

First Biannual Report on the School Facilities Construction Program

**New Jersey Schools Development Authority
1 West State Street
Trenton, NJ 08625-0991**



Governor Jon S. Corzine cuts the ribbon for Octavius V. Catto Community School in Camden

**For the period ending
September 30, 2007**

New Jersey Schools Development Authority

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Message from Barry L. Zubrow, Board Chairman

I am pleased to present to the Legislature and to all interested members of the public the SDA's first Biannual Report. New Jersey's school construction program has undergone a significant transformation since Gov. Jon S. Corzine took office nearly two years ago. On August 6, 2007, the transformation reached a major milestone when the Governor signed legislation dissolving the New Jersey Schools Construction Corporation (SCC) and replacing it with the New Jersey Schools Development Authority (SDA). This report is being submitted as required by the new legislation.

During its initial years, the SCC failed to operate in an effective and fiscally sound manner, resulting in unacceptable waste and loss of public confidence. The new Biannual Report will promote the transparency of the new SDA and provide the Legislature and all stakeholders with detailed information on how taxpayer money is being spent on the vital mission of building schools in our neediest districts. It also will set the foundation to ensure the SDA provides the accountability that legislators and taxpayers should rightfully have expected as part of the program since inception.

The August 6 legislation changed our name to reflect our mission: the development of modern, educationally appropriate schools in Abbott school districts from initial design through completion, as well as fiscal support for projects in Regular Operating Districts.

But it is more than a name change. Significant program reforms have been implemented and a new governance structure has been established. The program is no longer a subsidiary of the New Jersey Economic Development Authority (EDA). The legislation enhanced our public Board membership in number and expertise and eliminated the requirement that half of our Board members also be EDA Board members. The EDA continues to be a vital partner, retaining its role of providing financing through the issuance of bonds.

I look forward to the enhancement of our Board's capabilities that will result from the legislation. The number of public members is increased from seven to 11; members are required to have expertise in areas including law enforcement, real estate development, construction management, finance, architectural or building design, or other related fields. We are operating under an interim Board, pending the nomination and confirmation of the public members.

The August legislation did more than address the structure of the Board. It provides greater controls related to land acquisition flexibility, giving the authority the chance to acquire property before approvals or variances are granted, which will prevent speculators from increasing its cost. Also, in conjunction with their municipalities, Abbott school districts are now required to submit an inventory of district- and municipally owned land if they seek to have the SDA purchase land for a school. Moreover, the school district and municipal governing body will have to explain why their own properties are unsuitable.

The legislation promotes collaboration with Abbott districts. Abbott districts are no longer barred from managing projects of more than \$500,000 and, if deemed eligible, will be permitted to address their own capital maintenance projects through grants under SDA

oversight. In addition, a process will be created involving the SDA and the Department of Education (DOE), allowing Abbott districts to take on the responsibility to manage and construct their own projects if they demonstrate the capacity. It charges the SDA with assisting those districts to build the capacity to manage projects through training programs, seminars or symposia.

Furthermore, the law institutionalizes the prioritization process for sequencing design and construction adopted by the SDA and Department of Education (DOE) earlier this year. The DOE assigns a priority ranking to Abbott projects. Then the SDA, in collaboration with the Education Commissioner, sequences the projects in a statewide strategic plan, taking into consideration the anticipated schedule for design and construction.

This law represents the last set of reforms set by the Governor's Interagency Working Group on School Construction, in its final report in September 2006, as a prerequisite for authorization of additional funding. Other reforms, including many recommended by the Working Group, occurred prior to this legislation. They included the nearly complete overhaul of SDA management and ending the practice of bidding out projects with incomplete designs, which caused overruns. Comprehensive project budgets, which were nonexistent under past management, have been created and cost forecasting has become highly reliable. Reforms also included increasing transparency by posting Board memos and supporting materials to the SDA external Web site prior to Board meetings.

The program continues to be enhanced and additional reforms instituted and improved. The Board is particularly pleased with management's initiative to establish Project Charters that allow for Board review and approval of the budget and project cycle before any dollars are expended on costs such as project design or site work, rather than prior practice of limiting Board approval until the time of awarding a construction contract.

I encourage the Legislature and members of the public to review this report thoroughly and use it as a resource. I encourage your feedback as we continue to build a better program to provide the modern schools that our students need and deserve.



Barry L. Zubrow
Board Chairman

Message from Scott A. Weiner, Chief Executive Officer

The first week of September 2007 was a high point for everyone at the New Jersey Schools Development Authority (SDA). Twenty-two school projects that were managed by the SDA opened that week. Anyone who had an opportunity to visit one of the schools expressed the enthusiasm shared by students, faculty and administrators about these new, greatly needed facilities.

Many of these 22 projects had been languishing, while others came down to the wire. With the leadership of our Board and the new SDA management structure and team, we achieved the largest slate of school openings ever, encompassing the five years since the authority's predecessor, the Schools Construction Corporation (SCC), was established. More than 13,500 students are reaping the benefits of those 22 schools.

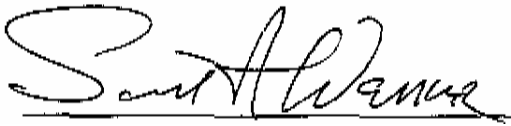
This agency is a different one from the SCC that I first encountered upon being appointed Special Counsel on School Construction by Governor Corzine in February 2006 (prior to my selection by the Board as CEO). We now have holistic budgets where none existed before, developed a track record of accurately forecasting construction bids and begun a project charter initiative that has the Board approving a budget and allocating capital at the outset of every project.

2006 began with initiatives to restore public confidence through reform. 2007 has been a year of building on those reforms. No effort signifies that more than the establishment of project teams and the creation of project charters. Each charter provides an all-inclusive estimate of a project's cost, allowing the SDA Board to know the full scope of a project at its inception and requiring the Board's affirmative action by voting to establish the budget. The charter also institutionalizes collaboration with school districts as well as architects, general contractors and construction managers by establishing them as members of a project team. The team, which includes Project Managers and members of a new Project Controls group, focuses on ensuring that projects get done on time and on budget.

I look forward to continuing to report – the next time in May 2008 – on the progress of these and other initiatives.

I also look forward to continued collaboration with the Legislature on additional funding for New Jersey's statewide school construction program encompassing both Abbott and Regular Operating Districts. The SDA has demonstrated its capacity to manage the program. Legislation enacted earlier this year provided essential governance and program reforms. The need is a recognized one in the state. One measure of need comes from an analysis provided as part of a February 2006 report by the Department of Education that estimated the need in Abbott districts alone at \$13 billion. As noted in that report, the estimate was rough at best and experience has shown that it is probably low. While updated and more accurate estimates will be provided when the Department's review of district Long Range Facilities Plans (LRFPs) is complete, there is no question that there is a tremendous need to be addressed.

I hope the Legislature and the public find this document to be a useful summation of the status of this program. I believe it demonstrates that the SDA is operating with the efficiency and accountability necessary for an entity charged with the vital mission of overseeing \$1 billion in ongoing annual design and construction activity for the development of schools for future generations of New Jersey students.

A handwritten signature in black ink, appearing to read "Scott A. Weiner". The signature is written in a cursive style with a horizontal line underneath.

Scott A. Weiner
Chief Executive Officer

I. Introduction

The following is the first Biannual Report of the New Jersey Schools Development Authority (SDA), as required by the Program and Governance Reform legislation (P.L. 2007, c. 137, or “August 2007 Legislation”) that established the SDA. It replaces the prior Annual Reports on the School Facilities Construction Program published by the New Jersey Department of Education (DOE). The report requirements are attached as Appendix A.

This initial report is intended to provide the Legislature and the taxpayers of the State with a comprehensive understanding of the sources and use of school construction financing and the details of projects undertaken by the program. Because this is the initial report, it incorporates information beginning from the program’s inception under the New Jersey Economic Development Authority (EDA) in 2001, and the establishment of the SDA’s predecessor – the New Jersey Schools Construction Corporation (SCC) – in 2002. The primary focus will be on the nine-month period encompassing January through September 2007. As called for under the August 2007 Legislation, upcoming reports will focus on subsequent six-month intervals.

The Educational Facilities Construction and Financing Act (EFCFA, or “Act”, or Act), P.L. 2000, c.72, authorized \$8.6 billion in bond financing to school districts to initiate the largest, most comprehensive preschool through 12th grade school construction program in the nation. The Act allocated \$6 billion for Abbott districts, \$2.5 billion for Regular Operating Districts (RODs) and \$100 million for vocational schools.

The SDA was established to replace the SCC under the reform legislation signed into law by Governor Jon S. Corzine on August 6, 2007 to amend EFCFA. The SDA is no longer an EDA subsidiary and the Authority is organizationally situated in but not of Treasury. The EDA continues its role as the financing agent for the program and maintains its seat on the Board. The SCC was dissolved, transferring all functions, powers, duties and employees to the SDA.

The legislation provided structural change, reforming both the school construction program and its governance. The Governor now nominates public members to the Board instead of directly appointing them, with Senate confirmation required. The number of public members is increased from seven to 11, accompanied by a requirement that the members have backgrounds directly relevant to the SDA’s mission. The land acquisition process is enhanced by allowing for preservation of identified sites for a 180-day period, giving the Authority the chance to acquire property before approvals or variances are granted that could escalate cost. The law also institutionalizes the process of prioritizing and sequencing school facility projects, providing consistency with the State’s educational policy.

Under EFCFA, the Office of School Facilities (OSF) of the DOE is charged with ensuring that proposed facilities are designed to provide for the delivery of a “thorough and efficient” education, as defined by the Core Curriculum Content Standards. The OSF must approve each district’s five-year Long Range Facilities Plan (LRFP) and the individual projects in that plan. As each district’s plan is implemented, the OSF has approval authority with regard to educational adequacy for schematic and final designs, site acquisitions and temporary facilities (swing spaces) associated with individual projects. The SDA manages and funds 100 percent of the predevelopment services, design and construction for all Abbott districts. Prior to the change in law, the SDA’s predecessor, the SCC, in addition managed and funded the predevelopment services, design and construction for all Abbott

districts, Level II monitoring districts and districts receiving 55 percent or more in State aid for education. Under the new legislation, such Regular Operating Districts will manage their own projects, although previously approved projects will continue to be managed by the SDA. Also, the \$500,000 limitation for Abbott districts to manage their own projects has been removed. The August 2007 Legislation provides a mechanism that will allow Abbott districts with the capacity (as determined by the DOE and SDA) to undertake projects and receive grants covering 100 percent of costs.

The SCC also administered grants for school facilities projects in districts receiving less than 55 percent State aid for education pursuant to N.J.S.A. 18A:7G-15 (“Section 15 Grants”). Initial funding for such grants, which covered 40 percent of eligible costs, have been spent or committed. Districts now are eligible for debt-service aid through the DOE. The SDA continues to administer previously committed grant funds.

II. Measurement of progress

The mission of the New Jersey Schools Development Authority (SDA) is to effectively and efficiently manage the development of modern, educationally appropriate schools from design to completion. Following findings of waste and mismanagement by the Office of Inspector General in April 2005, the SCC underwent a series of reforms to strengthen program and project management and improve accountability and efficiency. The SDA is now focused on building upon those reforms. The results of these efforts will be evident throughout this report.

One way to view the SDA’s progress is through bottom-line results – the initiation and completion of projects and the distribution of funds for projects in urban and suburban districts alike. Data on these areas is provided in this section, including a breakdown of completed projects since the program’s inception, and totals for Section 15 grants, which leveraged construction throughout New Jersey’s suburban districts. Projected completion dates and information on new design and construction contracts are also provided, as well as data regarding projects approvals by the Department of Education.

Another key measure of SDA performance is its ability to deliver projects on time and on budget. Under past management, the program lacked holistic budgets and a firm structure of accountability. Through the new Project Charter initiative, Board action is required at the outset to establish the budget and project cycle. The project is then monitored by Authority staff and the success of the project is benchmarked to the approved Project Charter. The SDA in the future will be able to comprehensively analyze its performance.

This section also provides discussion of another development reflecting the SDA’s heightened ability to manage project costs in contrast to the past. Inadequate cost data and project forecasting resulted in the creation of the July 2005 Capital Plan that, in 2006, was discovered to have been under funded at inception. In April 2007, improvements in project monitoring and forecasting allowed new management to respond with a Capital Deferral Plan and Project Sequencing Strategy. While construction on 27 of the 59 projects in the July 2005 Plan had to be deferred, the SDA was able to determine with accuracy how many projects it could complete with available funding while also allocating funds for the

deferred projects to be completed through land acquisition, remediation, design and development of bid documentation. This strategy will allow the deferred projects to move expeditiously to construction if new funding is authorized by the Legislature. Furthermore, the SDA was able to create a reserve for emergent projects and other unforeseen circumstances that, as of September 30, 2007, held steady at initial levels despite undertaking seven such DOE-approved projects.

Finally, the section examines where the SDA stands in construction cost per square foot in comparison to New York City and Philadelphia.

a) School openings

One key measure of SDA performance came in the first week of September 2007 when 22 new schools opened across New Jersey. This was by far the largest number of schools opened in a single September since the inception of the school construction program. This achievement was possible due to increased project management capacity and efficiencies.

The total included 16 in Abbott districts and six in Regular Operating Districts (RODs) whose projects are managed under provisions of the original Educational Facilities Construction and Financing Act, which called for state management in districts receiving 55 percent or more of their budgets from state aid. All told, more than 13,500 students benefited from these openings. The full list of school openings is available in Appendix B.

b) Completed and active projects

The total for the school construction program as of September 30, 2007, including the openings cited above, comes to 559 completed projects in the Abbott districts. They are broken down as follows: 41 new schools; 28 major additions and renovations in New Jersey's Abbott districts; 382 health, safety and other projects; and 108 Abbott district-managed projects with eligible costs less than \$500,000. Included in the totals are 354 health-and-safety projects that were completed in 2001-03 to address the most immediate needs in Abbott districts. An additional 13 SDA-managed projects have been completed in RODs receiving 55 percent or more of their budgets in state aid. (A complete listing of these projects can be found in Appendices C and D.)

As of September 30, 2007, the SDA had 22 active construction projects in the Abbott districts and an additional five projects ongoing in RODs. (Appendix E). In addition, preconstruction activity continues for the 27 projects phase-funded through construction bid documents in the Capital Deferral Plan and Project Sequencing Strategy.

c) Regular Operating District grants

As of July 2005, all of the program's funds for Section 15 grants, which fund 40 percent of eligible costs for school facility projects in Regular Operating Districts, have been spent or committed. Although the DOE and SDA have not advanced any new grants, the SDA continues to administer previously approved funding for grant projects.

As of September 30, 2007, the SDA has executed grants impacting 1,431 schools and 473 districts. The total State share was \$2,205,472,315, leveraging projects costing a total of

\$7,107,876,925. More than 80 percent of New Jersey school districts have benefited from the program. An additional \$339 million has been spent or committed on projects in districts receiving more than 55 percent of their budgets in state aid, as well as on other RODs that elected to have the SDA manage their projects.

Under Section 15 grants, school districts can receive 40 percent of eligible project costs. The percentage of total cost has averaged 31 percent. The actual percentage is lower due to ineligible spaces that school districts have chosen to construct. School districts must finance their local share of eligible costs, and fully finance ineligible spaces that the DOE does not deem educationally necessary. To be eligible for funding, a school project needs to meet the Facilities Efficiency Standards (a guideline for space allowance) as well as have elements deemed necessary for a thorough and efficient education by DOE. Grant payments are disbursed as districts attain specific project milestones.

d) Anticipated construction completion dates

The SDA is forecasting the completion of 24 projects between October 1, 2007 through September 30, 2008, consisting of 18 projects in Abbott districts and six projects in RODs. A dozen Abbott school districts will benefit from the 18 project completions, including eight in the North (East Orange, Elizabeth, Jersey City, Newark, Orange, Paterson, Perth Amboy and Plainfield), one in the Central (Neptune) and three in the South (Bridgeton, Burlington City and Camden) (Appendix F). The majority are slated to open in fall 2008. These projects are fully funded in the SDA's Capital Deferral Plan and Project Sequencing Strategy, which is described in the following section.

e) Capital Deferral Plan and Project Sequencing Strategy

In July 2005, the SCC Board adopted a Capital Plan of 59 projects upon the determination that only those projects could be completed with remaining funds.

The Capital Deferral Plan and Project Sequencing Strategy plan was adopted in April 2007 due to what is now a projected \$670 million shortfall to fund the 2005 Capital Plan in its entirety. The shortfall primarily stemmed from the lack of accurate cost projections at the time the plan was adopted and inflation. Unknown at the time, the plan was under funded from the moment of inception.

The Deferral Plan balances short-term emergent needs and long-term construction goals. It provided for the apportionment of \$674 million in uncommitted capital funds. Included was funding to complete construction on 32 of the 59 projects in the capital plan (\$477 million), a plan for the phased development of the remaining 27 projects through the completion of bid documents (\$40 million) and a reserve of \$157 million for emergent projects and other unforeseen events.

Work on deferred projects is being completed up to the point of construction bid documentation. Funds will permit the completion of land acquisition, demolition of structures on acquired properties, relocation of property owners and tenants, environmental remediation and design. These projects will be ready to move expeditiously into construction if new funding is authorized.

The Deferral Plan (Appendix G) was the result of work by the SDA's recently established Division of Program Management, in cooperation with the Department of Education, using

the new prioritization methodology. In the past, the SCC would initiate work on all projects approved by the DOE regardless of funding availability and educational need. Under the Deferral Plan, educational needs, such as health and safety projects, early childhood centers and the addressing of overcrowding, were top priorities. Secondary priorities included logistical considerations, such as the status of land, design and bidding schedules, as well as the project's impact on the future sequencing of projects within the districts.

f) Number of new projects undertaken by the SDA as approved by DOE

As of July 2005, the SDA's \$8.6 billion allocation had been spent or committed to projects. Therefore, there has been limited predevelopment approval for new project since that date. Those approvals have been limited to emergent projects. As of September 30, 2007 the SDA has funded \$1.8 million in newly identified emergent project needs.

However, during the formulation of its April 2007 Capital Deferral Plan and Project Sequencing Strategy, the SDA collaborated with two Abbott districts and identified projects that could proceed in place of others in their own districts that had been on the 2005 Capital Plan "List of 59." The SDA allowed districts to request intra-district substitutions in cases where the replacement project was a higher educational priority, less expensive and was agreed upon by the district and DOE.

