

Prepared by the New Jersey Schools Development Authority

2019 Statewide Strategic Plan  
for SDA Districts

# 2022 Strategic Plan Update and Capital Plan Presentation

April 6, 2022

# 2019 Statewide Strategic Plan for SDA Districts

## Section 1 SDA Capital Project Portfolio 2011 to Present Status of Projects

# Delivered Projects

31 Projects  
Delivered  
28,060 New Seats

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Bridgeton	Buckshutem Road School	Addition / Renovation	Sep-16	196	\$21.2
Bridgeton	Quarter Mile Lane School	Addition / Renovation	Sep-17	513	\$35.8
Camden	Camden High School	New School	Sep-21	1,468	\$132.6
East Orange	Sheila Y. Oliver Academy	New School	Sep-20	512	\$41.2
Elizabeth	Frank J. Cicarell Academy HS	New School	Sep-16	1,284	\$61.1
Elizabeth	William F. Halloran Gifted and Talented School No. 22	New School	Sep-17	990	\$55.3
Garfield	James Madison ES	New School	Sep-18	305	\$29.7
Gloucester City	Middle School	New School	Sep-17	763	\$65.3
Harrison	Kennedy ES	New School	Nov-20	432	\$36.1
Irvington	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	Dr. Maya Angelou ES, PS # 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	Paul Robeson Community School for the Arts	Addition / Renovation	Sep-18	424	\$48.6
Newark	Elliot Street ES	New School	Jan-16	932	\$42.8
Newark	South Street School	New School	Sep-18	657	\$67.7
Newark	Oliver St. ES	New School	May-16	932	\$71.0
Passaic	Dayton Ave. Ed. Campus	New School	Jan-22	2,997	\$240.9
Passaic	Sonia Sotomayor School No. 21	New School	Sep-19	698	\$55.9
Paterson	Dr. Hani Awadallah School	New School	Sep-16	722	\$55.2
Paterson	Joseph A. Taub School	New School	Jan-22	1,107	\$113.9
Paterson	Public School No. 16	New School	Sep-16	705	\$59.1
Pemberton	Denbo-Crichton ES	New School	Sep-20	930	\$58.7
Perth Amboy	Rose M. Lopez ES	New School	Sep-19	804	\$56.4
Phillipsburg	Phillipsburg High School	New School	Sep-16	2,172	\$120.3
Trenton	Trenton Central HS	New School	Sep-19	2,176	\$155.4
Vineland	Sgt. Dominick Pilla 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

# Upcoming Project Deliveries (Active Projects)

District	School Name	Project Type	School Opening	New Seats	Total Project Costs (Millions)
Hoboken	Demarest ES	Renovation	TBD	N/A	TBD
Keansburg	Port Monmouth Road School	Addition / Renovation	Sep-22	318	\$28.4
Millville	Millville Senior High School	Addition / Renovation	PHASED	860	\$145.0
Orange	Cleveland St. ES	Addition / Renovation	TBD	N/A	\$38.9
Orange	Orange High School	Addition / Renovation	Sep-22	576	\$51.9
Perth Amboy	Perth Amboy High School	New School	Sep-24	3,294	\$283.8
Plainfield	Charles and Anna Booker ES	New School	Sep-23	839	\$59.4
Union City	Grade 7 to 9 School	New School	Sep-25	840	TBD

8 Upcoming Projects

Will Deliver 6,727  
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 Budget
- Minimization of Surprise
- Reduction of Change Orders
- Job Creation

## **Results (continued)**

### New Seats

28,060 New Seats Delivered

6,727 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

## **Remaining Priority Needs Updated**

During the months of November and December 2021 Working Group meetings were held with all 31 SDA-Districts in an effort to validate and update District needs identified in the 2019 EFNA.

Additionally, updated enrollment information has become available for the 2019, 2020 and 2021 school years.

This information has been analyzed by NJDOE and NJSDA and compared to existing student capacity information allowing for an update of the capacity needs that exist within the 31 SDA- Districts.

