



**Biannual Report  
on the  
Schools Construction Facilities Program**

**For the Period  
April 1 through September 30, 2011**



### **Mission Statement**

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

### **Vision Statement**

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

## **SDA Executive Staff**

**Marc D. Larkins**

*Chief Executive Officer*

**Jason E. Ballard**

*Chief of Staff*

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

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

**Andrew D. Yosha**  
*Vice President – Program  
Operations*

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Managing Principal, The Walsh Company,  
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Managing Partner and Founder, Genesis  
Companies

Loren P. Lemelle

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

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

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

## Message from CEO Marc Larkins



This reporting period has seen the continued progress of the Schools Development Authority under Governor Christie's Administration. The SDA has started the implementation of many new initiatives that will foster greater efficiencies and positively change the way that school projects are delivered.

In support of our commitment to reach the greatest number of children with the limited available resources afforded us, we have introduced a new measure of standardization that this organization has not seen before. This standardization initiative has resulted in the release of Materials and Systems Standards and the development of a Kit of Parts. The SDA's newly created Design Studio, using skilled and experienced internal staff resources, has worked diligently to develop design standards that will be incorporated into every new school facilities project. These developments will afford greater consistency of project delivery across our portfolio. This will also result in increased delivery time and dollar savings to the SDA allowing us to reach more projects at the right cost and in the right timeframe.

While we are excited about our positioning to move future projects in the most responsible way, we are ever cognizant of our obligation to ensure the completion of ongoing projects. In September of this year, we completed three new school projects, the Pemberton Township Early Childhood Center, the Creative Arts Morgan Village Academy in Camden and a major addition renovation project at the Egg Harbor Township High School. For the first time in the history of the school construction program, the SDA served as Construction Manager overseeing the completion of these projects. By self-performing construction management duties for these three projects alone, the Authority has saved close to \$1.5 million in outside expenses for New Jersey's taxpayers.

We have also continued our small business assistance efforts. In August, the Authority successfully implemented our first fully developed and self-performed, in-house SMWBE Contractor Training Program. Sixteen firms completed the inaugural training program. With a few added improvements, this in-house training program will continue for years to come and do so at a mere fraction of the previous, out-sourced costs.

The SDA also continues its earnest pursuit of monies owed to the Authority, including an estimated \$7 million in pre-litigation settlement negotiations on six cost-recovery cases related to errors and omissions. Additionally, the Authority has recovered and received nearly \$3 million in reimbursements through state and federal rebate programs in 2011 alone. Rebates received by the SDA this year are significantly higher than rebates received in prior years. Rebates obtained through various programs play an important role in helping to keep school construction costs as low as possible. Every dollar the SDA receives through rebates is additional money that is available for use on school facilities construction projects.

The new initiatives and programmatic changes that we have introduced have positioned us for an exciting future as we advance the roll-out of projects in the coming months. We are moving ever closer to our goal of operating an efficient and effective school construction organization, which maximizes the resources available to the Authority. We look forward to announcing the release of future projects and will continue to work with the Governor and the Legislature to improve our school facilities across this great state.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Maurice", is written below the text "Sincerely yours,".

## **IMPROVING NEW JERSEY'S SCHOOLS FACILITIES**

### **SDA School Facilities Projects**

From its inception through September 2011, the state's school construction program has completed 625 projects in SDA Districts: 63 new schools, 68 extensive additions, renovations and/or rehabilitations and other major facilities projects, and more than 500 additional projects. It has also completed 26 projects in Regular Operating Districts: eight new schools and 18 extensive additions, renovations and/or rehabilitations.

For the first time in the history of the organization, SDA internal staff handled construction management on school facility construction projects after external vendors were released from their contracts. The first of these three projects, Creative Arts Morgan Village Academy, opened its doors to students at the beginning of the 2011-2012 school year, having demonstrated that the SDA can successfully self-manage new construction projects. In all, the SDA realized some \$1.5 million in savings from self-performance in managing new construction projects.

### **Creative Arts Morgan Village Academy**

At 92,390 square feet, Camden's new Creative Arts Morgan Village Academy can support some 520 students in grades six through eight. The school includes general-use classrooms, special education classrooms, science labs, school-to-career classrooms with labs, small group instruction rooms, media center, and cafeteria with kitchen, auditorium and gymnasium.

The SDA and Camden Public School District officials held a ribbon-cutting ceremony September 8, 2011 to formally open the new Creative Arts Morgan Village Academy, which will provide 21st century educational opportunities. Students, teachers, parents, area officials and community leaders were on hand to celebrate Camden's newest SDA-completed project. Creative Arts Morgan Village Academy is the fifth new school completed in Camden through New Jersey's school construction program.