- In Passaic, an **Early Childhood Center at Dayton Avenue** and an **Early Childhood Center/Board Office at Leonard Place** were advanced in place of an Elementary School and Middle School previously listed in the Deferral Plan. The Elementary and Middle School projects will be considered in the next round of funding. The plan addressed the district's desire for the SDA to acquire and demolish an adult theater and adjacent hotel, clearing the way for construction of a previously approved, fully funded elementary school at Henry and Howe streets. Construction of both the Early Childhood Center/Board Office, slated for the theater/hotel site, and the Dayton Avenue ECC were deferred.
- **Elliott Street Elementary School** was approved in Newark in place of a replacement for West Side High School. The high school will be considered in the next round of funding. The Elliott Street School became critical due to a lightning strike that destroyed the original building.

g) Number of emergent projects approved by DOE

In 2006, a prioritization task force representing key stakeholders, including superintendents, architects, academics, advocates, DOE, the Department of Community Affairs (DCA) and SDA staff determined that emergent health and safety projects must have priority over other school facility projects and be addressed expeditiously. It recognized the challenge of identifying and funding truly emergent health and safety projects, recommending the creation of three categories of health and safety projects: imminent hazards, code violations and deferred maintenance. Each of these subcategories is distinguished from "emergency" repairs that are not considered school facilities projects, which must and can be addressed by the districts with their own funds.

In collaboration with the DOE, a procedure was developed to define the steps necessary to identify, track and evaluate potential emergent conditions in Abbott schools; define the considerations necessary to determine whether an emergent condition consists for which the SDA has funding responsibility; and provide a written format for making recommendations regarding initiation of an emergent project. This process features an interagency team with representation from the DOE, SDA, the Department of Community Affairs and the district. The SDA and DOE continue to refine the process.

To date in 2007, the DOE has approved and transmitted to the SDA seven emergent health-and-safety projects. These projects are funded through the established program reserve, established in April 2007 by the SCC Board of Directors as part of the Capital Deferral Plan and Sequencing Strategy. This plan included a total of \$157 million as reserve for emergent projects and other unforeseen events.

As of September 30, 2007, there was \$159 million in the program reserve. The amount in the reserve has been augmented from savings associated with operational efficiencies, project bids below cost estimates and interest earnings.

h) New design and construction contracts

Although no new funding has been authorized for the school construction program, the SDA continued to award contracts based on previously committed funds for approved projects on the Capital Plan.

Three new design contracts and 29 new construction projects received a Notice to Proceed (NTP) for the reporting period. Included in the 29 construction projects were 13 demolition contracts. The list includes emergent projects as described above. All of the above projects are listed in Appendix H.

i) Number of school facility projects approved by DOE

From January 1, 2007 through September 30, 2007, the DOE approved 109 projects. Only five of these projects are in Abbott school districts: Camden High School, Union Avenue Middle School (Irvington), New Early Childhood Center (Trenton), and Salem City's John Fenwick Elementary and Salem Middle School. An additional three are in districts receiving 55 percent or more of their budgets in state aid. Projects approved prior to the August 2007 Legislation in such districts are managed by the SDA; subsequent projects will not. The remaining 101 projects are in Regular Operating Districts and qualify only for debt-service aid through the DOE. All 109 projects had been previously initiated and were approved during the reporting period to proceed with the remainder of design.

This abbreviated list of project approvals is not indicative of a lack of need for school facilities. It occurs only as a result of a lack of funding. The full extent of the need will be demonstrated by the Long Range Facilities Plans submitted by school districts throughout New Jersey. Applying the project prioritization methodology, the SDA, in collaboration with the DOE, then will be able to determine a strategy for sequencing projects in Abbott school districts.

Full detail is available in Appendix I.

j) Number of projects exceeding facilities efficiency standards

As part of the approval process for all school facilities projects requiring educational adequacy review, whether Abbott or ROD districts, OSF reviews the project for compliance with the facilities efficiency standards (FES). Where a project exceeds the FES, OSF must determine whether the excess spaces are eligible for State funding pursuant to N.J.S.A. 18A:7G-5g and N.J.A.C. 6A:26-3.3. If the excess spaces are not eligible for State funding, the district may either modify its submission so that the school facilities project meets the FES, or locally fund any ineligible spaces.

The major reasons that the spaces in a school facilities project exceeding the FES may be ineligible for State funding include:

1. The spaces are of a type that is specifically identified as ineligible for State funding. These include, but are not limited to, swimming pools, greenhouses, athletic stadiums, garages, any building used for non-situational or non-educational purposes and any facility, building, or structure used solely for administrative purposes.
2. The spaces are greater in size or number than the FES would support, such as a larger gymnasium, auditorium, or library/media center, or the project contains additional specialized spaces that cannot be justified as being necessary to support the Core Curriculum Content Standards, such as additional art, music, and science labs, yet these spaces are not justified by the school enrollment or scheduling requirements.

The OSF may approve space for State funding that is in excess of the FES when the district demonstrates that the additional or inconsistent space that exceeds the FES is eligible for State support for one of the following reasons:

1. The district has demonstrated a particularized need in that school facility related to required programs that cannot be addressed within the FES and all other proposed spaces are consistent with those standards;
2. Such spaces are necessary to comply with Federal or State laws for students with disabilities who are to be educated, to the greatest extent possible, in the same building or classes with their non-disabled peers and the requirements of N.J.A.C. 6A:26-3.3(e)(23) are met;
3. Such spaces are necessary to house the district's central administration, and the requirements of N.J.A.C. 6A:26-3.3(e)(3) are met; or
4. For SDA-managed projects, such spaces represent excess grossing factor that were approved based on a determination by

the SDA that it was necessary for code compliance, constructability, site conditions, etc.

A broad review of the FES is currently being undertaken by the DOE. The status of this review will be discussed in future reports.

Approval Totals: January 1, 2007 to September 30, 2007				
	Total School Facilities Projects Approved*	Required Educational Adequacy / FES Review	Projects Requiring Educational Adequacy/FES Review and Exceeding the FES	Percentage of Projects Requiring Educational Adequacy/FES Review and Exceeding the FES
All Districts	109	37	2	5.4%
Abbott Districts	5	1	0	0.00%
55% DAP-and-Over and Level II Districts	3	1	0	0.00%
Under-55% DAP Districts	101	35	2	5.7%

Information regarding projects exceeding FES is available in Appendix J.

k) Cost of construction per square foot comparison to facilities projects within Metropolitan Statistical Areas

The August 2007 Legislation requires the SDA to compare the costs of school facilities projects undertaken and funded by the Authority to similar school facilities projects constructed in the New York City and Philadelphia Metropolitan Statistical Areas, as defined by the United States Department of Labor.

Metropolitan Statistical Areas (MSAs) are identified in standards published by the federal Office of Management and Budget (OMB). MSA information comes from Census 2000 population data and is revised with U.S. Census Bureau population estimates on an annual basis. The most recent update to all statistical areas was issued by the OMB, Bulletin No. 07-01, December 18, 2006. Listed below are the current defined areas:

Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metropolitan Statistical Area

- Philadelphia, PA Metropolitan Division
 - Bucks County, Chester County, Delaware County, Montgomery County, Philadelphia County
- Camden, NJ Metropolitan Division
 - Burlington County, Camden County, Gloucester County
- Wilmington, DE-MD-NJ Metropolitan Division
 - New Castle County, DE; Cecil County, MD; Salem County, NJ

New York-Northern New Jersey-Long Island, NY-NJ-PA Metropolitan Statistical Area

Principal Cities: New York, NY; Newark, NJ; Edison, NJ; White Plains, NY; Union, NJ; Wayne, NJ;

- New York, NY
 - Edison, NJ Metropolitan Division
 - Middlesex County, Monmouth County, Ocean County, Somerset County
- New York-White Plains-Wayne, NY-NJ Metropolitan Division
 - Bergen County, NJ; Hudson County, NJ; Passaic County, NJ; Bronx County, NY; Kings County, NY; New York County, NY; Putnam County, NY; Queens County, NY; Richmond County, NY; Rockland County, NY; Westchester County, NY
- Newark-Union, NJ-PA Metropolitan Division
 - Essex County, NJ; Hunterdon County, NJ; Morris County, NJ; Sussex County, NJ; Union County, NJ; Pike County, PA

For this report (see Appendix K), we have been able to gather data that provide cost comparisons on an average basis to projects undertaken by several major cities within the MSAs – Philadelphia; New York; Wilmington, Del.; Newark and Camden. Also, we are providing comparable cost data on school construction from within the New York-Pennsylvania-New Jersey area, as well as specific school construction cost data from these states and other major cities in the country, including New York and Philadelphia.

We approached this research from several different methodologies. A portion of the cost of school construction per square foot is based on actual bid awards gathered from a number of independent sources that regularly monitor and report on this data, including *Dodge Reports*, *Saylor Publications* and the *School Planning & Management 2007 Report*.

Other data was gathered through contacting individuals from our counterpart agencies in New York City, Philadelphia and other districts, as well as using public information resources such as New York City's *2007 Mayor's Report*.

The SDA is responsible for the construction of schools facilities including Early Childhood Centers, elementary/primary schools, middle schools and high school/secondary schools within the Abbott districts. But for reasons of comparison, we are providing data from two of the four school types: elementary and high school construction.

From the perspective of cost per square foot, a high school is generally more expensive than an elementary school due to the comparatively higher number of specialty spaces including auditoriums, kitchens, restrooms, gymnasiums, science labs, cafeteria and locker rooms. Several factors also stem from building a larger school: longer time to construct, greater amount of materials and requirements for higher amounts of square footage per student.

In Appendix K, *Table 1* shows a high cost per square foot across New Jersey of \$486 per square foot; it is important to note that McGraw Hill's *Dodge Reports* reflects costs for all schools in a given category, including private schools, which helps to explain the high cost of total school construction, reported in all states listed.

But *Table 2* provides a picture from *Saylor Publications* that is specific to the SDA and equalizes for costs across different regions. Averages in Newark (\$296) and Trenton (\$288) are comparable to those in Philadelphia (\$299) and other large cities, including Chicago (\$296) and Boston (\$299), while significantly lower than New York (\$380).

We have also included data illustrating specific SDA project activity, providing detail that illustrates the range of project costs within the two project type categories. SDA-managed

projects averaged \$278 per square foot (*Table 4*) for new elementary schools with a bid range from \$243 for Dudley Elementary School in Camden to \$321 per square foot for Elementary School No. 5 in East Orange. The average cost for new SDA-managed high schools is \$287 per square foot, with costs ranging from \$239 for Long Branch High School to \$340 for Harrison High School. (*Tables 5 & 6*)

These rates were significantly lower than in New York City (\$401 for elementary schools; \$375 for high schools). A Philadelphia elementary school was built for \$333 per square foot, significantly higher than in New Jersey, while a high school in Philadelphia was built at a lower comparable cost per square foot of \$276. While, as noted above, construction for elementary schools is generally less expensive, the New York City and Philadelphia figures likely are skewed due to a limited universe of projects.

For additional detail, we are providing cost per square foot data on SDA-managed new elementary and high schools opened in September 2007 (*Table 7*). Most of these schools had bid award dates over 24 months ago, before instituting project charters, an initiative that involves setting project budgets at the outset and establishing teams to oversee a project to focus on delivering a school on time and on budget.

III. Stewardship of public dollars

a) Cost savings initiatives

In December 2006, the SCC Board of Directors concluded that an investment in human resources combined with enhanced management of those resources would produce considerable program savings.

Four areas for program savings were targeted as opportunities where enhanced resources would increase productivity and accountability as well as produce savings. They were improvements to project management, in-sourcing information technology purchasing, in-sourcing safety services and proactive initiation of cost recovery actions and claims mitigation. By the second quarter of 2007, actual savings were realized in all four areas, and by the end of the third quarter, the Authority was projecting to exceed its year-end projected savings goals by a wide margin.

Meanwhile, the organization began to launch cost-recovery actions via its newly created Office of Chief Counsel in cases of design errors and omissions, cases of project delays by general contractors and opportunities to recover costs for environmental remediation. Those efforts will broaden in 2008. (See “Cost Recovery Actions,” p.24)

Project management has been enhanced through the Project Charter initiative. The initiative involves the Board’s affirmative action to approve project budgets and establish project benchmarks at the outset, and establishes teams to oversee a project. The implementation of the Project Team initiative, with an extended team of specialized staff, will shorten project cycles. Every month saved in a construction schedule generates savings in total project costs. Project Teams have also been successful in retiring millions of dollars in unused contract contingency funds, making them available for other program needs.

The SDA has revised its technology purchasing program to allow for direct purchase of school technology needs rather than by general contractors. By purchasing with state master contracts, the Authority has been able to provide customized IT equipment to schools with savings ranging from 22 to 67 percent against budget. Because IT purchasing can now be made as part of the initial outfitting for a school, districts benefit from the latest available equipment.

Job site safety remains among the SDA's primary concerns. For all projects that received notices to proceed after January 23, 2007, the SDA used in-house Safety Coordinators rather than contract vendors. At the end of the third quarter, 10 school projects were using in-house safety services. Savings have already exceeded the year-end goal. Concurrently, safety statistics have improved.

A dispute-resolution process implemented by the Office of Chief Counsel has effectively mediated outstanding claims, established an ongoing process for the resolution of claims going forward, avoided millions of dollars in potential costs and allowed claims to be curtailed.

(i). Direct purchase of school furnishings

The Authority purchased all furniture and movable equipment for the 22 new and renovated schools completed in September 2007, including desks for 13,500 students. By using direct contracts and increasing its vendor pool, the SDA has consistently maximized its purchasing power to drive deeply discounted prices. In 2003, the SDA negotiated contracts on a lot-by-lot basis that provided pricing on a per-piece discount with no minimums. These provisions ensure that every school can customize its interior spaces. Four years later, SDA vendors still honor those contract prices.

The Authority's business relationships with its vendors have promoted on-time delivery and installation, which is critical when there are tight time frames to be ready for a school opening.

b) Cost-effectiveness strategies

(i). Use of Construction Managers vs. Project Management Firms

Project management firms have been used by the school construction program since the outset in 2001 in large part because there were insufficient numbers of personnel to quickly launch the program. Various reviews of the SCC's past structure determined that the use of Project Management Firms (PMFs) had not only resulted in significant cost overruns, but often inadequately managed projects. Under current management, it has been determined that the SDA should move away from subcontracting to PMFs all duties that had been included in prior contracts. The SDA has assumed responsibility for activities including management of the design process and handling communication with districts, accomplishing them more effectively and at lower cost.

The SDA is using Construction Managers, whose duties are narrower and more focused than a PMF, as an alternative delivery method for new projects. The SDA has found that Construction Manager contract costs to date have been on par with the industry average, averaging 4.66 percent of the total project cost. Including construction management work,

retaining design consultants and handling communication with districts, PMF fees had averaged 9.5 percent of total project cost. The Authority has documented a savings of \$2.1 million to date attributable to a reduction in fees for the corresponding duties assigned to Construction Managers.

(ii). Use of cost estimators to enhance ability to estimate construction bid awards

The SDA has taken steps to improve the accuracy of Construction Cost Estimates (CCE), resulting in substantially increased accuracy. Prior to 2007, CCEs were prepared independently by both the architect and the project management firm, and then reconciled by the project manager prior to bidding out the project. In 2006, the Board authorized the award of 11 projects with a total CCE of \$246.7 million. By comparison, the total award amount was \$266.9 million, or 8 percent higher than estimated.

In 2007, the SDA hired cost estimators to support project managers. Their work begins in the pre-construction phase of the project. As a part of the extended Project Team, which includes SDA staff as well as district officials, architects, general contractors and construction managers, SDA estimators make recommendations to the project during the design phase on cost-saving alternatives, focusing on construction procedures with the same quality and life cycle cost but more economical material and labor costs. Having cost estimators also provides the project manager with a third, independent estimate prior to bid. Accurate estimates lead to a reduction of change orders down the line.

With these changes in place, the SDA authorized the bid of 10 projects in 2007 with total CCEs valued at \$285.2 million. The actual awards for these projects totaled \$278.2 million, or *2% below* the CCE. Six of the 10 projects were below the CCE. This performance demonstrates the SDA's increased capability to predict project costs, resulting in accurate budgets.

A chart showing the comparison between CCEs and contracts award amounts is available in Appendix L.

c) Increased revenues: Reimbursement and rebates

The SDA continues to maximize opportunities to generate additional revenues in support of project needs. Such efforts also promote Authority goals of sustainable schools and providing 21st century technology for students and staff.

The SDA is using rebates to meet its requirement to build sustainable, energy-efficient schools. Such funds are obtained through the Board of Public Utilities' Smart Start program as well as rebates collected on the use of photovoltaic energy sources applications. The SDA has recently redesigned its approach to claiming federal E-Rate technology reimbursements. Up to 90 percent of the cost of technology internal connections for Internet access, including cabling, switches and routers, is recoverable from the Federal Communications Commission through E-Rate. From inception through September 30, 2007, the SDA has generated \$4,765,504 in overall rebates.

IV. Organizational strategies and initiatives

The SDA continues to look at comprehensive ways to improve its performance and demonstrate heightened accountability in the school construction program. Foremost is the creation of Project Charters. The charters require Board approval to establish a budget and project cycle at the outset of a project, rather than at the time of awarding a construction contract – after dollars already have been expended. The charters also map out members of the project team who are responsible for delivering a school on time and on budget.

The SDA, in conjunction with the Department of Education, has made significant strides by establishing the new Project Prioritization Methodology. The methodology ensures a ranking of projects in collaboration with districts to determine those that are most needed for educational reasons. Upon the approval of Long Range Facilities Plans (LRFPs), the SDA will be able to sequence projects so that the most critical are accomplished first.

The SDA has begun efforts to recover costs through its newly created Office of Chief Counsel. Past management had not sought to recover funds in cases of design errors and omissions or instances of project delays by general contractors, nor had it sought to recover funds from responsible parties for environmental remediation.

Among the other key initiatives was the launch of the 21st Century Schools Design Manual, which emphasizes the creation of healthy, educationally effective schools and providing durable, cost-effective buildings. The manual focuses on performance standards and the controls to achieve those standards, which promote construction of high-performance schools. It is designed to construct buildings whose life-cycle costs will be reduced through use of quality materials and design.

a) Project delivery and accountability

(i). Project charters and teams

Reforms since Governor Corzine came into office centered largely on the implementation of a planning strategy, including the creation of project budgets and reviewing financial data to ensure that the organization was using numbers on which it could depend.