# 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

### 2022 EFNA enrollment data update

- Refreshes Universe of Capacity 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 Update (2019-2021 enrollment data)

- Remaining Capacity Needed in SDA-Districts

Rank	Rank 2019 Plan	County	District	Capacity Needs	Percentage Overcrowding	Grade Levels Impacted
1	1	Union	Elizabeth	7,505	37.2%	PK - 12
2	2	Bergen	Garfield	785	18.5%	PK - 5, 9 - 12
3	7	Cumberland	Bridgeton	631	11.7%	6 - 12
4	4	Essex	City of Orange	503	10.4%	PK, 6 - 12
5	15	Mercer	Trenton	1,186	9.9%	K - 5, 9 - 12
6	5	Hudson	Union City	1,097	9.8%	PK - 8
7	8	Passaic	Passaic City	1,004	7.8%	PK, 9 - 12
8	6	Passaic	Paterson	1,713	7.4%	PK - 5, 9 - 12
9	11	Union	Plainfield	606	7.4%	K - 5
10	3	Middlesex	New Brunswick	504	5.5%	PK - 12
11	10	Middlesex	Perth Amboy	371	3.3%	K - 5
12	N/A	Hudson	Hoboken	74	2.5%	K - 5
13	N/A	Camden	Gloucester City	56	2.4%	6 - 8
14	N/A	Monmouth	Long Branch	137	2.3%	K - 5
15	13	Hudson	West New York	168	2.1%	PK, 6 - 8
16	9	Atlantic	Pleasantville	79	2.1%	K - 5
17	12	Hudson	Jersey City	475	1.7%	PK - 5
18	N/A	Cumberland	Vineland	154	1.5%	6 - 8
19	N/A	Essex	Newark	455	1.1%	6 - 8
20	N/A	Warren	Phillipsburg	32	0.7%	6 - 8
21	14	Essex	East Orange	45	0.4%	PK
<b>21 Districts</b>				<b>17,580</b>	<b>7.3%</b>	

\* Districts highlighted in blue represent additions from the January 2020 presentation.



## **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	Remaining Need
Union	Elizabeth	PK - 8	New School	1,103	1,000	6,505
Bergen	Garfield	PK - 5	New School (Replacement)	706	440	192
Bergen	Garfield	PK - 5	New School (Replacement)	706	386	
Cumberland	Bridgeton	PK, 6 - 8	Addition/Renovation	328	300	
Cumberland	Bridgeton	6 - 8	Addition/Renovation	333	300	0
Cumberland	Bridgeton	9 - 12	Addition/Renovation	353	300	
Mercer	Trenton	K - 5	New School	806	725	461
Passaic	Passaic City	9 - 12	New School (Replacement)	3,765	738	129
Passaic	Paterson	9 - 12	Addition/Renovation	1,176	1,000	713
Middlesex	New Brunswick	6 - 8	Addition/Renovation	588	500	142
Middlesex	Perth Amboy	K - 5	New School	556	500	0
Hudson	West New York	PK - 8	New School	549	500	0
Atlantic	Pleasantville	PK - 5	New School (Replacement)	539	205	0
Hudson	Jersey City	PK	New School	360	360	0
Essex	Newark	PK - 8	New School (Replacement)	932	400	0
Essex	Newark	PK - 8	New School (Replacement)	932	400	
<b>16 Projects</b>				<b>13,732</b>	<b>8,054</b>	<b>8,142</b>

\* Districts highlighted in blue represent additions from the January 2020 presentation.

These 16 Projects were identified for a sequenced First Tranche Advancement because they address high priority capacity needs 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
Essex	City of Orange	PK, 6 - 8	TBD	TBD	TBD
Hudson	Union City	PK - 8	TBD	TBD	TBD
Union	Plainfield	PK - 5	TBD	TBD	TBD
Hudson	Hoboken	K - 5	TBD	TBD	TBD
Camden	Gloucester City	6 - 8	TBD	TBD	TBD
Monmouth	Long Branch	K - 5	TBD	TBD	TBD
Cumberland	Vineland	6 - 8	TBD	TBD	TBD
Warren	Phillipsburg	6 - 8	TBD	TBD	TBD
Essex	East Orange	PK	TBD	TBD	TBD
<b>9 Districts</b>				<b>TBD</b>	<b>TBD</b>

\* Districts highlighted in blue represent additions from the January 2020 presentation.

