



# 22nd Century Technologies, Inc.

SDB Certified | ISO 9001:2008 | ISO 27001:2011

Redacted Copy

Response to:  
RFP # ETE0015  
Staffing Services for Professional Positions



**Schedule**  
Contract GS35FO579T



Due Date: Mar 08, 2016

**Right People at  
Right Time at Right Price**



**Submitted to:**

**Attn: Kristen Schipper**  
Dept. of Employee Trust Funds  
801 West Badger Road  
Madison, WI 53713-2526

**Submitted by:**

Eva Gaddis-McKnight, Administrator  
**22nd Century Technologies, Inc.**  
1, Executive Drive, Suite # 285  
Somerset, NJ 08873  
Telephone No: 888-99-TSCTI  
Fax No. 501-421-3750  
Mailto: [govt@tscti.com](mailto:govt@tscti.com)



**Tab 1. Table of Contents**

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**Tab 2. Complete & Provide Document**

- **CHECKLIST:** Complete the Proposer's Checklist provided as Appendix A to this RFP, and include it with your response.

**APPENDIX A  
PROPOSER'S CHECKLIST**

**RFP ETE0015**

**Mandatory**

**This appendix must be completed with the proposal.**

- (✓) **Front Cover** - Include at a minimum the following information:
  - Proposer's Business Name
  - Title:  
*Proposal Response for ETE0015 – Staffing Services for Professional Positions*
  - Proposal Date
- (✓) **TAB 1** - Table of Contents. Provide a table of contents for the Proposal.
- (✓) **TAB 2** - Complete & provide the following in the following order:
  - **CHECKLIST:** Complete the Proposer's Checklist provided as Appendix A to this RFP, and include it with your response.
  - **DOA 3261:** Complete and sign DOA 3261 (the first page in this RFP document) and include it with your response.
  - **TRANSMITTAL LETTER:** A signed transmittal letter must accompany the proposal. The transmittal letter must be written on the proposer's official business stationery and signed by an official that is authorized to legally bind the proposer. Include in the letter:
    - Name, signature and title of Proposer's authorized representative.
    - Name and address of firm.
    - Telephone number, fax number, and e-mail address of representative.
    - Title and RFP number: "[RFP #] – [RFP Title]"
    - Executive Summary.
    - A statement that the proposal is a firm and irrevocable offer for six (6) months after the proposal due date.
  - **APPENDIX B:** Complete the mandatory requirements form (regarding items listed in 2.1).
  - **APPENDIX C:** Designation of Confidential & Proprietary Information (DOA-3027). Complete form and sign.
  - **APPENDIX D:** Standard Terms & Conditions (DOA-3054) & Supplemental Standard Terms and Conditions (DOA-3681). **Including this signifies the proposer agrees to these terms as stated unless assumptions and exceptions are spelled out in Tab 4.**



- **APPENDIX E:** Vendor Information (DOA-3477) & Vendor References (DOA-3478). See 2.1.7 for requirements and terms related to references.

(✓) **TAB 3 - Response to Sections 2.2 & 3**

Provide a point-by-point response to each and every statement in Sections 2.2 & responses where called for in Section 3. The response must follow the same numbering system, use the same headings, and address each point or sub-point. Proposers should re-state each requirement immediately preceding the response to that requirement and distinguish the requirement from the proposer's response clearly. For example, box off the requirement and leave the response without a box:

---

**The firm's name, home office, address of the office providing services under the contract and the telephone number and appropriate FAX number.**

---

*Response.*

Provide a succinct explanation of how each requirement is addressed. Merely indicating that you will complete a task without demonstrating how you will do so may result in your proposal being rejected.

(✓) **TAB 4 – Assumptions & Exceptions**

All assumptions and exceptions must be included in this tab and will be scored. Scoring will be based on the assumption or exception's legal impact on ETF. Provide a succinct explanation for each item as well as a reference to the section of the proposal to which it relates. **Any assumption or exception made but not included in this Tab 4 will be invalid.** Exceptions to the Department's contract terms and conditions may be considered during contract negotiations if it is beneficial to the Department. **If exceptions to the standard terms and conditions are not presented in this section, the exception will not be discussed or considered during contract negotiations.** When documenting assumptions and exceptions, clearly label each assumption or exception, restate the original term or condition, state your assumption or exception to the term or condition with one of the following labels:

- "RFP Assumption"
- "RFP Exception"
- "Standard Terms & Conditions Exception"



(✓) **SEALED COST PROPOSAL:** Cost Proposal located in Appendix F. Failure to provide a sealed cost proposal using the exact form provided in Appendix F may result in your proposal being disqualified and rejected. **No mention of the cost proposal may be made in any other part of the response to this RFP.** There will be no price increases for the length of the contract, including contract renewals, except for negotiated adjustments to a particular candidate or worker's hourly rate. See 1.2.8 for details. **Any exception to this requirement must be stated on the cost proposal.** If the proposer proposes additional services beyond those described in this RFP, such services should be outlined and separately priced in the sealed cost proposal.

PROPOSER'S NAME:

DATE:

22nd Century Technologies, Inc.

Mar 04, 2016

AUTHORIZED REPRESENTATIVE:

Eva Gaddis-McKnight



- **DOA 3261: Complete and sign DOA 3261 (the first page in this RFP document) and include it with your response.**

State of Wisconsin  
DOA-3261 (R08/2003)  
s. 16.75, Wis. Statutes

**PROPOSALS MUST BE SEALED AND ADDRESSED TO:**

Department of Employee Trust Funds  
P.O. Box 7931  
Madison, WI 53707-7913

**REQUESTS FOR PROPOSAL  
ETE0015 – Staffing Services for  
Professional Positions**

**THIS IS NOT AN ORDER**

PROPOSER (Name and Address)

Proposer Name:  
22nd Century Technologies, Inc.  
Proposer Address:  
1, Executive Drive, Suite # 285  
Somerset, NJ 08873

Proposal envelope must be sealed and plainly marked in lower left corner with due date and Request for Proposal ETE0015. Late proposals shall be rejected. The soliciting purchasing office on or before the date and time that the proposal is due **MUST** date and time stamp proposals. Proposals dated and time stamped in another office shall be rejected. Receipt of a proposal by the mail system does not constitute receipt of a proposal by the purchasing office. Any proposal that is inadvertently opened as a result of not being properly and clearly marked is subject to rejection. Proposals must be submitted separately, i.e., not included with sample packages or other proposals. Proposal openings are public unless otherwise specified. Records will be available for public inspection after issuance of the notice of intent to award or the award of the contract. Proposers should contact person named below for an appointment to view the proposal record. Proposals shall be firm for acceptance for 180 days from date of proposal opening, unless otherwise noted. The attached terms and conditions apply to any subsequent award.

|   |  |
|---|--|
| Proposals <b>MUST</b> be in this office no later than<br>March 8, 2016, 2:00 PM CST | Public Opening<br><input type="checkbox"/><br>No Public Opening<br><input checked="" type="checkbox"/> |
|---|--|

|  |
|--|
| Name (Contact for further information)<br>Kristen Schipper |
|--|

|                      |                       |
|----------------------|-----------------------|
| Phone (608) 261-0737 | Date February 9, 2016 |
|----------------------|-----------------------|

|  |
|--|
| Quote Price and Delivery FOB Madison, WI |
|--|

Description: Request for Proposals (RFP) for staffing services for professional positions to work at ETF.  
RFP ETE0015 amendments, questions and answers will be posted on the ETF website, <https://etfonline.wi.gov/efi/internet/RFP/rfp.html>, and will not be mailed.

|                       |                              |
|-----------------------|------------------------------|
| Payment Terms: net 30 | Delivery Time: within 1 week |
|-----------------------|------------------------------|

- We claim minority proposer preference [Wis. Stats. s. 16.75(3m)]. Under Wisconsin Statutes, a 5% preference may be granted to CERTIFIED Minority Business Enterprises. Proposer must be certified. If you have questions concerning the certification process, contact the Minority Business Certification Program, 101 E. Wilson St., 8th Floor, Madison, WI 53707; Tel: (608) 267-9550; Fax: (608) 267-0800; [DOARDMCRD@Wisconsin.gov](mailto:DOARDMCRD@Wisconsin.gov). **Does Not Apply to Printing Bids.**
- We are a work center certified under Wis. Stats. s. 16.752 employing persons with severe disabilities. Questions concerning the certification process should be addressed to the Work Center Program, State Bureau of Procurement, 8th Floor, 101 E. Wilson St., Madison, Wisconsin 53702, (608) 266-2605.

Wis. Stats. s. 16.754 directs the state to purchase materials which are manufactured to the greatest extent in the United States when all other factors are substantially equal. Materials covered in our proposal were manufactured in whole or in substantial part within the United States, or the majority of the component parts thereof were manufactured in whole or in substantial part in the United States.

Yes  No  Unknown

In signing this proposal, we also certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury. We will comply with all terms, conditions and specifications required by the State in this Request for Proposal and all terms of our proposal.

|  |                        |                      |
|--|------------------------|----------------------|
| Name of Authorized Firm Representative<br>(Type or Print)<br>Eva Gaddis-McKnight | Title<br>Administrator | Phone (888) 998-7284 |
|  |                        | Fax (501) 421-3750   |

|                    |                      |   |  |
|--------------------|----------------------|---|--|
| Signature of Above | Date<br>Mar 04, 2016 | Federal Employer Identification No.<br>22-3502121 | Social Security No. if Sole Proprietor (Voluntary) |
|--------------------|----------------------|---|--|

**TRANSMITTAL LETTER:**
**Date: Mar 04, 2016**
**Attn: Kristen Schipper**  
 Dept. of Employee Trust Funds  
 801 West Badger Road  
 Madison, WI 53713-2526

22nd Century Technologies, Incorporation (22nd Century) is pleased to respond to the **RFP # ETE0015** for providing **Staffing Services for Professional Positions** issued by **State of Wisconsin Department of Employee Trust Funds, WI (ETF)**.

22nd Century is a matured staffing company certified as ISO 9001:2008 with over 18 years of experience providing Staffing Services to government agencies. Incorporated in 1997 in New Jersey as an S-Corporation with primary focused on providing temporary staffing services to state, county, and local agencies. With D&B Open rating score of 95, we have been successfully serving customer with high level of customer satisfaction. 22nd Century has successfully delivered more than \$200M of staffing services with more than 4 million hours of contractual staffing to federal, state and local agencies. ***22nd Century will provide staffing services for all the labor categories listed in the RFP document for all the levels including Entry level, Intermediate level and Advanced level.***

**REQUESTED INFORMATION**

|  |   |
|--|---|
| <b>Name, signature and title of Proposer's authorized representative.</b>  | <b>Name:</b> Eva Gaddis-McKnight<br><b>Signature:</b> Eva Gaddis-McKnight is authorized representative of 22nd Century to sign the documents. Signature of Eva is provided at Page #6.<br><b>Title:</b> Administrator |
| <b>Name and address of Firm.</b>   | <b>Name:</b> 22nd Century Technologies, Inc.<br><b>Address:</b> 1 Executive Drive, Suite # 285, Somerset, NJ, 08873   |
| <b>Telephone number, fax number, and e-mail address of representative.</b> | <b>Telephone Number:</b> 888-99-TSCTI (87284)<br><b>Fax Number:</b> 501-421-3750<br><b>E-Mail Address:</b> <a href="mailto:govt@tscti.com">govt@tscti.com</a>   |

**Executive Summary:** We have developed a very strong bonding with the State of WI by delivering Staffing Services to Walworth County, WI. With our experience in serving on more than 150 similar staffing contracts, we learnt that a well-defined organization is key to success of any such contract. To ensure the success of this contracts, we will allocate an Account Management Team led by a dedicated Lead Account Manager, who will be responsible to handle the ETF's requirements. Our account management team has over 50 years of collective experience handling similar Staffing contracts. This hands-on approach by our Senior Management will ensure prompt resolution of all issues that might arise, and demonstrates 22nd Century's total commitment towards the success of the contract. We will use our **ISO 9001:2008 compliant** recruiting process, our internal database of **more than 400,000** pre-vetted resumes, access to various job sites (Monster, Dice, Career Builder, etc.), internal pool of consultants, and experienced recruitment staff who are skilled in providing qualified personnel, for fulfilling staffing requests. We are the preferred vendors for providing excellent staffing services in the various areas but not limited to Accountant, Accounting Clerk, Accounts Payable Clerk, Benefits Specialist, Benefits Assistant, Benefits Program &



Policy Analyst, Budget Analyst, Budget Specialist, Publications & Communications Specialist, Training Officer/ Coordinator, Administrative Assistant, Executive Assistant, Office Assistant, Payroll Assistant, Purchasing & Contracts Specialist, Auditor (Internal), Cashier, Maintenance Mechanic, Receptionist, Office Manager, File Clerk, Administrative Clerk and many more.

