

RESPONDENT'S QUESTION	STATE'S RESPONSE
<b>Proposal</b>	
p. 15 (Section 2.3.4): How should applicants present information about subcontractors who are independent consultants (as opposed to firms)? Should they be included in Section 2.3.4, or listed as members of our firm's team in Section 2.3.7?	Section 2.3.4
<b>Blueprint</b>	
pp. 4-6: Is there any potential for flexibility in the project timeline outlined in Section 1? Specifically, is there flexibility with the timeline to enable field leaders and key cross-sector partners to be involved in co-designing the blueprint goals and processes for reviewing effectiveness?	The funders require deliverables by May, but an extended timeline is included in a large overview of the initiative attached to this email. Respondent's should primarily focus on the work and timeline identified on the RFP.
Are there existing blueprints and/or strategic plan documents that will directly inform this blueprint, and, if so, who was involved in developing? Is it presumed that all responsibilities will fall to public agencies or will the plan more broadly speak to the roles that intermediaries and partner organizations will play in supporting implementation?	Specific blueprint documents do not exist, but attributes of high school redesign do exist throughout the state. The blueprint should speak to the roles and responsibilities of all those included and necessary for high school redesign, which will definitely include public agencies, as well as intermediaries and even the private sector.
pp. 4-5: Is the expectation that the selected consultant will develop the blueprint only, or manage implementation as well?	They will do both.
<b>Career Navigation System and CSAs</b>	
p. 5: Is the expectation that the "comprehensive career navigation and coaching system" would include both online and in person components?	Yes.
Has the state previously conducted a statewide analysis of work-based learning and career preparation programs and opportunities? If so, was the evaluation shared with the field and was progress towards addressing any gaps/challenges monitored? Has the state previously set or communicated criteria defining high-quality work-based learning and career preparation programs, and, if so, is it presumed that the existing criteria will be used for the evaluation?	There has been no statewide analysis of work-based learning and career preparation. There has been some local and regional analysis. The state is close to defining statewide definitions for work-based learning and credentials of value.
Is there an assumption that the career navigation and coaching system would be based on a statewide platform and/or singular system? Does funding exist to enable development of a customized platform solution? What is the infrastructure or data for the current coaching system? Are there FTEs and if so, what is the funding source and who is responsible for hiring and training these positions?	The goal is a singular system. For the purpose of this RFP, build in for staffing support of a statewide platform.
p. 5: What is meant by "Engage consultant(s) with expertise in career pathways and work-based learning opportunities, as well as project management and communications"? Is this a reference to IDOE contracting with consultants through this RFP, or will the consultant selected through this RFP be expected to identify additional consultants?	Both.
How many applications does CHE anticipate receiving for the 1000 CSAs that are being made available this year?	1000
<b>Data</b>	
p. 5: What is meant by "Conduct a statewide analysis of all public information systems"? Can you specify the systems in question? What is meant by "identifying gaps, redundancies and recommendations for improvements"? Can you clarify if these are technical questions or more policy and data oriented questions?	Districts use a multitude of data systems for data tracking and reporting. We want to see where there are holes in the data reporting systems, especially, but not limited to, credential and work-based learning reporting. These are more technical questions that could lead to policy recommendations.
p. 5: Is the expectation that the selected consultant would review and potentially adapt existing "cross-agency agreements on communications, long-term responsibilities, and data sharing" for the purposes of HEA 1002 implementation, or is the intent for the consultant to support the agencies in drawing up completely new agreements?	The expectation is an analysis on current systems and agreements, and then for the selected consultant to lead us in deciding to adopt those systems or agreements or draw up new agreements/systems.
Do the appropriate data sharing agreements already exist to enable each agency to share requisite data?	To be determined.
<b>Communications</b>	
Will this campaign be centered around communicating opportunities for students and/or businesses, or are we laying the groundwork for what's to come later in the year beyond April 2024?	The campaign will begin and is centered around what is mentioned, in which we hope to model and replicate moving forward.
