



INDIANA COMMISSION *for*
HIGHER EDUCATION

REQUEST FOR PROPOSAL: 20-009

Solicitation For: **Content Relations Management (CRM)**

7/31/2020

Response Due Date: **8/7/2020**

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SECTION ONE
GENERAL INFORMATION AND REQUESTED PRODUCTS/SERVICES

1.1 INTRODUCTION

It is the intent of the Indiana Commission for Higher Education to solicit responses to this Request for Proposal (RFP) in accordance with the statement of work, proposal preparation section, and specifications contained in this document. This RFP is being posted to the Commission’s website (<http://www.in.gov/che/3171.htm>). Neither this RFP nor any response (proposal) submitted hereto are to be construed as a legal offer.

1.2 DEFINITIONS AND ABBREVIATIONS

The following are explanations of terms and abbreviations that may appear throughout this RFP.

IAC	Indiana Administrative Code
IC	Indiana Code
Commission	Indiana Commission for Higher Education
Contract Award	The acceptance of the Commission’s Award Recommendation
CUF	Commercially Useful Function – A business function that supports the scope of this solicitation
Implementation	The successful implementation of the specific service at the Indiana Government Center as specified in the contract resulting from this RFP
Products	Tangible good or manufactured items as specified in this RFP
Proposal	An offer as defined in IC 5-22-2-17
Respondent	An offeror as defined in IC 5-22-2-18. The State will not consider a proposal responsive if two or more offerors submit a joint or combined proposal. One entity or individual must be clearly identified as the respondent who will be ultimately responsible for performance of the contract.
Services	Work to be performed as specified in this RFP
State	The State of Indiana
State Agency	As defined in IC 4-13-1, “state agency” means an authority, board, branch, commission, committee, department, division, or other instrumentality of the executive, including the administrative, department of state government.
Total Bid Amount	The amount that the respondent proposes in the Cost Proposal that represents their total, all-inclusive price.

Vendor Any successful respondent selected as a result of the procurement process to deliver the products or services requested by this RFP.

1.3 PURPOSE OF THE RFP

This RFP aims to gain information from vendors about how they would innovate and expand upon the existing Next Level Jobs Workforce Ready Grant website which includes a CRM, online dashboard and web-based interface that allows users to explore their postsecondary training and workforce options.

As of 7/27/2020, the latest numbers for the Next Level Jobs website and Workforce Ready Grant are:

- **912,181 total visits** to NextLevelJobs.org
- **547,632 unique visits** to NextLevelJobs.org
- **92,664 leads routed** to Ivy Tech, VU, WorkOnes, etc.
- As of July 1, 2020, **25,637**, Hoosiers have enrolled in high demand certificate programs at Ivy Tech, Vincennes or other eligible training providers.
- As of July 1, 2020, **13,472** Hoosiers have completed a Next Level Jobs Workforce Ready-eligible certificate program.

This RFP asks vendors to offer their vision for how a budget of **\$160,900** could be used to improve the overall functionality and usability of the existing Next Level Jobs interface.

1.4 BACKGROUND

The services sought in this RFP are to support the Commission with its obligations under this project and this law, including the direct outreach, triage of responses and the reporting of data to the General Assembly.

Indiana has adopted a bold goal for 60 percent of its working-age population to have some type of credential beyond a high school diploma by 2025, numbers which are based on the state's projected workforce needs. Currently, about 48.5 percent of Hoosiers have earned some credential beyond a diploma. Governor Eric J. Holcomb's Next Level Jobs initiative puts a sharp focus on helping Indiana meet that 60 percent goal in two ways:

- **Workforce Ready Grant** covers full tuition costs for working-age Hoosiers to enroll in high-demand, high-value certificate programs
- **Employer Training Grant** helps Hoosier employers fill job vacancies by providing reimbursement for employers who train, hire and retain new or incumbent workers to fill in-demand positions within recognized job fields

How it Works:

On the front end, the NextLevelJobs.org online portal asks job seekers simple questions, collects information about their job interests and connects them directly with Ivy Tech Community College, Vincennes University or another approved training provider. Those who submit their information on the portal receive a follow-up email and then a call from an education or training provider within a few days.

