

**ATTACHMENT A**

**PROPOSAL COVER SHEET**

Organization	America Works of New Jersey, Inc.
Contact Person	Tori Conley, Development Director      tconley@americaworks.com
Address	228 E 45th Street New York , NY 10017
Mailing Address (if different)	
Type of Organization	(i.e., Public, Private, for-profit, not-for profit) For Profit
Type of Legal Entity	(i.e., Corporation, Sole Proprietorship, Partnership, Other (Describe)): Corporation
Federal ID#	26-2782694
Type of Project	<b>WIOA and WFNJ Career Services</b>
Dollar Amount Proposed	\$6,287,707.00

*Lee Bowes*

**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).

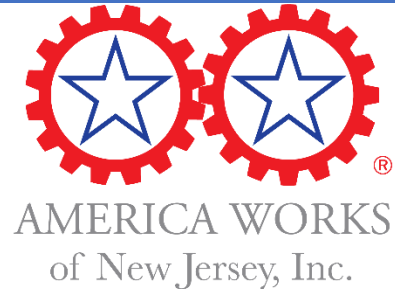
I hereby certify that I am authorized to sign as a legal representative for the business entity submitting this proposal.

Signature	<i>Lee Bowes</i>
Name of Person Signing	Dr. Lee Bowes
Title	Chief Executive Officer
Telephone	212-599-5627
FAX	212-599-5090

E-Mail Address	lbowes@americaworks.com
Date	06/09/2022

## 1. Executive Summary (maximum 2 pages) that includes:

a. Overview of the organization’s qualifications and alignment with the services sought by this RFP. b. Organization’s philosophy and approach to workforce development programs and services. c. Synopsis of the proposed program approach.



America Works of New Jersey, Inc. (“AWNJ”) was established in 2008 and is a member of the America Works Network of Companies (“AW”), founded in 1984, a constellation of legally separate entities that share ownership and institutional knowledge to provide workforce development services to individuals from vulnerable and low-income backgrounds. By continually evolving with the needs of employers and job seekers AW has placed nearly *AW has found jobs for nearly two million hard-to-place workers* including, but not limited to: TANF cash

assistance recipients, justice-involved individuals, out-of-school youth, custodial and non-custodial parents, veterans, homeless veterans, SSI/SSDI beneficiaries, individuals with HIV/AIDS, individuals with limited English proficiency, unemployed and underemployed individuals, and more. justice-involved individuals, out-of-school youth, custodial and non-custodial parents, veterans, homeless veterans, SSI/SSDI beneficiaries, individuals with HIV/AIDS, individuals with limited English proficiency, unemployed and underemployed individuals, and more.

AWNJ has held multiple Work First New Jersey (WFNJ) contracts, specifically in Burlington County, Ocean County, and Atlantic County. AWNJ continues to hold a WFNJ contract in Burlington County, in addition to its current Ticket to Work, Out of School Youth, and Vocational Rehabilitation programs. Additionally, AWNJ has operated multiple ex-offender reentry programs in northern New Jersey.

**WIOA Experience:** AW is currently the One-Stop Operator in three places: Orange County, California, Washington, D.C., and Burlington County, New Jersey. AW also has experience operating other WIOA programs, including WIOA Youth Services. AWNJ specifically has experience operating Workforce Innovation and Opportunity Act (WIOA), Out-of-School Youth (OSY) contracts in both Burlington and Atlantic counties. AW has prepared youth for education and employment and has found them employment.

**Adult and Dislocated Worker Experience:** AW operates WIOA services for Adult and Dislocated Workers in three states – Illinois, New Jersey, and Wisconsin. At the Walker’s Square Job Center in Milwaukee, which AWWI has operated since July 2017, the company provides Career and Training services to 1,200 participants annually, helping over 600 individuals obtain employment every year. AW operates as an HVRP provider in three cities – San Francisco, Chicago, and New York. – placing over 400 veterans in to jobs every year in HVRP alone. AW also operates nineteen (19) Ticket-to-Work (TTW) contracts, and four (4) One-Stop contracts. Furthermore, AW serves low-income individuals and those with limited education through employment services for TANF recipients in five states and the District of Columbia – in many cases outperforming other vendors in the same cities or counties in job placement and retention measures. Furthermore, AW provides TTW services to individuals who receive SSI/SSDI that wish to seek employment – many of whom have been out of the workforce for decades – in over 30 locations across 13 states and the District of Columbia and has the 6th most tickets of any TTW

Employment Network (EN) nationwide. AW has placed nearly *Two million participants* into employment since its inception in 1984, and in its largest contracts places over 10,300 participants into employment every year.

AW has geared up over *fifty (50) contracts in the past five (5) years* alone and has the administrative experience, fiscal capacity, and on-the-ground partners to quickly implement programs of the scale and scope of services. Awnj works with incumbent providers and the funding agency to develop and implement an effective transition plan to transfer customer case files and partner information with limited disruption to customers, partners, and PCWDB.

AW operates thirty (30) offices in thirteen (13) states including D.C., simultaneously balancing the demands of multiple funders at the federal, state, and local level while focusing on participant outcomes. America Works has successfully and efficiently operationalized over sixty (60) contracts in the past five (5) years alone, implementing large-scale changes without any disruption of services, whether it be transitioning a contract from an existing incumbent vendor or starting a whole new program.

*Called "a company with a conscience," this private workforce development firm has found jobs for nearly two (2) million hard-to-place workers.* Led by CEO Dr. Lee Bowes, a leader in the workforce development field for over 3 decades, AW stands out for its ability to develop innovative and client-centered programs that are tailored to the local population, workforce, employer needs, and geographic location. **America Works is a 100% Women-Owned Business.**

*Our mission is to equip everyone who comes to our offices with the right tools so that they can provide for themselves and their loved ones.* We believe the most effective approach in helping people out of poverty is by assisting them in finding meaningful employment. Our proven methods, services and experienced staff offer the right combination for success.

Using its unique brand of employment services, Awnj will provide the full scope of career services to WIOA-eligible Adults and Dislocated Workers and case management services to WfNJ and SNAP E&T recipients. When necessary, Awnj is happy to assist in providing WIOA Youth Services.

AW's Mission: To equip individuals who come to our offices with the right tools so that they are able to provide for themselves and their loved ones.

AW's Vision: To lift individuals and communities out of poverty using its unique brand of intensive, personalized employment services.

## 2. Organization Overview (maximum 3 pages) that includes:

a. 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 America Works Network of Companies (AW) was founded in 1984. America Works of New Jersey, Inc. (Awnj) was established in 2008 and is a member of AW. Awnj is an S-Corporation. Awnj operates under the sole ownership of Chief Executive Officer Dr. Lee Bowes and is a 100% Women-Owned Business. Awnj's mission is to lift people out of poverty through its unique brand of employment services.



AWNJ currently operates 28 programs across 13 states. AWNJ’s current annual operating budget is \$1.552 million. AWNJ has 275 full-time staff nationwide.

b. 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. Provide, as attachments to the proposal, three (3) reference letters (along with contact information) from funders (other than PCWDB) that can directly attest to the work you describe and verify your ability to serve customers, achieve deliverables and meet performance goals similar to those required by this RFP. Please ensure the accuracy of contact information. PCWDB will not contact applicants for updated reference information.

With nearly forty (40) years of experience in workforce development, AW has worked with countless Boards, partners, and/or service providers to develop strategic approaches. In addition to currently running three (3) HVRP contracts, AW was recently contracted by the DOL to provide technical assistance to other HVRP (Homeless Veterans Reintegration Program) providers to assist in meeting their goals, because of AW’s success rate in helping the underserved. AW has placed nearly Two million participants into employment since its inception in 1984, and in its largest contracts places over 10,300 participants into employment every year. Led by CEO Dr. Lee Bowes, a leader in the workforce development field for over 3 decades, AW stands out for its ability to develop innovative and customer-centered programs that are tailored to the local population, workforce, employer needs, and geographic location.

**WFNJ Experience:**

**New Jersey:** AW operates a WorkFirst New Jersey (WFNJ) contract for applicants and recipients in Burlington County. The program provides participants with job readiness, training, and placement opportunities. Since 2011, AWNJ has seen **the number of households receiving TANF fall by 44% and the work participation rate of TANF recipients increase by 65%**. For full performance of AWNJ’s WFNJ program, see below:

MONTH	TANF			GA/SNAP		
	Referrals Received	Enrollments	Job Placement	Referrals Received	Referrals who Showed	Job Placement
July 2019	26	24	15	21	20	5
August 2019	16	13	10	20	18	8
September 2019	34	28	13	15	15	8
October 2019	19	13	13	13	13	7
November 2019	24	15	7	15	15	6
December 2019	21	13	6	16	10	5
January 2020	20	17	8	12	12	2
February 2020	24	18	3	10	10	4
March 2020	10	6	3	11	11	3
April 2020	0	0	1	0	0	2
May 2020	0	0	2	0	0	1
June 2020	0	0	1	0	0	2

- Obtain list from vendor of enrolled clients.

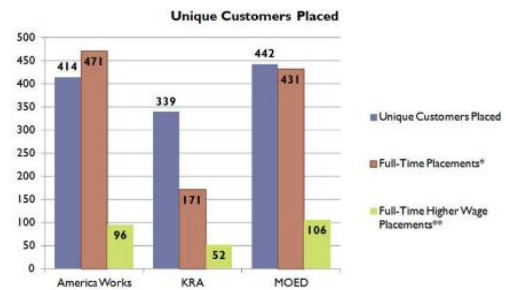
**327 total referrals and 271 enrolled in the program**

**California:** Since April 2019, America Works has provided CalFresh Employment and Training services for County recipients of General Relief (GR) and CalFresh (CF). In the initial ten months of operation AW has helped over one hundred (100) GR/CF participants attain employment. Between 09/19-09/20, **AW has achieved a 74% placement rate, with 154 participants obtaining employment out of 203 enrolled individuals.**

**New York City:** AW successfully operates eight (8) TANF contracts, the most of any vendor in the city. Each contract designates different work, education, training, and hourly activity requirements for participants depending on their program and demographics. As of July 31, 2019 we had **performed at 128% of goal.**

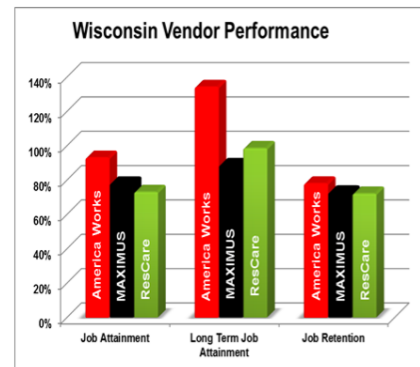
**Tennessee:** AW operates the TANF contract in Memphis, TN. The Employment and Case Management Services program anticipates **serves approximately 1,600 participants monthly, meeting or exceeding all contract goals.**

**Maryland:** AW operates the SNAP E&T Program in conjunction with the Work First Foundation in Baltimore, MD. AW also operates the TANF contract in Baltimore, MD, where we **placed 414 unique participants** (see chart below) between July and December 2018.