Given that the applications to enroll in the Career Scholarship Account program will close October 1st 2023, what is the expected timeline for them to reopen? Given the focus of the campaign, tying it to the reopening will be helpful for targeting students.	This should be one of the objectives of a successful proposal.
p. 5: When targeting stakeholder groups within the education system other than students and employers, which we imagine will center recruitment, will the goal of outreach to families, educators, etc. be to equip them with messaging to speak to the opportunity and potential of the workforce development programs, or is there another goal for these groups?	To be determined in communications plan.
p. 6: Regarding the requested "robust web presence," will the project require a separate website, or would you like to develop a new page within the IDOE site?	To be determined.
p. 6: While paid media is explicitly stated, should we also prepare to be responsible for organic social media across the IDOE's <a href="#">Twitter/X</a> , <a href="#">Facebook</a> , and <a href="#">Instagram</a> accounts?	Yes.
<b>RESPONDENT'S QUESTION</b>	<b>STATE'S RESPONSE</b>
Section 1.5 of the Solicitation includes a Summary Scope of Work and Timeline, which appears to be approximately 7 months. Can you please confirm the anticipated duration of this project?	We have included a narrative and timeline of the scope of work. The rfp is aligned with our funder's timeline with clear deliverables. We are asking for proposals to address this as the primary work but respondents may also include a plan and budget for support work through 2024 into 2025.

Sec. 1.5 states that "The selected respondent will assist the Commission and IDOE in completing all tasks listed in the following timeline." Recognizing it may be difficult to know at this time, can you provide any guidance on the extent to which you expect the selected respondent to assist (and/or lead) with the various activities compared to the role and responsibilities of the agencies involved in the project?	Please see the narrative and timeline. One of the first objectives of this work is to facilitate a strategic plan among the agencies to clearly understand the strategic vision to include roles, responsibilities, desired outcomes, processes and policies and data systems to evaluate success. Through this process, we will clearly delineate the roles of CHE, DOE and the external partner. We have given this some thought in the document included in the response to this email.
Can you provide more details about the specific initiatives outlined in HEA 1002 that the project management will cover?	See Exhibit A: Full Timeline of Major Activities with Roles and Responsibilities.
Can you elaborate on the roles and responsibilities of the Commission, IDOE, and other relevant state agencies in this project?	See Exhibit A: Full Timeline of Major Activities with Roles and Responsibilities.
What data related to student outcomes are you looking to collect, maintain, share, and publish?	At a minimum, post secondary credentials of value, high quality workbased learning, program and provider data connected with Career Scholarship Accounts, credential completion grant and academic performance grant data with connections to longitudinal outcomes of enrollment and employment.
Could you provide more information about the public information systems that will be analyzed and improved?	Successful proposal will include a communications plan around hs redesign, desired goals and tools to increase success for multiple stakeholders to include schools, industry, parents, and students.
What are the expected outcomes and goals for the comprehensive career navigation and coaching system?	To standardize a statewide career navigation and coaching system that can be scaled to be comprehensive to cover the state but nimble to meet local or sector needs.
Can you provide more details on the grant programs mentioned, including their objectives and funding sources?	Walton is providing grant funding to help support this initiative.
What specific expertise are you looking for in the consultant(s) for career pathways, work-based learning, project management, and communications?	Facilitate conversations with appropriate agencies, industry, k12, and higher ed in building out state approaches to include definitions, processes, policies and activation of work based learning, credentials of value, incentive funding and supporting work outlined in 1001/1002. Successful proposal will unpack 1001/1002 and scope out the work.
Could you provide more information on the scope and objectives of the statewide communications campaign?	See Exhibit A: Full Timeline of Major Activities with Roles and Responsibilities.
Are there any specific metrics or KPIs for measuring the success of the communications campaign?	The high school redesign initiative will have been featured in at least 5 major news outlets statewide. Web traffic on respective IDOE sites will include 10,000 unique page views.
Are there any specific requirements for appendices in the proposal?	No
What are the M/WBE, IVOSB goals for this proposal?	See RFP
How will M/BE, IVOSB points be determined in evaluation	See RFP
Is there a budget for this engagement?	No
<b>RESPONDENT'S QUESTION</b>	<b>STATE'S RESPONSE</b>
What are the anticipated start and end dates for the period of performance associated with this solicitation? The Summary Scope of work identifies timelines and performance metrics associated with 1-31-2024 and 5-15-2024, while the timing of a final proposal determination is 10-31-2023 and final implementation of programs associated with House Bill 1002 extend well into 2025.	We have included a narrative and timeline of the scope of work. The rfp is aligned with our funder's timeline with clear deliverables. We are asking for proposals to address this as the primary work but also include a plan and budget for support work through 2024 into 2025.