Training Provider Invoicing:

Currently, the non-credit training providers of the program utilize the CRM for tracking enrollments, completion and all invoicing with their providers. When completing the online survey, a student selects a provider and those students appear in the training provider's dashboard. Once training begins, the provider creates an invoice for that individual's training. The Indiana Department of Workforce Development (DWD) authorizes 70% of the funds for the training to be dispersed to the training provider. Once the student has completed the program and the provider indicates such on the invoice, DWD then distributes the last 30% of the funding. This is an added feature in the dashboard through Adobe Sign, which automates the collection of DWD approval signatures, and securely transmits the completed document to the accounting department for processing.

Data and Tracking:

Unlike the non-credit providers, the credit-bearing training providers use the system as a lead delivery generator only, and do not use it as a fully functional CRM. This means the data within the dashboard is unreliable for tracking success metrics, such as current enrollments and completions. Currently, the Commission collects this information outside of the dashboard via a monthly update from the providers, which involves staff time to process. The new system must incorporate a simple CSV/Excel upload feature compatible with Ivy Tech and VU to upload student records and allow real-time tracking.

1.5 SUMMARY SCOPE OF WORK

The existing Next Level Jobs website systems contract expires on September 30, 2020. Therefore, the new site must be up and running no later than September 30, 2020.

Please itemize each request below with the associated cost and provide as much detail about the service and/or feature as possible.

The Commission seeks the following:

1. A replicated website interface with all existing capabilities that are fully functional by September 30, 2020. The website cannot be offline at any time, as the Commission is currently running digital ads that lead users to the site
2. An automated digital invoicing system for the Employer Training Grant that accomplishes the following:
 - a. Automated Next Level Job Employer Training Grant invoice submission, tracking and reporting providing streamlined payment processing
 - b. Employer Training Portal providing NLJ dashboard tracking and reporting of Employer Training Grant awards, as well as employee talent training completion and certifications issued
 - c. Controls ensuring total employer reimbursements do not exceed award amount
 - d. An electronic audit trail of all ETG transactions and e-storage of all invoices generated
3. Expanded online dashboard with the following capabilities:
 - a. WorkOne Client Access

- i. Create a separate dashboard for each of the 12 WorkOne regional offices for monitoring the provider servicing of identified WorkOne clients
 - ii. At least one user from each office location will be supported (up to 250 individual users)
 - iii. The dashboard will provide regional offices with view access to:
 - 1. All WorkOne client records in the NLJ match file provided by DWD, from their region
 - 2. The lead will remain visible on the WorkOne regional dashboard reflecting the provider lead assignment and any subsequent lead status updates from the training providers
- 4. Reporting functionality
 - a. Dashboard view that show in real-time, for any training provider (and overall):
 - i. New Leads (survey completers)
 - ii. Enrollments (those enrolled at a provider)
 - iii. Completion (those that have completed their training)
 - b. Download/upload feature for providers that
 - i. want to use their own CRM for tracking purposes
 - ii. to track enrollees that enroll directly with the provider and are no captured in the dashboard since they were never a “lead”
- 5. Website access and hosting service
 - a. It’s imperative that CHE and DWD have total website editing access and for the site to be hosted on our server. The site currently requires Windows Server-based hosting and we ask that it be created in WordPress to allow for Linux-based hosting
 - b. The site was built using React and written in JavaScript. If possible, the Commission would like the website code converted to WordPress/PHP. Please provide alternative options if this isn’t possible in the time requested
 - c. There must be a seamless transition on the front end when the new vendor acquires the contract. There can be no period of time where the site appears offline. Please include specific information on how you will ensure this happens

1.6 RFP OUTLINE

The outline of this RFP document is described below:

Section	Description
Section 1 - General Information and Requested Products or Services	This section provides an overview of the RFP, general timelines for the process, and a summary of the products/services being solicited by the State/Agency via this RFP.
Section 2 - Response Preparation Instructions	This section provides instructions on the format and content of the RFP.

