

# Passaic County One Stop Career Center Passaic County Workforce Development Center

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June 10, 2022

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-22-018 for the provision of the WIOA Title I and WorkFirst NJ Case Management program services. We believe that our long-term experience, solid record of performance and dedication to employment, training and workforce development in Passaic County qualifies us for the role of the One-Stop Career Services Case Management provider.

Thank you for the opportunity to design and deliver a responsive, customer-focused One-Stop Center for our community. As requested, attached is the additional 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

**Bid Document Checklist**

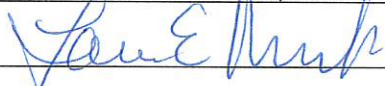
The following documents must be included with the Respondent's Bid:

<b>Document Description</b>	<b>Authority</b>
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

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

<b>Document Description</b>	<b>Authority</b>
Disclosure of Investment Activities in Iran	P.L. 2012, c. 25
Non-Collusion Affidavit	N.J.S.A 52:34-15
MBE/WBE Program Certification Form (if applicable)	Resolution No. R20210933
Form W-9, Department of the Treasurer Internal Revenue Service	Internal
Business Registration Certificate	N.J.S.A. 52:32-44

**Name of Bidder** (Please Print): Private Industry Council of Passaic County, Inc. dba  
Passaic County Workforce Development Center

**Signature of Authorized Representative:** 

**Name** (Please Print): Lauren E. Murphy

**Title** (Please Print): Executive Director                      **Date:** June 10, 2022

*\*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.**

**RFP 22-018 WIOA TITLE I CAREER SERVICES  
PASSAIC COUNTY WORKFORCE DEVELOPMENT CENTER**

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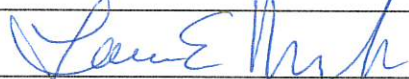
**PROPOSAL COVER SHEET**

Organization	<b>Passaic County Workforce Development Center</b> (Private Industry Council of Passaic County, Inc. dba/ Passaic County Workforce Development Center)
Contact Person	<b>Lauren E. Murphy</b>
Address	<b>200 Memorial Drive. Paterson, NJ 07505</b>
Mailing Address (if different)	
Type of Organization	<b>Private Not-For-Profit</b> (i.e., Public, Private, for-profit, not-for profit)
Type of Legal Entity	<b>Not-For-Profit</b> (i.e., Corporation, Sole Proprietorship, Partnership, Other (Describe)):
Federal ID#	<b>222-516-129/000</b>
Type of Project	<b>WIOA and WFNJ Career Services</b>
Dollar Amount Proposed	<b>\$5,999,699</b>

**Signature:**

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	<b>Lauren E. Murphy</b>
Title	<b>Executive Director</b>
Telephone	<b>973-742-9226 extension 7204</b>
FAX	<b>973-742-5227</b>
E-Mail Address	<b>lmurphy@pcwdc.org</b>
Date	

# RFP RESPONSE

## 1. EXECUTIVE SUMMARY

(maximum 2 pages)

### 1a. Overview of the organization's qualifications and alignment with the services sought by this RFP.

The Passaic County Workforce Development Center is a not-for profit organization devoted to providing Passaic County's residents and businesses with the highest quality workforce development resources and opportunities. Overall, our goal is the creation of economic prosperity for our community by building the skills and competencies of workers and meeting the needs of an ever-changing workplace. In our many roles, the organization has been known by several identities: the Private Industry Council /dba Passaic County Workforce Development Center (PCWDC), and the Passaic County One-Stop Career Center (PCOSCC/One-Stop). In addition, the organization serves as the One-Stop Operator responsible for oversight of the One-Stop partner system. During our tenure, we have successfully administered mandated state and federal programs, maintained fiscal integrity, and achieved performance accountability. Consistent with requirements, a written agreement will delineate firewalls and eliminate perception of conflict of interest to clarify the responsibilities of PCWDC, the One-Stop Operator, compliance with WIOA, and New Jersey's conflict of interest policy.

Our organization has effectively and efficiently managed state and federal workforce funds under several program models, including the Job Training and Partnership Act of 1982 (JTPA), the Workforce Investment Act of 1998 (WIA), and currently, the Workforce Innovation and Opportunity Act of 2014 (WIOA). In addition, we manage the WorkFirst NJ (WFNJ) "to-work" funds of New Jersey's public assistance program. The services we provide are in alignment with the intention, delivery and requirements of this Request For Proposals.

### 1b. Organization's philosophy and approach to workforce development programs and services.

The mission of the PCWDC One-Stop Career Center (PCOSCC/One-Stop) is to assure that businesses and job seekers have access to information, services and resources leading to positive educational and employment outcomes. Our approach is customer-based, employer-driven and reflective of the current economic needs of our community. In an increasingly complex digital economy, PCWDC is focused on improving the design, implementation and operation of workforce programs. The One-Stop Career Center provides relevant services and solutions to individuals throughout their careers for a lifetime of gainful employment. One-Stops draw from a vast array of community resources to make a multitude of services available in addressing employment challenges. An assessment-based individual plan is developed that



considers a continuum of services and viable solutions, goals and outcomes. The One-Stop bridges the gap between job seekers and employers by coordinating the workforce development system and offering sustainable services.

**1c. Synopsis of the proposed program approach.**

Consistent with the philosophy of providing attachment to the workplace, the One-Stop focuses on delivering services that are timely, relevant and effective. Intake practices and assessments are designed to produce better outcomes, limit duplication and empower customers to make knowledgeable career choices. Programs are delivered through a streamlined yet comprehensive process that efficiently moves customers into next steps and skills attainment. Through the support and guidance of seasoned professional staff, individuals can achieve results through multiple pathways that lead to the attainment of their goals. Recognizing that customers start the process from various points of departure, the program is structured to assess the needs of each customer, determine eligibility for services, and develop guidelines and employment plans that result in successful outcomes.

General services in the One-Stop are universally accessible and include use of the public access area, job referrals and counseling. Funded program services may be supported through dedicated dollars designed for target populations and eligibility must be determined prior to enrollment. As needed, customers may participate in career based, job-readiness workshops, educational preparation and/or occupational skills training. In conjunction with the career counselor/case manager, the customer develops an informed employment plan to address work-related needs, identify training that can improve their long-term earning potential, and ultimately enter sustainable employment.

To synthesize information and allow real-time reporting, PCWDC introduced an internal customer management system called Launchpad. The system is compatible and accessible to all PCWDC departments to track appointments, test results, workshop attendance, training progress and employment from the beginning of the interaction through post-program 12 month follow up. Google Docs is another internal information database which allows real-time communication and record sharing for Workforce Learning Link (WLL), Youth and WFNJ programs. This tool is used as a mechanism for a snapshot of customer engagement, progress and outcomes.

## 2. ORGANIZATION OVERVIEW

(maximum 3 pages)

**2a. A basic organizational description, including but not limited to year established, legal status, governance structure, mission, principal programs and services, executive leadership, annual budget and number of full-time staff.**

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, a non-profit corporation, doing business as the Passaic County Workforce Development Center (PCWDC). 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. PCWDC operates the comprehensive Passaic County One-Stop Career Center, a partner of the American Job Center Network.

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.

Throughout its history working with Federal programs, the Passaic County Workforce Development Center, under the auspices of the Passaic County Board of Chosen Freeholders (now known as the Passaic County Board of County Commissioners) 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-19, the One-Stop remains at the forefront of the developing changes in service delivery. In anticipation of the need for unified workforce services, under the leadership of the Passaic County Board of County Commissioners and in collaboration with the Passaic County Community College (PCCC), a state of the art comprehensive One-Stop Center was built on the PCCC campus that co-locates key partners in a seamless approach to services for both job seeking and business customers.

The details outlined in this document illustrate the challenges for reliable steadiness and creative flexibility to fulfill real-time needs of the workforce community. Programs are responsive to the stringent requirements of legislative rules and regulations and the ever-changing economic and skills-based needs of individuals and employers.

The governance structure for PCWDC is comprised of a three-member Board of Trustees that provides oversight, planning and guidance. Over the years, PCWDC leadership, management and a highly skilled front-line staff have contributed to the continuous improvement, innovation and reliable delivery of workplace services. The administrative team is led by Lauren E. Murphy who serves as both the Executive Director of PCWDC and the lead operator of the Passaic County One-Stop Career Center (PCOSCC.) The management team seeks to improve all areas of operations to result in a structure that is more relevant and efficient.

The annual budget for Program Year 2021, July 1, 2021 to June 30, 2022 is \$11,862,168. Currently, there are 41 full-time staff at PCWDC.

**2b. Past experience in managing quality workforce development programs similar in size and scope to that required by this RFP including but not limited to individuals served, services and activities delivered, contract values and related performance outcomes. (Include 3 reference letters)**

For decades, PCWDC has operated services and programs to shared customers within the workforce system as a critical component of inclusive, effective and high-quality activities. Among the multiple federally funded employment and training programs, WIOA is designed to be a demand-driven system that provides career-guided job seeker services responsive to the demands of local employers. The PCWDC operating entity has created a structure that contributes to the employment and training needs of existing and emerging industries and



occupations. The One-Stop Operator is responsible for coordination of the oversight of the entire system.

Throughout our tenure as the career services provider in Passaic County, PCWDC has interacted with a wide range of collaborators and partners. Although funding has been received from state and federal sources, the attached letters of reference from our Passaic County network attest to our capacity and performance.

Goals and deliverables set by state and federal requirements are reviewed and evaluated throughout each program year and PCWDC has met the standards for all monitoring, audits and reviews.

**2c. Administrative and fiscal capacity, including but not limited to your organization's proven ability to provide fiscal support and oversight, utilize information systems, manage resources and personnel, and produce timely and accurate program reports.**

PCWDC has been responsible for providing workforce investment programs and services through a coordinated and collaborative process throughout the workforce and human services community for more than 40 years. PCWDC participates in consortia, workgroups, steering committees, planning boards and task forces in a variety of subject areas that revolve around service delivery and improved to-work activities.

In order to keep the One-Stop aligned with state-required performance measures and requirements, systems are in place that allow us to evaluate performance and outcomes in a variety of ways. America's One-Stop Operating System (AOSOS) is the primary NJ Department of Labor system that is used to track customer demographics, assessment, case management and employment data. AOSOS is closely monitored by the PCWDC MIS department consistent with state mandated guidance. Specifically for WFNJ, additional data systems include OMEGA, FAMIS, GUMP, GAAS and E-Time. Employment information is retrieved through the LOOPS system maintained by DOL.

PCWDC responds to the requirements for administrative and fiscal compliance in various formats and reports. Fiscal responsibilities, including reporting through SAGE and Edmunds, are performed by the PCWDC fiscal department and reviewed by the fiscal agent which is the County of Passaic. Reports and presentations are often provided to PCWDC Trustees, the Passaic County Workforce Development Board, County of Passaic, NJ Department of Labor and US Department of Labor. Consistent with this RFP, the One-Stop will submit all performance reports as required: mid-year performance report by April 30; year-end report by August 31<sup>st</sup>.

As required, under separate cover, NJDOL fiscal monitoring reports for the past two years, resolution of findings, and the Private Industry Council of Passaic County, Inc. Report of Audit or the fiscal year ending June 30, 2021, are submitted with this proposal.

### 3. PROGRAM NARRATIVE

(maximum 25 pages)

**Describe each of the following for your proposed program approach:**

*Introduction:* The Passaic County One-Stop consolidates the delivery of intake and assessment services with counseling and case management and is able to offer a full range of customer-centered services based on individual needs. The One-Stop does not differentiate program activities and opportunities based on funding titles. Funding sources are used to financially support services needed to transition workers into employment. Our career and training services are available to all, however, PCWDC employs a team-based unit model designed with experts in each specific area. Program experts help guide the unique needs and features of each customer group and work together to maximize options for all. Eligibility determination ensures that individuals can access a complete range of workforce activities. Often, program services overlap and are blended for successful outcomes.

The overarching goal is to empower customers through supported career assessment, counseling and guidance, to make informed career decisions. A variety of funding streams support specific objectives, goals and outcomes reflected in the services delivered at the One-Stop.

**WIOA Adult, Dislocated Worker and Youth** federally funded programs result in multiple pathways to accomplish these goals. The One-Stop offers a continuum of services throughout the cycle of recruiting, training and transitioning workers. Individuals are directed to work-based training, individual occupational grant-funded programs, supported work experience and classroom-sized educational opportunities.

**WorkFirst New Jersey (WFNJ)**, the state welfare reform program, emphasizes work as the initial step towards building a future for single families, parents and children. WFNJ funded programs are designed to support public assistance recipients in gaining the workforce skills necessary to obtain and retain employment leading to self-sufficiency. WFNJ programs include Temporary Assistance for Needy Families (TANF), General Assistance (GA), Supplemental Nutrition Assistance Program (SNAP) and various funded initiatives.

**Workforce Learning Link (WLL)** is the NJ State funded literacy program designed to provide levels of basic skills, English language instruction, financial literacy, job search, employability and lifeskills to WIOA and WFNJ customers. WLL offers interactive training services that allow participants to address employment-related issues at an individual pace.

Regardless of the starting point for each customer, the One-Stop system addresses multiple work-related needs, including child care, transportation, employability skills, vocational skills and employment. In conjunction with the New Jersey Department of Labor, Jersey Job Club workshops provide support with job search, resume preparation, interviewing skills, career

exploration, and basic technology and networking skills. Metrix E-Learning/ Skill-Up NJ offers the opportunity for individuals to access no-cost online courses ranging from basic work readiness to specialized areas in high-demand industries. In order to meet customers “where they are,” PCWDC developed a Math Boot Camp to instruct and refresh math skills and a CDL Boot Camp to highlight the commercial driver’s license curriculum, prepare individuals for training and assist them to make critical training and career decisions.

WIOA Adult and Dislocated Workers receive comprehensive assessment and case management that includes educational testing, targeted workshops on labor market and career planning, resume development, interviewing, training services and job placement.

