

New Jersey Department of Community Affairs
Sandy Recovery Division: HUD CDBG-DR Funds
Section 3 Implementation Guide

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Introduction

Superstorm Sandy caused unprecedented damage to New Jersey's housing, business, infrastructure, health, social service and environmental sectors. Storm damage was particularly concentrated in communities bordering on or near the Atlantic Ocean or the Hudson River, many of which were flooded by Sandy's storm surge. Atlantic, Bergen, Cape May, Essex, Hudson, Middlesex, Monmouth, Ocean and Union Counties have been identified by the U.S. Department of Housing and Urban Development ("HUD") as New Jersey's most impacted areas.

Due to the extent of Superstorm Sandy damage in New Jersey, HUD has allocated over \$4,174,429,000¹ in Community Disaster Block Grant Disaster Recovery ("CDBG-DR") funds to support the state's recovery effort as defined in the Action Plan. New Jersey's Department of Community Affairs ("DCA") Sandy Recovery Division ("SRD") has been tasked with administering the distribution of these funds.

As defined in the SRD Section 3 Plan, Section 3 is triggered when the award of HUD funds for construction and rehabilitation projects creates the need for new employment, contracting, or training opportunities and the recipient receives covered HUD assistance that exceeds \$200,000. Many of the Superstorm Sandy programs and projects that are being funded by the CDBG-DR funds meet these criteria.

This Section 3 Implementation Guide has been created as a way to operationalize the Section 3 Plan, specifically for Superstorm Sandy programs and projects. The Section 3 Plan outlines the need for a Section 3 Coordinator, who has been appointed. Going forward, this individual and her team will together be considered the "Section 3 Coordinator."²

SRD and the Section 3 Coordinator's roles will be to define near-term and continuous activities that will be implemented to maintain and verify compliance with Section 3 requirements for all applicable Section 3 projects as defined by 24 CFR §135. These activities and corresponding actions will lead to increased participation and awareness of Section 3 job opportunities and compliance.

The Section 3 Coordinator and supporting resources will make every effort to coordinate a seamless and systematic implementation process with the ongoing and parallel track for both programmatic compliance as well as outreach to internal and external stakeholders. It is vitally important to coordinate these efforts to provide a methodical process by which comprehensive training, awareness, economic opportunities, and monitoring is accomplished.

¹ As of April 17, 2015

² The Section 3 Coordinator's contact information can be found at <http://www.renewjerseystronger.org/contact-us/>

The Implementation Guide is designed to provide strategies and techniques to accomplish the stated goals and objectives of the SRD Section 3 Policy and Section 3 Plan.

Implementation Framework

SRD will implement programs and activities to meet the Section 3 goals and objectives and to encourage consistent program compliance. Key implementation strategies are defined for each entity as a part of the implementation framework provided in the exhibit below:

Exhibit A – Implementation Strategy³



³ Section 3 Compliance Reporting is only required for contractors with contracts greater than \$100,000. For contracts less than \$100,000, the subrecipient is responsible for reporting.

Subrecipients

The Section 3 Coordinator’s role will be to define and determine the applicability of Section 3 requirements for Section 3 covered projects funded, awarded or granted by SRD, the grantee. While SRD will play an active role in promoting Section 3 compliance, subrecipients are responsible for complying with Section 3 requirements throughout the implementation of their programs and projects. Based on the New Jersey DCA CDBG-DR Action Plan, the following subrecipients are implementing programs and contracts which have Section 3 applicability:

- DCA
 - SRD
 - Housing and Community Resources
 - Local Government Services
 - Division of Codes and Standards
- Department of Environmental Protection (“DEP”)
- Housing and Mortgage Finance Agency (“HMFA”)
- New Jersey Economic Development Agency (“NJEDA”)
- Board of Public Utilities (“BPU”)

The Section 3 Coordinator will initiate meetings with each of the currently identified subrecipients. These preliminary meetings will focus on Superstorm Sandy programs and anticipated CDBG-DR funded projects, including status and timing.

Section 3 applies to the following programs:

Category	Program	Total	Implementing Agency	Section 3 Applicable
Homeowner Assistance Programs	Reconstruction, Rehabilitation, Elevation, and Mitigation Program	\$ 1,355,000,000	DCA Sandy Recovery Division	Y, Pathway C Only
	Blue Acres Buyout Program	100,000,000	DEP	Y
	Housing Resettlement Program	215,000,000	DCA Sandy Recovery Division	N
	LMI Homeowners Rebuilding Program	40,000,000	DCA Sandy Recovery Division	N
Rental Housing and Renter Programs	Fund for Restoration of Multi-Family Housing	594,520,000	HMFA	Y
	Landlord Rental Repair Program (Small Rental)	70,000,000	DCA Sandy Recovery Division	N
	Pre-Development Fund	10,000,000	NJRA	N