Our staffing contract management is based on proven life-cycle methodologies and best practices which are based on PMBOK and ISO. We take a collaborative approach to help ETF in implementing and managing Staffing Services, ensuring high availability, scalability, flexibility, performance to enable better business value. Partnering with us will provides the ETF inherent and clear advantages which result in achieving contract objectives with significant cost savings.

22nd Century affirms that its proposal will remain valid for six (6) months from the due date of the proposal. The attached 22nd Century response addresses all requirements identified in the solicitation. We acknowledge the issued Questions Answers (QA's) & agree to all solicitation rules, procedures, terms & conditions specified in the solicitation.

Should you have any questions regarding this proposal, please feel free to contact me.

Sincerely,

Eva Gaddis-McKnight, Administrator  
**22nd Century Technologies, Inc.**



■ **APPENDIX B: Complete the mandatory requirements form (regarding items listed in 2.1).**

**APPENDIX B  
MANDATORY REQUIREMENTS  
RFP ETE0015**

This appendix must be completed with the proposal.

| MANDATORY CERTIFICATIONS & REQUIREMENTS  | Check One    |   |
|--|--------------|---|
| <p><i>The following requirements are mandatory and must be met by any proposer. Failure to comply with one or more of the mandatory requirements may disqualify the proposal. A response to each item via Appendix B <b>is</b> a mandatory requirement. If you cannot agree to each item listed, you must so specify along with the reason in Proposal Tab 4 – Assumptions and Exceptions – of your proposal response.</i></p> | <b>Agree</b> | <b>Disagree –<br/>Assumption or<br/>Exception listed in<br/>Tab 4</b> |
| <p>The firm has no conflict of interest with regard to any other work performed by the firm for the State of Wisconsin.</p>  | <b>Agree</b> |   |
| <p>The firm adhered to the instructions in this RFP on preparing and submitting the proposal.</p>  | <b>Agree</b> |   |
| <p>The firm has not been suspended or debarred from performing government work.</p>  | <b>Agree</b> |   |
| <p>The firm has not been the subject of any disciplinary action or inquiry by any regulatory authority during the past five (5) calendar years. This includes the business as a whole, but also any individuals associated with it, including hired staff, contractors, and individuals the business would refer to ETF to staff ETF's positions.</p>  | <b>Agree</b> |   |
| <p>The firm has not been in bankruptcy and/or receivership within the last five calendar years.</p>  | <b>Agree</b> |   |
| <p>During the past five years, the firm has not been subject to any litigation alleging breach of contract, fraud, breach of fiduciary duty or other willful or negligent misconduct.</p>  | <b>Agree</b> |   |
| <p>Using the Reference Sheet in Appendix E, the firm provided at least three references. To fulfill this mandatory requirement, the references must also be responsive to ETF's inquiries. Proposers may be scored lower or disqualified from further scoring if references do not respond to ETF's requests for information about the proposer. It is the responsibility of the</p>   | <b>Agree</b> |   |



|   |                     |  |
|---|---------------------|--|
| <p>proposer to ensure reference names, addresses, telephone numbers, and e-mail addresses are current.</p> <p>Each reference must identify the entity for which the proposer provided similar services. References must be able to confirm the proposer has been in the business of providing staffing services for a minimum of three (3) years. At least one (1) reference from a government entity is preferred. References should relate directly to the type of work described in this RFP. Selected organizations may be contacted to determine the quality of work performed and personnel assigned to the project. The results of any references will be used in scoring proposals.</p> <p>For each experience, the proposer must supply the customer name, customer reference individual(s), including telephone numbers, e-mail addresses, and the time period of the contract.</p> <p>The proposer must provide details of their experience providing professional services to the reference.</p> <p>ETF reserves the right to contact other states, agencies, or individuals, even if not listed as references in the proposal.</p> |                     |  |
| <p>The Proposer agrees to the terms in ETF's Business Associate Agreement in Appendix G.</p>  | <p><b>Agree</b></p> |  |
| <p>Replacement of personnel who have terminated employment with the contractor shall be with persons of equal ability and qualifications.</p>   | <p><b>Agree</b></p> |  |
| <p>Any of the contractor's staff that ETF deems unacceptable, whether working on-site at ETF, at the contractor's site, or elsewhere, shall be promptly and without delay removed by the contractor and replaced by the contractor with another employee possessing acceptable experience and skills. ETF is not responsible for performance evaluation for contractor's staff, but contractor must have a policy in place to provide annual performance evaluations for all of contractor's staff working at ETF on-site. The policy must include gathering feedback from ETF about contractor's staff working on-site at ETF.</p>   | <p><b>Agree</b></p> |  |
| <p>ETF shall have the right to conduct separate interviews of proposed replacements for personnel and review resumes and references. ETF shall have the right to approve, in writing, the replacement of personnel. This includes the personnel supporting ETF's account at the contractor's location or elsewhere and staff provided to work on-site at ETF.</p>   | <p><b>Agree</b></p> |  |



|  |                     |  |
|--|---------------------|--|
| <p>Should any of the contractor's personnel leave before they complete required duties or the engagement end-date, contractor will provide a written notice ten (10) working days in advance to ETF. Contractor will also provide ETF the first three (3) weeks of service at no cost so that ETF can train the replacement for any engagement originally planned to be six (6) months or longer. ETF will indicate to the contractor the number of free weeks up to three (3) that ETF requires on ETF's purchase order for the replacement staff.</p>  |                     |  |
| <p>Each lead account manager must have the authority to make binding managerial and operational decisions.</p>   | <p><b>Agree</b></p> |  |
| <p>Contractor shall furnish ETF with a means of identifying all key personnel assigned to perform work under the contract and furnish ETF with photo ID like a passport or driver's license for any of the contractor's staff working at ETF on-site. Contractor must furnish a passport and/or driver's license for a candidate as soon as ETF declares an intent to fill the position with that candidate. A photocopy may stand in until the candidate is able to present these security credentials to ETF in person.</p>  | <p><b>Agree</b></p> |  |
| <p>Contractor's personnel must reasonably cooperate with ETF's other contractors and not commit any act that interferes with the performance of work or provision of services by any other ETF contractor.</p>   | <p><b>Agree</b></p> |  |
| <p>The contractor's personnel must not take any action, or make any omission, that implies or causes others to reasonably infer they are ETF's agent or employee in any matter or in any way not expressly authorized by ETF.</p>  | <p><b>Agree</b></p> |  |
| <p>The contractor's personnel are responsible to travel to and from ETF. Cost of any travel required and approved by ETF outside of ETF's main location(s) will be borne by ETF. Approved expenses will be paid at current State of Wisconsin rates. All receipts must be provided for all transactions of any dollar amount. If parking is available and provided at an ETF work-site, contractors must pay for their worker to park through a hold-back from what the contractor would otherwise bill for the worker. However, there should be no parking hold-back if parking is not currently available.</p> | <p><b>Agree</b></p> |  |
| <p>Contractor's personnel must comply with all rules and regulations of each ETF work site. Contractor's staff must acknowledge in writing on an ETF form that they have read all applicable rules and agree to comply. Contractor's personnel must also sign the confidentiality agreement in Appendix H.</p>   | <p><b>Agree</b></p> |  |



|   |                     |  |
|---|---------------------|--|
| <p>Contractor's personnel must perform the tasks and deliver the products identified in ETF's Position Request.</p>   | <p><b>Agree</b></p> |  |
| <p>Contractor must deliver and assign qualified candidates to work at ETF.</p>  | <p><b>Agree</b></p> |  |
| <p>Contractor must provide a candidate free-of-charge to correct any prior candidates' errors in work product for a period of twelve (12) months after ETF pays for the work. Such corrections must commence within forty-eight (48) hours after ETF gives the contractor written notice of an error, and continue until ETF confirms the error is corrected. If ETF has not paid for the work when ETF discovers the error, ETF may withhold payment for outstanding invoices until the errors are corrected or dispute the invoice and not pay rather than seek free services to correct the error.</p>   | <p><b>Agree</b></p> |  |
| <p>Contractor must agree not to allow a candidate to start work at ETF without a signed purchase order from ETF that refers to that candidate and their rate of pay.</p>  | <p><b>Agree</b></p> |  |
| <p>The contractor agrees to respond to any Position Request with bill rates at or below the Maximum Bill Rate the contractor provided on the Cost Proposal (Appendix F) for the Position. There shall be no special or additional charges or surcharges applied to the Maximum Bill Rate. All hours, including over-time, shall be billed at one rate that is at or below the Maximum Bill Rate provided on the Cost Proposal (Appendix F) for the Position.</p> <p>ETF reserves the right to negotiate hourly rate increases for particular candidates and workers, but the increases will not exceed the Maximum Bill Rate. If new skills and duties are added to a Position, the Maximum Bill Rate provided on the Cost Proposal for that Position still applies. ETF reserves the right to add new skills and duties to any Position and Position Request rather than use the <i>Other Positions as Needed</i> Maximum Bill Rate(s).</p> <p>ETF may also agree to move a candidate or worker from an entry level Position to a more senior Position, or into the <i>Other Positions as Needed</i> Category. For example, a move from Accountant-Entry to Accountant-Advanced, may effectively provide an increase in the hourly rate. But the Maximum Bill Rate on the Cost Proposal for the Accountant-Advanced is the ceiling for any such adjustments. ETF could also move the candidate or worker into <i>Other Positions as Needed</i> and apply the Entry, Intermediate, or Advanced Maximum Bill Rate(s). The same logic applies for all Positions and Categories.</p> | <p><b>Agree</b></p> |  |



|   |                     |  |
|---|---------------------|--|
| <p>Contractor shall be required to provide the individual's pay rate as well as the mark-up percentage that the contractor adds to the pay rate at ETF's request. The pay rate and mark-up percentage is confidential information and would not be shared in any open records request. However, any information on the Cost Proposal (Appendix F) is not confidential and is subject to an open records request.</p>  | <p><b>Agree</b></p> |  |
| <p>If the contractor's staff located at ETF requests additional training other than training that ETF requires, or additional training is required due to absences or low performance, contractor must bear the training cost. Contractor may <b>not</b> charge an hourly rate for that worker during this training. On a case-by-case basis, ETF may pay the total cost of training and/or contractor may charge the hourly rate, with ETF's prior written approval.</p> | <p><b>Agree</b></p> |  |



- *APPENDIX C: Designation of Confidential & Proprietary Information (DOA-3027). Complete form and sign.*

**APPENDIX C  
DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION**

**RFP ETE0015**

**Mandatory**

**This appendix must be completed with the proposal.**

**The proposer must supply two (2) electronic copies with all confidential material redacted on two (2) flash drives and marked as "Redacted for Confidentiality." The flash drives must be labeled on the outside with the proposer's name.**



STATE OF WISCONSIN  
DOA-3027 N(R01/98)

**DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION**

The attached material submitted in response to Bid/Proposal #ETE0015 includes proprietary and confidential information which qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats., or is otherwise material that can be kept confidential under the Wisconsin Open Records Law. As such, we ask that certain pages, as indicated below, of this bid/proposal response be treated as confidential material and not be released without our written approval.

**Prices always become public information when bids/proposals are opened, and therefore cannot be kept confidential.**

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in s. 134.90(1)(c), Wis. Stats. as follows: "Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

We request that the following pages not be released:

| Section               | Page # | Topic |
|-----------------------|--------|-------|
| <u>Not applicable</u> |        |       |
|                       |        |       |
|                       |        |       |
|                       |        |       |

IN THE EVENT THE DESIGNATION OF CONFIDENTIALITY OF THIS INFORMATION IS CHALLENGED, THE UNDERSIGNED HEREBY AGREES TO PROVIDE LEGAL COUNSEL OR OTHER NECESSARY ASSISTANCE TO DEFEND THE DESIGNATION OF CONFIDENTIALITY AND AGREES TO HOLD THE STATE HARMLESS FOR ANY COSTS OR DAMAGES ARISING OUT OF THE STATE'S AGREEING TO WITHHOLD THE MATERIALS.

Failure to include this form in the bid/proposal response may mean that all information provided as part of the bid/proposal response will be open to examination and copying. The State considers other markings of confidential in the bid/proposal document to be insufficient. The undersigned agrees to hold the State harmless for any damages arising out of the release of any materials unless they are specifically identified above.

Firm Name 22nd Century Technologies, Inc.  
Authorized Representative \_\_\_\_\_  
Signature  
Authorized Representative Eva Gaddis-McKnight  
Type or Print  
Date Mar 04, 2016

This document can be made available in accessible formats to qualified individuals with disabilities.



- ***APPENDIX D: Standard Terms & Conditions (DOA-3054) & Supplemental Standard Terms and Conditions (DOA-3681). Including this signifies the proposer agrees to these terms as stated unless assumptions and exceptions are spelled out in Tab 4.***

**22nd Century Reply**

22nd Century has read, understood and acknowledges all the statements mentioned in APPENDIX D: Standard Terms & Conditions (DOA-3054) & Supplemental Standard Terms and Conditions (DOA-3681).