**Washington, D.C.:** AW operates two (2) contracts for TANF applicants and recipients: Food Stamp and Employment Training (FSET) Program; Work Readiness and Job Placement Program. **In FY19, AW enrolled 93 SNAP participants and placed 60 into employment.**

**Wisconsin:** AW operates the Wisconsin Works contract in Milwaukee, providing job readiness, placement, and retention services to TANF applicants. As the chart below shows, AW outperformed other W-2 TANF vendors in Milwaukee County in contracted goal versus actual performance levels and long term job attainment was at **130% of goal.**



In every market where AW is one of multiple contracted vendors providing workforce development services, **AW has outperformed all other service providers, consistently achieving the highest job placement and retention rates.** AW also implements a strengths discovery approach to service that focuses on uncovering and further cultivating jobseekers’ strongest attributes and helping them discover ways to advance their careers and/or education by utilizing their strengths. **AW’s model has lifted roughly 2 million individuals out of poverty, demonstrating its experience at an organizational level.**

One-Stop Experience:	
Location:	Washington, D.C.
Term:	2020 – Present

Summary of Work Performed:	Provide coordination of services for One-Stop Career Center which offers job search assistance, work readiness training, and educational services.
Achievements and Strengths:	AW was recently awarded the contract to serve as the Washington, D.C. One-Stop Operator. Upon notification of award, AW identified existing resources within the One-Stop system that had gone un-utilized by the previous provider, which was an <b>immediate cost-saving discovery for the funder.</b>
Location:	Atlantic City, NJ
Term:	2017 – 2022
Summary of Work Performed:	Provided coordination of services for One-Stop Career Center which offers job search assistance, work readiness training, and educational services.
Achievements and Strengths:	In Atlantic County, AW demonstrates its strength convening stakeholders. AW’s One-Stop Operator holds monthly operations meetings with all program stakeholder and providers. When needed, the America's One-Stop Operating System (AOSOS) contact is also phoned in to assist with the State’s information system. Familiarization between One-Stop partners facilitates cross-referrals and reduces barriers to services for customers. <b>Since AW became the One-Stop Operator, the engagement rate has risen from one of the lowest in the state to one of the highest.</b>
Location:	Burlington County, NJ
Term:	2017 – Present
Summary of Work Performed:	Provide coordination of services for One-Stop Career Center which offers job search assistance, work readiness training, and educational services.
Achievements and Strengths:	In Burlington County, AW’s One-Stop Operator, Jesus Arestirado, has found success in providing effective oversight of the One-Stop by <b>sitting among the front-line staff rather than a back office.</b> This has allowed Mr. Arestirado to effectively view how the One-Stop functions on the ground rather than on paper, give deserved credit, and suggest necessary changes. Mr. Arestirado’s <b>ability to be an impartial manager in-tune with shifting dynamics</b> across all One-Stop staff has been essential to its success.
Location:	Orange County, CA
Term:	2020 – Present
Summary of Work Performed:	Provide coordination of services for One-Stop Career Center which offers job search assistance, training, and educational services.
Achievements and Strengths:	In Orange County, AW was recently contracted to serve as the One-Stop Operator. Since being awarded, AW has immediately begun work to ensure an efficient transition to becoming the One-Stop Operator, while also ensuring that the office space and staff are fully prepared to follow all CDC guidelines to combat COVID-19, including creating a full COVID-19 Operating Plan. <b>AW has helped the AJC system effectively reduce wait times, maintain social distancing, and improve customer service by re-thinking customer flow procedures.</b>

***AWNJ is attaching three (3) reference letters from funders, with contact information included. Rather than ask our funders for an updated letter, we are including letters from our most recent proposal. Their contact information is up to date.***

c. 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.

*“The private sector must be utilized to secure jobs for people normally excluded from the workforce – welfare recipients, the physically disabled, the homeless, veterans, and the long-term unemployed”*  
**-Peter Cove, Founder**

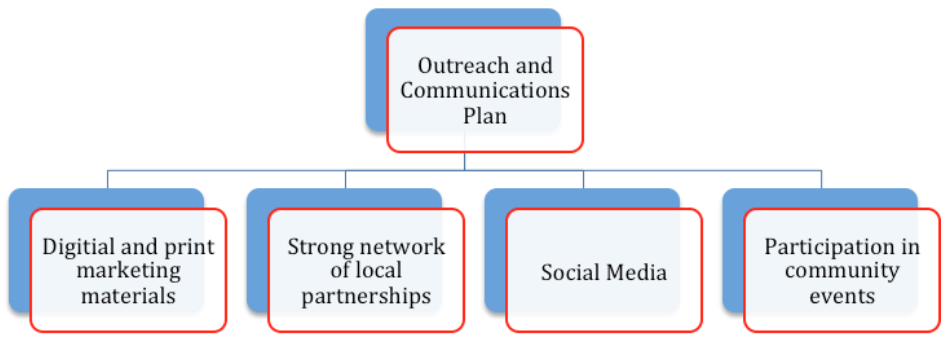
AW has experience operating dozens of different reporting systems, including **multiple reporting systems for the same contract**. Examples include NYCWAY, CARES, AOSOS, VOS, as well as commercial products like Salesforce, ETO, and Social Solutions, to name a few. AW has developed clear protocols for common intake, referral, and case management to enable customers to receive services from the office

that best meets their needs without duplicating efforts on the part of AW and partner staff. Similarly, AWNJ is able to ensure a **common referral and intake process across partners** to ensure that if customers walk in and give their information to any staff member at any location, staff have a clear understanding of all services the customer has already received, to whom they have previously spoken, as well as established next steps in service delivery.

**3. Program Narrative: Describe each of the following for your proposed program approach: (maximum 25 pages)**

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.

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



AWNJ views outreach and recruitment not just as an act of reaching out to potential customers but building a brand that attracts participants and is trusted and respected by service partners and the community at-large. In every location where AW operates, it seeks to be known not just by

employers and participants, but by the whole community. In addition, our social media strategy will be an integral part of outreaching the program. AW offices around the country maintain independent social media accounts that are regularly updated with event promotions, job fair notifications, participant success stories, and available job opportunities. AWNJ social media posts are designed to engage clients and inform them of upcoming events, trainings, and other opportunities. To maximize contact with clients, AWNJ utilizes an array of technologies, including Google Voice to send SMS text messages, intensive outreach to call clients including during late nights and weekends in an effort to not interrupt trainings or job schedules, e-mails, letters, and house visits where necessary.

Clients are outreached up to 3 weeks prior to their scheduled vendor appointments, via the following: AWNJ program flyers mailed to the addresses identified on NYCWAY, personalized phone call, personalized text messages, and invitation email. Clients are outreached the day before their scheduled appointments to remind them of their next day appointment via phone call, text messages, or email, to remind them of their next-day appointment. Clients are outreached on the day of the initial appointment, and a grace day if clients do not report as scheduled via phone call, text messages, or email.



Above all, we have found that the most important method of recruitment is “word of mouth.” By providing services that are engaging, enjoyable, and successful, AWNJ ensures exponential growth through such word-of-mouth advertising. AWNJ appreciates that clients are drawn to programs that reflect their personal interests and allow them to express their individuality. AW hosts a variety of events and initiatives that energize participants, attract them to AW programming, and provide them with a sense of community and belonging. Events include but are not limited to: social network photo shoots, entrepreneur speakership series, professional development fairs and giveaways, movie screenings and discussion, and education fairs with local colleges and universities.

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

Operating in New Jersey since 2008, AWNJ has served the “hardest-to-serve” populations with both voluntary and mandatory programs, including:

- **individuals on public assistance, such as SNAP and TANF recipients**
- **low-income/no-income individuals**
- **justice involved individuals**
- **SSI/SSDI beneficiaries**
- **the homeless, or those in imminent danger of becoming homeless**
- **out-of-school youth**
- **youth aging out of the foster care system**
- **veterans and homeless veterans**
- **individuals who struggle with alcohol and/or substance abuse**
- **mentally and/or physically disabled individuals**
- **individuals with limited or no work history**
- **dislocated workers**






- **educationally and basic skills deficient individuals**

AW has a demonstrated commitment to reaching adults “on the margins” who are not in school or employed. In New Jersey, AW has been proactive in its targeted outreach. AW regularly presents to the Atlantic County and Cape May County Recovery Courts to introduce its services to potential participants and build relationships with County officials and other referral partners. AW also participates in “Safe Surrender” events and hosts Atlantic County District Court staff on-staff to assist participants in need of expungement services.

Understanding that participants have different backgrounds, circumstances, and goals and therefore have different needs, Awnj provides individualized case management services that respond and evolve along the participant’s journey to self-sufficiency. From intake through job placement, participants have regularly scheduled meetings with their Career Advisor weekly or biweekly depending on client needs. In between face-to-face meetings, the Career Advisor conducts regular outreach to the participant multiple times per week for several reasons, including ensuring the participant is engaged and progressing in scheduled activities such as Voluntary Community Service, checking on the result of supportive service referrals, and providing encouragement before and after interviews, to give a few a few examples. Outreach may be conducted via phone call or text, email, or messaging app as necessary and preferred by the participant. Between scheduled meetings, the Career Advisor may have the participant come after difficulty with a series of interviews in order to debrief, if the participant expresses a desire for a change in assigned activity, or any other circumstance arises that where the Career Advisor feels an in-person meeting may be useful.

iii. Assess customers and create individualized plans and goals

Awnj recognizes that every worker is an individual with different career goals and different day-to-day realities that affect the pursuit of those goals. The Career Advisor listens to the client, using Motivational Interviewing techniques to help the client open up about short- and long-term goals, as well as challenges and barriers. The Career Advisor collects information on the client’s living situation, family contacts, educational and employment background, and adds to the client’s case file. The Career Advisor then has the client complete three assessments - *Barriers to Employment Success Inventory (BESI)*, the *VIA Assessment of Character Strengths*, as well as *O\*NET*.