The new Creative Arts Morgan Village Academy replaces Morgan Village Middle School which was originally built in 1969. The SDA plans to initiate steps to demolish Morgan Village Middle School in order to build play areas and green space as well as accommodate parking needs for the new school.

### **Egg Harbor Township High School**



The SDA constructed a 123,000-square-foot addition and a 49,000-square-foot renovation to the existing Egg Harbor Township High School in an effort to accommodate a projected student enrollment of 2,800. The completed work includes 14 new classrooms, a new gymnasium,

site utility work, additions to general classrooms, the auditorium and cafeteria, and new administrative office space, in addition to the renovation of existing science labs.

### **Pemberton Early Childhood Center**

At 88,170 square feet, Pemberton's Early Childhood Center can accommodate approximately 640 students in pre-K and kindergarten. The school houses some 23 pre-K classrooms, including one dedicated to special education, and 13 kindergarten classrooms. Pemberton's Early Childhood Center provides a combination cafeteria/auditorium, a



kitchen, a staff development center and administrative space, a playground area and parking.

Pursuant to an agreement between the SDA and the State Agriculture Board, 45 acres of the site have been left undeveloped. This space will be used for educational farming activities, as approved by the Pemberton Township Board of Education.

### **Emergent Projects in SDA Districts**

The SDA is working diligently on emergent projects in the SDA Districts to address various health and safety issues. Prior to the commencement of work, the schools were inspected by the SDA and the Department of Education (DOE), which authorized the repairs. Emergent repair projects in the SDA Districts are fully funded by the SDA and either may be managed by the SDA or delegated to SDA Districts.

The SDA commenced or completed several emergent repair projects during this reporting period, two of which are described below.

The Harry C. Sharp Elementary School in Camden

A \$196,146 general construction contract was awarded to D.A. Nolt, Inc. of Berlin, NJ to perform a roof replacement at this elementary school, which educates students in grades Pre-kindergarten through six. The SDA funded and managed this emergent project.

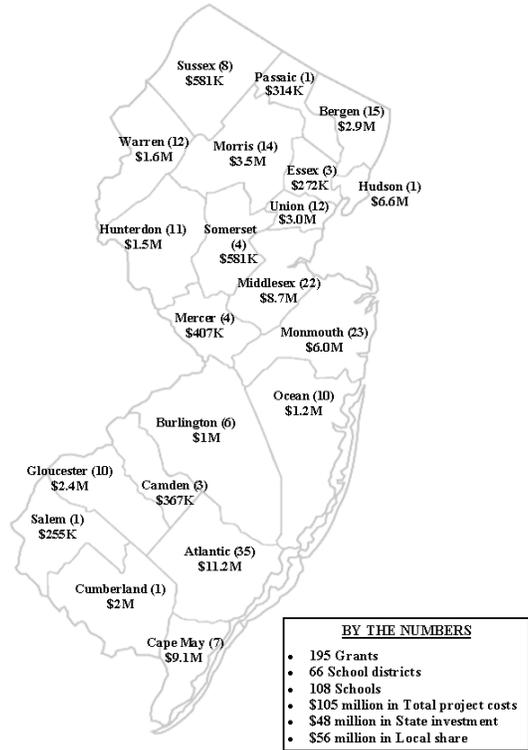
Trenton Central High School

The SDA completed an emergent repair project at Trenton Central High School. A \$59,713 general construction contract was awarded to Wallace Brothers, Inc. of Point Pleasant, NJ to perform repairs to the main entrance pediments of the school, which currently educates more than 1,700 students in grades nine through twelve. Work began at the end of June and was completed at the end of July.

The SDA has made out-reach to all SDA Districts requesting that each district catalog and inventory their emergent requests. Between the months of June and August, the SDA reviewed the information provided by the districts in an effort to determine if their requested projects qualify as emergent projects under DOE rules.

SDA team members conducted site visits to verify the written submissions and the conditions of each project requested by the districts. In support of the new emergent program’s launch, SDA staff, with DOE support, fanned out across 28 districts to conduct these site visits and review over 300 reported conditions in the school facilities.

