

Original



REQUEST FOR PROPOSALS

for

**NEW JERSEY ONE-STOP OPERATIONS MANagements SERVICES FOR THE
PASSAIC COUNTY WORKFORCE DEVELOPMENT BOARD**

RFP-20-022

2020

PASSAIC COUNTY BOARD OF CHOSEN FREEHOLDERS

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Bid Document Checklist

The following documents must be included with the Respondent's Bid:

Document Description	Authority
Acknowledgment of Receipt of Addenda	N.J.S.A. 40A:11-23.2 (e)
Statement of Corporate Ownership	N.J.S.A. 52:25-24.2
Bid Proposal	N.J.S.A. 40A: 11-4
Standard Questionnaire	N.J.S.A. 40A:11-26
Disclosure of Investment Activities in Iran	P.L. 2012, c. 25

The following documents must be submitted to the County prior to the contract being executed:

Document Description	Authority
Business Registration Certificate	N.J.S.A. 52:32-44
Bidders Safety Acknowledgement	Resolution R-12-330
Certificate of Bidder Showing Ability to Perform Contract	N.J.S.A. 40A:11-20
Form W-9, Department of the Treasurer Internal Revenue Service	Internal
Non-Collusion Affidavit	N.J.S.A 52:34-15

Name of Bidder (Please Print): Passaic County Workforce Development Center

Signature of Authorized Representative: _____

Name (Please Print): Lauren E. Murphy

Title (Please Print): Executive Director

Date: 09/25/2020

**All documents required for the bid submission and prior to the execution of Agreement to the winning bidder are appended hereto and labeled accordingly. If any of the documents stated herein are missing, please contact the Passaic County Purchasing Agent immediately.*

NOTE: BID DOCUMENT RETURN ENVELOPES MUST CLEARLY IDENTIFY THE BID NAME, BID NUMBER, AND BID OPENING DATE ON THE EXTERIOR OF THE COMMON CARRIER OR COMPANY MAILING ENVELOPE.

County of Passaic Notice to Bidders/Legal Notice

Notice is hereby given that sealed proposals will be received on **September 29, 2020 at 10:30 am (prevailing time)** by the Passaic County Board of Chosen Freeholders for **New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Board**, Project RFP-20-022 at the following location:

Passaic County Purchasing Division
Passaic County Procurement Center
495 River Street, 2nd Floor
Paterson, New Jersey 07524

Proposals, plans, and specifications (hereafter “Bid Documents”) may only be obtained from the Passaic County website www.passaiccountynj.org. If you experience difficulty downloading a bid, please email bids@passaiccountynj.org and provide your full contact information including US mail address and fax number and a proposal can be emailed. Bid Documents will not be mailed. However, if exigent circumstances exist, accommodations to overnight Bid Documents may be delivered at the bidder’s expense.

Bid proposals must be submitted on the forms supplied by the County. Bidders must submit one (1) original and two (2) copies of its bid plus one (1) on CD or USB Flash Drive. Bid proposals are to be submitted via hand delivery during regular business hours between 8:30 AM and 4:30 PM, certified mail, or overnight delivery.

The purpose of this solicitation is to select a One-Stop (OS) Operator to operate the New Jersey One-Stop Career Centers (NJCCs) and other service access points for federally-funded NJCC partners, as required by WIOA and other community partners serving employers and customers seeking jobs, career counseling, training, and career advancement in the Passaic County Workforce Development Area.

Respondents must submit bid proposals by no later than **September 29, 2020 at 10:30 am**. No late proposals or bids will be accepted. The County is not responsible for bids delivered or otherwise not arriving on time. The County reserves the right under N.J.S.A. 40A:11-13.2 to reject bids for the reasons stated therein.

Respondents are required to comply with N.J.S.A. 10:5-31, et seq., P.L. 1975, c. 127, N.J.A.C. 17:27-5.2, and all other applicable laws, regulations, or ordinances concerning affirmative action goals and equal employment opportunity.

Pursuant to N.J.S.A. 40A:11-24, the Passaic County Board of Chosen Freeholders reserve the right to consider the bid proposals for sixty (60) days after the receipt thereof. Moreover, the Board reserves the right to reject any and all proposals in accordance with N.J.S.A. 40A:11-13.2, and waive minor informalities not considered material defects under N.J.S.A. 40A:11-1, et seq.

On March 9, 2020, New Jersey Governor Phillip Murphy issued Executive Order No. 103 declaring a Public Health Emergency and State of Emergency in New Jersey because of the Coronavirus 2019 disease (hereafter “COVID-19”). Thereafter, Passaic County Administrator Anthony J. DeNova, III

signed Administrative Order No. 20-01, that among other actions, closed all County of Passaic (“County”) facilities to the public.

Consequently, the County shall not be permitting the public to enter and view bid openings until Administrative Order No. 20-01 is rescinded. In compliance with Local Finance Notice 2020-10 issued by the New Jersey Department of Community Affairs, Division of Local Government Services, the Passaic County Purchasing Agent shall host a Webex virtual bid opening at the Procurement Center, located at 495 River Street, 2nd Floor, Paterson, NJ 07524. When it is time to join a scheduled Webex bid opening, copy and paste the link, <https://passaiccounty.webex.com/meet/bids>, to your browser and click on it to enter the meeting. The County shall live stream all bid openings, clearly announce the title of the bid and display each sealed bid package, back and front, for the camera prior to the bids being opened. The contents of each bid package shall be read aloud upon opening, including the price(s) and noting, at minimum, the presence of any documents required to be part of the bid submission.

After the close of the bid opening, all responses shall be fully scanned and posted at www.passaiccountynj.org. The bid opening shall be recorded and archived.

If there are any questions regarding the bid opening process during the Public Health Emergency, please contact Passaic County Purchasing Department at bids@passaiccountynj.org.

Carmen Santana
Phone: (973) 247-3300
Email: carmens@passaiccountynj.org

Sherry Arvanitakis, QPA

I. Introduction

The purpose of this solicitation is to select a One-Stop (OS) Operator to operate the New Jersey One-Stop Career Centers (NJCCs) and other service access points for federally-funded NJCC partners, as required by WIOA and other community partners serving employers and customers seeking jobs, career counseling, training, and career advancement in the Passaic County Workforce Development Area.

II. Scope of Work

1. Purpose

The purpose of this solicitation is to select a One-Stop (OS) Operator to operate the New Jersey One-Stop Career Centers (NJCCs) and other service access points for federally-funded NJCC partners, as required by WIOA and other community partners serving employers and customers seeking jobs, career counseling, training, and career advancement in the Passaic County Workforce Development Area. The One-Stop Operator will also be providing direct services in NJCCs.

The purposes of WIOA are the following:

- (1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market.
- (2) To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States.
- (3) To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America's workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America's employers with the skilled workers needed to succeed in a global economy.
- (4) To promote improvement in the structure and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.
- (5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and States, and the global competitiveness of the United States.
- (6) For purposes of Subtitles A and B of Title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.

This solicitation is seeking management services that coordinate the diverse services of our One-Stop system partners. Under this vision the successful responder will provide:

- Leadership*
- Strategic Planning
- Market Focused Customer Services
- Information and Analysis**

- Human Resources Focus
- Process Management
- Business Results

* The expectation is that the OSO will develop a plan on how to run the One-Stop Centers in alignment with the LWDB's 4-year plan.

** The expectation is that the OSO is monitoring common performance measures and other state and local metrics that have been established and using that information for continuous improvement efforts in the One-Stop Center as well as apprising the LWDB and partners of performance against those measures.

Many system partners provide their services through publicly-funded and federally-legislated programs. Their service provision is structured by law and regulations. The challenge of the successful responder will be to negotiate and orchestrate a One-Stop system design that balances these imperatives with service excellence.

2. Authority

The Workforce Innovation and Opportunity Act (WIOA) is available at www.doleta.gov/wioa. The Final Rules and related resources are available at https://doleta.gov/wioa/Final_Rules_Resources.cfm. Federal & State grants flow from the New Jersey Department of Labor & Workforce Development (LWD) to the County of Passaic in form of Notices of Obligation. This Request for Proposal (RFP) solicits a One-Stop Operator for the Passaic County Workforce Development Board.

3. General Information

Passaic County Workforce Investment Board is soliciting proposals for One-Stop Operator Management Services to be funded through federal allocations received by *the Passaic County Office of Procurement* as authorized through federal and state legislation. The successful bidder will provide innovative approaches to One Stop operations under the provisions of the Workforce Innovation and Opportunity Act for the period November 1, 2020 through October 31, 2021 with three-one year option to renew, contingent upon the successful delivery of services and funding availability.

The One Stop career center offers job seeker services by providing career pathway employment plans. For many job seekers this may simply mean access to job listings, while others may require skill and aptitude evaluation, job search assistance, adult education, job training, postsecondary education or registered apprenticeship. Some may require temporary financial assistance, needs based payments or supportive services.

The Workforce Innovation and Opportunity Act (WIOA, Public Law 113-128) provides the framework for a national Workforce preparation system that is flexible, responsive, customer-focused and locally managed. Passaic County Workforce Investment Board welcomes and encourages the bidder to submit management service designs which are innovative, non-traditional and "hands-on" in approach.

This RFP is seeking management services that coordinate the diverse services of our One-Stop system partners. Under this vision the successful responder will provide:

- Leadership
- Strategic Planning*
- Market Focused Customer Services
- Information and Analysis**
- Human Resources Focus
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Many system partners provide their services through publicly funded and federally legislated programs. Their service provision is structured by law and regulations. The challenge of the successful responder will be to negotiate and orchestrate a one-stop system design that balances these imperatives with service excellence.

The Workforce Innovation and Opportunity Act (WIOA) places a clear separation between the one-stop operator responsibilities and those of the workforce board. Passaic County Workforce Development Board is seeking a one-stop operator to coordinate the service delivery of required one-stop partners and service providers. Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs. The law envisions a collaborative process that leads to the creation of a seamless customer-focused One-Stop delivery system. At its best, the resulting system integrates service delivery across all programs and enhances access to the programs' services.

WIOA requires local boards to establish a One-Stop delivery system and conduct oversight of that system. The Passaic County Workforce Development Board is responsible for developing a memorandum of understanding with the required One-Stop partners that outlines each partner's responsibilities. Each One-Stop partner that carries out a required program or activity in a local area "shall provide access through the One-Stop delivery system to such program or activities carried out by the entity, including making the career services that are applicable to the program or activities available at the One-Stop centers (in addition to any other appropriate locations)." WIOA establishes a number of required partners in the One-Stop delivery system. These partners include:

- Title I programs (Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, Native American, and Migrant Seasonal Farmworker)
- Title II Adult Education and Family Literacy activities
- Wagner-Peyser Act employment services programs
- The Vocational Rehabilitation program under Title I of the Rehabilitation Act
- The Senior Community Service Employment Program authorized under Title V of the Older Americans Act
- Postsecondary career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act
- Trade Adjustment Assistance authorized under the Trade Act
- Jobs for Veterans State Grants programs authorized under chapter 41 of Title 38, U.S.C.
- Employment and training activities under the Community Services Block Grant

- Employment and training activities of the Department of Housing and Urban Development
- State unemployment compensation program
- Ex-offender programs authorized under section 212 of the Second Chance Act
- Temporary Assistance to Needy Families (TANF) authorized under the Social Security Act, unless exempted by the Governor

4. Intent of This Solicitation

The One-Stop Operator will lead the design and coordination of service delivery of the One-Stop partners and providers throughout the One-Stop system. Under WIOA the roles and responsibilities of our partners are found at WIOA:121(b)(1)(A); these activities include but are not limited to:

- Entering into a MOU with the Passaic County Workforce Development Board relating to the operation of the One-Stop system consistent with the requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements;
- Providing access to its programs or activities through the One-Stop delivery system, in addition to any other appropriate locations;
- Beginning November 1, 2020, jointly funding the One-Stop system through infrastructure contributions that are based upon:
 - a. A reasonable cost allocation methodology by which cash or in-kind infrastructure costs are contributed by each partner in proportion to the relative benefits of their participation;
 - b. Federal cost principles; and
 - c. Any local administrative cost requirements in the Federal law authorizing the partner's program.

The Passaic County Workforce Development Board is seeking a vendor with the expertise and an established track record of providing services required of a one-stop operator. For purposes of this RFP, the Passaic County Workforce Development Board defines One-Stop Operator services as the coordination of the service delivery of required one-stop partners and service providers within the local area One-Stop delivery system. The One-Stop Operator is the honest gatekeeper who ensures all partners have an equal voice in formulating the policy that drives the delivery of services throughout the system. The successful bidder shall, at a minimum, provide:

- Leadership that examines how the one-stop system partners address values and performance expectations. The on-going review will include a focus on customers and other stakeholders, empowerment, innovation, learning, and organizational direction. The analysis will describe how the one-stop system addresses its responsibilities to the public and supports its key communities.
- The formation of a Strategic Planning process for developing objectives, as well as creating action plans and related human resource plans to support organizational direction.
- An examination of how the one-stop system determines customer/market requirements, expectations, preferences and how it builds relationships with customers and determines their satisfaction.
- An analysis of the performance measurement system and how the one-stop system analyzes performance data and information.
- A review of how the people who work in the one-stop system will develop and utilize their full potential in alignment with the organization's objectives. Also an exploration of the organization's efforts to build and maintain a work environment and an employee

support climate conducive to performance excellence, full participation, and personal and organizational growth.

- An examination of the key aspects of process management, including customer-focused design of products and service delivery, as well as support, supplier and partnering processes involving all work units. Also to be reviewed are how key processes are designed, implemented, managed, and improved to achieve better performance.
- A Business Results examination of the one-stop's performance and improvement in key business areas - customer satisfaction, financial and marketplace performance, product and service performance, human resource results, supplier and partner results, and operational performance. Also benchmarking performance levels relative to competitors, and other organizations within the system providing similar services.