Does this solicitation seek a vendor to support work associated with ALL programs and provisions of House Bill 1002, only specific programs within the Bill, or varying degrees of support depending on the specific provision? The RFP outline in Section 1.5 focuses particularly on implementation of the Career Scholarship Accounts program but speaks to components related to other programs in the Bill.	All components of 1001/1002
Section 1.5 Summary Scope of Work states that the Commission is "requesting proposals from organizations to provide project management." Does "project management" entail developing workplans and ensuring that the relevant agencies are completing their tasks on time, facilitating coordination across the relevant agencies, supporting agencies' execution of workstreams (e.g., doing background research to inform program development), or more directly executing original work products (e.g., conducting program design, drafting program guidelines for approval, etc.)? If the degree of anticipated support varies based on specific programs or provisions, can the Commission provide greater detail on those differential needs?	Please see the narrative and timeline. One of the first objectives of this work is to facilitate a strategic plan among the agencies to clearly understand the strategic vision to include roles, responsibilities, desired outcomes, processes and policies and data systems to evaluate success. Through this process, we will clearly delineate the roles of CHE, DOE and the external partner. We have given this some thought in the document included in the response to this email.
Can a Respondent submit an application to serve as a prime vendor and also be listed as a subcontractor on another Respondent's application to serve as a prime vendor?	Yes
Is there a maximum budget or allowable budgetary range for this scope of work?	no
Is there a preferred template or format for Section 2.4 Cost Proposal and/or the proposed budget? If not, what categories of expenses should be broken out?	We would like a budget to fulfill the work through the May 2024 deliverables and respondents may submit a budget for the work extending to May 2025 to include Project management, Field Implementation Support to include facilitation of plan to locally scale work and communications plan, Data and evaluation workstreams to include technology supports of CSA programming, data collection, and policy and program design workstreams.
Do all subcontracting arrangements need to be finalized with a Respondent's bid or can subcontractors be added or amended upon contract execution?	Subcontractors may be added or amended after initial strategic planning conversation between agencies.
Is there a Steering Committee formed for the project? If so, who is represented on it?	No
Is there a schedule of meetings tentatively on the calendar for CHE, IDOE, TOS, etc. to meet on the project? If so, what are they given the accelerated timeline of the project? –	No
What resources (i.e., staff, funding marketing efforts, etc.) will be available from IDOE to support communication efforts for the project?	1. Approval of communications materials by IDOE's communications staff will be provided. Anything else is yet to be determined.

What role will the GWC play in the project?	1. They are a state agency included in this work, but their role is to be determined. Besides what is in statute, we are relying on you to assist in defining roles and responsibilities.
Who will serve as the overall Project Manager?	The organization with the successful proposal.
What role, if any, will the Management Performance Hub (MPH) play in the project?	Part of the work is to help facilitate a conversation around a vision of data governance for the state agencies engaged in this work. The project management org will make recommendations on how MPH plays a role in data governance.
For purposes of this project, does the state have a preferred way to define regions across the state (i.e., DWD regions) or is it open to recommendations from bidders? -	Open to recommendations
What are examples of statewide major news outlets?	Will be determined in collaboration with project management organization.
Should Cover Letter, Business Proposal, Cost Proposal, and Appendices be put into one PDF for submittal?	Yes
Does the fifteen (15) page limit just include the Cover Letter, Business Proposal, and Cost Proposal?	Yes
What is the source of funding for the project? –	Grant and Federal ARP Funds
What is the not-to-exceed budget for the project?	Unknown
In regard to the comprehensive career navigation system, are CHE/DOE seeking a proposal to build and/or implement this system; or is the intent in this proposal to recommend a path and/or vendor (but not actually implement)?	yes, CHE/DOE are seeking a proposal to build and implement a career navigation system.