The “To Work Activities of WorkFirst NJ” (WFNJ) process is built upon a strong relationship between PCWDC and the Passaic County Board of Social Services (PCBSS) which is the county welfare agency. WFNJ funded programs focus on eliminating barriers to employment, providing economic and social supports and the delivery of strong case management leading to resolution of issues that may impede self-sufficiency.

WIOA Youth programs combine basic career services with a unique, youth-designed approach to navigate young people towards fulfillment of multiple educational, vocational and career goals. Consistent with WIOA Youth elements for successful workplace achievements, an intensive case management approach to each individual is coordinated with One-Stop counselors, service providers and community resources. Work-based learning, such as transitional opportunities for paid and unpaid work experience, are included in the overall youth-to-work design. The One-Stop is responsible for eligibility determination, referrals to education and training programs, including those offering stipends, and entry into employment. A highly structured post program follow-up component seeks to maintain engagement and attachment to the workforce.

#### **a. Career Services**

**Describe your proposed model for effectively delivering career services to job seekers, including how you will accomplish each of the following. (Highly rated responses will clearly demonstrate how the proposed program components connect job seekers with quality, sustainable careers.)**

*Career Services Overview:* One-Stop System partners have well-trained triage navigators who provide general information about programs, services and resources, and are able to recognize customers with special employment needs and direct them accordingly. There are multiple points of entry within the One-Stop, and customers can cycle through services consistent with their needs.

Generally, upon introduction to the One-Stop, customers are given an overview to the workforce development system and related programs, including a menu of services that offers

an appointment to the Welcome/ Information session, an overview of options, overall grievance procedures and rights to equal opportunities for all. Customers who call or walk-in are encouraged to attend the Welcome/Information session when they express interest in services. For virtual sessions, an email is sent to customers to review the information online. Customers are directed to complete the registration form which is data-entered into the state and in-house systems.

After attending the Welcome/ Information session, those customers who are interested in meeting with a career counselor are given an initial assessment appointment. A similar process is followed to schedule virtual appointments and the customer is sent an email informing them of their initial appointment within 3 days which will be conducted via telephone with a counselor.

When in-person services are fully operational, customers will be made aware of the public access resource room where assistance with job search, career exploration, labor market demand, and other services are available. If services are delivered virtually, customers will be directed to the Department of Labor and PCWDC websites to obtain resources.

**i. Outreach to and enroll job seekers into Adult, Dislocated Workers, and Youth, as well as the WFNJ/SNAP E&T Program.**

The availability of career and training services is promoted through a variety of touchpoints. Outreach efforts involve multiple partner sources that serve specific populations, including: community and faith-based organizations; veterans and disabled veterans; Women in Transition, serving displaced homemakers; New Jersey Courts/Probation, serving re-entry individuals; Salvation Army, Eva's Village, and Straight and Narrow rehabilitation centers; and Urban League organizations, serving older workers. Customers referred through Employment Services include individuals identified by the state's Worker Profiling and Reemployment Services database of unemployment insurance (UI) claimants likely to exhaust benefits, and those customers scheduled for RESEA re-employment orientations. During COVID-19, to further connect customers with services, the ES Manager sends a list to the One-Stop of RESEA participants who have indicated an interest in exploring training options. Many RESEA customers have requested more information; to-date, more than 3,600 phone calls have been made to explain services and offer counseling appointments.

Basic Career Services are available to all individuals and will include eligibility determinations for WIOA and related programs. Initial skills assessments can include evaluation of literacy and English language proficiencies as well as aptitudes and abilities, including skills gaps, and supportive service needs. For those seeking immediate employment, labor exchange services, including job search listings and placement assistance, are available as well as individual career

counseling and information about non-traditional employment, regional and local demand occupations, skills required, and opportunities for advancement.

Outreach for WFNJ/SNAP Employment and Training (SNAP E&T) customers is delivered in coordination with the Passaic County Board of Social Services. PCBSS refers WFNJ customers to the One-Stop-To-Work assessment team after customers have completed a mandatory comprehensive social assessment (CSA). As customers begin the enrollment and evaluation process, they are scheduled for the One-Stop orientation and testing. After attending the orientation and completing diagnostic evaluations, customers participate in the career assessment process with a One-Stop WFNJ Career Counselor. The WFNJ Counselor follows and applies assessment procedures as detailed in the WFNJ Assessment Standard Operating Process guidance (SOP). This includes data entry of pertinent information and completion of input into various required systems including AOSOS, Launchpad, OMEGA and E-Time.

Youth outreach follows several routes, using strong community-wide partnerships to identify youth in need of services. In addition to referrals from One-Stop partners, contracted youth vendors recruit for their programs and refer youth to PCWDC for intake and assessment in a process known as “reverse referrals.” Area high school guidance counselors refer individuals who may meet WIOA eligibility criteria, at risk of dropping out of school, or need vocational training to link them to the workforce.

**ii. Ensure access to a variety of unique populations**

As part of the assessment appointment, both the WIOA and WFNJ counselors actively engage customers in reviewing their academic and work history, current resume, acquired work skills, job search efforts, present living situation, and career goals. The appointment includes an in-depth review of marketable skills, job search efforts, and reasons for current unemployment. All efforts are made to eliminate barriers to participation in further services prior to beginning the development of individual career plans. After program eligibility is established, individualized career counseling will help determine the level, type and scope of services needed for the customer to gain meaningful employment. At this point, as needed, comprehensive and specialized assessments of skills levels can be completed through diagnostic testing including CASAS, BEST Plus for English language learners, RIASEC interest inventory, and other assessment tools such as O\*NET, Job Source and Aspiring Minds. For all customers, baseline levels are useful tools in determining best pathways and next steps.

Prior to the establishment of COVID-19 protocols, all youth and Workforce Learning Link (WLL) classes were conducted in person. WLL operations are a prime example of short-term interventions designed to cycle customers back into progressively detailed training services

after offering upgrading and support. Outreach for WLL can come directly from One-Stop intake navigators, career counselors, system partners and program vendors.

Assessments for customers in all programs, including WFNJ and Youth, may reveal additional need for services. For example, WFNJ enrolled individuals with learning disabilities may be assigned to a subcontracted program that is designed to address special educational and learning needs. The communication remains between the vendor program provider and the case manager/counselor to continue to assist the customer to reach career goals. WFNJ customers in need of mental health or substance abuse services are referred to National Center for Advocacy and Recovery for Behavioral Health (NCAAR-BH) that will communicate with the case manager and provide monthly updates on the customer's progress.

WFNJ customers who reach a 48 month threshold are referred to SAIF/Care Plus for intensive case management in preparation of TANF/GA case closure at 60 months. Monthly meetings are held with One-Stop WFNJ, PCBSS, State Department of Human Services and Care Plus staff members to review cases prior to closure and decide on a career plan.

WFNJ youth clients may be referred to the One-Stop Youth department for specific vocational assessments, educational testing and evaluation, identification and removal of additional barriers to participation, and preparation of the Individual Service Strategy (ISS).

Reentry programs are designed to assist formerly incarcerated individuals with a successful transition to their community after they are released. Those individuals are provided with an orientation on the workforce development system, a comprehensive assessment and related services.

### **iii. Assess customers and create individualized plans and goals**

#### **Assessment**

Assessment is the first step leading towards the development of a career plan. The One-Stop conducts comprehensive assessments in multiple formats to ensure that appropriate screening, services and resources are provided to each individual. Assessment tools are used to establish the development of the individual plan that considers the needs of each participant.

The Comprehensive Adult Student Assessment System (CASAS) test is used to determine academic skill levels and aptitudes in math and reading. The scores help determine suitability required for specific training programs.

An additional pre-test resource prior to the CASAS exam is the Math Boot Camp, which is designed to prepare customers with a short-term, 4-session instructional workshop. As an assessment tool, the One-Stop's Math Boot Camp has been successful in relieving test anxiety, refreshing long-forgotten formulas and rules, and assisting in determining next steps in the career plan. Prior to placement into training, the One-Stop's CDL Tractor Trailer Boot Camp



workshop is designed as an orientation to commercial driver training. The program includes information about the CDL occupational requirements and an overview of exam questions and curriculum.

The BEST Plus is an individually administered, face-to-face or virtual interview designed to assess the English language proficiency of adult English language learners and assist the counselor in placing customers into appropriate skills-based programs.

Skills inventories are used to help customers match their interests to the skills and responsibilities of particular jobs. The RIASEC Inventory is one of the tools used to assist individuals in exploring suitable employment fields as the career plan is developed.

Aspiring Minds is a talent assessment tool, formerly known as Prove It!, that assesses specific skills and abilities. It is often used when evaluating individuals for enrollment into work-based training opportunities such as On-the-Job Training (OJT). This evaluates job readiness and provides a potential employer with a sense of appropriateness for the hiring of an individual in the position.

#### Individualized Career Plans and Goals

The development of an Individual Employment Plan (IEP) is the result of a combination of in-depth assessment, interviewing, testing and evaluation. It is a joint effort of the customer and career counselor with consideration of many factors prior to the final decision. The IEP is signed by both the counselor and the customer and can be revised and revisited to indicate changes and updates.

Using assessment information and results, the IEP outlines employment goals, defined objectives, a proposed combination of services, and designated timeframes for meeting employment goals successfully. Often included in the outline of strategic steps are short-term pre-vocational services, workshops and boot camps to help individuals prepare. The Jersey Job Club basic and enrichment workshops, in-person or virtually, offer tools and supports needed to find a job or make appropriate career decisions. In addition, workshop videos are available through the PCWDC website. Career computer workshops are scheduled and adjusted to customer's individualized career needs. If marketable skills are identified, a customer may attend the Resume Writing Workshop to prepare for job search. An occupational exploration worksheet is completed by the customer who begins researching career pathways and information about occupational opportunities.

One of the primary training service options for WIOA eligible adults, dislocated workers and youth is Individual Training Accounts (ITAs). For those interested in vocational and occupational skills training, information is provided in the inventory of the New Jersey approved training programs and providers, the Eligible Training Providers List (ETPL). To select the ITA, the

counselor and customer review labor market conditions and trends, in-demand occupations, training provider performance, and the customer's skills and interests. ITAs are limited in cost and duration and must result in employment leading to economic self-sufficiency and training-related credentials.

The Individual Service Strategy (ISS) is used to prepare youth for employment and /or post-secondary education through strong linkages between academic and occupational learning. The 14 WIOA elements are introduced and used to provide resources and pathways for the youth to achieve both short and long term goals. WIOA requires that eligible youth have an ISS which identifies the participant's goals, skills, and abilities and includes strategies to eliminate barriers to successful goal attainment. Youth program services are tailored to address the unique strengths, challenges and needs of each participant.

For WFNJ customers, the counselor reviews all WFNJ program requirements and ensures they are addressed prior to beginning activities, including the provision of supportive services such as child care and transportation. In addition to ITAs, the program options for WFNJ customers include opportunities for educational improvement and enhancement, work readiness and career exploration, supervised job search and demand-driven training.

**iv. Ensure an optimal level and frequency of meaningful engagement with job seekers.**

To ensure that engagement is ongoing, customers are made aware that the relationship with the counselor continues beyond the initial assessment and development of the service plan to include employment and job retention. Career counselors communicate with customers, training providers and worksites to monitor progress and the achievement of specific goals.

Each counselor maintains a caseload database that indicates, tracks, and highlights activities and progress for each customer. Multiple digital methods are used that include state and local systems: AOSOS, Launchpad, Google Docs, OMEGA, E-Time, ITA progress reports, etc. By highlighting areas of concern, situations are addressed in a timely fashion to maintain customer engagement and monitor progress. Resources, including WFNJ work supports, WIOA supportive service funds, and outside agency referrals are used to eliminate obstacles and encourage continued progress towards program completion. The partnership between counselor and customer is the cornerstone of to-work engagement.

**v. Provide quality career counseling and coaching and current labor market information.**

PCWDC employs professional career counselors that receive extensive training to assist customers to plan careers and achieve their employment goals. The counselors provide guidance and direction using multiple tools, methods and resources used to identify the appropriate approach to career planning and skills development. Working together, counselors and customers evaluate values, interests, skills, and career options.

Educational testing indicates academic skill levels; interest inventories indicate suitability and relevance of career choices; past work experience indicates skills prerequisites and qualifications. In the role of career coach, the counselor can help a job seeker adjust to the transition to employment and improve the path to a new career through one-on-one guidance and advising.

Labor market information (LMI) is based on detailed statistics related to wages and salaries, businesses and workers, industry sectors, as well as occupational trends and future employment forecasts. Using regional LMI that is available in various sources, including the NJDOL website, Career InfoNet, O\*NET and the NJ ETPL, the counselor can identify fastest growing, in-demand occupations with regional employment availability. Subsequently, the counselor and customer will evaluate the skills and background to identify skills gaps and training needs to make effective and appropriate choices.

For those individuals who wish to pursue training opportunities, counselors provide information about financial aid grant programs that can offer supports separate from WIOA or WFNJ funding.

**vi. Connect job seekers to employer-driven career pathways**

The Passaic County One-Stop Center partners regularly engage in the exchange of information regarding job openings, initiatives and opportunities. The Business Resource Center team connects information from various sources which is distributed through the Passaic County Employment Network (PCEN). Information about job openings, career fairs and hiring events is shared throughout the community, including educational institutions, community and faith-based organizations and employers.

Job seekers are contacted through labor exchange services from the NJDOL Employment Service (ES) via email blasts and direct phone contacts. As appropriate, ES directs customers who require additional skills training to WIOA and WFNJ counselors for assessment and further training. ES counselors will also assess and refer customers who need tuition waivers to complete post-secondary education degrees at public colleges and universities in labor demand fields. In addition, the Workforce Development Board In-Demand Industry Council focuses on business engagement, board participation in demand sectors, and linkages to employers in the region to connect with the Passaic County workforce system.

