

Prepared by the New Jersey Schools Development Authority

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2019 Statewide Strategic Plan for SDA Districts Management's Presentation to the Board

January 21, 2020

2019 Statewide Strategic Plan for SDA Districts

Section 1

SDA Capital Project Portfolio 2011 to Present

Status of Projects

Delivered Projects

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Bridgeton	Buckshutem ES	Addition / Renovation	Sep-16	196	\$21.2
Bridgeton	Quarter Mile Lane ES	Addition / Renovation	Sep-17	513	\$35.8
Elizabeth	Frank J. Cicarell Academy HS	New School	Sep-16	1,284	\$61.1
Elizabeth	New ES @Hallowan PS #22 ES Site	New School	Sep-17	990	\$55.3
Garfield	New James Madison ES	New School	Sep-18	305	\$29.7
Gloucester City	Elementary/Middle School	New School	Sep-17	763	\$65.3
Irvington	New Madison Avenue ES	New School	Sep-19	504	\$38.6
Jersey City	Patricia M. Noonan ES	New School	Sep-17	848	\$54.0
Jersey City	Public School #20	New School	Sep-16	698	\$48.0
Keansburg	Joseph Caruso ES	New School	Sep-16	842	\$48.6
Long Branch	George L. Catrambone ES	New School	Sep-14	867	\$40.0
New Brunswick	Redshaw ES	New School	Jan-15	990	\$46.1
New Brunswick	Robeson ES	Addition / Renovation	Sep-18	424	\$48.6
Newark	Elliot Street ES	New School	Jan-16	932	\$42.8
Newark	New South Street ES	New School	Sep-18	657	\$67.7
Newark	Oliver St. ES	New School	May-16	932	\$71.0
Passaic	New ES @ Leonard Place	New School	Sep-19	698	\$55.9
Paterson	Dr. Hani Awadallah ES	New School	Sep-16	722	\$55.2
Paterson	Public School #16	New School	Sep-16	705	\$59.1
Perth Amboy	New Seaman Avenue ES	New School	Sep-19	804	\$56.4
Phillipsburg	High School	New School	Sep-16	2,172	\$120.3
Trenton	New Trenton Central HS	New School	Sep-19	2,176	\$155.4
Vineland	New MS	New School	Sep-18	624	\$49.8
West New York	Harry L. Bain PS 6	Renovation	Sep-17	N/A	\$15.3
West New York	Memorial HS	Building Acquisition	2012	968	\$16.0
				20,614	\$1,357.2

25 Projects Delivered 20,614 New Seats

Upcoming Project Deliveries (Active Projects)

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Camden	New High School	New School	Sep-21	1,468	\$132.6
East Orange	New George Washington Carver ES	New School	Sep-20	512	\$41.2
Harrison	New Kennedy ES	New School	Sep-20	432	\$36.1
Hoboken	Demarest ES	Renovation	Sep-23	N/A	TBD
Keansburg	Port Monmouth Road School	Addition / Renovation	Sep-22	318	\$28.4
Millville	Senior High School	Addition / Renovation	PHASED	860	\$137.5
Orange	Cleveland St. ES	Addition / Renovation	Sep-21	N/A	\$33.2
Orange	High School	Addition / Renovation	Sep-21	576	\$51.9
Passaic	New Dayton Ave. Ed. Campus	New School	Sep-22	2,997	\$240.9
Paterson	New MS @ Union Ave.	New School	Sep-21	1,107	\$113.9
Pemberton	New Denbo/Crichton ES	New School	Sep-20	930	\$58.7
Perth Amboy	New High School	New School	Sep-24	3,294	\$283.8
Plainfield	New Woodland ES	New School	Sep-22	839	\$62.0
Union City	New Grade 7 to 9 School	New School	Sep-25	840	\$64.2
				14,173	\$1,284.4

14 Upcoming Projects Will Deliver 14,173 New Seats

2019 Statewide Strategic Plan for SDA Districts

Section 2 Capital Project Portfolio Delivery Methods and Approach

Delivery Methods and Approach

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

Results

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

Results (continued)