In the future, additional roles may be established for the one-stop operator, including, but not limited to coordinating service delivery in a regional area, which may include affiliated sites.

5. Narrative Response Format

When responding to this RFP please provide detail to the following questions. Complete on 8 1/2" x 11" paper, double spaced.

Narrative Response to the Introduction

Please state the intended results of the proposed program, to include a timeline of the resulting deliverables. First, please concisely state the service you propose to provide. Then provide a synopsis of your overall concept and approach.

Criteria for Vendor Selection

The review of proposals will take place under the competitive contracting method as required by New Jersey's Local Public Contracts Law. Immediately following the submission deadline, proposals will be opened and reviewed by a specially convened review committee. The Committee will rank proposals and the highest ranked proposal will be recommended for award of contract by the Board of Chosen Freeholders. The criteria on which reviewers will rank proposals include the following categories: (1) Technical; (2) Management; and (3) Cost.

A. What is the service you are offering?

Tell us about the specifics of what you are offering as a service. Based on the synopsis of the program you offer, explain:

(a) What and how you will provide:

- 1) Leadership
- 2) Strategic Planning
- 3) Market Focused Customer Services
- 4) Information and Analysis
- 5) Human Resources Focus
- 6) Process Management
- 7) Business Results

(b) How and why the service will achieve the results stated; and

(c) Any special strength or features which make your service different from similar offerings available.

B. Please describe your experience working with Federal Programs?

Please describe your experience working with Federal Programs. Specifically, in what capacity did you work and what results did you obtain.

C. Please describe your experience working with the Private Sector?

Please describe your experience working with the Private Sector. Specifically, in what capacity were you employed and what successes did you realize.

D. Who is going to do it?

Tell us about who is actually going to provide the service and will be responsible for achieving results. What evidence (especially from past behavior) suggests that this person has the enthusiasm, capability, and commitment to succeed in achieving the results stated above?

If applicable, tell us about other members of the service delivery team, i.e. business partners, other educational partners from institutions of advanced learning, etc. How and why will these capabilities help achieve the results you are committed to achieving?

What evidence suggests that your organization has the capability and commitment to achieve the results stated above? Also, briefly describe your organization's history and background, and include a discussion of any one-stop/federal program management your agency has operated.

E. How much money will you need and how will you spend it?

Include the hourly rate of various levels of bidder's staff that will be assigned to this project. Include services to be provided by staff in the proposal.

Indicate your preference in contracting for these services- e.g., hourly rates with a not-to-exceed amount for the engagement with agreed upon timelines: or fixed price based upon negotiated deliverables with agreed upon timelines.

Indicate all costs required to provide these services and an explanation as to how the costs were derived.

Firm Qualifications

Should your firm be interested in providing these services, please include the following information in your response:

A. Cover letter that includes:

1. Legal name of firm
2. Address
3. Name and title of firm owner, principal or managing partner
4. Federal Employer Identification Number (FEIN)
5. Dun & Bradstreet (D&B) number
6. Organization type (Private for profit, private non-profit or governmental corporation, sole proprietorship, community-based organization, etc.)
7. Phone/FAX number and email address/website of the firm

8. Name of primary contact for this RFP
9. Phone/FAX number and email address of the primary contact

B. References

Please provide a listing of clients we may contact. Clients listed should be of similar scale to our organization and be serviced by the same staff proposed for this engagement. Please include specific contact name and telephone number.

C. Other Information

Please include any additional information not already requested that you consider essential to your response. If there is no additional information to include, please state, "There is no additional information we wish to present."

If a bidder is, or should be, aware of any potential conflict of interest, disclosure must be a part of the Certifications attached to this proposal. A conflict of interest would occur if members of the proposing organization whether as an employee, officer or director receives compensation or business for services rendered to the organization or have direct or consulting agreement, including those through family or business ties.

A team will review and rate each proposal utilizing a Proposal Evaluation Form, which is included as an attachment to this document. Upon conclusion of this rating process, the Passaic County Workforce Development Board may begin negotiations with one or more successful bidders. It is the bidder's responsibility to present accurate, concise, adequate, and qualitative documentation in each area to be rated in the RFP, so that the raters can make effective appraisals.

The proposal represents only one factor in the selection process of service providers and may not be the sole basis for selection of a proposal for funding. Other factors, such as the capability of administering and operating these services within the constraints and limitations specified may also be considered in the selection process.

Clarifying/Technical questions concerning this RFP must be received in writing, fax, or email at:
carmens@passaiccountynj.org

Mailing address and Physical Location for delivery of response to the RFP is: County of Passaic County Procurement Center 495 River St., Second Floor, Paterson, NJ 07524. Please adhere to Notice to bidders language

REFERENCES

The below references are offered to provide federal and state legislative, regulatory, policy and guidance regarding the Workforce Innovation and Opportunity Act (WIOA) and related One-Stop operations context that is not intended to be exhaustive.

WIOA Overview: <http://www.doleta.gov/WIOA/Overview.cfm>

Workforce Innovation and Opportunity Act (WIOA): <http://www.doleta.gov/WIOA/docs/BILLS-113hr803enr.pdf>

WIOA Final Rules and Resources – https://doleta.gov/wioa/Final_Rules_Resources.cfm

WIOA Fact Sheet: One-Stop Career Centers:
http://www.doleta.gov/WIOA/Docs/WIOA_OneStop_FactSheet.pdf

New Jersey Career Connections website: <http://careerconnections.nj.gov/>

New Jersey One-Stop Operator Competitive Selection (pg. 44):
<http://lwd.state.nj.us/labor/wioa/documents/resources/njcombinedstateplanforwioa2016.pdf>

Pathways and Partnership: Blueprint for Talent Development (Blueprint):
<http://lwd.state.nj.us/labor/wioa/documents/resources/OverviewBlueprintTalentDevelopment.pdf>

NJ Talent Networks:
http://careerconnections.nj.gov/careerconnections/partners/talent/talent_networks.shtml

OnRamp for Jobseekers (web portal for the jobseeker):
<https://webos.dol.state.nj.us/Career/Login.aspx>

OnRamp for Employers (web portal for the employer):
<https://webos.dol.state.nj.us/Talent/Login.aspx>

New Jersey Combined State Plan for WIOA 2016:
<http://lwd.state.nj.us/labor/wioa/documents/resources/njcombinedstateplanforwioa2016.pdf>


**Attachment A
 Proposal Cover Sheet**

Organization	Passaic County Workforce Development Center
Contact Person	Lauren E. Murphy, Executive Director
Address	200 Memorial Drive, Paterson, N.J. 07505
Mailing Address (if different)	same
Type of Organization	(i.e., Public, Private, for-profit, not-for profit) Not-For-Profit
Type of Legal Entity	(i.e., Corporation, Sole Proprietorship, Partnership, Other (Describe): Corporation
Federal ID#	222516129
Type of Project	WIOA One-Stop Operator
Dollar Amount Proposed	\$124,703.00

My signature below certifies that the proposal as submitted complies with all requirements specified in this RFP.

My signature also certifies that by submitting a proposal in response to this RFP, the Bidder represents that in the preparation and submission of this proposal, the Bidder did not, either directly or indirectly, enter into any combination or arrangement with any person or business entity, or enter into any agreement, participate in any collusion, or otherwise take any action in the restraining of free, competitive bidding in violation of the Sherman Act (15 U.S.C. Section 1).

I hereby certify that I am authorized to sign as a legal representative for the business entity submitting this proposal.

Signature	
Name of Person Signing	Lauren E. Murphy
Title	Executive Director
Telephone	973-742-9226 extension 7204
FAX	973-742-5227
E-Mail Address	lmurphy@pcwdc.org
Date	09/25/2020

Prologue

The COVID-19 Pandemic of 2019-2020 has significantly altered the landscape of service delivery for both programs and operations of workforce development, employment and training services. The transition from mostly in-person activities to a remote and virtual environment has challenged a long-standing institutional infrastructure that provided assistance to the community in Passaic County. The One-Stop system, under the leadership of the Passaic County Workforce Development Center (PCWDC), has demonstrated an agility and flexibility to ensure a stable continuum of services both to job seekers and the employer community.

This RFP will reflect some of the changes necessitated by the public health crisis, the drastic impact of the unemployment rate and the creation of services guided by technology. These unprecedented circumstances have resulted in a substantial increase in professional development of staff, redefined relationship with the partner community, and a revision of what employment and training services look like in Passaic County.

Narrative Response to the Introduction

The One-Stop Operator, as the representative of all system partners, has been responsible for overseeing the operation of the Passaic County One-Stop Career Center/American Job Center system for the past three years. The One-Stop provides access to services of core programs and other required partners that are identified in the Workforce Innovation and Opportunity Act (WIOA). These core programs include: WIOA Title I; Adult Dislocated and Youth programs; Adult Education and Literacy Act programs; Wagner-Peyser-Employment Services (ES); and Rehabilitation Act programs (DVRs). Additional partners include the Community Colleges, Job

Corps, YouthBuild and Temporary Assistance for Needy Families (TANF) among many others.

Together, this patchwork of programs provides an integrated opportunity for vocational education, career development and employment that is known as the One-Stop.

The One-Stop Operator has a central role in supporting, managing, and monitoring the Passaic County workforce system through various measures. The Operator evaluates the One-Stop's overall mission and provides organizational direction aligned with the Workforce Development Board's Strategic Plan. The Operator ensures that service delivery is in compliance with Federal, State and County requirements.

The Operator, as the convener of the system partnership, defines priorities, service goals and strategies for continuous improvement. As the lead partner in the One-Stop system, the Operator will continue to act as the representative and liaison to the Workforce Development Board, the County of Passaic, and the New Jersey Department of Labor (NJDOLE).

The primary focus of the One-Stop is the development of customer centered, comprehensive and integrated services. The Operator underscores the One-Stop's system-wide commitment to creating business partnerships from the local labor market that meet the needs of business and workers alike. The One-Stop's partner network has been expanded to strengthen relationships, clearly define service strategies and leverage resources. Meetings with partners, both formally and informally have maintained ongoing coordination and continuous system improvement.

The identification of internal improvements have increased the efficacy and organization of the One-Stop system. In addition, the Operator schedules partner meetings to review concerns, address performance, and define objectives. Prompted by the COVID crisis, the Operator revisited the One-Stop's use of technology, marketing materials, and websites.

A. What is the service you are offering?

(a) What and how you will provide:

1. Leadership

The One-Stop Operator has overall responsibility for the day-to-day operations of the workforce system. Although individual partners within the One-Stop system do not all share databases and reporting systems, the One-Stop Operator provides information, synthesizes data and develops reports indicating outcomes and results. The One-Stop Operator will continue to provide leadership by establishing clear direction for the One-Stop system. To guide this process, the Operator utilizes an in-depth knowledge and understanding of the parameters under which all staff and each partner performs. The Operator will guide all staff teams to ensure that the One-Stop works with its customers and community partners with professionalism and optimal productivity. Moreover, the Operator identifies training opportunities for staff, elevating their abilities to better serve One-Stop customers and partners.

The One-Stop Operator demonstrates consistent leadership on local, regional, and national levels. The Operator represents the Passaic County One-Stop system in Federal, State, County, and regional contexts, actively participating in conferences, workshops, and associations to share best practices and insights. The Operator will also continue as an established leader in the Passaic County community, where the Operator has successfully recruited and will continue to recruit high-quality partners to substantially strengthen the link to workforce and economic activities.

To enhance the system, the in-depth knowledge of regulations, laws, and protocols supports

service integration and coordination. This knowledge has already led to substantial benefits in establishing reliable formal and informal referral systems throughout the community.

2. Strategic Planning

By setting concrete goals and a shared vision, the Operator will implement a strategic process that supports the organizational direction for the workforce system. As described in the Workforce Development Board's Strategic Plan, the Operator will leverage existing knowledge of the requirements of the Workforce Innovation and Opportunity Act (WIOA) to ensure the One-Stop's compliance with the One-Stop Career Center Certification through the Workforce Development Board. Further, the Operator will evaluate the One-Stop's strengths and deficits to create a comprehensive approach that determines areas for growth and the needs and demands of the One-Stop's two core customers: job seekers and employers.

To serve One-Stop customers efficiently and effectively, the Operator will establish strategies and practices at both the individual and systemic levels. For instance, the Operator will define and monitor customer-service standards to ensure that, from the moment customers enter the One-Stop, they are served by consistently friendly and helpful staff. Furthermore, to better gauge customers' satisfaction with and use of the system, the Operator will welcome feedback from customers through personal conversations as well as customer-service surveys.

Previously, the One-Stop had an incomplete web presence that limited outreach and information about the depth of services the One-Stop provides. To ensure comprehensive and real-time communication, the Operator developed a workable website. Increased website traffic has allowed customers to obtain information on events, virtual resources and relevant

labor market information. Due to changing times, the Operator has added new and timely content including: a virtual tour of the One-Stop, narrated presentations of the Jersey Job Club Workshops, access to the universal Intake Application and a link to partner resources. In order to ensure access to a wide range of individuals, content information is accessible in more than 100 languages.

The Operator will also improve customer flow and customer-service experiences at the system level. For instance, the Operator seeks to eliminate duplicative processes that might frustrate and possibly deter customers. Additionally, the Operator has designed a plan for follow-up services to promote lifelong attachment to resources, training, and employment services.

Lastly, the Operator will constantly revisit goals and objectives throughout all funding streams and measure outcomes to gauge the effectiveness of the system. The Operator will use these analyses and measurements to help the One-Stop identify and address deficits to ensure the system meets and exceeds performance expectations.

The Operator will also develop strategic plans for expanding its network of regional employers and will build the list of business partners from in-demand fields. The strategic plan for increased collaboration and streamlined services includes identifying and using reporting mechanisms and databases that interconnect the One-Stop's various agencies.