AWNJ Assessments		
 <p>Barriers to Employment Success Inventory (BESI)</p>	 <p>VIA Survey of Character Strengths</p>	 <p>Occupational Information Network (O*NET)</p>
<p>A simple and quick method of identifying obstacles to employment that may include substance abuse, mental health conditions, or transportation and childcare challenges</p>	<p>Personality test developed by University of Pennsylvania’s Dr. Martin Seligman to identify an individual’s most prominent positive characteristics</p>	<p>A career exploration assessment that helps clients discover their interests, skills, and values, and explore how they can be applied to a career</p>

America Works focuses on building self-esteem in life skills and job readiness on concepts of Positive Psychology. AW utilizes VIA signature strengths assessment from the University of Pennsylvania to help participants identify their unique Strengths that if they implement at workplace and personal life will improve their engagement at work and wellbeing. AW helps prepare clients to know their top 5 strengths and utilize them during job interviews. Participants, when hired, execute their unique strengths at the workplace which in turn improves productivity and retention.

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

AWNJ routinely exceeds participation rate goals by focusing on participant engagement and providing quality services in an efficient manner that respects participants' time. AWNJ knows that the best way to ensure that participants continue to meet required participation hours until successful program exit is to offer programming that they recognize as a good use of their time because it matches their interests, helps them progress towards their goals, and produces desired results.

Extensive proactive engagement is ingrained in every aspect of AWNJ's services. Upon receipt of referral, the participant is contacted by the Customer Service Specialist and is scheduled to attend Orientation as soon as they are able. AWNJ believes timely correspondence with referred participants is essential to their well-being and that of their families and is most likely to result in productive outcomes. Once on-site, AWNJ has developed an engaging and comprehensive orientation for participants so that they are immediately engaged and inspired by the upcoming program. During orientation, participants learn about the program and the entire process at AWNJ, from intake to post-employment.



During assigned activities, Career Advisors maintain frequent contact to check-in on participants and make sure they are attending their assigned activities and feel like they are progressing towards their goals through their assignment. This contact continues post-employment to ensure job attachment, with AWNJ staff intervening when possible to avoid early termination.

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

**LMI Information:** AWNJ relies extensively on Bureau of Labor Statistics (BLS) Data, WIOA State, Regional, and Local Plans, as well as wage and occupation data from the Tennessee Department of Labor and Workforce Development. This data aids in planning performance targets, staffing, career advisement, and selection of target industries in Business Services. With over 4,000 employer partners across the country, AW not only has BLS data to inform its services and use to aid in career advising – it also has data from its own employer accounts. Salesforce can show Sales Representatives employer accounts from across all AW programs to give a full picture of up to date trends in hiring for specific employers and specific jobs. While past data on enrollments and foot traffic in One-Stop system is a main tool to predict number of customers served, AWNJ is aware that fluctuations in the labor market and the pandemic create distortions



that make future predictions difficult. AWNJ therefore will use data from meeting minutes from other local workforce boards that serve a geographically and demographically similar region to analyze trends in workforce systems and utilization of Adult and Dislocated Worker services.

**Career Counseling and Coaching:** Once clients identify career interests through the assessments and Career Exploration activities, they are ready to develop an Individual Employment Plan (IEP). The IEP includes career pathways and preferred jobs, identified support service needs and community resources, including services the client may need, as well as recommended trainings or adult education accessed through the OSCC system. The Career Advisor enters the IEP into the case management system after discussing in detail with the client.

AWNJ places great emphasis upon the development of person-to-person relationships between client-facing staff and their counterparts at supportive service organizations in order to facilitate referrals by providing a virtual “warm hand-off” and makes it easier for AWNJ staff to track participant progress

Clients who are referred to Work Experience by their Career Advisor meet with a Sales Representative. The Sales Representative considers the client’s career goals, level of job readiness, assigned hours, location and access to transportation in order to link the client to a Work Experience opportunity that is the right match. Work Experience opportunities may include **On-the-Job Training, Pre-Apprenticeship programs, Community Service, Internships, and Job Shadowing**. All Work Experience assignments develop a targeted job skill that helps the client become job ready. Clients are supervised daily by the site partner during Work Experience to ensure their safety and proper development. AW has close partnerships with Work Experience site partners that ensure constant communication regarding client progress. The Career Advisor reviews this communication during case management meetings with the client. This performance evaluation will both help AW continue addressing barriers to employment, provide personalized case management, and provide an additional assessment of work competencies.



A main duty of the Sales Representative is to build relationships with area non-profits, government agencies, as well as small and large business enterprises to generate a variety of Work Experience opportunities. In addition to conducting outreach to incumbent site partners, the Sales Representative canvasses businesses as well as government and non-profit organizations informing them of Work Experience, seeing what their needs are as well as what kind of experience they can provide. AW carefully screens potential and incumbent site partners based on the access clients have to their supervisor, the level of responsibility given to clients, as well as the transferrable skills clients can potentially obtain. All Work Experience partnerships are solidified via Agreements that are submitted to the Workforce Development Board for approval before client placement. Once AW starts referring clients to Work Experience site partners, the Sales Representative conducts regular site visits to ensure clients are involved in a truly engaging and worthwhile experience. Information from communication with site partner supervisors, as well as input from clients on their experience, along with site visits by the Sales Representative are used to evaluate the effectiveness of Work Experience site partner relationships.

This helps ensure the Sales Representative is assigning clients to the Work Experience that will most effectively prepare them for the job market.

Starbucks Testimonial

*“America Works has been a reliable and impactful partner, deliberately balancing the priorities of both Starbucks and America Works in a way that has yielded positive outcomes for both entities....As a result of the training program, all of the graduates of the program are well-versed in the history, culture and operations of Starbucks and are prepared to be excellent Starbucks partners.”*

**AW also has relationships with large national employers such as Amazon, CVS, and Starbucks,** and has even crafted individualized services for these companies to help entry-level employees quickly advance to supervisor-level positions that pay family-sustaining wages in an on-the-job training and pre-apprenticeship model. AW offers pre-apprenticeship courses, online trainings and classroom instruction, covering specialized

skills for specific positions at the companies for individuals working in entry-level positions that have been selected to be fast-tracked to supervisor roles.

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

AWNJ possesses a clear understanding of the Career Pathways model, as exemplified in our self-described “Career Pathways” program administered in New York City under the Human Resources Administration. Specifically, Career Pathways involves the coordination of all elements of an area’s workforce development system to guide individuals through progressive levels of career development in order to help them achieve stable employment outcomes with family supporting wages. Employers, government agencies, education providers, social service providers, and intermediaries coordinate their services in order to see career advancement out of poverty and unemployment, into the working world, and beyond to living-wage jobs that will survive changes in technology and automation. However, AWNJ recognizes that workers are not fully free to pursue career advancement, training or education if they struggle to meet basic needs. Workers need access to a well-functioning, coordinated system of support that includes access to public transportation, childcare, mental health and family health service, and emergency services. At AWNJ, we utilize our institutional knowledge to apply the Career Pathways framework and coordinate with service partners to ensure that all customers’ needs are met so that they are prepared to successfully enter the workforce.

Nationwide aw has an extensive network of over 4,000 employers in its always-growing jobs portfolio. Aw’s job placement model focuses on building employer partner relationships and acts as a mobile human resources department for employers. Sales representatives utilize a sales approach to job placement by leveraging their skills in marketing and sales to obtain business relationships that lead to a plethora of job orders.

AWNJ utilizes a sector-focused, demand-driven approach to job development. Since the beginning, aw has maximized job placements by developing and maintaining relationships with industries and employers that have labor market growth potential. AWNJ utilizes data from federal and state departments of labor, census, and bureau of labor statistics to identify hiring trends and target industries with forecasted growth. AWNJ also understands the importance of relationship building. Aw staff across the country are constantly entering the field in order to meet with current and potential employers in order to build trust, develop rapport, and best advise them of the services that aw can offer them.

AWNJ believes that meeting employers at their places of business is the best way to take the first step towards developing a reliable sales relationship. From the initial employer visit, the sales representative identifies key positions in the business and the different needs an employer may have, in order to offer the appropriate suite of services to provide targeted assistance both immediately and well into the future. AWNJ also offers to host and organize interviews on-site at its office, off-site at the employer's place of business, and group interviews, giving employers the flexibility to fill a significant portion of their hiring needs at a convenient time and location. After these specifications have been provided, the sales representatives pass on the job order information to career advisors who immediately begin pre-screening jobseekers who may meet the qualifications. The sales representatives follow up with employers to confirm any job placements and provide additional support to employers, such as pre-placement training or advancement training programs.

As part of being a dynamic job development partner, AWNJ hosts on-site hiring events in which employers can conduct immediate interviews in order to fill open positions. Employers are also actively invited to deliver informational sessions and presentations on their companies and industries on-site. Presentations are open to all jobseekers, whether they know their employment trajectory or are still exploring their career interests.

Beyond the benefits of pre-screened jobseekers and a large pool of candidates, employers who work with AWNJ also benefit from the personalized retention services that AWNJ provides. Recognizing that job retention is important not only for the employee but for the employer, AWNJ remains in regular contact with both parties once job placement has occurred. Should any problems arise between the member and employer that may result in termination or resignation, AWNJ steps in to mediate. Over the past nearly 40 years, employer partners have realized that when they use aw, they not only fill their hiring needs but see their turnover rates reduced and internal advancement of employees increase. AWNJ acts as a live network through which jobseekers are pre-screened and personally matched to the right opportunities.

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

As mentioned above, AWNJ provides the Barriers to Employment Success Inventory to all participants, to assess them for barriers to employment. Once barriers are identified, AWNJ staff are able to provide a "warm hand-off" to a supportive service partner organization that will aid in barrier removal.

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

The Career Advisor contacts the client several times per week through the first one to two months of employment in order to provide encouragement and ensure the client is adjusting well to their new work environment. Career Advisors work with the client and local service providers to find solutions in the event of unexpected problems that may impede work, such as transportation or childcare issues. Clients receive occasional visits on the job by a Sales Representative. This allows the Sales Representative to speak with the client and make sure they are happy with their new employer, as well as discuss the client's progress with the manager, potentially resolving any workplace issues that may need to be addressed. The Career Advisor helps coach the client on how to progress within their workplace and steps they may continue to take in the future to help advance their career. If a client is terminated from employment, AW immediately engages in outreach

efforts to convince the client to return to AW to connect the client to new job opportunities after reviewing and addressing the reasons for termination.