■ **APPENDIX E: Vendor Information (DOA-3477) & Vendor References (DOA-3478). See 2.1.7 for requirements and terms related to references.**

• **Vendor Information (DOA-3477)**

**APPENDIX E  
VENDOR INFORMATION AND REFERENCES  
RFP ETE0015  
Mandatory**

**This appendix must be completed with the proposal.**

STATE OF WISCONSIN  
DOA-3477 (R05/98)

**VENDOR INFORMATION**

1. BIDDING / PROPOSING FIRM NAME 22nd Century Technologies, Inc.  
FEIN 22-3502121  
Phone ( 888 ) 998 - 7284 Toll Free Phone ( )  
FAX ( 501 ) 421 - 3750 E-mail Address govt@tscti.com  
Address 1 Executive Drive, Suite #285  
City Somerset State NJ Zip + 4 4003
2. Name the person to contact for questions concerning this bid / proposal.  
Name Karolina Plan Title Account Manager  
Phone ( 732 ) 658 - 4023 Toll Free Phone ( )  
FAX ( 501 ) 421 - 3750 E-mail Address karolina.plan@tscti.com  
Address 1 Executive Drive, Suite #285  
City Somerset State NJ Zip + 4 4003
3. Any vendor awarded over \$50,000 on this contract must submit affirmative action information to the department. Please name the Personnel / Human Resource and Development or other person responsible for affirmative action in the firm to contact about this plan.  
Name Kulpreet Singh Title Business Development Manager  
Phone ( 888 ) 998 - 7284 Toll Free Phone ( )  
FAX ( 501 ) 421 - 3750 E-mail Address govt@tscti.com  
Address 1 Executive Drive, Suite #285  
City Somerset State NJ Zip + 4 4003



4. Mailing address to which state purchase orders are mailed and person the department may contact concerning orders and billings.

Name Eva Gaddis-McKnight Title Administrator  
Phone ( 888 ) 998 - 7284 Toll Free Phone ( )  
FAX ( 501 ) 421 - 3750 E-mail Address govt@tscti.com  
Address 1 Executive Drive, Suite #285  
City Somerset State NJ City Somerset

5. CEO / President Name Satvinder Singh

*This document can be made available in accessible formats to qualified individuals with disabilities.*



• Vendor References (DOA-3478)

STATE OF WISCONSIN  
DOA-3478 (R12/96)

VENDOR REFERENCE

FOR VENDOR: 22nd Century Technologies, Inc.

Firm Name Office of Management and Budget, DE

Address (include Zip + 4) 100 Enterprise Place, Suite # 4, Dover, DE 19904-8202

Contact Person McCarty Courtney Phone No. 302-857-4557

Product(s) and/or Service(s) Used Provided temporary employment services on various positions  
Including but not limited to Accountant, Benefits Assistant, Benefits Program Analyst, Communications  
Specialist, Contracts Specialist, Budget Analyst and many more.

Firm Name UPS

Address (include Zip + 4) 100 manpower place, Milwaukee, WI 53212

Contact Person Jenny Blaeske Phone No. 414-491-8263

Product(s) and/or Service(s) Used Provided temporary employment services on various positions  
Including but not limited to Accountant, Benefits Specialist, Benefits Assistant, Benefits Program Analyst,  
Training Officer/Coordinator, Purchasing and Contracts Specialist, Auditor (Internal), and many more.

Firm Name Community College of Aurora, CO

Address (include Zip + 4) 16000 E. CentreTech Pkwy., A207, Aurora, CO 80011-9036

Contact Person Debbie Irvine Phone No. 303-360-4823

Product(s) and/or Service(s) Used Provided temporary employment services on various positions  
Including but not limited to Accountant, Benefits Assistant, Benefits Program Analyst, Benefits Policy  
Analyst, Purchasing and Contracts Specialist, Auditor (Internal), Budget Analyst and many more.

Firm Name Governor's Office of Storm Recovery

Address (include Zip + 4) 25 Beaver Street, 2nd Floor, New York, New York 10004

Contact Person John Zeldin Phone No. 212-480-6452

Product(s) and/or Service(s) Used Provided temporary employment services on various positions  
Including but not limited to Accountant, Benefits Specialist, Benefits Assistant, Benefits Program Analyst,  
Benefits Policy Analyst, Training Officer/Coordinator, Auditor (Internal), Budget Analyst and many more.

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**Tab 3. Response to Sections 2.2 & 3**

**Section 2.2 Business Profile & Experience**

*1. The firm's name, home office, address of the office providing services under the contract and the telephone number and appropriate FAX number.*

**Response**

|  |   |
|--|---|
| <b>Firm's Name</b>   | 22nd Century Technologies, Inc.                       |
| <b>Home Office</b>   | 1, Executive Drive, Suite # 285<br>Somerset, NJ 08873 |
| <b>Address of the office providing services under the contract</b> | 1, Executive Drive, Suite # 285, Somerset, NJ 08873   |
| <b>Telephone Number</b>  | 888-99-TSCTI (87284)                                  |
| <b>Fax Number</b>  | 501-421-3750  |

*2. A general description of the proposer, including size, number of employees, number of offices and locations, primary business (e.g. consulting, pension planning, insurance, etc.), other business or services, type of organization (franchise, corporation, partnership, etc.), and other descriptive material. Describe what you believe are your firm's strengths regarding client service; what distinguishes your firm from your competitors? Highlight any acquisitions, and/or mergers or other material developments (changes in ownership, personnel, business, etc.) pending now or that occurred in the past five years at your firm. Disclose any potential mergers or acquisitions that have been recently discussed by senior officials, and could potentially take place within the next three years after the contract start date.*

**Response**

22nd Century is an SBD and ISO 9001:2008 certified staffing company with over 18 years of experience in successfully providing similar staffing services to various government and commercial agencies across the nation. Incorporated in 1997 in New Jersey as an **S-Corporation** with **primary focused on providing staffing services** to state, county, and local agencies. With D&B Open rating score of 95, we have been successfully serving huge customer base with high level of customer satisfaction. We are currently holding more than **150 staffing contracts** with various government agencies across the nation. With more than **650 highly skilled professionals**, we have provided more than **4M man hours** of full spectrum of staffing services. Our commitment to be transparent and straight forward throughout the placement process has helped us build solid client and contractor relationships. We provide the best talent, resources, experience and market expertise to its customers. Through more than 18 years of industry experience, we understand in-depth of staffing needs in government sector.

| 22nd Century Features & Strengths  |
|--|
| <p><b>Size and Scope:</b></p> <ul style="list-style-type: none"> <li>• Small Disadvantage Business</li> <li>• Minority Business Enterprise</li> </ul> <p><b>22nd Century Strengths</b></p> <ul style="list-style-type: none"> <li>• ISO 9001:2008 Certified Recruitment process</li> <li>• Resume database of 400,000+ consultant</li> <li>• More than 70,000 pre-vetted consultants to meet ETF requirement across the US</li> <li>• More than 650 Internal Staff</li> <li>• More than 100 Recruiters</li> <li>• D&amp;B Open rating score of 95</li> <li>• DNB Financial Score 80</li> <li>• Inc. 500 – Fastest Growing Company</li> <li>• CNR 100 – Fastest Growing Company</li> </ul> <p><b>Staffing Experience</b></p> <ul style="list-style-type: none"> <li>• More than 150 staffing contracts across the nation</li> <li>• More than 10,000 placements and successfully delivered over \$200M of staffing services.</li> </ul> |



22nd Century’s entire organizational focus is towards delivering high class staffing services to customers. Therefore, a relentless pursuit of defect eradication is a mission that touches every dimension of 22nd Century’s business. The following table presents the 22nd Century value proposition and lists selected features and benefits of selecting 22nd Century.

| Features of 22nd Century' Solution  | Benefits to the ETF  |
|---|--|
| More than 18 years of Government experience including State, Federal and Local. | Knowledge of regulations and processes.  |
| ISO 9001:2008 compliant quality process   | ISO mandated repetitive quality process provides consistent quality response to ETF's requirement and exceed customer expectations in services delivery. |
| Dun and Bradstreet rating of 95 out of 100 for customer satisfaction            | We exceed customer expectations in service delivery  |
| More than 150 staffing contracts with public agencies                           | Proven staffing experience reduces program risk.   |
| Presence in 42 states   | Nationwide staffing firm can draw upon its extensive pool of national and local resources to quickly respond to ETF's staffing needs.                    |

**Number of offices and locations**

|                             |   |
|-----------------------------|---|
| <b>Geographic Locations</b> | <p><b>New Jersey:</b> 22nd Century Technologies, Inc., 1 Executive Drive, Suite 285 Somerset, NJ 08873</p> <p><b>Virginia:</b> 22nd Century Technologies, Inc., 8251 Greensboro Drive, Suite 250, McLean, VA 22102</p> <p><b>Washington:</b> 22nd Century Technologies, Inc., 2524 55th Ave SE, Olympia, WA 98501</p> <p><b>Ohio:</b> 22nd Century Technologies, Inc., 2601 Commons Blvd, Suite 130, Beavercreek, Ohio</p> <p><b>Utah:</b> 22nd Century Technologies, Inc., 7251 South 300 West, Midvale, UT 84115</p> <p><b>Colorado:</b> 22nd Century Technologies, Inc., 1624 Market Street Suite 202, Denver, CO 80202</p> <p><b>Alabama:</b> 22nd Century Technologies, Inc., 60 Commerce Street, Suite 550, Montgomery AL, 36104</p> <p><b>Florida:</b> 22nd Century Technologies, Inc., 390 N. Orange Avenue, Suite 2300, Orlando, FL, 32801</p> |
|-----------------------------|---|

- **Describe what you believe are your firm’s strengths regarding client service; what distinguishes your firm from your competitors?**

**Response**

22nd Century offers the following Unique Selling Points to the ETF that sets us apart from our competition, success and will allow us to deliver better value to the ETF:

- **Numerous Contract Vehicles:** Since inception, we have secured over 150 staffing contracts including 29 state-wide staffing contracts and has provided more than 4M hours of services to different federal, state, county, agencies and commercial clients.
- **ISO certified Organization:** Being an ISO 9001:2008 certified company, we provide consistent quality response to client’s requirement and exceed customer expectations in services delivery.
- **Inimitable Account Management Team:** We follow well defined and documented team management approach for handling staffing contracts to ensure that contract requirements are supported. We will assign the ETF, a dedicated Account Management team to ensure the right delivery of services and needs are fulfilled with huge level of ETF’s satisfaction. Our Lead Account Manager & Accounts Executive (Second Account Manager) will work very closely with the ETF and 22nd Century’s on-site staff.
- **Well Defined Recruitment Approach:** Our experience, proven through the successful management of staffing services contracts supporting public agencies, has shown that each step is essential for recruitment success, no matter how great the hiring volume or how deep the logistical complexity is. Our recruitment team consists of more than 100 recruiters, data miners and research analysts, having average experience of more than 5 years recruiting professionals to support ETF requirement. We



proactively recruit and maintain full pipeline preferably local qualified candidates who are readily available to start work on contracts.

- **Ability to staff work request/ task orders immediately/ Gigantic Resume Database:** We understand the importance of the initiatives taken by the ETF and we are committed to provide our best resources. 22nd Century has excellent resources in its resume database pool for various staffing categories required by the ETF. 22nd Century has more than 1,000 highly proficient and experienced local candidates in our resumes database for required staffing services, local to the state of WI. We keep on updating this database enabling us to meet requirements of client with short-term notice.
- **Staffing Firm that Delivers the Right Employee:** Our engagement process is focused on our clients and their business needs. This consultative approach, known as our Perfect Fit Program, details from start to finish how our staffing firm selects the perfect candidate for client's organization. The Perfect Fit Program includes five phases, which are customized to most effectively service ETF account.
  - **Customer Analysis** - We document & understand our client's business needs and determine the services that will make staffing process more efficient and effective.
  - **Sourcing** - Our professional recruiters quickly identify the most qualified candidates using their industry knowledge and the extensive networks of our staffing firm.
  - **Screening** - At 22nd Century, we get to know each candidate beyond just their resume. We find out the skills and qualities that will achieve the perfect fit for ETF positions.
  - **Selection** - To complete the hiring process, we ensure all forms, screening and certifications are verified before the employee starts.
  - **Performance Monitoring** - We continually monitor our performance and the performance of our employees to make sure the ETF is continually satisfied with our service
- **Well Established & Financially Stable Company:** 22nd Century is financially stable and rapidly growing company having annual revenue as \$35M for the year 2014 with total revenue of over \$100 Million since its inception. 22nd Century currently has over \$30M awarded contracts and has the required financial capacity to provide the services.

22nd Century offers ETF a mature staffing company that can provide the qualified resources needed to support ETF's demanding staffing needs. With an access to more than 70,000 pre-vetted candidates that match ETF staffing requirements, we can provide these resources within 48 hours after staffing requisitions are issued. By selecting 22nd Century, ETF will have a partner with a proven combination of staffing experience, resources, and management processes.

- **Highlight any acquisitions, and/or mergers or other material developments (changes in ownership, personnel, business, etc.) pending now or that occurred in the past five years at your firm.**

**Response**

Not applicable.

