

HAWAII STATE DEPARTMENT OF EDUCATION
PROCUREMENT AND CONTRACTS BRANCH

MAY 19, 2026

ADDENDUM A

TO

REQUEST FOR PROPOSALS

RFP D26-109

SEALED PROPOSALS

TO PROVIDE

PROFESSIONAL SERVICES TO SUPPORT PLANNING

AND PERFORMANCE MANAGEMENT

FOR THE

HAWAII STATE DEPARTMENT OF EDUCATION

WRITTEN QUESTIONS

Written questions received by the STATE are listed below. The following responses are hereby provided and incorporated into the RFP:

RFP Section 1.18 Vendor List Performance Period

1. When a State Office seeks to procure services from the Vendor List, will the Department issue a competitive mini-bid or request for quotes among awarded vendors before placing a VLOF, or will the Department select a CONTRACTOR directly from the Vendor List without a secondary competitive process?

Response: State Offices will select a vendor after reviewing their Summary Offer of Services and Pricing Form (Appendix C) to see which vendor best suits their needs.

2. Where do State Offices seek guidance from for awarded vendors, service area proposed, geographic availability, or pricing?

Response: State Offices may view the awarded vendors proposed Appendix C, and contact the Program Manager with any questions.

3. Will all Offerors awarded be placed on the Vendor List during the initial award period automatically be considered for renewal, or will the Department conduct a new competitive solicitation at the end of the base period?

Response: The Department will make this determination prior to the renewal period.

4. If the Vendor List is renewed, will awarded CONTRACTORS be permitted to adjust their pricing for renewal periods, and if so, is there a cap on price increases such as a Consumer Price Index (CPI)-based adjustment or a fixed percentage?

Response: The Vendor List may be extended under the same terms and conditions of the original agreement or as negotiated between the STATE and the CONTRACTOR.

5. What is the anticipated scope and budget range for individual engagements drawn from this Vendor List?

Response: This will be determined by the State Office.

RFP Section 1.20 Responsibility of Offerors; Hawaii Compliance Express

6. Are Offerors expected to have Hawaii General Excise Tax licensure at time of proposal submission, or only upon award?

Response: Tax clearances are required after the notice to award and prior Vendor List execution.

RFP Section 3.1 Scope of Work

7. The RFP references portfolio, program, and organizational change management activities, including managing interconnected projects and monitoring performance across the lifecycle. Can the Department clarify the intended level of project management services it anticipates engaging vendors for under this RFP, such as whether support is expected to be advisory and strategic, hands-on project or program management, or inclusive of standing up and operating a temporary or ongoing PMO function to support State Office initiatives?

Response: The nature of project management services depends on specific project needs. Most projects will either be advisory and strategic, or hands-on project or program management of a specific scope of work.

8. Is there an incumbent for any of the scope areas listed?

Response: No.

9. Is there an allocated budget? If so, by scope area or for any and/or all the areas in total?

Response: This will be determined by the State Office.

10. Can the Department confirm that an Offeror could be awarded in some service area categories and not others, based on category-specific scoring?

Response: Correct, an Offeror could be awarded in a specific service area category(ies), but not others.

11. Is the Department seeking firms that can provide statewide on-site and/or in-person support across all islands, or will remote and/or hybrid service delivery models be considered acceptable for certain engagements?

Response: Whether the services may be required virtually or in-person will depend on the project. Offerors may propose virtual and in-person service options and unit rate costs.

12. For the coaching staff to develop performance management routines scope of work, what is the current frequency of performance review meetings at the State Office level, and is there a preferred performance management framework or software already in use that the CONTRACTOR must align with?

Response: Executive level performance management routines are based on a framework from the Education Delivery Institute. Progress is documented in Google sheets.

13. Under the Stakeholder Engagement service category, which specific community partners or government leaders does the Department prioritize for engagement beyond the students, families, and staff already mentioned in the current-state environment?

Response: This will depend on the project.