While fiscal controls have been considerably strengthened, the SDA in 2007 has focused on a new process to improve planning even further. The creation of project charters, which involves the establishment of Project Teams, not only improves fiscal accountability but creates clear lines of accountability and a clearly defined project cycle for management and delivery of a project. Collaboration is institutionalized throughout a project.

Perhaps most importantly, the SDA Board's oversight capabilities are enhanced because members are apprised of costs at the outset and must approve the project budget and life cycle. The Board also can better monitor the progress of a project through controls in the Operating Authority. Previously, a project came before the Board only to award a construction contract, by which point the project was well under way and significant funds had been spent on planning, design and land acquisition.

Project Charters are a new planning tool, initiated by a planning team consisting of SDA, DOE, the district and others. This team provides preliminary research and due diligence about a project. The Charter provides the basis for board approval at the outset of a project. It will guide decisions throughout the life of a project and establishes performance benchmarks that will define the success of the team.

Project Teams are flexible and can include any and all stakeholders who are critical to the process. Core members of the team include the SDA's project manager, project budget manager, real estate and environmental specialists. Team members can include other staff and services throughout the project life cycle. Members from within and outside the organization will vary depending on the current phase of the project and relevant project issues.

The existence of teams promotes collaboration among all stakeholders, including the district, architect, general contractor, construction manager, project manager and project budget officer. Communication is enhanced, as is the ability to proactively resolve issues and create consistency and uniformity in project management.

(ii). Operating Authority

The SDA has issued a revised Operating Authority policy that designates which persons are required to approve contracts and/or execute documents legally binding on the SDA, or sign checks and issue disbursements on the SDA's behalf. This policy is an expanded, updated version of a previously existing policy. The Operating Authority is available on the SDA web site.

(iii). Information technology software

Launched in August, the new Primavera Expedition software provides an integrated information technology system designed to enhance the SDA's ability to assess and track construction projects, budget and schedules. The new system enables the SDA to better monitor project budgets and the processing of project-related documents such as Requests for Proposals, change orders, meeting minutes and submittals. The system is being integrated with the SDA's financial database. Project management activity is becoming better monitored, record-keeping is becoming more accessible, and audit control is being established.

b) Planning

(i). Project prioritization methodology

Initially, the SCC worked on all projects transmitted by the Department of Education without regard to educational policy or need. As a result, the SCC worked on hundreds of

projects for which it lacked funding for completion. By June 2005, the SCC had approximately 500 projects in progress or in queue for completion, representing \$13 billion in work for an agency with only \$1.4 billion available. When funding was fully obligated the SCC Board established a Capital Plan including 59 projects, suspending 315 other projects. In April 2007, upon determining the Capital Plan had been under funded at inception due to a lack of solid forecasting and inflation, the Capital Deferral Plan and Project Sequencing Strategy was adopted by the Board. Construction was deferred on 27 of the 59 projects.

The Project Prioritization Methodology was developed in 2006 by the Governor's Interagency Working Group on School Construction as a way to prioritize projects consistent with the State's educational policy. This methodology was put into action in devising the Capital Deferral Plan and Project Sequencing Strategy. It was determined that three core educational priorities identified by the Act should receive primary priority: health and safety, early childhood education and overcrowded schools. The criteria were further refined, though not limited to the following, in the August 2007 Legislation as below:

- Health and safety
- Overcrowding
 - Early Childhood
 - Elementary
 - Middle
 - High School
- Disabled students
 - Bring students in-district from out-of-district placements
 - Provide space for future populations
- Rehabilitation of facilities
- Educational adequacy

In addition, logistical criteria are used to help determine project sequencing. They are:

- Land Status
 - Projects for which land has been acquired or is not needed, as opposed to projects for which land needs to be acquired
 - The schedule to complete acquisition and relocation
 - The level of remediation required and the time line involved
- Design Status:
 - Schedule for completion
 - Status of plan review by the Department of Community Affairs
- Procurement
 - The schedule for review, advertisement, bid award and execution
- District Fit
 - How a project fits into a district's overall plans
 - A specific project's relationship to other district projects

All deferred projects will be funded through design and construction bid documentation. The projects will go to construction if additional funding is authorized. Future projects will

be determined through the prioritization methodology once district LRFPs have been approved.

c) Legal

(i). Proactive cooperation with Attorney General/Inspector General

The SDA continues to work proactively with the Attorney General's Office and the Office of the Inspector General (OIG) regarding issues that led to waste in the school construction program. The SDA has and will continue to make referrals to both offices.

Also, as a result of a memorandum of understanding (MOU) with OIG, the SDA has two Assistant Inspector Generals assigned to the Authority's West State Street offices. They were formally assigned in December 2006. Inspector General Mary Jane Cooper had recommended the creation of a staff position at the SCC in a January 2006 report on the corporation. Upon taking office, Governor Jon S. Corzine endorsed the proposal, labeling it a high priority.

Under the MOU, the two assistant inspector generals have the authority to investigate, examine and audit operations of the SDA. Their job is to guard against waste, fraud and abuse, recommend policies and procedures to increase efficiency and suggest changes to help SDA staff comply with the law. The OIG staff members have full access to SDA records and, when necessary, conduct interviews of Authority staff.

A confidential OIG hotline also has been established at the SDA for staff members to report suspected waste or wrongdoing.

(ii). Cost recovery actions

Prior to 2006, no cost recovery actions had been undertaken by the SCC. Now, the newly created Chief Counsel's Office is notified of any issues where legal action may be appropriate. Cost recovery actions may have occurred due to design errors and omissions as well as in cases of delays caused by the general contractor and as a method to recover environmental remediation costs. As a matter of standard operating procedure, change orders are screened for potential liability and referred when appropriate to Chief Counsel for possible cost recovery.

The SDA recognizes that mistakes are part of any business. However, taxpayers should not have to pay for these mistakes. The SDA evaluates the circumstances of an apparent error or omission and will seek restitution when appropriate. The SDA will mediate such disputes whenever possible but is prepared to litigate when necessary to protect the interests of New Jersey taxpayers.

The Office of Chief Counsel has assisted and continues to support SDA management in its assessment of liquidated damages where projects are unreasonably delayed by a general contractor.

An additional area of cost recovery is where actions are being initiated to recover funds from responsible parties for the costs of environmental remediation of project sites. As of

October 2007, SDA has formally initiated two separate litigations against prior owners in an attempt to recover more than \$1.5 million of remediation costs. More actions will come in 2008, building on the foundation laid in 2007.

(iii). Cost mitigation & dispute resolution

Cost avoidance is as important as cost recovery. The SDA, through its Office of Chief Counsel, has implemented a process for the resolution of claims against the SDA that has mitigated costs to the SDA. Ongoing evaluation, negotiation and mediation of claims have now become standard operating procedure.

As of October 2007, the SDA has settled over \$36 million worth of claims for just over \$10 million and every current outstanding claim is in some stage of dispute resolution process. As of May 2006, there had been 105 separate claims against the SDA totaling over \$56 million and none were scheduled for any type of resolution process.

While the various contracts between the SDA and contractors, architects and project management firms contained detailed dispute resolution steps leading up to and including mediation, only one matter had been mediated prior to December 2006, and very few claims had been resolved in any fashion. No real process was in place. Consistent with the dispute resolution models in the contracts, the SDA has implemented a process for negotiation and mediation of claims. In order to properly evaluate claims, the SDA procured the services of construction claims consultants who are engaged to evaluate claims as directed by SDA Chief Counsel. Depending on circumstances, the SDA then either negotiates directly with the claimants or engages in a formal mediation proceeding.

The SDA's efforts over the last 18 months to address stale (even aged) claims, will contribute to the contracting community developing confidence in the SDA's claims resolution process, and in timely disposition of claims. As a result of these initiatives, claims recently received by the SDA have been less complex, less inflated and more adequately documented.

d) Other key initiatives

(i). Building sustainable schools/21st Century Schools Design Manual

The 21st Century Schools Design Manual was presented in May 2007 at an event attended by more than 100 design professionals and school district leaders, representing a significant step forward in the goal of building high-performance schools.

The 306-page Design Manual emphasizes two key goals: (1) the creation of healthy, educationally effective learning environments for New Jersey teachers and students and (2) the optimization of the public's investment in school construction by providing facilities that are durable, energy-efficient and cost-effective to own and operate. The manual provides explicit expectations in the form of performance standards that design professionals need to build sustainable, cost-effective schools.

The Design Manual is intended to have the effect of promoting standardization in design, which is expected to result in future cost savings. The Design Manual is part of the SDA's effort to focus on a school project's life cycle costs, translating into decreased operating

costs for school districts as a result of higher design standards. Early Childhood Center 13 in Jersey City is the first design project to be bid that requires the use of the new standards. The design project was launched in July 2007.

Improved planning will result from the manual. Waste had occurred under prior management when projects were bid out with incomplete designs and districts were permitted to make changes to the scope of projects during the design stage. Such changes had resulted in change orders and escalation in cost, noted in the Inspector General's report of 2005. Projects are no longer bid out with incomplete designs and the focus has shifted to ensuring districts participate in projects at an earlier stage of the process. As a result, districts understand the options at a point when choices can still be made.

The manual provides what architects, engineers and school districts had sought from the SDA – a transparent process with clear standards but room for creativity to achieve the required results. It also puts controls in place to ensure those results are achieved, with an internal review process led by SDA staff as well as the use of a third-party commissioning agent to help ensure the project documentation reflect SDA standards. The SDA engaged the New Jersey Institute of Technology (NJIT) to facilitate the development of a manual based on performance standards after members of the design community and district officials said the prior version was too prescriptive and cumbersome. A 19-member task force, including members of the design community, the Department of Education and the Department of Community Affairs, collaborated to provide guidance. Follow-up training to the May 2007 event was given at two regional sessions in the summer in Newark and Camden. The SDA broadened its trainings to include district representatives as well as architects.

(ii). Accountability with business and contractor communities

The Authority has been working to improve its reputation among the business and contractor communities. Timely resolution of change orders is a key element toward achieving that goal.

In the first six months of 2007, the SDA has continued to reduce the backlog of outstanding change orders in terms of average processing time and the total dollar amount. The processing time for open change orders and contract amendments has been reduced from a peak of 156 days in June 2006 to an average age of 60 days in April 2007. The dollar value of open change orders/amendments has been reduced from \$43.6 million to \$14.3 million during that time frame.

(iii). Small Business Enterprise (SBE) initiatives

The SDA works under the state mandate to have 25 percent of all contracts awarded to Small Business Enterprises (SBEs). The SDA has exceeded that target by a significant amount. Total SDA contracts awarded from January 1, 2007 through September 30, 2007 totaled \$173,603,728. Total contract dollars awarded to SBE contractors for that time period were \$100,772,042 for a total of 58.05 percent.

The Authority recognizes that its percentages for Minority and Women Business Enterprises are a concern and is striving to improve its record. Of SDA's total contracts for the reporting period, \$4,684,290 (2.70 percent) went to African-American-owned Business

Enterprises and \$1,156,454 (0.67 percent) went to Hispanic-owned Business Enterprises. The work contracted to Asian-owned Business Enterprises equaled \$41,631,424 (23.98 percent).

In addition, the total for Women-owned Business Enterprises was only \$5,285,600, for a total of 3.04 percent of all SDA contracts for the reporting period. Many Minority and Women-owned Business Enterprises also are certified as SBEs.

With regard to workforce on the job, the SDA continues to take a proactive approach to increasing minority and female participation. In fact, 2007 marks the fifth year of the SDA's Construction Trades Training Program for Women and Minorities, benefiting Abbott districts. The SDA has set aside a total of \$24 million for minority and women worker programs to provide outreach and training to these Abbott district residents. The program falls under the August 6, 2007 legislation and previously had been called for under State Administrative Code established by Treasury, allowing the SDA to dedicate to this initiative ½ of 1 percent of construction dollars from projects valued at \$1 million or more. Currently, the Authority finances and oversees four regional pre-apprenticeship grants administered and implemented through the New Jersey Department of Labor and Workforce Development.

Programs under development include a comprehensive contractor training program, which will give instruction on all aspects of operating a small business, and a mentor-protégé program, which will pair small business enterprises with larger prime contractors.

V. Collaborating with districts and communities

The SCC's reputation was affected by the view among districts and stakeholders that it was unresponsive to the needs of local communities. Fostering an atmosphere of collaboration and cooperation is critical in advancing school projects. The following are various efforts undertaken by the SDA to foster a partnership approach.

a) Sequencing and planning

One-on-one meetings are being held regularly with school districts to discuss prioritization as well as emergent needs. Also discussed is maintaining existing schools until new construction comes on line. If existing buildings are overcrowded or in disrepair, a district's prioritization of new projects may be affected.

These meetings have allowed the SDA to learn about demographic shifts in a district's population. They also have promoted fruitful discussions of educational priority for new facilities and allowed the Authority to link interim project needs into its overall planning process. Interim projects are those identified as necessary should the district's top priorities for new construction not be met on a timely basis. The SDA has met with 23 Abbott districts to date and anticipates meeting with the remaining districts by year's end.

b) On-call demolition

A lack of planning under prior management resulted in acquisition of properties in anticipation of construction for which, it turned out, funding was unavailable. Hundreds of buildings were left vacant. Districts and municipalities voiced concern that regardless of efforts to monitor these abandoned buildings, they affected public safety and promoted blight.

A new On-Call Demolition Program has been initiated to expeditiously demolish vacant buildings and make land available for community needs. Under the program, the SDA has entered into contracts with 17 prequalified contractors, who are eligible for demolition and asbestos abatement work. In contrast to the past, the SDA is able to start the process quickly upon acquisition by dealing exclusively with the pool of firms. A process that had taken 18 to 24 months, largely because the SDA had waited for all properties on a site to be acquired before proceeding, is being shortened significantly. The target is 60 days from time of acquisition until the beginning of demolition.

Even prior to the outset of On-Call Demolition, as it became apparent that funding for many projects would be delayed or deferred, the SDA implemented a comprehensive strategy to demolish all vacant buildings under its possession. As of September 30, 2007, 307 of 390 buildings owned by the SDA were demolished, or 79 percent. From October 1 through November 30, an additional 16 buildings were demolished, with 16 more under contract for demolition. Of the remaining 51 buildings, a majority will be demolished. Some are impractical to demolish until funding is authorized for the related school project because of site-specific reasons, such as involving an interior portion of a section of row homes. All SDA-owned properties are inspected at least weekly for safety and security.

VI. Finances

a) Aggregate principal amounts of bonds

In 2000, EFCFA provided for a total of \$8.6 billion of New Jersey Economic Development Authority School Facilities Construction Bonds to fund Department of Education-approved school facilities projects throughout the State. Of the \$8.6 billion, \$6 billion was allocated for the 31 Abbott districts, \$100 million was for vocational schools and \$2.5 billion is for the Regular Operating Districts. The RODs included districts receiving less than 55 percent of funding from State aid, those receiving greater than 55 percent and Level II monitoring districts. The under-55 percent districts who undertook their projects were afforded grants to fund the State share of projects. By law, projects for the 55 percent-and-over districts were undertaken by the SCC; future projects of this type will be undertaken by the districts.

A table listing all School Facilities Construction Bonds through fiscal year 2007 is in Appendix M.

No new School Facilities Construction Bonds or refunding bonds have been issued by the EDA during the reporting period of this biannual report. Through September 30, 2007, the EDA had issued \$6,120,929,000 of the \$8.6 billion of bonds authorized by EFCFA. An additional \$800 million of bonds were issued in October 2007. Further bond issuances generally will coincide with future cash flow requirements for already committed projects.

b) Statement of need to adjust principal amount of bonds

The aggregate principal amount of bonds, notes or other obligations authorized for issuance needs to be increased pursuant to EFCFA to move forward. An additional \$670 million in funding is required to complete the 27 phase-funded projects in the current Deferral Plan and to advance any new projects seeking DOE approval.

Estimating total need throughout the Abbott districts is a difficult exercise. The ability to forecast will become significantly clearer once all of the Abbott districts have DOE-approved Long Range Facilities Plans (LRFPs). Twenty-one districts have approved plans, with approval for East Orange expected to be imminent. The nine without approved LRFPs are Asbury Park, Burlington City, Camden, City of Orange, Garfield, Hoboken, Irvington, Plainfield and Union City.

The February 2006 Annual Report by the Department of Education, in conjunction with the SCC, placed the costs at nearly \$13 billion. That report noted that the beginnings of development of reliable project budgets and forecasts had underscored the speculative nature of those estimates.

c) Cash flow projections

The SDA forecasts to spend \$892,760,880 from October 1, 2007 through May 31, 2008. Those funds for the most part represent spending on existing projects. The SDA has a balance of \$1.9 billion on existing contracts, much of which is due to be paid in the upcoming reporting period. There also are 1,089 Section 15 grants to RODs that have not been fully expended; such grants are paid in increments as projects attain milestones.

Most land acquisition costs are for existing contracts still being paid, totaling \$21.7 million. Additional funds will be required for acquisitions for the Board-approved Leonard Place Early Childhood Center project in Passaic and the new Elliott Street replacement school in Newark. Deferred projects, such as the Passaic ECC, are funded through the land acquisition phase in anticipation of construction starting if new program funding is authorized.

**New Jersey Schools Development Authority
Projected Expenditures by Cost Category 10/1/07 - 5/31/08**

Cost Category	Projected Expenditures
Project Management Firm/CM Services	\$ 38,728,422
Land Acquisition/Site Feasibility	\$ 34,364,253
Design/Architect Contracts	\$ 21,156,709
Construction Contracts	\$400,539,200
Technology	\$ 6,425,015
Furniture, Fixtures, and Equipment	\$ 11,681,599
District Grants	\$223,238,987
Demonstration Project Grants	\$124,721,610
Program Disbursements (SCC Costs)	\$ 23,025,000
Other*	\$ 8,880,083
Total	\$892,760,880

* Other costs include insurance payments, bond issuance costs, DCA permit fees, interagency payments, safety service provider fees, claims assistance services and miscellaneous legal and advertising fees.