3. Market-Focused Customer Services

The Operator provides maximum customer services through a trained, multi-disciplined navigation team that is able to direct customers to appropriate services. To identify the local labor market, the Operator will examine regional business trends, wage data, employment

projections, specific industry-sector requirements, growth indicators, and employment opportunities. The Operator will use market-focused research to guide all customers towards sustainable employment in fields that are in demand. The Operator will also seek out careers and services that will be particularly appropriate for and valuable to marginalized groups such as disabled workers, at-risk youth, public assistance recipients, prisoner re-entry customers, dislocated workers, displaced homemakers, veterans, and older workers.

Prior to the impact of the COVID-19 pandemic, public access areas, computer labs, resource rooms and in-person assistance were readily available to customers. To ensure the safety of staff and customers during COVID, seamless access to resources was developed through the use of technology. In all cases, the digital divide and limited access to technology and equipment has been addressed by offering telephone conferences, individual workshops by phone and, as needed, paper copies and packets for completion.

4. Information and Analysis

The Operator will continue to provide an incisive analysis of the One-Stop's performance measures and metrics. This process will include a thorough review of performance reports from all sources that will highlight: WIOA measures, WorkFirst New Jersey / TANF participation rates, public assistance WFNJ/TANF/GA/ABAWD/SNAP programs, Metrix E-learning programs, WIOA Youth program subcontracts, High School Equivalency attainments, and other initiatives. The Operator monitors and, when appropriate, revises the ways in which the One-Stop analyzes performance data and information to collect more relevant, detailed, and overall useful information. Upon collecting data, the Operator will prepare reports based on analysis of One-

Stop services, activities, expenses, performance, and outcomes. These reports will be distributed to the Workforce Development Board and used to guide further internal reviews and strategic planning.

The One Stop Operator has successfully identified the use of online tools, including social media platforms like Facebook, Instagram and YouTube. These platforms allow the One-Stop to disseminate information county-wide to those who are in need of services. Virtual updates are highlighted daily to provide information about current opportunities and reliable labor market information. The Operator continues to provide technical assistance to keep the public aware of new information and changes in programming and service delivery.

The Operator will also continue to collaborate with other agencies to optimize the One-Stop's resources. Employment Services continues to develop scripts for the email blast system that provides large quantity email outreach to distribute information about job fairs, career workshops, positive recruitments and other employment opportunities.

To improve the availability of customer-focused information, PCWDC is transitioning to a new reporting system on the Salesforce platform, called Launchpad. This system combines information from several previously autonomous sources and creates one real-time system. In addition to AOSOS, required by NJDOL, Launchpad will be capable of providing reports on the full range of PCWDC activities. This dynamic database systematically organizes the information and status of operations for customers and employers.

5. *Human Resources Focus*

The Operator will take numerous steps to ensure that the staff in the One-Stop system develop

and utilize their full potential to meet the One-Stop's objectives. This begins with the Operator defining the expectations of each partner. To do so, the Operator will establish clear protocols for interacting with customers, ensuring that all One-Stop employees know how to accommodate customers with special needs, disabilities, limited English proficiencies, and other challenges. Further, the Operator will outline protocols for handling customer concerns, complaints, and grievances, all of which will be communicated to and processed by the Operator.

Additionally, the Operator sets clear goals, and holds meetings to assess the system's progress. To do so, the Operator will keep an open-door policy for all partners that welcomes staff concerns or suggestions. By managing staff roles, the Operator also prevents conflict-of-interest situations, allowing for both clear separation of duties and collaborations as designed. In sum, the Operator will cultivate an atmosphere that encourages staff excellence and personal growth, which, in turn, leads to the expansion and improvement of the One-Stop system.

6. *Process Management*

The Operator will regularly assess and re-evaluate key aspects of the One-Stop delivery system to ensure that the One-Stop maximizes and leverages resources to achieve improved performance and seamless services. To achieve these goals, the Operator has and will continue to review customer flow and re-align staff assignments to support supply and demand. The One-Stop's presence in the Wanaque satellite office accommodates the increased needs of public assistance customers and up-county job seekers to ensure that that customer demand is

appropriately met.

The Operator continues to address and adapt to customer-focused needs by identifying specific programmatic concerns. For example, during the pandemic, the Operator continued to develop and advertise, in both print and electronic formats, fliers, brochures, and fact sheets that answer frequently asked questions regarding the full range of community-based resources. Although many questions regarding unemployment services were constantly flowing through the One-Stop, without a UI presence, staff ensured that individuals were directed to the appropriate phone numbers, websites and emails.

The Operator will continue to review One-Stop career planning, job seeking, training, and employment services. Upon finding areas of concern, the Operator will share and exchange data among partners to involve all working units and work collaboratively on solutions. In all phases of the One-Stop system, the Operator will maximize and leverage resources as applicable to achieve improved performance and seamless services.

7. Business Results

The Operator performs an examination of business services to ensure the One-Stop system performs at satisfactory levels and continues to grow more efficient and effective over time. The Operator examines numerous variables, including customer satisfaction levels, financial and marketplace performance, product and service performance, human resource results, supplier and partner results, and organizational performance, to evaluate the services of the One-Stop. The Operator ensures that the One-Stop, acting in accordance with the needs of business, aligns multi-funded resources with appropriate, qualified customers to deliver job

matching, apprenticeship, On-the-Job-training, and related services. During COVID, businesses were advised of the temporarily available programs and opportunities, including the Federal Reserve's Lending Programs and other initiatives.

(b) How and why the service will achieve the results stated; and

As the lead coordinator of services, the One-Stop Operator manages the integrated service structure of the One-Stop consistent with the vision, themes, goals and objectives articulated in the Passaic County Strategic Plan developed by the Workforce Development Board of Passaic County. To do so, the Operator will build career pathways with a focus on industry-valued credentials; expand high-quality, employer-driven partnerships; provide career navigation assistance through One-Stop Career Centers and Board participation; strengthen governance through effective Workforce Development Board and regional collaboration; and ensure system integrity through metrics and greater transparency. By carrying out these initiatives, the One-Stop Operator will bring the vision and goals of the Workforce Development Board's Strategic Plan to fruition.

Building Career Pathways with a Focus on Industry-Valued Credentials

Recognizing that the needs of business guides the direction of the workforce system, the One-Stop Operator aligns programs consistent with state and regional economic data, taking guidance from the New Jersey Department of Labor (DOL) Office of Research and Information (ORI) data reports, tools and analysis. Throughout the One-Stop system and across core programs, data drives decisions and informs customer choice. The One-Stop Operator engages

multiple education partners, including school districts and training providers, to support the direction of the regional economy and develop a trained workforce that is employable and has long-term sustainability.

A prime example is the interconnection and collaboration between Passaic County's school systems and the One-Stop Youth Department. The Paterson Superintendent of Schools, several Paterson School Principals and educators from Passaic County Technical Institute took a tour of the One-Stop to become familiar with the full array of workforce services and met with the One-Stop Operator to discuss options for youth at many levels of functionality in preparation for employment and the world of work.

Expanding High-Quality, Employer-Driven Partnership

The One-Stop Operator builds on the existing partnership with the Passaic County Department of Economic Development that engages key workforce providers with employer hiring demands. As part of the County-Wide team, the One-Stop has integrated services with the employer community for more than 40 years, delivering a wide-range of programs and incentives to businesses through On-the-Job Training (OJT) opportunities, linkages to tax incentives, and worker-based programs. This public-private sector partnership supports industry needs and responds to the local economy. The One-Stop presence is felt throughout the community through participation in committees, organizations and related groups such as the Business Resource Center (BRC). Through the multi-disciplinary Passaic County Business Resource Center, programs, products and new services are constantly shared to ensure up-to-date knowledge of developing opportunities. Along with long-time tax incentive programs, customized training, OJT programs and similar opportunities, new initiatives stimulate growth

and create employment. A collaboration shared by the New Jersey Department of Labor, New Jersey Department of Education and the Office of Higher Education offers paid internships to students enrolled in a New Jersey high school, college or university. This program, “Many Paths, One Future,” offers an incentive to employers to connect them to emerging talent. The One-Stop Operator will facilitate ongoing communication and relationships among partners, business and workforce organizations.

Providing Career Navigation Assistance through One-Stop Career Centers and Board Participation

The One-Stop Operator offers a unique perspective and position in the workforce system. The One-Stop is represented on the Workforce Development Board (WDB) and on the Workforce Development Board Committees and it partners with the WDB to strategize, plan and support the comprehensive system and programs. As the WDB redefines its subcommittees and internal structure, the One-Stop Operator will respond to new initiatives and support strategies leading to a positive impact on the broader employment community.

All personnel are “navigators” in the broader sense of system direction, routing and exchange of resources and information. To that end, the One Stop Operator facilitates cross training and shared awareness of up-to-date opportunities among partners. The Operator will also oversee the enhancement of marketing tools, including branding, website development and user-friendly materials that will broaden the network among customers and service providers to communicate the availability and scope of employment prospects.

Strengthening Governance through Effective Workforce Development Board and Regional Collaboration

The One-Stop Operator maintains a strong presence in regional and statewide workforce

activities, professional organizations and events. Representation in the regional North Jersey Partners, statewide Garden State Employment Association and multiple local boards maintain relationships focused on local workforce development. The strong interface with industry leaders, the connection to the New Jersey Department of Labor and the United States Department of Labor administration and management, and the relationship with the local WDB and the New Jersey State Employment and Training Commission effectively connect the One-Stop to current trends and needs of the workforce community. These relationships inform direction and priorities that yield the provision of appropriate occupational training, skills acquisition and job matching services.

Ensuring System Integrity through Metrics and Greater Transparency

The One-Stop Operator develops data driven decisions to improve performance accountability, customer satisfaction and data results that enhance the attainment of goals and support future funding. Process evaluations will be conducted by the One-Stop Operator to collect appropriate data about the system, services and outcomes. As indicated in the Passaic County Strategic Plan, an integrated dashboard will aid in monitoring system functions and effectiveness to help shape policies and procedures. The One-Stop Operator tracks customer flow through all phases of service delivery to ensure that timeframes are optimized and customers receive all basic services such as orientations, labor market information, workshops, career counseling, training, and employment. The One-Stop Operator synthesizes data and develops scheduled reports that analyze results and inform next steps.

It is noteworthy that services remained functional and uninterrupted during the pandemic, due, in large part, to the ability of the One-Stop partnership to galvanize services by use of

technology and to maintain communication with job seekers and employers. Despite lack of access to the physical facility, customers were assured that the One-Stop was operational.

The One-Stop Operator serves as the unifying agent for the job seeker and business customer, ensuring that resources are managed with efficiency to the system and offers continuous improvement. Each partner in the system is subject to multiple compliance, performance and systemic reviews which will be considered and evaluated as reports to the WDB and the partners are developed. The redesign of information technology systems will present timely and relevant information that will drive system protocols and processes.

(c) Any special strength or features which make your service different from similar offerings available.

The Passaic County Workforce Development Center (PCWDC) has been the unique employment and training entity for Passaic County for more than 40 years. Similar offerings with the institutional knowledge, community integration, and systemic integrity do not exist in the local area.

For decades, the PCWDC has served as the lead agency of the One-Stop system and has consistently recognized and recommended practices that encourage One-Stop partners to identify and provide coordinated services to target populations. PCWDC has an exceptional record and profound understanding of the specific workforce needs in this specific region.

The PCWDC Executive Director is the individual, who as One-Stop Lead Operator, coordinates the partners and directs the delivery of the locally driven workforce system.

The One-Stop Operator has functioned on several levels to integrate a collection of services and

programs intended to develop the academic, technical, and employability skills of job seekers. The One-Stop has evolved as a revolving open door for customers seeking lifelong learning, skills upgrading and attachment to employment. The open door policy creates an atmosphere that fosters maximum use of partner resources as they become available and communicates real time opportunities to multiple categories of consumers, both job seekers and businesses. During the COVID-19 pandemic, with a physical open door policy no longer an option, the One-Stop transitioned available resources to environments readily accessible for all levels of job seekers and employers. This necessitated a robust and comprehensive professional development initiative to create virtual and remote access.

Professional Development

Consistent with NJDOL requirements, in January 2019, the One Stop Operator switched the basic academic testing system from TABE Testing which was in place for more than 40 years to a new testing system called CASAS, Comprehensive Adult Student Assessment System. CASAS provides testing of basic and academic skills for youth and adults and related curriculum tools to design instruction and promote the transition to higher education and the workforce. One-Stop staff was trained to deliver CASAS testing for groups of up to 20 individuals at one time. The Operator introduced a new approach by offering electronic testing via Microsoft Surface Pros to provide the test on-line under the oversight of a certified proctor. Previously testing was conducted using paper and pencil or the electronic method; remote testing meant a need for available technology and did not allow in-person services which created a significant challenge.

To ensure the safety of staff and customers, under the One-Stop Deputy Director's leadership, staff was remotely trained and certified as Remote Proctors able to test individuals one-to-one virtually. Seamless service delivery allowed customers to pursue occupational goals and participate in advanced academic, vocational and occupational training, per the results of their individual career counseling assessments.

To address the needs of remote staff working at home, the One-Stop offered PCWDC and partner staffs the ability to access e-learning technology and skills. Innovative and affordable training programs and technology solutions were offered through expansion of access to Metrix Learning tools and continuing education programs through Passaic County Community College. Training options were wide range in scope and considered both soft skills and technical instruction. Staff also received, through Metrix, a comprehensive look at the changes and requirements of service delivery during the COVID-19 pandemic. In the months of stay at home work, staff attended and completed more than 1,000 Metrix and PCCC courses and trainings. The courses were directly related to their job duties and allowed staff to implement what was learned into newly defined functions.

Innovative Programming, Partnerships and Supports

Boot Camps: In 2018, PCWDC designed and implemented two short-term programs to assist customers who needed to reenter the workforce. These are Math Boot Camp and CDL (Commercial Driver's License) Boot Camp. These boot camps prepare and refresh skills for customers who had not been in an academic setting recently. During COVID, the two-day in-person sessions were converted to Zoom online in order to reach remote customers. A YouTube video was created to introduce the boot camps to a wide range of customers and is

posted on the PCWDC website. Since the inception of these boot camps, more than 100 individuals have entered funded training programs through Individual Training Agreement (ITA) grants.