- **Disclose any potential mergers or acquisitions that have been recently discussed by senior officials, and could potentially take place within the next three years after the contract start date**

**Response**

Not applicable.

- 
3. **It is the expectation that there would be a Lead Account Manager in charge of all programs assigned at all times, in addition to other personnel. Identify the Lead Account Manager available for these programs. Identify a second account manager who is available for working with the Lead Account**



**Manager. Provide at least two (2) specific examples for each of the criteria below for each Account Manager:**

- a. *Excellent customer service and client relationship management skills.*
- b. *Ability to solve problems, and understand and effectively resolve any financial matters.*
- c. *Attention to detail and follow up on any unresolved issues.*
- d. *Meets deadlines.*

**Response**

To ensure the success of this contract, we will allocate a dedicated Lead Account Manager Ms. Karolina Plan, who have vast experience in handling such requirements in past, will be responsible to handle the ETF’s staffing requirements. As practice to manage contracts with the ETF, we are proposing following Key personnel that will be responsible for tracking and fulfillment of ETF contract requirements. These key personnel will be responsible for providing services/ training to the ETF.

| # | Name                | Title                                       | Experience   |
|---|---------------------|---|--|
| 1 | Karolina Plan       | Lead Account Manager                        | More than 10 years of experience in handling practically all aspects of Staffing Services related business. Expert in account, contract & project management |
| 2 | Eric Salon          | Accounts Executive (Second Account Manager) | More than 9 years of enriched experience in the strategic planning, identification of opportunities, and development of new services.                        |
| 3 | Lissangella De Leon | HR Manager                                  | More than 8 years of extensive account management, and resource management experience.   |
| 4 | Kulpreet Singh      | Finance Manager                             | More than 10 years of experience in resource management and financial management.  |
| 5 | Jessica Duncan      | Recruitment Manager                         | More than 9 years of excellent experience in staffing and recruiting management.   |

All the proposed key personnel are highly skilled and equally experienced full time employees of the 22nd Century. Our Lead Account Manager and Accounts Executive (Second Account Manager) will work closely with the ETF.

- **Provide at least two (2) specific examples for each of the criteria below for each Account Manager:**
  - a. *Excellent customer service and client relationship management skills.*
  - b. *Ability to solve problems, and understand and effectively resolve any financial matters.*
  - c. *Attention to detail and follow up on any unresolved issues.*
  - d. *Meets deadlines.*

**Response**

22nd Century proposed Lead Account Manager and Accounts Executive (Second Account Manager) have enriched experience in account, contract & project management. Both the proposed team personnel have successfully delivered temporary staffing services to various clients including but not limited to State of Nebraska, Missouri, Delaware, University of Missouri (MO), Southern Illinois University (IL), Montgomery Housing Authority (AL) and many more clients meeting defined timelines and contract budget. Both are enough capable to resolve their issues (if any), understand and effectively resolve any financial matters. Below we are providing examples of such tasks:

| Example #1: For Lead Account Manager  |                                   |
|---|-----------------------------------|
| <b>Client:</b> State of Delaware, DE (State)  | <b>Duration:</b> Aug 12 – Ongoing |
| <b>Example of Criteria:</b> Responsible for timely management and swift resolution of all customer service issues including supervision of all associates to insure good customer experience. Take appropriate action in providing quality and efficient customer service to the State, investigating account issues, responding to general inquires and following up with the State. |                                   |



Collaborated with related departments on resolving customer billing problems, payment applications, process flows to identify and solve problems and provide superior customer service.

**Example #2: For Lead Account Manager**

**Client:** State of Nebraska, NE (State) | **Duration:** Apr 12 – Ongoing

**Example of Criteria:** Built relationships with different members of the State team who make or influence purchasing decisions, including senior executives, purchasing managers, technical managers and finance directors. Analyze and research information, explain complex information clearly and simply and possess good sales and negotiation skills. Evaluated the best solutions, and implement plans, solve problems occurring in company (human resources, finance related problems).

**Example #1: For Accounts Executive (Second Account Manager)**

**Client:** Connecticut Resources Recovery Authority, CT (CRRRA) | **Duration:** Jun 12 – Ongoing

**Example of Criteria:** Answered calls from current customers having escalated unresolved issues. Provided customer service to CRRRA at the establishment's front desk. Maintained and developed client-business relationships with CRRRA and consistently meeting deadline for customer service and improve accuracy for understanding CRRRA needs. Facilitated weekly and bi-weekly meetings to achieve and deploy projects to meet deadline, provided outstanding customer service to CRRRA on a consistent basis.

**Example #2: For Accounts Executive (Second Account Manager)**

**Client:** Southern Illinois University, IL (SIU) | **Duration:** May 12 – Ongoing

**Example of Criteria:** Follow up with SIU on unresolved issues, referred unresolved issues to supervisor. Enforced compliance and restrictions to protect SIU interest and exceeded SIU satisfaction to meet deadline. Recorded meeting minutes for high level and technical meetings, transcribe other's notes into Meeting Minutes.

**4. Information regarding the professional and experience qualifications of all administrative staff who will perform work for this specific contract besides the Lead Account Manager and backup. This includes anyone who will be involved with processing the contractor's payroll, billing ETF, or handling payments from ETF.**

**Response**

To support the ETF Temporary Staffing services, following highly qualified and excellent experienced team members will be available immediately after the award of contract. All are the highly experienced and has extensive past experience to execute these types of similar services:

| #  | Name/ Position                      | Professional and Experience Qualifications  |
|----|-------------------------------------|---|
| 1. | Karolina Plan/ Lead Account Manager | <ul style="list-style-type: none"> <li>• Master's degree in Business and Management</li> <li>• Bachelors in Science</li> <li>• AAS in Business Administration</li> <li>• More than 10 years of experience in Project Development &amp; Contract Management</li> <li>• Key person for managing contract signed with the client and interacting with the client's Project Manager.</li> <li>• Ensuring &amp; track the client contract requirements.</li> <li>• Educate existing/ new Accounts Executive (Second Account Manager) with the client contract requirements.</li> <li>• Quarterly meetings with the client to monitor 22nd Century contract performance</li> <li>• Weekly meeting with Back Office Staffing Operation &amp; Employee Care Team to give update on 22nd Century performance &amp; upcoming activities under contract.</li> <li>• Ensuring that Monthly Compliance Reports are being submitted in time to the client and sending weekly dashboard reports to Executive Management</li> </ul> |



|    |   |  |
|----|---|--|
| 2. | Eric Sloan/ Accounts Executive (Second Account Manager) | <ul style="list-style-type: none"> <li>• B.S. in Computer Science</li> <li>• Master of Business Administration</li> <li>• CompTIA A+, Network+ Certification</li> <li>• IT Infrastructure Library (ITIL)</li> <li>• Project Management Professional (PMP)</li> <li>• More than 9 years of experience in Account Management</li> <li>• Writing Synopsis on the client requisition which includes overview of the client contract; domain specific skills required; desired to have skills.</li> <li>• Working with Recruiting Manager to ensure quality of candidate selection process.</li> <li>• Coordinating consultant interviews with the client.</li> <li>• Monthly meeting with the client Management to know about upcoming activities; to understand the ETF future needs; to know about 22nd Century staff performance and share vacation plans of 22nd Century consultants.</li> <li>• Resolving difficult situations with 22nd Century Staff working at the client contract.</li> <li>• Time to time meeting with on-site consultants.</li> </ul> |
| 3. | Lissangela De Leon/ HR Manager                          | <ul style="list-style-type: none"> <li>• Associates of Liberal Arts</li> <li>• More than 9 years of experience in Human Resource Management</li> <li>• Expertise in account management and resource management.</li> <li>• Expert level Knowledge of Customer Relation Management, invoicing, timesheet-tracking and payment to consultants, rate negotiations, contract writing and negotiations.</li> <li>• Responsible for employee care, a unique role which resulted in long retention of our consultants to manage consultants at the client site; to keep consultants motivated and up to date and take care of consultant's requests/ issues and resolve all the requests.</li> <li>• Works closely with Account Manager to follow the progress of project.</li> <li>• Create training request if staff intent to participate in the client or outside training.</li> </ul>  |
| 4. | Kulpreet Singh/ Finance Manager                         | <ul style="list-style-type: none"> <li>• Associate Degree in Computer Science</li> <li>• Post Graduate Diploma in Personnel Management and Industrial Relations</li> <li>• Bachelor of Arts</li> <li>• More than 10 years of experience in account management, resource management and financial management.</li> <li>• Expertise in account management, technical support and resource management.</li> <li>• Collating, preparing and interpreting reports, budgets, accounts, commentaries and financial statements.</li> <li>• Managing a company's financial accounting, monitoring and reporting systems.</li> <li>• Responsible for invoicing and payment.</li> </ul>   |

**5. Information regarding how the staffing company selects personnel to place at ETF. Specifically, describe the company policy to verify the competency of candidates being presented to work at ETF. Please provide an example of the following assessment tools, if the proposer will use them during the process of helping ETF select a candidate to fill a position.**

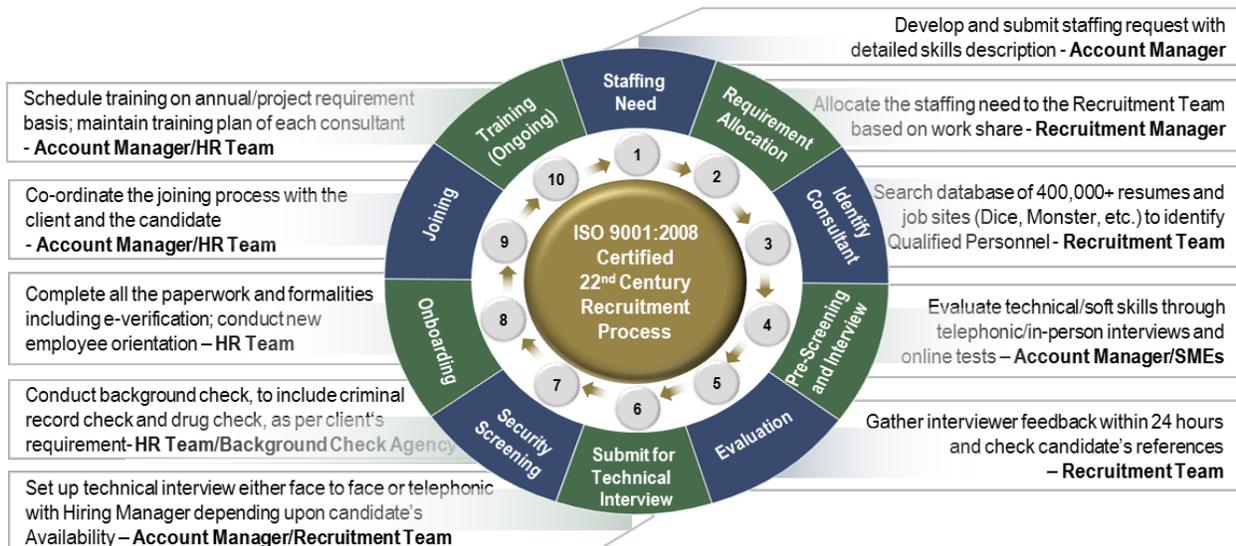
- a. Resume
- b. Reference check reports the proposer writes
- c. Reference check contact information (so that ETF can contact references also at ETF's discretion)
- d. Technical skills evaluation reports
- e. Recruiters' reports on the candidate
- f. Lead Account Manager's candidate evaluation
- g. Personality or behavioral style assessments
- h. Other useful assessment tools



**Response**

22nd Century has a proven and established ISO 9001:2008 compliant recruitment process which helps us to consistently exceed client regulatory and other quality requirements. We follow a ten-step recruitment process in which each of the ten steps has its own key metrics, and team members are held accountable for performance against them. We report on metrics every day, making adjustments to ensure customer satisfaction. We use ten-step recruitment process to ensure that the right candidates are hired for ETF requirement. Our recruiting team consists of more than 100 recruiters, data miners and research analysts with average experience of more than 5 years of experience in placing staff similar to the ETF's requirement. We source qualified personnel using our internal resume database (more than 400,000 screened resumes), internal pool of qualified consultants (more than 650), and access to popular job websites, such as Monster, Dice, Indeed, CareerBuilder, etc.

**Process for Recruiting Qualified Personnel** - We have a successful approach to meet ETF's staffing requirements to ensure timely filling of positions with the necessary qualifications. Our experience, established through the successful management of government contracts has helped us in developing a standard ISO 9001:2008 compliant 10-step recruitment process, **as shown in figure below**, which breaks recruitment down into ten clearly-identifiable steps.



There are management controls throughout the process. Each of the ten steps has its own key metrics, and team members are held accountable for performance against them. We report on metrics every day, making adjustments to ensure that we're meeting customers' objectives. Our selective recruitment policy ensures that only the best of the industry are inducted and they provide cost-effective solutions to the challenging needs to meet up to our customers' satisfaction level.