Attachment A	M/WBE Participation Plan Form
Attachment A1	IVOSB Participation Plan Form
Attachment B	Q&A

1.7 QUESTION/INQUIRY PROCESS

All questions/inquiries regarding this RFP must be submitted in writing by the deadline of **4 p.m. on 8/4/2020**. Questions/inquiries must be submitted in Attachment B, Q&A Template, via email to jnejad@che.in.gov and must be received by the time and date indicated above.

Following the question/inquiry due date, the Q&A document will be posted to the Commission’s website. If it becomes necessary to revise any part of this RFP, or if additional information is necessary for a clearer interpretation of provisions of this RFP prior to the due date for proposals, an addendum will be posted to the website as well. The Commission may extend the due date and time of proposals to accommodate such additional information requirements, if required.

1.8 DUE DATE FOR PROPOSALS

All proposals must be received at the email address in section 1.9 below no later than the Response Due Date listed above. Responses are limited to no more than 15 pages, excluding appendices, and must include description of the entity interested in providing the services, including:

- Cover Letter
- Business Proposal
- Similar Projects and their Costs
- Appendices (if necessary)

The following timeline is only an illustration of the RFP process. The dates associated with each step are not to be considered binding. Due to the unpredictable nature of the evaluation period, these dates are commonly subject to change. At the conclusion of the evaluation process, all Respondents will be informed of the evaluation team’s findings.

Key RFP Dates

Activity	Date
Issue of RFP	July 31, 2020
Deadline to Submit Written Questions	August 4, 2020
Submission of Proposals	August 7, 2020

No more than one response per Respondent may be submitted.

The State accepts no obligations for costs incurred by Respondents in anticipation of being awarded a contract.

1.9 COMMUNICATION WITH THE COMMISSION

All communication, including responses, questions concerning the services being sought, or the response requirements, should be directed to:

inejad@che.in.gov

317-232-1032

1.10 CONFIDENTIAL INFORMATION

Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 *et seq.*, and, after the contract award, the entire RFP file may be viewed and copied by any member of the public, including news agencies and competitors. Respondents claiming a statutory exception to the APRA must indicate so in the Cover Letter. Confidential Information must also be clearly marked. The Respondent must also specify which statutory exception of APRA that applies. The State reserves the right to make determinations of confidentiality. If the Respondent does not identify the statutory exception the Procurement Division will not consider the submission confidential. If the State does not agree that the information designated is confidential under one of the disclosure exceptions to APRA, it may seek the opinion of the Public Access Counselor. Prices are not confidential information.

There are certain public records which are excepted from the Access to Public Records Act. A list of these items can be found at IC 5-14-3-4.

1.11 SECRETARY OF STATE REGISTRATION

If awarded the contract, the Respondent will be required to register, and be in good standing, with the Secretary of State (IC 5-22-16-4). The registration requirement is applicable to all limited liability partnerships, limited partnerships, corporations, S-corporations, nonprofit organizations, and limited liability companies. Information concerning registration with the Secretary of State may be obtained by contacting:

Secretary of State of Indiana
Corporation Division
402 West Washington Street, E018
Indianapolis, IN 46204
(317) 232-6576
www.in.gov/sos

1.12 COMPLIANCE CERTIFICATION

Responses to this RFP serve as a representation that it has no current or outstanding criminal, civil, or enforcement actions initiated by the State, and it agrees that it will immediately notify the State of any such actions. The Respondent also certifies that neither it nor its principals are presently in arrears in payment of its taxes, permit fees or other statutory, regulatory or judicially required payments to the State. The Respondent agrees that the State may confirm, at any time, that no such liabilities exist, and, if such liabilities are discovered, that State may bar the Respondent from contracting with the State, cancel existing contracts, withhold payments to setoff such obligations, and withhold further payments or purchases until the entity is current in its payments on its liability to the State and has submitted proof such as payment to the State.

1.13 CONFLICT OF INTEREST

Any person, firm or entity that assisted with and/or participated in the preparation of this RFP document is prohibited from submitting a proposal to this specific RFP. For the purposes of this RFP “person” means a state officer, employee, special state appointee, or any individual or entity working with or advising the State or involved in the preparation of this RFP proposal. This prohibition would also apply to an entity who hires, within a one-year period prior to the publication of this RFP, a person that assisted with and/or participated in the preparation of this RFP.