Workshops: In conjunction with the Employment Service, the Operator designed a schedule for Jersey Job Club Workshops to meet the needs of the workforce community. During COVID, the workshops were converted to online presentations that are posted on the PCWDC website and are accessible to job seekers as they navigate the system. The workshops are also available in print and can be sent by mail or electronically.

Youth: Historically, the One-Stop has provided Passaic County's eligible youth with a summer and year-round work experience program coordinated with public and non-profit organizations throughout the community. In 2019, PCWDC received a pilot program grant to offer both work experience and employability skills training to a select group of youth, ages 16 to 24. This program, known as SYEPP, the Summer Youth Employment Pilot Program, served 53 youth with an intensive focus on career pathways, employment and lifeskills. The program provided hands-on work experience, career preparation, a knowledge of community resources, support services and the ability to earn a paycheck. In addition, for the first time, a private employer joined the community groups as a worksite. As a result, the youth placed with the private employer remained employed past the end of the program, received his high school equivalency and became a full-time employee.

RESEA: Through the Employment Service, select individuals participate in the RESEA (Re-Employment Services and Eligibility Assessment) program. RESEA offers an overview of job search tools, instruction on the use of labor market information, assistance in developing an

individual re-employment plan, follow-up services with a Career Coach, as well as an introduction to training programs and services. Before and during COVID, RESEA workshops are held twice weekly and currently are available remotely by telephone.

Welfare-to-Work: The goal of the WorkFirst New Jersey (WFNJ) welfare reform program is to move people from public assistance to self-sufficiency and employment. A series of mandatory work activities drives the system and requires compliance with regulations. During the COVID-19 pandemic, the mandatory requirements for participation were suspended and created a challenge to a highly developed system that included program vendors, contracted services and work experience sites. Although some public assistance customers chose to volunteer to participate, most did not. The responsibilities of school closure and at home schooling had a significant impact on many of the customers. Consequently, class-sized and work experience programs saw a significant drop in enrollments. The collaboration among partners and the county welfare agency, the Passaic County Board of Social Services (PCBSS), remains strong and ensures that up-to-date communication is maintained with the One-Stop Operator. Many of the activities are predicated upon regulations which have been deferred during the crisis. For those customers willing to continue services, arrangements were made to provide virtual and remote instruction and access to learning. This situation has far-reaching effects and presents a challenge to a system developed over many years. As new guidance is issued, the One-Stop Operator is prepared to resume full service operations and continues to maintain individual case management and support for all affected customers.

Partnerships: Community-wide affiliations extend beyond required partners to address the needs of many in the community. The One-Stop Operator has cultivated many relationships

with community-based organizations that can offer a variety of services to customers in need. For example: the One-Stop works closely with Straight and Narrow, Eva's Village, CUMAC food pantry, Oasis Haven for Women and Children, and Father English Community Center.

Supports: One of the unique resources offered at the One-Stop, as directed by the Operator, is the Career Closet. This closet provides a selection of entirely donated business attire to help individuals prepare for an interview, attend a hiring event, or begin their career properly dressed. Although all items are donated to the Career Closet for both women and men, the One-Stop ensures that everything is dry-cleaned and appropriate.

Recognition Event: The One-Stop Operator acknowledges the hard work and numerous hurdles faced by customers. As in the past, the One-Stop plans to hold a local event highlighting the accomplishments of selected successful customers. As awards are presented to individuals, whether in-person or virtually, employers will be recognized as well for offering opportunities to entry-level workers who need a first chance. Success stories are as varied as the customers served and a recognition event will underscore the accomplishments of the entire system. In addition, local customers are honored in the state-wide GSETA Conference as STAR Award winners.

2. Please describe your experience working with Federal Programs?

Please describe your experience working with Federal Programs. Specifically, in what capacity did you work and what results did you obtain?

Throughout its history working with Federal programs, the Passaic County Workforce Development Center, under the auspices of the Passaic County Board of Chosen Freeholders and consistent with legislative changes, has maintained adherence to all federal statutory requirements, regulations and responsibilities for providing workforce investment activities.

These activities are developed to increase the employment, retention, and earnings of participants, increase attainment of recognized credentials by participants, improve the quality of the workforce and reduce welfare dependency. Under the federal program, WIOA, the One-Stop Career Centers/American Job Centers are measured by their effectiveness, accessibility, and continuous improvement to meet the needs of local employers and job seekers. Wagner-Peyser (Employment Service) is required to deliver services within the One-Stop environment. Before and during COVID, the One-Stop remains at the forefront of the developing changes in service delivery. Under the leadership of the Passaic County Board of Chosen Freeholders, in collaboration with the Passaic County Community College, a state of the art comprehensive One-Stop Center was built on the PCCC campus that collocates key partners in a seamless, integrated approach to services for both job seeking and business customers.

As the One-Stop Lead Operator, PCWDC has transcended the responsibilities of performance and compliance to develop linkages and an understanding of many complex systems, programs and resources, and has expanded access for customers in need of multiple services. In addition to the collocation of the Employment Service, Unemployment Insurance, Division of Vocational Rehabilitation Services, and the Passaic County Board of Social Services, the One-Stop Lead Operator developed additional relationships that represent diverse resources. It is important to note that until the COVID-19 pandemic, there was a physical presence of Unemployment Insurance in the One-Stop location. During COVID, all UI services are delivered remotely. Guest speakers representing diverse services such as banking and financial literacy, prisoner re-entry, voter registration, legal aide, career pathways and industry sector partnerships, public assistance programs, TANF/GA/ABAWD, nutrition, SNAP (food stamps) and others are

frequently scheduled to address customers and staff and offer guidance and information. The One-Stop has a presence on many boards and committees throughout the County and the State that creates a network of enhanced opportunities.

The Passaic County Workforce Development Center is consistently subject to monitoring, evaluations, audits, reviews and examinations. PCWDC has maintained, met or exceeded performance standards set by the Federal and State regulations under JTPA, WIA and WIOA and has developed corrective plans in the rare instances that needed resolution. The Passaic County OSCC is regarded as a model center for its interactive service delivery and innovative approach to programming.

While many operational relationships may be local and state related, the federal program guidelines steer all programs operated with WIOA funds and are subject to federal reviews as well as state evaluations.

3. Please describe your experience working with the Private Sector?

Please describe your experience working with the Private Sector. Specifically, in what capacity were you employed and what successes did you realize.

Many public-private partnerships exist within Passaic County and many of the business customers served are in the private sector. In the past, it has been recognized that many of the businesses are small-to-medium-sized employers who cannot spare time away from work to attend meetings or events. To accommodate that need, the One-Stop has involved Business Representatives in professional associations and other groups where employers can be contacted and made aware of resources. The Business Resource Center (BRC) team routinely accompanies the Director of the Passaic County Department of Economic Development to visit

both new and existing employers, attend conferences and workshops and provide technical assistance for those seeking to access government programs.

The One-Stop experience with the private sector is an integral part of the overall operation. Without businesses offering jobs, skills training and education would cease to be the gateway to employment. Business relationships within Passaic County and the regional labor market are connected to each of the One-Stop partners.

The Lead Operator organizes, synthesizes and unifies business resources in a coordinated way. The BRC is cross-staffed to include all partners. Partners routinely share information with each other to streamline contacts to each employer, highlight job opportunities as they exist, and share the employment needs of individual customers. These collaborations are frequent and successful.

The Passaic County One Stop Career Center hosts more than 100 employer hiring events annually, known as positive recruitments, at the comprehensive One-Stop. The Employment Service staff routinely fields calls from employers and refers them to the appropriate source to answer questions about hiring needs, unemployment, wage information, talent networks, and incumbent worker training.

The One Stop has created successful partnerships with business customers by prescreening applicants and resumes prior to referral. The One-Stop also hosted job fairs throughout Passaic County this past year and networks with local employers, and chambers of commerce. The One-Stop system is represented on the Tri-County Chamber of Commerce, the North Jersey Chamber of Commerce and the Paterson Chamber of Commerce. All of these associations link services to the private sector business community.

The BRC team is also fundamentally responsive to employers and their needs. As an example: in January 2019, Marcal Paper Mills in Elmwood Park, NJ, suffered a devastating fire that displaced more than 200 employees. Although the factory is located in nearby Bergen County, Passaic County OSCC partners coordinated with the NJDOL to deliver a hiring event at PCCC specifically designed to address the needs of those affected workers. There were more than 50 employers and community resources to offer information about employment, health care and transitional services.

In another coordinated effort, the One-Stop, City of Paterson and the NJDOL organized a series of information sessions and hiring events for the Crystal Springs resort. The employer provided free transportation to and from Paterson and the result was that 51 individuals were hired for a variety of positions.

The American Dream is a retail and entertainment center with multiple positions and employers located in the large complex. In September 2019, in partnership with the County of Passaic, New Jersey Legislators, Paterson City officials, the Workforce Development Board, and the faith-based community, a Job Fair was held at the Paterson Center City Mall to fill a wide range of positions. The event was a successful setting to provide both the employer and job seekers with an opportunity to interview in Paterson.

The BRC Coordinator has been a member of the Passaic Urban Enterprise Zone (UEZ) Board since 1994. The UEZ was established to stimulate the City of Passaic's economy with a ready workforce and a presence in the city. Through this relationship, businesses have employed One-Stop customers, utilized some of the available tax incentive and salary reimbursement programs and provided On-the Job Training (OJT) that led to full time employment. Over the

years of workforce development services, the OJT program has yielded hundreds of contracts in fields of manufacturing, health care, finance, transportation, hospitality, and retail distribution. Subsequently, these employers continued to use the public workforce system as the source for additional jobs as they became available. Many of those employers regularly attend Passaic County's job fairs and positive recruitments to find a talented labor pool.

The One-Stop connects to the private sector through relationships with private sector training providers who offer education, vocational and occupational services to One-Stop customers. There are individual training opportunities in a wide range of in-demand occupations that are regularly funded to advance the vocational skills and employability of customers in need. In addition to the individual training accounts, class-sized services are procured for out-of-school youth customers and public assistance clients who need the additional training prior to employment. The training providers are a mix of both private and public organizations.

4. Who is going to do it?

Tell us about who is actually going to provide the service and will be responsible for achieving results.

What evidence (especially from past behavior) suggests that this person has the enthusiasm, capability, and commitment to succeed in achieving the results stated above?

If applicable, tell us about other members of the service delivery team, i.e. business partners, other educational partners from institutions of advanced learning, etc. How and why will these capabilities help achieve the results you are committed to achieving?

What evidence suggests that your organization has the capability and commitment to achieve the results stated above?

The core One-Stop Operator team is led by Lauren E. Murphy who serves as both the Executive Director of the Passaic County Workforce Development Center and the Lead Operator at the

Passaic County One Stop Career Center. Ms. Murphy's career includes more than 35 years with the Passaic County Board of Social Services. In addition, she is a community organizer, civic leader and advocate for special needs populations.

In her many progressively responsible roles at PCBSS, Ms. Murphy had been tasked with supervising several units including fraud investigating, computation and child support. Her experience is far reaching and she directs, develops and supervises the activities of the One-Stop Career Center. Her dual expertise in social services and workforce development has enabled a tight integration of activities between both entities, resulting in greatly enhanced cooperation and an economy of scale. The end results are measurable benefits to the many customers who remain Ms. Murphy's top priority.

As a community leader, Ms. Murphy is involved in a wide range of grass roots social service and community-based endeavors. She is a Trustee of the Passaic Clifton Salvation Army, a Trustee of St. Peter's Haven, Liaison to the Historic Botany Village Association and is a member of the Passaic County Interagency Council on Homelessness. Her associations are far-reaching and she impacts many lives in the community through her activism and dedication.

Professionally, Ms. Murphy directs, organizes and guides One-Stop program activities consistent with the New Jersey Department of Labor and Workforce Development and the New Jersey Division of Family Development. She represents the One Stop system in many contexts and leads the daily operations of the PCWDC. She is also a former union leader at the Passaic County Board of Social Services. In addition, she is a board member of the Garden State Employment and Training Association, the professional workforce development organization in New Jersey.

Ms. Murphy has been instrumental in the integration of social services activities with those of the One-Stop. Due to her tireless planning and direction, units are located both at the One-Stop, the Board of Social Services, and the up-county Wanaque satellite office. That interaction has proven monumental in circumventing red tape, establishing strong relationships and creating knowledge of the resources and protocols for each entity which yields highly efficient services for common customers. Her management and knowledge of both the public assistance system and the workforce development system has greatly supported the needs of both and provides benefits to the customers every day.

Sofia Comas-Phillips is the Deputy Director of the Passaic County Workforce Development Center/Passaic County One-Stop Career Center. Prior to her employment at the One-Stop, Ms. Comas-Phillips was the Assistant Vice President of Youth Services for Goodwill Industries of Greater New York and Northern NJ overseeing the staffing, administration and management of a youth portfolio serving 14,000 youth within the New York City area. Ms. Comas-Phillips was also the Grants Manager for the Hudson County Department of Family Services, managing large state and federal grants for a County Department that provided aid, social supports, and workforce training to distressed populations.

Throughout her career she has served on several boards and has presented at many Workforce Development Conferences. She is certified as a Global Career Development Facilitator Instructor (GCDFI) by CCE and NCDA. She has worked throughout New York and New Jersey where she assisted in the development of programs related to Workforce Development, Youth Engagement & Employment, Prisoner Reentry, PTSD and Veterans Affairs. Ms. Comas-Phillips started her career in social services at the East Harlem Counsel for Community Improvement

(ECCHI), a New York City community based multi service agency providing training and employment where she served as both a Case Manager to Employment Services and a Business English Instructor.