**vii. Assess and provide supports that help to address barriers to employment**

Throughout Passaic County and the northern region, supports are available in a wide range of service areas to assist customers to continue on the path to employment. During the comprehensive assessment process, the career counselor may identify challenges that could prevent an individual from getting or keeping a job or advancing in their career. In addition to

addressing the provision of training program services, counselors identify barriers and may offer supportive services in a variety of areas.

The One-Stop has an intricate network of community and regional partners that offer supports prior to academic and occupational training. Through the Title II Consortium of Adult Education and Literacy grants, partner agencies, including the NJ library system, prepare adults who have lower level literacy skills to obtain academic enrichment and civics education.

In cases when costs are not covered through a training contract, supportive services funds can provide books, tools, work-related attire, industry recognized certification exams, testing fees, and background checks. Short-term transportation assistance can be provided for job interviews and employment until the customer receives their first paycheck. The One-Stop maintains a large career closet for men and women that is stocked with clothing, shoes and accessories for interviews and employment. Where documentation to obtain employment is required, counselors can connect customers to receive necessary paperwork, including birth certificates, social security and county identification cards.

Job seekers, including veterans, individuals with disabilities, older workers, and justice-involved youth and adults may be directed to appropriate services designed for their needs. Passaic County offers driver's restoration and vehicle maintenance assistance for eligible customers. The 4C's agency in Passaic County provides free childcare services for WFNJ TANF/SNAP clients that are participating in training or are employed. For low income customers with legal problems, including the need for criminal background expungement and appeals, legal aid services are available. For individuals with housing issues, resources are available that include the PCBSS TRA rental assistance program, homeless shelters, and the Section 8 housing voucher program. Parents may utilize early intervention programs that offer free specialized assessments to evaluate and serve young children with special needs. WFNJ customers who need mental and substance abuse counseling may obtain services through the National Center for Advocacy and Recovery for Behavioral Health.

**viii. Provide timely, quality follow-up services that encourage job retention and advancement.**

Follow-up services may differ in type and intensity based on the needs of each individual customer. Follow-up services provide support and guidance for 12-months after program exit to encourage sustained employment, ensure job retention, and address employment barriers. In order to maintain communication, customers are contacted monthly by phone, letter or email. Counselors identify customers who are struggling to find employment and can offer resources specifically designed to address their needs. Resume writing classes, social media instruction, and networking can help individuals with the job search process. Should a customer decline follow-up services, they will be removed from the counselor's caseload until they decide

to re-engage. If a customer should require additional services in the future, the One-Stop can help with job search, additional training and opportunities for advanced skills attainments.

For youth, counselors and program providers maintain regular contact, including assistance with any work-related problems that arise. PCWDC has addressed the importance of timely follow-up by developing a virtual to-do-list of scheduled reminders to ensure that all customers are contacted. Monthly virtual meetings with Youth and WFNJ vendors ensure ongoing communication and address needs as they occur.

**ix. Blend of virtual and in-person services to maximize access**

The sudden impact of COVID-19 required the Passaic County One-Stop system to develop new methods of delivering services to job seekers and employers. The transition for many customers who had little or no access to technology created a need to develop a revised infrastructure. When in-person services were not an option, technology and virtual outreach were used to maintain uninterrupted services. PCWDC created a web presence that offered outreach and information to One-Stop services to ensure comprehensive and real-time communication. Through the use of technology, increased website traffic allowed customers to obtain information on events, workshops, virtual resources and relevant labor market information.

The website includes a virtual tour of the One-Stop, narrated presentations of Jersey Job Club workshops, 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. Jersey Job Club and Math Bootcamp workshops are also available virtually by appointment so the instructor can interact with customers, answer questions and offer suggestions for next steps.

In order to maintain assessment activities, PCWDC began on-line and virtual CASAS and BEST Plus testing for all customers. For those individuals unable to access or use technology, alternate arrangements were made for one-on-one in-person testing. Paperwork was exchanged via a locked drop-box at the One-Stop entrance in order to help customers continue the process and remain engaged. The Workforce Learning Link (WLL) ABE and ESL programs established a virtual schedule to accommodate all levels of technology users. Homework packets were exchanged via the drop-box or virtually as appropriate, and customers were able to access educational software and virtual lessons via Zoom consistent with their learning plan.

Counselors conducted career assessments remotely via phone, virtually or in-person to maintain connections to customers, continue career planning and make appropriate referrals. To complete intake and related paperwork, DocuSign is used in a secure environment. On an as-needed basis, a laptop borrow program accommodated WFNJ and youth customer needs.

## **b. Training Services**

**Describe your plan for effectively connecting job seekers to available training, including how you will accomplish each of the following:**

### **i. Ensure adequate job seeker preparation for formal assessments**

Basic Career services offer many of the prerequisites to connecting WIOA Adult, Dislocated Workers, Youth and WFNJ job seekers to training. Once the initial basic career services are completed, the counselor and customer begin the path towards referral to training and/or employment. The comprehensive assessment includes a review of the customer's background and skill levels. Potential barriers to training are identified and steps are taken to remove them, if possible, before the customer's training enrollment. CASAS testing is used to determine the customer's academic levels based on the requirements of the training program and the RIASEC interest inventory matches the customer's work goals with a suitable occupation and identifies transferrable skills. The Occupational Exploration worksheet is a tool to help the customer evaluate the training program selected. NJDOL Job Source, O\*Net, America's Career InfoNet, and Occupational Outlook Handbook are among the tools that the counselor and customer use to research salaries, regional demand, job duties, worker characteristics, educational qualifications, and growth opportunities.

Job seekers are prepared for the formal assessment process by attending an initial assessment appointment and subsequent career enrichment workshops. CASAS testing and other relevant activities will further prepare the customer as training decisions are formulated. The NJ Intake and Initial Assessment form, which is also available on the website, is completed as part of the participant file and will be used in the assessment process to provide background information and program eligibility.

### **ii. Facilitate job seeker applications for skills training and literacy programs.**

Assessment results help determine the path to skills training and are completed as a blueprint for the employment plan. Counselors use many assessment tools to develop the IEP or ISS, as appropriate. Youth ISS plans must include a discussion of the WIOA 14 Youth Program Elements. When a customer requires additional services prior to occupational training, the plan will include those services and establish goals and timeframes. For example, customers may be placed into basic skills to improve their academics and/or obtain their high school equivalency.

For all customers, once assessment tools have been administered, the results are reviewed, and the plan includes goals, next steps, supports and the training referral prior to enrollment. The customer and counselor discuss each part of the plan and sign off to indicate their agreement.



These plans are living documents subject to change, revision and refinement consistent with the progress and skills development of the customer.

Once the determination for a training contract has been made, administrative steps which include Counseling Supervisor approval, development and execution of an ITA signed agreement and arrangements for contract reimbursement are established with the Executive Director and Contracts team.

At each stage, all documentation will be recorded and updated in AOSOS, Launchpad, OMEGA, and other applicable databases.

**iii. Support training participants through regular engagement and providing supportive services as necessary.**

After training begins, the counselor will verify attendance with the vendor and will maintain, at a minimum, monthly contact with the vendor and customer to confirm progress, attendance and any supportive services or barriers not previously addressed. Contracted class-sized Youth and WFNJ programs often hold monthly meetings to review caseloads, while ITA reviews are conducted on an individual basis. During reviews, issues are highlighted and resolved as needed and if necessary, additional supports or referrals are provided.

Counselor notes and comments are recorded in all required data systems and reviewed to ensure that issues affecting training participation are resolved. For occupations that offer credentials, the counselor will encourage the individual to take the test and attain the certificate or license.

**iv. Document participation in training programs, including completion of such programs and obtainment of related credentials and skills gains.**

Weekly time sheets and progress notes are received as required for participants in all training programs, including ITAs. The time sheets may indicate breaks in attendance, poor progress and other “red flags” that require a counselor to intervene. Program monitors, counselors and supervisors communicate with customers and vendors to ensure that issues are resolved in a timely fashion.

When successful training completion results in certifications, industry-recognized credentials and occupational licenses, copies are uploaded to Launchpad, maintained in the customer’s file and recorded in AOSOS. The MIS Department closely monitors all credentials to ensure that they are documented and reflected in performance outcomes.

As a result of comprehensive and individualized assessments, PCWDC recognizes the need to place customers in skills-appropriate educational and occupational programs. Progress towards employment goals is evaluated by interim counselor assessments that indicate program

advancements. Although, as a stand-alone, non-occupational training may not lead directly to credential achievement, it can often enhance employability with incremental skills gains and improved performance.

**v. Integrate work-based learning opportunities that connect learning and work through employer-based experiences**

Work-based learning programs provide the opportunity for individuals to gain career experience and skills in a hands-on contextual setting. The benefits for the employer include an expanded labor pool, higher-skilled employees, and shared training costs. Work-based learning programs include OJT, Incumbent Worker Training (IWT), Transitional/Work Experience and Pre-Apprenticeship and Apprenticeship.

PCWDC has been offering On-the-Job Training (OJT) programs for more than 40 years with regional employers. Training is technical and customized to fit the individual company's needs, connecting learning to job assignments and skills. During the OJT program, an inexperienced worker performs real job tasks in the work area, using machines, equipment, tools, processes, and procedures. OJTs often result in long-term employment and opportunities for advancement.

Passaic County Community College (PCCC) offers Incumbent Workers and Apprenticeship programs. Apprenticeships are "earn-and-learn" programs that combine formal classroom learning with on-the-job training. In the past, the PCCC Welding Apprenticeship program provided cutting edge technical instruction and employment for One-Stop customers.

Work experience opportunities are provided to WIOA Adult, Dislocated Worker, Youth and WFNJ customers on an ongoing basis. During the ITA process, hands-on externships and internships provide real-time job related opportunities within the occupational field.

Summer youth work experience programs have been a reliable source for Passaic County non-profit, community and faith-based organizations to serve youth with an initial job experience and the opportunity to earn a first paycheck. Often, youth use this experience to evaluate their future career goals and interests to help in decision-making for future education and training. During the work experience program, youth learn work readiness, career exploration, financial literacy and personal responsibility.

WFNJ customers are offered unpaid work-based learning opportunities through assignment to a Community Work Experience (CWEP) activity where they volunteer as staff for various occupations. The skills learned are added to their resume and the experience assists them in expanding their employment opportunities. CWEP has been successful and some WFNJ customers have been hired by the agencies as full-time paid employees.

**vi. Coordinate with PCWDB to assist job seekers in finding quality, sustainable jobs related to their area of training.**

The One-Stop develops real-time operational activities consistent with the guidance of the WDB's Strategic Plan. The Plan provides guidelines for regional labor needs and the direction of training and programmatic services. The One-Stop has a presence on all of the WDB Committees and interfaces with employers, community leaders and educational entities. The In-Demand Industry Council, in partnership with economic development leaders, engages community partners and businesses to discuss current local labor issues, challenges and trends. The Business Resource Center team coordinates outreach, job recruitments, and hiring events with the WDB partner community. The One-Stop has developed a connection among WDB members and leaders demonstrated by the contributions to the strategic planning and participation in county-wide activities. The additional committees include: Advocacy and Abilities Advisory, Youth Education Advisory, Faith Based, Healthcare and Literacy.

**vii. Any other components vital to the success of your proposed approach to service delivery.**

Service delivery in the Passaic County One-Stop Career Center goes beyond the parameters of "to-work" services and considers the multiple needs of families struggling to engage in a sustainable workforce. The leadership of the One-Stop combines community-based relationships that integrate opportunities and widen the scope of services to offer as many resources as possible.

For the job seeker community in Passaic County, a comprehensive approach is used to eliminate barriers to education and employment. The One-Stop open door philosophy is to provide encouragement, guidance and support. Our approach goes well beyond second chances and is reflected in the number of customers who rely on our services.

**viii. Blend of virtual and in-person services to maximize access**

As previously discussed, the One-Stop has effectively blended the needs of the in-person system with the demands of virtual services caused by the COVID-19 pandemic. Access to all services has remained consistent, reliable and achievable through the collaboration among partners and the dedication of One-Stop staff.

The One-Stop provides both in person and virtual appointments for a full menu of services that include: comprehensive career, business and counseling services, ES-RESEA orientations, CASAS and BEST Plus testing, WLL instruction, Jersey Job Club Career workshops, Math boot camp, and CDL boot camp.

**c. Communication with Partners**

**Your ability to develop and maintain effective and positive working relationships with partners both within and outside of the workforce system is critical. Describe how you will establish and maintain productive connections with PCWDB, the other Center contractors, One-Stop Operator mandated partners, etc.**

The Passaic County One-Stop system is the collaboration of partners whose individual expertise, skills and resources deliver quality customer-driven and outcome-based services to Passaic County residents. As a system, we are able to provide institutional knowledge, community involvement, and program integrity. Through effective and positive working relationships and under the leadership of the WDB and the One-Stop Operator, partners address tactical and strategic issues related to workforce development and the local economy. Individual partners contribute in a variety of ways to result in customer-driven, needs-based service delivery. Strong relationships, frequent, open and shared communication are key to successful outcomes for our mutual customers.

Meetings with the One-Stop Operator and the WDB contribute to policy decisions, employment-driven initiatives and community-related activities. Each partner ensures responsibility for the management, administration and delivery of their specific mandates and operations. Together, partners establish dialogue around continuous improvement, problem solving, best practices, logistics and daily operations.

Partnerships beyond the local region include state and federal guidance on legislation, policies and regulations. The One-Stop team is in contact with current guidance updates and discussions through a wide range of communications, organizations and professional connections. USDOL and NJDOL technical guides are reviewed upon release and changes are incorporated into local procedures and policies immediately. In New Jersey, the State Employment and Training Commission (SETC), Department of Labor (DOL) and Department of Human Services (DHS) regularly provide access to current information about workforce trends, public health services, food programs, and many other services.