**22nd Century Recruitment Process and Responsibilities**

| Recruitment Process   | Responsibility       |
|---|----------------------|
| <b>Client Requisition</b>   |                      |
| <ul style="list-style-type: none"> <li>Analyze ETF's staff requisition and write synopsis of the requisition</li> <li>Submit position description and ETF's requirements in Zoniac tools</li> </ul> | Lead Account Manager |
| <b>Identify Consultant</b>  |                      |
| <ul style="list-style-type: none"> <li>Assign to recruitment team through Zoniac tool</li> <li>Check if there is matching skilled consultant available "on bench"</li> </ul>                        | Recruiting Manager   |



|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Identify existing skill sets and candidates within 22nd Century Zoniac database</li> <li>Share job profile to all consultants by posting it on our website and sending mailer to approved consultants for referrals</li> <li>Post job to external job sites (22nd Century website, Dice, Monster, CareerBuilder)</li> </ul>  |   |
| <b>Pre-Screening &amp; Security Prescreening</b>  |   |
| <u>Prescreening</u> <ul style="list-style-type: none"> <li>Execute a comprehensive prescreening that confirms previous experience, motivation, salary, skill level, and potential team-fit. Pre-Screening includes online test and internal tools</li> <li>Discuss salary requirements and relocation needs with candidates and update in Zoniac</li> <li>Evaluate attitude and aptitude by discussing team scenarios</li> <li>Provide 22nd Century overview and explain benefits</li> </ul> <u>Security Prescreening</u> <ul style="list-style-type: none"> <li>Review existing clearances</li> <li>Check references</li> <li>Conduct basic background checks</li> </ul> | Recruiting Team<br>and Qualified<br>Screening Team<br>Employee Care |
| <b>Interview</b>  |   |
| <u>Skill Evaluation</u> <ul style="list-style-type: none"> <li>Conduct initial assessment of the candidate's technical qualifications</li> <li>Conduct detailed interviews based on job requirement</li> </ul> <u>Soft Skills Evaluation</u> <ul style="list-style-type: none"> <li>Evaluate candidate's communication, creativity, analytical thinking, diplomacy, flexibility, change-readiness, problem solving, leadership, team building, and listening skills</li> </ul>  | Recruitment team<br>and Qualified<br>Screening team                 |
| <b>Evaluation</b>   |   |
| <ul style="list-style-type: none"> <li>Prepare the feedback form to summarize the results of the interview and update Zoniac with qualified consultants</li> <li>Relay interview results to the consultants</li> <li>Check consultant's references</li> </ul>   | Lead Account<br>Manager/<br>Recruitment Team                        |
| <b>Consultant presentation and Setting up Client Interview</b>  |   |
| <ul style="list-style-type: none"> <li>Create skill matrix matching required skills with experience of consultants to present consistent skill summary to ETF.</li> <li>Submit resumes with a Skill summary of the selected consultants and references to ETF.</li> <li>Discuss interview schedule with hiring manager for pre-qualified consultants</li> <li>Set face to face or telephone interview depending upon the ETF's requirements</li> </ul>  | Recruitment team/<br>Lead Account<br>Manager                        |
| <b>Final Security Screening</b>   |   |
| <ul style="list-style-type: none"> <li>Conduct criminal, credit and background check including driving record and sexual offender database search</li> <li>Conduct drug check for selected consultants</li> <li>Verification of employment, education, certifications and licenses</li> </ul>   | Employee care   |
| <b>Offer</b>  |   |
| <ul style="list-style-type: none"> <li>Complete all due diligence before extending an offer to successful consultants</li> <li>Extend the offer</li> <li>Share candidate's decision or initial response with hiring managers</li> <li>Submit Security Forms to ETF.</li> </ul>  | Employee care   |
| <b>Joining</b>  |   |
| <ul style="list-style-type: none"> <li>Inform the joining date of the candidate to ETF.</li> <li>Conduct e-Verification</li> <li>Candidate joins the project on specified date</li> </ul>   | Employee care/<br>Lead Account<br>manager                           |
| <b>Ongoing Support and Training</b>   |   |
| <ul style="list-style-type: none"> <li>Conduct training on need/ project basis</li> <li>Update PDP (Personal Development Plan) of each consultant</li> </ul>  | Employee care   |



- *Specifically, describe the company policy to verify the competency of candidates being presented to work at ETF.*

**Response**

From our effective recruitment process, we hire the right people from the start. At 22nd Century, we regularly perform below tasks to verify the competency of candidates being presented to work at ETF:

- **Evaluate typing/keyboard and ten key proficiency:** Online typing test involving Word processing, database, and spreadsheet software (checking speed and accuracy).
- **Skill Check:** Conduct detailed interviews, check effective communication, leadership, creativity, analytical thinking, and problem solving capability over a multitude of the performance areas to see if they fit.
- **Check ability to operate office equipment and filing methods:** Evaluate proficiency to operate standard office equipment, accounting, data entry and customer services skills by discussing prior job scenarios (in case position required this screening).
- **Evaluate command on software programs such as Word, Excel, PowerPoint, etc.:** General computer knowledge test by our trained recruiters along with Online typing test involving Word processing, database, and spreadsheet software (checking speed and accuracy).
- **Check ability to perform arithmetic computations:** Online arithmetic computations test involving numerical aptitude, curricula restricting calculator, digits and arithmetical operations.
- **Evaluate General Clerical Aptitude and accounting knowledge:** General intelligence and clerical aptitude test involving multiple choice questions includes basics of general clerical duties, accounting, numerical aptitude, general English and general knowledge questions.
- *Please provide an example of the following assessment tools, if the proposer will use them during the process of helping ETF select a candidate to fill a position.*
  - Resume*
  - Reference check reports the proposer writes*
  - Reference check contact information (so that ETF can contact references also at ETF's discretion)*
  - Technical skills evaluation reports*
  - Recruiters' reports on the candidate*
  - Lead Account Manager's candidate evaluation*
  - Personality or behavioral style assessments*
  - Other useful assessment tools*

**Response**

Below are the details of assessment tools we use while selecting resumes:

| Use of Assessment Tools while Selecting Resumes  |
|--|
| <b>Resume</b>  |
| <ul style="list-style-type: none"> <li>• Based upon the staff requisition submitted to recruitment team, recruiter's searches for the right candidate they can hire matching the requirement of our clients based on:                             <ul style="list-style-type: none"> <li>○ Skill required along with the preferred skills</li> <li>○ Required education details</li> <li>○ Last project details including Client name, duration, project description and responsibilities of the candidate</li> </ul> </li> </ul>  |
| <b>Reference check reports the proposer writes</b>   |
| <ul style="list-style-type: none"> <li>• On regular practice, recruiters collect 3 Professional references from sources candidate to validate the candidate's duties and behavior while working with them. Recruiter makes a report on the feedback they receive from candidates' reference provided.</li> <li>• Before submitting candidate resume to the client, we include the reference contact information in our response, so that client can contact the previous employers of the candidates' and get information about them from their previous employers.</li> </ul> |
| <b>Technical skills evaluation reports</b>   |



|  |
|--|
| <ul style="list-style-type: none"> <li>While selecting, SME conducts detailed technical interviews based upon the requirement task areas to see if submitted candidates' are fit for the role.</li> </ul>  |
| <b>Recruiters' reports on the candidate</b>  |
| <ul style="list-style-type: none"> <li>After skills evaluation reports generated by our SME, recruiter makes a final report on the candidate and submit it back to our Lead Account Manager.</li> </ul>  |
| <b>Lead Account Manager's candidate evaluation</b>   |
| <ul style="list-style-type: none"> <li>After receiving final report on candidate from the recruiter, Lead Account Manager thoroughly evaluate the candidates' skills and education details based on the client requirement and provides her decision to submit resume.</li> </ul>  |
| <b>Personality or behavioral style assessments</b>   |
| <ul style="list-style-type: none"> <li>While selecting any candidate recruiter also checks effective communication, leadership, creativity, analytical thinking, and problem solving capability of the candidate. Professional reference provided by sourced candidate also help us in personality or behavioral style assessments.</li> </ul> |
| <b>Other useful assessment tools</b>   |
| <ul style="list-style-type: none"> <li>Conducts online test (using Prove-It, Brainbench &amp; internal tools) and general knowledge test to select a candidate.</li> </ul>   |

**6. A description of how any turnover on contractor's personnel working at ETF would be handled.**

**Response**

From our effective recruitment process, we hire the right people from the start. We are committed to retain our best employees and to offer better career opportunities. We interview and select candidates carefully, not just to ensure they have the right skills but also that they fit well with the company culture, managers and co-workers. After we have completed the recruitment, selection, and screening process, we continuously strive to motivate and retain our employees. We use following steps to minimize and effectively deal with employee turnover at 22nd Century.

- Review compensation and benefits packages at least annually.
- Continually train employees in operations, sales and customer service, and technical skills.
- Paying attention to employees' personal needs and offer more flexibility where we can, considering offering telecommuting, compressed schedules or on-site or back-up day care.
- Awards, recognition and praise might just be the single most cost-effective way to maintain a happy, productive work force.

However, sometimes due to some reasons if any employee of 22nd Century do not want to continue his/her project, we have a well-defined and documented process to handle that situation. An e-mail will be sent by 22nd Century Lead Account Manager to the ETF Manager that we will provide a replacement of the candidate to the ETF. Our Lead Account Manager immediately escalate the same to the senior management for corrective action. At the same time, the request will be forwarded to the recruiting team along with complete skill-set, qualification and experience requirement and other preferred areas like domain experience. We will:

- Provide resumes to ETF within one business day from internal CRM (Zoniac).
- Facilitate the candidate interview with ETF Manager.
- Initiate the joining process of selected consultant.

As part of this process, employee document their daily tasks and submit it to the ETF Manager and/ or 22nd Century Lead Account Manager. Throughout the lifecycle of the 22nd Century project, the status of key milestones is regularly and formally documented. Changes to project scope, timing, or direction are frequently communicated to ensure the project schedule is monitored and clearly understood at all levels. In normal case, 22nd Century employee has to give a notice of minimum of 30 days before leaving the



contract. The newly hired employee works along with the employee during this period for complete knowledge transfer - understanding the project, current status and pending tasks/ issues to minimize the project impact.

**7. Provide a written response that reflects your understanding of the job descriptions in Section 3. Detail your firm’s experience in providing the positions or similar positions and how that experience is relevant. The response should provide evidence of the proposer’s ability to supply personnel with the skills, abilities, and knowledge required to perform the duties and responsibilities as described.**

**Response**

The main mission of ETF is to administer retirement, insurance and other benefit programs for state and local government employees and retirees of the Wisconsin Retirement System. We apprehend that the purpose of issuing this RFP is to provide obtain a list of successful vendors who can provide staffing services for professional positions to the ETF for the contract period of three (3)-year initial term, plus two (2) one (1) year optional renewals. 22nd Century have proven track record of providing similar staffing services to government sector. We will provide exceptional staffing services to the ETF on the labor categories including, but not limited to, Accountant, Benefits Specialist, Benefits Assistant, Benefits Program & Policy Analyst, Publications & Communications Specialist, Training Officer/ Coordinator, Purchasing & Contracts Specialist, Auditor (Internal), Budget Analyst and on more labor categories.