**Regular Operating District Grants—Allocation 3 Eligible**  
*(The map represents the number of grants and state share by county)*



**Regular Operating District Grants**

Furthering Governor Christie’s commitment to provide New Jersey’s children with safe, modern and efficient

schools while easing the local taxpayers’ burden, SDA complied with its legislative mandate to fund regular operating district (ROD) projects. The state-grant program funds at least 40 percent of eligible costs for projects in the RODs, addressing health and safety issues, student overcrowding and other critical needs. The Department of Education selects school projects to receive grant funding from the SDA. For this reporting period (April 01, 2011 through September 30, 2011), SDA executed some 197 grants to 69 ROD school districts totaling \$48,796,397.

SDA Chief Executive Officer Marc Larkins, with the cooperation of the Department of Education, had announced resumption of the grant program in May 2010. Since then, the SDA has executed a total of 668 grants in 233 school districts throughout the state.

### **Reeds Road Elementary School**



With a \$807,000 ROD grant, the Galloway Township School District completed a new gym at Reeds Road Elementary School (K-6 and educating over 700 students), replacing a room that housed both the gym and the cafeteria. The gym, available for use by students and members of the

community, opened in September with a ribbon-cutting ceremony. "This is representative of what this organization was created to do," said CEO Marc Larkins, who was in attendance with the organization's Chief of Staff Jason Ballard. "Any time you can get multiple parties to work together and come in under budget and on time, it's a tremendous accomplishment."

Additional examples of SDA ROD Grant projects this reporting period include:

- The Cumberland County Technical Educational Center: new roof and rooftop HVAC units, replacement of exterior doors among other needs. State share: \$2,071,663; Local share: \$866,449; Estimated total project cost: \$2,938,112.

- Deptford Township High School: Replacement of heat pumps, piping, cooling units, boilers and rooftop units, among other needs. State share: \$500,241; Local share: \$644,295; Estimated total project cost: \$1,144,536.
- Haddonfield Memorial High School: Partial roof replacement. State share: \$110,600; Local share: \$165,900; Estimated total project cost: \$276,500.
- Mountain View Elementary School: New unit ventilators with air conditioning coil and condenser for five rooms in the 1966 section of the building. State share: \$49,820; Local share: \$74,730; Estimated total project cost: \$124,550.
- Mount Olive High School: Replacement of two boilers and a roof. State share: \$661,471; Local share: \$948,729; Estimated total project cost: \$1,610,200.
- National Park Elementary School: Complete removal and replacement of roof and storm systems and its mechanical equipment. State share: \$599,550; Local share: \$361,450; Estimated total project cost: \$961,000.
- Knollwood Elementary School: Boiler replacement. State share: \$222,272; Local share: \$333,408; Estimated total project cost: \$555,680.

These are just a few examples of the hundreds of improvements that are made possible through state support of projects that ensure educationally adequate learning environments for New Jersey's students. See **Appendix F** for more complete statistical information regarding SDA ROD Grant Disbursements for the Reporting Period April 01, 2011 through September 30, 2011.

### The SDA ROD Grant Program Totals for Reporting Period

<b>Total Number of School Districts Impacted</b>	<b>Total State Share</b>	<b>Total Number of Grants Disbursed</b>	<b>Total Number of Schools Impacted</b>	<b>Total Local Share</b>	<b>Estimated Total Project Spend</b>
66	\$48,310,009	195	108	\$56,954,285	\$105,263,754

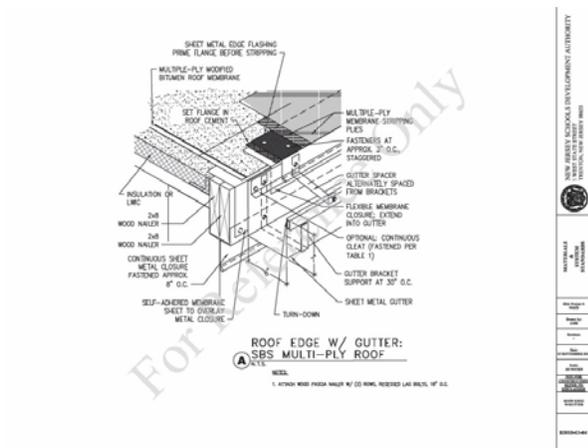
The New Jersey Department of Education provides complete information regarding the Regular Operating District State Grant Program, which can be found here:

<http://www.state.nj.us/education/facilities/projectapplication/rod/aprod.pdf>

## DESIGN INNOVATIONS

### Advancing Design Standardization: the Model Schools Program

The Capital Program Report released in March 2011 emphasized the use of standardization in all public school facilities projects in the State of New Jersey that are managed by the SDA. Standardization provides a means for the SDA to advance each project more efficiently and cost effectively, provides for greater predictability in the approval process, and reduces the potential for change orders and errors, all of which can lower the cost and expedite the delivery time of school facilities projects. The achievement of financial savings ultimately provides additional dollars available to the Authority for completion of more projects. This is especially critical now given the finite nature of the resources available for school construction.