Category	Program	Total	Implementing Agency	Section 3 Applicable
	Neighborhood Enhancement Program (Blight Reduction Pilot Program)	50,000,000	DCA Housing and Community Resources	Y
	Incentives for Landlords	23,000,000	DCA Division of Housing & Community Resources	N
	Sandy Homebuyer Assistance Program	25,000,000	HMFA	N
	Sandy Special Needs Housing Fund	60,000,000	HMFA	Y
Economic Development	Grants/Forgivable Loans to Business	100,000,000	EDA	N
	Direct Loans for Small Business	100,000,000	EDA	N
	Neighborhood and Community Revitalization	75,000,000	EDA	Y
	Tourism Marketing Campaign	25,000,000	EDA	N
Infrastructure Programs	New Jersey Energy Resilience Bank	200,000,000	EDA & BPU	Y
	Flood Hazard Risk Reduction Program	100,000,000	DEP	Y
	Non Federal Cost Share (Match)	225,000,000		N
Support for Governmental Entities	Unsafe Structure Demolition Program	25,000,000	DCA Local Government Services	Y
	Essential Services Program	145,000,000	DCA Local Government Services	N
	Zoning/Code Enforcement	11,000,000	DCA Division of Codes and Standards	N
Supportive Services Programs	Supportive Services Program	37,000,000	DOH	N
	Lead Hazard Reduction	5,000,000	DCA Division of Housing & Community Resources	Y
Rebuild By Design	New Meadowlands Project	150,000,000	DEP	Y
	Hudson River Project	230,000,000	DEP	Y

Identification of applicable projects

Contractors or subcontractors that receive contracts in excess of \$100,000 for Section 3 covered projects/activities (i.e., projects involving housing construction, rehabilitation, or other public construction) are required to carry out the recipient responsibilities at 24 CFR Part 135.32. Subrecipients are solely responsible for complying with these obligations for contracts that do not exceed \$100,000.

The Section 3 Coordinator will coordinate with the subrecipients to obtain a listing of all Superstorm Sandy projects and their award/contract value, in order to identify those projects which will meet this requirement. If projects have not reached a point where this can be determined, subrecipients will notify the Section 3 Coordinator when the projects have been finalized and update the project listing. In addition, a listing of all other federal grants being used for these projects will be provided, as they are also under the scope of Section 3 if funded in part with the HUD CDBG-DR grant.

The Section 3 Coordinator should receive from the subrecipients:

- Number of projects within each program
- Status of projects
- Location of each project
- Number (or anticipated number) of contractors needed to complete the projects
- Total dollar amount of contracts to be awarded
- Total dollar amount of contracts to be awarded to Section 3 businesses
- Existing contractors who have already been procured
- Procurement schedule for current bids not awarded and future bids for each project

24 CFR Part 135 maintains a prioritization when hiring individuals for a project or awarding contracts to local businesses; importance is placed on Section 3 residents and businesses located in the neighborhood and county of the project. Contractors and subcontractors are expected to engage local contractors and residents when the need for hiring arises.

Subrecipient Training

Section 3 overview training will be provided to the subrecipients, which will encompass Section 3 compliance as well as areas where Section 3 requirements should be considered as the projects progress. Reporting requirements will also be discussed during the trainings.

These training sessions will be used to assist SRD in confirming the subrecipients' understanding of Section 3 and their required involvement, monitoring and reporting responsibilities. This will also enable open dialog regarding questions and challenges faced.

Involvement in Contractor Procurement

The Section 3 Coordinator will advise and confirm with the subrecipient procurement officer that all bids have required Section 3 language, including a Section 3 utilization plan in the bid package. Contractor responses to bids should contain a Section 3 utilization plan to be considered for award; otherwise, the subrecipient or their awardees may deem it non-responsive. Once a contract has been awarded, the contractor will be monitored and reviewed to confirm that they are meeting all Section 3 requirements.

If contractors have already been procured, the focus will be placed on a review of progress towards achieving Section 3 goals and other steps such as contract review for Section 3 language, as part of the Section 3 Coordinator's regular monitoring.

It is the responsibility of the designated subrecipient or their awardees, their respective procurement team and RFP/RFQ manager to provide procurement and contract documents to the Section 3 Coordinator for review prior to their execution.

Contractor Training

It is the responsibility of the subrecipient to inform and provide its contractors with the Section 3 requirements and goals, including reporting frequency and templates. Subrecipients or their awardees will be required to provide training to their contractors on Section 3. If requested, SRD is available to assist during these trainings and provide technical assistance to help achieve compliance.

Providing Opportunities for Section 3 Residents

The purpose of Section 3 is to provide low- and very low-income persons benefits in employment and related economic opportunities when such opportunities are generated by eligible HUD funded and assisted programs. The significant amount of funding provided through the Superstorm Sandy recovery effort has created opportunities for economic development and job creation in communities impacted by the storm. Therefore, one of SRD's primary goals for Section 3 is to assist contractors with identifying individuals that meet HUD's income limits for low- and very low-income in order to connect them with job and training opportunities available through the various Superstorm Sandy projects.