- **Detail your firm’s experience in providing the positions or similar positions and how that experience is relevant.**

**Response**

22nd Century has strong and proven track record of providing similar staffing services to various government agencies across the nation. We have evolved in-house methodology and processes to handle government staffing contracts. Since inception, we have secured number of similar staffing services contracts with various state, county and local agencies. Below table shows our similar temporary employment services experience with various government agencies across the US:

| State Clients                                     |  |
|---|--|
| State of Delaware, DE                             | State of Colorado, CO                        |
| State of Nebraska, NE                             | State of Utah, UT                            |
| State of Missouri , MO                            | State of Arizona, AZ                         |
| Other Government Agencies                         |  |
| Connecticut Resources Recovery Authority, CT      | University of Missouri, MO                   |
| Montgomery Housing Authority, AL                  | Southern Illinois University, IL             |
| University of Maryland University College, MD     | Housing Authority of the City of El Paso, TX |
| Office of Temporary and Disability Assistance, NY | County of Hawaii, HI                         |
| UNICEF, NY  | Department of Health and Mental Hygiene, MD  |
| Department of Revenue, NH                         | West Chester Department of Health, NY        |
| James Madison University, VA                      | Virginia Housing Development Authority, VA   |
| City of Ocala, FL                                 | Portland Development Commission, OR          |
| Chicago Transit Authority, IL                     | Birdville Independent School District, TX    |
| Commercial Clients                                |  |
| Raytheon  | Hewlett Packard                              |
| SRA International                                 | Supervalu                                    |



|                        |                 |
|------------------------|-----------------|
| Energy Future Holdings | Bank of America |
| United Parcel Services |                 |

22nd Century have proven track record of providing similar employment services to government sector. We are the preferred vendors for providing excellent temporary staffing services in the various areas but not limited to: Accountant, Accounting Clerk, Accounts Payable Clerk, Benefits Specialist, Benefits Assistant, Benefits Program & Policy Analyst, Budget Analyst, Budget Specialist, Publications & Communications Specialist, Training Officer/ Coordinator, Administrative Assistant, Executive Assistant, Office Assistant, Payroll Assistant, Purchasing & Contracts Specialist, Auditor (Internal), Cashier, Maintenance Mechanic, Receptionist, Office Manager, File Clerk, Administrative Clerk and many more. Some of our prestigious clients to whom we have provided similar temporary staffing services are provided below:

| Work Performed   | Clients  |
|--|--|
| <b>Job Category: Accountant</b>  |  |
| <ul style="list-style-type: none"> <li>Assist in the maintenance or analysis of financial records, interpret and analyze financial data.</li> <li>Design, test, implement and maintain automated and/or manual financial systems.</li> <li>Prepare financial statements, reports or other financial documents.</li> <li>Maintain and reconcile fixed assets or inventory records and applied Generally Accepted Accounting Principles (GAAP).</li> <li>Prepared schedules, tables, graphs and other exhibits for interim and final audit reports.</li> <li>Worked on PC-based spreadsheet and database applications and word processing software; accounting or ERP systems, preferably PeopleSoft.</li> </ul>                     | <ul style="list-style-type: none"> <li>State of DE, NE, UT, AZ</li> <li>Connecticut Resources Recovery Authority, CT</li> <li>Montgomery Housing Authority, AL</li> <li>University of Maryland University College, MD</li> <li>Government Office of Storm recovery, NY</li> <li>Office of Temporary and Disability Assistance, NY</li> <li>Southern Illinois University, IL</li> <li>Housing Authority of the City of El Paso, TX</li> <li>County of Hawaii, HI</li> <li>SRA International</li> <li>Bank of America</li> <li>United Parcel Services</li> </ul> |
| <b>Job Category: Benefits Specialist</b>   |  |
| <ul style="list-style-type: none"> <li>Analyze records to determine eligibility for benefits.</li> <li>Calculate estimated and final benefit amounts.</li> <li>Participate and provide input regarding benefit policy and administrative rules.</li> <li>Obtained relevant information without disclosing confidential information.</li> <li>Interact positively with a variety of persons at different levels within and outside the organization.</li> <li>Used complex and sophisticated personal computer based software systems (e.g., Microsoft Windows applications such as Word, Excel, Access, etc.)</li> <li>Used complex case management, customer relationship management, and benefit processing software.</li> </ul> | <ul style="list-style-type: none"> <li>State of DE, NE, MO</li> <li>Department of Revenue, NH</li> <li>James Madison University, VA</li> <li>Chicago Transit Authority, IL</li> <li>Government Office of Storm recovery, NY</li> <li>University of Missouri, MO</li> <li>Southern Illinois University, IL</li> <li>Housing Authority of the City of El Paso, TX</li> <li>County of Hawaii, HI</li> <li>Department of Health and Mental Hygiene, MD</li> <li>Virginia Housing Development Authority, VA</li> <li>United Parcel Services</li> </ul>              |
| <b>Job Category: Benefits Assistant</b>  |  |
| <ul style="list-style-type: none"> <li>Analyzed records to determine eligibility for benefits; calculated complex retirement benefit computations and resolved complex retirement coverage or earnings issues.</li> <li>Used complex and sophisticated personal computer based software systems (e.g., Microsoft Windows applications such as Word, Excel, Access, etc.)</li> <li>Used complex case management, customer relationship management, and benefit processing software.</li> <li>Performed complex mathematical calculations.</li> </ul>  | <ul style="list-style-type: none"> <li>State of MO, CO, UT</li> <li>Connecticut Resources Recovery Authority, CT</li> <li>Government Office of Storm recovery, NY</li> <li>University of Maryland University College, MD</li> <li>Office of Temporary and Disability Assistance, NY</li> <li>Southern Illinois University, IL</li> <li>West Chester Department of Health, NY</li> <li>Virginia Housing Development Authority, VA</li> <li>United Parcel Services</li> </ul>  |
| <b>Job Category: Benefits Program and Policy Analyst</b>   |  |



|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Research and analyze policy issues; recommended policy changes on retirement and/or insurance programs and implementation of new programs or legislation.</li> <li>• Provide cost/benefit analysis and assisted with drafting and/or revising informational materials/brochures.</li> <li>• Used Microsoft Office software programs, including Outlook, Word, Excel, and PowerPoint and information systems.</li> <li>• Obtained relevant information without disclosing confidential information.</li> </ul>  | <ul style="list-style-type: none"> <li>• State of DE, NE, UT</li> <li>• Government Office of Storm recovery, NY</li> <li>• Connecticut Resources Recovery Authority, CT</li> <li>• Chicago Transit Authority, IL</li> <li>• University of Missouri, MO</li> <li>• Southern Illinois University, IL</li> <li>• Housing Authority of the City of El Paso, TX</li> <li>• Bank of America</li> </ul>  |
| <b>Job Category: Publications and Communications Specialist</b>   |   |
| <ul style="list-style-type: none"> <li>• Worked with web content management and development using HTML5.</li> <li>• Experience with blog software and tools (e.g., Moveable Type).</li> <li>• Publication design and production coordination, including preparing pre-press electronic files and PDF files.</li> <li>• Proficient in using Adobe Acrobat Pro, InDesign, Photoshop, Illustrator and MS Office Word.</li> <li>• Write, edit and proof read correspondence, publications and articles for correct format, grammar, punctuation, meaning, content, clarity, consistency, and continuity.</li> </ul>   | <ul style="list-style-type: none"> <li>• State of MO, CO, UT, AZ</li> <li>• Connecticut Resources Recovery Authority, CT</li> <li>• Montgomery Housing Authority, AL</li> <li>• Government Office of Storm recovery, NY</li> <li>• Department of Revenue, NH</li> <li>• James Madison University, VA</li> <li>• Housing Authority of the City of El Paso, TX</li> <li>• County of Hawaii, HI</li> <li>• Department of Health and Mental Hygiene, MD</li> </ul>  |
| <b>Job Category: Training Officer/ Coordinator</b>  |   |
| <ul style="list-style-type: none"> <li>• Designed training programs that take individual learning differences into account.</li> <li>• Develop and provide classroom, on-line, and other forms of training.</li> <li>• Analyzed and identified training needs and coordinated internal training sessions.</li> <li>• Reviewed training programs and recommend changes and modifications.</li> <li>• Prepared and conducted training on a variety of topics and program areas for employees.</li> <li>• Developed agency-wide training programs, policies and procedures.</li> </ul>   | <ul style="list-style-type: none"> <li>• State of NE, MO, CO, UT</li> <li>• Montgomery Housing Authority, AL</li> <li>• Department of Revenue, NH</li> <li>• University of Missouri, MO</li> <li>• Southern Illinois University, IL</li> <li>• Housing Authority of the City of El Paso, TX</li> <li>• County of Hawaii, HI</li> <li>• Department of Health and Mental Hygiene, MD</li> <li>• University of Missouri, MO</li> <li>• Southern Illinois University, IL</li> </ul>   |
| <b>Job Category: Purchasing and Contracts Specialist</b>  |   |
| <ul style="list-style-type: none"> <li>• Worked with PC-based spreadsheet and database applications and word processing software; accounting/procurement or ERP systems.</li> <li>• Interpret and analyze complex data and requests, and to determine and implement appropriate actions.</li> <li>• Administered resulting contracts, addressed any protest actions, acted as liaison between the agency and vendors to resolve disputes.</li> <li>• Worked with electronic records management systems and processes and negotiated and drafted contract language.</li> <li>• Determined reporting requirements; monitored contracts to ensure compliance with Federal and State laws and regulations.</li> <li>• Prepared bids, developed RFPs, selected vendors, negotiated and awarded contracts and maintained required documentation.</li> </ul> | <ul style="list-style-type: none"> <li>• State of UT, AZ</li> <li>• Connecticut Resources Recovery Authority, CT</li> <li>• University of Maryland University College, MD</li> <li>• Office of Temporary and Disability Assistance, NY</li> <li>• County of Hawaii, HI</li> <li>• Department of Health and Mental Hygiene, MD</li> <li>• West Chester Department of Health, NY</li> <li>• Virginia Housing Development Authority, VA</li> <li>• Portland Development Commission, OR</li> <li>• University of Missouri, MO</li> <li>• Supervalu</li> </ul> |
| <b>Job Category: Auditor (Internal)</b>   |   |



|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Developed audit programs and procedures; conducted office audits; reviewed and analyzed recorded financial transactions and/ or other financial information.</li> <li>• Prepared working papers, schedules, tables, graphs, and other exhibits for interim and final audit reports.</li> <li>• Conducted investigations; advised management on methods to improve accounting or other operational procedures.</li> <li>• Applied Generally Accepted Accounting Principles (GAAP) and Generally Accepted Auditing Standards (GAAS).</li> <li>• Worked with PC based spreadsheet and database applications; accounting or ERP systems and word processing software and audit data analysis technics and software.</li> <li>• Performed professional internal auditing duties requiring the knowledge and application of accounting and auditing theories and principles.</li> </ul> | <ul style="list-style-type: none"> <li>• State of DE, AZ</li> <li>• Montgomery Housing Authority, AL</li> <li>• University of Maryland University College, MD</li> <li>• Office of Temporary and Disability Assistance, NY</li> <li>• West Chester Department of Health, NY</li> <li>• Virginia Housing Development Authority, VA</li> <li>• University of Missouri, MO</li> <li>• Southern Illinois University, IL</li> <li>• Housing Authority of the City of El Paso, TX</li> </ul>  |
| <b>Job Category: Budget Analyst</b>  |   |
| <ul style="list-style-type: none"> <li>• Worked with accounting/procurement or ERP systems; PC-based spreadsheet and database applications and word processing software and electronic records management systems and processes.</li> <li>• Develop controls and monitoring tools to assure adherence to the operating budget.</li> <li>• Develop and maintain an appropriation, account and organization code structure that facilitates management and control of the operating budget.</li> <li>• Prepare annual billings to all programs administered by the Department for the administrative expenses and actuarial services incurred during the year.</li> <li>• Interpret and analyze complex data and requests, and to determine and implement appropriate actions.</li> </ul>  | <ul style="list-style-type: none"> <li>• State of DE, NE, AZ</li> <li>• University of Maryland University College, MD</li> <li>• Office of Temporary and Disability Assistance, NY</li> <li>• UNICEF, NY</li> <li>• Department of Revenue, NH</li> <li>• James Madison University, VA</li> <li>• Chicago Transit Authority, IL</li> <li>• Southern Illinois University, IL</li> <li>• Housing Authority of the City of El Paso, TX</li> <li>• Supervalu</li> <li>• United Parcel Services</li> </ul>  |
| <b>Job Category: Administrative Assistant</b>  |   |
| <ul style="list-style-type: none"> <li>• Maintained workflow by studying methods; implementing cost reductions; and developing reporting procedures.</li> <li>• Creates and revises systems and procedures by analyzing operating practices, recordkeeping systems, forms control, office layout, and budgetary and personnel requirements; implementing changes.</li> <li>• Resolves administrative problems by coordinating preparation of reports, analyzing data, and identifying solutions.</li> <li>• Ensures operation of equipment by completing preventive maintenance requirements; calling for repairs; maintaining equipment inventories; evaluating new equipment and techniques.</li> <li>• Maintains supplies inventory by checking stock to determine inventory level; anticipating needed supplies; placing and expediting orders for supplies; verifying receipt of supplies.</li> </ul>                 | <ul style="list-style-type: none"> <li>• State of DE, UT, AZ</li> <li>• Connecticut Resources Recovery Authority, CT</li> <li>• Montgomery Housing Authority, AL</li> <li>• University of Maryland University College, MD</li> <li>• Office of Temporary and Disability Assistance, NY</li> <li>• Department of Revenue, NH</li> <li>• Southern Illinois University, IL</li> <li>• Housing Authority of the City of El Paso, TX</li> <li>• County of Hawaii, HI</li> <li>• Department of Health and Mental Hygiene, MD</li> <li>• Southern Illinois University, IL</li> <li>• Housing Authority of the City of El Paso, TX</li> <li>• United Parcel Services</li> </ul> |
| <b>Job Category: Office Assistant</b>  |   |
| <ul style="list-style-type: none"> <li>• Responsible for attending to office tasks; such as answering phone calls professionally, scanning and printing documents, as well as scheduling meetings.</li> <li>• Used Microsoft excel to organize information and create documents for the team.</li> </ul>   | <ul style="list-style-type: none"> <li>• State of DE, NE, MO, CO</li> <li>• Connecticut Resources Recovery Authority, CT</li> <li>• Montgomery Housing Authority, AL</li> <li>• Chicago Transit Authority, IL</li> </ul>  |



|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Prepare outgoing mail for distribution; fax, scan and copy documents and receive, sort and distribute incoming mail.</li> <li>• Co-ordinate and organize appointments and meetings; assist with event planning and implementation; monitor and maintain office supplies and ensure office equipment is properly maintained and serviced</li> <li>• Maintain office filing and storage systems, update and maintain databases such as mailing lists, contact lists and client information</li> <li>• Retrieve information when requested</li> </ul> | <ul style="list-style-type: none"> <li>• University of Missouri, MO</li> <li>• Southern Illinois University, IL</li> <li>• Housing Authority of the City of El Paso, TX</li> <li>• County of Hawaii, HI</li> <li>• Department of Health and Mental Hygiene, MD</li> <li>• Bank of America</li> <li>• United Parcel Services</li> </ul> |
|---|--|