14. Is the intention of the Department to select a variety of Offerors who have expertise across the workstreams in the scope of work or a single vendor for each of the four workstreams outlined in Section 3.1 Scope of Work (example: Business Analysis, Strategic Planning and Performance Management, Stakeholder Engagement, and Portfolio, Program, and Organizational Change Management)?

Response: Vendors are selected based on the evaluation criteria in the RFP Section 5.2.

15. Please list a few examples of projects and/or requests the Department would utilize this Vendor List to achieve across the service area categories in the scope of work. Please also share potential award amounts for example projects, if available.

Response: This will be determined by the respective State Office.

16. RFP Section 3.1.3.6 specifically references facilitating public hearings or community meetings. Does the Department consider in-person facilitation of such events to be a requirement under the Stakeholder Engagement service area category, or may these activities be conducted virtually?

Response: Depending on the project, in-person and/or virtual services may be required.

RFP Section 3.2 Offeror Qualifications

17. Is the Hawaii experience requirement in RFP Section 3.2.1 a mandatory pass and/or fail threshold that would result in disqualification if not met, or is it a scored preference reflected in the 5-point evaluation criterion in the RFP Section 5.2? If it is both, can the Department clarify the consequence for an Offeror that does not meet this requirement but otherwise scores above the 35-point minimum?

Response: Offeror shall have no less than (2) years of experience related to services proposed within the scope of work and must have experience working in the State of Hawaii. Failure on the Offeror's part to meet the requirements herein may result in a determination of non-responsiveness and subsequent disqualification of Proposal. Please refer to RFP Section 3.2, Offeror Qualifications.

18. Does experience delivering services under a contract that directly served Hawaii-based agencies, programs, populations, or communities satisfy the Hawaii experience requirement, even if the Offeror does not maintain a physical office or presence in the State of Hawaii?

Response: This would satisfy the Hawaii experience requirement.

19. Does remote or virtual delivery of services to a Hawaii-based client organization qualify as "experience working in the State of Hawaii" for purposes of both the minimum qualification in RFP Section 3.2.1 and the scored criterion in Section 5.2?

Response: Yes.

20. For the purposes of the Offeror Reference Form (Appendix B), what criteria will the evaluation committee use to determine whether a referenced project constitutes qualifying Hawaii experience? For example, is the determining factor the location of the client organization, the location where services were physically delivered, or the population served?

Response: The project needs to have taken place in Hawaii.

21. If an Offeror proposes to fulfill a portion of the scope using a subcontractor who has Hawaii-based experience, will the subcontractor's Hawaii experience be attributed to the prime offeror for purposes of meeting or strengthening the Hawaii experience qualification in RFP Section 3.2.1 and the corresponding evaluation criterion in Section 5.2?

Response: Per RFP Section 3.2.1, the applying Offeror (example: organization, key personnel listed in the proposal) must have experience working in the State of Hawaii. Contracting with a subcontractor who has experience in the State of Hawaii does not satisfy this requirement.

22. If an Offeror has depth of experience across all four categories, but the Hawaii experience is specific to just two of the categories. Can an Offeror still respond to all four categories?

Response: Yes. Please refer to RFP Section 3.2 Offeror Qualifications.

23. Is it permissible to include resumes as an Appendix to the main proposal document, or would the Department like them embedded within RFP Section 3. Scope of Work; Project and Offeror Requirements?

Response: Resumes can be included as an Appendix.

24. RFP Section 3.2 Offeror Qualifications asks for a list of current or recent related projects. If the Offeror plans to respond to all four categories. Does the Department desire a complete list of all recent relevant projects?

Response: The Department will defer to the Offeror's judgement to share what is most relevant.

RFP Section 4.8 Section 2: Executive Summary

25. For CONTRACTORS not physically located in Hawaii who deliver services remotely to Hawaii-based clients, does the Department consider those services subject to Hawaii General Excise Tax (GET)?

Response: Please consult with your tax advisor.