Identification of Section 3 Residents

Public housing residents and other Section 3 income eligible individuals who have the skills necessary for Superstorm Sandy projects will be identified through community outreach programs and communication strategies that target Section 3 residents. Contractors will reach out to organizations such as public housing authorities, unions, chambers of commerce, and other organizations and agencies that engage in community development to increase awareness of jobs, training and apprenticeship opportunities, and help create a pipeline of qualified Section 3 residents available for employment. In addition, Provision C of the Section 3 Clause, found at 24 CFR 135.38, requires the contractor to provide labor organizations or representatives of workers with which the contractor has a collective bargaining agreement or other understanding a notice of Section 3 commitment. This notice will also be posted at job sites. The notice should describe the contractor's section 3 preference, minimum number and title of available jobs, availability of apprenticeship and training positions, the qualifications of each, and the name/location of the person taking applications.

Coordination with NJ One Stop Career Centers

As presented in the Section 3 Plan, New Jersey One Stop Career Centers ("Career Centers") will provide an integral mechanism to facilitate the connection between contractors and Section 3 residents.

The following steps will be performed to educate the Career Centers on Section 3:

- Coordinate with the New Jersey Department of Labor & Workforce Development, the agency that oversees the Career Centers
 - Gain an understanding of the existing Career Center operations and how employment opportunities can be highlighted for Section 3 eligible applicants
 - Define ways in which the Career Centers' already established operations can be used to advance Section 3 awareness and achieve goals

- Define ways Section 3 opportunities can be publicized through the Career Centers working with individual contractors and vendors seeking qualified candidates

The Career Centers are best situated to monitor the volume of candidates seeking applicable employment, as well as the businesses looking to hire for the projects. The Career Centers may provide metrics on applicants, interviews conducted, and number of contractors that have published new employment and hiring opportunities. This tracking may be used to monitor whether more outreach is necessary depending on the levels of interest and Section 3 resident/business concern awareness of job openings and contracts.

Outreach and Coordination with Community Organizations and PHA Section 3 Coordinators

The SRD Section 3 Coordinator will invite organizations focused on community development and NJ Public Housing Authorities' ("PHA") Section 3 Coordinators to conduct outreach and trainings in order to create awareness of the Section 3 requirements and opportunities for public housing residents, and other recipients of government assistance for housing, and Section 3 business concerns as a result of Superstorm Sandy CDBG-DR funding. The organizations and PHAs in the nine most-impacted counties will be targeted initially; however all other statewide PHAs will be invited to broaden the outreach to eligible Section 3 residents and business concerns.

Coordination with Contractors

Subrecipients will review SRD's Section 3 Plan with the project's contractors. Focus will be placed on the outreach required to be performed by the contractors, such as publicizing all open positions and providing technical training. These contractors are responsible for notifying residents of job, apprenticeship, and training opportunities available through their contract award.

Providing Opportunities for Section 3 Business Concerns

The SRD Section 3 Plan is also focused on providing contracting opportunities to Section 3 business concerns that can participate in Sandy recovery programs and projects. Section 3 business concerns can be awarded contracts directly from subrecipients or SRD or subcontracting opportunities by prime contractors, and their subcontractors, to achieve compliance and meet Section 3 goals.

As mentioned in the SRD Section 3 Plan, contracts should be awarded in the following order of priority:

- Section 3 business concerns that provide economic opportunities for section 3 residents in the service area or neighborhood in which the section 3 covered project is located;
- Applicants selected to carry out HUD Youthbuild programs; and
- Other section 3 business concerns.

HUD Section 3 Registry

The HUD Section 3 business registry will be the database where contractors and subcontractors can go to locate potential Section 3 business concerns for hiring. Additionally, subrecipients should encourage Section 3 business concerns to register for HUD's Section 3 business registry at: www.hud.gov/sec3biz.

Identification of Additional Section 3 Business Concerns

Additional companies which have the skills necessary for Superstorm Sandy projects will be sought through community outreach. Contractors and the Section 3 Coordinator will reach out to organizations including, but not limited to, community development agencies, community development financial institutions, labor and service worker unions, chambers of commerce, and small business development centers to provide training and encourage the identification of Section 3 business concerns and their registration in the HUD Section 3 Business Registry

General Awareness and Outreach

As a first step towards raising the awareness of Section 3 opportunities, SRD has researched a list of key stakeholders, which can be found in Appendix A *Stakeholder Database*, in areas that may contain Section 3 eligible projects. These organizations in the local area of projects may be contacted in order to encourage their involvement in the process of engaging Section 3 business concerns and residents.

In order to reach a broad audience and encourage awareness and participation, SRD will conduct outreach targeted towards the leadership of community agencies, key stakeholders and other interested parties.

False Certifications

If SRD or the subrecipient believes or becomes aware that any Section 3 business concern falsely certified to being Section 3 eligible, within seven calendar days, HUD will be informed in order to initiate an investigation into the allegations. If the investigation shows that the business should not have been identified as a Section 3 business concern, the business may be barred from the HUD Section 3 Business Registry, and HUD may initiate additional enforcement proceedings.