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

Technology Lending Program: The AW network has rolled out an innovative strategy to provide participants nationwide with remote, digital access to virtual trainings, services, and job search tools through our Technology Lending Program. In Baltimore, MD, Orange County, CA and New York City, AW provides program participants with loans of Chromebook and Samsung Galaxy Tablets. Participants can borrow devices and Internet Hotspots for 30 days to conduct job search activities and attend virtual trainings from home. In between loans, all devices are sanitized, wiped of previous user data, and readied for the next loan. Participants are able to extend their loan for continued use.

This service has enabled clients to access services and conduct job search activities without entering the office, which has been extremely important during the COVID-19 pandemic, but which can continue to be a productive strategy for service delivery even when the pandemic is resolved. With this innovation, clients with barriers to in-person services, such as a lack of reliable transportation or childcare, can receive help and work on their job search or training from home, if the Board decides to invest in the rollout of this program in Passaic County. AWNJ is fully prepared to provide a blend of virtual and in-person services, as it has been for the duration of the pandemic.

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

AW offers **tutoring services** to help participants improve grades, academic skills, and confidence. Staff go over assignments with participants, answer questions, provide practice materials, and generally help **strengthen academic skills** and master course material. Additionally, adult students are taught effective learning skills, time management, stress management, and test taking.

For clients pursuing post-secondary education, AW will connect with its partners in the public schools, universities, and local business to help youth launch careers in the high-demand fields of science and technology. AW ensures a variety of services are available during both daytime and evening hours, with ample remote learning opportunities available. The AW training team has developed an extensive library of over 600 unique virtual trainings, *covering skills and strengths assessment; career exploration, navigation, and advancement; soft skills, including professional communication, decision making, and leadership; technology and digital literacy; resilience, wellness, and healthy coping skills; ESL trainings; and vocational trainings linked to high-value, high-demand credentials, including OSHA-10 and OSHA-30, and career fields, including security, home health, construction, pharmacy tech, and coding.* AW offers pre-HSE training and individualized support and tutoring. AWTN will host both virtual and on-site college career fairs, in-person field trips to college campuses to learn more about their programs, and referrals to HSE courses. AWTN offers college counseling and classes aimed at helping clients make. Training and education partners are thoroughly vetted to ensure clients leave as debt-free as possible using available grants via Federal, State, and local resources. If clients need to take out a loan, AWTN staff help them research the most affordable options. AWTN staff survey partner education providers for any supportive services they offer, favoring schools that offer academic counselors,





### CLIENT STORY



**Ronald** came to America Works as a **former college quarterback** and **Director of Admissions for Education Affiliates**. As he had reached the top of his profession, he sought out America Works for assistance with finding a new position that would be **comparable** to his previous employment. As a result of his determination to get back to work and of the support of an America Works Sales Executive, Ronald worked to secure a role as the **Assistant Director** of CORE DC.

After landing this role, Ronald was soon promoted to be the **Director of his site** and is now being promoted to be the **Director of all CORE sites** in the DC area.

on-site daycare, available tutoring services, work-study opportunities, lenient attendance policies, and proven job placement records.

AWNJ offers the following types of training services, which are offered in-person and virtually to maximize engagement.

***Classroom based occupational skills training:*** AW offers short-term courses that lead to high-value occupational skills and professional certifications and works with local eligible training provider to connect participants to occupational skills training in priority industry sectors.

***Job shadowing and career exploration:*** AWNJ participants will have the opportunity to participate in job shadowing and career exploration by working with the AWNJ Sales Representative. For a complete overview of Employment Services, see above section “Employment Services.”

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

***Eligible Training Provider List (ETPL) training and Apprenticeship training Employment Services:*** AWNJ will coordinate with the WIOA Title I staff to provide access to these program elements. AWNJ currently offers many courses, including preparation for High School Equivalency examinations, Job Seeking and Changing Skills, Customer Service/Retail/Sales/Call Center, and Work and Family Studies. Modules from these courses will be integrated into each program offered for Passaic County in coordination with PCWDB, with lessons from Job Seeking and Changing Skills as well as Sales and Customer Service lessons utilized to develop a full “Entrepreneurial Training” and Work and Family Studies. Primarily, Leadership Development will occur outside of the classroom, and be made up of Community Service assignments, teamwork exercises, goal setting and attaining as tracked by our Career Adviser. Job Retention Skills modules will be drawn from our nationally-recognized “Job Readiness Training,” which is currently offered as a two to four week “crash course” that is regimented and carefully tracked by our Career Advisers and teaches resume writing, interview skills, time management, etc. Thus,

classroom-based learners will be primarily assigned to Entrepreneurial Training and Financial Literacy Training, whereas more interdisciplinary individuals who may not perform to their highest capacity will be assigned more regularly to the more open-ended Leadership Development.

In addition to scheduled activities, clients will be encouraged to report to AWNJ at any time during normal business hours. They will be able to attend training workshops focused on job acquisition and retention and will have access to on-site computer labs from which they will be able to access labor market information, apply for jobs, or work on their resume. Additionally, their assigned Career Adviser will be available for meetings outside of the regularly scheduled conferences. Trainers will have scheduled “office-hours” during which time they will be available for tutoring and study-skills training. Finally, one of our most valuable resources, our Sales Representatives, will continue to work with clients on soft skills development by conducting mock interviews on site whenever clients opt to visit them.

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

From professional clothing to mental health, AWNJ has relationships with local Community Based Organizations (“CBOs”), local area employers, and higher education institutions that we will incorporate into our programming for OSY. Upon graduation, AWNJ will help place clients into education, work experience, or employment by utilizing AWNJ’s strong, established network of education providers within Burlington that offer training relevant to local labor needs and local employers looking for talented hires in positions that fall naturally into long-term career lattices rather than short-term or temporary employment.

All participants interested or in need of alternative secondary school services will be referred to WIOA Title II funded organizations that meet their needs based on schedule, location, specific educational needs, and any special accommodations.

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

Consistent data management and internal reporting allows AWNJ to effectively measure customer progress and meet the reporting requirements specified by the PCWDB. To meet the first deliverable specified by the PCWDB, all staff are trained in all data management systems utilized for the programs, as well as both funder and internal reporting policies. AWNJ staff are required to document all customer interactions, activities, and referrals within the mandated data system (**or internal reporting system**). This consistent level of monitoring and reporting will ensure that all customer activities are being documented, so that AWNJ can provide a report on the first day of each month of all customer service activities to Passaic County.

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



### CLIENT STORY



**Andrew** came to America Works hoping to turn his years of experience as a **professional boxer** into a new career as a **boxing coach**. However, Andrew quickly ran into a problem: due to an administrative error, his boxing license had been suspended right before a major boxing event.

The America Works team sprang into action and successfully obtained both a letter of compliance as well as a communicational channel between the relevant agencies. The team was able to **resolve the issue** days before the event and, at the competition, Andrew's boxer won with a **knockout**.

In recent years, AW has developed in-house **pre-apprenticeship** and **apprenticeship programs** alongside long-time employment partners including Starbucks, CVS, and Amazon, with a focus on constructing pathways for individuals with limited work experience to quickly advance from entry-level positions to higher-wage occupations. In 2019, AW successfully piloted the **Starbucks Pre-Apprenticeship Program** in Baltimore, MD, which provided participants with **company-specific trainings**, **mentorship from Starbucks employees**, **networking opportunities** to prepare participants for management opportunities. AW and CVS Health collaborate on many initiatives, including an **Intro to Pharmacy Technician** training in response to CVS Health's urgent hiring need for pharmacy technicians; to developing a **Young Adult Program** as part of CVS Health's *Social Justice and Equity* efforts. AW has also developed pre-apprenticeship programs in partnership with Amazon that prepare clients to become Warehouse Team Members and quickly advance to Area Managers.. By marketing AWNJ as a *"mobile human resources department"* that recruits and pre-screens qualified candidates, Sales Reps demonstrate how AWNJ can meet employers' specific hiring needs and **eliminate hiring burdens**. Concurrently, AWNJ provides participants with a *"foot in the door"* at places they may otherwise be overlooked. Thus, AWNJ's job placement model is uniquely successful by benefiting **both employees and employers**.

Participants interested in **Work-based learning opportunities** meet with a Sales Representative, who consider factors such as their career goals, level of job readiness, assigned hours, location, and access to transportation to link the participant to a work-based learning opportunity that is a good fit. Work-based learning opportunities may include *On-the-Job Training, Pre-Apprenticeship Programs, Apprenticeship Programs, Community Service, Internships, and Job Shadowing*. Work-based learning participants are **supervised daily by the site partners** to ensure their safety and skill development. Sales Reps will build relationships with local non-profits, government agencies, and business enterprises to generate a variety of work-based learning opportunities. The Sales Rep will **canvass business and organizations**, informing them of the



work-based learning program. AWNJ carefully screens potential and incumbent site partners based on *supervisor access*, the *level of responsibility* given to participants, and the *transferrable skills clients can obtain*. All work-based learning partnerships are solidified via Agreements that are submitted to PCWDB for approval prior to placement. Once AWNJ places participants in work-based learning sites, the Sales Rep conducts **regular site visits** to ensure a worthwhile experience.

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

AWNJ’s unique model of job placement through a focus on employer relationships continues to set the AWNJ network apart from other workforce services providers. In every shared market where AWNJ and other vendors hold contracts for workforce services to welfare job seekers, AWNJ exceeds the competition in job placement and job retention measures.



Within AWNJ’s model, AWNJ Sales Representatives go into the field, or, during the pandemic, make contacts remotely, and utilize their skills in Sales and Marketing to “sell” AWNJ as a mobile human resources department, prescreening qualified candidates for open job positions. Sales

Representatives spend up to seventy percent (70%) of their time contacting businesses or in the field visiting potential new business job seekers or checking in on current business job seekers to see how AWNJ can best meet their workforce needs. Through this method, AWNJ builds and maintains relationships with employers and businesses that come to trust AWNJ for all of their staffing needs. By developing relationships with employers, Sales Representatives are able to act as a reference for job seekers and help them get a “foot in the door” where they otherwise may be overlooked. Through extensive connections with employers whose trust has been earned and maintained by AWNJ Sales Representatives, AWNJ can help job seekers gain an immediate source of income by finding them employment within days or even hours of enrollment, if they are work-ready.