VII. Recommendations for change

a) Need for funding

The need for additional funds to build schools in New Jersey's Abbott districts has been well established. While the finalization of new Long Range Facilities Plans (LRFPs) will be the true predictor, the facts indicate there is an unquestioned need. The need was most recently estimated in the February 2006 Annual Report by the Department of Education at \$13 billion; the report noted those numbers were speculative in nature because reliable project budgets and forecasts were just beginning to be developed. The SCC, predecessor to the SDA, approved a Capital Plan of 59 projects in July 2005, which resulted in suspension of 315 projects. Construction was deferred on an additional 27 projects in April 2007 as the SCC finally arrived at a true picture of the financial situation it faced two years earlier. Students are attending schools in Abbott districts that, in many cases, were built in the early 20th century or even late 19th century and lack the safe, modern facilities that other students are provided.

Furthermore, these statistics do not account for the need in suburban districts, where voters have had the option only to receive debt-service aid since the commitment of grant funds was completed in July 2005.

This Biannual Report highlights the many areas in which the SDA has made progress in planning, construction management and financial accountability. The Authority is committed to continued improvement as it fulfills its mission to develop schools for the 21st century. The SDA's progress has been validated by outside agencies.

In December 2006, the Inspector General, whose findings of waste triggered the initial wave of reforms in 2005, issued the following statement regarding the organization's ability to manage funds: "Since the Office of Inspector General (OIG) issued its first report, SCC's new leadership has demonstrated a strong commitment to the efficient use of state funds to build schools by implementing internal controls, restructuring the organization, and hiring knowledgeable and experienced staff...."

The Governor's Interagency Working Group on School Construction recommended that an additional \$3.25 billion (\$2.5 billion for Abbott districts, \$750 million for RODs) be provided to handle an additional two to three years' of work. The recommendation recognized that this is a multigenerational program and the SDA would be required to return to the Legislature to seek additional funds after that interval. The \$3.25 billion represented the amount that could be managed in that time frame, funding the 27 deferred projects (as noted above, at a cost of \$670 million) as well as additional projects as delineated by the project prioritization methodology

Delays in new funding will create additional pressure on project budgets. The new funding estimate of \$3.25 billion includes an assumed inflation factor of 7.5 percent. For example, year to date, Engineering News-Record, a respected trade publication put out by McGraw Hill Construction, reports a 6.7 percent increase in the cost per ton of cement. With a record \$14 billion increase in construction forecast statewide by the New Jersey Alliance for Action over the next two years, the SDA expects total project costs to increase based on continued high demand for both labor and materials.

b) Lack of funding for district operating-budget capital maintenance accounts

Allowing districts to fund "capital maintenance accounts" in their budgets will provide for the long-term care and maintenance of school facilities and provide districts with the ability to make capital investments that are of more limited scope than a new facility or major rehabilitation project. The SDA, following the recommendation of the Interagency Working Group, has conferred with the DOE on capital maintenance considerations and anticipates this need to be addressed in a proposed new school funding formula.

The August 6, 2007 legislation already has lifted the \$500,000 threshold as the cap for district-managed, SDA-funded projects, giving Abbott districts greater flexibility to address facilities needs. The creation of funded capital maintenance accounts in district operating budgets would broaden that flexibility. This approach would provide a basis for a district to evolve from complete dependence upon the school construction program for funding all but immediate emergency projects. Without adequate funds for maintenance of new facilities as well as to maintain the viability of existing facilities with educational capacity, the SDA may be forced to spend emergent fund reserves to maintain the viability of existing educational facilities it has already planned to replace. Such accounts are also needed to protect the state's investment in new facilities.

c) Public-private partnerships

The use of public-private initiatives would enhance the ability of the SDA to provide school facilities projects in Abbott districts through the use of alternate funding sources and private sector efficiencies. It would allow the state to partner with private entities to maximize the

use of its limited resources while encouraging and promoting business and employment opportunities for the citizens of New Jersey. It would also promote the state's Smart Growth goals of directing development into urban areas where the infrastructure exists to support it.

In some instances, PPPs offer a potential method of completing needed school projects while offsetting a portion of the cost. Texas, North Carolina, Virginia and New York have made use of such agreements. The ability for the SDA to enter into PPPs would require statutory changes.

One example of a PPP would involve the sale of development rights above a school occupying the first two floors of a high-rise. The sale of rights could offset the prohibitive cost of land acquisition in an urban city.

The SDA is collaborating with DOE, the Attorney General's Office and Treasury on a proposal for PPPs.

APPENDIX A

Attachments Requirements of the Biannual Report

Requirements of the Biannual Report

35. Section 24 of P.L.2000, c.72 (C.18A:7G-24) is amended to read as follows:

C.18A:7G-24 Biannual report on school facilities construction program.

24. The development authority, in consultation with the State Treasurer, the financing authority, and the commissioner, shall biannually submit to the Governor, the Joint Budget Oversight Committee, the President of the Senate and the Speaker of the General Assembly a report on the school facilities construction program established pursuant to the provisions of this act. The report shall be submitted no later than June 1 and December 1 of each year and shall include, but not be limited to, the following information for the prior six-month period: the number of school facilities projects approved by the commissioner pursuant to section 5 of P.L.2000, c.72 (C.18A:7G-5); the number of projects undertaken and funded by the development authority; the aggregate principal amount of bonds, notes or other obligations issued by the financing authority for the State share of construction and renovation of school facilities and whether there is a need to adjust the aggregate principal amount of bonds, notes or other obligations authorized for issuance pursuant to subsection a. of section 14 of P.L.2000, c.72 (C.18A:7G-14); the number of approved projects which exceeded the facilities efficiency standards, the components of those projects which exceeded the standards, and the amount of construction by individual districts and Statewide estimated to have exceeded the standards; and recommendations for changes in the school facilities construction program established pursuant to this act which have been formulated as a result of its experience with the program or through collaboration with program stakeholders.

In addition, the biannual report shall include a comparison of the costs of school facilities projects undertaken and funded by the development authority to similar school facilities projects constructed in the New York City Metropolitan Statistical Area and the Philadelphia Metropolitan Statistical Area as defined by the United States Department of Labor. The development authority shall include in the report an explanation of the methodology used in making the comparison

APPENDIX B

Attachments

School openings – September 2007

NJSDA School Openings September 2007

School District	School Name	Type	Project Type
Camden*	Catto Community	ES	New
Clark**	Arthur L. Johnson HS	HS	Rehab
Clark**	Hehnly ES	ES	Add/Rehab
Clark**	Kumpf MS	MS	Rehab
Clark**	Valley ES	ES	Rehab
Egg Harbor**	Davenport ES #2	ES	New
Egg Harbor**	Slaybaugh ES	ES	New
Garfield	Garfield MS	MS	New
Harrison	Harrison HS	HS	New
Hoboken	Salvatore R Calabro ES	ES	Rehab
Irvington	Augusta Kindergarten	ES	Add/Rehab
Irvington	Mt Vernon Ave ES	ES	New
Irvington	University 6 ES	ES	Rehab
Jersey City	Heights MS #7	MS	New
Long Branch	Gregory ES	ES	New
Long Branch	Long Branch HS	HS	New
New Brunswick	McKinley K Center #3	ES	New
Newark	First Avenue	ES	New
Trenton	Parker ES	ES	Add/Rehab
Union City	Union City ECC	ECC	New
Vineland	Veterans Memorial	MS	Add/Rehab
West New York	West New York ES #4	ES	New

*Demonstration project, incorporating community features and coordinated with wider economic development. Managed by a municipal redevelopment entity and a redeveloper/developer. SDA provides 100% funding and oversight.
 **SDA manages previously approved projects in Regular Operating Districts receiving 55% or more of their budgets from state aid

APPENDIX C

Attachments

Completed Projects (Jan. 1, 2007 to Sept. 30, 2007)

SDA-Managed

Section 13 Grants

Section 15 Grants

Demonstration Projects

**SDA Managed - Completed Projects
January 1 - September 30, 2007**

	District	School	Project #	Construction Type	Design Execution Date	Construction NTP Date	Substantial Completion Date
1	Jersey City	William L. Dickinson H.S.	2390-080-04-00DG	Rehab to Existing Facility	05/17/04	01/25/05	03/01/07
2	Jersey City	Number 5 E.S.	2390-110-04-00DD	Rehab to Existing Facility	05/17/04	01/25/05	03/01/07
3	Jersey City	Number 22 E.S.	2390-200-04-00DB	Rehab to Existing Facility	05/17/04	04/26/05	03/01/07
4	Jersey City	Rafael de J. Cordero No. 37 E.S.	2390-300-04-00DE	Rehab to Existing Facility	05/17/04	02/16/05	03/01/07
5	Jersey City	Alexander D. Sullivan No. 30 E.S.	2390-320-04-00DC	Rehab to Existing Facility	05/17/04	12/01/04	03/01/07
6	Jersey City	James F. Murray No. 38 E.S.	2390-350-04-00RP	Rehab to Existing Facility	05/17/04	12/01/04	03/01/07
7	Jersey City	James J. Ferris H.S.	2390-060-01-1041	Rehab to Existing Facility	03/12/01	09/26/02	04/01/07
8	Trenton	Parker E.S.	5210-270-01-0916	Addition/Renovation	06/27/02	12/19/03	04/20/07
9	Irvington	University Six School	2330-137-01-0720	Rehab to Existing Facility	11/25/03	04/29/05	04/30/07
10	Neptune Township	Summerfield E.S.	3510-100-03-0837	New Construction	08/02/02	07/16/04	05/01/07
11	Burlington City	Wilbur Watts Intermediate School	0600-085-01-0958	New Construction	12/16/02	03/24/04	05/01/07
12	Garfield	New Middle School	1700-n01-02-0114	New Construction	05/30/03	09/30/04	05/01/07
13	Vineland City	Veterans Memorial Intermediate Sch	5390-060-03-0490	Addition/Renovation	08/21/03	01/20/05	05/01/07
14	West New York	Number 4 E.S.	5670-080-01-0557	New Construction	07/31/03	01/06/05	05/01/07
15	Jersey City	Heights Middle School (-N03)	2390-N03-99-0147	New Construction	03/11/02	11/25/03	05/01/07
16	Vineland City	Pauline J. Petway Elementary School #1	5390-N03-02-0589	New Construction	08/07/03	12/01/04	06/01/07
17	Harrison	New Harrison High School (-x01)	2060-x01-01-0832	New Construction	03/13/03	11/15/04	06/01/07
18	Irvington	Augusta E.S.	2330-070-03-0754	Addition and Rehab of Existing Facility	12/05/03	09/23/05	06/15/07
19	Long Branch	Gregory E.S.	2770-110-02-0115	New Construction	10/28/03	06/09/05	06/27/07
20	Irvington Township	Mt. Vernon Avenue E.S.	2330-130-02-0432	New Construction	05/22/03	01/04/05	08/01/07
21	Long Branch	New H.S. (-x03)	2770-x03-01-0635	New Construction	03/04/02	01/03/04	08/01/07
22	Hoboken	Salvatore R. Calabro, No. 4 E.S.	2210-063-01-0780	Rehab of Existing Facility	10/17/03	07/12/06	08/10/07
23	New Brunswick	K Center 3	3530-N03-03-0278	New Construction	11/26/03	04/13/06	08/10/07
24	Newark	New First Avenue	3570-x02-01-0618	New Construction	04/28/03	10/07/05	08/24/07
25	Union City (Hudson Co.)	Schlemm Early Childhood Center	5240-E01-01-0562	New Construction	07/28/03	02/18/05	09/01/07

Regular Operating Districts

1	Egg Harbor Township	Slaybaugh ES	1310-N03-05-0AEA	New Construction	11/01/05	03/23/06	08/24/07
2	Clark	Arthur L. Johnson HS	0850-005-04-000V	Rehab of Existing Facility	12/09/03	07/19/05	09/01/07
3	Clark	Hehnlly ES	0850-030-04-000T	Addition and Rehab of Existing Facility	12/09/03	07/19/05	09/01/07
4	Clark	Kumpf MS	0850-035-04-000U	Rehab of Existing Facility	12/09/03	07/19/05	09/01/07
5	Clark	Valley ES	0850-040-04-000W	Rehab of Existing Facility	12/09/03	07/19/05	09/01/07
6	Egg Harbor Township	Davenport ES # 2	1310-N02-05-0ADZ	New Construction	11/01/05	03/23/06	09/05/07

Closed Out Section 13A Detail - Jan. 1 through Sep. 30, 2007

Total			32		
County	District	School	SCC Project Number	Execution Date	Close Out Date
Essex	City Of Orange Township	Orange H.S.	3880-050-01-0966	05/05/04	01/16/07
Essex	City Of Orange Township	Oakwood Avenue E.S.	3880-110-04-00AK	05/05/04	01/16/07
Essex	City Of Orange Township	Heywood Avenue E.S.	3880-090-04-00AI	05/05/04	01/16/07
Essex	City Of Orange Township	Forest Street E.S.	3880-080-04-00AJ	05/05/04	01/16/07
Essex	East Orange	Mildred B. Garvin MicroSociety Sch	1210-100-02-0613	03/15/06	01/30/07
Cumberland	Vineland City	Cunningham E.S.	5390-090-04-0AND	9/2/2005	01/31/07
Essex	Newark	John F. Kennedy H.S.	3570-477-04-00RZ	08/03/04	02/22/07
Burlington	Burlington City	Burlington City H.S.	0600-020-01-0957	03/14/07	03/21/07
Essex	Irvington Township	University M.S.	2330-135-04-00RT	11/02/04	04/03/07
Essex	Irvington Township	Thurgood G. Marshall E.S.	2330-125-04-00SD	11/02/04	04/03/07
Essex	Irvington Township	Union Avenue M.S.	2330-140-04-00RQ	11/02/04	04/03/07
Hudson	Jersey City	Number 1 E.S.	2390-085-01-1186	04/20/01	04/04/07
Hudson	Jersey City	Martin Luther King, Jr. No. 11 ES	2390-140-01-1040	04/20/01	04/04/07
Hudson	Jersey City	Dr. Ronald E. Mc Nair/Academic H.S.	2390-075-00-0694	04/20/01	04/04/07
Hudson	Jersey City	Number 20 E.S.	2390-190-01-1189	04/20/01	04/04/07
Essex	Newark	Malcolm X. Shabazz H.S.	3570-050-04-00OY	06/25/04	04/11/07
Salem	Penns Grove-Carneys Point Regional	Field Street E.S.	4070-090-05-0AKP	5/2/2005	04/27/07
Salem	Penns Grove-Carneys Point Regional	Penns Grove M.S.	4070-105-05-0AMV	5/16/2005	05/03/07
Salem	Salem City	Salem M.S.	4630-090-02-0514	11/6/2002	05/04/07
Essex	Newark	Madison E.S.	3570-500-04-00OU	06/25/04	05/08/07
Essex	Newark	Samuel L. Berliner	3570-635-04-00SA	08/03/04	05/08/07
Hudson	Union City (Hudson Co.)	Veteran's Memorial Elementary School	5240-118-05-0ARW	7/11/2005	05/23/07
Burlington	Pemberton Township	Marcus W. Newcomb M.S.	4050-060-04-0AAG	12/3/2004	06/12/07
Essex	Newark	Technology H.S.	3570-056-04-00EC	05/03/04	06/27/07
Hudson	Jersey City	P.S. #35 JC Learning Ctr	2390-912-01-1187	04/20/01	06/27/07
Hudson	Jersey City	Number 29 E.S.	2390-260-01-1190	04/20/01	06/27/07
Hudson	Jersey City	Frank R. Conwell No. 3 E.S.	2390-100-01-1255	04/20/01	06/27/07
Hudson	Jersey City	Number 33 E.S.	2390-270-01-1191	04/20/01	06/27/07
Essex	Newark	Hawthorne Avenue E.S.	3570-470-04-00LA	06/04/04	07/13/07
	Newark	Science H.S.	3570-055-04-00CR	05/03/04	08/13/07
Middlesex	Perth Amboy	Early Childhood Center II	4090-E01-01-0724	6/14/2006	09/04/07
Essex	City Of Orange Township	Heywood Avenue E.S.	3880-090-01-9056	02/20/02	09/06/07

**SDA Demonstration Projects - Completed Projects
January 1 - September 30, 2007**

District	School	Project #	Construction Type	Design Execution Date	Construction NTP Date	Substantial Completion Date
1 Camden	Catto Community ES	0680-140-01-0939	New Construction	n/a	n/a	08/01/07

APPENDIX D

Attachments

Completed Projects (from inception) by Legislative District

Completed Projects by Legislative District
Summary by Legislative District

Legislative District	Completed Projects	Funds Expended on behalf of District
1	67	\$150,110,453
2	36	\$25,036,324
3	78	\$64,250,915
4	22	\$34,692,075
5	150	\$98,168,446
6	60	\$19,650,858
7	15	\$28,531,668
8	38	\$49,876,544
9	30	\$88,320,317
10	26	\$17,367,059
11	74	\$276,573,151
12	35	\$24,827,633
13	55	\$39,494,919
14	32	\$16,109,410
15	39	\$106,710,356
16	44	\$27,424,360
17	36	\$45,787,939
18	96	\$34,747,390
19	28	\$69,741,977
20	50	\$235,641,730
21	56	\$22,709,415
22	53	\$62,912,383
23	84	\$82,982,123
24	65	\$26,989,787
25	47	\$22,957,678
26	77	\$21,010,736
27	41	\$50,376,032
28	55	\$26,294,450
29	1	\$2,321,440
30	66	\$25,075,500
32	39	\$15,027,759
33	42	\$120,470,287
34	81	\$70,562,738

35	56	\$209,600,778
36	56	\$112,943,648
37	35	\$16,511,011
38	47	\$14,967,332
39	47	\$30,547,776
40	54	\$41,672,774
1, 2, 9	1	\$9,770,400
1, 3	1	\$165,997
10, 11, 12, 13, 30	6	\$988,720
10, 30, 9	8	\$942,824
10, 9	7	\$9,999,276
11, 12	5	\$323,847
12, 14, 15, 30	2	\$1,770,108
13, 14, 17, 18, 19, 22	2	\$11,370,031
16, 17, 21, 22	1	\$474,312
16, 21, 24, 25, 26	6	\$6,371,077
16, 24, 25	11	\$1,361,180
20, 21, 22, 29	2	\$5,333,233
21, 26	8	\$6,433,580
23, 24	1	\$207,423
27, 28, 29	98	\$244,019,105
3, 4	1	\$13,122
3, 4, 5	1	\$3,250,428
3, 5	2	\$6,309,041
30, 7, 8, 9	1	\$9,542,753
31, 32, 33	55	\$192,472,237
32, 35, 36, 37, 38, 39, 40	11	\$5,691,260
4, 5	1	\$879,777
Grand Total	2244	\$2,946,686,900