1.14 EQUAL OPPORTUNITY COMMITMENT

Pursuant to IC 4-13-16.5 and in accordance with 25 IAC 5, Executive Order 13-04 and IC 5-22-14-3.5, it has been determined that there is a reasonable expectation of minority, woman, and Indiana veteran business enterprises subcontracting opportunities on a contract awarded under this RFP. Therefore, a contract goal for Minority Business Enterprises, Woman Business Enterprises, and Veteran Business Enterprises have been established and all respondents submitting a MWBE or IVOSB Subcontractor Commitment Form will be expected to comply with the regulation set forth in 25 IAC 5, Executive Order 13-04 and IC 22-14-3.5.

Failure to address these requirements may impact the evaluation of your proposal.

1.15 MINORITY & WOMEN’S BUSINESS ENTERPRISES RFP SUBCONTRACTOR COMMITMENT (MWBE)

In accordance with 25 IAC 5-5, the respondent is expected to submit with its proposal a Minority & Women’s Business Enterprises RFP Subcontractor Commitment Form. The Form must show that there are, participating in the proposed contract, Minority Business Enterprises (MBE) and Women’s Business Enterprises (WBE) listed in the Minority and Women’s Business Enterprises Division (MWBED) directory of certified firms located at <http://www.in.gov/idoa/2352.htm>.

If participation is met through use of vendors who supply products and/or services directly to the Respondent, the Respondent must provide a description of products and/or services provided that are directly related to

this proposal and the cost of direct supplies for this proposal. Respondents must complete the Subcontractor Commitment Form in its entirety.

Failure to meet these goals will affect the evaluation of your Proposal. The Commission reserves the right to verify all information included on the MWBE Subcontractor Commitment Form.

Respondents are encouraged to contact and work with MWBED at 317-232-3061 to design a subcontractor commitment to meet established goals as referenced in this solicitation.

Prime Contractors must ensure that the proposed subcontractors meet the following criteria:

- Must be listed on the IDOA Directory of Certified Firms, **on or before** the proposal due date.
- Prime Contractor must include with their proposal the subcontractor's M/WBE Certification Letter provided by IDOA, to show current status of certification.
- Each firm may only serve as one classification – MBE, WBE, or IVOSB (see section 1.18).
- A Prime Contractor who is an MBE or WBE must meet subcontractor goals by using other listed certified firms. Certified Prime Contractors cannot count their own workforce or companies to meet this requirement.
- **Must serve a Commercially Useful Function (CUF). The firm must serve a value-added purpose on the engagement, as confirmed by the State.**
- Must provide goods or service only in the industry area for which it is certified as listed in the directory at <http://www.in.gov/idoa/2352.htm>.
- Must be used to provide the goods or services specific to the contract.
- National Diversity Plans are generally not acceptable.

MINORITY & WOMEN'S BUSINESS ENTERPRISES RFP SUBCONTRACTOR LETTER OF COMMITMENT (MWBE)

A signed letter(s), on company letterhead, from the MBE and/or WBE must accompany the MWBE Subcontractor Commitment Form. Each letter shall state and will serve as acknowledgement from the MBE and/or WBE of its subcontract amount, a description of products and/or services to be provided on this project, and approximate date the subcontractor will perform work on this contract.

By submission of the Proposal, the Respondent acknowledges and agrees to be bound by the regulatory processes involving the State's M/WBE Program. Questions involving the regulations governing the MWBE Subcontractor Commitment Form should be directed to: Minority and Women's Business Enterprises Division at (317) 232-3061 or <http://www.in.gov/idoa/2352.htm>.

1.16 INDIANA VETERAN OWNED SMALL BUSINESS SUBCONTRACTOR COMMITMENT (IVOSB)

In accordance with Executive Order 13-04 and IC 5-22-14-3.5, it has been determined that there is a reasonable expectation of Indiana Veteran Owned Small Business subcontracting opportunities on a contract awarded under this RFP. The IVOSB Subcontractor Commitment Form is to be submitted alongside the Respondent's proposal. The Form must show that they are participating in the proposed contract and IVOSB

firms that meet the requirements listed at the Veteran's Business Program website (<http://www.in.gov/idoa/2862.htm>).