Through the Garden State Employment and Training Association, (GSETA), New Jersey's professional workforce development organization, colleagues benefit from the collective leadership, knowledge and the advancement of New Jersey's workforce readiness system and its professionals. Linkages to national and regional professional sources and publications such as the Center for Law and Social Policy (CLASP), USDOL ETA Workforce GPS, Rutgers University's John J. Heldrich Center for Workforce Development, the National Association of Workforce Professionals (NAWDP), North Jersey Partners and others provide insights into trends, changes and up-to-date developments in the workforce field.

Educational partners ensure the availability of appropriate academic and basic skills instruction. Paterson Public Schools, William Paterson University (WPU), and the Passaic County Community College (PCCC) contribute to the improvement of work readiness and academic gains for a range of customers. The co-location at the One-Stop Center of Department of Labor partners, Employment Services (ES), Unemployment Insurance (UI) and Division of Vocational

Rehabilitation Services (DVRs), broadens consumer access and helps eliminate “wrong doors” for customers who need multiple services. As partners, we are able to maximize our strengths while minimizing the limitations of each resource.

The goal of the WFNJ welfare reform program is to move people from public assistance to self-sufficiency and employment. The collaboration among partners and the county welfare agency, the Passaic County Board of Social Services (PCBSS), remains constant and ensures that up-to-date communication is maintained. Although many welfare-to-work activities were deferred during the COVID-19 crisis, arrangements were made to continue successful access to learning and employment.

Community-wide affiliations extend beyond required partners to address the needs of many in the community. The One-Stop 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 St. Paul’s Community Development Center, Calvary Baptist Church, New Jersey Community Development Corporation, Straight and Narrow, Eva’s Village, CUMAC food pantry, Oasis Haven for Women and Children, and Father English Community Center among other organizations dedicated to the health and welfare of our community.

#### **d. Quality of Service Delivery**

**Describe how you will ensure quality services, incorporating evidence-based or informed approaches such as trauma-informed care, motivational interviewing and program components that meet the needs of parents and children. In addition to evidence informed practices, discuss what types of customer feedback, staff evaluation/supervision and other quality assurance practices you will implement.**

Service delivery for all One-Stops concentrates on real-time direct customer services while simultaneously reviewing, analyzing and evaluating outcomes to ensure best practices. Feedback from all customers can inform the continued improvement and refinement of our program products and our customer interface. By fostering partnerships within the center, regardless of funding source or administration, we function as a multi-agency team to promote access to in-house professional staff training. Staff becomes knowledgeable of the basic services and receives frequent cross-training to promote timely delivery of services.

The One-Stop conducts significant evaluation and monitoring activities by multiple supervisors, individual units and trained experts. Counseling supervisors review all eligibility packages for WIOA and WFNJ compliance and documentation; the MIS Specialist does another review prior to AOSOS entry and the Senior Compliance Monitor performs several reviews of both program and customer files. The monitor reviews all contracts, classroom-sized and ITAs, to match the deliverables and related outcomes with both contracted agreements and participant files. The monitor produces, at a minimum, annual reports that indicate compliance with goals, benchmarks, and performance expectations. In addition, prior to COVID-19, in-person visits

were made to all subcontracted vendors and the monitor continued that protocol virtually to ensure continuation of monitoring activities. Customer feedback may be obtained through the monitoring and counseling units and is subsequently reviewed by the management team to address areas that may need improvement.

The MIS specialist uses a variety of tools to review the status of our activities and services. Crystal Reports, Future Works BI and our in-house reports are used to analyze performance which may result in recommendations for corrective actions. Reviewing data helps to regulate the flow and accuracy of information. Follow-up services are monitored on a schedule maintained by the MIS department and alerts are given to staff and supervisors to maintain established timelines.

Counselors use customers' strengths to empower them in developing their own career plan. In addition, our support staff is also trained on how to understand and reply to our customers with compassion. Counselors use consideration when addressing childcare or other parenting needs with their customers; referrals are made to various agencies to assist customers with parent/child needs; and training service breaks maybe provided as needed. Throughout the course of the relationship, counselors consider a range of sensitive subjects and are trained to recognize areas of concern. To provide a better understanding of the customers we serve, counselors develop a rapport with the customer that can help identify issues. During the course of an interview, counselors discreetly focus on providing trauma informed care by discussing the customer's background and experiences. Counselors received Mental Health First Aid training on how to recognize signs and symptoms of trauma and how to engage the customer with understanding. All information is kept securely confidential in AOSOS and other data collection systems.

The WIOA, Adult, Dislocated Worker, Youth and WFNJ supervisors are actively engaged in analyzing cases, answering questions, providing feedback and updated regulations. Caseload reviews help ensure that cases are properly assessed and outreach is made on a timely basis. Meetings with vendors facilitate the sharing of best practices, further ensure that systems work properly and services are provided as designed.

**e. Partnership and Referrals**

**Describe how you will collaborate, coordinate, and establish strong referral relationships with the stakeholders and initiatives that comprise the larger workforce development and social service systems in Passaic County, including other WFNJ/SNAP E&T service providers and the One Stop Career Center system. Include specific examples of partnerships with agencies you have worked with that provide services and supports beneficial to customers, including your process for identifying such partners, integrating them into your program model and connecting them to your case management efforts. Highly rated responses will include letters of support from partnering organizations, which can be attached to your proposal.**



As described, the One-Stop community of partners has a system of current and ongoing protocols and referral systems that offer access to customers within each service. Professional development and cross-training ensure shared information and knowledge of new and emerging programs. Frequently, One-Stops will work together to provide services that may not be available in their local area. For example: a Passaic County resident chose to participate in a program that was not in labor demand in Passaic County but did meet the exemption rule for Middlesex County. In an inter-agency collaboration, through the Middlesex County One-Stop and their County Commissioners, the Passaic County customer enrolled in the training, received a credential and became employed. In a reverse situation, when Morris County could not offer a specific training, Passaic County sponsored the client to attend and complete a training program.

The strength of the system lies in the collaborative relationships and the seamless entry and exit for customers. The Employment Service provides referrals, data entry, support and counseling for Opportunity Partnership Grant (OPG) programs that offer training attached to guaranteed employment. To support Apprenticeship Programs, WIOA counselors register and certify customers to obtain supportive services while in training.

The One-Stop has a long-standing history of working with several community agencies that serve our WFNJ clients. These years of experience have created an exceedingly effective referral and service model for the WFNJ customers we serve. One-Stop counselors are in daily communication and regularly review cases with the PCBSS case management unit. In addition, One-Stop counselors are able to work with different PCBSS departments to fully serve the client with issues that may arise in areas such as housing, nutrition support, child support, and legal aid among others.

The 4C's Child Care Agency of Passaic County, co-located at PCBSS, arranges childcare services for WFNJ customers. A successful system is in place to have the customer provided with childcare services the same day they are assessed and assigned to an activity. 4C's also refers walk-in customers to the One-Stop for career and training services. This coordinated relationship allows timely and reliable placements that benefit both children and parents.

Greater Paterson OIC provides transportation assistance to WFNJ customers. One-Stop counselors and GPOIC staff work together to help WFNJ customers in obtaining driver's licenses, license restoration, vehicle maintenance and repair. Transportation assistance referrals are followed up and tracked by both organizations to ensure that customers are served.

Many WFNJ customers experience mental and behavioral health issues that require services. The National Center for Advocacy and Recovery for Behavioral Health (NCAAR-BH) is the state

contracted agency that assists the WFNJ population with those services. The agencies communicate through staff training, monthly vendor meetings, monthly customer reports, and individual case reviews as needed.

Care Plus NJ, a provider of mental health care, addiction treatment and social support services, and the One-Stop work well together to assist WFNJ clients with intensive case management and provide One-Stop career services prior to 60-month case closure. Our excellent relationship is demonstrated in the reliability and quality of services provided to the WFNJ TANF/GA individuals. Monthly meetings are held to review individual cases and outreach is made as needed to further assist customers.

TANF and SNAP recipients gain work experience through on-the-job training in a public or private agency or organization. The One-Stop has a highly developed system of Community Work Experience (CWEP) contracted sites that offer opportunities for participants to transition into work while maintaining the public assistance needed for their families. For both WFNJ and Youth participants, the work experience program model is designed to respond to both regulatory requirements and the opportunity for individual work-based growth and learning. In many cases, community organizations, government and not-for-profit agencies help develop self-management and coping mechanisms along with specific, marketable job skills. Participants gain experience in occupational fields such as clerical office work, child care and camp counseling, landscape assistance and public works maintenance. The list of partners is extensive and includes city, county and state offices as well as various county-wide community organizations.

Partnerships with youth providers are an essential component of the service strategies for successful youth programs. The WIOA Youth Department maintains consistent communication with all partners through frequent contacts, meetings, and Google Docs shared databases. The ISS document for each youth is shared, updated and revisited to ensure that all goals, elements and issues are addressed. Case conferences include youth participants in their individualized plan of service that affects their educational growth and future workforce plans.

**f. Business Engagement**

**Describe how you will engage with local businesses to develop long-term relationships that will benefit both businesses and job seekers, including specifically the capacity to develop and customize work-based learning opportunities. Include how you will assess the needs of businesses and ensure that the workforce system is able to meet those needs, as well as how you will maintain productive relationships with local businesses even when they do not have immediate hiring needs. Describe any communication strategies you will use, including with Contractor staff, job seekers, and the workforce system, to ensure that the broadest pool possible of qualified job seekers connect with open positions.**

The intended structure of WIOA, effective July 2015, is to better align the workforce system, skills talent development, and the economic needs of communities. WIOA sets requirements for mandatory inclusion of businesses and in-demand industries as responsible contributors to Workforce Development Boards (WDBs). Passaic County builds upon key business and local education partners such as PCCC to create a more skilled, industry-related workforce and ensure that the needs of the employment community inform the strategic direction of WDBs.

Over the years, the Passaic County One-Stop Career Center (PCOSCC/One-Stop) has established relationships with state government agencies, educational institutions, non-profits, and businesses in Passaic County. The Passaic County Business Resource Center (BRC) is a multi-disciplined working group that connects resources, programs and services within the community. BRC meetings consider various economic development issues and business workforce needs. The Passaic County BRC provides an array of services designed to provide employers with a pool of qualified workers to hire, grow their business, and save money. Strong, established relationships make the One-Stop best equipped and prepared to help both businesses and residents in need of our professional services. The One-Stop takes the lead on many of the initiatives and holds group meetings to facilitate planning and direction for many events.

The group combines members of PCWDC, Employment Services, DOL Business Services Representatives, Veterans, WFNJ, Division of Vocational Rehabilitation Services (DVRS), Passaic County Economic Development, the William Paterson University Small Business Development Center, Paterson Public Schools, Passaic County Technical and Vocational High School and other key partners to share a network of information, opportunities and initiatives. In addition, the One-Stop participates in the North Jersey Regional Partners organization that strategically coordinates the needs of the eleven-area member group that represents and develops strategic planning for the northern region of New Jersey.

Business engagement services include the following:

*Posting of Job Openings and Recruitment Events:* Through business engagement/outreach, social media, and with community partners such as the Passaic County Economic Development Corporation and Chamber of Commerce, and Urban Enterprise Zone (UEZ), employers are made aware that the One-Stop has a large pool of qualified candidates available to consider for current job openings within their companies. As a result of outreach efforts, employers regularly contact the PCOSCC to post job openings and provide recruitment flyers for upcoming Open Houses and Job Fair events.

*Recruitment of Qualified Workers:* The BRC shares job orders and recruitment flyers obtained from employers with PCOSCC staff, Employment Services, members of the PCEN, and other partner agencies working with underserved clients seeking employment. These partner

agencies include: the NJ Courts, PCBSS, Straight and Narrow, Care Plus, Eva's Village, NJ Reentry, YMCA, and St. Paul's CDC. The recruitment event flyers are also posted onto the PCWDC One-Stop website and social media pages, Facebook and Instagram, which combined have 4,402 followers. The One-Stop also uses the state's AOSOS database and our in-house system, Launchpad, for job matching qualified workers with appropriate job orders.

*Job Seeker Assistance and Job Screening:* The BRC staff reviews the resumes of potential job candidates and provides feedback and assistance with creating a resume which can increase chances of the applicant being considered for a posted position. A preliminary interview is also done to determine what employment opportunities are suitable for the job seeker.

*Employer Recruitment Events:* Prior to the in-person challenges of COVID-19, the One-Stop along with PCCC and William Paterson University (WPU), held three major job fair events annually. The events are advertised to the public and shared with partner agencies. The events are also advertised to local employers as well as employers in surrounding counties seeking to recruit workers. Approximately 50 employers and more than 400 job seekers regularly attend those events. During the job fairs at WPU, the One-Stop offers job seeker workshops that provide best practices in job search, use of social media and resume preparation.

*Work-Based Learning Programs:* The One-Stop has various work-based learning programs offered to area employers to help offset the cost of training workers. These include customized and incumbent worker training in conjunction with PCCC, and On-the-Job Training (OJT). OJT contracts have been developed for positions ranging from engineers to warehouse workers through multiple funding and targeted programs consistent with eligibility requirements and workers' suitability. As contracts are developed, resources and assessments such as SHL's Aspiring Minds, Wide Range Achievement Test, and O\*NET Online, are used to determine contract length. In addition, transitional work-based learning featuring hands-on paid or unpaid work experience are often used by WFNJ and Youth populations as an introduction to specific employment opportunities.

*Open House Events and other activities:* In conjunction with our NJDOL partners, employers are able to hold open house recruitment events. The One-Stop has also provided conference room space for applicant interviews. For example, cannabis manufacturer Green Thumb Industries (GTI) was provided a room for several weeks to interview prospective workers. GTI conducted more than 40 interviews and hired approximately 20 workers during that period. Subsequently, the One-Stop made arrangements with PCCC to continue GTI's recruitment efforts for their Paterson manufacturing plant.

*OSHA Forklift Certification:* The One-Stop holds a monthly NJDOL OSHA Forklift Certification class. In response to a high demand for warehouse workers and area employers requesting

forklift certification, the OSHA class certifies a pool of eligible workers that can help job seekers with prior warehousing experience obtain the credential and increase their earning potential.