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

AWNJ has recently launched an online learning platform, *The Cove*, through which customers can access over 600 pre-recorded workshops on a variety of workforce development topics, a few examples of which are listed below.

Building a Hybrid Skillset for Advanced Customer Service Roles	Exploring Tech-Adjacent Opportunities	Working in Tech for the Common Good	Learning For Tech Careers
Transforming Knowledge into Career Capital: Exploring Ways to Monetize Your College Degree	Managing Your Reputation in the Job Market	Exploring Career Resilience Across Industries	Intro to Project Management
4-Part Series on Emerging Healthcare Leaders	Transferring Customer Service to Healthcare Jobs	Careers in Coordinating Patient Care	Intro to Cybersecurity

AWNJ also offers live virtual courses taught by Training staff located in other regions such as Baltimore, D.C., Fresno, Memphis, Milwaukee, and New York, to name a few. Any participant may access all online pre-recorded and live-virtual trainings *at no cost to the funder*.



#### CLIENT STORY



**Terence** was offered a position as a **sweeping operator** at Dream Sweepers and just needed his license to begin work. With the help of America Works, Terence was able to communicate with the Child Support Office to have his license reinstated. Even when a miscommunication occurred that resulted in Dream Sweepers rescinding Terence's job offer, America Works was able to step in and help him to rectify the situation. Indeed, America Works team members reached out directly to Dream Sweepers to explain the situation.

Terence is now **fully employed** by Dream Sweepers as a result of his **hard work** and of the **support from America Works**.

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

*During the period of COVID-19, AWNJ has amassed considerable experience, infrastructure, and training materials to support virtual and remote services.* This allows AWNJ to leverage trainings provided by AW training staff around the country. Today, in addition to in-person trainings in a classroom at AWNJ's facility, AWNJ clients are able to participate in trainings held by Trainers in New York City, Fresno, Milwaukee, Memphis, D.C., and elsewhere. AWNJ intends to continue to use remote learning as a way to leverage training resources across locations, while also providing in-person courses. With new work-readiness curriculum being developed and added to the AW Training Catalog every month, AWNJ is fully prepared with over 300 unique courses and study groups on vocational, education, digital literacy, career navigation, leadership development, and soft-skills topics.



Since March 2020, the Education Team has compiled a library of 300+ individual and unique webinar recordings for clients to watch and engage with remotely on their own time. AWNJ has created a tailored Learning Management Software to upload all recorded training, orientation, and career counseling materials and allow clients to remotely engage in Job Readiness Activities outside of traditional business hours and on their own time. The Learning Management Software is designed to track

all client activity, including which orientation and work readiness training videos are watched completely and the total time spent engaged in qualifying Job Readiness activities. Since the onset of the pandemic, Career Mentors have been generating brand-new Employment Skills Workshops and Bridge Trainings on a weekly and/or monthly basis. Each new workshop and training is designed to be topical, relevant to client needs, and informed by labor market and employment trends.

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.

AW has a history of strong collaboration between WIOA partners and convening stakeholders. In Atlantic County, New Jersey, where AW served as the One-Stop Operator, AWNJ conducted monthly operations meetings with Atlantic County One-Stop staff, the SNAP Employment & Training provider, local Child Care Resource and Referral Agency, and Youth services provider. When needed, AWNJ phoned the AOSOS Consortium contact to assist with the State's information system. AWNJ made a point of emphasis in being involved with local initiatives, such as the Literacy Committee with Atlantic Cape Community College or working with the New Jersey Department of Labor on a pilot to map out procedures for re-engaging sanctioned SNAP beneficiaries. As a result of AWNJ's efforts, the engagement rate rose from one of the lowest in the state to one of the highest. In Milwaukee, WI, as a WIOA Career Services provider, AW participated in a Coordinating Council hosted by EMI, the local workforce board, every month at different service providers around Milwaukee County. As the Career Services provider, AW shared employer data and contact information with EMI's Business Services team for all jobseeker hires and encouraged the development of relationships between Business Services and AW employer partners. Conversely, AW respected EMI's need for controlled channels of communication for their employer partners and followed EMI's instruction when reaching out to their employer partners. However, AW's direct employer contact proved beneficial in ensuring success for EMI's job fairs and other hiring events. For instance, when EMI's Business Services team announced an upcoming job fair and named the participating employers, AW researched the qualifications necessary for the participating employers' job openings. We were then able to search through our database of enrolled jobseekers and Basic Services visitors to find candidates that match the qualifications of vacant positions and conduct extensive outreach to get many of them to attend the job fair.

One of our critical collaboration goals as the Career Services provider is ensuring the Sales Representatives have up-to-date knowledge of which job seekers have recently or will soon complete credential trainings. AW has been continuously working to streamline its processes within Salesforce to efficiently link credentialed candidates to job openings, and AW has met with technology partners such as Opportunity@Work on the development of a 'Talent Portal,' which would further streamline this process.

AW has helped One-Stop Systems effectively reduce wait times, maintain social distancing, and improve customer service by re-thinking participant flow procedures. AWNJ holds a standard of same-day Career Services delivery – whether it be a remote or in-person visit, AWNJ connects visitors to numerous services and resources on their first day, eliminating the number of visits necessary before they can progress in their employment journey. AWNJ will work together with

PCWDB, the other Center contractors, One-Stop Operator mandated partners, and other partners to offer seamless service delivery. AWNJ offers all eligible participants individualized services based on their goals, whether it be training and education, rapid job placement, higher education, pre-apprenticeship or apprenticeship opportunities, or part-time training for incumbent workers. AWNJ has a “once a participant, always a participant” attitude whereby job seekers can always feel welcome to return to receive continued coaching and resources along their career journey.

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.

**Quality of Services:** AWNJ believes in a positive-psychology approach to case management that uncovers participant strengths rather than focusing on limitations. Nowhere is this more visible than in the Selling Your Strengths curriculum used in Job Readiness Training. Using the results of the VIA Assessment of Character Strengths, participants work with the Trainer to build their personal brand, and work on an “elevator pitch” explaining their professional strengths, in addition to learning interview techniques and etiquette. Participants are given interview questions and coached on how to incorporate their character strengths into their response.

The VIA Assessment of Character Strengths, from Dr. Seligman’s Authentic Happiness program, bolsters participants’ abilities based on their strengths. Used by the University of Pennsylvania, The VIA Survey of Character Strengths is a simple self-assessment that takes less than fifteen (15) minutes and provides a wealth of information to individuals to understand their core characteristics. Most personality tests focus on negative and neutral traits, but the VIA Survey focuses on an individual’s best qualities – providing them with a ranking of their strengths from greatest to “least greatest” in twenty-five (25) categories. The VIA Survey of Character Strengths has increased the self-esteem of AWNJ participants in programs across the country and resulted in positive program success. The Selling Your Strengths curriculum helps participants translate the results of the VIA Survey of Character Strengths to a professional setting, taking the results of the survey and coaching the participants on the professional keywords employers look for that match their strengths.

The Trainer then coaches participants on how to tell their story in a concise, on-point manner in a way that conveys their strengths. Participants write, re-write, and rehearse their message so that each participant leaves able to give an effective sound bite and line of messaging they can take with them into an interview or networking meeting.

Beyond interviews, Selling Your Strengths has profound effects not only for participants’ job search, but their ability as workers and their job satisfaction. Participants are able to take their assessment results to an AWNJ Sales Representative, who can help them discover job matches that incorporate their strengths which they may not have thought of before, or the Sales Representative can help participants to think of ways their strengths will help them in the workplace at a job they previously wanted. This helps participants not only develop confidence in the job market, but search for employment with greater focus by aligning their search with jobs that will give them the greatest opportunity to thrive.



Selling Your Strengths not only helps participants find more quality job opportunities by aligning their search with jobs that fit their strengths, but also helps participants become more quality workers for employers. Selling Your Strengths is designed to help jobseekers develop the skill of being engaged and motivated in the workplace by identifying, promoting, and enhancing their greatest strengths in the context of a work environment. While having a quality job that aligns with a long-term career development strategy makes it easier to be engaged and motivated in the workplace, AW recognizes that ultimately this engagement is a skill in and of itself that can be developed and applied in any work environment. In this way, personal development and professional development are closely intertwined.

**Staff Evaluation:** AWNJ maintains an updated Quality Assurance Plan (QAP) to ensure required performance standards or services levels are achieved. Performance management rests on developing a capability to review and analyze information generated through performance assessment. Performance assessment includes Weekly Internal Program Report Monitoring, Case and Service Monitoring, and Customer Feedback. The ability to make decisions based on analysis of performance data is the cornerstone of performance management; this analysis yields information that indicates whether expected outcomes for a project are being achieved by AWNJ.

**Weekly Internal Program Monitoring:** All AWNJ employees complete weekly reports which are sent to the Site Director, who forwards them along with summary and analysis to CEO Dr. Lee Bowes. This provides an opportunity for both Dr. Bowes and the Site Director to regularly review program activities to ensure goals are being met at or ahead of schedule. These weekly reports detail the program activities and achievements for that week, and help each employee, from administrative staff to Site Director, to CEO, have an honest and up-front assessment of the program on a regular basis. In particular, these reports are able to be used to determine whether activities need to be increased or decreased based on monthly contract goals, and ensure a regular review of all contract procedures being completed by AWNJ staff. The reports also show trends which are important in monitoring activity effectiveness, and allow for changes to be made quickly



#### CLIENT STORY



**Angel** is the mother of an infant and a model client, always taking every learning opportunity and following through on every job lead. As she has to balance work responsibilities with **childcare responsibilities**, she was specifically looking to find a remote job opportunity.

She connected with the **America Works Howard County Sales Team** as that team had leads for virtual positions. Angel was able to go through the job search process with the support of the Sales Team and she ultimately secured an **insurance claim processing** job at **Corvel Corporation**. Although the position begins as a hybrid role, Angel will be able to work from home as long as she stays ahead of her work.

within the program design to improve total outcomes. Dr. Lee Bowes also regularly reviews these reports with the Site Director, sharing insights and thoughts to help continually improve programming and results.

**Customer Feedback and Improvement:** In all programs, AWNJ strives to maintain the highest levels of accountability, cost-efficiency, and innovation to maximize resources and customer satisfaction. AWNJ works to establish productive feedback loops with One-Stop providers, employer partners, training partners, customers, and all stakeholders in order to promote continual program improvement and evaluation. Customer feedback is regularly collected through surveys distributed during one-on-one meetings and trainings. A Suggestion Box is also placed in the front office space to encourage customers to fill out and submit a survey at any time. All surveys are kept confidential and collected at the end of every day for the Operator to review on a regular basis. The Operator immediately acts to resolve any customer complaints, and reports these to the PCWDB.