Completed Projects by Legislative District
Detail by Legislative District

Legislative District	District	Completed Projects	Funds Expended on behalf of District
1	Avalon	1	\$1,612,071
	Buena Regional	6	\$3,110,055
	Cape May City	2	\$181,880
	Cape May County Special Services District	5	\$460,734
	Cape May County Vocational School District	1	\$1,127,869
	Dennis Township	2	\$5,536,702
	Lower Cape May Regional	2	\$4,105,543
	Middle Township	4	\$10,310,288
	Millville	14	\$52,309,296
	North Wildwood City	1	\$128,547
	Ocean City	2	\$277,054
	Sea Isle City	1	\$127,171
	Somers Point	3	\$941,923
	Stone Harbor	3	\$423,471
	Upper Township	1	\$208,141
	Vineland City	18	\$68,962,668
	Wildwood Crest	1	\$287,040
1 Total		67	\$150,110,453
2	Absecon City	4	\$1,459,740
	Atlantic City	3	\$5,516,200
	Brigantine City	1	\$183,748
	Egg Harbor Township	1	\$98,984
	Estell Manor City	2	\$1,072,025
	Galloway Township	10	\$2,027,647
	Hamilton Township - Atlantic	5	\$8,221,930
	Margate City	2	\$679,649
	Mullica Township	1	\$157,611
	Pleasantville	6	\$5,386,225
	Weymouth Township	1	\$232,565
2 Total		36	\$25,036,324
3	Bridgeton	13	\$29,192,434
	Clayton	4	\$1,887,272
	Clearview Regional	1	\$5,423,759
	Commercial Township	4	\$69,809
	Deerfield Township	1	\$2,037,843
	Downe Township	1	\$9,255

	East Greenwich Township	2	\$2,792,754
	Elk Township	1	\$6,275
	Fairfield Township - Cumberland	1	\$349,524
	Greenwich Township - Cumberland	1	\$10,212
	Harrison Township	1	\$1,455,505
	Hopewell Township	1	\$1,287,837
	Kingsway Regional High	1	\$6,054,245
	Lower Alloways Creek Township	1	\$94,282
	Paulsboro	3	\$0
	Penns Grove-Carneys Point Regional	3	\$166,147
	Pennsville Township	3	\$133,000
	Pittsgrove Township	7	\$1,860,546
	Quinton Township	1	\$61,853
	Salem City	4	\$416,214
	Salem Co Special Services School District	1	\$15,090
	Salem County Vocational School District	1	\$15,854
	South Harrison Township	4	\$609,549
	Swedesboro-Woolwich	2	\$9,528,166
	Upper Deerfield Township	2	\$276,722
	Upper Pittsgrove Township	2	\$21,877
	West Deptford Township	9	\$179,324
	Woodstown-Pilesgrove Regional	3	\$295,568
	3 Total	78	\$64,250,915

4	Clementon Borough	1	\$160,638
	Franklin Township - Gloucester	1	\$40,633
	Glassboro	8	\$9,138,119
	Gloucester Township	4	\$4,837,096
	Lindenwold Borough	1	\$344,143
	Monroe Township - Gloucester	3	\$14,401,908
	Pitman	1	\$165,892
	Washington Township - Gloucester	3	\$5,603,646
	4 Total	22	\$34,692,075

5	Bellmawr Borough	4	\$345,403
	Brooklawn	1	\$1,697,679
	Camden City	101	\$29,955,571
	Deptford Township	11	\$10,960,510
	Gloucester City	9	\$50,474,726
	Haddon Heights	6	\$86,671
	Magnolia Borough	1	\$154,333
	Somerdale Borough	1	\$56,086
	Sterling High School District	1	\$40,556
	Stratford Borough	5	\$343,760
	Woodbury	8	\$1,159,391
	Woodlynne Borough	2	\$2,893,761
	5 Total	150	\$98,168,446

6	Cherry Hill Township	26	\$1,011,303
	Chesilhurst Borough	1	\$25,666
	Collingswood Borough	10	\$637,168
	Eastern Camden County Regional	2	\$1,304,164
	Gibbsboro	2	\$2,292,963
	Haddon Township	4	\$5,341,812

	Haddonfield Borough	6	\$5,192,495
	Voorhees Township	5	\$3,012,221
	Waterford Township	1	\$40,488
	Winslow Township	3	\$792,578
	6 Total	60	\$19,650,858

7	Burlington City	7	\$13,493,852
	Burlington Township	1	\$1,474,994
	Cinnaminson Township	1	\$40,018
	Delanco Township	1	\$974,075
	Delran Township	2	\$1,392,199
	Mount Holly Township	1	\$995,138
	Riverside Township	1	\$9,161,392
	Riverton Borough	1	\$1,000,000
	7 Total	15	\$28,531,668

8	Lumberton Township	4	\$5,291,907
	Mansfield Township - Burlington	1	\$4,982,880
	Medford Lakes Borough	2	\$2,100,022
	Medford Township	7	\$8,584,019
	Moorestown Township	3	\$2,230,195
	Mount Laurel Township	4	\$6,070,267
	Pemberton Township	12	\$17,016,845
	Shamong Township	3	\$2,763,011
	Southampton Township	2	\$837,398
	8 Total	38	\$49,876,544

9	Barneget Township	1	\$30,710,587
	Berkeley Township	2	\$3,044,566
	Central Regional	2	\$6,432,885
	Hammonton Town	2	\$12,228,898
	Lacey Township	5	\$3,472,131
	Lakehurst	2	\$854,713
	Little Egg Harbor Township	1	\$32,126
	Long Beach Island	6	\$474,083
	Manchester Township	3	\$29,089,852
	Ocean Township - Ocean	1	\$89,754
	Pinelands Regional	3	\$278,053
	Stafford Township	1	\$333,635
	Tuckerton Borough	1	\$1,279,035
	9 Total	30	\$88,320,317

10	Brick Township	13	\$8,251,433
	Island Heights	1	\$306,493
	Manasquan	1	\$35,956
	Point Pleasant Beach	2	\$3,512,653
	Point Pleasant Borough	8	\$5,123,816
	Seaside Heights Borough	1	\$136,708
	10 Total	26	\$17,367,059

11	Asbury Park	6	\$25,001,946
	Atlantic Highlands	1	\$2,083,130
	Avon Borough	1	\$6,255
	Belmar	2	\$2,054,470

	Bradley Beach	1	\$180,035
	Brielle Borough	2	\$3,523,888
	Deal Borough	1	\$11,134
	Henry Hudson Regional School	1	\$4,259,291
	Highlands Borough	2	\$102,548
	Long Branch	22	\$141,411,165
	Monmouth Beach	1	\$1,138,020
	Neptune Township	19	\$86,242,377
	Ocean Township - Monmouth	6	\$6,573,078
	Sea Girt Borough	2	\$918,976
	Shore Regional High School District	1	\$118,335
	Wall Township	5	\$899,189
	West Long Branch	1	\$2,049,313
	11 Total	74	\$276,573,151

12	Colts Neck Township	1	\$83,233
	East Windsor Regional	6	\$2,947,403
	Fair Haven Borough	2	\$194,078
	Freehold Borough	1	\$210,016
	Freehold Regional High School District	8	\$784,705
	Freehold Township	8	\$12,574,779
	Little Silver Borough	3	\$3,578,311
	Millstone Township	1	\$20,748
	Oceanport Borough	2	\$35,861
	Red Bank Regional H.S. Dist.	1	\$4,267,314
	Shrewsbury Borough	1	\$0
	Tinton Falls	1	\$131,185
	12 Total	35	\$24,827,633

13	Hazlet Township	2	\$251,681
	Holmdel Township	2	\$665,758
	Keansburg Borough	7	\$9,065,498
	Keyport	4	\$452,596
	Matawan-Aberdeen Regional	12	\$8,089,368
	Middletown Township	9	\$2,838,064
	Old Bridge Township	15	\$16,437,267
	Union Beach Borough	4	\$1,694,688
	13 Total	55	\$39,494,919

14	Cranbury Township	3	\$1,429,963
	Hamilton Township - Mercer	15	\$9,365,520
	Jamesburg	2	\$285,150
	South Brunswick Township	12	\$5,028,778
	14 Total	32	\$16,109,410

15	Hopewell Valley Regional	5	\$9,060,418
	Lawrence Township - Mercer	10	\$2,228,773
	Princeton Regional	3	\$4,507,306
	Trenton	21	\$90,913,858
	15 Total	39	\$106,710,356

16	Bernards Township	4	\$894,808
	Bound Brook Borough	5	\$284,780
	Branchburg Township	5	\$1,099,973

	Bridgewater-Raritan Regional	9	\$7,289,285
	Hillsborough Township	5	\$8,209,821
	Manville Borough	4	\$867,283
	Mendham Borough	2	\$3,806,700
	Somerset Hills Regional	3	\$1,468,185
	Somerville Borough	3	\$86,924
	South Bound Brook Borough	4	\$3,416,602
	16 Total	44	\$27,424,360

17	Franklin Township - Somerset	11	\$17,834,534
	Highland Park	1	\$63,400
	New Brunswick	23	\$27,876,004
	Piscataway Township	1	\$14,000
	17 Total	36	\$45,787,939

18	East Brunswick Township	9	\$11,848,883
	Edison Township	71	\$9,004,672
	Metuchen	3	\$219,933
	South Plainfield	9	\$6,339,950
	South River	1	\$3,220,920
	Spotswood	3	\$4,113,033
	18 Total	96	\$34,747,390

19	Perth Amboy	16	\$61,638,992
	Sayreville	6	\$7,786,074
	South Amboy	1	\$92,179
	Woodbridge Township	5	\$224,732
	19 Total	28	\$69,741,977

20	Elizabeth	41	\$225,395,430
	Union Township (Union Co.)	9	\$10,246,300
	20 Total	50	\$235,641,730

21	Berkeley Heights	7	\$2,738,089
	Cranford Township	6	\$1,176,569
	Garwood	2	\$2,815,937
	Harding Township	1	\$264,919
	Madison	3	\$352,979
	Millburn Township	9	\$7,533,539
	Mountainside	2	\$1,813,236
	Roselle Park	2	\$494,097
	Springfield Township - Union	1	\$128,775
	Summit City	5	\$570,385
	Warren Township	9	\$1,421,750
	Watchung Borough	5	\$3,052,540
	Watchung Hills Regional	2	\$201,681
	Westfield	2	\$144,919
	21 Total	56	\$22,709,415

22	Clark Township	1	\$0
	Dunellen	3	\$3,013,654
	Green Brook Township	2	\$6,257,922
	Linden	11	\$1,429,122
	Middlesex Borough	3	\$403,589

	North Plainfield Borough	7	\$2,159,296
	Plainfield	11	\$41,756,446
	Rahway	6	\$208,359
	Scotch Plains-Fanwood	9	\$7,683,996
	22 Total	53	\$62,912,383

23	Alexandria Township	3	\$1,648,024
	Allamuchy Township	2	\$102,379
	Belvidere	1	\$47,016
	Bethlehem Township	2	\$2,127,285
	Blairstown Township	2	\$130,294
	Clinton Town	2	\$1,634,425
	Clinton Township	3	\$309,417
	Delaware Township	7	\$2,260,017
	Delaware Valley Regional High	1	\$28,500
	East Amwell Township	1	\$31,360
	Flemington-Raritan Regional	7	\$5,863,364
	Franklin Township - Warren	1	\$1,466,280
	Frenchtown Borough	1	\$959,980
	Great Meadows Regional	4	\$108,095
	Greenwich Township - Warren	1	\$2,415,635
	Hackettstown	1	\$2,096,833
	Harmony Township	1	\$27,000
	Holland Township	1	\$141,636
	Hope Township	3	\$856,435
	Hunterdon Central Regional	5	\$711,695
	Kingwood Township	1	\$1,175,720
	Lebanon Township	3	\$69,949
	Lopatcong Township	1	\$9,836
	Mansfield Township - Warren	1	\$23,544
	Phillipsburg	12	\$51,954,610
	Pohatcong Township	1	\$45,710
	Readington Township	3	\$1,793,990
	South Hunterdon Regional	2	\$322,755
Union (Hunterdon Co.)	1	\$16,800	
Warren County Vocational School District	1	\$2,515,741	
Warren Hills Regional High	4	\$543,410	
Washington Borough	1	\$114,936	
West Amwell Township	2	\$1,090,967	
White Township	2	\$338,487	
	23 Total	84	\$82,982,123

24	Byram Township	1	\$4,609,200
	Chester Township	3	\$184,038
	Frankford Township	1	\$18,710
	Franklin Borough	2	\$176,005
	Green Township	1	\$2,226,690
	Hamburg Borough	3	\$1,675,581
	Hardyston Township	1	\$540,000
	Hopatcong Borough	1	\$42,126
	Kittatinny Regional	5	\$3,602,582
	Lafayette Township	1	\$1,422,102
	Lenape Valley Regional High School District	1	\$175,287
	Montague	2	\$69,378

	Mount Olive Township	2	\$128,144
	Netcong	6	\$520,945
	Newton	3	\$4,347,094
	Ogdensburg Borough	5	\$360,665
	Sandyston-Walpack Township	2	\$195,102
	Sparta Township	3	\$744,400
	Stanhope Borough	2	\$2,219,002
	Stillwater Township	4	\$82,138
	Sussex-Wantage Regional	3	\$95,394
	Vernon Township	8	\$472,511
	Walkill Valley Regional	1	\$2,896,597
	Washington Township - Morris	4	\$186,097
	24 Total	65	\$26,989,787

25	Boonton Town	3	\$307,288
	Boonton Township	2	\$100,325
	Denville Township	2	\$1,667
	Dover Town	1	\$225,436
	Jefferson Township	2	\$8,371,943
	Mendham Township	6	\$6,112,307
	Mine Hill Township	1	\$1,366,156
	Morris School District	9	\$803,962
	Mountain Lakes	7	\$341,601
	Randolph Township	4	\$422,880
	Rockaway Borough	2	\$260,808
	Rockaway Township	1	\$211,440
	Roxbury Township	6	\$4,277,991
	Wharton Borough	1	\$153,876
	25 Total	47	\$22,957,678

26	Bloomington	2	\$146,417
	Butler	9	\$3,073,185
	East Hanover Township	2	\$2,033,613
	Florham Park	3	\$2,913,301
	Hanover Park Regional High School District	3	\$137,506
	Hanover Township	10	\$2,225,386
	Kinnelon Borough	1	\$295,896
	Lincoln Park Borough	3	\$275,161
	Montville Township	7	\$3,586,949
	Morris Plains	1	\$807,916
	Parsippany-Troy Hills Township	11	\$1,898,072
	Pequannock Township	6	\$322,798
	Pompton Lakes	1	\$33,383
	Riverdale	1	\$1,500,172
	West Milford Township	17	\$1,760,981
	26 Total	77	\$21,010,736

27	Caldwell-West Caldwell	7	\$579,542
	City Of Orange Township	13	\$37,889,623
	Essex Fells	1	\$24,280
	Fairfield Township - Essex	2	\$1,017,506
	Livingston Township	5	\$4,551,481
	North Caldwell	2	\$1,059,539
	South Orange-Maplewood	5	\$906,408

	West Orange	6	\$4,347,653
	27 Total	41	\$50,376,032
28	Belleville	13	\$849,762
	Bloomfield Township	22	\$565,092
	Irvington Township	20	\$24,879,596
	28 Total	55	\$26,294,450
29	Hillside Township	1	\$2,321,440
	29 Total	1	\$2,321,440
30	Bordentown Regional School District	5	\$1,697,490
	Chesterfield Township	1	\$3,691
	Farmingdale Borough	1	\$34,000
	Howell Township	37	\$6,861,603
	Jackson Township	7	\$2,279,495
	Plumsted Township	5	\$5,943,456
	Roosevelt Borough	2	\$46,298
	Upper Freehold Regional	3	\$585,980
	Washington Township - Mercer	5	\$7,623,486
	30 Total	66	\$25,075,500
32	Harrison	4	\$3,793,211
	Kearny	25	\$6,966,356
	North Bergen	4	\$1,568,948
	Secaucus	6	\$2,699,244
	32 Total	39	\$15,027,759
33	Hoboken	7	\$30,312,018
	Union City (Hudson Co.)	22	\$37,774,019
	Weehawken Township	3	\$3,409,764
	West New York	10	\$48,974,487
	33 Total	42	\$120,470,287
34	Clifton	6	\$311,343
	East Orange	20	\$61,878,429
	Glen Ridge	3	\$2,772,302
	Montclair	50	\$4,542,525
	West Paterson	2	\$1,058,139
	34 Total	81	\$70,562,738
35	Glen Rock	7	\$1,461,600
	Haledon	2	\$248,748
	Passaic County Manchester Regional	2	\$209,229
	Paterson	43	\$201,586,046
	Prospect Park	1	\$5,610,218
	Totowa	1	\$484,938
	35 Total	56	\$209,600,778
36	East Rutherford	2	\$3,333,756
	Garfield	14	\$17,789,509
	Lyndhurst Township	2	\$2,706,757
	Moonachie	1	\$52,012
	North Arlington	7	\$431,592

	Nutley	2	\$1,829,251
	Passaic City	21	\$81,240,234
	Rutherford	4	\$2,089,697
	Wallington	1	\$52,840
	Wood-Ridge	2	\$3,418,000
	36 Total	56	\$112,943,648

37	Bergenfield	11	\$183,362
	Bogota	2	\$3,458,877
	Englewood Cliffs	2	\$305,400
	Hackensack	5	\$4,035,375
	Leonia	2	\$2,124,220
	Maywood	1	\$35,906
	Palisades Park	2	\$112,358
	Ridgefield Park	2	\$106,795
	Rochelle Park	1	\$1,516,440
	Tenafly	7	\$4,632,279
	37 Total	35	\$16,511,011

38	Cliffside Park	3	\$509,759
	Fair Lawn	17	\$7,457,356
	Hasbrouck Heights	1	\$77,028
	Little Ferry	4	\$93,590
	Lodi	12	\$979,652
	Saddle Brook Township	10	\$5,849,948
	38 Total	47	\$14,967,332