The SDA has developed two manuals, the “Materials and Systems Standards Manual” and the “Construction Details Manual,” that serve to help anchor SDA’s Model Schools Program. The Model Schools Program and its manuals reflect SDA’s ongoing internal effort to implement standardized designs for school facility

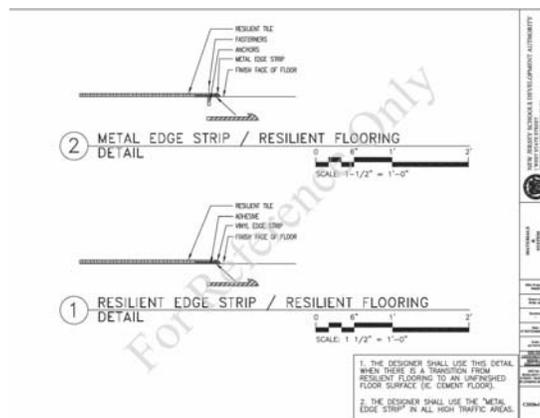
construction projects. Standardization provides potential for leveraging efficiencies in time, cost and materials. Standardization can facilitate and expedite, among other things, design reviews and code inspections for faster delivery of school projects.

Additionally, the SDA continues to develop a kit of parts and a third manual, an updated 21st Century Schools Design Manual, which is due for publication in 2012. The 21st Century Schools Design Manual will guide SDA’s project staff and consultants, as well as school districts through the design process, in establishing procedures, performance standards and deliverables to ensure that the resulting school projects are cost-effective, durable, energy efficient and educationally effective. The 21st Century Schools Design Manual will provide guidance for streamlining the design process and aligning that process with current initiatives, including kit-of-parts project delivery, standardization of materials and systems, and sustainability.

### Materials and Systems Standards Manual

The Materials and Systems Standards and Construction Details manuals simultaneously provide guidance for achieving uniformity in an overall approach to materials and systems selection during the design phase of a project. Through this uniformity, the Authority seeks to:

- Attain parity among and for all SDA-district schools through prototypical designs and use of standardized materials and systems;
- Establish an approach that requires the repeated use of defined materials and systems
- Institute standards as a cost effective and common sense means of constructing all 21st Century Schools for New Jersey; and



- Provide an approach for SDA-managed school facilities projects to be built in an educationally appropriate, community focused, cost effective, sustainable, energy efficient, safe, secure, clean, and environmentally friendly manner.

The SDA has currently drafted over 70 design standards (or approximately 1/3 of the identified materials and systems). Design components include foundations, walls, floors and roofs, stairs, masonry and concrete, flashing, insulation, frames, windows, doors, wallboard, ceilings, toilets and shelving, elevators, HVAC, plumbing, electrical, fire, communications and security, lighting, furnishings, signage, parking, fencing, flagpoles and landscaping, among other categories.

### **Construction Details Manual**

The Construction Details Manual contains select key “Standardized Construction Details” for the materials and systems recommended in the Materials and Systems Standards Manual. A compendium of precise, blueprint drawings referenced with the same respective section designations as the materials and standards design requirements, comprise the Construction Details manual.

### **Kit of Parts**

The SDA reviewed existing designs and other benchmarks to identify elements which might serve as the basis for standardized designs. After considering other alternatives, the SDA has committed to the development of a “Kit of Parts” based on a set of standardized designs utilizing in-house resources. The Authority established an in-house Design Studio staffed with SDA-

employee architects and planners who are supported in their efforts by in-house engineering, management, and administrative staff. The SDA Design Studio is engaged in the development of standardized Kit of Parts component elements which will be utilized in new project designs. In support of this effort, an SDA-DOE working group also has been formed and is developing standardized programmatic models and educational specifications. SDA anticipated that schematic design of the first project to utilize the Kit of Parts delivery approach will be completed in January 2012.

## **ENSURING FISCAL ACCOUNTABILITY AND RESPONSIBILITY**

### **Financial Overview**

In total, the Legislature has authorized \$12.5 billion in funding for the SDA (\$8.9 billion for SDA Districts, \$3.6 billion for RODs and vocational schools). Since the program's inception, the amount of debt financing issued to date to fund the program is \$8.649 billion. No new bonds for construction of school facility projects were issued during the reporting period.