- ***The response should provide evidence of the proposer’s ability to supply personnel with the skills, abilities, and knowledge required to perform the duties and responsibilities as described.***

**Response**

We have proven track record of providing similar temporary staffing services to various government agencies across the nation. We have a blend of the best temporary services available in order to provide the ETF with complete business solutions from time to time with a strong commitment. Our manpower has experience of working on a variety of contracts of varying degree of complexity and is constantly trained to maintain excellence. Some of case studies where we have provided/ providing similar staffing services with huge level of client satisfaction is given below:

| Case Study #1  |                                   |
|--|-----------------------------------|
| <b>Client:</b> State of Delaware, DE (State)   | <b>Duration:</b> Aug 12 – Ongoing |
| <b>Description:</b> 22nd Century has provided/ providing Accounting services to the State. Handle all aspects of the bookkeeping, including cash on hand, daily deposits/bank runs, reconcile accounts, year-end closings and payroll. Answer phones, handle input of invoices into system and into QuickBooks, organizing filing system, creating correspondence. Edit and proof proposals and design deliverable documents. Analyze sales, inventory, and customer service trends to improve product flow and to find ways to best meet customers' needs. Coordinate with various staff for operational support activities of the unit; serve as a liaison between departments in the day-to-day administrative and operational duties. Schedule and coordinate conference room for meetings, interviews, appointments, and other similar activities for supervisor and department staff. Process expense reports, check request and reimbursements with supporting documentation and budget code indexes. |                                   |

| Case Study #2   |                                   |
|---|-----------------------------------|
| <b>Client:</b> State of Nebraska, NE (State)  | <b>Duration:</b> Apr 12 – Ongoing |
| <b>Description:</b> 22nd Century is providing Benefits Specialist, Benefits Specialist and Benefits Policy Analyst services to the State. Providing face-to face retirement planning sessions, pension calculations, and input regarding benefit policy and administrative rules and using complex case management, customer relationship management, and benefit processing software. Planning, developing, evaluating and communicating techniques for compensating employees, & assisting employees by explaining benefits and appealing decisions made by insurance companies. Analyze records, resolve complex cases, assist with benefit administration problems, resolve payment issues, and calculate estimated and final benefit amounts. Design numerous benefit programs such as parental leave, long-term nursing/ home care insurance, wellness programs, and flexible benefits plans, with specialization in health insurance and retirement plans. Analyze, review, and process records and forms to determine benefit eligibility under statutory provisions and compute and determine benefit payments. Perform beneficiary designations analysis, resolve difficult retirement coverage and earnings issues, assist employees by explaining benefits and appealing decisions made by insurance. |                                   |

| Case Study #3   |                                   |
|---|-----------------------------------|
| <b>Client:</b> Southern Illinois University, IL (SIU)   | <b>Duration:</b> May 12 – Ongoing |
| <b>Description:</b> 22nd Century is providing Budget Analysis services to the SIU and is reviewing managers' budget proposals for completeness, accuracy, and compliance with laws and other regulations, developing controls and monitoring tools to assure adherence to the operating budget. Providing technical assistance to managers responsible for administering decentralized budgets, monitoring organizational spending to ensure that it is within budget, informing program managers of the status and |                                   |



availability of funds. Preparing and submitting to the budget/ accounting systems appropriation transactions for the approved budget request and subsequent adjustments and supplements, maintaining the budgeting policies and procedures manual. Create consolidated budget version for management approval, monitor total budget implementation to ensure consistency with governmental intent and compliance with program requirements. Preparing yearly billings to programs administered by the company/ department, reviewing and analyzing division and office requests for budget resources.

**Case Study #4**

**Client:** Connecticut Resources Recovery Authority, CT (CRRRA) | **Duration:** Jun 12 – Ongoing

**Description:** 22nd Century is providing Auditing services to the CRRRA. 22nd Century is developing audit programs and procedures, attending meetings with audit officials to develop understanding of business processes, providing ad hoc advice and guidance to managers and staff at all levels. Performing risk assessments on key business activities, reviewing and examining internal control practices, reviewing uncertain audit findings with management, and providing support and guidance to management on how to handle new opportunities. Prepare reports to highlight issues and problems and distribute reports, conduct office audits, and manage a variety of stakeholders and their expectations through regular communications. Research and assess risk management processes and record the results use software such as Microsoft Word and Excel, conduct entrance and exit meetings with audited entities, and improve accounting or other operational procedures. Reviewing accounting classifications in accordance with Generally Accepted Accounting Principles (GAAP), anticipating emerging issues through research and interviews, reviewing and analyzing recorded financial transactions and information's.

**Case Study #5**

**Client:** Housing Authority of the City of Montgomery, AL (HACM) | **Duration:** Apr 12 – Mar 2014

**Description:** 22nd Century is providing Purchasing and Contracts Specialist services to the HACM. 22nd Century is creating, examining and monitoring contractual agreements between the organization and materials or labor suppliers. Negotiate with suppliers to draw up procurement contracts including negotiates, administers, extends, terminates, and renegotiates contracts, & determine reporting requirement, monitoring contracts to ensure compliance with Federal and State laws and regulations. Preparing bids, developing Requests for Proposals (RFP's), selecting vendors, negotiating contracts, awarding contracts, and maintaining required documentation. Analyze price proposals, financial reports, and other data to determine reasonableness of prices, and negotiate collective bargaining agreements. Interpret and analyze complex data and requests to determine and implement appropriate actions, serve as liaison officer to ensure fulfillment of obligations by contractors. Direct and coordinate activities of workers engaged in formulating bid proposals, contract development, negotiation and administration. Prepare and manage purchase orders, administer the resulting contracts, gather supportive information used in the bidding process, arbitrate claims or complaints that occur in performance of contracts.

**Case Study #6**

**Client:** Chicago Transit Authority, IL (CTA) | **Duration:** Apr 2014 – Ongoing

**Description:** 22nd Century is providing Communications Specialist services to the CTA. 22nd Century is conceptualizing, writing, editing and distributing printed materials and publications for newsletters, publications, and other communications of media including content for the college's website. Understanding, interpreting and communicating complex subject matter. Write, edit and publish the college's website content, multiple newsletters and other publications, manage multiple projects and deadlines, apply knowledge of printing process & proofread all written marketing communications during approval process as requested. Collaborate with the Marketing Services team to conceptualize and develop copy for various promotional campaigns, maintain knowledge of current industry practices to make recommendations as related to information design and monitors competitive environment. Apply graphical presentations, maintain the media list for distribution of news releases, and oversee the production of various types of print and online materials, as well as perform marketing services.

**8. Provide details of any pertinent judgment, criminal conviction, investigation or litigation pending against the firm. ETF reserves the right to disqualify any proposer if their response will impede their ability to work for ETF.**

**Response**



Not applicable.

**9. Provide a narrative describing the relationship between staffing the positions in Section 3 and the firm's other contracts, and how the other contracts will not limit the ability to perform this contract. Note any other contracts with another government agency. Note if the proposer is willing to extend the same pricing and terms to another government agency besides ETF.**

**Response**

22nd Century has a proven and established an ISO 9001:2008 compliant recruitment process which helps us to consistently exceed client regulatory and other quality requirements. We follow a ten-step recruitment process in which each of the ten steps has its own key metrics, and team members are held accountable for performance against them. We report on metrics every day, making adjustments to ensure customer satisfaction. We use ten-step recruitment process to ensure that the right candidates are hired for ETF requirement. Our recruiting team consists of **more than 100 recruiters, data miners and research analysts** with average experience of more than 5 years of experience in placing staff similar to the ETF's requirement. Our Lead Account Manager after analyzing requirement from clients, drafts a requisition about the requirement and submits the requirement into our internal resume database portal, "Zoniac", along with sending it to the Recruitment Manager. To ensure that the qualified resources are available as per the State's requirements, 22nd Century will use its proactive & reactive recruitment approach, practiced for over 18 years, to provide staff with required skills. We have internal resume database of **more than 400,000 consultants with more than 1,000 pre-vetted candidates'** local to WI fulfilling ETF staffing requirement.

- **How the other contracts will not limit the ability to perform this contract**

**Response**

With our experience in serving on more than 150 similar staffing contracts, we learnt that a well-defined organization is key to success of any such contract. To ensure the success of this contracts, we will allocate an Account Management Team led by a dedicated Lead Account Manager, who will be responsible to handle the ETF's requirements. This hands-on approach by our Senior Management will ensure prompt resolution of all issues that might arise, and demonstrates 22nd Century's total commitment towards the success of the contract.

- **Note any other contracts with another government agency.**

**Response**

22nd Century has strong and proven track record of providing similar staffing services to various government agencies across the nation. We have evolved in-house methodology and processes to handle government staffing contracts. Since inception, we have secured number of similar temporary staffing services contracts with various state, county and local agencies all over the US and have been providing/provided excellent services of similar scope of work to various client. Below table shows our similar temporary employment services experience with various government agencies across the US:

| State Clients             |                       |
|---------------------------|-----------------------|
| State of Delaware, DE     | State of Colorado, CO |
| State of Nebraska, NE     | State of Utah, UT     |
| State of Missouri, MO     | State of Arizona, AZ  |
| Other Government Agencies |                       |



|   |  |
|---|--|
| Connecticut Resources Recovery Authority, CT      | University of Missouri, MO                   |
| Montgomery Housing Authority, AL                  | Southern Illinois University, IL             |
| University of Maryland University College, MD     | Housing Authority of the City of El Paso, TX |
| Office of Temporary and Disability Assistance, NY | County of Hawaii, HI                         |
| UNICEF, NY  | Department of Health and Mental Hygiene, MD  |
| Department of Revenue, NH                         | West Chester Department of Health, NY        |
| James Madison University, VA                      | Virginia Housing Development Authority, VA   |
| City of Ocala, FL                                 | Portland Development Commission, OR          |
| Chicago Transit Authority, IL                     | Birdville Independent School District, TX    |

- **Note if the proposer is willing to extend the same pricing and terms to another government agency besides ETF.**

**Response**

No, we are not willing to extend the same pricing and terms to another government agency besides ETF.

**10. Describe if the proposer had a contract terminated or canceled prematurely for any reason during the past five years. Describe all such incidents, including why the contract was terminated, and the other party's name, address, and telephone number. ETF will evaluate the facts and may, at its sole discretion, reject the proposal if the facts indicate that completion of a contract resulting from the RFP may be jeopardized by selection of the proposer. If no such terminations or cancellations have been experienced in the past five years, the proposer must so state.**

**Response**

Not applicable.

**11. Describe your organization's quality control procedures for keeping complete and accurate records, documenting business processes, checking for errors, and reviewing processes for effectiveness and opportunities to improve. Describe how your quality control processes would be applied to each stage of this project.**

**Response**

22nd Century is committed for providing the ETF with the highest level of staffing service delivery with maximum satisfaction. With our ISO 9001:2000 compliant Quality Management System, we manage all of our projects employing our quality management system with specific quality work instructions to maintain consistency throughout execution of the contract. Based on these quality work instructions, we have developed multiple quality levels at different phases of contract execution.

22nd Century is responsible for quality control of observational data, missing data detection, error detection and possible error corrections in order to ensure the highest possible reasonable standard of accuracy for the optimum use of these data by all possible users. 22nd Century has its own documented business process meeting the quality control procedures, to be used on need for some specific conditions. Our accounting system is DCAA approved and we use standardized processes built on latest technology, which reduces



invoice issue rate to less than 0.01%. However, 22nd Century has a well-documented business process to handle invoice issues and provide timely resolution.

22nd Century frequently review business processes to enhance the business process improvement cycle. The first step in the Business Process Improvement process is to identify the need for change. Once after deciding which process we need to improve we analyze the current process and impacts on the organization after changing the current process.

- ***Describe how your quality control processes would be applied to each stage of this project.***

***Response***

At 22nd Century, quality is not only a mindset, but also a formalized system. Through strict documentation and procedures, our employees maintain control of quality throughout every step of services. In order to maintain or enhance the quality of the services, 22nd Century use its quality process in two practices.

- Quality Check during candidate placement.
- Quality Check during contract in progress.

These two practices make sure that the end service meets the quality requirements and standards defined by our clients.

