised and Awarded Under the Christie Administration

SDA Delivers on Promises - Work Advanced Under the Christie Administration (January 2010 - June 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

<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>
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

<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>
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

<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>
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

<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	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	\$1,028,500		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	\$32,134,000		6/27/13
Newark	South Street Elementary School - Early Site Package	2012 Project Portfolio	Advertisement	\$9,335,798		6/28/13