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

### **Accountability through an Internal Audit and Assessment Group**

The SDA's re-organization in June 2010 created the Division of Program Assessment and Development (PAD), which is responsible for assessing and auditing Authority processes, and ensuring SDA financial, operational and programmatic integrity, accountability, efficiency and effectiveness.

PAD submits assessments and audits to SDA's Audit Committee, which convenes monthly. As of September 2011, PAD had completed and submitted eleven (11) audits and/or assessments to the Audit Committee, including: common area maintenance costs with SDA lease holders,

Prompt Payment compliance and the Emergent Project Process. An additional five (5) audits are scheduled for completion by December 31, 2011.

The Authority's most recent funding legislation (P.L. 2008, c. 39) directed the SDA, in consultation with the State Comptroller, "to cause an audit to be conducted of any school facilities project that has a State share that exceeds \$10 million." Accordingly, and in consultation with the Internal Audit Division of the Office of the State Comptroller, SDA developed a contract-based Audit Program, segmented into twelve financial areas and aligned with a school facility construction life cycle. This program was presented to and approved by the Audit Committee on August 15, 2011. For 2011, PAD completed and submitted to the Audit Committee a report related to construction invoicing.

### **SDA Close-Out Initiative**

SDA's Project Close Out remains focused on closing out school facilities projects in an effort to remove liability and carrying costs as soon as possible after the completion of a project. SDA adopted a streamlined, re-engineered close-out process, with a refined usability, in July, 2011. The revamped close-out process will enable real-time close-out of new projects while also assisting in the close-out of legacy projects in a more efficient manner. With the close-out process now in place and with SDA teams adequately trained, the SDA is well positioned to better manage and report on its project close-out to both the School Review Committee and the Authority Board.

## **SDA Cost Recovery: Claims and Reimbursements**

### **Environmental Claims**

Following last year's recovery of \$6.47 million for the cost to remediate a property in connection with a Camden school project, SDA's Special Projects Division continues to pursue or finalize potential claims on 28 matters related to environmental remediation. The Division of Law, on behalf of the SDA, has five (5) cases currently in litigation, with an additional seven (7) cases in pre-litigation review. Sixteen (16) cases are under review by SDA prior to their transfer to the Division of Law for legal action.

### **Errors & Omissions and Construction Defects Claims**

The SDA is also in pre-litigation settlement negotiations on six (6) cost recovery cases related to errors and omissions, representing approximately \$7 million. There are an additional four (4) cases poised to advance into pre-litigation negotiations in the near future. Beyond this, the SDA will continue to pursue additional cost recovery opportunities as they arise.

Additionally, the SDA also received \$1,006,735.00 from the Hazardous Discharge Site Remediation Fund relative to the Trenton School District Dr. Martin Luther King Elementary/Thomas Jefferson Elementary School.

## **Reimbursements**

The final component of the Authority's efforts to pursue available funding includes several reimbursements received through various federal and state programs for both telecommunications and energy rebates. Rebate recovery for this reporting period totals some \$1,307,674.05. This total amount includes some \$964,568 related to the E-Rate program. This program is a federal program that provides discounts to assist schools and libraries to obtain affordable telecommunications and internet service. This E-Rate reimbursement was derived from installation of internal wiring and connections work needed to provide internet access at the New Brunswick High School. The balance of the recovered monies includes some \$343,106 for four (4) Smart Start Rebates. This program, sponsored by the New Jersey Board of Public Utilities in partnership with New Jersey's gas and electric utilities, provides rebates for both prescriptive equipment and custom improvements that save energy.

Every dollar the SDA receives through litigation, settlement or reimbursement is additional money available for school construction projects. The focus of current Authority leadership on cost recovery has resulted in the successful retrieval of \$3,131,212 for this recording period.

## **SDA Internal Efficiencies**

Under Marc Larkins leadership, the SDA continues its aggressive effort to identify opportunities from economies of scale to further reduce SDA's operating budget. For this reporting period, the SDA through its facilities and MIS operations have implemented tools and processes to reduce that operating budget by some additional \$185,000 annually.

## **Facilities**

In SDA's continuing effort toward more efficient operations, the SDA's facilities department, which manages such internal services as mailroom, supplies and equipment, and motor pool, among others, has reduced its operating costs by some \$175,000 when annualized. The facilities department captured such combined savings through a number of measures, including changes to its postage and packaging center solutions, employee reimbursements of travel costs through use of motor pool efficiencies, centralized purchasing of office supplies, as well as substantial reductions in office equipment. The facilities department, as with every SDA operating and programming function, continually seeks to secure the most cost-effective approaches toward performance of its responsibilities.