26. If Hawaii GET is applicable to remotely delivered services, should the tax be embedded within the all-inclusive rates on Appendix C, or should it be listed as a separate line item on the pricing form?

Response: Please refer to RFP Section 4.11, Section 5: Summary Offer of Services and Pricing Form (Appendix C) and Appendix C, Pricing Form instructions.

RFP Section 4.9 Section 3: Offeror Qualifications

27. Are Offerors required to submit two distinct references for each service area category they propose for, or may the same client reference be used across multiple categories where the scope of that engagement is relevant to more than one service area?

Response: Client references can be used across multiple service area categories.

28. Can the Department define what timeframe is considered recent for purposes of this requirement? For example, would projects completed within the last three to five years be acceptable?

Response: Within the last 10 years.

29. For the required Hawaii-based reference, will the Department accept a reference where services were delivered to a Hawaii-based organization or population by a contractor operating outside the

state, including remotely or under a federally administered contract?

Response: The services must have been provided by the Offeror (not a subcontractor) for a project that took place in Hawaii. Services could have been provided remotely or in-person.

30. If an Offeror's organization has completed a project for the Hawaii State Department of Education within the last two years, can someone from the Hawaii State Department of Education be listed as a reference on the Offeror reference form for this RFP?

Response: Yes.

31. Under the "Project Team Staffing" requirements, are Offerors expected to identify a fixed core team at the proposal stage, or may staffing resources be proposed and finalized on a task-order basis after award?

Response: The Offeror shall also provide resume and/or vita for all staff who will be specifically assigned to the Contract and provide a narrative description of their roles and their experience.

RFP Section 4.11 Section 5: Summary Offer of Services and Pricing Form (Appendix C)

32. Are offerors expected to embed all anticipated travel costs, including airfare to Hawaii, inter-island travel, lodging, and meals, into their all-inclusive hourly or daily rates on the pricing form?

Response: When completing Appendix C, Summary Offer of Services and Pricing Form, travel unit rate costs can be listed separately from other unit rate costs.

33. Does the Department have preferred or anticipated labor categories it expects to see across any of the four service areas, such as senior consultant, project manager, facilitator, or analyst? Or are Offerors expected to independently define their own labor category structure based on how they deliver services?

Response: Offerors can determine and define their own positions and or services provided in Appendix C, Summary Offer of Services and Pricing Form.

34. Is there a maximum or minimum number of labor categories or line items the Department expects Offerors to include on the Appendix C, pricing form section, or is this left to the Offeror's discretion?

Response: Offeror's discretion.

35. Does the Department allow different pricing structures in Appendix C depending on the service offered, such as hourly, daily, fixed-fee, or deliverable-based pricing?

Response: Yes.

36. For work ordered through the final selected Vendor List, will the Department use fixed-price, time-and-materials, hourly rate, daily rate, deliverable-based pricing, or allow any of these depending on the engagement?

Response: This will be based on the proposed Appendix C submitted.

37. For the four service area categories, does the Department anticipate issuing specific task orders and/or project scopes to awarded vendors, or will State Offices independently define scopes and select vendors from the Vendor List?

Response: State Offices will independently define the scope and needs of projects and approach vendors on the list as needed.

RFP Section 5 Proposal Evaluation

38. Can you please note the roles of the individuals who comprise the evaluation committee and the number of people on the committee?

Response: Per RFP Section 5 Proposal Evaluation, the Evaluation Committee will consist of at least three (3) governmental employees with sufficient qualifications and experience in the service area categories.

39. Will the Department evaluate proposals independently for each service area category submitted, such that an Offeror may be awarded in some categories and not others?

Response: Yes.

RFP Section 5.2 Evaluation Criteria

40. Can the Department confirm how proposed pricing will be used in the evaluation and award process? Specifically, will pricing be evaluated for reasonableness only, or will it be considered as a secondary ranking or tie-breaking factor among Offerors who meet the minimum score threshold of 35 points?