Receiving customer feedback is an essential part of AWNJ's service model. Not only does AWNJ incorporate feedback via customer surveys, AWNJ regularly organizes panels of former customers, both privately with AWNJ staff as well as for an event for current customers. For AWNJ staff, these panels are an important way to get unfiltered feedback that results in open discussion of how to better serve customers. For current customers, former customer panels offer a way to give current customers guidance and peer support, providing the motivation they need to successfully engage in program activities. Customers are asked when completing a survey if they would be willing to be a part of a future panel, and if so asked to provide their contact information for follow-up.

The Operator will promote an "open-door" policy to encourage both clients and staff to come forward with any concerns or ideas on program improvement, and all staff will be encouraged to meet with the operator to discuss any issues that may arise. AWNJ believes that open communication is imperative to successful functioning. The Operator will report to the PCWDB on meetings regarding Quality Assurance and suggestions for new program ideas. The Operator will also disclose any real or perceived conflicts of interest arising from relationships of the operators, partners, or other service providers.

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.



### CLIENT STORY



**Patrick** is a talented, hardworking **plumber** at **Brick Plumbing**. When he learned that his license had been suspended, his employer tried to accommodate his circumstances, but they had to eventually give Patrick an **ultimatum**: if he could not resolve his license suspension in three days, then he would be fired.

Luckily, the team at America Works was up for the task! America Works organized the required documents, obtained the letter of compliance, and sent all this paperwork to Patrick's employer. As a result, Patrick was able to begin work the next week **without any restrictions**.

By developing an expansive network of supportive service and employer partners, Awnj creates **consistent outreach and referral streams** through which to identify eligible program participants and refer them to social services or organizations that will best help them overcome their current barriers to employment. Awnj has extensive experience successfully **establishing cooperative, positive, and effective relationships** with community-based organizations (*CBOS*), *employers, non-profits, and government agencies*.

Awnj staff, especially Site Directors and Program Managers, continually seek new partnerships and relationships to fill gaps in services, expand offerings, and provide the highest quality of service for all program participants. Through Awnj's work, its staff have developed personal relationships with specific contacts in non-profits and government agencies. These organizations have come to trust Awnj because of the effective results they have seen for their clients and have assisted Awnj in its recruitment efforts by promoting **the Awnj "brand"** to other service providers serving the same populations. By developing mutual relationships with these institutions along with familiar contacts, Awnj and community partners have ensured clients are able to obtain the same assistance no matter which organization acts as the gateway to services.

Awnj prides itself on its strong referral network. As AW has over 4,000 employer partners nationwide and hundreds in New Jersey, Awnj is confident it will be able to develop long-term and sustainable employment opportunities.

Awnj partners with multiple public and nonprofit agencies and organizations throughout New Jersey to provide a breadth of work experience sites and leverage State and Federal funding to provide enhanced services to AW clients to help them obtain and retain employment for the long-term. Awnj partners closely with American Job Centers, using these one-stop career centers to connect clients to a variety of leveraged resources. Additionally, Awnj develops and maintains relationships with various community-based organizations that provide supportive services to our clients, such as the several private organizations Awnj works with listed below.



Service Organization	Services
Catholic Charities Diocese of Trenton	Housing Resources, Mental Health
Parents as Teachers (PAT)	Parenting Skills
Occupational Training Center of Burlington County	Job Placement
The Center for Family Services of Burlington County, NJ	Counseling and Substance Abuse Treatment
The Drenk Center	Substance Abuse Treatment
POST House	Substance Abuse Treatment
SODAT	Outpatient Addiction Counseling

For instance, AWNJ has ongoing agreements for temporary work experience placements in several categories of service organizations, including, but not limited to those listed below:

Category of Service	Organizations
Food Pantry	Beacon of Hope in Mt. Holly; Sisterhood Incorporated in Burlington; Christian Caring Center in Brown Mills and Lakehurst
Childcare	BCCAP in Willingboro and Westampton; Life Four Corners in Burlington; Cathedral of Love in Willingboro
Advocacy	New Jersey Coalition Against Sexual Assault
Behavioral Health	Connect Family Center in Willingboro; Hispanic Family Center in Camden; Community Services of Mercer County;

Facilitating community partnerships is a central theme of AWNJ’s services. In fourteen (14) years of service in New Jersey, AWNJ has built partnerships with dozens of organizations across a diverse range of service categories, including but not limited to: Adolescents and Health Choices; Animal Shelters; Basic Needs; Childcare; Clothing; Community Outreach; Developmental Disabilities; Education; Domestic Violence; Financial Literacy; Housing; Health and Wellness; Identification; Legal Help; Mental Health; Substance Use; Transportation. AWNJ will continue to develop partnerships with local organizations. Letters of Support from partners are available upon request.

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.

AWNJ has nearly forty (40) years of experience working with employers, helping over 2 million individuals find employment and begin new careers. AWNJ’s *unique model of job placement*

through a focus on employer relationships continues to set the AWNJ network apart from other workforce services providers. In every shared market where AWNJ and other vendors hold contracts for workforce services to welfare job seekers, AWNJ exceeds the competition in job placement and job retention measures. Within AWNJ's model, AWNJ Sales Representatives go into the field, or, during the pandemic, make contacts remotely, using their skills in Sales and Marketing to "sell" AWNJ as a mobile human resources department, prescreening qualified candidates for open job positions. Sales Representatives spend up to seventy percent (70%) of their time in the field, contacting businesses, visiting potential new businesses, or checking in on current businesses to see how AWNJ can best meet their workforce needs. Through this method, AWNJ builds and maintains relationships with employers and businesses that come to trust AWNJ for all their staffing needs. By developing relationships with employers, Sales Representatives are able to act as a reference for job seekers and help them get a "foot in the door" where they otherwise may be overlooked. Through extensive connections between employees and AWNJ Sales Representatives, AWNJ can help job seekers gain an immediate source of income by finding them employment within days or even hours of enrollment, if they are work-ready.

AWNJ recognizes that the timing, quantity, and allocation of hires are vital business decisions for employers, and that smart hiring is essential for employers to maintain a workforce long-term. AWNJ helps employers sustain operations first and foremost by lowering their hiring and training costs through candidate sourcing and by helping new employees stay on the job, minimizing turnover. Secondly, AWNJ can help employers make business decisions on allocation of labor through available labor market information. Lastly, AWNJ often comes across grants and other funding opportunities that may be available to local employers and shares them with employer partners as they are found.

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.
- 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.
- 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.
- iv. Establish and maintain a safe, secure, and professional environment where both customers and staff are treated with respect.
- v. Provide effective functional leadership to all Center staff by clearly establishing decision-making processes, supervisory structures, feedback mechanisms, and communication protocols.
- 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.

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.

AWNJ strives to maintain a safe, secure, and always professional environment that fosters respect for customers, guests, and staff. To achieve this, AWNJ has established policies and procedures to ensure a clear hierarchy of decision-makers, built-in mechanisms for obtaining feedback from both staff and customers, and communication protocols for ensuring all potential issues are addressed fairly and efficiently. The Site Director is responsible for maintaining the safety and security of their site, which includes addressing any potential conflicts with the support and guidance of company leadership and corporate counsel, who are always accessible via in-person or virtual meeting. For AWNJ, security and safety start by creating an environment where customers can feel heard, seen, and prioritized. To accomplish this, AWNJ seeks to hire candidates and staff with servant leadership mindsets who recognize that an integral part of their job is to model professionalism in the workplace for all customers while helping them take actionable steps towards their personal and professional goals.

Internal processes and procedures include weekly reports sent by all employees to their direct supervisor, which are summarized and sent to the Chief Executive Officer for review; feedback surveys distributed to customers throughout services; and reviews of Salesforce reports that give snapshot views of program progress. Internal procedures are constantly subject to review to ensure they remain relevant and effective at identifying potential issues early on.



**CLIENT STORY**



**Karen** was a model client, always attending employment trainings and demonstrating a readiness to find work. Yet she faced barriers in her job search due to her age. Nevertheless, Karen continued to search and even cast a **wider net** regarding the location of potential jobs. She finally found and secured a **health care position at the University of Maryland Hospital** in Baltimore, which is only about forty-five minutes from where she lives. The America Works Baltimore Sales Team was able to support Karen in getting this job and she is grateful for that support. Indeed, she still checks in with the America Works Team, even as she has become more and more **in demand** over the course of the pandemic.

AWNJ recognizes that maintaining a safe, professional, and empowering environment for all parties starts with ensuring that staff are fairly compensated based on their education, skills, and experience in the job. AWNJ ensures that all staff are paid a competitive wage with a generous benefits package including comprehensive opt-in medical insurance and paid time off. Staff who exhibit a commitment to customers and the program are given ample opportunities for professional growth and additional responsibility, which creates a culture supportive of internal promotion and advancement. In fact, the current Site Director in Burlington County, Kinder Kaur, started as a frontline worker helping customers with career development and job placement before being promoted to a Director-level role. Staff are expected to cross-train in other areas, develop soft skills that support job functions, and improve in their roles over time. In addition to weekly employee reports, AWNJ has in place supervisory review and feedback mechanisms including a ladder of verbal, written, and formal warnings to address staff who fail to exhibit professional growth or meet the requirements of their position.



STATE OF NEW JERSEY  
BUSINESS REGISTRATION CERTIFICATE

DEPARTMENT OF TREASURY/  
DIVISION OF REVENUE  
PO BOX 252  
TRENTON, N J 08646-0252

TAXPAYER NAME:

AMERICA WORKS OF NEW JERSEY, INC.

ADDRESS:

790 WOODLANE ROAD  
WESAMPTON NJ 08060-9654  
EFFECTIVE DATE:

02/10/09

TRADE NAME:

SEQUENCE NUMBER:

1465732

ISSUANCE DATE:

08/19/16

*James J. Gustione*

Director  
New Jersey Division of Revenue

This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.