Non-Compliance

It is the responsibility of subrecipients and their contractors to undertake efforts to achieve Section 3 goals and compliance. Any failure to meet these goals requires documentation of outreach efforts and an explanation as to why meeting the goals was not feasible.

If a subrecipient and their contractors fail to meet the reporting requirements and/or goals, the following actions may be taken:

- The DCA Section 3 Coordinator or the Section 3 Coordinator for the respective program may issue a written notice of non-compliance;
- Re-submission of a detailed Section 3 utilization plan, including resident hiring and subcontractor utilizations, may be required;
- Payment for services may be withheld until reporting requirements are met; and
- Termination of the contract may result from a failure to meet the reporting requirements.

Pursuant to 24 CFR 135.32(d), SRD or the subrecipient will refrain from entering into contracts with any contractor where SRD or the subrecipient has notice or knowledge that the contractor has been determined to be in violation of the regulations in 24 CFR part 135.

Monitoring

Regular monitoring will be performed by SRD throughout the life of the SRD programs and projects to ensure that subrecipients, their awardees and contractors are in compliance with Section 3 and are enabling both contracting and job opportunities for Section 3 residents and business concerns.

Monitoring will cover the following areas:

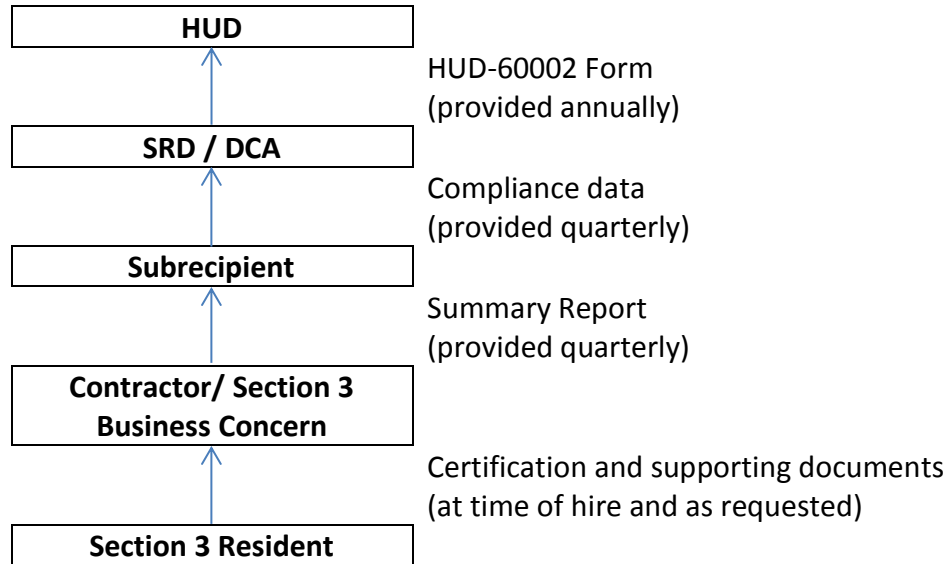
- Procurement of contractors and subcontractors and required Section 3 language in procurement documents, responses from vendors, and contracts

- Contractor compliance with the specific provisions set forth in the Section 3 Clause at 24 CFR 135.38
- Section 3 business concern and Section 3 resident certifications
- Contractor outreach to Section 3 residents for jobs and training opportunities
- Contractor efforts towards subcontracting to Section 3 business concerns
- Reporting

The Section 3 Coordinator will work with subrecipients, their awardees, and contractors to obtain the necessary documentation to facilitate these reviews. Subsequent to any review, the Section 3 Coordinator will work with the subrecipient or contractor to make any necessary improvements.

Reporting

Subrecipients, their awardees, and contractors will be required to report the information necessary for SRD to comply with HUD reporting requirements. Additional information and explanations will be provided as necessary during subrecipient and contractor training. The chart below depicts the implementation of Superstorm Sandy Section 3 reporting.



User Guide: Contractor

Required Section 3 Certification

SRD Section 3 Plan Appendix D *Section 3 Utilization Plan*

Section 3 Goals

Type of Work	Section 3 Hiring	Section 3 Contracting
Construction	30% of new hires	10% of the value of the construction contract
Non-Construction	30% of new hires	3% of the value of the non-construction contract

Section 3 Role

- To the greatest extent feasible, fulfill the Section 3 goals
- Present a Section 3 utilization plan during the bid or procurement process, and when necessary, make modifications due to changes in the project
- Utilize the HUD Section 3 Business Registry as a source for subcontractors
- Utilize the New Jersey Department of Labor and Workforce Development's One Stop Career Center as a source for new hires
- Publicize available positions and subcontractor needs on websites and through housing authorities
- Provide or facilitate contracting and job forums or workshops to meet potential Section 3 business concerns
- Perform technical trainings and recruit eligible applicants into apprenticeship programs

Hiring Priority

Where possible, priority consideration will be given in the following order to:

- Section 3 residents who live in the neighborhood of the project;
- Residents of the county in which the project is taking place;
- Other Public Housing residents;
- Participants in Youthbuild programs; and
- Other Section 3 residents, including residents of the Metropolitan area or non-Metropolitan county.