39	Allendale	2	\$2,110,629
	Alpine	2	\$193,188
	Closter	2	\$161,703
	Dumont	2	\$765,974
	Emerson	1	\$136,251
	Hillsdale	4	\$1,979,829
	Montvale	3	\$2,156,266
	New Milford	4	\$3,965,150
	Northern Highlands Regional	1	\$2,984,005
	Northern Valley Regional	1	\$3,467,523
	Northvale	2	\$1,717,284
	Norwood	1	\$62,711
	Park Ridge	4	\$140,720
	River Dell Regional High School District	1	\$116,416
	River Edge	3	\$1,460,320
	River Vale	3	\$5,839,875
	Saddle River	1	\$112,681
	Waldwick	7	\$3,005,557
	Westwood Regional School District	2	\$88,926
	Woodcliff Lake	1	\$82,768
	39 Total	47	\$30,547,776

40	Cedar Grove Township	2	\$2,628,293
	Franklin Lakes	4	\$3,355,492
	Lakeland Regional	1	\$2,536,480
	Little Falls Township	6	\$1,960,613
	Mahwah Township	3	\$7,759,825

	Midland Park Borough	2	\$797,289
	Oakland	5	\$316,501
	Ramapo Indian Hills Regional High School District	4	\$15,925,905
	Ridgewood Village	13	\$1,555,755
	Verona	1	\$157,428
	Wayne Township	8	\$4,359,087
	Wyckoff Township	5	\$320,107
	40 Total	54	\$41,672,774
1, 2, 9	Atlantic Cty Spec Serv Sch Dist	1	\$9,770,400
1, 3	Cumberland County Vocational School District	1	\$165,997
10, 11, 12, 13, 30	Monmouth County Vocational School District	6	\$988,720
10, 30, 9	Ocean County Vocational School District	8	\$942,824
10, 9	Toms River Regional	7	\$9,999,276
11, 12	Rumson-Fair Haven Regional H.S. Dist.	5	\$323,847
12, 14, 15, 30	Mercer County Special Services School District	2	\$1,770,108
13, 14, 17, 18, 19, 22	Middlesex County Vocational School District	2	\$11,370,031
16, 17, 21, 22	Somerset County Vocational School District	1	\$474,312
16, 21, 24, 25, 26	Morris County Vocational School District	6	\$6,371,077
16, 24, 25	West Morris Regional High School District	11	\$1,361,180
20, 21, 22, 29	Union County Vocational School District	2	\$5,333,233
21, 26	Chathams, Sch Dist Of The	8	\$6,433,580
23, 24	North Hunterdon/Voorhees Reg High	1	\$207,423
27, 28, 29	Newark	98	\$244,019,105
3, 4	Delsea Regional High School District	1	\$13,122
3, 4, 5	Gloucester County Special Services School District	1	\$3,250,428
3, 5	Gateway Regional	2	\$6,309,041
30, 7, 8, 9	Burlington County Vocational School District	1	\$9,542,753
31, 32, 33	Hudson County Vocational School District	2	\$60,205
	Jersey City	53	\$192,412,032
	31, 32, 33 Total	55	\$192,472,237
32, 35, 36, 37, 38, 39, 40	Bergen County Special Services District	3	\$1,777,333
	Bergen County Vocational School District	8	\$3,913,927
	32, 35, 36, 37, 38, 39, 40 Total	11	\$5,691,260

4, 5	Black Horse Pike Regional	1	\$879,777
Grand Total		2244	\$2,946,686,900

APPENDIX E

Attachments

[Active construction projects](#)

SDA Active Construction Projects (as of September 30, 2007)

ABBOTT		
School District	School Name	Construction Type
Bridgeton	Bridgeton Senior H.S.	Addition/Renovation
Burlington City	Burlington City H.S.	Addition/Renovation
Camden City	Early Childhood Development Center #25	New Construction
East Orange	Mildred B. Garvin MicroSociety Sch	Addition and Rehab of Existing Facility
East Orange	New ES #5 (-x05)	New Construction
Elizabeth	New pre K-8 #27	New Construction
Elizabeth	New pre K-8 #28	New Construction
Elizabeth	Number 21, Victor Mravlag E.S.	Addition and Rehab of Existing Facility
Jersey City	Number 34 E.S.	Rehab of Existing Facility
Neptune Township	Midtown Community Elementary School	New Construction
Newark	New Central High School (#x3)	New Construction
Newark	Speedway Ave.	New Construction
Newark	Various Emergent H&S Projects	Rehab of Existing Facility
Orange	Park Avenue ES	Addition/Renovation
Passaic City	New ES at Main Ave Site	New Construction
Paterson	International High School Academy (new)	New Construction
Paterson	Number 24 E.S.	Addition To Existing Facility
Perth Amboy	Early Childhood Center II	New Construction
Plainfield	Emerson E.S.	New Construction
Trenton	Martin Luther King/Jefferson School	New Construction
West New York	Number 2 E.S.	Rehab of Existing Facility
West New York	Number 3 E.S.	New Construction
Total		22

REGULAR OPERATING DISTRICTS*		
School District	School Name	Construction Type
Barneгат Township	Russell O. Brackman MS	Addition and Rehab of Existing Facility
Barneгат Township	New Barneгат HS – Addition	Addition To Existing Facility
Barneгат Township	New ES - Ronald Reagan	New Construction
Cumberland Regional	Cumberland Regional HS	Rehab of Existing Facility
Greater Egg Harbor	Oakcrest HS Auditorium Renovation	Rehab of Existing Facility
Total		5

Projects managed by SDA in districts receiving 55% or more of their budgets from state aid. Under August 2007 legislation establishing SDA, such districts will manage their own future projects.

APPENDIX F

Attachments

Capital Deferral Plan and Project Sequencing Strategy
as adopted in April 2007

APPENDIX G

Attachments

[Anticipated construction completion](#)

SDA

Anticipated Substantial Completion Dates Oct-07 to Sept-08

District	Project	Forecasted Sub. Comp.
Paterson	Number 24 E.S.	Jan-08
Plainfield	Emerson E.S./Major Construction	Jan-08
Greater Egg Harbor	Oakcrest HS - Auditorium Renovation	Feb-08
Newark	New Central High School (#x3)	Mar-08
Barneгат	HS – Addition	Mar-08
Cumberland Regional	Cumberland Regional HS	May-08
Paterson	International High School Academy (new)	May-08
Elizabeth	New pre K-8 #28	Jun-08
East Orange	Mildred B. Garvin MicroSociety Sch	Jun-08
Barneгат	New Ronald Reagan ES	Jul-08
Paterson	Roberto Clemente ES /K-1 Center	Jul-08
Camden City	Early Childhood Development Center #25	Jul-08
Neptune Township	Neptune Community School	Jul-08
Bridgeton	Bridgeton Senior H.S.	Aug-08
Elizabeth	New pre K-8 #27	Aug-08
Burlington City	Burlington City H.S.	Aug-08
Perth Amboy	Early Childhood Center II	Aug-08
Jersey City	Number 34 E.S.	Sep-08
Barneгат	Cecil S. Collins ES	Sep-08
Barneгат	Horbelt ES	Sep-08
Elizabeth	Number 21, Victor Mravlag E.S.	Sep-08
Camden City	H. B. Wilson E.S.	Oct-08
City Of Orange Township	Park Avenue E.S.	Nov-08
East Orange	New ES #5 (-x05)	Dec-08

Regular Operating District
SDA Managed Project

APPENDIX H

Attachments

New design and construction contracts

SDA New Design & Construction Contracts NTP (Notice to Proceed)

District	Description	Contract Date
Camden	Morgan Village Jr. HS Demo	1/22/07
East Orange	New ES #5	1/22/07
Union City	Sarah Gilmore ES #2 Demo/Remediation	1/22/07
Keansburg	Lorraine Place School Demo	2/15/07
Irvington	Irvington MS- Abatement/Demo	2/22/07
West New York	New PS #3	3/1/07
Union City	Magnet Integrated Arts School – Demo/Remed	3/2/07
Newark	Emergent – Sussex ES	3/28/07
Camden	Emergent – Camden HS	4/3/07
Newark	Phase II – Demo/Remed-University HS	4/9/07
Newark	Emergent – Carver ES	4/12/07
Jersey City	DTO-ECC #13	4/25/07
Perth Amboy	ECC II	5/24/07
Jersey City	PS #24 Demo/Abatement	5/29/07
Orange	Park Avenue ES	6/6/07
Harrison	Harrison HS – Expanded Site Work	6/12/07
Passaic	Abatement/Demolition for Roosevelt ES #10 & Jefferson ES	6/21/07
Paterson	International HS Swing Space Repairs – Don Bosco Academy	6/22/07
Camden	H.B. Wilson ES	6/28/07
Camden	DTO Dudley ES Demo/Abatement	7/10/07
Jersey City	Demo/Abatement PS #12,14, #20	7/18/07
East Orange	Repairs to Glenwood Avenue School/Mildred Barry Garvin Swing Space	7/25/07
Trenton	DTO – Jefferson ES – Asbestos Abatement & Demo	7/27/07
Newark	Emergent – Branch Brook ES	8/1/07
Newark	Emergent – Valisburg MS	8/1/07
West New York	PS #2	8/8/07
Greater Egg Harbor	Auditorium upgrades at Oakcrest	8/9/07
Newark	Emergent – Franklin ES	9/6/07
Newark	13 th Avenue School	9/14/07

APPENDIX I

Attachments

Number of school facility projects approved by DOE

**DOE
School Facility Project Approvals
Abbott Districts**

TOTALS		5			5	1	0	4	1	1
County	District Code	District	Project Number	School	School Facilities Project (SFP) Approval Date	New School	Addition	Rehab	Other Capital Project (OCP)	OCP Approval Date
Camden	0680	Camden City	0680-030-03-0823	Camden H.S.	08-Feb-07			X		
Essex	2330	Irvington	2330-140-04-3000	Union Avenue M.S.	26-Jan-07			X		
Mercer	5210	Trenton	5210-N06-04-1000	New Trenton Early Childhood Ctr	03-Jul-07	X				
Monmouth	0100	** Asbury Park	0100-010-07-1000	Asbury Park H.S.					X	01-May-07
Salem	4630	Salem City	4630-070-03-0935	John Fenwick E.S.	05-May-07			X		
Salem	4630	Salem City	4630-090-04-1000	Salem M.S.	07-Sep-07			X		

** Asbury Park H.S. Project was an Other Capital Project for an ineligible scope of work. Paid for by Non-District funding source.

Note: Other Capital Projects as defined in DOE Regs 6A:26-1.2 Definitions. "Other capital projects" means all projects, or portions thereof, that are not eligible for State support under EFCFA, including:

1. Capital projects for the construction or rehabilitation of other facilities;
2. Additions and improvements to leased school facilities, unless used as temporary space for a school facilities project in accordance with N.J.A.C. 6A:26-3.13;
3. Capital projects for which a district is not seeking State support;
4. Projects for which there are no costs eligible for State support;
5. Emergency stabilization.

"Other facilities" means athletic stadiums, grandstands, greenhouses, garages, facilities used for non-instructional or non-educational purposes, and any structure, building or facility used solely for school administration.

DOE
School Facility Project Approvals
Regular Operating Districts Over 55%

TOTALS		3			3	1	0	2	0	0
County	District Code	District	Project Number	School	School Facilities Project (SFP) Approval Date	New School	Addition	Rehab	Other Capital Project (OCP)	OCP Approval Date
Atlantic	1790	Greater Egg Harbor Reg. HS	1790-N01-04-1000	New High School	12-Apr-07	X				
Gloucester	4940	Delsea Reg. HS	4940-050-08-1000	Delsea Reg. H.S.	19-Oct-07			X		
Gloucester	4940	Delsea Reg. HS	4940-060-08-1000	Delsea Reg. M.S.	18-Oct-07			X		

Note: Other Capital Projects as defined in DOE Regs 6A:26-1.2 Definitions. “Other capital projects” means all projects, or portions thereof, that are not eligible for State support under EFCFA, including:
1. Capital projects for the construction or rehabilitation of other facilities; 2. Additions and improvements to leased school facilities, unless used as temporary space for a school facilities project in accordance with N.J.A.C. 6A:26-3.13; 3. Capital projects for which a district is not seeking State support; 4. Projects for which there are no costs eligible for State support; and 5. Emergency stabilization.
“Other facilities” means athletic stadiums, grandstands, greenhouses, garages, facilities used for non-instructional or non-educational purposes, and any structure, building or facility used solely for school administration.

DOE
School Facility Project Approvals
Regular Operating Districts Under 55%

TOTALS		256			101		7	28	249	155	155
County	District Code	District	Project Number	School	School Facilities Project (SFP) Approval Date	New School	Addition	Rehab	Other Capital Project (OCP)	OCP Approval Date	
Atlantic	0120	Atlantic Cty Voc. Sd	0120-010-07-1000	Atlantic Co. Inst. Of Technology	17-Jul-07		X	X			
Atlantic	1310	Egg Harbor Twp	1310-035-06-4000	E.H. Slaybaugh E.S.				X	X	09-Mar-07	
Atlantic	1940	Hamilton Twp	1940-055-07-1000	George L. Hess Educ Comp E.S.	28-Mar-07			X			
Atlantic	1940	Hamilton Twp	1940-060-07-1000	Joseph C. Shaner Memorial E.S.	28-Mar-07			X			
Atlantic	1940	Hamilton Twp	1940-120-07-1000	William Davies M.S.	27-Mar-07			X			
Atlantic	2680	Linwood City	2680-020-07-1000	Belhaven Avenue M.S.	05-Apr-07			X			
Bergen	0080	Alpine	0080-010-05-2000	Alpine Public E.S.				X	X	31-Jan-07	
Bergen	0290	Bergen Cty Voc. Sd	0290-020-07-1000	Bergen Acadamies-Hackensack			X	X	X	03-Jan-07	
Bergen	0290	Bergen Cty Voc. Sd	0290-070-07-1000	Vocational, Teterboro				X	X	21-Feb-07	
Bergen	0990	Cresskill	0990-040-07-1000	Cresskill H.S.				X	X	19-Mar-07	
Bergen	1270	Edgewater	1270-050-07-1000	Eleanor Van Gelder E.S.	13-Mar-07			X			
Bergen	1860	Hackensack	1860-N01-07-1000	New BOE Offices		X		X	X	21-Feb-07	
Bergen	2050	Harrington Park	2050-050-07-1000	Harrington Park E.S.	12-Mar-07			X			
Bergen	2080	Hasbrouck Heights	2080-050-07-1000	Hasbrouck Heights H.S.				X	X	20-Mar-07	
Bergen	2200	Ho-ho-kus	2200-050-07-1000	Ho-Ho-Kus E.S.				X	X	13-Mar-07	
Bergen	2200	Ho-ho-kus	2200-050-07-2000	Ho-Ho-Kus E.S.				X	X	09-May-07	
Bergen	2620	Leonia	2620-055-07-1000	Leonia M.S.				X	X	14-Mar-07	
Bergen	2860	Lyndhurst Twp	2860-N01-07-1000	New Lyndhurst M.S.		X			X	01-May-07	
Bergen	3550	New Milford	3550-050-07-1000	New Milford H.S.				X	X	09-Apr-07	
Bergen	3760	Oakland	3760-040-07-1000	Dogwood Hill E.S.				X	X	27-Mar-07	
Bergen	3760	Oakland	3760-050-07-1000	Heights E.S.				X	X	27-Mar-07	
Bergen	3760	Oakland	3760-060-07-1000	Manito E.S.				X	X	27-Mar-07	
Bergen	3760	Oakland	3760-080-07-1000	Valley M.S.				X	X	27-Mar-07	
Bergen	3760	Oakland	3760-080-07-3000	Valley M.S.				X	X	27-Mar-07	
Bergen	3930	Paramus	3930-065-07-1000	East Brook M.S.	23-Feb-07			X			
Bergen	3930	Paramus	3930-080-07-1000	Memorial E.S.	16-Feb-07			X			
Bergen	3930	Paramus	3930-080-07-2000	Memorial E.S.	16-Feb-07			X			
Bergen	3930	Paramus	3930-090-07-1000	Midland E.S.	20-Feb-07			X			
Bergen	3930	Paramus	3930-050-07-1000	Paramus H.S.	16-Feb-07			X			
Bergen	3930	Paramus	3930-050-07-2000	Paramus H.S.	16-Feb-07			X			
Bergen	3930	Paramus	3930-100-07-1000	Parkway E.S.	15-Feb-07			X			
Bergen	3930	Paramus	3930-100-07-2000	Parkway E.S.	15-Feb-07			X			
Bergen	3930	Paramus	3930-110-07-1000	Ridge Ranch E.S.	15-Feb-07			X			
Bergen	3930	Paramus	3930-110-07-2000	Ridge Ranch E.S.	15-Feb-07			X			
Bergen	3930	Paramus	3930-130-07-1000	Stony Lane E.S.	15-Feb-07			X			
Bergen	3930	Paramus	3930-130-07-2000	Stony Lane E.S.	15-Feb-07			X			
Bergen	3930	Paramus	3930-060-07-1000	West Brook M.S.	23-Feb-07			X			
Bergen	4300	Ramapo Indian Hills Reg. Hs	4300-030-07-5000	Indian Hills H.S.				X	X	09-May-07	
Bergen	4300	Ramapo Indian Hills Reg. Hs	4300-050-07-7000	Ramapo H.S.				X	X	09-May-07	

Note: Other Capital Projects as defined in DOE Regs 6A:26-1.2 Definitions. "Other capital projects" means all projects, or portions thereof, that are not eligible for State support under EFCFA, including:

1. Capital projects for the construction or rehabilitation of other facilities;
2. Additions and improvements to leased school facilities, unless used as temporary space for a school facilities project in accordance with N.J.A.C. 6A:26-3.13;
3. Capital projects for which a district is not seeking State support;
4. Projects for which there are no costs eligible for State support; and
5. Emergency stabilization.

"Other facilities" means athletic stadiums, grandstands, greenhouses, garages, facilities used for non-instructional or non-educational purposes, and any structure, building or facility used solely for school administration.