These 9 districts were identified for a sequenced First Tranche Advancement in recognition of overcrowding in the districts. Upon identification of appropriate solutions inclusive of site identification, 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

Based upon the 2019 EFNA there are over 50 facilities identified above that have needs based upon building age and condition.

## 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
Salem	Salem City	PK - 8	New School (Replacement)	961
<b>3 Projects</b>				<b>2,369</b>

These 3 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
Union	Elizabeth	PK - 8	1,000	1,103
Bergen	Garfield	PK - 5	1,412	826
Cumberland	Bridgeton	PK, 6 - 8, 9 - 12	1,014	900
Mercer	Trenton	K - 5	806	725
Passaic	Passaic City	9 - 12	3,765	738
Passaic	Paterson	9 - 12	1,176	1,000
Middlesex	New Brunswick	6 - 12	588	500
Middlesex	Perth Amboy	PK	250	250
Hudson	West New York	PK - 8	549	500
Atlantic	Pleasantville	PK - 5	539	205
Hudson	Jersey City	PK	360	360
Essex	Newark	PK - 8	1,864	800
<b>12 Districts</b>			<b>12,323</b>	<b>6,804</b>
Sequencing to Follow Identification of Appropriate School Site				
County	District	Grades Served	New Seats	New Capacity
Essex	City of Orange	PK, 6 - 8	TBD	TBD
Hudson	Union City	PK - 8	TBD	TBD
Union	Plainfield	PK - 5	TBD	TBD
Hudson	Hoboken	K - 5	TBD	TBD
Camden	Gloucester City	6 - 8	TBD	TBD
Monmouth	Long Branch	K - 5	TBD	TBD
Cumberland	Vineland	6 - 8	TBD	TBD
Warren	Phillipsburg	6 - 8	TBD	TBD
Essex	East Orange	PK	TBD	TBD
<b>9 Districts</b>			<b>TBD</b>	<b>TBD</b>

Replacement Facilities			
Sequencing Based on Availability of School Site			
County	District	Grades Served	New Seats
Camden	Camden City	PK - 8	1,408
Salem	Salem City	PK - 8	961
<b>2 Districts</b>			<b>2,369</b>

\* Districts highlighted in blue represent additions from the January 2020 presentation.



## 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
Essex	City of Orange	Hudson	Hoboken	Cumberland	Vineland
Hudson	Union City	Camden	Gloucester City	Warren	Phillipsburg
Union	Plainfield	Monmouth	Long Branch	Essex	East Orange

\* Districts highlighted in blue represent additions from the January 2020 presentation.

## **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 450 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

# 2019 Statewide Strategic Plan for SDA Districts

## Section 4 2022 Capital Plan for SDA Districts

# Funding

The State's Fiscal Year 2022 Budget has allocated a total of \$200 million to the Authority that can be utilized to advance projects identified in the Statewide Strategic Plan.

# Approach

Development of a Capital Plan of projects to be advanced from available funding:

- Educational Priorities
  - Address Overcrowding – Given the level of funding available it is recommended that funding priority be given to projects in districts with capacity needs.
- Logistical Factors
  - Availability of Land – Matching of District's with the highest capacity needs and available land on which to construct facilities to address those needs

## 2022 Project Portfolio

- Staff recommends advancement of 3 projects utilizing the \$200 million provided to the Authority
  - Elizabeth New PK – 8 School for approximately 1,000 students
  - Garfield New Replacement PK – 5 School for approximately 700 students
  - Bridgeton High School Addition/Renovation for approximately 300 students
- These projects represent high educational priority needs where there is land readily available for project advancement.
- Further, staff recommends approval to expend up to \$200,000 per project for necessary planning activities required to finalize preliminary project scope and develop a Preliminary Project Charter for each project.