Do CHE/DOE expect the vendor to advise and provide roadmaps for implementation of these various programs to be done by CHE/DOE/TOS staff; or are there some components of this work that they would like the vendor to implement on their behalf?	Yes
What is the anticipated contract timeline?	see attached document
<b>RESPONDENT'S QUESTION</b>	<b>STATE'S RESPONSE</b>
What is the maximum estimated budget for the proposed scope of work?	To be determined.
What is the full estimated timeline for the proposed scope?	The funders require deliverables by May 2024, but an extended timeline is included in a large overview of the initiative attached to this email.
Is the 1-31-24 deliverable date for "Implementation" in reference to an implementation plan or the completion of all of the individual bullets identified under that heading? If just for the plan, does IDOE/CHE have anticipated deadlines for the completion of the individual components?	It is in reference to the implementation plan. Further details regarding timeline are included in the extended timeline embedded in the overview attached to this email.
Can Respondent be listed as a subcontractor in multiple applications? Or a prime in one proposal and subcontractor in other applications?	Yes
Does the state intend to award a contract to a single Respondent or will it consider awards for multiple Respondents (i.e., multiple awards for the various elements of the scope)?	No preferred process.
Can a vendor submit a response for a limited aspect of the scope of work or will only responses for the full proposed scope of work be considered?	Only responses for the full proposed scope of work.
Do all proposed subcontractors need to be finalized on the Respondent application or can subcontractors be added or amended upon contract execution?	Subcontractors can be added or amended upon contract execution.
<b>RESPONDENT'S QUESTION</b>	<b>STATE'S RESPONSE</b>
<b><i>Timeline and Deliverables</i></b>	
What is the expected start and end date for this contract?	Please see the narrative and timeline. One of the first objectives of this work is to facilitate a strategic plan among the agencies to clearly understand the strategic vision to include roles, responsibilities, desired outcomes, processes and policies
What progress has already been made toward the "Implementation" deliverables that the Commission and IDOE are required to complete by January 31, 2024?	The IDOE has been leading work around definitions for WBL and Credentials of Value with other agencies. CSA programs and providers have been identified for year one
What are the priorities for the "Communication" deliverables that the Commission and IDOE are required to complete by January 31, 2024? - Specifically, is the expectation to have a completed communications strategy (audience insights from focus groups; key messages and message segmentation plans; a detailed tactical plan) or is the expectation to launch a full communications campaign (web presence, earned and paid media campaigns, and other executed assets/materials)? - For web presence, is the expectation to build a new, stand-alone site or to add content to existing Commission or IDOE and other sites? -- Following that, is the target of 10K unique page views on one stand alone site, or dispersed across multiple Commission, IDOE or other agency sites?	Part of the work is to facilitate a strategic plan around the communication deliverables. As the project management team assists in unpacking the policy and implementation considerations of high school redesign to include diploma requirements, process and purpose of CSAs, Career Coaching and navigation and communities of practice.
What support is expected following the completion of the last deliverable in the RFP outline table (i.e., beyond May 15, 2024)?	The funders require deliverables by May 2024, but a possible extended timeline is included in a large overview of the initiative attached to this email.
What is the scheduled launch date for the various grant programs mentioned in the RFP?	Once the proposal has been accepted, the work is to begin immediately to include a complete review of 1001/1002 to include building out timelines for the initiatives highlighted. The first round of CSAs to include providers and programs have been executed.
What are the immediate priorities for the contractor to support between contract start and January 31, 2024? April 30, 2024?	Please see the narrative and timeline. One of the first objectives of this work is to facilitate a strategic plan among the agencies to clearly understand the strategic vision to include roles, responsibilities, desired outcomes, and processes and policies.
<b><i>Objectives and Scope</i></b>	

Could you elaborate on the key performance indicators (KPIs) that the Commission expects the awarded contractor to meet? Are there specific educational outcomes or other objectives in mind?	Please see attached narrative and timeline.
What metrics are currently being used to evaluate the effectiveness of the Career Scholarship Account program? Are there any planned modifications or expansions for the CSA program in the next budget cycle?	Part of the proposal will be to lead a cross agency strategic discussion to identify what does success look like for CSA program. The first year has been started with a goal of providing the logistics and vision for the expansion of a program that supports greater access to credentials of value and high quality work based learning for all students. Part of this discussion as with the other strategic initiatives should consider future policy recommendations.