Bergen	4390	Ridgewood Village	4390-060-07-1000	Benjamin Franklin M.S				X	X	28-Feb-07
Bergen	4390	Ridgewood Village	4390-090-07-1000	Ridge E.S.				X	X	27-Feb-07
Bergen	4390	Ridgewood Village	4390-050-07-1000	Ridgewood H.S.				X	X	28-Feb-07
Bergen	4430	River Vale	4430-060-07-1000	Roberge E.S.				X	X	23-Mar-07
Bergen	5755	Westwood Reg. Sd	5755-060-07-1000	Berkeley Avenue E.S.				X	X	07-May-07
Bergen	5920	Wyckoff Twp	5920-025-07-1000	Dwight D. Eisenhower M.S.				X	X	03-May-07
Burlington	0830	Chesterfield Twp	0830-N02-07-1000	New Elementary School (PK-6)	19-Sep-07	X				
Burlington	4320	Rancocas Valley Reg.	4320-050-07-1000	Rancocas Valley Reg. H.S.	23-May-07			X		
Burlington	4320	Rancocas Valley Reg.	4320-050-07-2000	Rancocas Valley Reg. H.S.				X	X	29-May-07
Burlington	4320	Rancocas Valley Reg.	4320-050-07-3000	Rancocas Valley Reg. H.S.	30-May-07			X		
Burlington	4320	Rancocas Valley Reg.	4320-050-07-4000	Rancocas Valley Reg. H.S.				X	X	31-May-07
Burlington	4320	Rancocas Valley Reg.	4320-050-07-6000	Rancocas Valley Reg. H.S.				X	X	05-Jun-07
Burlington	4320	Rancocas Valley Reg.	4320-050-07-7000	Rancocas Valley Reg. H.S.				X	X	01-Jun-07
Burlington	4320	Rancocas Valley Reg.	4320-050-07-8000	Rancocas Valley Reg. H.S.	04-Jun-07			X		
Burlington	4320	Rancocas Valley Reg.	4320-050-07-5000	Rancocas Valley Reg. H.S.	17-Jul-07		X	X		
Burlington	4320	Rancocas Valley Reg.	4320-050-07-6000	Rancocas Valley Reg. H.S.	20-Jul-07			X		
Burlington	4740	Shamong Twp	4740-050-07-1000	Indian Mills E.S.	27-Feb-07			X		
Burlington	5805	Willingboro Twp	5805-080-07-1000	W.R. James Sr. E.S.				X	X	22-Jun-07
Camden	0390	Black Horse Pike Reg.	0390-050-07-1000	Triton H.S.				X	X	28-Feb-07
Camden	0800	Cherry Hill Twp	0800-085-07-1000	James Johnson E.S.				X	X	27-Feb-07
Cape May	3680	North Wildwood City	3680-060-07-1000	Margaret Mace E.S.				X	X	07-Feb-07
Cape May	3780	Ocean City	3780-060-07-1000	Inter. E.S.				X	X	16-Apr-07
Cape May	3780	Ocean City	3780-050-07-1000	Ocean City H.S.				X	X	02-Mar-07
Cape May	3780	Ocean City	3780-050-07-2000	Ocean City H.S.				X	X	16-Apr-07
Cape May	3780	Ocean City	3780-070-07-1000	Primary E.S.				X	X	16-Apr-07
Essex	1750	Glen Ridge	1750-075-07-1000	Ridgewood Avenue Upper E.S.				X	X	06-Feb-07
Essex	2730	Livingston Twp	2730-070-06-1000	Burnet Hill E.S.				X	X	05-Jan-07
Essex	3310	Montclair	3310-110-05-3000	Edgemont E.S.			X	X	X	16-Jan-07
Gloucester	1100	Deptford Twp	1100-040-06-2000	Deptford Twp H.S.				X	X	16-Feb-07
Gloucester	1100	Deptford Twp	1100-040-08-1000	Deptford Twp H.S.	03-Oct-07		X	X		
Gloucester	1100	Deptford Twp	1100-090-08-1000	Good Intent E.S.	24-Sep-07			X		
Gloucester	1100	Deptford Twp	1100-105-08-1000	Lake Tract E.S.	24-Sep-07			X		
Gloucester	1100	Deptford Twp	1100-045-08-1000	Monongahela M.S.	02-Oct-07		X	X		
Gloucester	1100	Deptford Twp	1100-120-08-1000	Oak Valley E.S.	24-Sep-07			X		
Gloucester	1100	Deptford Twp	1100-130-08-1000	Pine Acres E.S.	24-Sep-07			X		
Gloucester	1100	Deptford Twp	1100-140-08-1000	Shady Lane E.S.	24-Sep-07			X		
Gloucester	1330	Elk Twp	1330-010-08-1000	Aura E.S.	30-Aug-07			X		
Gloucester	1774	Gloucester Cty Ss Sd	1774-X06-07-1200	St. Margaret's School				X	X	07-May-07
Gloucester	1775	Gloucester Cty Voc. Sd	1775-010-07-1000	Gloucester Co. Inst. of Tech.	26-Jul-07		X	X		

Gloucester	1830	Greenwich Twp	1830-050-07-1000	Greenwich Twp E.S.				X	X	13-Mar-07
Gloucester	2440	Kingsway Reg. High	2440-050-07-1000	Kingsway Reg. H.S.			X	X	X	08-May-07
Gloucester	5860	Woodbury	5860-090-07-1000	Evergreen Avenue E.S.				X	X	12-Jan-07
Gloucester	5860	Woodbury	5860-100-07-1000	Walnut Street E.S.				X	X	14-Mar-07
Gloucester	5860	Woodbury	5860-100-07-2000	Walnut Street E.S.				X	X	06-Jun-07
Gloucester	5860	Woodbury	5860-110-07-1000	West End Memorial E.S.				X	X	12-Jan-07
Gloucester	5860	Woodbury	5860-110-07-2000	West End Memorial E.S.				X	X	06-Jun-07
Gloucester	5860	Woodbury	5860-050-07-1000	Woodbury Junior-Senior H.S.				X	X	26-Apr-07
Gloucester	5860	Woodbury	5860-050-07-2000	Woodbury Junior-Senior H.S.				X	X	06-Jun-07
Hunterdon	0020	Alexandria Twp	0020-010-07-1000	Lester D. Wilson E.S.				X	X	13-Jun-07
Hunterdon	0020	Alexandria Twp	0020-010-07-1000	Lester D. Wilson E.S.	02-Jul-07			X		
Hunterdon	1040	Delaware Twp	1040-040-07-1000	Delaware Twp E.S. #1				X	X	11-Jan-07
Hunterdon	1970	Hampton Borough	1970-050-08-1000	Hampton E.S.	18-Sep-07			X		
Hunterdon	2300	Hunterdon Central Reg.	2300-050-07-2000	Hunterdon Central H.S.				X	X	20-Feb-07
Hunterdon	2590	Lebanon Borough	2590-050-07-1000	Lebanon Borough E.S.				X	X	02-May-07
Hunterdon	3180	Milford Borough	3180-050-07-3000	Milford E.S.	03-Jul-07			X		
Hunterdon	3180	Milford Borough	3180-050-07-1000	Milford E.S.	10-Aug-07			X		
Hunterdon	3180	Milford Borough	3180-050-07-4000	Milford E.S.	10-Aug-07			X		
Mercer	1245	East Windsor Reg.	1245-075-07-1000	Perry L. Drew E.S.				X	X	26-Apr-07
Mercer	1245	East Windsor Reg.	1245-080-07-1000	Walter C. Black E.S.				X	X	21-May-07
Mercer	1950	Hamilton Twp	1950-070-07-2000	Albert E. Grice M.S.	17-Sep-07			X		
Mercer	1950	Hamilton Twp	1950-070-07-1000	Albert E. Grice M.S.	19-Sep-07		X	X		
Mercer	1950	Hamilton Twp	1950-085-07-1000	Alexander E.S.	13-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-080-07-2000	Emily C. Reynolds M.S.	24-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-080-07-1000	Emily C. Reynolds M.S.	19-Sep-07		X	X		
Mercer	1950	Hamilton Twp	1950-105-07-1000	George E. Wilson E.S.	13-Oct-07			X		
Mercer	1950	Hamilton Twp	1950-110-07-1000	Greenwood E.S.	15-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-050-07-2000	Hamilton East-Steinert H.S.	10-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-050-07-1000	Hamilton East-Steinert H.S.	21-Sep-07		X	X		
Mercer	1950	Hamilton Twp	1950-055-07-1000	Hamilton North-Nottingham H.S.	23-Aug-07		X	X		
Mercer	1950	Hamilton Twp	1950-055-07-2000	Hamilton North-Nottingham H.S.	11-Oct-07			X		
Mercer	1950	Hamilton Twp	1950-060-07-1000	Hamilton West-Watson H.S.	23-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-X04-07-1000	HEP/Willey School	17-Oct-07			X		
Mercer	1950	Hamilton Twp	1950-150-07-1000	Kisthardt E.S.	23-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-160-07-1000	Klockner E.S.	15-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-170-07-1000	Kuser E.S.	15-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-180-07-1000	Lalor E.S.	17-Oct-07			X		
Mercer	1950	Hamilton Twp	1950-185-07-1000	Langtree E.S.	14-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-200-07-1000	McGalliard E.S.	23-Aug-07			X		

Mercer	1950	Hamilton Twp	1950-210-07-1000	Mercerville E.S.	22-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-220-07-1000	Morgan E.S.	24-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-N01-07-1000	New Upper Elementary School	22-Oct-07	X				
Mercer	1950	Hamilton Twp	1950-083-07-1000	Richard C. Crockett M.S.	13-Sep-07			X		
Mercer	1950	Hamilton Twp	1950-225-07-1000	Robinson E.S.	08-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-240-07-1000	Sayen E.S.	22-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-245-07-1000	Sunnybrae E.S.	23-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-250-07-1000	University Hts./H.D. Morrison E.S.	13-Oct-07			X		
Mercer	1950	Hamilton Twp	1950-260-07-1000	Yardville E.S.	24-Aug-07			X		
Mercer	1950	Hamilton Twp	1950-270-07-1000	Yardville Heights E.S.	06-Sep-07			X		
Mercer	2280	Hopewell Valley Reg.	2280-035-07-1000	Bear Tavern E.S.				X	X	01-Mar-07
Mercer	2280	Hopewell Valley Reg.	2280-035-07-1200	Bear Tavern E.S.				X	X	01-Mar-07
Mercer	5715	West Windsor-Plainsboro Reg.	5715-020-07-1000	W.W.P.H.S.-South Campus				X	X	13-Feb-07
Middlesex	1170	East Brunswick Twp	1170-125-07-1000	Chittick E.S.				X	X	07-May-07
Middlesex	1170	East Brunswick Twp	1170-130-07-1000	Frost E.S.				X	X	07-May-07
Middlesex	1290	Edison Twp	1290-065-07-1000	Benjamin Franklin E.S.	07-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-090-07-2000	James Madison Inter. E.S.	08-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-093-07-1000	James Monroe E.S.	08-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-055-07-1000	John Adams M.S.	08-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-100-07-1000	Lincoln E.S.	07-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-103-07-1000	Lindeneau E.S.	07-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-104-07-1000	Martin Luther King E.S.	07-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-105-07-1000	Menlo Park E.S.	08-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-060-07-1000	Thomas Jefferson M.S.	08-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-150-07-1000	Washington E.S.	08-Feb-07		X	X		
Middlesex	1290	Edison Twp	1290-160-07-1000	Woodbrook E.S.	08-Feb-07			X		
Middlesex	1290	Edison Twp	1290-063-07-1000	Woodrow Wilson M.S.	08-Feb-07		X	X		
Middlesex	3120	Metuchen	3120-060-07-1000	Campbell E.S.				X	X	26-Apr-07
Middlesex	3120	Metuchen	3120-070-07-1000	Edgar E.S.				X	X	25-Apr-07
Middlesex	3150	Middlesex Cty Voc. Sd	3150-040-07-1000	East Brunswick V.S.				X	X	27-Feb-07
Middlesex	3150	Middlesex Cty Voc. Sd	3150-040-07-2000	East Brunswick V.S.				X	X	27-Feb-07
Middlesex	3150	Middlesex Cty Voc. Sd	3150-065-07-1000	Piscataway V.S.				X	X	27-Feb-07
Middlesex	3150	Middlesex Cty Voc. Sd	3150-065-07-2000	Piscataway V.S.				X	X	27-Feb-07
Middlesex	3150	Middlesex Cty Voc. Sd	3150-070-07-1000	Woodbridge V.S.				X	X	01-May-07
Middlesex	3150	Middlesex Cty Voc. Sd	3150-070-07-2000	Woodbridge V.S.				X	X	31-Jan-07
Middlesex	3150	Middlesex Cty Voc. Sd	3150-070-07-3000	Woodbridge V.S.				X	X	27-Feb-07
Middlesex	3145	Middlesex Reg Ed. Serv. Comm	3145-N04-07-1000	New Center for Lifelong Learning		X			X	19-Apr-07
Middlesex	3220	Milltown	3220-050-07-1000	Joyce Kilmer E.S.				X	X	06-Jul-07
Middlesex	3220	Milltown	3220-060-07-1000	Parkview E.S.				X	X	06-Jul-07

Middlesex	3845	Old Bridge Twp	3845-103-07-1000	Grade 9 Center (Carl Sandburg M.S.)				X	X	02-Apr-07
Middlesex	3845	Old Bridge Twp	3845-110-07-1000	Jonas Saik M.S.				X	X	02-Apr-07
Middlesex	3845	Old Bridge Twp	3845-133-07-2000	M. Scott Carpenter E.S.				X	X	02-Apr-07
Middlesex	3845	Old Bridge Twp	3845-120-07-2000	Madison Park E.S.				X	X	02-Apr-07
Middlesex	4130	Piscataway Twp	4130-053-07-1000	Conackamack M.S.				X	X	06-Jun-07
Middlesex	4130	Piscataway Twp	4130-057-07-1000	Theodore Schor M.S.				X	X	05-Jun-07
Middlesex	4860	South Brunswick Twp	4860-055-07-1000	Brunswick Acres E.S.				X	X	15-Jun-07
Middlesex	4860	South Brunswick Twp	4860-150-07-1000	Crossroads M.S.-North				X	X	15-Jun-07
Middlesex	4860	South Brunswick Twp	4860-110-07-1000	Monmouth Junction E.S.				X	X	15-Jun-07
Middlesex	4910	South Plainfield	4910-060-07-1000	Franklin E.S.				X	X	18-Jun-07
Middlesex	4910	South Plainfield	4910-070-07-1000	Grant Central Sixth E.S.				X	X	18-Jun-07
Middlesex	4910	South Plainfield	4910-058-07-1000	John E. Riley E.S.				X	X	18-Jun-07
Middlesex	4910	South Plainfield	4910-055-07-1000	John F. Kennedy E.S.				X	X	18-Jun-07
Middlesex	4910	South Plainfield	4910-080-07-1000	Roosevelt E.S.				X	X	18-Jun-07
Middlesex	4910	South Plainfield	4910-053-07-1000	South Plainfield M.S.				X	X	18-Jun-07
Middlesex	5850	Woodbridge Twp	5850-X01-07-1000	Admin. Bldg.				X	X	04-May-07
Middlesex	5850	Woodbridge Twp	5850-020-07-1000	Colonia H.S.				X	X	27-Apr-07
Middlesex	5850	Woodbridge Twp	5850-050-07-1000	Woodbridge H.S.				X	X	06-Jun-07
Monmouth	1640	Freehold Borough	1640-060-07-1000	Inter. M.S.				X	X	11-May-07
Monmouth	2120	Henry Hudson Reg. School	2120-050-07-1000	Henry Hudson Reg. H.S.				X	X	30-Mar-07
Monmouth	2720	Little Silver Borough	2720-060-06-1000	Point Road E.S.				X	X	23-Jan-07
Monmouth	3040	Matawan-Aberdeen Reg.	3040-050-07-1000	Matawan Reg. H.S.				X	X	16-Feb-07
Monmouth	3040	Matawan-Aberdeen Reg.	3040-075-07-1000	Ravine Drive E.S.				X	X	16-Feb-07
Monmouth	3260	Monmouth Cty Voc. Sd	3260-003-06-1000	Class Academy	08-May-07		X	X		
Monmouth	3270	Monmouth Reg. H.s.	3270-050-07-1000	Monmouth Reg. H.S.				X	X	26-Feb-07
Monmouth	5185	Tinton Falls	5185-030-07-1000	Mahala F. Atchinson E.S.				X	X	07-Jun-07
Monmouth	5420	Wall Twp	5420-060-07-1000	Allenwood E.S.				X	X	08-Jun-07
Monmouth	5420	Wall Twp	5420-050-07-1000	Wall H.S.				X	X	08-Jun-07
Morris	0450	Boonton Town	0450-020-07-1000	Boonton H.S.	29-Mar-07			X		
Morris	0450	Boonton Town	0450-030-07-1000	John Hill E.S.	29-Mar-07		X	X		
Morris	0630	Butler	0630-020-07-1000	Butler H.S.				X	X	02-May-07
Morris	1090	Denville	1090-070-07-1000	Riverview E.S.				X	X	27-Apr-07
Morris	1090	Denville	1090-080-07-1000	Valleyview M.S.				X	X	25-Apr-07
Morris	1090	Denville	1090-080-07-3000	Valleyview M.S.				X	X	04-May-07
Morris	2000	Hanover Twp	2000-050-07-1000	Mountview Road E.S.				X	X	06-Feb-07
Morris	2380	Jefferson Twp	2380-028-06-1000	Arthur Stanlick E.S.				X	X	03-Apr-07
Morris	2380	Jefferson Twp	2380-033-07-1000	Cozy Lake E.S.				X	X	12-Jan-07
Morris	2650	Lincoln Park Borough	2650-035-07-2000	Pinebrook (Lincoln Park) E.S.	07-Mar-07			X		
Morris	3090	Mendham Borough	3090-060-06-1000	Mountain View School E.S.				X	X	19-Jan-07