*Labor Market and Tax Credits Information:* The One-Stop has up-to-date labor market information on job openings, economic data, demographics, and business trends, which employers can potentially use to plan and grow their businesses. Labor Market Analysts from the NJDOL Division of Economic and Demographic Research provide timely information about state, regional and local labor market opportunities, statistics and developments. The One-Stop also provides employers with Work Opportunity Tax Credits information to assist employers with a federal tax credit for hiring individuals from certain targeted groups.

*Small Business Education Programs:* The PCOSCC provides small business owners with education programs through e-learning and/or referral to partners. WPU Small Business Development Center and SCORE provide programs to small business owners and those seeking to start their own businesses.

*Rapid Response Team:* If unfortunately, an employer needs to downsize its workforce, the One-Stop is part of a NJDOL Rapid Response team that provide a “WARN notice” for qualified plant closings and mass layoffs. The team assists the affected workers with applying for unemployment insurance, an overview of health care coverage options and connection to new employment opportunities and services.

*Outreach and Assistance:* Over the years the PCOSCC has established relationships with state government agencies, educational institutions, non-profits, and businesses in Passaic County. Recently, the BRC Coordinator assisted the NJ Courts with technical assistance that allowed the Probation Department to set up their own in-person job fair event, on a small scale, that enabled justice-involved customers to meet with reentry friendly employers seeking to hire. It is these strong established relationships that makes the Passaic County One-Stop best equipped and prepared to help both businesses and residents in our community in need of our professional services.

#### **g. Site Administration and Operations**

**If your proposal is successful, you will be responsible for site administration, operations and service delivery at the One Stop Career Center. Describe how you will accomplish the items below:**

**i. Foster a culture of collegiality, trust, and respect among Center staff, clients, partners, PCWDB, and other stakeholders.**

Communication is key to establishing a positive work environment which results in staff going above and beyond to accomplish goals and assist customers. At the One-Stop, we consistently strive to foster trust and respect among staff, customers and partners and leadership seeks to

empower the One-Stop team by trusting their judgment and building their confidence. Supervisors are encouraged to discuss cases through active listening, engagement and positive feedback. Operational meetings and joint training opportunities allow the local system collaborators, including the WDB, the forum where they can discuss concerns and solve problems.

The One-Stop staff is a diverse group of individuals from various backgrounds, fields of expertise and experience. The outcome is a relatable, responsive staff that can offer change and understanding to an evolving community in need.

**ii. Be adaptable and successfully manage change and continuous improvement. This includes periodically evaluating internal processes and procedures to ensure that they remain relevant and efficient.**

Continuous improvement is an ongoing, long-term approach to improve procedures, products and services. At the One-Stop, periodic evaluation and reconsideration of processes and systems allows us to make changes that benefit both customers, staff and partners. The strength of our management approach is the ability to redesign outdated procedures and implement new ones with minimal disruption. Leadership is committed to professional development that enhances the growth of new ideas and is aligned with new challenges.

**iii. Shift from a compliance mindset and toward one in which staff strive to provide the highest level of customer service possible to all job seekers, meet customers where they are, and approach challenges proactively with a problem-solving mindset.**

The One-Stop is committed to providing all customers, both job seekers and employers, with equal opportunity, and quality professional services in a safe, user-friendly environment. Although we are mindful of compliance rules, performance metrics, accountability and outcomes, we believe that customers should have services that are inclusive, timely and accommodating. Cross-training and communication with partners is a critical component of a successful customer experience and we share information regularly to help each partner organization understand the offerings, initiatives and programs available. Appropriate signage and notices are posted in the One-Stop and each customer is issued a menu of services and an explanation of grievance procedures and customer rights.

**iv. Establish and maintain a safe, secure, and professional environment where both customers and staff are treated with respect**

The One-Stop maintains a safe and secure environment for staff and customers by committing to safety and health practices and a workplace is one where employees and customers feel



secure. The One-Stop uses safety measures such as secure, employee-only access areas, monitored entrances, temperature checks during COVID-19 and a positive, respectful working environment. Security officers patrol all areas of the One-Stop Center and require identification of customers and employees. Risks are mitigated by the development of an updated evacuation plan. In addition, fire and active shooter drills prepare staff for emergency situations.

- v. Provide effective functional leadership to all Center staff by clearly establishing decision-making processes, supervisory structures, feedback mechanisms, and communication protocols.**

Although One-Stop partners are autonomous and report to separate leadership, the One-Stop has built a practice of functional supervision through establishing professional relationships. Each partner is responsible for ensuring that their staff is notified of specific and systemic changes as they occur. When the One-Stop Operator regularly reviews all aspects of the One-Stop Center, administrators and managers are included to gather feedback and build rapport and trust among partners. Partners discuss broad issues, future planning and mutual practices that ensure the seamless delivery of services and a common understanding of processes and procedures.

- vi. Foster an environment of staff excellence in which staff at all levels are appropriately trained for all functions of their jobs as well as trained in the soft skills that support job functions. Staff should be held accountable for showing improvement in identified areas of growth during a period of performance, and Center leadership must provide appropriate training to staff at all levels to ensure ample opportunities for staff to develop professionally. Staff modeling exemplary behaviors and skills should be provided with opportunities for increased responsibility (accompanied by appropriate increases in compensation). Conversely, discuss how leadership will manage staff who fail to exhibit professional growth or meet the requirements of their position.**

PCWDC provides comprehensive training for new employees that continues with long-term professional development and skills upgrading. Onboarding is generalized and includes the PCWDC Personnel Policies and Procedures Manual which is a working guide to the agency's culture, policies, and requirements. Specific job training is accomplished on several levels and usually begins with the immediate supervisor and an explanation of the job duties. Often, supervisors will provide the employee with a schedule that outlines their principal job assignments, timeframes and reference materials. Once the initial training has begun, employees will find that it is easier to adjust with peer support and our teams work very closely with each other to assist in explaining and understanding large amounts of information. The workplace atmosphere is positive and colleagues add to a new team member's comfort and productivity.

Professional development opportunities are available throughout the state, federal and local workforce community. PCWDC ensures access to many opportunities for staff during each program year. NJDOL and the Garden State Employment and Training Association Institute offer

a series of training options that are regularly attended by appropriately selected PCWDC staff and other members of the workforce system. In addition, Workforce GPS and CLASP, among others, provide up-to-date training packages that can directly benefit our staff. During the COVID-19 pandemic, staff was able to utilize the Metrix E-Learning, now known as Skill-Up NJ, to complete courses in soft skills, work readiness and specific job areas.

In addition, PCWDC offers a tuition reimbursement program designed to assist employees to further their education in courses directly related to their position or completion of a work-related degree. Promotional opportunities are available as openings occur and incumbent staff are encouraged to pursue all opportunities for advancement.

Annual performance evaluations are designed to review job skills, assignments and work responsibilities. In situations where staff fails to meet expectations of the job, a 90-day probation may be developed to closely monitor performance and job improvement. Once the probationary period has been completed, any additional retraining should address the performance deficits and the staff member should be in compliance with their job responsibilities.

In cases where a staff member requires additional support, PCWDC provides, at no cost to the employee, access to an Employee Assistance Program that can address counseling, behavioral health and supportive needs.

**vii. Develop compensation plans that appropriately reflect the education, skills, and experience staff bring to their positions and provide opportunity for wage growth over time or as additional skills are mastered.**

Compensation packages are based on an established salary guide that reflects education, skills and work experience for each job title or classification. When bonuses or cost of living increases are approved by the Board of Trustees, compensation adjustments will be provided to staff across the board. As described, promotional opportunities may be available to qualified individuals based on skills and performance.

## **Letters of Support**

- New Jersey Department of Labor-Employment Service
- Passaic County Board of Social Services
- City of Paterson, Office of the Mayor
- Passaic County Community College-Continuing Education
- New Jersey Courts-Passaic Vicinage
- Catholic Charities Straight and Narrow, Inc.
- New Jersey Community Development Corporation



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*

May 27, 2022

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

Dear Mr. Bogert:

I am writing to recommend that the Passaic County Workforce Development Center continue as the WIOA Title I Career Services provider for Passaic County. The Employment Service has worked for many years as a partner to the Passaic County Workforce Development Center as they have successfully provided access to workforce development Services for so many customers in need of training and employment.

The Passaic County One Stop Career Center accomplishes their mission collaboratively by providing accessible services (both online and in person) including career assessment and counseling, workshops, educational preparation, training assistance, resume preparation and job search assistance. We all work as partners to provide excellent customer service to recruit and engage both job seekers and employers. The Employment Service has also partnered with the Passaic County Workforce Development Center on job fairs, positive recruitments and hiring events.

I strongly support that the Passaic County Workforce Development Center continue to provide WIOA Title I Career Services to the citizens of Passaic County.

Sincerely,

A handwritten signature in black ink, appearing to read 'McNeel'.

Marcia McNeel  
Manager, Employment Services  
NJ Department of Labor  
Passaic County One Stop Career Center



WORKFORCE  
DEVELOPMENT

***“Opportunity. Stability. Dignity.”***  
OFFICE OF THE ASSISTANT COMMISSIONER

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AD-18.2 (12/19)



# PASSAIC COUNTY BOARD OF SOCIAL SERVICES

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*Talisa A. Coleman*  
*Director*

May 26, 2022

Mr. Duwan Bogert  
200 Memorial Drive  
Paterson, NJ 07505

Dear Mr. Bogert:

The Passaic County Board of Social Services (PCBSS) is pleased to support the Passaic County One-Stop Career Center.

PCBSS serves thousands of Paterson residents through a variety of assistance programs including Food Stamps, Rental Assistance, TANF, Medicaid, and a variety of other resources for Passaic County's most at-risk families. Many of the individuals that we serve are young adults that have not completed high school. We make every effort to connect them with resources that will facilitate opportunities to become self-sufficient. The opportunity to obtain a high school diploma and receive adequate job skills are critical to long term self-sufficiency and we will unequivocally support the efforts of the One Stop Career center as they continue to foster self-sufficiency to the individuals and families of Passaic County.

Sincerely,

A handwritten signature in black ink, appearing to read "Talisa A. Coleman", is written over a horizontal line.

Talisa A. Coleman

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

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



**Paterson**  
Great Falls • Great Food • Great Future

**André Sayegh**  
Mayor

City Hall  
155 Market Street  
Paterson, New Jersey 07505  
Phone: (973) 321-1600  
Fax: (973) 321-1555

May 26, 2022

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

Dear Mr. Bogert:

I am writing this letter in support of the efforts of the Passaic County Workforce Development Center to maintain operation as the One-Stop Career Center in Passaic County. The organization has provided essential resources and services to individuals in need of employment.

The Passaic County Workforce Development Center has been the principal employment and training entity in Passaic County for more than 40 years. Their community-based relationships, partnerships and institutional knowledge are integral to the services and resources that benefit our workers and businesses.

We have participated with the One-Stop in several successful initiatives, including the development of employment opportunities in the region. Our constituents have benefitted from the variety of accessible services that include career counseling, individual assessment, educational preparation, and workshops that are offered through the One-Stop.

We are pleased to continue the relationship with the One-Stop in delivering workforce development services to the citizens of Paterson and Passaic County.

Sincerely,

André Sayegh  
Mayor, City of Paterson





May 27, 2022

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

Dear Mr. Bogert:

Passaic County Community College fully supports the Passaic County Workforce Development Center's proposal to continue as the comprehensive One-Stop Career Center in Passaic County. The One-Stop has the unparalleled experience and proven leadership to provide needed services to job seekers, employers, and partners.

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.

Our students and community have gained proven benefits from our collaborative efforts. We look forward to continuing to work with the One-Stop to provide workforce development programs and services to meet the needs of our community.

Regards,

Janet

A handwritten signature in black ink, appearing to read "Janet Albrecht", written over a horizontal line.

Janet Albrecht  
Dean of Continuing Education and Workforce Development  
Passaic County Community College

Robert D. Tracy  
Trial Court Administrator

**Hon. Ernest M. Caposela**  
Assignment Judge

John J. Harrison  
Criminal Division Manager

Mailing Address: 77 Hamilton Street, 1<sup>st</sup> floor  
Paterson, NJ 07505

njcourts.gov • Tel: 973-653-2910 • Fax: 973-848-7851

May 20, 2022

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

Dear Mr. Bogert:

The letter recommends and supports the Passaic County Workforce Development Center's proposal to continue as the comprehensive One-Stop Career Center in Passaic County. The organization has provided long-standing resources and services to individuals in need of workforce development and attachment to the workplace.

Customer service and engagement of job seekers and businesses are a critical element of an effective Career Center. The One-Stop assists customers to identify career goals, develop skills and become employed. Our relationship with PCWDC has resulted in expanded opportunities for high-risk individuals and a connection to employers in the local labor market. We are committed to coordinating to recruit, refer and coordinate these essential services.

We have collaborated with the One-Stop in several successful initiatives, including targeted job fairs, positive recruitments and hiring events. Our constituents have benefitted from the variety of accessible services that include career counseling, individual assessment, educational preparation, and informational workshops that are offered through your organization.

We wish PCWDC continued success in their endeavors to serve the citizens of Passaic County by delivering career services to our community.

Respectfully,  
*Monica Alzate*  
*Monica Alzate- Probation Officer*  
*Employment Specialist*

Superior Court of New Jersey – Passaic Vicinage  
55 Dale Ave, Paterson, NJ 07501  
Phone: 973-653-2910 ext: 24185  
Work Cell: 609-955-6218

[Monica.Alzate@njcourts.gov](mailto:Monica.Alzate@njcourts.gov)





*Catholic Charities  
Straight & Narrow, Inc.  
"...Providing help~creating  
hope..."*

---

June 1, 2022

Patricia Rizzo, Employment Specialist  
182 First Street  
Passaic, NJ 07055

To Whom it May Concern:

On behalf of Straight and Narrow, I am pleased to submit this letter of support for the Passaic County One Stop. This agency is delivering exceptionally vital services and resources to our clients who are formerly incarcerated through employment, public transportation assistance, employment required uniform purchasing and credential training.