If participation is met through use of vendors who supply products and/or services directly to the Respondent, the Respondent must provide a description of products and/or services provided that are directly related to this proposal and the cost of direct supplies for this proposal. Respondents must complete the Subcontractor Commitment Form in its entirety.

Failure to address these goals may impact the evaluation of your Proposal. The Department reserves the right to verify all information included on the IVOSB Subcontractor Commitment Form.

Prime Contractors must ensure that the proposed IVOSB subcontractors meet the following criteria:

- Must be listed on Federal Center for Veterans Business Enterprise ([VA OSDBU](#)) registry or listed on the IDOA Directory of Certified Firms, **on or before** the proposal due date.
- Prime Contractor must include with their proposal the subcontractor's veteran business Certification Letter provided by either IDOA or Federal Govt. (VA OSDBU), to show current status of certification.
- Each firm may only serve as one classification – MBE, WBE (see Section 1.17) or IVOSB.
- IVOSB must be registered with the Secretary of State (see section 2.3.2).
- A Prime Contractor who is an IVOSB must meet subcontractor goals by using other listed certified firms. Certified Prime Contractors cannot count their own workforce or companies to meet this requirement.
- **Must serve a Commercially Useful Function (CUF). The firm must serve a value-added purpose on the engagement, as confirmed by the State.**
- Must provide goods or service only in the industry area for which it is certified as listed in the [VA OSDBU](#) or IDOA Certified Firm directories <http://www.in.gov/idoa/2352.htm>.
- Must be used to provide the goods or services specific to the contract.

INDIANA VETERAN OWNED SMALL BUSINESS RFP SUBCONTRACTOR LETTER OF COMMITMENT

A signed letter(s), on company letterhead, from the IVOSB must accompany the IVOSB Subcontractor Commitment Form. Each letter shall state and will serve as acknowledgement from the IVOSB of its subcontract amount, a description of products and/or services to be provided on this project, and approximate date the subcontractor will perform work on this contract. The State reserves the right to deny evaluation points if the letter(s) is not attached.

By submission of the Proposal, the Respondent acknowledges and agrees to be bound by the policies and processes involving the State's IVOSB Program. Questions involving the regulations governing the IVOSB Subcontractor Commitment Form should be directed to: indianaveteranspreference@idoa.in.gov.

1.17 AMERICANS WITH DISABILITIES ACT

The Respondent specifically agrees to comply with the provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.* and 47 U.S.C. 225).

SECTION TWO RESPONSE PREPARATION INSTRUCTIONS

2.1 GENERAL

To facilitate timely evaluation of proposals, a standard format for proposal submission has been developed and is described in this section. All respondents are required to format their proposals in a manner consistent with the guidelines described below.

- Each item must be addressed in the Respondent's proposal.
- The Cover Letter must be in the form of a letter. The Business Proposal must be organized under the specific section titles as listed below.
- The electronic copies of the proposal should be organized to mirror the sections below and the attachments.
- Please submit all attachments in pdf format.
- Confidential information must also be clearly marked in a separate folder/file.

2.2 COVER LETTER

The Cover Letter must address the following topics.

2.2.1 Agreement with Requirement listed in Section 1

The Respondent must explicitly acknowledge understanding of the general information presented in Section 1 and agreement with any requirements/conditions listed in Section 1.

2.2.2 Summary of Ability and Desire to Supply the Required Products or Services

The Cover Letter must briefly summarize the Respondent's ability to supply the requested products and/or services that meet the requirements defined in Section 2.4 of this RFP. The letter must also contain a statement indicating the Respondent's willingness to provide the requested products and/or services subject to the terms and conditions set forth in the RFP including, but not limited to, the State's mandatory contract clauses.

2.2.3 Signature of Authorized Representative

A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions including the information requested in Section 2.3.2, must sign the Cover Letter. **In the Cover Letter, please indicate the principal contact for the proposal along with an address, telephone and fax number as well as an e-mail address, if that contact is different than the individual authorized for signature.**

2.2.4 Respondent Notification

Unless otherwise indicated in the Cover Letter, Respondents will be notified via e-mail.