Contracting Priority

- Section 3 business concerns that provide economic opportunities for section 3 residents in the service area or neighborhood in which the section 3 covered project is located;
- Applicants selected to carry out HUD Youthbuild programs; and
- Other section 3 business concerns.

Unions

- The contractor will provide to labor organizations or representatives of workers with which the contractor has a collective bargaining agreement or other understanding a notice of Section 3 commitment. This notice will also be posted at job sites.
- Establish Project Level Agreements (PLA) with contracting agencies that will facilitate apprenticeship positions and pre-apprentice training programs for Section 3 residents
- Maintain existing database of current members that are Section 3 eligible

Deliverables

Due Date	Owed to	Document
Quarterly	Subrecipient	Appendix E <i>Section 3 Summary Report</i>

User Guide: Section 3 Business Concern

Required Section 3 Certification

SRD Section 3 Plan Appendix F *Section 3 Certification of Business Concerns and Demonstration of Capability*

Steps to Publicize your Availability as a Skilled Section 3 Business Concern

- Register with the HUD Section 3 Business Registry at www.hud.gov/sec3biz
- Search job openings on jobs4jersey.com
- Conduct weekly searches for postings from subrecipients and contractors for new contracts and sub-contracting opportunities
- Market capabilities pre-award and post-award to prime contractors and sub-contractors
- Attend pre-bid conferences and contractor recruiting meetings to make contact with potential firms and prime vendors

Deliverables

Due Date	Owed to	Document
At the time of hire and as requested	Contractor	Paperwork to support certification

User Guide: Section 3 Resident

Required Section 3 Certification

SRD Section 3 Plan Appendix G *Section 3 Resident Certification*

Ways to Publicize your Availability as a Skilled Section 3 Resident

- Register with local housing authority as a Section 3 resident seeking employment
- Apply at one of the New Jersey Department of Labor and Workforce Development's One Stop Career Centers
- Post availability on jobs4jersey.com
- Conduct daily or weekly searches for available positions and technical trainings from contractors

Deliverables

Due Date	Owed to	Document
At the time of hire and as requested	Contractor/ Section 3 Business Concern	Paperwork to support certification

Appendix

A. Stakeholder Database

County	Organization Name
Atlantic County	Atlantic City - Community and Economic Development
Atlantic County	Atlantic City Housing Authority
Atlantic County	Atlantic County Chamber of Commerce of New Jersey
Atlantic County	Atlantic County Vocational School District
Atlantic County	Brigantine Chamber of Commerce of New Jersey
Atlantic County	Buena Housing Authority
Atlantic County	Egg Harbor City Chamber of Commerce of New Jersey
Atlantic County	Greater Hammonton Chamber of Commerce of New Jersey
Atlantic County	Hamilton - Neighborhood Preservation
Atlantic County	Mays Landing - Department of Community Development
Atlantic County	New Jersey SBDC at Richard Stockton College
Atlantic County	One-Stop Career Center - Hammonton
Atlantic County	One-Stop Career Center - Pleasantville
Atlantic County	Pleasantville Housing Authority
Atlantic County	Township of Egg Harbor Chamber of Commerce of New Jersey
Atlantic County	United Way of Atlantic County
Atlantic County	YouthBuild Atlantic City Atlantic City Boys & Girls Club
Atlantic/Burlington/Camden/Cape May/Cumberland County	United Way of Southeastern Pennsylvania & Southern New Jersey
Atlantic/Cape May County	Atlantic Human Resources
Bergen County	Bergen County Housing Authority
Bergen County	Bergenfield Chamber of Commerce of New Jersey
Bergen County	Black Ministers Council
Bergen County	Cliffside Park Housing Authority
Bergen County	Community Baptist Church
Bergen County	Edgewater Housing Authority
Bergen County	Elmwood Park Chamber of Commerce of New Jersey
Bergen County	Englewood Chamber of Commerce of New Jersey
Bergen County	Englewood Housing Authority
Bergen County	Fairlawn Chamber of Commerce of New Jersey
Bergen County	Fairview Chamber of Commerce of New Jersey
Bergen County	Fort Lee Chamber of Commerce of New Jersey
Bergen County	Fort Lee Housing Authority
Bergen County	Franklin Lakes Chamber of Commerce of New Jersey
Bergen County	Garfield Housing Authority
Bergen County	Glen Rock Chamber of Commerce of New Jersey
Bergen County	Hackensack - Division of Community Development
Bergen County	Hackensack Housing Authority
Bergen County	Hackensack Regional Chamber of Commerce of New Jersey
Bergen County	Hillsdale Chamber of Commerce of New Jersey