As part of the One-Stop team, Davidene Alpart, PCWDC Program Manager, brings more than 35 years of experience in the field of workforce development, career counseling, contracts and procurement administration and project management. From her years at the NJ Employment Service through her various roles at PCWDC, Ms. Alpart has established a reputation for a technical knowledge of rules, regulations and policies. She has been responsible for supervising several key units within PCWDC including Contracts and Procurement, Planning, Business Resource Center, Monitoring and Compliance and Youth Program Services.

Included in Ms. Alpart's duties is the oversight and management of classroom training and individual training grants, contracts and agreements. The One-Stop executes hundreds of contracts annually and Ms. Alpart oversees the approval and processing of payments, and compliance with contractual agreements. Furthermore, she is responsible for the evaluation of program effectiveness. She is also skilled at providing the technical expertise and assistance for program contractors, staff and One-Stop partners.

Ms. Alpart is a long-time member of the Garden State Employment and Training Association (GSETA) where she participates as a board member and in several subcommittees, notably the GSETA Operations Committee. She is a steering committee member of the GSETA Institute, which offers training and staff development opportunities statewide. She is also a team member of the annual GSETA Conference, the largest statewide workforce event. In October 2019, she was recognized as the GSETA Harry L. Wheeler Professional of the Year Awardee.

Although the core One-Stop team is experienced and skilled, coordination of the partners is not possible without strong relationships. The interactive team connections among partners is a feature of the One-Stop in Passaic County that distinguishes it from other areas and is the result of the Operator's years of hard work, strong commitment and a unchanging desire to serve mutual customers. The One-Stop strives to continuously improve and enhance services, and strong connections facilitate continuity in the flow of services throughout the system.

This established partnership was evident and sustained the entire system during the time of COVID-19.

The Director and Managers at the Employment Service coordinate hiring events, employee recruitments, business services and customer workshops in a seamless manner that maximizes services and minimizes challenges. Resources, such as tuition waivers, are provided among partners with customers experiencing minimal bureaucracy and additional steps.

The Division of Vocational Rehabilitation Services, also co-located at the One-Stop, works with individuals who have disabilities that impede their capacity to succeed in competitive employment. DVRS helps individuals to achieve an employment outcome consistent with their strengths, priorities, needs, abilities and capabilities.

The comprehensive One-Stop Center is located on the Passaic County Community College (PCCC) campus. The building is shared; the customers are made aware of resources and opportunities and the missions are closely aligned.

One-Stop partners participate in planning, developing and executing job fairs, business resource events and employment opportunities on an ongoing basis. At least three integrated job fairs and career resource events are held with Passaic County Community College and William

Paterson University combining efforts from One-Stop partners, private sector and public sectors employers, the Passaic County Department of Economic Development, Business Services Representatives and other stakeholders. The impact of these events promotes new initiatives and strengthens the relationship with the business community and the One-Stop mission.

During the COVID-19 pandemic, the planning of virtual job fairs, career resource events and hiring opportunities is planned and coordinated among the partners.

The Passaic County Workforce Development Center has a long-standing history of working with Federal and State Employment and Training programs for more than 40 years. In 1982, the Comprehensive Employment and Training Act (CETA), was replaced by the Job Training and Partnership Act, (JTPA) which was designed to help poor and unskilled workers improve their employability and increase their wages. At that time, Paterson CETA and Passaic County CETA Agencies were merged into a single County based organization. Rather than creating government jobs, JTPA put the emphasis on training workers for private-sector jobs. The Private Industry Council of Passaic County (PIC) was approved by the Passaic County Board of Chosen Freeholders in July, 1983 as required by JTPA. In December of 1983, the Freeholders authorized the establishment of the PIC as a non-profit and the Administrative Entity for the program. In 1998, the Workforce Investment Act (WIA) reorganized federal employment and training programs in an effort to make them more efficient and effective. It built on JTPA and continued the focus on job training. PIC Boards were changed to Workforce Investment Boards (WIBs) and in June, 1996, the service agency name changed from PIC to the Private Industry Council, Incorporated doing business as the Passaic County Workforce Development Center. One new feature of WIA was the creation of One-Stop Career Centers/American Job Centers across the

nation, which were designed to help unemployed workers find jobs and access employment counseling and job training.

Subsequently, the Workforce Innovation and Opportunity Act (WIOA) replaced WIA. The purpose of WIOA is to better align the workforce system with education and economic development in an effort to create a collective response to economic and labor market challenges on the national, state, and local levels. WIOA continues the trend in workforce legislation by further engaging the private sector to lead local workforce development efforts and focuses on introducing increased flexibility and accountability of board members. WIOA encourages an improved response to labor market needs by connecting board performance to outcomes which requires an understanding of the correlation between training investments and economic return. Changes in WIOA prompted the Workforce Development Boards to be increasingly engaged in the business of collaboration, convening and partnership.

5. How much money will you need and how will you spend it?

Include the hourly rate of various levels of bidder's staff that will be assigned to this project. Include services to be provided by staff in the proposal.

Indicate your preference in contracting for these services- e.g., hourly rates with a not-to-exceed amount for the engagement with agreed upon timelines: or fixed price based upon negotiated deliverables with agreed upon timelines.

Indicate all costs required to provide these services and an explanation as to how the costs were derived.

Attached is the One Stop Operator total budget for \$124,703.

The budget is calculated including two items: Staff Costs and Staff Development

In addition, the budget lists "in kind/matching" funds that are a cost reduction strategy made possible by leveraging several line items such as staff fringe, rent and office supplies/copying.

These in-kind contributions support the One-Stop Operator role that oversees the One-Stop system, coordinates services with partners and serves as a liaison to the Workforce Development Board.

Staff Costs

Staff costs in this proposal reflect a percentage of core team salaries for three staff members who, on a daily basis, contribute to the One-Stop Operation role. The complete description of the designated staff members who will comprise the core One-Stop Operator team, their background and experience, is covered previously in this document. For reference, the hourly rates, as requested, are outlined in the attached program budget and narrative.

Staff Development

Recognizing that the changing landscape in legislative, economic and local needs requires up-to-date professional staff development and training, a line item of \$21,000 has been allocated to accommodate training needs. The One-Stop Operator will offer training to partners as relevant and appropriate and can leverage costs for some organizations that may be unable to fund staff training. In the past, the One-Stop Operator has been able to sustain and build upon existing opportunities as well as identifying new areas for development. Training will continue to help employees learn specific knowledge and skills to improve performance in their current roles and enhance the integrated and coordination of the One-Stop system.

As an example, in the past, the One-Stop Operator sponsored an 8-hour Mental Health First Aid USA certificate for non-clinical frontline staff that was provided by the Mental Health Association of Passaic County. The training was so successful that subsequently the Passaic County Board of Social Services and then the NJ Department of Labor and Workforce

Development provided the certification to their own staffs as a method to improve knowledge of mental health conditions.

As described, staff training is a critical part of ongoing workforce education and has been offered through multiple partnerships and arrangements. The One-Stop Operator has connected to several different opportunities and has sent staff for training in a wide range of subject areas. Passaic County Community College has provided training for One-Stop staff in Microsoft office products, Excel, Word and Power Point, as well as Customer Service and Leadership Skills. The County of Passaic has offered Active Shooter, Workplace Violence/Bullying and Conflict Resolution, and Harassment Awareness Training. The human resources team has attended training about Human Resources Law and testing proctors have updated testing procedures and authorization by attending the CASAS Administrator training. The New Jersey Department of Labor, the Garden State Employment and Training Association and the GSETA Institute are sources of ongoing professional training that address changing regulations, system requirements and best practices. The One-Stop's fiscal staff, counseling staff, monitors and managers join front line workers in these workshops, webinars and conferences. The One-Stop Operator will research areas in need of training, identify new training options and share opportunities with partners as appropriate.

Epilogue

The Passaic County One-Stop system, under the leadership of the One-Stop Operator, has experienced the consequences of the COVID-19 pandemic yet the overall system remains resilient and intact. The One-Stop used the disruptive time to explore new options and

possibilities both in maintaining and strengthening partnerships, programs and services. Crisis created opportunity. The mission of the One-Stop continues to focus on the services needed to meet system-wide goals while prioritizing individual job seekers and businesses. The workforce is changing and the challenges will need to be met with a sense of compassion, a knowledge of the “new normal” and a development of appropriate opportunities and resources. The One-Stop Lead Operator, the network of partners and the community of Passaic County will strive to be able to meet the needs of the workforce with flexibility and dedication.

Firm Qualifications

Should your firm be interested in providing these services, please include the following information in your response:

A. Cover letter that includes:

1. Legal name of firm
Private Industry Council of Passaic County, Incorporated
2. Address
200 Memorial Drive, Paterson, NJ 07505
3. Name and title of firm owner, principal or managing partner
Not Applicable
4. Federal Employer Identification Number (FEIN)
222516129
5. Dun & Bradstreet (D&B) number
130493737
6. Organization type (Private for profit, private non-profit or governmental corporation, sole proprietorship, community based organization, etc.)
Non-Profit
7. Phone/FAX number and email address/website of the firm
Phone: 973-742-9226; Fax: 973-742-5227; E-Mail: lmurphy@pcwdc.org; Website: www.pcwdc.org/
8. Name of primary contact for this RFP
Lauren Murphy, Director
9. Phone/FAX number and email address of the primary contact
Phone: 973-742-9226 extension 7204; Fax: 973-742-5227; E-Mail: lmurphy@pcwdc.org

B. References

Please provide a listing of clients we may contact. Clients listed should be of similar scale to our organization and be serviced by the same staff proposed for this engagement. Please include specific contact name and telephone number.

The following list of customers provide a sample of the variety of individuals served throughout the One-Stop system. Customers avail themselves of multiple resources throughout the path to employment and may be served by multiple providers and partners.

WIOA-Adult Customer

Yvette Katib, 12 Geneva Court, Wayne, NJ 07470 862-684-0827
Yvettekatib@gmail.com

WIOA- Dislocated Worker Customer

Dwayne Campbell, 493 East 23rd St., Paterson, NJ 07514 678-651-0813
DWAYNEPOW@GMAIL.COM AOSOS #NJ007087398

WIOA-Youth Customer

Pamela Sepulveda, 52 Richard St., Passaic, NJ 07055 973-510-1729
Sepulvedap189@gmail.com AOSOS #NJ006143288

WFNJ

Jasmen G. Mickens, 476 A Bloomfield Ave., Verona, NJ 07044 347-372-6463
mickens35@gmail.com AOSIS #NJ008354250

Disabled Services Customer

William Smith, 50 Clinton St. – Apt. 2, Paterson, NJ 07522 862-238-9260
Wills017@gmail.com AOSOS #NJ005315713

Labor Exchange Customer

Adriane Edwards, 39 East 39th St., Apartment 6N, Paterson, NJ 07514 973-970-4867
alewards@yahoo.com AOSOS #NJ004394152

On-the-Job Training Customers

Jennifer Silva, 16 Alexander Ave., Kearny, NJ 07032
201-249-0729 jennsilvaa12@gmail.com

William Baker, 118 Marion St., Paterson, NJ 07522
973-460-2473 bakerwilliam73@gmail.com

Business Customer-Private Sector

Master Business Forms, 195 Allwood Road, Clifton, NJ 07012
Debbie Johnson, Administrative Assistant
P. 973-594-8743 F. 973-594-8748
debbie@masterbusinessforms.com

Business Sector-Private Sector

LBU Inc., 7 4th Ave., Paterson, NJ 07524
Mitch Guzalgul, Controller
P. 973-773-4800 F. 973-773-6005
mguzalgul@lbuinc.com

C. Other Information

Please include any additional information not already requested that you consider essential to your response. If there is no additional information to include, please state, "There is no additional information we wish to present."

During the past several years, the Passaic County One-Stop Operator has focused efforts on the alignment and integration of partners and their resources as well as the development of strongly connected relationships. For individuals with multiple needs, the One-Stop system has become a community resource as well as the source for employment and training services. Many of the local organizations and agencies have mutual board and committee memberships, creating interlocking directorates for much of Passaic County's social service and employment network. The One-Stop Operator team is a key presence working within that network to develop common visions.

Letters of Support

- New Jersey Department of Labor-Employment Service
- Passaic County Board of Social Services
- Passaic County Workforce Development Board-Chair
- Passaic County Community College-Continuing Education
- City of Clifton-Recreation Department



PHILIP D. MURPHY
Governor

State of New Jersey

DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
P.O. BOX 055, TRENTON, NEW JERSEY 08625-0055

ROBERT ASARO-ANGELO
Commissioner

SHEILA Y. OLIVER
Lieutenant Governor

Employment Services
Passaic County One Stop Career Center
200 Memorial Drive
Paterson, NJ 07505
September 17, 2020

Mr. Duwan Bogert
Director
Passaic County Workforce Development Board
200 Memorial Drive
Paterson, NJ 07505

Dear Mr. Bogert:

I am writing this letter of support to recommend Lauren Murphy to continue as the One Stop Operator for the Passaic County One Stop Career Center.

The Employment Service has maintained a strong partnership with the Passaic County Workforce Development Center under Lauren Murphy's leadership. We have worked seamlessly with Ms. Murphy and her staff to provide employment and training opportunities to our customers in Passaic County.

I look forward to the continuation of our partnership with Lauren Murphy as the One Stop Operator. Ms. Murphy is a strong leader to guide the Passaic County One Stop Career Center to new and innovative employment and training solutions for our customers.

Sincerely,

A handwritten signature in blue ink, appearing to read "mneel".

Marcia McNeel
Employment Services Manager



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OFFICE OF THE ASSISTANT COMMISSIONER

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PASSAIC COUNTY BOARD OF SOCIAL SERVICES

Anthony De Simone
Director

September 16, 2020

Duwan Bogert, Executive Director
200 Memorial Drive
Paterson, NJ 07505
Office: 973-569-5082
Fax: 973-742-3030
duwanb@passaiccountynj.org

Dear Director:

The Passaic County Board of Social Services is proud of its excellent record of cooperation with the Passaic County Workforce Development Center. Throughout my tenure as director the agencies have worked together to overcome obstacles, resolve issues and better serve the Passaic County community. Whether the issue concerns a regulation, a service issue, a client complaint or inquiry, the focus on problem resolution is consistent. The free exchange of information and ideas is of great value to the PCBSS.