Morris	3340	Montville Twp	3340-030-06-1000	Robert R. Lazar M.S.				X	X	27-Feb-07
Morris	3340	Montville Twp	3340-070-06-1000	Woodmont E.S.				X	X	03-Jan-07
Morris	3950	Parsippany-Troy Hills Twp	3950-090-05-1000	Littleton E.S.				X	X	18-Jan-07
Morris	3950	Parsippany-Troy Hills Twp	3950-053-07-1000	Parsippany Hills H.S.				X	X	18-Jan-07
Morris	3950	Parsippany-Troy Hills Twp	3950-107-07-1000	Rockaway Meadow E.S.				X	X	18-Jan-07
Morris	0785	Sd Of The Chathams	0785-X02-07-1000	Chatham SD Technology Center				X	X	15-Jan-07
Ocean	0530	Brick Twp	0530-020-07-1000	Brick Twp H.S.				X		
Ocean	0530	Brick Twp	0530-025-07-1000	Brick Twp Memorial H.S.				X		
Ocean	0530	Brick Twp	0530-040-07-1000	Hebertsville E.S.				X		
Ocean	0530	Brick Twp	0530-043-07-1000	Lake Riviera M.S.				X		
Ocean	0530	Brick Twp	0530-090-07-1000	Veteran's Memorial M.S.				X		
Ocean	2940	Manchester Twp	2940-040-07-1000	Manchester Twp H.S.				X	X	10-Jan-07
Ocean	2940	Manchester Twp	2940-040-07-2000	Manchester Twp H.S.				X	X	01-May-07
Ocean	4105	Pinelands Reg.	4105-N01-07-1000	New Alternative School			X			
Ocean	4105	Pinelands Reg.	4105-050-07-1000	Pinelands Reg. H.S.				X		
Ocean	4105	Pinelands Reg.	4105-060-07-1000	Pinelands Reg. M.S.				X		
Ocean	5190	Toms River Reg.	5190-N02-08-1000	Kindergarten Annex			X			
Passaic	0900	Clifton	0900-030-07-2000	Clifton H.S.				X	X	09-Apr-07
Passaic	0900	Clifton	0900-090-07-1000	Number 2 E.S.				X	X	24-Apr-07
Passaic	0900	Clifton	0900-100-07-1000	Number 3 E.S.				X	X	13-Apr-07
Passaic	0900	Clifton	0900-110-07-1000	Number 4 E.S.				X	X	18-Apr-07
Passaic	0900	Clifton	0900-120-07-1000	Number 5 E.S.				X	X	19-Apr-07
Passaic	0900	Clifton	0900-140-07-1000	Number 8 E.S.				X	X	20-Apr-07
Passaic	0900	Clifton	0900-070-07-2000	Woodrow Wilson M.S.				X	X	11-Apr-07
Passaic	2700	Little Falls	2700-050-07-1000	Number 1 E.S.				X	X	01-Jun-07
Passaic	2700	Little Falls	2700-050-07-2000	Number 1 E.S.				X	X	01-Jun-07
Passaic	4400	Ringwood	4400-053-07-1000	Martin J. Ryerson M.S.			03-Jul-07	X	X	
Passaic	4400	Ringwood	4400-055-07-1000	Peter Cooper E.S.			03-Jul-07		X	
Passaic	4400	Ringwood	4400-060-07-1000	Robert Erskine E.S.			03-Jul-07	X	X	
Passaic	5570	Wayne	5570-055-06-4000	Wayne Hills H.S.				X	X	01-Mar-07
Salem	1350	Elsinboro Twp	1350-050-07-1000	Elsinboro E.S.				X	X	10-Jan-07
Somerset	0490	Bound Brook Borough	0490-035-07-2000	LaMonte School				X	X	14-Feb-07
Somerset	0555	Bridgewater-Raritan Reg.	0555-005-07-2000	Bridgewater-Raritan H.S.			18-Jan-07		X	
Somerset	0555	Bridgewater-Raritan Reg.	0555-005-07-3000	Bridgewater-Raritan H.S.				X	X	12-Jan-07
Somerset	0555	Bridgewater-Raritan Reg.	0555-005-07-4000	Bridgewater-Raritan H.S.			22-Jan-07	X		
Somerset	0555	Bridgewater-Raritan Reg.	0555-005-07-5000	Bridgewater-Raritan H.S.				X	X	12-Jan-07
Somerset	0555	Bridgewater-Raritan Reg.	0555-010-07-1000	Bridgewater-Raritan M.S.			25-Jan-07	X		
Somerset	1810	Green Brook Twp	1810-030-07-1000	Green Brook M.S.				X	X	14-May-07
Somerset	2170	Hillsborough Twp	2170-030-07-1000	Hillsborough H.S.				X	X	24-Mar-07
Somerset	2170	Hillsborough Twp	2170-035-07-1000	Hillsborough M.S.				X	X	24-Mar-07
Somerset	2170	Hillsborough Twp	2170-060-07-1000	Sunnymead E.S.				X	X	31-Mar-07
Somerset	2170	Hillsborough Twp	2170-070-07-1000	Triangle E.S.				X	X	26-Mar-07
Somerset	2170	Hillsborough Twp	2170-080-07-1000	Woodfern E.S.				X	X	31-Mar-07
Somerset	3670	North Plainfield Borough	3670-050-07-1000	North Plainfield HS/MS				X	X	04-May-07
Somerset	3670	North Plainfield Borough	3670-110-07-1000	West End E.S.				X	X	04-May-07
Somerset	5470	Warren Twp	5470-030-07-1000	Central E.S.				X	X	09-Jan-07
Somerset	5470	Warren Twp	5470-033-07-1000	Warren Twp M.S.				X	X	16-Feb-07
Sussex	1560	Frankford Twp	1560-050-07-2000	Frankford Twp E.S.				X	X	12-Apr-07
Sussex	1570	Franklin Borough	1570-060-07-1000	Franklin E.S.				X	X	03-May-07
Sussex	1630	Fredon Twp	1630-050-07-1000	Fredon Twp E.S.				X	X	24-Jan-07
Sussex	2465	Kittatinny Reg.	2465-050-07-1000	Kittatinny Reg. H.S.				X	X	28-Feb-07
Sussex	5100	Sussex-Wantage Reg.	5100-070-07-1000	Wantage E.S.				X	X	24-Jan-07
Sussex	5100	Sussex-Wantage Reg.	5100-070-07-1400	Wantage E.S.				X	X	24-Jan-07
Union	2660	Linden	2660-060-05-1000	Myles J. McManus M.S.				X	X	01-Feb-07
Union	4550	Roselle Park	4550-050-07-1000	Roselle Park H.S.				X	X	09-May-07
Union	4670	Scotch Plains-Fanwood	4670-050-07-1000	Scotch Plains-Fanwood H.S.				X	X	18-Apr-07
Union	5090	Summit City	5090-080-07-2000	Franklin E.S.				X	X	06-Jun-07
Union	5245	Union Cty Ed. Serv. Comm	5245-030-07-1000	Westlake Sch-Westfield				X	X	24-May-07
Warren	2790	Lopatcong Twp	2790-050-07-1000	Lopatcong E.S.				X	X	06-Mar-07
Warren	3675	North Warren Reg. Sd	3675-050-07-1000	North Warren Reg. H.S.				X	X	16-Jan-07
Warren	3675	North Warren Reg. Sd	3675-050-07-2000	North Warren Reg. H.S.				X	X	29-Jan-07

APPENDIX J

Attachments

Number of projects exceeding facilities efficiency standards

Exceed FES- Abbotts

TOTALS	0			0	0	0	0							
County	District	Project Number	School	School Facilities Project (SFP) Approval Date	New School	Addition	Rehab	GSF Exceeding the FES	Other Eligible Space (GSF)	* Approval Code Reference	Spaces Approved above the FES (Approved excess GSF include increases in the size, number or type of FES spaces)	Ineligible Space (GSF)	Ineligible Space	Comments

*No Abbott School District School Facilities Projects Approved above the FES in FY 2007.

Exceed FES

Non-Abbotts

TOTALS		2			2	0	2	1							
County	District Code	District	Project Number	School	School Facilities Project (SFP) Approval Date	New School	Addition	Rehab	GSF Exceeding the FES	Other Eligible Space (GSF)	* Approval Code Reference	Spaces Approved above the FES (Approved excess GSF include increases in the size, number or type of FES spaces)	Ineligible Space (GSF)	Ineligible Space	Comments
Passaic	4400	Ringwood	4400-060-07-1000	Robert Erskine E.S.	03-Jul-07		X	X	8,200	8,200	1	Classrooms, Art / Music Room, Gymnasium	0	None	
Somerset	0555	Bridgewater-Raritan Reg.	0555-005-07-4000	Bridgewater-Raritan H.S.	22-Jan-07			X	3,397	0	N/A	None	3,397	Exceed GSF available for unhouse students: Oversized or greater number than necessary for student population of multiple spaces: Gymnasium storage, four Team Rooms and grossing factor space.	

*** Approval Codes for Spaces Approved above the FES.**

- 1 School facilities needs related to required programs cannot be addressed within the facilities efficiency standards and all other proposed spaces are consistent with those standards;
- 2 Such spaces are necessary to comply with Federal or State laws concerning educating students with disabilities to the greatest extent possible in the same building or classes with their non-disabled peers and the requirements of N.J.A.C. 6A:26-3.3(e)(2) are met; or
- 3 Such spaces are necessary to house the district's central administration, and the requirements of N.J.A.C. 6A:26-3.3(e)(3) are met; or
4. Such spaces represent excess grossing factor which was approved based on a determination by the SCC that it was necessary for code compliance, constructability, site conditions, etc.

APPENDIX K

Attachments

Cost of construction per square foot comparison to facilities projects within Metropolitan Statistical Areas

Table 1

New School Construction Costs by State (source: McGraw Hill Construction Costs, 2007 Dodge Reports; includes public and private new school construction)		
State	Elementary School	High School
Pennsylvania	\$221	\$199
New Jersey	\$290	\$486
New York	\$231	\$447
US National Average	\$143	\$169
SDA-Managed	\$278	\$287

Table 2

ES and HS Brick/Concrete New School Construction Cost per Square Foot (source: School Construction Costs, Saylor Publications)			
City	Multiplier	ES Comparative Price^A	HS Comparative Price^B
Chicago	1.06	\$296	\$317
Boston	1.07	\$299	\$320
Newark	1.06	\$296	\$317
Trenton	1.03	\$288	\$308
New York	1.36	\$380	\$407
Philadelphia	1.07	\$299	\$320
Wilmington	0.88	\$246	\$263
SDA-Managed		\$278	\$287

A. Includes Saylor ES base price of \$279.70 multiplied by the listed city multiplier rate

B. Includes Saylor HS base price of \$299.00 multiplied by the listed city multiplier rate

Table 3

New School Construction Costs by Region (Source: School Planning and Management, 2007 Construction Report)		
NY, NJ, PA average ⁵	Elementary Schools	\$239
NY, NJ, PA average ⁵	High Schools	\$297

Table 4

**SDA - Construction Cost Comparison
Elementary Schools/High Schools**

Locale	Elementary Schools	High Schools
SDA Managed Projects	\$278	\$287
New York City SCA	\$401	\$375
Philadelphia School Dist.	\$333	\$276
Newark (NJSDA)	\$279	\$293
Camden (NJSDA)	\$244	N/A

Table 5

Elementary Schools – Cost Comparison at Bid

SDA	
School Name	Cost / SF at Bid
Dudley ES (Camden)	\$243
H.B. Wilson ES (Camden)	\$246
New ES #5 (East Orange)	\$321
North Ward Park E.S. (Newark)	\$281
Speedway ES (Newark)	\$277
MLK/Jefferson ES (Trenton)	\$296
New York City	
School Name	Cost / SF at Bid
Not Available (City Average)	\$401
Philadelphia	
School Name	Cost / SF at Bid
New ES G & Hunting Park Site	\$333
Newark	
School Name	Cost / SF at Bid
North Ward Park E.S.	\$281
Speedway ES	\$277
Camden	
School Name	Cost / SF at Bid
Dudley ES	\$243
H.B Wilson ES	\$246

Table 6

High Schools – Cost Comparison at Bid	
SDA	
School Name	Cost / SF at Bid
Harrison HS	\$340
International HS	\$313
Long Branch HS	\$239
Science Park HS	\$304
Central HS	\$282
New York City	
School Name	Cost / SF at Bid
Art and Leather Bldg HS	\$352
Sunset Park HS	\$397
Philadelphia	
School Name	Cost / SF at Bid
Fels HS	\$276
Newark	
School Name	Cost / SF at Bid
Science Park HS	\$304
Central HS	\$282

Table 7

SDA, 2007 School Openings, ES and HS (new construction only)					
School District	School Name	Type	Square Feet	Cost	\$/SF
Camden	Catto Community	ES	89,313	\$30,200,000	\$338
Egg Harbor	Davenport ES #2	ES	55,471	\$13,316,602	\$240
Egg Harbor	Slaybaugh ES	ES	55,471	\$13,374,660	\$241
Harrison	Harrison HS	HS	159,145	\$54,165,634	\$340
Irvington	Mt Vernon Ave ES	ES	93,357	\$27,562,711	\$295
Long Branch	Gregory ES	ES	94,000	\$24,647,629	\$262
Long Branch	Long Branch HS	HS	292,000	\$69,659,029	\$239
New Brunswick	McKinley K Center #3	ES	36,581	\$9,122,151	\$249

Newark	First Avenue	ES	180,000	\$44,409,613	\$247
West New York	West New York ES #4	ES	126,352	\$31,672,845	\$251

APPENDIX L

Attachments

Comparison of Construction Cost Estimate (CCE) to bid award

Comparison of Construction Cost Estimate (CCE) to bid award

				Totals	\$246,755,352	\$266,972,777	108%
District	Description	Contractor	NTP Sent	CCE	Award	Bid as a % of CCE	
January 1st – October 10th, 2007							
East Orange	New ES #5	D&K Construction	1/22/07	\$22,251,531	\$27,270,000	123%	
West New York	New ES #3	Prismatic Development	3/2/07	\$33,279,565	\$38,200,000	115%	
Orange	Park Avenue ES	Hall Building Corp.	6/6/07	\$26,392,515	\$23,454,000	89%	
Camden	H.B. Wilson ES	Ernest Bock & Sons, Inc.	7/2/07	\$27,035,000	\$21,943,000	81%	
West New York	ES #2	D&K Construction	8/8/07	\$22,750,000	\$20,401,532	90%	
Barnegat	Collins/Dunfee/Horbelt ES	Hessert Corp.	10/3/07	\$14,549,610	\$15,878,000	109%	
Newark	Speedway ES	Delric Construction	10/3/07	\$36,618,000	\$33,626,000	92%	
Trenton	MLK/Jefferson ES	Hall Construction Co.,	In progress	\$37,400,000	\$35,477,000	95%	
Newark	Park ES	Terminal Construction	In progress	\$36,618,000	\$33,342,000	91%	
Orange	Lincoln Avenue ES	Hall Building Corp.	In progress	\$28,339,000	\$28,965,000	102%	
Totals				\$285,233,221	\$278,556,532	98%	
Calendar Year 2006							
Elizabeth	School #38	Bergen Engineering Co.	4/25/06	\$30,589,700	\$29,979,000	98%	
Paterson	Additions & renovations to	Delric Construction Co.	5/4/06	\$13,765,000	\$16,626,000	121%	
Plainfield	Emerson Elementary Site	TAK Construction,	5/11/06	\$14,317,000	\$15,074,000	105%	
Paterson	International HS GC PKG #2	Terminal Construction	6/21/06	\$31,877,726	\$35,494,000	111%	
East Orange	Mildred Barry-Garvin ES	Hall Building Corp.	7/11/06	\$15,254,800	\$15,934,000	104%	
Barnegat	Brackman MS additions &	Patock Construction Co.	7/13/06	\$16,376,226	\$16,197,777	99%	
Passaic	New ES @ Main Avenue	Ernest Bock & Sons Inc.	8/30/06	\$33,100,000	\$40,767,000	123%	
Elizabeth	School #27	Prismatic Development	9/26/06	\$30,677,495	\$36,035,000	117%	
Barnegat	Ronald W. Reagan ES New	Hessert Corporation	10/5/06	\$18,308,084	\$19,690,000	108%	
Elizabeth	Victor Mravlag School #21	Ernest Bock & Sons Inc.	11/16/06	\$18,808,998	\$20,587,000	109%	
Cumberland	Cumberland Regional HS	Dandrea Construction	12/14/06	\$23,680,323	\$20,589,000	87%	

APPENDIX M

Attachments

Bond issuances: EDA school facilities construction bonds

New Jersey Schools Development Authority
Bond Issuances - EDA School Facilities Construction Bonds
Per N.J.S.A. 18A:7G-14a.
2001-2008

<u>Fiscal Year</u>	<u>Issue Date</u>	<u>Series</u>	<u>Restricted</u>	<u>Bond Denomination</u>	<u>Principal Amount of Bonds Issued</u>
2001	04/02/01	A		\$5,000	\$ 500,000,000.00
					\$ 500,000,000.00
2002	12/28/01	B	QZAB	\$5,000	\$ 8,600,000.00
					\$ 8,600,000.00
2003	10/16/02	C		\$5,000	\$ 600,000,000.00
2003	12/30/02	D	QZAB	\$5,000	\$ 29,400,000.00
2003	03/14/03	E	QZAB	\$5,000	\$ 7,929,000.00
					\$ 637,329,000.00
2003	08/07/03	F		\$5,000	\$ 600,000,000.00
2003	01/23/04	G		\$5,000	\$ 650,000,000.00
2003	05/18/04	H		\$5,000	\$ 300,000,000.00
					\$ 1,550,000,000.00
2005	08/31/04	I		\$5,000	\$ 250,000,000.00
2005	08/31/04	J		\$5,000	\$ 500,000,000.00
2005	04/06/05	L		\$5,000	\$ 150,000,000.00
2005	04/06/05	M		\$5,000	\$ 500,000,000.00
					\$ 1,400,000,000.00
2006	10/04/05	O		\$5,000	\$ 750,000,000.00
2006	12/15/05	P		\$5,000	\$ 175,000,000.00
2006	12/21/05	Q		\$5,000	\$ 500,000,000.00
					\$ 1,425,000,000.00
2007	11/02/06	R		\$5,000	\$ 500,000,000.00
2007	11/02/06	S		\$5,000	\$ 100,000,000.00
					\$ 600,000,000.00
Totals					\$ 6,120,929,000.00

Refunding Bonds (No Bond Proceeds to SDA):

<u>Year</u>	<u>Issue Date</u>	<u>Series</u>	<u>Bond Denomination</u>	<u>Principal Amount of Refunding Bonds</u>
2005	01/27/05	K	\$5,000	\$ 700,000,000.00
2005	05/23/05	N	\$5,000	\$ 677,465,000.00
				\$ 1,377,465,000.00

Notes:

- Pursuant to the provisions of the Educational Facilities Construction and Financing Act (C.18A:7G-14a), the aggregate principal amount of bonds, notes or other obligations the EDA may issue to finance school facilities projects, and the costs related thereto, shall not exceed \$8.6 billion. This limitation excludes indebtedness incurred for refunding purposes. Therefore, any proceeds received to pay bond issuance costs shall not count against the amount of funding authorized pursuant to the Act.
- Bonds may be sold or issued in any multiple of the bond denomination.