## **MIS Department**

The MIS Department, responsible for developing, documenting, maintaining, and supporting SDA Information Systems and Infrastructure, has implemented many costs-savings initiatives. These include a purchasing system that transparently links operational expenditures to approved budgets and a Vehicle Reservation system that more efficiently manages SDA-owned vehicles. The recent implementation of Microsoft Outlook 2010 email will save some \$31,000. In addition, server virtualization and consolidation will save the Authority \$10,800 annually. MIS is currently at work on other systems initiatives to better manage both time and costs.

## **SDA COMMITMENT TO SMALL BUSINESS**

### **Contractor Training Program**



The SDA strives to attract and retain small, minority and women-owned (SMWBE) contractors, vendors and consultants to work on SDA school facilities projects throughout the State. In fact, the SDA leads New Jersey among state agencies in SMWBE participation in State work projects and remains a leader in developing a variety of training programs to advance the growth, development and participation of SMWBEs in New Jersey.

Toward these ends, during this reporting period the SDA developed, implemented and conducted its inaugural, in-house Contractor Training Program following expiration of its agreement with NJSBDC, the previous contractor. The program is designed and executed to assist business enterprises obtain the necessary skills and process knowledge in order to foster relationships and become better prepared to do business with the SDA.

For 12 weeks between August 2011 and October 2011, the SDA's inaugural SMWBE Contractor Training Program provided expert instruction in such areas as marketing and outreach, scheduling, accounting, project budgeting, bidding and bid package preparation, safety and paperwork.



Following 9 instructional sessions, beginning with an orientation workshop and concluding with a graduation/networking event complete with a Certificate of Completion, the 16 initial graduating firms awarded a 100% overall approval rating to the SDA-conducted program and its staff instructors. Those

graduating firms surveyed suggested that the training program incorporate a session specific to Bonding and Access to Capital.

Building on the success of this inaugural program, the SDA is making plans to offer the training again during the spring months, perhaps in April through June, so as to accommodate more interested firms.

In all, training participants expressed appreciation for the subject-matter and hands-on expertise of the SDA training team members and the structure of the sessions. From a cost prospective, the 2011 SMWBE Program was able to be delivered at 11.5% of the Program Cost of the 2010 NJSBDC Program. Because the program was run in-house, utilizing SDA personnel and resources, there were no administrative costs associated with the 2011 SMWBE Program. When the administrative costs are taken into account, the 2011 program was delivered at 1.9% of the 2010 NJSBDC MOA not-to-exceed amount of \$508,808.

### **Exceeding State Requirements for Small Business Participation**

SDA's commitment to small businesses goes well beyond training. The SDA has repeatedly exceeded the state requirement that at least 25 percent of all agency contracts be awarded to SBEs. For the reporting period, the SDA once again surpassed this requirement with SBE participation at 68.8 percent, or \$4.3 million of the SDA's \$6.2 million in contracts awarded.

### **Recommendation for Change**

With the SDA's historically successful record of outreach to the business community in providing opportunities for disadvantaged, small and minority businesses, as exemplified by SDA's current SBE Training Program, the SDA recommends an extension and expansion of such outreach activities. Given the current economic climate, additional efforts toward outreach to the New Jersey construction business community are all the more important. The SDA is currently contemplating outreach to the community through a mentor/protégé program and secondary-level student scholarship program, among other approaches.

The mentor/protégé program would be designed, essentially, to build effective working relationships between leaders of mature established companies and disadvantaged or new and emerging businesses. Such a mentoring relationship might consist of assistance in developing a protégé's business plan, organizational and personnel skills, marketing and mentoring toward greater opportunities to access working capital and bonding capacity. Clearly, an ability to obtain surety bonds and leverage larger bonding capacities would provide disadvantaged and small businesses the opportunity, support, resources and access they need to increase their contracting opportunities and to compete for market share and grow.