Response: Pricing will not be considered when evaluating the eligibility of the Offeror. Per Section 1.18, Vendor List Performance Period, the purpose of this solicitation is to develop a Vendor List that will be made available to State Offices for use throughout the Vendor List period. Once finalized, State Offices can reach out to approved CONTRACTORS from the Vendor List to request quotations for specific project work. At that point, the Offeror's pricing submitted in Appendix C will be taken into consideration.

41. Will the Department establish a maximum or ceiling rate for any service area category or labor category, or are Offerors free to propose market-based rates without an upper limit?

Response: There is no unit cost rate maximum at this time.

42. Does qualifying education sector experience include work with post-secondary institutions, early childhood programs, nonprofit education organizations, or federal education agencies, or is it limited to K through 12 public school systems?

Response: Qualifying education sector experience is not limited to work with K through 12 public school systems. All of the examples listed would qualify.

43. How does the Department interpret "experience working in or within the education sector" for purposes of evaluation: K through 12 only, or broader education-related and youth-serving work as well?

Response: Qualifying experience working in or within the education sector is not limited to work with K through 12 schools only. Broader education-related work can qualify. Youth-serving work may qualify if education-related.

44. Does experience supporting a federal or state agency that administers education-related programs, funding, or policy constitute qualifying education sector experience, even if the Offeror did not work directly with a school district or school system?

Response: Yes.

45. Pertaining to RFP Section 5.2, Evaluation Criteria: Can examples of Offeror's previous experience working in Hawaii be used to satisfy criteria across multiple service area categories, as long as included experience contains similar services as described in the RFP Section 3.1, Scope of Work?

Response: Yes.

46. Can the Department provide a list of potential funding sources that may be utilized for procurement against this Vendor List and specify if any of those funding sources may have specific compliance requirements for CONTRACTOR consideration?

Response: Potential funding sources include state funds, federal funds, or philanthropic funding. Specific compliance requirements can be addressed when State Offices solicit approved CONTRACTORS for specific project work.

RFP Section Appendix C

47. Can Offerors adjust or expand the size of the form fields to accommodate additional content, provided the format and required information are not otherwise altered?

Response: Yes.

48. Will pricing submitted in Appendix C be used as a binding ceiling rate for future engagements, or may pricing be further negotiated at the individual task order and/or VLOF level?

Response: The pricing ceiling rates will be based on the proposed Appendix C submitted.

General Questions

49. Does the Department have a preference for joint proposals from multiple organizations versus separate submissions? Are there advantages or considerations the Department would encourage vendors to weigh when deciding how to structure their response? Is there a value to the Department for multiple organizations to partner to submit a comprehensive and singular response to the RFP?

Response: This is up to the Offerors. Please also note RFP Section 1.13, Disqualification of Proposals.

50. For organizations with a track record of working together and the ability to collectively deliver the full scope, does the Department have guidance on how such partnerships should be reflected within a single proposal?

Response: This is up to the Offerors. Please also note RFP Section 1.13, Disqualification of Proposals.

51. Can the Department share any guidance on the anticipated funding range, award size, or number of expected awards to help calibrate scope and level of effort?

Response: The award amounts and number of awards will depend on State Office needs which can vary by project.

52. Is this RFP being managed as a coordinated effort across multiple divisions, and are there cross-functional priorities respondents should account for?

Response: Yes. Please refer to the Strategic Plan and State Office priorities referenced in RFP Sections 2.2 Background and Current-State (Environment) and 2.3 Business Goals and Objectives.

53. Are there further criteria specifying the acceptable type of organizations located in Hawaii and/or with specific populations or communities in Hawaii cited in the proposal evaluation criteria?

Response: No.

54. Do non-profit and/or educational institutions count as acceptable type of organizations located in Hawaii and/or with specific populations or communities in Hawaii?

Response: Yes.

55. What is the maximum number of Offerors who will be selected through this RFP to be included on the Vendor List?

Response: There is no maximum.

56. Would the Department accept relevant Hawaii experience of key individuals while previously working at other companies than their current employment with submitting Offeror?

Response: Yes.