It is the Respondent's obligation to notify the Commission of any changes in any address that may have occurred since the origination of this solicitation. The Commission will not be held responsible for incorrect vendor/contractor addresses.

2.2.5 Confidential Information

Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 *et seq.* (see section 1.10).

Provide the following information:

- List all documents where claiming a statutory exemption to the APRA;
- Specify which statutory exception of APRA that applies for each document;
- Provide a description explaining the manner in which the statutory exception to the APRA applies for each document.

2.3 BUSINESS PROPOSAL

2.3.1 Terms

Funding for this project will come from state funds. Vendors must be able to agree to the terms and conditions of the Commission's standard Professional Services Agreement. All payments will be 35 days in arrears and via ACH/electronic deposit from the Indiana Auditor of State's Office. Invoices must detail expenses and charges in accordance with any purchase orders issued; total payment shall not exceed the accepted bid amount. Any and all travel reimbursed via this contract will be subject to the reimbursement rates in the State Travel Policy (vendors should review it on the following website <http://www.in.gov/idoa/2459.htm>).

2.3.2 Registration to do Business

Vendors must be registered, and be in good standing, with the Indiana Secretary of State (IC 5-22-16-4). Vendors may do so at <http://www.in.gov/sos/business/3648.htm>.

2.3.3 References

The Respondent must include a list of at least three clients for whom the Respondent has provided products and/or services requested in this RFP. Information provided should include

the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information.

2.3.4 Subcontractors

The Respondent is responsible for the performance of any obligations that may result from this RFP, and shall not be relieved by the non-performance of any subcontractor. Any Respondent's proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.

Any subcontracts entered into by the Respondent must be in compliance with all State statutes, and will be subject to the provisions thereof. For each portion of the proposed products or services to be provided by a subcontractor, the Business Proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience.

The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address and the state in which formed that are proposed to be used in providing the required products or services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, the subcontractor's form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority, Women, or Veteran Owned Business under IC 4-13-16.5-1 and Executive Order 13-04 and IC 5-22-14-3.5. See Sections 1.17, 1.18 and Attachments A/A1 for Minority, Women, and Veteran Business Information.

2.3.5 Contact Information

Provide company's contact information and any other general information necessary.

2.3.6 Similar Work Experience

Please describe your company's experience in serving clients of a similar size to the State that also had a similar scope. Please provide specific clients and detailed examples.

2.3.7 Company's Technical Information

Please provide any information about your company that will allow the Commission to evaluate the technical aspects proposed by your company as it relates to fulfilling the Scope of Work (Section 1.5) for the service(s) needed by the agency. Please also provide any certifications or qualifications that are required per Section 1.

2.4 PROPOSAL & COMPARABLE PROJECTS

The Proposal must contain the following elements:

1. Overall Architecture including Languages and Frameworks
 - a. Provide a high-level description of how you would architect a solution
 - b. Include any languages (e.g. C#, Ruby, etc.) and Frameworks (e.g. Razor, React, etc.) that you would leverage as part of the solution
2. Testing Strategy
 - a. What automated and/or manual testing is provided as part of your proposed solution? Specifically, will it include Unit Testing, Integration/System Testing, Front-end Testing, or End-to-end Testing?
3. Pricing
 - a. Please provide pricing for similar engagements/projects that you have successfully completed. Include the following:
 - i. State Agency or type of organization
 - ii. High-level scope of work
 - iii. Total and service specific costs
 - iv. Timeline of completion
 1. We anticipate kicking-off the project in July 2019 so that the Budget Recommendation Process can occur within the new system starting July 2020.
4. Delivery Model
 - a. On what frequency and manner will deliverables be given?
 - b. Other than the code, what else is provided as part of the deliverable? (e.g. Documentation)
5. Stakeholder Engagement Strategy
 - a. How do you plan to solicit needs and requirements from internal and external stakeholders?
 - b. What resources will be needed to do so?

-- End of Request for Proposal --