County	Organization Name
Bergen County	Lodi Chamber of Commerce of New Jersey
Bergen County	Lodi Housing Authority
Bergen County	Mahawah Chamber of Commerce of New Jersey
Bergen County	Maywood Chamber of Commerce of New Jersey
Bergen County	Meadowlands Regional Chamber of Commerce of New Jersey
Bergen County	Midland Chamber of Commerce of New Jersey
Bergen County	New Brunswick - Department of Planning, Community and Economic Development
Bergen County	New Jersey SBDC at Bergen Community College
Bergen County	NJ General Baptist Convention
Bergen County	Oakland Chamber of Commerce of New Jersey
Bergen County	Orange Housing Authority
Bergen County	Paramus Regional Chamber of Commerce of New Jersey
Bergen County	Ridgefield Park Chamber of Commerce of New Jersey
Bergen County	Ridgewood Chamber of Commerce of New Jersey
Bergen County	Rutherford Chamber of Commerce of New Jersey
Bergen County	SCORE Bergen serving North Eastern New Jersey
Bergen County	Tenafly Chamber of Commerce of New Jersey
Bergen County	United Way of Bergen County
Bergen County	Urban League for Bergen County
Bergen County	Westwood Chamber of Commerce of New Jersey
Bergen County	Wyckoff Chamber of Commerce of New Jersey
Bergen County	Bergen County Community Action Program
Bergen County	Bergen County Technical Schools
Bergen, Sussex, Hudson, Passaic Counties	Builders and Remodelers Association of Northern New Jersey
Burlington, Camden, Cumberland, Gloucester, Cape May, Atlantic and Salem Counties	Builders League of South Jersey
Cape May County	Avalon Chamber of Commerce of New Jersey
Cape May County	Cape May County Chamber of Commerce of New Jersey
Cape May County	Cape May County Technical School District
Cape May County	Cape May Housing Authority
Cape May County	Dennis Township Chamber of Commerce of New Jersey
Cape May County	Greater Cape May Chamber of Commerce of New Jersey
Cape May County	Greater Wildwood Chamber of Commerce of New Jersey
Cape May County	Ocean City Chamber of Commerce of New Jersey
Cape May County	Ocean City Housing Authority
Cape May County	Stone Harbor Chamber of Commerce of New Jersey
Cape May County	United Way of Cape May County
Cape May County	Upper Township Chamber of Commerce
Essex County	Abyssinian Baptist Church, Newark
Essex County	Bethany Baptist Church

County	Organization Name
Essex County	Bloomfeild - Department of Community Development
Essex County	Catholic Charities of the Archdiocese of Newark Boland Training Center
Essex County	Cedar Grove Chamber of Commerce of New Jersey
Essex County	East Orange - Policy Planning and Economic Development
Essex County	East Orange Chamber of Commerce of New Jersey
Essex County	East Orange Housing Authority
Essex County	Essex County College
Essex County	Irvington - Office of Community Development and Planning
Essex County	Irvington Chamber of Commerce of New Jersey
Essex County	Irvington Housing Authority
Essex County	La Casa de Don Pedro
Essex County	Laborer's local 55
Essex County	Livingston Chamber of Commerce of New Jersey
Essex County	Maywood Chamber of Commerce of New Jersey
Essex County	Millburn Chamber of Commerce of New Jersey
Essex County	Monmouth County Freeholder Office on Affirmation Action
Essex County	Montclair Housing Authority
Essex County	New Community Corporation
Essex County	Newark - Office of Partnerships and Grants Management
Essex County	Newark Area Chamber of Commerce of New Jersey
Essex County	Newark Chapter 15 SCORE
Essex County	Newark Housing Authority
Essex County	NJ Citizen Action
Essex County	North Essex Chamber of Commerce of New Jersey
Essex County	Nutley Chamber of Commerce of New Jersey
Essex County	One-Stop Career Center - East Orange
Essex County	One-Stop Career Center - Newark
Essex County	Orange Chamber of Commerce of New Jersey
Essex County	South Orange Chamber of Commerce of New Jersey
Essex County	St James AME Church
Essex County	Suburan Essex Chamber of Commerce of New Jersey
Essex County	United Way of Bloomfield
Essex County	United Way of Essex & West Hudson
Essex County	United Way of North Essex
Essex County	Urban League of Essex County
Essex County	Verona - Division of Housing and Community Development
Essex County	Verona Chamber of Commerce of New Jersey
Essex County	West Orange Chamber of Commerce of New Jersey
Essex County	West Orange Housing Authority
Essex County	YouthBuild Hudson Catholic Charities of Archdiocese of Newark
Essex County	YouthBuild Newark
Essex County	Bloomfield Housing Authority