Straight and Narrow's Halfway House, a non-profit under the auspices of Catholic Charities is designed to prepare men with substance use disorders for community integration as productive, contributing members of society. Each client is required to complete a series of developmental phases, each designed to prepare the client for community reintegration.

The team at the Passaic County One Stop, offers a tremendous network of support for the Halfway House clients and assists them with securing employment opportunities through their Business Resource Center. Many of our clients have no funds for their initial travel to interviews and first weeks of employment so the bus tickets the One Stop gives our clients are a valuable benefit and greatly appreciated. Many times, employers will require our clients to have special footwear or uniforms and this could be a possible obstacle to employment if it wasn't for the One Stop. Lauren Murphy does not hesitate when asked for help with purchasing these required items.

It has been a pleasure to work with the Passaic County One Stop of Paterson and it is my honor to write this letter of support.

Sincerely,

Patricia Rizzo  
Employment Specialist  
Straight & Narrow, O'Connor Hall



May 31, 2022

Duwan Bogert  
Executive Director  
Workforce Investment Board  
200 Memorial Drive  
Paterson, New Jersey 07505

Dear Mr. Bogert:

I am writing this letter of support on behalf of the Passaic County Workforce Development Center (PCWDC) to continue its role as the Passaic County One-Stop Career Center. I have had the good fortune of working with the One-Stop's leadership and staff and can attest to their commitment and devotion to helping the residents of Passaic County.

Most impressively, PCWDC has been doing this important work for more than 40 years, helping Passaic County residents with recruitment, screening, and training—all with the goal of providing each individual with lifelong employment. In addition, the One-Stop is careful to work with stakeholders to determine workplace needs and then helps to devise solutions to ensure a robust workforce.

I hope that you will choose PCWDC to continue this important role on behalf of Passaic County residents. We will all be the better for it.

I would be happy to provide whatever additional information might be helpful. Please feel free to contact me at 973-413-1632 or at [rguarasci@njcdc.org](mailto:rguarasci@njcdc.org).

Sincerely,

Robert F. Guarasci  
Chief Executive Officer

**ATTACHMENT B**

**RFP 22-018 WIOA TITLE I CAREER SERVICES**

LINE ITEM BUDGET

Line Item	Administrative Amount	Program Amount	Total
Staff Salary	\$ 307,200	\$ 2,764,800	\$ 3,072,000
Staff Fringe Benefits	\$ 116,000	\$ 1,044,000	\$ 1,160,000
Travel - In State	\$ 800	\$ 7,200	\$ 8,000
Travel - Out - of - state	\$ 200	\$ 1,800	\$ 2,000
Staff Development	\$ 2,400	\$ 21,600	\$ 24,000
Outreach	\$ 2,000	\$ 18,000	\$ 20,000
Equipment	\$ 7,000	\$ 63,000	\$ 70,000
Dues/Subscriptions	\$ 1,853	\$ 16,681	\$ 18,534
Computer Software	\$ 10,920	\$ 98,280	\$ 109,200
Office Supplies, Printing, and Copying	\$ 5,817	\$ 52,353	\$ 58,170
Postage/Courier Services	\$ 200	\$ 1,800	\$ 2,000
Rent	\$ 78,000	\$ 702,000	\$ 780,000
Educational Materials	\$ 3,960	\$ 35,640	\$ 39,600
Indirect/Other:		\$ -	\$ -
WIOA Youth Summer Program	\$ -	\$ 433,000	\$ 433,000
Consultants/Contractors	\$ 32,000	\$ 81,000	\$ 113,000
Insurances	\$ 4,800	\$ 43,200	\$ 48,000
Maintenance Agreements	\$ 3,135	\$ 28,211	\$ 31,345
Utilities	\$ 1,085	\$ 9,765	\$ 10,850
<b>TOTAL</b>	<b>\$ 577,370</b>	<b>\$ 5,422,329</b>	<b>\$ 5,999,699</b>

**RFP 22-018 WIOA TITLE I CAREER SERVICES ONE-STOP CAREER CENTER BUDGET NARRATIVE**

Line Item	Administrative Cost Basis	Program Cost Basis
Staff Salary	5 Program/MIS @ 10% 6 Instructors @ 10% 14 Counselor @ 10% 3 Fiscal @ 10% 5 Leadership @ 10% 8 Other Staff @ 10%	5 Program/MIS @ 90% 6 Instructors @ 90% 14 Counselor @ 90% 3 Fiscal @ 90% 5 Leadership @ 90% 8 Other Staff @ 90%
Staff Fringe Benefits	Employers Share of SS/Medi/SUI as well as the health insurance and life insurance.	Employers Share of SS/Medi/SUI as well as the health insurance and life insurance.
Travel - In State	Any reimbursement related to travel to conferences, training and client sites in state .	Any reimbursement related to travel to conferences, training and client sites in state .
Travel - Out - of - state	Any reimbursement related to travel to conferences, training and client sites out of state.	Any reimbursement related to travel to conferences, training and client sites out of state.
Staff Development	Tuition Reimbursement and Trainings.	Tuition Reimbursement and Trainings.
Outreach	TomaHawk @ 10% of \$20K	TomaHawk @ 90% of \$20K
Equipment	CDW @ 10% of \$70K	CDW @ 90% of \$70K
Dues/Subscriptions	Futureworks @ 10% of \$16K NJBIA @ 10% of \$534 Other @ 10% of \$2K	Futureworks @ 90% of \$16K NJBIA @ 90% of \$534 Other @ 90% of \$2K
Computer Software	Launchpad @ 10% of \$80K Earthlink @ 10% of \$445 Leaf @ 10% of \$29K	Launchpad @ 90% of \$80K Earthlink @ 90% of \$445 Leaf @ 90% of \$29K
Office Supplies, Printing, and Copying	Office Supplies @ 10% of \$58K approximate a year and includes supplies mainly ordered through WB Mason, Standards printing and Otis Graphics.	Office Supplies @ 90% of \$58K approximate a year and includes supplies mainly ordered through WB Mason, Standards printing and Otis Graphics.
Postage/Courier Services	Postage and Courier @ 10% of \$2K	Postage and Courier @ 90% of \$2K
Rent	Rent @ 10% of \$65K approximate a month and includes parking, internet and utilities.	Rent @ 90% of \$65K approximate a month and includes parking, internet and utilities.
Educational Materials	Rosetta Stone @ 10% of \$22,600 Educational Materials @ 10% of \$17K	Rosetta Stone @ 90% of \$22,600 Educational Materials @ 90% of \$17K
Indirect/Other:		
WIOA Youth Summer Program	-	6 Week Summer Program @ 25 hours a week for around 150-200 summer youth including the counselors
Consultants/Contractors	Audit is 100% Admin @ \$23K County Contractors @ 10% of \$20K Security Contractor @ 10% of \$45K ADP @ 10% of \$25K	County Contractors @ 90% of \$20K Security Contractor @ 90% of \$45K ADP @ 90% of \$25K
Insurances	SELECTIVE INSURANCE (PKG, UMB & WCP) @ 10% of \$40K TRAVELERS (D&O) & 10% of \$8K	SELECTIVE INSURANCE (PKG, UMB & WCP) @ 90% of \$40K TRAVELERS (D&O) & 90% of \$8K
Maintenance Agreements	American Time Recorder @ 10% of \$1,900 Earthlink @ 10% of \$445 Leaf @ 10% of \$29K	American Time Recorder @ 90% of \$1,900 Earthlink @ 90% of \$445 Leaf @ 90% of \$29K
Utilities	Utilities @ 10% of \$10K approximate a year and includes Verizon Wireless, Verizon, eFax and Optimum.	Utilities @ 90% of \$10K approximate a year and includes Verizon Wireless, Verizon, eFax and Optimum.

## 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. 3

20 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 GCOSCC 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 or create 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 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 – (i.e. computers, lap tops, projectors, copiers, fax machines and printers)
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 HSE attainment fees and instructional materials.

**Assurances and Certifications**

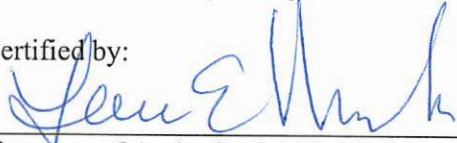
**Section 188 (3) WIOA Title I funds may not be spent on the employment or training of participants in sectarian activities.**

**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:  Executive Director June 10, 2022

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Signature of Authorized Official Title Date

Lauren E. Murphy  
Typed/Printed Name of Signatory

Private Industry Council of Passaic County dba Passaic County Workforce Development Center  
Name of Organization



**New Jersey Assurances, Certifications and Requirements**

**1)  NEW JERSEY PREVAILING WAGE ACT (Not Applicable )**

a. Pursuant to NJSA 34:11-56.25 et seq., contractors on projects for public work shall adhere to all requirements of the New Jersey Prevailing Wage Act. The contractor shall be required to submit a certified payroll record to the owner within ten (10) days of the payment of the wages. The contractor is also responsible for obtaining and submitting all subcontractors' certified payroll records within the aforementioned time period. The contractor shall submit said certified payrolls in the form set forth in NJAC 12:60-6.1(c). It is the contractor's responsibility to obtain any additional copies of the certified payroll form to be submitted by contacting the New Jersey Department of Labor and Workforce Development, Division of Workplace Standards. Additional information is available at [http://lwd.dol.state.nj.us/labor/wagehour/wagerate/pwr\\_construction.html](http://lwd.dol.state.nj.us/labor/wagehour/wagerate/pwr_construction.html).

**2)  THE PUBLIC WORKS CONTRACTORS REGISTRATION ACT (Not Applicable)**

a. NJSA 34:11-56.48 et seq. requires that a general or prime contractor and any listed subcontractors named in the contractor's bid proposal shall possess a certificate at the time the bid proposal is submitted. After bid Proposals are received and prior to award of contract, the successful contractor shall submit a copy of the contractor's certification along with those of all listed subcontractors. All non-listed subcontractors and lower tier sub-subcontractors shall be registered prior to starting work on the project. It is the general contractor's responsibility that all non-listed subcontractors at any tier have their certificate prior to starting work on the job.

b. Under the law a "contractor" is "a person, partnership, association, joint stock company, trust, corporation or other legal business entity or successor thereof who enters into a contract" which is subject to the provisions of the New Jersey Prevailing Wage Act (NJSA 34:11-56.25 et seq.). It applies to contractors based in New Jersey or in another state.

c. The law defines "public works projects" as contract for "public work" as defined in the Prevailing Wage statute (NJSA 34:11-56.25(5)). The term means:

i. "Construction, reconstruction, demolition, alteration, or repair work, or maintenance work, including painting and decorating, done under contract and paid for in whole or in part out of the funds of a public body, except work performed under a rehabilitation program.

ii. "Public Work" shall also mean construction, reconstruction, demolition, alteration, or repair work, done on any property or premises, whether or not the work is paid for from public funds..."

iii. "Maintenance work" means the repair of existing facilities when the size, type or extent of such facilities is not thereby changed or increased. While "maintenance" includes painting and decorating and is covered under the law, it does not include work such as routine landscape maintenance or janitorial services.

d. To register, a contractor must provide the State Department of labor with a full and accurately completed application form. The form is available online at [www.state.nj.us/labor/lssc/lspubcon.html](http://www.state.nj.us/labor/lssc/lspubcon.html). NJSA 34:11-56.55 specifically prohibits accepting applications for registration as a substitute for a certificate or registration.

**3) NON-COLLUSION AFFIDAVIT**

a. The Non-Collusion Affidavit, which is part of these specifications, shall be properly executed and submitted intact with the proposal.



#### **4) NON-DISCRIMINATION**

a. There shall be no discrimination against any employee engaged in the work required to produce the commodities covered by any contract resulting from this bid, or against any applicant to such employment because of race, religion, sex, national origin, creed, color, ancestry, age, marital status, affectional or sexual orientation, familial status, liability for service in the Armed Forces of the United States, or nationality. This provision shall include, but not be limited to the following: employment upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The contractor shall insert a similar provision in all subcontracts for services to be covered by any contract resulting from this bid.

#### **5) MANDATORY EEO/AFFIRMATIVE ACTION EVIDENCE**

a. No firm may be issued a contract unless they comply with the EEO/AFFIRMATIVE ACTION REGULATIONS of PL 1975, c.127, as amended from time to time, and the AMERICANS WITH DISABILITIES ACT.

b. Procurement, Professional and Service Contracts

c. ALL successful vendors must submit prior to an award of the contract one of the following:

d. A photocopy of their Federal Letter of Affirmative Action Plan Approval, or

e. A photocopy of their State Certificate of Employee Information Report, or

f. A photocopy of completed Affirmative Action Employee Information Report;

AA302 – Available online at [www.state.nj.us/treasury/contract\\_compliance](http://www.state.nj.us/treasury/contract_compliance)

g. Construction Contracts

h. All successful contractors must submit prior to signing of the contracts an Initial Project Manning Report (AA201-avaialbe online at [www.state.nj.us/treasury/contract\\_compliance](http://www.state.nj.us/treasury/contract_compliance) for any contract award that meets or exceeds the bidding threshold.

#### **6) NEW JERSEY RIGHT TO KNOW (NJRTK)**

a. All direct use containers shall bear a label indicating the chemical name(s) and Chemical Abstracts Service number(s) of all hazardous substances in the container, and all other substances which are among the five most predominant substances in the container, or their trade secret registry number(s). (NJAC 8:59-5) or adhere to the requirements of The Globally Harmonized System of Classification and Labeling of Chemicals (GHS) and the US Occupational Safety and Health Administration (OSHA) Hazard Communication Standard (HCS) as outlined in the Federal Register / Vol. 77, No. 58 / Monday, March 26, 2012 / Rules and Regulations as adopted in final rule by DEPARTMENT OF LABOR, Occupational Safety and Health Administration, 29 CFR Parts 1910, 1915, and 1926, {Docket No. OSHA-H022K-2006-0062, (formerly Docket No. H022K)}, RIN 1218-AC20, Hazard Communication.