**Quality Check during candidate placement:** 22nd Century uses ISO 9001:2008 compliant recruitment processes ensuring the proper qualifications of prospective support team members is paramount. 22nd Century employs a meticulous screening process, combining our understanding of the environment, customer, and requirements with our relevant experience with more than 150 staffing services contracts. Our recruiting team has ample experience supporting various government agencies, ensuring we staff the requirements with personnel who meet qualification requirements, bring the right experience, and meet certification baseline requirements. Our employees have gone through extensive screening in their background and employment history. Our services also include applicant testing to ensure that the applicant will meet your needs. 22nd Century utilizes a rigorous approach to ensure prospective employees have the proper qualifications. These steps are: ***Prescreening, Skills Evaluation and Target Interview Objectives.***

***Prescreening***

- Execute a comprehensive prescreen that confirms motivation, salary, skill level, clearance, and potential team fit for client culture
- Provide 22nd Century overview and explain benefits.
- Evaluating attitude and aptitude by discussing team scenarios.

***Skills Evaluation***

- Evaluate typing/keyboard and ten key proficiency – Online typing test involving Word processing, database, and spreadsheet software (checking speed and accuracy).
- Check ability to operate office equipment and filling methods – Evaluate proficiency to operate standard office equipment, accounting, data entry and customer services skills by discussing prior job scenarios (in case position required this screening).
- Evaluate command on software programs such as Word, Excel, PowerPoint, etc. - General computer knowledge test by our trained recruiters along with Online typing test involving Word processing, database, and spreadsheet software (checking speed and accuracy).
- Check ability to perform arithmetic computations – Online arithmetic computations test involving numerical aptitude, curricula restricting calculator, digits and arithmetical operations.
- Evaluate General Clerical Aptitude and accounting knowledge – General intelligence and clerical aptitude test involving multiple choice questions includes basics of general clerical duties, accounting, numerical aptitude, general English and general knowledge questions.



***Target Interview Objectives***

Our key objectives of the interview process are to find resources which match the ETF's requirements and have the following competencies:

- The ability to quickly grasp the ETF's mission and culture.
- Technical expertise with matching or exceeding 100% of required skills.
- Cultural fit, good analytical and proven success in career.

**Quality Check during contract in progress:** Lead Account Manager keep track of weekly/ monthly status report and regularly held meeting with our client to ensure that performance parameters are met by our consultant. We regularly send a Customer Satisfaction Assessment Report to our clients on a regular interval of time for getting signed by them which describes our performance at client site. A sample of Customer Satisfaction Assessment Report is placed on next page for ETF's consideration:



• *Customer Satisfaction Assessment Report*

**Customer Satisfaction Assessment Report**

|                                 |  |
|---------------------------------|--|
| <b>Customer or agency name:</b> | <b>Evaluator's name:</b>   |
|                                 | <b>Evaluator's title:</b>  |
|                                 | <b>Evaluator's phone number:</b>   |
|                                 | <b>Evaluator's email address:</b>  |
|                                 | <b>Number of years or months evaluator has monitored contractor's performance:</b> |
| <b>Evaluator's Signature</b>    |  |

| <b>Evaluation Definitions</b> |  |
|-------------------------------|--|
| Exceptional                   | Performance <b><u>EXCEEDS MOST</u></b> contractual requirements. The performance of areas being assessed was accomplished with few minor issues or concerns.   |
| Very good                     | Performance <b><u>EXCEEDS SOME</u></b> contractual requirements. The performance of areas being assessed was accomplished with few minor issues or concerns, for which the Contractor's corrective actions were highly effective.                |
| Satisfactory                  | Performance <b><u>MEETS</u></b> contractual requirements. The performance of the areas being assessed contains minor issues or concerns, for which corrective actions taken by the Contractor were effective.                                    |
| Marginal                      | Performance <b><u>MEETS SOME</u></b> contractual requirements. The performance of the areas being assessed includes significant problems, issues, or concerns for which corrective actions taken by the Contractor were only somewhat effective. |
| Unsatisfactory                | Performance <b><u>DOES NOT MEET</u></b> contractual requirement. The performance of the areas being assessed includes serious problems, issues, or concerns for which the Contractor's corrective actions were ineffective.                      |

| <b>Ratings</b><br>Please mark (X) in ratings   | <b>Exceptional</b> | <b>Very Good</b> | <b>Satisfactory</b> | <b>Marginal</b> | <b>Unsatisfactory</b> |
|--|--------------------|------------------|---------------------|-----------------|-----------------------|
| What is your assessment of the Contractor's ability to meet your requirements?   |                    |                  |                     |                 |                       |
| Rate how contractor completed tasks/ milestones/ deliverable within the contract requirements.   |                    |                  |                     |                 |                       |
| What is your overall rating of Contractor's performance (requirements, schedule, and price) on contract being assessed?                                    |                    |                  |                     |                 |                       |
| Rate the ability of 22nd Century to recruit and maintain workforce that understand the nature of work and the required disciplines to accomplish the work. |                    |                  |                     |                 |                       |

*Additional Comments:*

Name & Signature of Agency Representative

Title

Date



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***12. Describe how your organization will protect ETF and ETF member confidentiality and comply with HIPAA data security and privacy requirements. Note that ETF takes the security and privacy of member data very seriously. Should a contractor fail to properly protect confidential information, any cost ETF pays to mitigate the data breach will be subtracted from the total contract price, in addition to other possible legal action. The contractor is responsible for taking timely action and must absorb the cost of mitigating the damages to affected members and ETF. The selected proposer(s) will be required to sign ETF's Business Associate Agreement (Appendix G) and must agree to do so per 2.1.8. Candidates on Position Requests must agree to Appendix H and the terms of 2.1.18.***

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***Response***

22nd Century is ISO 27001:2005 certified firm and it understands the criticality of information security. All employees and personnel working at various clients' locations are required to treat all client information with the utmost confidentiality. Staff with access to confidential or proprietary information is thoroughly educated not to reveal this information with any other personnel unless authorized to do so. 22nd Century requires its personnel to attend mandatory confidentiality training at least annually or more frequently for positions that deal with sensitive data on a regular basis. We have developed data privacy policies and workflows regarding confidentiality, privacy and security. We train all new hires on our client's confidentiality policies and procedures during orientation. All our personnel sign the data privacy policy as part of their employment contracts.

We have read, understood and will comply with the statements mentioned above. We understand that we have to sign ETF's Business Associate Agreement (Appendix G) and must agree with the terms mentioned at 2.1.8. We also understand that all of our employee working at ETF will have to agree with terms mentioned at Appendix H and 2.1.18.

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***13. ETF may require that the contractor meet certain performance measures to continue as an awarded contractor.***

***Performance Standards and Guarantees (PS&G) may be negotiated during contract negotiations and become part of the contract. Penalties may also be negotiated and established. Penalties may be assessed for any PS&G not met.***

***List any performance measurements your organization currently uses and specify how these measurements are derived and would be applied to the contract with ETF.***

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***Response***

22nd Century understands that EDF requires a contractor who can provide staffing services to the ETF meeting the certain performance measures, evaluated by the ETF to continue services as an awarded contractor. We also understand that the Performance Standards and Guarantees (PS&G) may be negotiated during contract negotiations and they will become part of the contract, and contractor can be penalized in case of not meeting any PS&G.

- ***List any performance measurements your organization currently uses and specify how these measurements are derived and would be applied to the contract with ETF.***



*Response*

22nd Century regularly perform customer and employee satisfaction assessments which helps us in improving our performance standards at the client end. Solving performance and personnel issue is most important for 22nd Century to ensure customer satisfaction. Our proposed Lead Account Manager is responsible for successful execution on the contract and to maintain the performance of the consultant. 22nd Century is listing few performance measurement steps, it is regularly performing to measure the performance satisfaction of the projects at the client end:

- **Monthly Meetings:** Monthly Meetings are held with our clients' Project Managers' to ensure that our clients' are satisfied with the work delivered by our employees at the client end.
- **Customer Satisfaction Assessment Report:** Sending a Customer Satisfaction Assessment Report to the clients quarterly a year to it signed from our clients.



**Section 3. Business Profile & Experience**

- *Proposers must list all of the Job Categories proposers are going to cover as well as provide a Maximum Bill Rate for each of the Positions covered on the Cost Proposal/Appendix F. Proposer must confirm Proposer will provide staffing for at least one full Category – Example: Accountant – Entry, Intermediate, and Advanced. Proposers must cover the entire Job Category if agreeing to cover any Position within it. For example, covering the Accountant – Entry but not the Accountant – Intermediate is not allowed. It is acceptable to cover and provide a price for the Budget Analyst – Advanced and nothing else, because that is the only Position in the Job Category.*
- *Proposers may provide different rates for different Positions within a Job Category to reflect the skills, duties, and experience required for each Position. For example, ETF would expect a proposer to provide a different Maximum Bill Rate for the Accountant – Entry vs. the Accountant – Intermediate.*
- *Proposers need not provide coverage or pricing for Other Positions as Needed but are encouraged to do so. Covering Other Positions as Needed is preferred. If a proposer is covering Other Positions as Needed, the proposer must provide pricing for that Category on the Cost Proposal/Appendix F. Proposers must provide pricing for some other Category besides Other Positions as Needed to be considered for an award.*
- *Note that each Position Request will lay out the requirements within the Position that specifically apply to that Position Request. Each Position Request may call for a sub-set of the Position’s requirements, and/or ETF may include new requirements that are not currently listed under that Position. Proposers must be able to accommodate all of these possibilities and provide one price for the Position on the Cost Proposal/Appendix F.*
- *Whether or not proposers are going to cover Other Positions as Needed, proposers must confirm they will allow Position Requests to call for requirements that are not listed in the Position currently – for all Job Categories proposers are covering.*

**Response**

22nd Century will provide Temporary Staffing Services for all the job categories listed in the RFP document for all the level including Entry level, Intermediate level and Advanced level. We have provided a maximum bill rate for each of the positions covered on the Cost Proposal/ Appendix F provided in a separate document named “22nd Century Cost Proposal”.

| Job Categories                             | Positions 22nd Century is bidding on |                    |                |
|--|--------------------------------------|--------------------|----------------|
|  | Entry Level                          | Intermediate Level | Advanced Level |
| Accountant                                 | ✓                                    | ✓                  | ✓              |
| Benefits Specialist                        | ✓                                    | ✓                  | ✓              |
| Benefits Assistant                         | ✓                                    | ✓                  | ✓              |
| Benefits Program and Policy Analyst        | ✓                                    | ✓                  | ✓              |
| Publications and Communications Specialist | ✓                                    | ✓                  | ✓              |
| Training Officer/ Coordinator              | ✓                                    | ✓                  | ✓              |
| Purchasing and Contracts Specialist        | ✓                                    | ✓                  | ✓              |
| Auditor (Internal)                         | ✓                                    | ✓                  | ✓              |
| Budget Analyst                             | ✓                                    | -                  | -              |
| Administrative Assistant                   | ✓                                    | ✓                  | ✓              |
| Office Assistant                           | ✓                                    | ✓                  | ✓              |



- *Proposers may provide different rates for different Positions within a Job Category to reflect the skills, duties, and experience required for each Position. For example, ETF would expect a proposer to provide a different Maximum Bill Rate for the Accountant – Entry vs. the Accountant – Intermediate.*

**Response**

We have read, understood and acknowledges the above statement.

- *Proposers need not provide coverage or pricing for Other Positions as Needed but are encouraged to do so. Covering Other Positions as Needed is preferred. If a proposer is covering Other Positions as Needed, the proposer must provide pricing for that Category on the Cost Proposal/Appendix F. Proposers must provide pricing for some other Category besides Other Positions as Needed to be considered for an award.*

**Response**

We have read, understood and complied with the above statement in our response. We have included pricing for positions other than listed in the RFP document in a separate document named “**22nd Century Cost Proposal**”

- *Note that each Position Request will lay out the requirements within the Position that specifically apply to that Position Request. Each Position Request may call for a sub-set of the Position’s requirements, and/or ETF may include new requirements that are not currently listed under that Position. Proposers must be able to accommodate all of these possibilities and provide one price for the Position on the Cost Proposal/Appendix F.*

**Response**

We have read, understood and acknowledges the above statement.

- *Whether or not proposers are going to cover Other Positions as Needed, proposers must confirm they will allow Position Requests to call for requirements that are not listed in the Position currently – for all Job Categories proposers are covering*

**Response**

We have read, understood and acknowledges the above statement.



**Tab 4. Assumptions & Exceptions**

- *All assumptions and exceptions must be included in this tab and will be scored. Scoring will be based on the assumption or exception’s legal impact on ETF. Provide a succinct explanation for each item as well as a reference to the section of the proposal to which it relates. **Any assumption or exception made but not included in this Tab 4 will be invalid.** Exceptions to the Department’s contract terms and conditions may be considered during contract negotiations if it is beneficial to the Department. **If exceptions to the standard terms and conditions are not presented in this section, the exception will not be discussed or considered during contract negotiations.** When documenting assumptions and exceptions, clearly label each assumption or exception, restate the original term or condition, state your assumption or exception to the term or condition with one of the following labels:*

  - RFP Assumption
  - RFP Exception
  - Standard Terms & Conditions Exception

**Response**

22nd Century is opting any assumption and exception as related to the RFP.