FORM-BRC

(04-08), D205846V

SEE REVERSE SIDE FOR OPENING INSTRUCTIONS

0000067  
State of New Jersey  
Department of The Treasury  
Division of Revenue  
PO Box 252  
Trenton NJ 08646-0252

FIRST-CLASS MAIL  
U.S. POSTAGE  
PAID  
TRENTON, NJ  
Permit No. 21

AMERICA WORKS OF NEW JERSEY, INC.  
790 WOODLANE ROAD  
WESTAMPTON NJ 08060-9654

3 03

0585

13 14 15

**NON-COLLUSION AFFIDAVIT**


State of New Jersey  
County of Passaic

ss:

I, Tori Conley residing in Plattsmouth in the County of Cass and State of Nebraska of full age, being duly sworn according to law on my oath depose and say that:

I am Development Dir of the firm of America Works of NJ, Inc, 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.

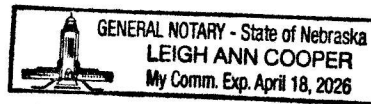
**Name of Bidder** (Please Print): America Works of New Jersey, Inc.

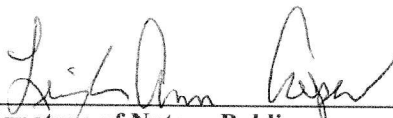
**Signature of Authorized Representative:** 

**Name** (Please Print): Tori Conley

**Title** (Please Print): Development Director **Date:** 6/9/22

Subscribed and sworn to before me on this 9<sup>th</sup> day of June, 2022



  
Signature of Notary Public

**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.

**Legal Name of Bidder:** America Works of New Jersey, Inc.

*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	x
Limited Liability Company	
Other:	

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:** 2008      **Place of Incorporation:** New Jersey

**Business Address (Please Print):** 228 E 45th Street, 16th Floor, New York, NY 10017

**Telephone:** 212-599-5627      **Fax:** 212-599-5090

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):** Dr. Lee Bowes

**Address (Please Print):** 228 E 45th Street , 16th Floor New York, NY 10017

**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)*: America Works of New Jersey, Inc.

**Signature of Authorized Representative:** 

**Name** *(Please Print)*: Dr. Lee Bowes

**Title** *(Please Print)*: CEO **Date:** 06/09/2022

**BID PROPOSAL**

**Name of Bidder** (Please Print): America Works of New Jersey, Inc.

*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	\$ 6,287,707
<b>TOTAL</b>	<b>July 1, 2022</b>	<b>June 30, 2023</b>	<b>\$ 6,287,707</b>

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

OPTION YEAR	START DATE	END DATE	COST
Option One	July 1, 2023	June 30, 2024	\$ 6,137,359
Option Two	July 1, 2024	June 30, 2025	\$ 6,295,361
Option Three	July 1, 2025	June 30, 2026	\$ 6,479,573

**Name of Bidder** (Please Print): America Works of New Jersey, Inc.

**Signature of Authorized Representative:** Lee Bowes

**Name** (Please Print): Dr. Lee Bowes

**Title** (Please Print): CEO **Date:** 6/9/2022

**STANDARD QUESTIONNAIRE**

**Name of Bidder:** America Works of New Jersey, Inc.

**Address of Bidder:** 228 E 45th, 16th Floor, New York , NY 10017

**Telephone:** 212-599-5627 **Fax:** 212-599-5090

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

14 Year(s)

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

38 Year(s)

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

<b>Name of Owner</b>	Burlington County Workforce Development
<b>Project Manager</b>	Kelly West
<b>Project Manager Phone #</b>	609-265-5603
<b>Project Type</b>	WFNJ/ SNAP
<b>Project Location</b>	Burlington County, NJ
<b>Amount of Contract</b>	\$ -
<b>Date of Completion</b>	Currently Contracted

<b>Name of Owner</b>	WorkFirst Foundation
<b>Project Manager</b>	Mario Leonardo
<b>Project Manager Phone #</b>	949-829-2597
<b>Project Type</b>	SNAP Project
<b>Project Location</b>	Washington, DC/ Baltimore, MD
<b>Amount of Contract</b>	\$ -
<b>Date of Completion</b>	Currently Contracted

<b>Name of Owner</b>	Workforce Investment Council
<b>Project Manager</b>	Rosa Moreno
<b>Project Manager Phone #</b>	202-724-5098
<b>Project Type</b>	One Stop Operator
<b>Project Location</b>	Washington, DC
<b>Amount of Contract</b>	\$ -
<b>Date of Completion</b>	Currently Contracted

To reduce requests on our funders, we have included reference letters requested prior from our funders.



# County of Burlington

## Department of Human Services

795 Woodlane Road, Westampton, NJ 08060  
Mailing: P.O. Box 6000, Mount Holly, NJ 08060  
(609) 265-3120 • [www.co.burlington.nj.us](http://www.co.burlington.nj.us)

Eve A. Cullinan, *County Administrator*

## Board of County Commissioners

Daniel O'Connell, Director  
Tom Pullion, Deputy  
Felicia Hopson  
Balvir Singh

February 11, 2022

Heartland Workforce Solutions  
5752 Ames Avenue,  
Omaha, NE 68104  
[admin@hws-ne.org](mailto:admin@hws-ne.org)  
402-444-4700

### **RE: Letter of Reference**

To whom it may concern:

I am pleased to provide this letter of reference for America Works (AW) in its submission for funding to provide WIOA Adult and Dislocated Worker services for Heartland Workforce Solutions. I can attest to AW's ability to serve customers, achieve deliverables, and meet performance goals.

We have worked closely with AW for ten years as a Work First New Jersey Employment Services provider for public assistance recipients. Some of their services include career counseling, job readiness training, job clubs, career fairs, job listings, benefits counseling, training referrals, and other employment-related services. AW also serves as the One Stop Operator at the Burlington County One-Stop Career Center.

The County of Burlington's Workforce Development Board supports America Works in their efforts to serve Greater Omaha residents. Please contact me at 609-265-5603 or email me at [kwest@co.burlington.nj.us](mailto:kwest@co.burlington.nj.us) with any questions.

Sincerely,

*Kelly West*

Kelly West  
Executive Director  
Burlington County Workforce Development Board



February 15, 2022

Heartland Workforce Solutions  
5752 Ames Avenue,  
Omaha, NE 68104  
admin@hws-ne.org  
402-444-4700

**Re: Letter of Reference**

As the Executive Director of the Work First Foundation, I gladly write this letter of reference in support of America Works of Nebraska, Inc. (AWNE). The Work First Foundation (WFF) has worked closely with AWNE and the America Works network of companies (AW) nationally since 2005. The WFF operates programs that offer job opportunities to under-served populations, conducts research based on these programs, and administers a fellowship program for young professionals interested in public policy. The WFF works collaboratively with AW in New York, NY; Washington, D.C.; and Baltimore, MD.

Beginning in 2009, the WFF began working collaboratively with AW to provide case management, job readiness, placement, and retention services for formerly incarcerated individuals returning from jail or prison. Most of the individuals that enroll in this program are receiving TCA, SNAP or other benefits such as Social Security Insurance/Social Security Disability Insurance (SSI/SSDI), for example.

AW is an organization that exceeds the minimum qualifications outlined in the Heartland Workforce Solutions Adult and Dislocated Worker Career Services solicitation, operating multiple WIOA contracts. Additionally, AW operates a national Ticket-to-Work program, funded by the Social Security Administration. In this program, AWNE provides provide case management, job readiness, placement, and retention services to disabled individuals receiving SSI/SSDI.

Please feel free to contact me if needed. My contact information is as follows:

Mario Leonardo, Executive Director  
The Work First Foundation  
mleonardo@theworkfirst.org

Sincerely,



Mario Leonardo  
Executive Director



February 14, 2022

Tori Conley  
Director of Development for America Works, Inc  
America Works of Washington D.C.  
1627 K ST. NW, Suite 200  
Washington D.C., DC 20006

RE: Letter of Reference

Dear Tori Conley

The DC Workforce Investment Council contracts with AW, who serves as the One Stop Operator for multiple One Stop Career Centers in the District of Columbia. In FY21, AW met contract deliverables and stayed within budget. AW is on track with its FY22 deliverables.

Sincerely,

A handwritten signature in cursive script that reads 'Rosa Moreno'.

**Rosa Moreno**  
Chief of Staff  
Workforce Investment Council  
Rosa.moreno@dc.gov  
202-724-5098





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/27/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>The Signature B&amp;B Companies</b> <b>501 Franklin Avenue</b> <b>Suite 218</b> <b>Garden City, NY 11530</b>	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext): (516) 764-1100</b>	<b>FAX (A/C, No): (516) 764-1019</b>
	<b>E-MAIL ADDRESS:</b>	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
	<b>INSURER A : Everest National Ins. Co.</b>	
	<b>NAIC #</b>	
	<b>10120</b>	
<b>INSURED</b>  <b>America Works of New Jersey Inc</b> <b>790 Woodlane Rd</b> <b>Westampton, NJ 08060</b>	<b>INSURER B :</b>	
	<b>INSURER C :</b>	
	<b>INSURER D :</b>	
	<b>INSURER E :</b>	
	<b>INSURER F :</b>	

### COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
<b>A</b>	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	8600000025-201	3/8/2022	3/8/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ <b>1,000,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>1,000,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>1,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
PROJECT RFP-22-018 Passaic County WIOA Title I Career Services and WFNJ SNAP E&T Case Management Services  
Evidence of Insurance

### CERTIFICATE HOLDER

### CANCELLATION

<b>County of Passaic - Division of Purchasing</b> <b>Passaic County Procurement Center</b> <b>495 River Street, 2nd Floor</b> <b>Paterson, NJ 07524</b>	<b>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</b>
	<b>AUTHORIZED REPRESENTATIVE</b> 

# Request for Taxpayer Identification Number and Certification

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

Print or type See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>America Works of New Jersey, Inc.</b>	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification; 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 checked="" 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) ▶ _____ <b>Note.</b> For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> Other (see instructions) ▶ _____	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
	5 Address (number, street, and apt. or suite no.) <b>790 Woodlane Rd</b>	Requester's name and address (optional)
	6 City, state, and ZIP code <b>Westampton, NJ 08060</b>	
	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 Part I Instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

<b>Social security number</b>	
[ ] [ ] [ ] - [ ] [ ] - [ ] [ ] [ ] [ ]	
<b>or</b>	
<b>Employer identification number</b>	
2 6 - 2 7 8 2 6 9 4	

**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 on page 3.

<b>Sign Here</b>	Signature of U.S. person ▶	Date	May 6, 2020
------------------	----------------------------	------	-------------

**General Instructions**

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

**Future developments.** Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at [www.irs.gov/fw9](http://www.irs.gov/fw9).

**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-INT (interest earned or paid)
- 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?* on page 2.

By signing the filled-out form, you:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
- Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.