The close cooperation between agencies is evidenced by the colocation of staff at each central office. Workforces for each are attuned to the tradition of cooperation and dedication to assisting all residents to achieve career goals and economic independence. The Passaic County Board of Social Services strongly endorses the ongoing operations of the Passaic County Workforce Development Center.

Sincerely,

Tony DeSimone

Tony DeSimone, director
Passaic County Board of Social Services

FIELD OFFICE:
114 Prospect Street
Passaic, NJ 07055-4092
(973) 470-5038

MAIN OFFICE:
80 Hamilton Street
Paterson, NJ 07505-2060
(973) 881-0100

An Equal Opportunity Employer

BRANCH OFFICE
1237 Ringwood Avenue
Haskell, New Jersey 07420-1539
(973) 839-5705

September 21, 2020

Duwan Bogert, WDB Director
200 Memorial Drive
Paterson, NJ 07505

Dear Sir,

I am honored to write a letter that strongly recommends the Passaic County One Stop Operator to continue leading the county's workforce development functions. The center has provided exceptional services to assist job seekers, employees and employers with outstanding support, innovative programming, effective job fairs and training.

As the Madame Chair of the Passaic County Workforce Investment Board, I have had the pleasure of collaborating with the Passaic County One Stop Career Center leadership to provide those who are seeking training and/or employment with the best employment opportunities for them to become productive members of our society.

I strongly suggest continuing to have experienced leadership at the Passaic County One Stop Career Center because today more than ever, this takes new importance due to the COVID-19 Pandemic and the negative impact to the workforce that requires us to have experienced leaders to deal with the unemployment challenges that the Passaic County Community is facing.

I enthusiastically recommend Lauren Murphy to continue leading the county's workforce development functions.

If you have any questions, please do not hesitate to contact me.

Sincerely,
Beth Marmolejos
973-689-4007 (c)
marmolejosb@hotmail.com

President of Prospanica the Association of Hispanic MBAs and Business Professionals
NJ Chapter
Madame Chair of Passaic County Workforce Investment Board
Chair of the Passaic County Advocacy and Abilities to Committee
Co-Founder of the Frontline Appreciation Group
Chief Diversity Officer of the American Association of University Women (AAUW)

September 17, 2020

Mr. Duwan Bogert
Executive Director
Workforce Development Board of Passaic County
200 Memorial Drive
Paterson, NJ 07514


Mr. Bogert:

Passaic County Community College (PCCC) is pleased to support the Passaic County One-Stop Career Center in its bid to continue as the Passaic County One-Stop Operator.

The One-Stop and College have developed a strong partnership in our work providing Passaic County residents with education and training opportunities and connecting them to employment pathways. The College and One-Stop collaborate on a wide variety of initiatives including service referrals, innovative programming, career fairs, technical and informational assistance, and committees and meetings, with a goal of improved service delivery for residents. The co-location of the One-Stop on the PCCC Paterson campus has strengthened this partnership.

As we operate in unprecedented times and our society faces economic and social upheaval, continuity and proven, knowledgeable leadership will be key to maintaining existing programs and developing new programs to meet the workforce development and economic recovery needs of the County and region.

Sincerely,



Janet Albrecht
Executive Director
Continuing Education & Workforce Development
Passaic County Community College



Debbie J. Oliver
RECREATION SUPERVISOR

City of Clifton

RECREATION DEPARTMENT
900 CLIFTON AVENUE
CLIFTON, NEW JERSEY 07013



Web: www.cliftonrec.com
Phone: (973) 470-5956
Fax: (973) 815-0599
Email: cliftonrec@cliftonnj.org

September 21, 2020

Mr. Duwan Bogert
Director
Passaic County Workforce Development Board
200 Memorial Drive
Paterson, New Jersey 07505

Dear Mr. Bogert,

I am writing to you in support of Lauren Murphy to continue as the One Stop Operator for the Passaic County One Stop Career Center.

We have had a great experience working with the Passaic County Workforce Development Center and especially with Lauren Murphy as the Operator of the program. We are pleased with the partnership that has developed between the Workforce Development Center and our department, especially with regards to program administration. The one thing that has impressed us most is Ms. Murphy's compassion for each and every youth involved in the program. It is apparent that she is not only concerned with the placement and training of the program participants, but that she wants each individual to find success and personal growth with their work experience.

I look forward to continuing to work with Lauren Murphy as the One Stop Operator. I feel that Ms. Murphy's leadership has resulted in vast improvements to the program. These improvements have been extremely beneficial to our organization.

Sincerely,

Debbie J. Oliver
Recreation Supervisor
City of Clifton

Attachment B – Budget Line Item

Line Item	Administrative Amount	Program Amount	Total
Staff Salary		103,703	103,703
Staff Fringe Benefits			
Travel – In state			
Travel – Out-of-state			
Staff Development		21,000	21,000
Outreach			
Equipment			
Dues/Subscriptions			
Computer Software			
Office Supplies, Printing and Copying			
Postage/Courier Service			
Rent			
Educational Materials			
Indirect			
TOTAL		124,703	124,703

Administrative Costs

The personnel and operating costs, direct and indirect, associated with overall management and administration of the Passaic County Workforce Development Board NJCC System, which are not directly related to the provision of services to participants or otherwise allocable to the cost category of Program. The Board seeks to identify a provider who can coordinate One-Stop operations with minimal administrative costs to the budget. The provider must maintain records of all program related expenditures by cost categorization in State AOSOS, E-Time, and LOOPS databases.

Program Costs

All costs incurred for the provision of contract functions and activities are classified as program costs.

Note: Reimbursement of Administrative costs is limited to no more than five percent (5%) of the total proposal budget.

Note: Include Budget Narrative that provides the detail of each line item.

Budget Narrative:

Staff salaries are detailed as follows:

Lauren Murphy, Lead Operator	15 hours per week,	52 weeks,	\$66.88 per hour	= \$ 52,166
Sofia Comas-Phillips, Deputy Director	9.25 hours per week	52 weeks	\$45.18 per hour	= \$ 21,730
Davidene Alpart, Program Manager	9.25 hours per week	52 weeks	\$61.97 per hour	= \$29,808

In Kind: Fringe: \$14,518; Office Supplies: \$6,800; Rent: \$15,000

Attachment C – Budget Line Item Definitions

Cost Category Definitions

The following is provided as examples of both administrative and program costs for WIOA (See WIOA Sec. 320 CFR 683.215 What Workforce Innovation and Opportunity Act title I functions, and activities constitute the costs of administration subject to the administrative cost limitation). This is not all inclusive

Administrative Costs

- Overall general administrative functions and coordination of administrative functions
- Accounting, budgeting, financial and cash management
- Procurement and purchasing
- Property management
- Personnel management
- Payroll
- Coordinating audit resolutions, reviews, investigations, and incident reports
- Audit
- Legal services pertinent to management and operations of the Passaic County Workforce Development NJCC System
- Developing systems and procedures
- Oversight and monitoring of administrative functions
- Goods and services required for administrative functions including rental, utilities, supplies, space, etc.
- Travel for official business to carry out administrative activities or overall management

Program Costs

- Cost of staff who provide program services directly to customers and, where applicable, the first line supervisors and/or team leaders responsible for those staff
- Tracking or monitoring of customers or performance information
- Employment statistics information, including job listings, job skills and demand occupation information
- Outreach to and recruitment of applicants for services
- Dissemination of program information to prospective employers
- Follow-up services with eligible customers placed in unsubsidized employment
- Assessment of skill levels and service needs
- Counseling that involves occupation, educational and career guidance to eligible customers while in training
- Case management services such as assessment, counseling and job search assistance

Budget Line Item Definitions

1. Staff Salary – Wages associated with the individual job positions needed to perform the proposed service. Positions are to be defined within specifics of the job and how each function relates to this proposal.
2. Fringe Benefits – The approximate percentage of position salary that it will cost to provide established company benefits such as health, life, dental insurance, etc. Benefits should be based upon the organization's written personnel policy for all employees.
3. In-State Travel – The cost of attending applicable in-state meetings/conferences that relate to the service being proposed and that benefit the attendee in his/her job performance. Also includes

- local travel to provide services to customers. Please specify if possible. All travel costs are including but not limited to mileage rate, per diem rates, and subsistence.
4. Out-of-State Travel – Expenses incurred for appropriate staff attending meetings/conferences that relate to the service being proposed and that can benefit the attendee in his/her job performance. Please specify if possible. All travel costs are per New Jersey Guidance including but not limited to mileage rate, per diem rates, and subsistence.
 5. Staff Development – Costs to advance the knowledge of Program (i.e. Direct Services) staff as it relates to the proposed program. Please specify.
 6. Outreach – costs include promotional materials, recruitment materials, website and social media information/communication released through various media formats, events and outlets.
 7. Equipment
 8. Dues/Subscriptions – Cost of joining appropriate organizations and subscribing to periodicals/newspapers that would benefit the service for which the Board is seeking proposals.
 9. Computer software – Specify the type(s) of computer software needed. This should NOT include the costs of computer hardware or case management software as the Board provides these.
 10. Office Supplies, Printing and Copying – Costs of items used in the course of performing day to day business activities such as ink pens, paper clips, etc. Also includes expenses for printing program materials and the copying of documents/materials as needed.
 11. Postage/Courier Service – Expenses for using USPS, Fed Ex, UPS, Courier Services, etc.
 12. Rent – The actual cost for space to house personnel and programs necessary to carry out the services proposed.
 13. Educational Materials – Cost of purchasing materials to be used in performing the services being proposed. Include the cost for assessment tools/fees, as well as GED attainment fees and instructional materials.

Attachment D - Assurances and Certifications

Section 188 (3) WIOA Title I funds may not be spent on the employment or training of participants in sectarian activities.

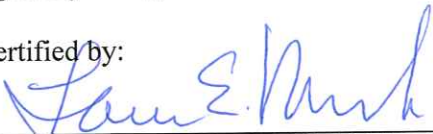
Further, the undersigned applicant certifies that it shall comply with the provisions outlined by the U.S. Department of Health and Human Services (45 CFR 80 and 84).

By signing, the applicant certifies that it will comply with all other regulations implementing the laws cited above. This assurance applies to the applicant's operation of the WIOA Title I - financially assisted program or activity, and to all agreements, the applicant makes to carry out the WIOA Title I-financially assisted program or activity. The applicant understands that the United States, New Jersey Department of Labor and Workforce Development, and the Passaic County Workforce Development Board have the right to seek judicial enforcement of this assurance. NOTE: WIOA Section 188 and WIA Section 188 are identical.

Reporting Requirements: The undersigned applicant certifies that it shall comply with the provisions of Sec. 122 of the Workforce Innovation and Opportunity Act of 2014 and the reporting and procedural requirements issued by the Education and Workforce Development Cabinet. Where the prospective recipient of federal assistance funds is unable to certify to any of the statements in this certification, such prospective recipient shall attach an explanation to this certification.

The undersigned Authorized Representative of the applicant herein certifies that the statements above pertaining to Debarment, Suspension and Other Responsibility Matters; Nondiscrimination; Conflict of Interest; Education Standards and Procedures; Documentation of Financial Stability and Reporting Requirements are true and correct as of the date of submission. This does not preclude the Board from requiring additional assurances as part of the local application requirements. Further, the Authorized Representative acknowledges that if the information given to the Board by the applicant causes harm to a third party, then applicant will be held liable for any Board action resulting from reliance on that information. The applicant must notify the Board in writing if the authorized signatory changes.

Certified by:

	Exec. Director	9/25/2020
Signature of Authorized Official	Title	Date

Lauren E. Murphy, Executive Director

Typed/Printed Name of Signatory

Passaic County Workforce Development Center

Name of Organization

Attachment F

Time Periods for Reporting Performance Information on the WIOA Quarterly Report

Revised 6/11/2020

Program Year (PY) Time Periods To Be Reported				
Report Quarter	July – Sept.	Oct. – Dec.	Jan. – Mar.	Apr. – June
<i>Report Due Date</i>	<i>11/14/****</i>	<i>2/14/****</i>	<i>5/15/****</i>	<i>8/14/****</i>
Number Served (Reportable Individual)				
Number Exited (Reportable Individual)				
Funds Expended				
Number Served (Participant)				
Number Exited (Participant)				
Employment Rate Second Quarter After Exit				
Employment Rate Fourth Quarter After Exit				
Median Earnings Second Quarter After Exit				
Credential Attainment Rate				
Measurable Skill Gains				
Veterans' Priority of Service				

Attachment G

Time Periods for Reporting Performance Information on the WIOA Annual Report

Revised 6/10/2020

Program Year ****(PY**) Annual Report	
<i>Report Due Date</i>	<i>10/1/****</i>
Number Served (Reportable Individual)	
Number Exited (Reportable Individual)	
Funds Expended	
Number Served (Participant)	
Number Exited (Participant)	
Employment Rate Second Quarter After Exit	
Employment Rate Fourth Quarter After Exit	
Median Earnings Second Quarter After Exit	
Credential Attainment Rate	
Measurable Skill Gains	
Effectiveness in Serving Employers - Retention with Same Employer	
Effectiveness in Serving Employers - Repeat Business Customers	
Effectiveness in Serving Employers - Employer Penetration Rate	
Veterans' Priority of Service	

III. Deliverables and Requirements for New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Board

Narrative Response Format

Attachment A – Proposal Cover Sheet

Attachment B – Budget Line Item

Attachment C – Budget Line Item Description

Attachment D – Assurances and Certifications

Attachment E – Disclosure Statement

Attachment F -Time Periods for Reporting Performance Information on WIOA Quarterly Report

Attachment G –Time Periods for Reporting Performance Information on WIOA Annual Report

IV. Award of Contract via Competitive Contracting

The successful Respondent will be awarded using the competitive contracting process as set forth in N.J.S.A. 40A:11-4.1, *et seq.* Pursuant to N.J.S.A. 40A:11-4.4(b), the methodology for the awarding of a competitive contracts will be based upon the evaluation and ranking under the following categories: (1) technical; (2) management; and (3) cost. The proposals will be evaluated pursuant to N.J.S.A. 40A:11-4.5(d) by the Purchasing Agent, County Counsel, or Administrator, and shall prepare a report evaluating and recommending the award of contract to a Respondent.