County	Organization Name
Essex County	Essex County Division of Community Action
Essex County	Essex County Vocational Technical Schools
Essex County	United Community Corporation
Essex, Hunterdon, Morris, Somerset, Union, & Warren Counties	Metropolitan Builders & Contractors Association of New Jersey
Hudson County	Bayonne - Department of Community Development
Hudson County	Bayonne Chamber of Commerce of New Jersey
Hudson County	Bayonne Housing Authority
Hudson County	Guttenberg Housing Authority
Hudson County	Harrison Housing Authority
Hudson County	Hoboken Chamber of Commerce of New Jersey
Hudson County	Hoboken Housing Authority
Hudson County	Hudson County Chamber of Commerce of New Jersey
Hudson County	Hudson County Chamber of Commerce of New Jersey
Hudson County	Jersey City - Division of Community Development
Hudson County	Jersey City - Division of Housing and Community Development
Hudson County	Jersey City Episcopal CDC
Hudson County	Jersey City Housing Authority
Hudson County	New Jersey SBDC at New Jersey City University
Hudson County	North Bergen - Urban Enterprise
Hudson County	North Bergen Housing Authority
Hudson County	One-Stop Career Center - Union City
Hudson County	Secaucus Housing Authority
Hudson County	Union City - Community Development Agency
Hudson County	United Way of Hudson County
Hudson County	Urban League of Hudson County
Hudson County	Weehawken Housing Authority
Hudson County	West Hudson - South Bergen Chamber of Commerce of New Jersey
Hudson County	West New York Housing Authority
Hudson County	Bayonne Economic Opportunity Foundation
Hudson County	Hoboken Organization Against Poverty & Economic Stress (HOPES)
Hudson County	Jersey City Division of Community Development
Hudson County	North Hudson Community Action Corporation
Mercer, Middlesex, Monmouth & Ocean Counties	Shore Builders Association of Central New Jersey
Middlesex County	Borough of South Plainfield Chamber of Commerce of New Jersey
Middlesex County	Carteret Housing Authority
Middlesex County	East Brunswick Chamber of Commerce of New Jersey
Middlesex County	Edison - CDBG Program Coordinator
Middlesex County	Edison Chamber of Commerce of New Jersey
Middlesex County	Edison Housing Authority

County	Organization Name
Middlesex County	Faith Fellowship
Middlesex County	First BC of Lincoln Gardens
Middlesex County	Highland Park Housing Authority
Middlesex County	Metuchen Area Chamber of Commerce of New Jersey
Middlesex County	Middlesex County Housing Authority
Middlesex County	Middlesex County Regional Chamber of Commerce of New Jersey
Middlesex County	MIDJersey Chamber of Commerce
Middlesex County	New Brunswick - Department of Housing and Community Development
Middlesex County	New Brunswick Housing Authority
Middlesex County	New Jersey SBDC at Rutgers New Brunswick
Middlesex County	Old Bridge - Business Administrator
Middlesex County	Old Bridge Housing Authority
Middlesex County	Old Bridge Township Chamber of Commerce of New Jersey
Middlesex County	One-Stop Career Center - New Brunswick
Middlesex County	One-Stop Career Center - Perth Amboy
Middlesex County	Perth Amboy - Office of Economic and Community Development
Middlesex County	Perth Amboy Chamber of Commerce of New Jersey
Middlesex County	Perth Amboy Housing Authority
Middlesex County	Piscataway Chamber of Commerce of New Jersey
Middlesex County	Princeton Regional Chamber of Commerce of New Jersey
Middlesex County	Rutgers University - New Jersey SBDC Lead Center
Middlesex County	Sayreville - Department of Business Administration
Middlesex County	Sayreville Housing Authority
Middlesex County	South Amboy Housing Authority
Middlesex County	United Way of Central Jersey
Middlesex County	United Way of Greater Mercer County
Middlesex County	Woodbridge - Department of Planning and Development
Middlesex County	Woodbridge Housing Authority
Middlesex County	Woodbridge Metro Chamber of Commerce of New Jersey
Middlesex County	Jewish Renaissance Foundation
Middlesex County	Middlesex County Vocational and Technical Schools, Adult Education, Apprenticeship Training
Middlesex County	Middlesex County Vocational and Technical Schools, Career and Technical Education
Middlesex County	Puerto Rican Action Board
Monmouth County	Asbury Park - Office of Community Development
Monmouth County	Asbury Park Housing Authority
Monmouth County	Belmar Chamber of Commerce of New Jersey
Monmouth County	Belmar Housing Authority
Monmouth County	CSPNJ
Monmouth County	Eastern Monmouth Area Chamber of Commerce
Monmouth County	Englishtown Chamber of Commerce of New Jersey
Monmouth County	Farmingdale Chamber of Commerce of New Jersey