**Attachment D**

**Assurances and Certifications**

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

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

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

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

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

Certified by:

	CEO	6/9/2022
Signature of Authorized Official	Title	Date

Dr. Lee Bowes

Typed/Printed Name of Signatory

America Works of New Jersey, Inc.

Name of Organization

**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:

	CEO	6/9/2022
_____ Signature of Authorized Official	_____ Title	_____ Date

\_\_\_\_\_  
Dr. Lee Bowes  
Typed/Printed Name of Signatory

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

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

**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): \_\_\_\_\_ America Works of New Jersey, Inc.

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

**Name** (Please Print): \_\_\_\_\_ Dr. Lee Bowes

**Title** (Please Print): \_\_\_\_\_ CEO **Date:** \_\_\_\_\_ 06/09/2022

**ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA**

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

Addenda Number	Date
<u>001</u>	<u>6-1-22</u>
_____	_____
_____	_____
_____	_____
_____	_____

No addenda were received

**Name of Bidder** (Please Print): America Works of New Jersey, Inc.

**Signature of Authorized Representative:** Lee Bowes

**Name** (Please Print): Dr. Lee Bowes

**Title** (Please Print): CEO **Date:** 06/09/2022

\*Signature is required only if an addendum was issued.

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



**LPA/Contractor/Sub-Contractor Letterhead**

**BYRD ANTI-LOBBYING AMENDMENT CERTIFICATION**

(To be submitted with each bid or offer exceeding \$100,000)

The undersigned, [Company] America Works of New Jersey, Inc. certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, [Company] America Works of New Jersey, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

Please check the appropriate box:

No non-federal funds have been used or are planned to be used for lobbying in connection with this application/award/contract.

*or*

Attached is Standard Form LLL, "Disclosure of Lobbying Activities," which describes the use (past or planned) of non-federal funds for lobbying in connection with this application/award/contract.

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_

By: Dr. Lee Bowes

(Type or Print Name) (Title of Executing Official)



(Signature of Executing Official) (Name of Organization/Applicant)

**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): America Works of New Jersey, Inc.

**Signature of Authorized Representative:** 

**Name** (Please Print): Dr. Lee Bowes

**Title** (Please Print): Chief Executive Officer **Date:** 06/09/2022

*\*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.**

**ATTACHMENT B – BUDGET LINE ITEM**

***LINE ITEM BUDGET***

Line Item	Administrative Amount	Program Amount	Total
Staff Salary	\$ -	\$ 3,506,000.00	\$ 3,506,000.00
Staff Fringe Benefits	\$ -	\$ 1,051,800.00	\$ 1,051,800.00
Travel – In state	\$ -	\$ 21,505.00	\$ 21,505.00
Travel – Out-of-state	\$ 936.00	\$ -	
Staff Development	\$ -	\$ 142,500.00	\$ 142,500.00
Outreach	\$ -	\$ 120,000.00	\$ 120,000.00
Equipment	\$ -	\$ 315,450.00	\$ 315,450.00
Dues/Subscriptions	\$ -	\$ -	\$ -
Computer Software	\$ -	\$ 18,852.00	\$ 18,852.00
Office Supplies, Printing and Copying	\$ -	\$ 68,400.00	\$ 68,400.00
Postage/Courier Service	\$ -	\$ 3,420.00	\$ 3,420.00
Rent	\$ -	\$ 143,500.00	\$ 143,500.00
Educational Materials	\$ -	\$ 46,000.00	\$ 46,000.00
Indirect	\$ 571,524.00	\$ -	\$ 571,524.00
<b>TOTAL</b>	<b>\$ 572,460.00</b>	<b>\$ 5,715,247.00</b>	<b>\$ 6,287,707.00</b>

**Administrative Costs**

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

**Program Costs**

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

\*\*\*\*\*

*Note: Reimbursement of Administrative costs is limited to no more than ten percent (10%) of the total proposal budget.*

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

## ***Budget Narrative – WIOA, WFNJ, SNAP E&T***

Year One Budget Period: July 1, 2022 – June 30, 2023

America Works of New Jersey (AWNJ) is proposing to contract for a line item reimbursement-based contract upon negotiated deliverables. The following budget narrative is for the base year period of July 1, 2022 – June 30, 2023. AWNJ has the financial strength and resources to handle the Passaic County WIOA, WFNJ, and SNAP E&T Program.

### **Program Amount - \$5,715,247.00**

#### ***Staff Salary - \$3,506,000.00***

WIOA, WFNJ, and SNAP E&T Staff:

- One (1) Senior Director will charge \$125,000.00 total
- Two (2) Senior Sales Representatives will each charge \$74,000.00 for a total of \$148,000.00
- Four (4) Senior Career Advisors will each charge \$64,000.00 for a total of \$256,000.00
- Three (3) Senior Trainers will each charge \$64,000.00 for a total of \$192,000.00
- Three (3) Administrative Assistants will charge each \$50,000.00 for a total of \$150,000.00
- Two (2) Data/QA Analysts will each charge \$60,000.00 for a total of \$120,000.00
- One (1) Senior Project Accountant will charge \$75,000.00 total

WIOA Staff:

- One (1) Program Managers will charge \$90,000.00 total
- Three (3) Sales Representatives each will charge \$65,000.00 for a total of \$195,000.00
- Seven (7) Career Advisors each will charge \$55,000.00 for a total of \$385,000.00
- Two (2) Trainers each will charge \$55,000.00 for a total of \$110,000.00

WFNJ and SNAP E&T Staff:

- Two (2) Program Managers each will charge \$90,000.00 for a total of \$180,000.00
- Five (5) Sales Representatives each will charge \$65,000.00 for a total of \$325,000.00
- Eighteen (18) Career Advisors will each charge \$55,000.00 for a total of \$990,000.00
- Three (3) Trainers each will charge \$55,000.00 for a total of \$165,000.00

#### ***Staff Fringe Benefits - \$1,051,800.00***

Total staff benefits include Fringe Benefits at \$1,051,800.00 for 12 months. Fringe benefits include FICA (Social Security) at 6.20%, FICA (Medicare) at 1.45%, Worker's Compensation at 2.10%, Health Benefits at 17.40%, Life Insurance 1.05%, Retirement at 1.00%, and SUTA and FUTA at 0.80%, for a total Fringe Rate of 30%.

#### ***Travel – In State - \$ 21,505.00***

In-state travel expenses account for travel to meet with employers and partner services providers. Expenses between program travel and client-staff meetings total to 36,760 miles and each mile charged at \$0.585 for a total of \$21,505.00.

### ***Staff Development - \$142,500.00***

To ensure program staff is made aware of latest industry knowledge and to deliver a high-quality service delivery, \$2,500.00 will be made available to each staff. ( $\$2,500.00 \times 57 \text{ staff} = \$142,500.00$ ). A customized professional development plan will be submitted to PCWDB after notification of award.

### ***Outreach - \$120,000.00***

Outreach will consist of online advertising initiatives to enroll and retain clients, budgeted at \$10,000.00 per month.

### ***Equipment - \$315,450.00***

According to AWNJ Company Policy, all Directors, Sales Representatives and Program Managers receive cell phones to perform their job functions whilst in the field. Equipment for the Satellite Site includes mobile phones for one (1) Director, three (3) Program Managers, and ten (10) Sales Representatives. Each cell phone cost approximately \$700.00 for a total of \$9,800.00. Ten (10) Desktops for staff in the satellite site costing \$1,800.00 each a total cost of \$18,000.00, ten (10) chairs for the staff costing \$350.00 each for a total of \$3,500.00. Ten (10) staff desks each costing \$550.00 for a total of \$5,500.00. Four (4) standard staff printers each costing \$500 for a total of \$2,000.00, one (1) fax/copy/printer/scanner costing \$3,000.00 total. One (1) IT cabling setup costing \$16,050.00 total and one (1) security system costing \$4,600.00 total. Two (2) flat screen panels for the training room costing \$1,500.00 each for a total of \$3,000.00. Twenty (20) computers for the lab costing \$1,800.00 each for a total of \$36,000.00. Forty (40) desks for participants costing \$350.00 each for a total of \$14,000.00. Five hundred (500) tablets for clients costing \$400.00 each for a total of \$200,000.00.

### ***Dues/Subscriptions - \$0.00***

N/A

### ***Computer Software - \$18,852.00***

Microsoft Office 365 licenses will cost \$1,571.00 per month, or \$18,852.00 total which will provide access for the staff while using their computers and clients using the Computer Lab at the Satellite Office for Office 365 applications.

### ***Office Supplies, Printing, and Copying - \$68,400.00***

Office supplies is estimated at an average of \$5,700.00 per month. Supplies consist of printing paper, pens, and general office supplies used for the day-to-day operations of the program.

### ***Postage/Courier - \$3,420.00***

Three (3) postage machines each costing \$95.00 per month for a total of \$3,420.00.

### ***Rent - \$143,500.00***

The satellite office is 4,100 square feet at \$35.00 per square foot costing approximately \$11,958.33 per month.



***Education Materials - \$46,000.00***

Includes HSE Exam Materials, and approximately 500 materials will be needed, costing \$92.00 each, for a total of \$46,000.00.

***Other - \$277,820.00***

Other costs include internet for the 500 tablets costing \$40.00 each per month for an estimated total of \$240,000.00. A fee for tablet maintenance costing \$19.00 annually per tablet for a total of \$9,500.00. Monthly staff cellphone plan for fourteen (14) staff will cost \$65.00 each per month for a total of \$10,920.00. Internet cost for the satellite office is estimated at an average of \$1,000.00 per month for a total of \$12,000.00, and telephone costs for the ten (10) staff in the satellite office each at \$45.00 per month for a total cost of \$5,400.00.

**Administrative Amount - \$572,460.00**

***Travel – Out -of- state - \$936.00***

For executive oversight of the program, \$936.00 is budgeted for travel to in-person meetings with program staff, as well as meeting with PCWDB and partners. Each mile is reimbursed at \$0.585 for a total of \$1,600 miles.

***Administrative Costs – \$571,524.00***

Indirect Costs include time from the C-Suite, finance, IT, legal and other corporate functions to assist the program, as well as other corporate costs. Indirect Cost is calculated based on a 10% de minimis rate, which is 10% of Program Costs:  $10\% \times \$5,715,247.00 = \$571,524.00$ . AWNJ is part of the America Works Network of Companies and has superior efficiencies in place to better serve our clients.

**Total Cost of Year One- \$6,287,707.00**