#### **7) STATEMENT OF CORPORATE OWNERSHIP**

a. In accordance with N.J.S.A. 52:25-24.2, no corporation, partnership, limited partnership, limited liability corporation, limited liability partnership, Subchapter S corporation or sole proprietorship, shall be awarded a contract, unless prior to the receipt of the bid or accompanying the bid of the corporation, partnership, limited partnership, limited liability corporation, limited liability partnership, subchapter S corporation or sole proprietorship, there is submitted to the County a statement setting forth the names and addresses of all stockholders who own 10% or more of the stock, of any class or of all individual partners who own a 10% or greater interest in the corporation, partnership, limited partnership, limited liability corporation, limited liability partnership, Subchapter S corporation or sole proprietorship. If one or more such stockholder or partner is itself a corporation or partnership, the stockholders holding 10% or more of that corporation's stock, or the individual

partners owning 10% or greater interest in that partnership, as the case may be, shall also be listed. The disclosure shall be continued until names and addresses of every non-corporate stockholder and individual partner, exceeding the 10% ownership criteria established in this act has been listed. This form shall be signed and submitted with the bid/proposal whether or not a stockholder or partner owns less than 10% of the business submitting the bid. **Failure to comply requires mandatory rejection of the bid/proposal.**

## **8) ACQUISITION, MERGE, SALE AND/OR TRANSFER OF BUSINESS, ETC**

a. It is understood by all parties that if, during the life of the contract, the contractor disposes of his/her business concern by acquisition, merger, sale and/or transfer or by any means convey his/her interest(s) to another party, all obligations are transferred to that new party. In this event, the new owner(s) will be required to submit, when required, a performance bond in the amount of the open balance of the contract.

## **9) INSURANCE AND INDEMNIFICATION**

a. If it becomes necessary for the contractor, either as principal or by agent or employee, to enter upon the premises or property of the owner in order to construct, erect, inspect, make delivery or remove property hereunder, the contractor hereby covenants and agrees to take use, provide and make all proper, necessary and sufficient precautions, safeguards, and protection against the occurrence of happenings of any accident, injuries, damages, or hurt to person or property during the course of the work herein covered and be his/her sole responsibility.

b. The contractor further covenants and agrees to indemnify and save harmless the owner from the payment of all sums of money or any other consideration(s) by reason of any, or all, such accidents, injuries, damages, or hurt that may happen or occur upon or about such work and all fines, penalties and loss occurred for or by reason of the violation of any owner regulation, ordinance or the laws of the State, or the United States while said work is in progress.

c. The contractor shall maintain sufficient insurance to protect against all claims under Workers Compensation, General Liability and Automobile and shall be subject to approval for adequacy of protection and certificates of such insurance shall be provided with the owner named as additional insured.

### **d. INSURANCE REQUIREMENTS**

#### **i. Workers Compensation and Employer's Liability Insurance**

1. Worker's Compensations Insurance in the statutory limits including Employer's Liability in an amount no less than \$500,000.00

#### **ii. General Liability Insurance**

1. General liability insurance in an amount not less than \$1,000,000.00 combined single limit including broad form comprehensive general liability endorsement, and shall include provisions for thirty (30) days written notice of cancellation and/or modification of coverage. The County of Bergen shall be included as an additional insured.

#### **iii. Automobile Liability Insurance**

1. Comprehensive General Automobile Liability insurance in an amount no less than \$1,000,000.00 in an amount no less than \$1,000,000.00 combined single limit covering owned, hired, and non-owned autos, and shall include provisions for thirty (30) days written notice to the County of cancellation and/or modifications of such policies, except for non-payment which would be ten (10) days, and the contractor/vendor shall provide the Office of County Counsel with certificates of insurance evidencing such policies and provisions.

### **e. CERTIFICATES OF THE REQUIRED INSURANCE**

i. Certificates as listed above shall be submitted along with the contract as evidence covering Comprehensive General Liability, Comprehensive Automobile Liability, and where applicable, necessary Worker's Compensation and Employer's Liability Insurance. Such coverage shall be with acceptable insurance companies operating on an admitted basis in the State of New Jersey and shall name the OWNER as an additional insured.

ii. Self-insured contractors shall submit an affidavit attesting to their self-insured coverage and shall name the OWNER as an additional insured.

f. Indemnification

i. Successful respondent shall indemnify and hold harmless the OWNER from all claims, suits or actions and damages or costs of every name and description to which the OWNER may be subjected or put by reason of injury to the person or property of another, or the property of the OWNER, resulting from negligent acts or omissions on the part of the bidder, the bidder's agents, servants or subcontractors in the delivery of goods and services, or in the performance of the work under the contract.

#### **10) AMENDMENTS TO NJSA 2C:21-33 et. Seq. "TRUTH IN CONTRACTING"**

a. New provisions of law govern false claims and representation. It is a serious crime for the vendor to knowingly submit a false claim and/or knowingly make material misrepresentation. There are enhanced penalties for areas of false claims, bid rigging and bribery, gratuities and gifts; and conflict of interest. Please consult the statute for further information.

#### **11) NJ BUSINESS REGISTRATION PROGRAM**

a. Certificate required pursuant to C57, PL2004. Certificate required pursuant to C57, PL2004; failure to be registered by time of contract award may be cause for rejection. Entities or individuals that need to file for a certificate may do so on-line through the NJ Division of Local Government Services at the following link: <http://www.state.nj.us/treasury/revenue/busregcert.shtml>

#### **12) "PAY TO PLAY" NOTICE OF DISCLOSURE REQUIREMENT – PL 2005, Chapter 271, Section 3 Reporting (NJSA 19:44A – 20.27)**

a. Any business entity that has received \$50,000 or more in contracts from government entities in a calendar year is required to file an annual disclosure report with ELEC. The instructions and form are available on the ELEC website.

b. Annual Disclosures require submission by March 30<sup>th</sup> of each year covering contracts and contributions for the prior calendar year.

c. At minimum, a list of all business entities that file an annual disclosure report will be listed on ELEC's website at [www.elec.state.nj.us](http://www.elec.state.nj.us).

d. If you have any questions please contact ELEC at: 1-888-313-ELEC(3532) or 609-292-8700

#### **13) County of Passaic Disclosure for Political Contribution Disclosure Forms**

a. **IE "Sunshine Form"**

b. This forms needs to be completed in its entirety regardless of the contract's total dollar value.

c. No vendor is exempt from filling out this form.

d. Failure to complete this form may delay award of the contract or could eliminate your bid or proposal from being considered

e. **THE SUNSHINE FORM MUST BE COMPLETED IN THEIR ENTIRETY IN SECTION A, SIGNED AND DATED IN SECTION A, SIGNED AND DATED IN SECTION D (IF APPLICABLE) AND ON THE SECOND PAGE (IF APPLICABLE).**



employment, 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 equal employment opportunity 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 Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

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.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at [www.state.nj.us/treasury/contract\\_compliance](http://www.state.nj.us/treasury/contract_compliance))

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Public Contracts Equal Employment Opportunity Compliance as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Public Contracts and Equal Opportunity Employment Compliance for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**

## **17) EEO/AFFIRMATIVE ACTION COMPLIANCE NOTICE**

N.J.S.A. 10:5-31 and N.J.A.C. 17:27

### **GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS**

All successful bidders are required to submit evidence of appropriate affirmative action compliance to the County and Division of Public Contracts Equal Employment Opportunity Compliance. During a review, Division representatives will review the County files to determine whether the affirmative action evidence has been submitted by the vendor/contractor. Specifically, each vendor/contractor shall submit to the County, prior to the execution of the contract, one of the following documents:

### **Goods and General Service Vendors**

1. Letter of Federal Approval indicating that the vendor is under an existing federally approved or sanctioned affirmative action program. A copy of the approval letter is to be provided by the vendor to the County and the Division. This approval letter is valid for one year from the date of issuance.

2. A certificate of Employee Information Report (hereafter "Certificate") issued in accordance with N.J.A.C. 17:27-1.1 et seq. The vendor must provide a copy of the Certificate to the County as evidence of its compliance with the regulations. The Certificate represents the review and approval of the vendor's Employee Information Report, Form AA-302 by the Division. The period of validity of the Certificate is indicated on its face. Certificates must be renewed prior to their expiration date in order to remain valid.

3. The successful vendor shall complete an Initial Employee Report, Form AA-302 and submit it to the Division with \$150.00 Fee and forward a copy of the Form to the County. Upon submission and review by the Division, this report shall constitute evidence of compliance with the regulations. Prior to execution of the contract, the EEO/AA evidence must be submitted.

The successful vendor may obtain the Affirmative Action Employee Information Report (AA302) on the Division website: [www.state.nj.us/treasury/contract\\_compliance](http://www.state.nj.us/treasury/contract_compliance).

The successful vendor(s) must submit the AA302 Report to the Division of Public Contracts Equal Employment Opportunity Compliance with a copy to the Public Agency.

The undersigned vendor certifies that he/she is aware of the commitment to comply with the requirements of N.J.S.A. 10:5031 and N.J.A.C. 17:27 and agrees to furnish the required forms of evidence.

The undersigned vendor further understands that his/her bid shall be rejected as non-responsive if said contractor fails to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27.

### **18) BUSINESS REGISTRATION CERTIFICATE (BRC) COMPLIANCE**

Name of Form:	<b>BUSINESS REGISTRATION CERTIFICATE</b>
Statutory Reference:	N.J.S.A. 52:32-44 (P.L. 2004, c.57)
To Obtain Proof of Registration or to Register for a NJ BRC	<a href="http://www.nj.gov/treasury/revenue/proofreg.shtml">http://www.nj.gov/treasury/revenue/proofreg.shtml</a>
Description:	Contractor must provide State Division of Revenue issued Business Registration Certificate with the proposal submission.

N.J.S.A. 52:32-44 imposes the following requirements on contractors and all subcontractors that **knowingly** provide goods or perform services for a contractor fulfilling this contract:

- 1) The contractor shall provide written notice to its subcontractors and suppliers to submit proof of business registration to the contractor;
- 2) Subcontractors through all tiers of a project must provide written notice to their subcontractors and suppliers to submit proof of business registration and subcontractors shall collect such proofs of business registration and maintain them on file;



- 3) Prior to receipt of final payment from a contracting agency, a contractor must submit to the contacting agency an accurate list of all subcontractors and suppliers\* or attest that none was used; and,
- 4) 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 Sales and Use Tax Act, (N.J.S.A. 54:32B-1 et seq.) on all sales of tangible personal property delivered into this State.

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 \$25 for each day of violation, not to exceed \$50,000 for each business registration not properly provided or maintained under a contract with a contracting agency.

Detailed information on this requirement is available by calling (609) 292-9292 or can be found in Division of Local Government Services Finance Notices 2004-17 (8/6/04), 2004-24 (11/1/04), 2005-12 (4/27/05 and on the Division web site at [www.nj.gov/dca/lgs/lpcl](http://www.nj.gov/dca/lgs/lpcl). These resources and a Frequently Asked Questions resource should be consulted when questions arise.

Certified by:

\_\_\_\_\_  
Signature of Authorized Official

Executive Director  
\_\_\_\_\_  
Title

June 10, 2022  
\_\_\_\_\_  
Date

Lauren E. Murphy

\_\_\_\_\_  
Typed/Printed Name of Signatory

Private Industry Council of Passaic County, Inc. dba Passaic County Workforce Development Center  
\_\_\_\_\_  
Name of Organization

#### **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. 40A11-4.1, *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 Council, 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 County Commissioners.
- c. "Bid" means the submission by the respondent for the work as outlined herein for the Provision Of Workforce Innovation And Opportunity Act (Wioa) Title I Career Services—Adult, Dislocated Worker, And Youth And Work First New Jersey (Wfnj) And Supplemental Nutrition Assistant Program / Employment And Training (Snap E&T) Case Management Services
- d. "Bidder" means the respondent contractor submitting a proposal for the construction 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 Provision Of Workforce Innovation And Opportunity Act (Wioa) Title I Career Services—Adult, Dislocated Worker, And Youth And Work First New Jersey (Wfnj) And Supplemental Nutrition Assistant Program / Employment And Training (Snap E&T) Case Management Services
- 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 County Commissioners.
- 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 Department of Human Services.
- l. "Project" means the Provision Of Workforce Innovation And Opportunity Act (WIOA) Title I Career Services—Adult, Dislocated Worker, And Youth And Work First New Jersey (WFNJ) And Supplemental Nutrition Assistant Program / Employment And Training (SNAP E&T) Case Management Services
- 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 bidder 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. County Set-Aside Program**

On October 26, 2021, the Board of County Commissioners of the County of Passaic passed Resolution No. R20210933 establishing the Minority Business Enterprise and Women Business Enterprise Set-Aside and Joint Venture procurement program in the County. The Set Aside Program was established to promote economic inclusion, and to ensure that the County’s procurement practices promote equal opportunities to compete for all willing and able businesses, the County has established goals to ensure that funds spent by the County promote local minority business entities and women business entities.

For calendar year 2022, the Set Aside Program’s goals for professional services are as follows: (1) ten percent (10%) of total average “spend” on contracts for professional services awarded to WBEs and with a goal to twenty percent (20%) by 2024 by way of set-asides; and (2) ten percent (10%) of total average “spend” on contracts for professional services awarded to MBEs and with a goal to twenty percent (20%) by 2024 by way of set-asides. If your business is a qualified WBE and/or MBE, please complete the MBE/WBE Program Certification Form enclosed herewith. If a bidder is not a certified minority business enterprise or women business enterprise, please check the box at the top of the form marked ‘not applicable’.

## **VIII. 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, 2<sup>nd</sup> 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. 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.