Could you please elaborate on the current status of the Comprehensive Career Navigation and Coaching System? Specifically, who are the intended users? What specific functionalities are expected from the information systems in support of the high school redesign initiative?	There has been extensive work conducted to date on an agreed upon state career navigation framework. In 2018, the GWC led to development of a framework which was expanded upon by the IDOE and Employ Indy through the New Skills Ready Network. The intended users of the system include all K-12 students at a minimum. One of the goals of this system is to ensure students clearly explore career opportunities (K-8) that lead to deeper career engagement (6-10) and ends with high quality career experience (11-12), all through the lens of students' strengths, interests and values.
<b>Proposal Preparation and Format</b>	
Is there a specific template that the Commission recommends for the Business Proposal, Cost Proposal, and CVs of key personnel?	No
Is there an expected format or template for the case studies included in the proposal?	No
<b>Evaluation Criteria</b>	
Could you provide a breakdown of how points for the Business Proposal, the Cost Proposal and various subcontractor commitments will be allocated?	The proposal should cover the outcomes identified in the RFP through May 2024; a secondary budget/proposal can be included to respond to the attached narrative/timeline. The CHE/DOE will require supports for 2nd half of 2024 to include communities of practice and supports of hs redesign, grants, CSA supports, and career coaching.
Does the Commission prefer to make one award to a single lead with multiple subcontractors, or to break up the awards as direct awards to multiple contractors?	There is not a preference.
<b>Capacity and Implementation</b>	
Could you elaborate on any additional guidelines or preferences the Commission has regarding subcontracting that are not explicitly stated in the RFP? - E.g., is there a preferred percentage of work that must be subcontracted to MWBE and IVOSB? - Is there a preferred process for verifying and reporting the involvement of these entities throughout the contract term?	No preferred process.
<b>Stakeholder Involvement</b>	
The RFP references "all relevant stakeholder groups". Who are the stakeholders that influence the setting of specific priorities or other objectives (not including IDOE, CHE, DWD, GWC, and the ToS)? Does the Commission or IDOE have forums where these actors convene? - Specifically, are employers part of the statewide analysis of current WBL and career preparation programs and opportunities?	Industry/employer voice/participation will be key to the success of this work. The winning proposal will lead a strategic conversation with agencies to identify processes to engage industry to be a co-participant in this work.
Are there any strong positions from advocates, unions, or industry associations for/against the objectives outlined in the RFP that we should be aware of?	The Indiana Chamber, CICP, Employ Indiana all have been key lead partners in this work.
Could you specify which state agency boards are responsible for approving the implementation plan? Additionally, are these boards approving the plan in its entirety or only specific components?	This will be a decision point of the strategic planning with agencies.
<b>Measurement and Evaluation</b>	
What are the Commission's plans for measurement, learning, and evaluation, including data collection, progress monitoring, and reporting?	Part of the proposal will be to lead a cross agency strategic discussion to identify what does success look like for these programs.
How does the Commission track data related to the projects or programs, and to what granularity?	The Commission and other state agencies have relied on data through Indiana's Management Performance Hub.
<b>Risk and Sustainability</b>	
What are the primary risks that may impact the project timeline?	Unified Vision--A key piece of this project will be to completely unpack HEA 1001/1002 with past and current work (landscape analysis) and lead a clear strategic plan to include goals, policies, programs and key measurements of success. The work depends on a collaborative approach of multiple agencies. Clear policy supports--policy should align to support the growth of the work and the desired outcomes. Clear and unified communication--clearly communicating the why and the opportunity of creating greater access to successful student pathways will be key to local implementation.
Could you elaborate on the risk mitigation strategies that the Commission has considered for this project?	The idea of bringing on a project manager to ensure we avoid the risks identified above.
What are the Commission's expectations for the sustainability of the project or program after the contract period?	The RFP is aligned with a grant timeline that requires the first round of deliverables at the end of May/June 2024. We foresee an opportunity to seek additional funding to support the effort through 2nd quarter of 2025. Please see narrative/timeline.
<b>Additional Information</b>	
Will there be an opportunity for a pre-proposal conference or a dedicated Q&A session to discuss the RFP in more detail?	