Pursuant to N.J.S.A. 40A:11-4.5(e), the Board shall award the contract or reject all bids no more than sixty (60) days after the receipt of bids, except that the bids of any bidders who consent thereto may, at the request of the County, be held for consideration for such longer period as may be agreed.

V. Subcontracting

Under no circumstances shall a Respondent sub-contract any part of the contract with the County of Passaic without prior written permission.

VI. Definitions

As used herein the following words have the following definitions, unless the context indicates otherwise:

- a. "Affiliate" means any entity that: (1) directly, indirectly, or constructively controls another entity; (2) is directly, indirectly, or constructively controlled by another entity; or (3) is subject to the control of a common entity if it owns, directly or individually, more than fifty percent (50%) in the entity.
- b. "Agreement" means the final contract awarded to the lowest responsible bidder as approved by the Passaic County Board of Chosen Freeholders.
- c. "Bid" means the submission by the respondent for the work as outlined herein for the New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Board
- d. "Bidder" means the respondent vendor submitting a proposal for the RFP project as set forth herein.
- e. "Bid Documents" means any of the proposals, plans, and specifications as set forth herein for the completion of the New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Board.

- f. "Bid Opening" shall mean the time as designated herein when bids are due and shall be unsealed as set forth herein and in accordance with applicable law.
- g. "Board" means the Passaic County Board of Chosen Freeholders.
- h. "Contract" means any agreement, including but not limited to a purchase order or a formal agreement, which is a legally binding relationship enforceable by law, between a respondent who agrees to perform the work as outlined herein, as defined by and subject to the terms of the bid documents, plans, and specifications set forth herein.
- i. "Contracting Unit" shall mean the County of Passaic.
- j. "County" means the County of Passaic.
- k. "Department" means Management and Workforce Development Board
- l. "Project" means the New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Board
- m. "Purchase Order" means a document issued by the contracting agent authorizing a purchase transaction with a vendor to provide or perform goods or services to the contracting unit, which, when fulfilled in accordance with the terms and conditions of a request of a contracting agent and other provisions and procedures that may be established by the contracting unit, will result in payment by the contracting unit.
- n. "Purchasing Agent" means the Passaic County Purchasing Agent.
- o. "Respondent" means the vendor submitting a proposal for the RFP project as set forth herein.
- p. "Subcontractor" means any business organization that knowingly provides goods or services directly to a contractor or subcontractor in fulfillment of the Project issued by the County, where the value of goods exceeds the bid threshold as set by applicable law.

VII. Procedures for Submitting a Bid

Respondent shall submit a bid for the Project either in person prior to the hour designated herein via regular mail, overnight delivery, or hand delivery to the following address:

County of Passaic – Division of Purchasing
Passaic County Procurement Center
495 River Street, 2nd Floor
Paterson, New Jersey 07524

Bids delivered by regular mail, overnight delivery, or hand delivered prior to the date and time as set forth herein shall be inserted in a sealed envelope provided by the County. The name and address of the bidder is to be written on the outside of the envelope.

Any bidder who has mailed, overnight delivered, or hand delivered a bid to the County of Passaic Division of Purchasing may attend the virtual bid opening. However, the County is not responsible for any bid that is not received at the time of the bid opening.

Bidders must submit all required documentation as stated herein, including all of the items listed on the Bid Document Checklist. Please take note of the following:

1. A respondent's bid proposal shall not be considered responsive if submitted with any qualifying conditions or provisions.
2. The Statement of Corporate Ownership enclosed hereto and required under N.J.S.A. 52:25-24.2 must set forth the names and addresses of all stockholders in the corporation who own ten percent

(10%) or more of its stock of any class, or any individual partners in a partnership who own a ten percent (10%) or greater interest therein.

3. The Non-Collusion Affidavit required under N.J.S.A. 52:34-15 must be signed and notarized.
4. If any discrepancies or omissions appear in the Bid Documents, the bidder shall notify the Purchasing Agent in writing of any such discrepancy or omission.

VIII. New Jersey Business Registration Certificate

Prior to the award of contract to the lowest responsible bidder, the Contractor shall provide a Business Registration Certificate (hereafter "BRC") pursuant to N.J.S.A. 52:32-44. A Business Registration Certificate is required for all contractors and any subcontractors performing work on the Project. Under N.J.S.A. 52:32-44, the following requirements are imposed on contractors or subcontractors that knowingly provide goods or perform services for a contractor fulfilling the services required herein:

1. The contractor shall obtain and provide the owner the BRC of subcontractors knowingly used on this Project.
2. The contractor shall maintain and submit to the County a list of subcontractors and their addresses that may be updated from time to time during the course of the contract performance. A complete and accurate list shall be submitted before final payment is made for goods and services rendered under the contract.
3. During the term of this contract, the contractor and its affiliates shall collect and remit, and shall notify all subcontractors and their affiliates that they must collect and remit to the Director, New Jersey Division of Taxation, the use tax due pursuant to the N.J.S.A. 54:32B-1 et seq. on all taxable sales of tangible personal property delivered into the State.

Failure to submit the BRC with the bid is not a cause for rejection. However, the County prefers the BRC be submitted with the bid response. If it is not provided prior to execution of a contract the bidder's bid guarantee shall be forfeited and the contract shall be awarded to the next lowest responsible bidder.

A contractor, subcontractor or supplier who fails to provide proof of business registration or provides false business registration information shall be liable to a penalty of twenty five dollars (\$25.00) for each day of violation, not to exceed fifty thousand dollars (\$50,000), for each BRC not properly provided or maintained under a contract with the County.

A BRC is obtained from the New Jersey Division of Revenue and Enterprise Services. Information on obtaining a BRC is available by visiting www.nj.gov/treasury/revenue/busregcert.shtml or by phone at (609) 292-2929.

IX. Prompt Payment.

All payments for work performed will be made by the County in compliance with N.J.S.A. 2A:30-1, et seq.

X. Discrimination in Employment

The terms and conditions as set forth in the New Jersey Civil Rights Act, N.J.S.A. 10:1, et seq. are hereby made part of every contract entered into by the County of Passaic. Pursuant to N.J.S.A. 10:1, et seq., the bidder agrees to the following conditions:

1. In the hiring of persons for the performance of work under this contract or any subcontract hereunder, or for the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under this contract, no contractor, nor any person acting on behalf of such contractor or subcontractor, shall, by reason of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex, discriminate against any person who is qualified and available to perform the work to which the employment relates;
2. No contractor, subcontractor, nor any person on his behalf shall, in any manner, discriminate against or intimidate any employee engaged in the performance of work under this contract or any subcontract hereunder, or engaged in the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under such contract, on account of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex;
3. There may be deducted from the amount payable to the contractor by the contracting public agency, under this contract, a penalty of fifty dollars (\$50.00) for each person for each calendar day during which such person is discriminated against or intimidated in violation of the provisions of the contract; and
4. This contract may be canceled or terminated by the contracting public agency, and all money due or to become due hereunder may be forfeited, for any violation of this section of the contract occurring after notice to the contractor from the contracting public agency of any prior violation of this section of the contract.

Pursuant to N.J.S.A. 10:5-32, no contract be awarded by the County, nor shall any moneys be paid thereunder to any contractor, subcontractor or business firm which has not agreed and guaranteed to afford equal opportunity in performance of the contract and, except with respect to affectional or sexual orientation, and gender identity or expression, in accordance with an affirmative action program approved by the New Jersey State Treasurer.

Bidders are required to comply with the requirements of P.L.1975, c.127. The terms and conditions as set forth in N.J.S.A. 10:5-33 are hereby made a part of every contract entered into by the County of Passaic, specifically, that, during the performance of the contract, the contractor agrees as follows:

1. The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
2. The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex; and
3. The contractor or subcontractor where applicable, will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

Pursuant to N.J.S.A. 10:5-34, each prospective bidder is required to submit an Affirmative Action Plan to the New Jersey State Treasurer, as set forth in the law:

Each prospective bidder on a public works contract or contracts and each subcontract bidder to a prime contract bidder shall formulate and submit to the State Treasurer his or its affirmative action program of equal opportunity whereby he or it guarantees minorities employment in all employment categories; the submission shall be accompanied by a fee in an amount to be fixed by the State Treasurer. For the purposes of this section, equal employment opportunity but not affirmative action is required with respect to persons identified solely by their affectional or sexual orientation and gender identity or expression. The State Treasurer shall notify the bidder of approval or disapproval of his or its program within 60 days of its submission; failure of the State Treasurer to so act within 60 days shall constitute approval of the program. Any existing federally approved or sanctioned affirmative action program shall be approved by the State Treasurer.

No subcontract bidder who has less than five employees need comply with the provisions of this section.

XI. Equal Opportunity for Individuals with Disabilities

All bidders expressly agree to comply with the provisions of the American with Disabilities Act of 1990, 1990 Enacted S. 933, 101 Enacted S. 933, 104 Stat. 327, 101 P.L. 336, 1990 Enacted S. 933, 101 Enacted S. 933, and any amendments thereto, that established a clear and comprehensive prohibition of discrimination on the basis of disability. The rules and regulations promulgated under the American with Disabilities Act of 1990, and any amendments thereto, are hereby made a part of every contract entered into by the County of Passaic with the lowest responsible bidder.

In the event that the contractor, its agents, servants, employees, or subcontractors violate or are alleged to have violated the Americans with Disabilities Act of 1990, and any amendments thereto, during the performance of the contract, the contractor shall indemnify, protect, and save the County, its agents, servants, and employees from and against any and all suits, claims, losses, demands, or damages, or whatever kind of nature arising out of claimed to arise out of an alleged violation.

XII. Insurance Requirements of the Respondent

The Respondent shall maintain insurance as set forth herein for the duration of the Project, including, but not limited to the following:

New Jersey Workers' Compensation pursuant to N.J.S.A. 34:15-1, *et seq.*;
Generable Liability Insurance.
Property Damage Liability Insurance; and
Business Automobile Liability Insurance

The Respondent shall maintain a guarantee of such insurance in the following amounts:

Workers' Compensation	\$100,000 to \$300,000
General Liability Insurance	\$1,000,000
Property Damage Liability Insurance	\$500,000
Business Automobile Liability Insurance	\$250,000

The contractor is given the option to obtain a combined single limit insurance policy in the amount of one million dollars (\$1,000,000.00).

The County of Passaic shall be named as an additional insured on the insurance policies required herein. The contractor shall require a certificate of insurance upon execution of the contract. The certificates of insurance shall expressly state that the insurers will notify the County of termination of coverage no less than thirty (30) days prior to termination. In the event that any of the insurance policies herein lapse, the contractor shall notify the County of a lapse in coverage immediately.

In the event the contractor shall cause his insurance coverage to lapse, the contractor shall immediately notify the County of same. In addition, the insurance policy additional named insured provision naming the County as an additional insured on same shall contain language regarding the insurer to provide timely notification to the County about lapse in coverage.

The contractor shall also agree to indemnify and hold harmless the County for all claims, cost and judgments arising out of the allegations of negligence, errors, omissions, or allegations otherwise sounding in tort while performing within the scope of this agreement, to include but not limited to the actions of any subcontractors or suppliers.

The insurance requirements set forth herein may be supplanted and increased by the County pursuant to values as set forth in the supplementary specifications for the Project.

XIII. State and Federal Taxes

Pursuant to N.J.S.A. 54:32B-9 and applicable federal law, the County of Passaic are exempt from sales and use tax and the federal excise tax for the purchase of fuel.

XIV. Anti-Kickback Act

The bidder must comply with 18 U.S.C. 874, the Anti-Kickback Act, and any other applicable regulations promulgated by the United States Department of Labor applicable to public works projects in the United States. The contractor shall include applicable provisions in any agreements with subcontractors retained for the Project to ensure compliance.

XV. Document Retention

Pursuant to N.J.A.C. 17:44-2.2, the successful bidder shall maintain all documentation related to products, transactions or other services under this contract for a period of five (5) years from the date of final payment. Such records shall be made available to the New Jersey Office of the State Comptroller upon request.

XVI. Award and Execution of Contract

Pursuant to N.J.S.A. 40A:11-24(b), the contract awarded to the selected Respondent shall be signed by all parties no later than twenty one (21) days after the award of the contract, Sundays and holidays excepted, after the making of an award. The contractor, upon written request to the County, is entitled to receive, within seven (7) days of the request, an authorization to proceed pursuant to the terms of the contract on the date set forth in the contract for work to commence, or, if no date is set forth in the contract, upon receipt of authorization.

XVII. Dispute Resolution

Prior to submitting a cause of action to a court for relief, by submitting a proposal bidder's are expressly agreeing to first submit to non-binding arbitration for resolve disputes that arise, as governed by N.J.S.A. 40A:11-50 and N.J.S.A. 2A:6-23B, *et seq.* The costs of arbitration shall be fully borne by the Respondent. The process as set forth in N.J.S.A. 2A:6-23A-1, *et seq.* are hereby made a part of every contract entered into by the County of Passaic.

XVIII. Liquidated Damages

In accordance with N.J.S.A. 40A:11-19, liquidated damages are hereby made a part of every contract entered into by the County of Passaic and the winning bidder. If the winning bidder fails to deliver any of the services as outlined herein, the County is entitled to one hundred and fifty dollars (\$150.00) per day as liquidated damages, and not as a penalty.