#### **IX. 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](http://www.nj.gov/treasury/revenue/busregcert.shtml) or by phone at (609) 292-2929.

#### **X. 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.

#### **XI. 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.*

## **XII. 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.

**XIII. 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.

**XIV. 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.

**XV. 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.

## **XVI. 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.

## **XVII. 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.

## **XVIII. Dispute Resolution**

Prior to submitting a cause of action to a court for relief, by submitting a proposal bidders 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.

## **XIX. 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.

## **XX. 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.

## **XXI. 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:

**Aniyyah Maney**  
County of Passaic  
Purchasing Division  
Phone: (973) 247-3300  
Email: bids@passaiccountynj.org

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





**STATEMENT OF CORPORATE OWNERSHIP**  
**SIGNATURE REQUIRED ON PAGE 2**

*Check the applicable statement:*

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.

Private Industry Council of Passaic County, Inc.

**Legal Name of Bidder:** dba Passaic County Workforce Development Center

*Check the applicable business entity in the space provided below:*

<b>Business Entity</b>	<b>Check the applicable business entity</b>
Partnership	
Corporation	
Sole Proprietorship	
Limited Partnership	
Limited Liability Partnership	
S Subchapter	
S Corporation	
Limited Liability Company	
Other:	Not-for-Profit

If the Bidder is either a Corporation, S Corporation, or Limited Liability Company, 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): Private Industry Council of Passaic County, Inc. dba  
Passaic County Workforce Development Center

**Signature of Authorized Representative:**  \_\_\_\_\_

**Name** (Please Print): Lauren E. Murphy \_\_\_\_\_

**Title** (Please Print): Executive Director \_\_\_\_\_ **Date:** June 10, 2022 \_\_\_\_\_

**BID PROPOSAL**

Private Industry Council of Passaic County, Inc.

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

*submits the following proposal for the*

**PROVISION OF WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) TITLE I CAREER SERVICES—ADULT, DISLOCATED WORKER, AND YOUTH AND WORK FIRST NEW JERSEY (WFNJ) AND SUPPLEMENTAL NUTRITION ASSISTANT PROGRAM / EMPLOYMENT AND TRAINING (SNAP E&T) CASE MANAGEMENT SERVICES**

**Project RFP-22-018**

**DELIVERY:**

All articles shall be delivered to all Departments and Institutions specified with all charges prepaid, (F.O.B. Destination) in such quantities as ordered by the County of Passaic, which may be greater or lesser in amount than herein specified and in case no specific time for delivery is included by the County of Passaic when the order is given, then such goods must be delivered immediately.

No additional charges will be allowed for any transportation cost resulting from partial shipments made at the vendor's convenience.

Merchants who substitute commodities or deliver commodities not according to specifications, or who do not deliver at time specified in the proposal will be classified, as undesirable and their proposals will be refused in future bidding.

**To the Passaic County Board of County Commissioners:**

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	July 1, 2022	June 30, 2023	\$ 5,999,699
<b>TOTAL</b>	<b>July 1, 2022</b>	<b>June 30, 2023</b>	<b>\$ 5,999,699</b>

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

OPTION YEAR	START DATE	END DATE	COST
Option One	July 1, 2023	June 30, 2024	\$
Option Two	July 1, 2024	June 30, 2025	\$
Option Three	July 1, 2025	June 30, 2026	\$

Private Industry Council of Passaic County, Inc.

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

**Signature of Authorized Representative:** 

**Name** (Please Print): Lauren E. Murphy

**Title** (Please Print): Executive Director **Date:** June 10, 2022

**STANDARD QUESTIONNAIRE**

Private Industry Council of Passaic County, Inc.  
dba Passaic County Workforce Development Center

**Name of Bidder:** \_\_\_\_\_

**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?

  37   Year(s)

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

    0     Year(s)

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

<b>Name of Owner</b>	PIC/PCWDC
<b>Project Manager</b>	Lauren E. Murphy
<b>Project Manager Phone #</b>	973-340-3400
<b>Project Type</b>	One-Stop Career Center
<b>Project Location</b>	200 Memorial Drive, Paterson, NJ 07505
<b>Amount of Contract</b>	\$ 11,862,000
<b>Date of Completion</b>	Ongoing-Program Year ends 6/30/22

<b>Name of Owner</b>	
<b>Project Manager</b>	
<b>Project Manager Phone #</b>	
<b>Project Type</b>	
<b>Project Location</b>	
<b>Amount of Contract</b>	\$
<b>Date of Completion</b>	

<b>Name of Owner</b>	
<b>Project Manager</b>	
<b>Project Manager Phone #</b>	
<b>Project Type</b>	
<b>Project Location</b>	
<b>Amount of Contract</b>	\$
<b>Date of Completion</b>	

**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): Private Industry Council of Passaic County, Inc. dba Passaic County Workforce Development Center

**Signature of Authorized Representative:** \_\_\_\_\_ 

**Name** (Please Print): Lauren E. Murphy

**Title** (Please Print): Executive Director **Date:** June 10, 2022



**NON-COLLUSION AFFIDAVIT**

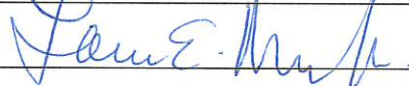
State of New Jersey  
County of Passaic

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 Lauren E. Murphy of the firm of PIC/PCWDC, the bidder making this proposal for the bid entitled **Provision Of Workforce Innovation And Opportunity Act (WIOA) Title I Career Services—Adult, Dislocated Worker, And Youth And Work First New Jersey (WFNJ) And Supplemental Nutrition Assistant Program / Employment And Training (SNAP E&T) Case Management Services**, 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.

Private Industry Council of Passaic County, Inc. dba  
**Name of Bidder** (Please Print): Passaic County Workforce Development Center

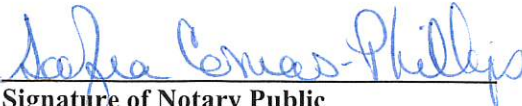
**Signature of Authorized Representative:** 

**Name** (Please Print): Lauren E. Murphy

**Title** (Please Print): Executive Director

**Date:** June 10, 2022

Subscribed and sworn to before me on this 10 day of June, 2022.

  
Signature of Notary Public

**Sofia Comas-Phillips**  
NOTARY PUBLIC  
STATE OF NEW JERSEY  
ID # 50124590  
MY COMMISSION EXPIRES March 26, 2025

PLEASE CHECK HERE IF NOT APPLICABLE

PLEASE CHECK HERE IF NOT APPLICABLE

**MBE/WBE PROGRAM CERTIFICATION FORM**

In compliance with Resolution No. R20210933, dated October 26, 2021, "Resolution Establishing a Minority Business Enterprise and Women Business Enterprise Set-Aside and Joint Venture Program for the County of Passaic", and in compliance with the laws of the State of New Jersey, N.J.S.A. 40A:11-41 et seq., I, the undersigned, do hereby certify the following:

1. That all document(s) submitted by myself or my business, including the MBE/WBE/MWBE Certificate affixed hereto, if applicable, are valid and accurate. I understand that the County may reject my bid for failure to provide the MBE/WBE/MWBE Certificate prior to award of contract.
2. That I understand my qualifications for the program may be subject to audit.
3. That I understand the terms of this program as explained in Resolution No. R20210933 attached hereto as Appendix A.
4. That, pursuant to N.J.S.A. 40A:11-47, if the County determines that a business has been classified as an MBE/WBE/MWBE based on false information knowingly supplied by the business and has been awarded a contract to which it would not otherwise have been entitled under this program, the County may, after a hearing assess a fine, penalty, or render the business ineligible to further transact any business with the County for a predetermined time.

**Name of Bidder** (Please Print): \_\_\_\_\_

**Signature of Authorized Representative**: \_\_\_\_\_

**Name** (Please Print): \_\_\_\_\_

**Title** (Please Print): \_\_\_\_\_ **Date**: \_\_\_\_\_

**FORM W-9, DEPARTMENT OF THE TREASURER INTERNAL REVENUE SERVICE**

Form **W-9**  
(Rev. October 2018)  
Department of the Treasury  
Internal Revenue Service

**Request for Taxpayer  
Identification Number and Certification**

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Private Industry Council of Passaic County, Inc.</b>		
	2 Business name/disregarded entity name, if different from above <b>Passaic County Workforce Development Center</b>		
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.		
	<input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate		
	<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.		
	<input checked="" type="checkbox"/> Other (see instructions) ▶ <b>Not-for-Profit</b>		
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):		Exempt payee code (if any) _____
5 Address (number, street, and apt. or suite no.) See instructions. <b>200 Memorial Drive</b>		Requester's name and address (optional)	
6 City, state, and ZIP code <b>Paterson, NJ 07505</b>		Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
7 List account number(s) here (optional)			

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>									
				-			-		
<b>or</b>									
<b>Employer identification number</b>									
2	2	-	2	5	1	6	1	2	9

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶	Date ▶ <b>6-10-2022</b>
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**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*



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 DEVELOPME  
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:

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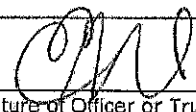


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DIRECTOR  
DIVISION OF TAXATION

  
(Signature of Officer or Trustee of the organization)  
Erin Mooney, 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.

**NEW JERSEY DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE AND ENTERPRISE SERVICES  
CERTIFICATE OF RENEWAL OF ALTERNATE NAME**

**PRIVATE INDUSTRY COUNCIL OF PASSAIC COUNTY, INCORPORATED  
0100229304**

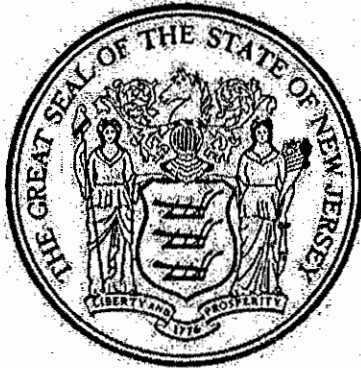
I, the Treasurer of the State of New Jersey, do hereby certify that the above-name did on the 19th of August, 2021, file and record in this department a Certificate of Renewal of Alternate Name.

1. **Business Name:** PRIVATE INDUSTRY COUNCIL OF PASSAIC COUNTY, INCORPORATED
2. **New Jersey Business Entity ID:** 0100229304
3. **Alternate Name Renewed:**

**Name:** PASSAIC COUNTY WORKFORCE DEVELOPMENT CENTER  
**Alternate Name is Valid Until:** 11/02/2026

**Signature and Title**

JOHN CURRIE, CHAIRMAN OF THE BOARD  
LAUREN MUPHY, CHIEF EXEC. OFFICER (CEO)  
BRUCE JAMES, PRESIDENT  
RANDY LASSITER, VICE PRESIDENT



*IN TESTIMONY WHEREOF, I have  
hereunto set my hand and affixed  
my Official Seal at Trenton, this  
19th day of August, 2021*

*Elizabeth M. Muoio  
State Treasurer*

*Certificate Number : 4146297719*

*Verify this certificate online at*

*[https://www1.state.nj.us/TYTR\\_StandingCert/JSP/Verify\\_Cert.jsp](https://www1.state.nj.us/TYTR_StandingCert/JSP/Verify_Cert.jsp)*

[Home](#) / Business Registration Certificate

## Business Registration Certificate

A Business Registration Certificate serves two purposes:

- **For public contracting, as proof of valid business registration with the New Jersey Division of Revenue.** All contractors and subcontractors must provide this documentation when seeking to do business with the State of New Jersey, and other public agencies in this state. Proof of registration is also required for licensure with the Casino Control Commission.
- **To comply with Chapter 85, P.L. 2006, defined under N.J.S.A. 54A:7-1.2.** You must use the Business Registration Certificate if you are an unincorporated construction contractor performing work in NJ or you are a registered unincorporated contractor requesting proof of certification.

If you are a registered vendor but have not received the Business Registration Certificate in the mail, you may [obtain a certificate online](#). Please note that this certificate is not required for all businesses in New Jersey. It is required only for those doing business with the public sector and with the casino service industry.

You may check the [online registration inquiry](#) to determine if the business is already registered. If you have not registered but are required to have this certificate, you will need to complete Form NJ-REG. Representatives of the Division's Client Registration activity are available to assist in the registration process. Call [609.292.9292](#).

### Filing Form NJ-REG

You may submit Form NJ-REG online, but please review the following before doing so:

- Any domestic or foreign **corporation, limited partnership, limited liability company or limited liability partnership** that is contracting with public agencies in New Jersey and/or that has tax nexus in New Jersey must obtain legal authority to operate in this State **prior to submitting Form NJ-REG**. Generally, this is accomplished by filing a Certificate of Incorporation or Formation with the Division. You may wish to visit the [getting registered](#) page for more information on this topic.
- **Individuals or Unincorporated Construction Contractors** with no business tax or employer obligations may register using [Form Reg-A](#) instead of Form NJ-REG in order to obtain the Business Registration Certificate. Individuals who have created and are operating as a business entity (e.g. LLC) may not use Form REG-A.
- **Non-profit organizations** may be required to register for tax purposes, but are not subject to the proof of registration requirement when contracting with public agencies in this state.

[Access Form NJ-REG online](#)

### Public Contracts

When seeking a public contract, an affirmative action report (Form AA-302) will also be required. The Certificate of Registration may not be used as evidence of compliance with the affirmative action requirements and submitted in lieu of Form AA-302. Both forms will be required. The Division of Purchase and Property's, Contract Compliance and Audit Unit provides guidelines for businesses awarded public contracts. The Form AA-302 may be electronically submitted via online submission or manually at In addition, answers to [frequently asked questions](#) are provided by the Division of Local Government Services. While designed for local government contracting, the FAQ page contains guidance that it is applicable to most New Jersey government procurement activities.

- [Instructions for Contracting with Local Government, Colleges and Universities, County Colleges and Boards of Education](#)
- [Guidelines and Regulations for Awarded Public Contracts](#)
- Affirmative Action Employee Information Report ([Form AA-302](#))
- [NJ Local Agency Procurement Laws](#)