## **Appendix**

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

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

**C - Cost of Construction per Square Foot Comparison to MSA**

**D - Number of Projects Approved by DOE**

**E - Number of Contracts Signed by SDA for Reporting Period April 1-  
September 30, 2011**

**F- SDA ROD Grant Program By County For the Reporting Period**

*Note: This report does not include information on the number of projects approved by DOE and those undertaken by SDA as there were no projects approved by DOE during the reporting period.*

## Appendix A

### Small Business Enterprise (SBE) Contracts Awarded

In December 2010, the Governor signed legislation that directs the SDA to biannually compile information on the number of school construction contracts entered into between the Authority and minority and women contractors during the reporting period. This information must include the total value of the contracts and the percentage that those contracts represent of all school facilities project construction contracts entered into by the Authority. The SDA has provided this information in its Biannual Reports since June 2008 and will continue to do so as required.

<b>SDA Contract Awards to Small Business Enterprises</b> <b>(April 1, 2011 – September 30, 2011)</b>	
<b>Total SDA Construction Contracts</b>	\$ 6,255,687.05
Total SBE Contracts	\$4,308,765.05
Percentage of SDA Contracts Awarded to SBEs	68.88%

<b>SDA Contract Awards to Minority-Owned Business Enterprises</b> <b>(April 1, 2011 – September 30, 2011)</b>		
<b>Total SDA Construction Contracts</b>	\$ 6,255,687.05	
<b>Total Contracts to Minority-owned Business Enterprises</b>	\$89,422.00	1.43%

**Small Business Enterprise (SBE) Contracts Awarded (continued)**

<b>SDA Contract Awards to Small Women-Owned Business Enterprises (April 1, 2011 – September 30, 2011)</b>	
<b>Total SDA Construction Contracts</b>	
Total SWBE Contracts	
Percentage of SDA Contracts Awarded to SWBE	

*Note: There were no Small Minority Women-owned Business Enterprises (SMWBE) awards during the reporting period.*

## Appendix B

### Number of Minority/Female Work-Hours By Trade

<b>Construction Contracts: Number of Minority/Female</b>					
<b>Work-Hours by Trade</b>					
<b>(April 1, 2011 – September 30, 2011)</b>					
<b>Trade</b>	<b>Total Work-Hours</b>	<b>Minority Work-Hours</b>	<b>Minority Percent Work-Hours</b>	<b>Female Work-Hours</b>	<b>Female Percent Work-Hours</b>
Asbestos	2,727	2,460	90.21	146	5.35
Bricklayer or Mason	10,947	3,303	30.17	0	0
Carpenter	16,765	2,446	14.59	0	0
Caulker	30	0	0.00	0	0
Electrician	11,630	2,770	23.82	467	4.02
Elevator Constructor	16	0	0.00	0	0
Glazier	376	32	8.51	0	0
HVAC Mechanic	1,077	80	7.43	0	0
Insulator	61	0	0.00	0	0
Ironworker	2,191	135	6.16	0	0
Laborer	14,002	7,463	53.30	0	0
Operating Engineer	3,600	202	5.61	0	0

Painter	966	8	0.83	0	0
Plumber	2,621	426	16.25	0	0
Roofer	16,969	9,981	58.82	304	1.79
Sheet Metal Worker	4,318	2,413	55.88	0	0
Sprinkler Fitter	1,485	0	0.00	0	0
Steam Fitter	2,757	407	14.76	0	0
Surveyor	8	0	0.00	0	0
Tiler	590	0	0.00	0	0
Truck Driver	113	68	60.18	0	0
<b>TOTALS</b>	<b>61,055</b>	<b>32,194</b>	<b>34.52</b>	<b>917</b>	<b>0.98</b>

*Note: The chart represents work-hours during the reporting period for SDA-managed projects.*

## Appendix C

### Cost of Construction Per Square Foot Comparison to Facilities Projects Within Metropolitan Statistical Areas

Metropolitan Statistical Area Comparison				
Statistical Brief: Cost Per Square Foot (at time of bid)				
<i>This statistical cross-section of data is compiled from various sources.</i>				
<i>Report dates range from July 2009 to March 2011.</i>				
Source	Area	Elementary School	Middle School	High School
<b>McGraw-Hill</b>	Philadelphia	\$206	-	-
<b>Metropolitan Statistical Area (October 2010 – March 2011)</b>	New York	\$297	\$482	-
<b>School Planning &amp; Management by State Average (January – December 2010)</b>	N.Y., N.J., Pa. Average	\$310	\$250	\$262
<b>New York City School Construction Authority (July 2009 – June 2010)</b>	New York City	\$504*	-	-
<b>SDA-Managed Projects (4<sup>th</sup> and 1<sup>st</sup> Quarter Actual)</b>	Statewide	-	-	-
<i>The table represents a statistical cross-section of data from numerous sources with report dates ranging from January 2010 to September 2011. Costs are at time of bid.*Numbers reflect the New York City Mayor's Management Report September 2011 costs at completion excluding budgeted Change Order Contingency of 10% percent.</i>				

To address the August 2007 Legislation requirement that costs of school facilities projects undertaken and funded by the SDA be compared to similar school facilities projects constructed in the New York City and Philadelphia Metropolitan Statistical Areas (MSAs), the SDA subscribes to specific statistical data reports from McGraw-Hill Dodge Construction Reports.