County	Organization Name
Monmouth County	Freehold - Community Development Division
Monmouth County	Freehold Housing Authority
Monmouth County	Greater Monmouth Chamber of Commerce of New Jersey
Monmouth County	Greater Ocean Township Chamber of Commerce of New Jersey
Monmouth County	Highlands Housing Authority
Monmouth County	Holmdel Township Chamber of Commerce of New Jersey
Monmouth County	Howell - Director
Monmouth County	Howell Chamber of Commerce of New Jersey
Monmouth County	Jersey Shore Chamber of Commerce of New Jersey
Monmouth County	Keansburg Housing Authority
Monmouth County	Long Branch - Office of Economic Development
Monmouth County	Long Branch Chamber of Commerce of New Jersey
Monmouth County	Manasquan Chamber of Commerce of New Jersey
Monmouth County	Middletown - Planning and Community Development Department
Monmouth County	Middletown Housing Authority
Monmouth County	Monmouth County Chamber of Commerce of New Jersey
Monmouth County	Monmouth County Vocational School District
Monmouth County	Monmouth SCORE
Monmouth County	Neptune Housing Authority
Monmouth County	New Jersey SBDC at Brookdale Community College
Monmouth County	Ocean Grove Chamber of Commerce of New Jersey
Monmouth County	One-Stop Career Center - Neptune
Monmouth County	Red Bank Housing Authority
Monmouth County	United Way of Monmouth County
Monmouth County	Monmouth County Housing Authority
Monmouth County	Check-Mate, Inc.
Ocean County	Bay Head Chamber of Commerce of New Jersey
Ocean County	Berkeley Housing Authority
Ocean County	Brick - Department of Community Development and Land Use
Ocean County	Brick Housing Authority
Ocean County	Brick Township Chamber of Commerce of New Jersey
Ocean County	Dr. Edward D. Harper
Ocean County	Greater Lacey Township Chamber of Commerce of New Jersey
Ocean County	Jackson Chamber of Commerce of New Jersey
Ocean County	Lakewood - Department of Community Development and Block Grant
Ocean County	Lakewood Chamber of Commerce of New Jersey
Ocean County	Lakewood Housing Authority
Ocean County	Lakewood Rap
Ocean County	Long Branch Housing Authority
Ocean County	NJ Building Laborers District Council
Ocean County	Ocean City - Office of Community Development
Ocean County	Ocean County SCORE

County	Organization Name
Ocean County	One-Stop Career Center - Toms River
Ocean County	Point Pleasant Beach Chamber of Commerce
Ocean County	Ship Bottom Chamber of Commerce of New Jersey
Ocean County	Southern New Jersey SCORE
Ocean County	Toms River - Department of Community Development
Ocean County	Toms River - Department of Planning
Ocean County	Toms River - Ocean County Department of Planning
Ocean County	Toms River Ocean County Chamber of Commerce of New Jersey
Ocean County	United Way of Ocean County
Ocean County	Ocean Community for Economic Action Now, Inc.
Ocean County	Ocean County Vocational Technical School
Union County	Community Church of God
Union County	Cranford Chamber of Commerce of New Jersey
Union County	Elizabeth - Division of Parks and Community Renewal
Union County	Elizabeth Chamber of Commerce of New Jersey
Union County	Elizabeth Housing Authority
Union County	Greater Westfield Area Chamber of Commerce of New Jersey
Union County	Haddon Housing Authority
Union County	Hillside Chamber of Commerce of New Jersey
Union County	It is Well Living Ministries
Union County	Linden Housing Authority
Union County	New Jersey SBDC at Kean University
Union County	One-Stop Career Center - Plainfield
Union County	Plainfield Chamber of Commerce of New Jersey
Union County	Plainfield Housing Authority
Union County	Rahway Chamber of Commerce of New Jersey
Union County	Rahway Housing Authority
Union County	Scotch Plains Chamber of Commerce of New Jersey
Union County	Shiloh BC
Union County	Summit Housing Authority
Union County	Suburban Chamber of Commerce of New Jersey
Union County	Union - Office of Community Development
Union County	Union City Housing Authority
Union County	Union County Housing Authority
Union County	Union Township Chamber of Commerce of New Jersey
Union County	Union Township Housing Authority
Union County	United Way of Greater Union County
Union County	United Way of Greater Union County - Summit
Union County	Urban League of Union County
Union County	YouthBuild Elizabeth Brand New Day CDC
Union County	Plainfield Action Services
Union County	Union County Department of Human Services - Division of Planning

County	Organization Name
Union County	Union County Vocational-Technical Schools
Statewide	Associated Builders and Contractors Inc. of New Jersey
Statewide	Associated Construction Contractors of New Jersey
Statewide	Comite de Apoyo a los Trabajadores Agricolas (CATA)
Statewide	Housing and Community Development Network of New Jersey
Statewide	Laborers' International Union of North America LiUNA-New Jersey: New Jersey Construction Craft Laborers' Apprenticeship Program
Statewide	NAACP New Jersey State
Statewide	New Jersey Builders Association
Statewide	New Jersey Community Action Association
Statewide	New Jersey Council of County Vocational-Technical Schools
Statewide	New Jersey Electrical Contractors Association
Statewide	New Jersey Plumbing, Heating & Cooling Contractors Association
Statewide	New Jersey SBDC of Northwest New Jersey
Statewide	New Jersey Subcontractors Association
Statewide	Small Business Administration: New Jersey District Office
Statewide	The African-American Chamber of Commerce of New Jersey
Statewide	The New Jersey Chamber of Commerce
Statewide	The Statewide Hispanic Chamber of Commerce of New Jersey
Statewide	Utility & Transportation Contractors Association