New Seats

20,614 New Seats Delivered

14,173 New Seats to be Delivered

34,787 Total New Seats

Work Addressing Concerning Conditions in Existing Facilities

Approximately 1.26 Million Square Feet Addressed

2019 Statewide Strategic Plan for SDA Districts

Section 3 Remaining SDA District Needs & Statewide Strategic Plan

The formulation of a statewide strategic plan is rooted in legislation

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

Statutory Principles:

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

Remaining Priority Needs

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

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

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

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

Approach

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

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

Approach *(continued)*

2019 EFNA

- Establishes Universe of Needs for SDA-District Advancement

NJSDA Logistical Factors

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

Approach *(continued)*

Capacity Needs in SDA-Districts

Approach *(continued)*

2019 EFNA

- Remaining Capacity Needed in SDA-Districts

County	District	Capacity Needs	Percentage Overcrowding	Grade Levels Impacted
Union	Elizabeth	7,009	34.7%	PK - 12
Bergen	Garfield	830	19.6%	PK - 5, 9 - 12
Middlesex	New Brunswick	1,374	17.1%	PK - 8
Essex	City of Orange	504	10.4%	PK, 6 - 8
Hudson	Union City	1,127	10.1%	PK - 8
Passaic	Paterson	2,235	9.7%	PK - 5, 9 - 12
Cumberland	Bridgeton	500	9.3%	PK, 6 - 12
Passaic	Passaic City	1,155	9.0%	PK - 5, 9 - 12
Atlantic	Pleasantville	187	5.0%	PK - 5
Middlesex	Perth Amboy	522	4.7%	PK - 5
Middlesex	Plainfield	352	4.3%	PK - 5
Hudson	Jersey City	1,200	4.2%	PK - 5
Hudson	West New York	298	3.8%	PK - 5
Essex	East Orange	187	1.8%	PK
Mercer	Trenton	34	0.3%	PK - 5
15 Districts		17,514	10.2%	

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Approach *(continued)*

Capacity Needs First Tranche for Validation and Advancement

Approach *(continued)*

Sequencing - First Tranche for Advancement To Address Overcrowding

County	District	Grades Served	Project Type	New Seats	New Capacity
Bergen	Garfield	PK - 5	New School (Replacement)	706	440
Bergen	Garfield	PK - 5	New School (Replacement)	706	386
Passaic	Paterson	9 - 12	Addition/Renovation	1,176	1,000
Cumberland	Bridgeton	PK, 6 - 8	Addition/Renovation	328	300
Cumberland	Bridgeton	6 - 8	Addition/Renovation	333	300
Cumberland	Bridgeton	9 - 12	Addition/Renovation	118	100
Passaic	Passaic City	9 - 12	New School (Replacement)	3,765	738
Atlantic	Pleasantville	PK - 5	New School (Replacement)	539	205
Middlesex	Perth Amboy	PK	New School	250	250
Hudson	Jersey City	PK	New School	360	360
Hudson	West New York	PK - 8	New School	549	500
11 Projects				8,830	4,579

These 11 Projects were identified for a sequenced First Tranche Advancement because they address high priority needs as reported in NJDOE's 2019 EFNA and there is ready availability of land under NJSDA and/or District control.

Approach *(continued)*

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

County	District	New Seats Needed	Project Type	New Seats	New Capacity
Union	Elizabeth	PK - 12	TBD	TBD	TBD
Middlesex	New Brunswick	PK - 8	TBD	TBD	TBD
Essex	City of Orange	PK, 6 - 8	TBD	TBD	TBD
Hudson	Union City	PK - 8	TBD	TBD	TBD
Middlesex	Plainfield	PK - 5	TBD	TBD	TBD
Essex	East Orange	PK	TBD	TBD	TBD
Mercer	Trenton	PK - 5	TBD	TBD	TBD
7 Districts				TBD	TBD

These 7 high priority districts as reported in NJDOE's 2019 EFNA were identified for a sequenced First Tranche Advancement in recognition of the severity of overcrowding in the districts. Upon identification of appropriate sites, projects to address overcrowding in these districts will be sequenced with other portfolio projects.