XIX. Termination for Cause

In the event that the contractor shall fail to comply with any of the conditions herein provided and as covered by the contract, the Purchasing Agent shall notify the contractor of such failure or default and demand that the same be remedied within five (5) days. In the event of the failure of the contractor to remedy the same within said period, the Purchasing Agent shall take steps to terminate the contract, and the performance bond shall be forfeited.

XX. Requests for Information

All requests for information made by a bidder prior to the designated bid opening shall be made in writing to the following designated official:

Carmen Santana
County of Passaic
Purchasing Division
Phone: (973) 247-3300
Email: carmens@passaiccountynj.org

Requests for information by a bidder shall be shared with every contractor who has picked up the Bid Documents with corresponding answers.

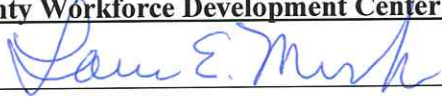
ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

The undersigned Bidder hereby acknowledges receipt of the following addenda. If no addenda were issued, check the "No addenda were received" box.

Addenda Number	Date
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

No addenda were received

Name of Bidder (Please Print): Passaic County Workforce Development Center

Signature of Authorized Representative: 

Name (Please Print): Lauren E. Murphy

Title (Please Print): Executive Director **Date:** 09/25/2020

*Signature is required only if an addendum was issued.

Check here if willing to provide the goods or services herein bid upon to Registered Members in System #38-PCCP 07-1 who have submitted estimates without substitution or deviation from specifications, size, features, quality, price or availability as herein set forth. It is understood that order will be placed directly by the registered members identified herein by separate contract, subject to the overall terms of the contract to be awarded by the County of Passaic, that no additional service or delivery charges will be allowed, except as permitted by these specifications.

STATEMENT OF CORPORATE OWNERSHIP

Check the applicable statement:

- N/A* I certify that the list below contains the names and addresses of all stockholders holding ten percent (10%) or more of the issued and outstanding stock of the undersigned.
- I certify that no one (1) stockholder owns ten percent (10%) or more of the issued and outstanding stock of the undersigned.

Legal Name of Bidder: Passaic County Workforce Development Center

Check the applicable business entity in the space provided below:

Business Entity	Check the applicable business entity
Partnership	
Corporation	
Sole Proprietorship	
Limited Partnership	
Limited Liability Partnership	
S Subchapter	
S Corporation	
Limited Liability Corporation	
Other:	Not-For-Profit 501(C)3

If the Bidder is either a Corporation, S Corporation, or Limited Liability Corporation, provide the date incorporated and the place of incorporation, if not, skip to next item:

Dated Incorporated: _____ **Place of Incorporation:** _____

Business Address (Please Print): _____

Telephone: _____ **Fax:** _____

In accordance with N.J.S.A. 52:25-24.2, list below the names and addresses of all stockholders, partners, or individuals who own ten percent (10%) or more of stock of any class, or who own ten percent (10%) or greater interest therein. The disclosure shall be continued until the names and addresses of every noncorporate stockholder, and individual partner, and member, exceeding the ten percent (10%) ownerships criteria has been listed.

Name (Please Print): _____

Address (Please Print): _____

Name (Please Print): _____

Address (Please Print): _____

STATEMENT OF CORPORATE OWNERSHIP (continued)

Name (Please Print): _____

Address (Please Print): _____

**Continue on additional sheet if necessary*

Publicly traded parent company disclosure. Submit the URL providing the last annual Security and Exchange Commission, or foreign equivalent filing:

Name of Bidder (Please Print): Passaic County Workforce Development Center

Signature of Authorized Representative: 

Name (Please Print): Lauren E. Murphy

Title (Please Print): Executive Director **Date:** 09/25/2020

BID PROPOSAL

Name of Bidder (Please Print): Passaic County Workforce Development Center

submits the following proposal for the

**New Jersey One-Stop Operations Management Services for the
Passaic County Workforce Development Board**

Project RFP-20-022

To the Passaic County Board of Chosen Freeholders:

The undersigned hereby declares that he/she has carefully examined the Bid Documents and that he will contract to carry out and complete said Project at the following prices:

a. **Base Agreement.**

CONTRACT YEAR	START DATE	END DATE	COST
Year One	November 1, 2020	October 31, 2021	\$ 124,703
TOTAL	November 1, 2020	October 31, 2021	\$ 124,703

b. **County Options to Extend Agreement.**

OPTION YEAR	START DATE	END DATE	COST
Option One	November 1, 2021	October 31, 2022	\$
Option Two	November 1, 2022	October 31, 2023	\$
Option Three	November 1, 2023	October 31, 2024	\$

Name of Bidder (Please Print): Passaic County Workforce Development Center

Signature of Authorized Representative: 

Name (Please Print): Lauren E. Murphy

Title (Please Print): Executive Director **Date:** 09/25/2020

STANDARD QUESTIONNAIRE

Name of Bidder: Passaic County Workforce Development Center

Address of Bidder: 200 Memorial Drive, Paterson, NJ 07505

Telephone: 973-742-9226

Fax: 973-742-5227

1. How many years have you been in business as a contractor as your present business name given above?

40 Year(s)

2. How many years have you been the Principal Officer of a general contracting firm under a different name?

N/A Year(s)

3. List three (3) projects similar in nature previously completed by your organization:

Name of Owner	Passaic County Workforce Development Center
Project Manager	Lauren E. Murphy
Project Manager Phone #	973-742-9226 extension 7204
Project Type	One-Stop Operations Management Services
Project Location	200 Memorial Drive, Paterson, NJ 07505
Amount of Contract	\$114,375.
Date of Completion	October 31, 2020

Name of Owner	
Project Manager	
Project Manager Phone #	
Project Type	
Project Location	
Amount of Contract	\$
Date of Completion	

Name of Owner	
Project Manager	
Project Manager Phone #	
Project Type	
Project Location	
Amount of Contract	\$
Date of Completion	

DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN

Part 1: Certification

Pursuant to Public Law 2012, c. 25, any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must complete the certification below to attest, under penalty of perjury, that the person or entity, or one of the person or entity's parents, subsidiaries, or affiliates, is not identified on a list created and maintained by the New Jersey Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran.

The Chapter 25 list is found on the State of New Jersey Division of Purchase and Property website at <http://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>. Bidders must review the list prior to completing the certification below. Failure to complete the certification will render a bidder's proposal non-responsive.

PLEASE CHECK THE APPROPRIATE BOX:

I certify, pursuant to Public Law 2012, c. 25, that neither the bidder listed herein nor any of the bidder's parents, subsidiaries, or affiliates is listed on the New Jersey Department of Treasury's list of entities determined to be engaged in prohibited activities in Iran pursuant to P.L. 2012, c. 25. I further certify that I am the person listed above, or I am an officer or representative of the entity listed above and am authorized to make this certification on its behalf. **I will skip Part 2 and sign and complete the Certification below.**

OR

I am unable to certify as above because the bidder and/or one of more of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of Treasury's Chapter 25 list. I will provide a detailed, accurate, and precise description of the activities in Part 2 below and sign and complete the Certification below. Failure to provide such will result in the proposal being rendered as non-responsive and appropriate penalties, fines, and/or sanctions will be assessed as provided by law.

Part 2: Please provide further information related to investment activities in Iran

Name _____ Relationship to Bidder/Offeror _____

Description of Activities _____

Duration of Engagement _____ Anticipated Cessation Date _____

Bidder/Offeror Contact Name _____ Contact Phone Number _____

Certification: I, being duly sworn upon my oath, hereby represent and state that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I attest that I am authorized to execute this certification on behalf of the above referenced person or entity. I acknowledge that Passaic County is relying on the information contained herein and hereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the County to notify the County in writing of any changes to the answers of information contained herein. I acknowledge that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement(s) with Passaic County, New Jersey and that the County at its option may declare any contract(s) resulting from this certification void and unenforceable.

Name of Bidder (Please Print): Passaic County Workforce Development Center

Signature of Authorized Representative: 

Name (Please Print): Lauren E. Murphy

Title (Please Print): Executive Director **Date:** 09/25/2020

NON-COLLUSION AFFIDAVIT

State of New Jersey
County of Passaic

ss:

I, Lauren E. Murphy residing in Clifton in the County of Passaic and State of New Jersey of full age, being duly sworn according to law on my oath depose and say that:

I am **Executive Director** of the firm of **PCWDC**, the bidder making this proposal for the bid entitled **New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Board**, and that I executed the said proposal with full authority to do so, that said bidder has not, directly or indirectly, entered into an agreement, participated in any collusion, or otherwise taken any action in restraint of free, competitive bidding in connection with the above named contract, and that all statements contained in said bid proposal and in this affidavit are true and correct, and made with full knowledge that the County of Passaic relied upon the truth of the statements contained in said bid proposal and in this affidavit in awarding the Contract for the said bid proposal.

Name of Bidder (Please Print): Passaic County Workforce Development Center

Signature of Authorized Representative: Lauren E. Murphy

Name (Please Print): Lauren E. Murphy

Title (Please Print): Executive Director **Date:** 09/25/2020

Subscribed and sworn to before me on this
25 day of September, 2020.

Christine Velazquez
Signature of Notary Public

My Commission Expires May 24, 2021

Signature:

Email: dalpart@pcwdc.org

ST-5 (2-00, R-16)

Invoices and receipts must show exempt organization as purchaser.

State of New Jersey
DIVISION OF TAXATION
SALES AND USE TAX

Read instructions on bottom of form

* EXEMPT ORGANIZATION CERTIFICATE *
FORM ST-5

ISSUED BY: PRIVATE INDUSTRY COUNCIL OF PASSAIC
PASSIAC COUNTY WORKFORCE DEVELOPMEN
200 MEMORIAL DRIVE
PATERSON NJ 07505

EXEMPT ORGANIZATION NUMBER 222-516-129/000
Effective Date: 12/30/85
Date Issued: 09/04/13

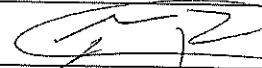
Transaction Date: _____

TO _____
(Name of Vendor)

The undersigned certifies that the Division of Taxation has determined this organization is exempt from New Jersey Sales and Use Tax for this transaction; and this purchase is directly related to the purposes for which this organization was formed and is being purchased with the organization's funds.

Description of purchase:


DIRECTOR
DIVISION OF TAXATION


(Signature of Officer or Trustee of the organization)
Flavio Rivera County of Passaic Treasurer
Name and Title of Officer (Please Print)

INSTRUCTIONS FOR EXEMPT ORGANIZATION: Form ST-5 is valid for exemption from sales and use tax on all purchases (except energy and utility service), if the purchase is directly related to the organization's purposes and made with organization (not personal) funds. Retain the original ST-5 (unsigned) in files, make copies and complete and sign them for vendors. Notify the Division of changes in organization name, address or exempt status.

INSTRUCTIONS FOR VENDORS (AND EXEMPT ORGANIZATIONS):

- (a) The ST-5 exempt organization certificate must be an official certificate having the signature of a Director of the Division of Taxation (or a photocopy of the certificate) and must have the organization's name, address and exempt organization number pre-printed by the Division on the upper portion of the certificate, with no apparent alterations.
- (b) The certificate must be properly completed, dated, and signed by an officer of the organization.
- (c) For motel/hotel occupancies, this exemption applies to sales tax, but not the state 'occupancy fee', the 'municipal occupancy tax', or the Atlantic City luxury tax.

Bills or receipts must show the exempt organization as the purchaser. Payment must be from the funds of the exempt organization. Certificates must be retained by the vendor for a period of not less than four years from the date of the last sale covered by the certificate. Subordinate or affiliated organizations may not use the exemption number assigned to the parent organization.

Additional Purchases - This certificate covers additional similar purchases by the same organization. Each sales slip or invoice must show the organization's name and exempt organization number.

ST-5A PERMIT - This Exempt Organization Certificate (ST-5) also serves as an Exempt Organization Permit (ST5A) for the organization to which the certificate is issued.



Passaic County One Stop Career Center Passaic County Workforce Development Center

A proud partner of the **americanjobcenter** network

September 25, 2020

Duwan Bogert, Director
Workforce Development Board of Passaic County
200 Memorial Drive
Paterson, NJ 07505

Dear Mr. Bogert,

The Passaic County Workforce Development Center/Passaic County One-Stop Career Center is pleased to submit the attached proposal RFP-20-022 for the selection of the Passaic County One-Stop Operations Managements Services. It is our belief that our long-term experience, solid record of performance and dedication to employment, training and workforce development in Passaic County qualify us for the role of the One-Stop Operator. Our network of partnerships within the community and throughout the state will continue to support our efforts to coordinate the many resources and services of our One-Stop partners.

Thank you for the opportunity to design and deliver a responsive, customer-focused One-Stop system for our community. As requested, attached is the information required with this letter. Should you have any questions or require clarification, please feel free to call me at 973-742-9226, extension 7204.

Sincerely,
PASSAIC COUNTY WORKFORCE DEVELOPMENT CENTER

Lauren Murphy
Executive Director

Attachment

Firm Qualifications

1. Legal name of firm
Private Industry Council of Passaic County, Incorporated
2. Address
200 Memorial Drive, Paterson, NJ 07505
3. Name and title of firm owner, principal or managing partner
Not Applicable
4. Federal Employer Identification Number (FEIN)
222516129
5. Dun & Bradstreet (D&B) number
130493737
6. Organization type (Private for profit, private non-profit or governmental corporation, sole proprietorship, community based organization, etc.)
Non-Profit
7. Phone/FAX number and email address/website of the firm
Phone: 973-742-9226; Fax: 973-742-5227; E-Mail: lmurphy@pcwdc.org; Website: www.pcwdc.org/
8. Name of primary contact for this RFP
Lauren Murphy, Director
9. Phone/FAX number and email address of the primary contact
Phone: 973-742-9226 extension 7204; Fax: 973-742-5227; E-Mail: lmurphy@pcwdc.org