As defined by the United States Department of Labor, New York City and Philadelphia MSAs are identified in standards published by the federal Office of Management and Budget (OMB). 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

To provide more extensive comparisons of SDA projects with cost per square foot of other relevant projects, the SDA has used an additional recognized, national construction data sources: the School Planning and Management 2010 report, as well as information from the School District of Philadelphia and the New York City Department of Education School Construction Authority. The use of multiple sources to monitor and analyze construction cost assures addressing industry wide pricing trends. These sources also allow the SDA to compare cost per square foot using a common metric, such as cost-at-bid award.

## Appendix D

### Number of Projects Approved by DOE

Number of Projects Approved by DOE (April 1 – September 30, 2011)			
	Total School Facilities Projects Approved*	Required Educational Adequacy / FES Review	Projects Requiring Educational Adequacy/FES Review and Exceeding the FES
All Districts	0	0	0
SDA Districts	0	0	0
Regular Operating Districts	0	0	0

*\*There were no SDA District or Regular Operating District projects that were approved above the Facilities Efficiencies Standards (FES) during the reporting period. The DOE approved 158 Other Capital Projects in the reporting period. Other Capital, Vocational Technology or projects otherwise not eligible for State Aid are not reviewed for conformance to the FES.*

## Appendix E

### Number of Contracts Signed by SDA for Reporting Period April 1-September 30, 2011

District	Package #	Description	CCE	Awardee	Award Amount	Contract Date
Newark	EP-0011-R01 EP-0013-R01	Bragaw Ave. ES & R. Clemente ES Mortar Testing & Inspection Services	\$11,930	Atlantic Engineering Laboratories	\$11,930	5/19/11
Pemberton	WT-0001-R06	ECC #1 - Commissioning Services	\$15,867	Concord Engineering Group	\$17,600	5/27/11
Jersey City	JE-0016-R08	PS#3/MS#4 - Retro- Commissioning	\$251,400	Concord Engineering Group	\$152,200	8/5/11
Newark	NE-0001-Y01	Science Park HS - Inspector for Smoke Control System	\$20,000	Triad Fire Protection Engineering Corp.	\$19,900	9/7/11
			<b>\$299,197</b>		<b>\$201,630</b>	

## Appendix F

### SDA ROD Grant Program By County For the Reporting Period

	Total Number of Grants Disbursed	Total Number of Schools Impacted	Total State Share	Total Local Share	Estimated Total Project Spend
Atlantic	35	8	\$11,208,537	\$9,803,637	\$21,012,174
Bergen	15	9	\$2,935,381	\$4,403,074	\$7,338,455
Burlington	6	6	\$992,984	\$811,194	\$1,804,178
Camden	3	3	\$367,211	\$502,239	\$869,450
Cumberland	1	1	\$2,071,663	\$866,449	\$2,938,112
Essex	3	2	\$272,161	\$408,241	\$680,402
Gloucester	10	8	\$2,468,841	\$2,388,834	\$4,857,675
Hunterdon	11	4	\$1,555,358	\$2,333,037	\$3,888,395
Mercer	4	3	\$407,872	\$611,808	\$1,019,680
Middlesex	22	7	\$8,728,961	\$9,319,432	\$18,048,393
Monmouth	23	18	\$6,063,469	\$9,095,201	\$15,158,130
Morris	14	10	\$3,515,769	\$4,982,079	\$8,497,848
Ocean	10	5	\$1,287,807	\$1,931,714	\$3,219,521
Passaic	1	1	\$314,192	\$471,288	\$785,480
Salem	1	1	\$255,526	\$325,516	\$581,042
Somerset	4	2	\$581,194	\$871,791	\$1,452,985
Sussex	8	4	\$581,085	\$871,627	\$1,452,712
Union	12	9	\$3,054,948	\$4,582,416	\$7,637,364
Warren	12	7	\$1,647,050	\$2,374,708	\$4,021,758
<b>TOTAL</b>	195	108	\$48,310,009	\$56,954,285	\$105,263,754