Approach *(continued)*

Building Age & Condition Needs in SDA-Districts

Approach *(continued)*

2019 EFNA

- Aging Infrastructure – Needs Based Upon Building Age & Condition

County	District	EFNA Identified Needs (Based Upon Building Age & Condition)	County	District	EFNA Identified Needs (Based Upon Building Age & Condition)
Monmouth	Asbury Park	Barack Obama Elementary School Asbury Park High School Asbury Park Middle School	Monmouth	Long Branch	Lenna Conrow ECC Audrey Clark Elementary School
Burlington	Burlington City	Captain James Lawrence Elementary School Samuel Smith Elementary School	Cumberland	Millville	Memorial School Rieck Avenue School Bacon School
Camden	Camden City	Any Pre-1925 School Building	Essex	Newark	Any Pre-1920 School Building
Hudson	Harrison	Lincoln School Hamilton School	Burlington	Pemberton	Harker-Wylie Elementary School Emmons Elementary School Stackhouse School
Hudson	Hoboken	Joseph Brandt School Junior/Senior High School	Warren	Phillipsburg	Phillipsburg Middle School
Essex	Irvington	Grove Street or other Pre-1920 School Chancellor Avenue School Berkeley Terrace School	Salem	Salem City	Salem Middle School Salem City High School John Fenwick Elementary School
Monmouth	Keansburg	Bolger Middle School	Cumberland	Vineland	Anthony Rossi School Landis Middle School Johnstone School

Approach *(continued)*

Building Age & Condition Needs First Tranche for Validation and Advancement

Approach *(continued)*

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

County	District	Grades Served	Project Type	New Seats
Camden	Camden City	PK - 8	New School (Replacement)	704
Camden	Camden City	PK - 8	New School (Replacement)	704
Essex	Newark	PK - 8	New School (Replacement)	932
Essex	Newark	PK - 8	New School (Replacement)	932
Salem	Salem City	PK - 8	New School (Replacement)	961
5 Projects				4,233

These 5 Projects address high priority needs as reported in NJDOE's 2019 EFNA and were identified for a First Tranche Advancement because there is ready availability of land under NJSDA and/or District control.

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

Prior to advancement, a District/NJDOE/NJSDA Working Group would validate project need and appropriate solution.

Summary

Portfolio - First Tranche for Advancement

Capacity Generating Facilities				
Sequencing Based on Availability of School Site				
County	District	Grades Served	New Seats	New Capacity
Bergen	Garfield	PK - 5	1,412	826
Passaic	Paterson	9 - 12	1,176	1,000
Cumberland	Bridgeton	PK, 6 - 8, 9 - 12	779	700
Passaic	Passaic City	9 - 12	3,765	738
Atlantic	Pleasantville	PK - 5	539	205
Middlesex	Perth Amboy	PK	250	250
Hudson	Jersey City	PK	360	360
Hudson	West New York	PK - 8	549	500
8 Districts			8,830	4,579
Sequencing to Follow Identification of Appropriate School Site				
County	District	Grades Served	New Seats	New Capacity
Union	Elizabeth	PK - 12	TBD	TBD
Middlesex	New Brunswick	PK - 8	TBD	TBD
Essex	City of Orange	PK, 6 - 8	TBD	TBD
Hudson	Union City	PK - 8	TBD	TBD
Middlesex	Plainfield	PK - 5	TBD	TBD
Essex	East Orange	PK	TBD	TBD
Mercer	Trenton	PK - 5	TBD	TBD
7 Districts			TBD	TBD

Replacement Facilities			
Sequencing Based on Availability of School Site			
County	District	Grades Served	New Seats
Camden	Camden City	PK - 8	1,408
Essex	Newark	PK - 8	1,864
Salem	Salem City	PK - 8	961
3 Districts			4,233

Additional Activities

Activities Necessary to Finalize the Sequencing of Projects Included in the First Tranche, Toward Addressing the Entirety of 2019 EFNA Educational Priorities

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

County	District	County	District	County	District
Union	Elizabeth	Hudson	Union City	Mercer	Trenton
Middlesex	New Brunswick	Middlesex	Plainfield		
Essex	City of Orange	Essex	East Orange		

Additional Activities *(Continued)*

- Initiate Building Condition Assessment Surveys across all SDA Districts
 - In order to most accurately define and prioritize work to address concerning conditions at existing facilities
 - Approximately 470 Educational Buildings in service throughout the 31 SDA-Districts
 - Surveys will assess every condition and major system through a uniform, consistent approach and will estimate remaining useful life
 - Data will allow NJSDA to proactively and efficiently plan programs of work to address the needs identified by the inspections