

## INCAP Intermediary RFP Q&As

	Question	Answer
1	Page 5 of the RFP states the submission deadline is August 25 <sup>th</sup> . We are assuming that since August 15 <sup>th</sup> is posted in various other places that the August 25 <sup>th</sup> deadline is incorrect.	The proposal deadline is August 15 <sup>th</sup> . This change has been made to the RFP.
2	In the LOI, under Partners, we are asked to include contact information for a specific number of partners in each category (K-12, employers, post-secondary). If we have additional partners we believe can attest to our expertise and execution ability, can we include more partners than the number listed? Or should we limit our number of partners to the number identified for each category?	Please limit your number of partners to two K-12 organizations, three Employers, and one Post-Secondary Education partner.
3	Is there a maximum page amount for the Letter of Intent?	There is no page limit for the Letter of Intent, but we ask that organizations follow the LOI Instructions and include the required sections in their letter, as outlined in the RFP.
4	With references, are the numbers listed in the request the maximum number of references an organization is allowed to list?	Please limit your number of partners to the number identified for each category.
5	Is the awardee able to subcontract with a partner to expand our reach?	Yes, however we recommend, if necessary, awardees partner with organizations that are aligned to the criteria as outlined in the RFP.
6	As the process being promoted in this RFP involves 1) setting up Talent Associations, and 2) having those association members then determine the training plans for apprenticeships, how do we know that IDOE and CHE will approve the as-yet	Industry Talent Associations, along with RMFF and Ascend Indiana, have been coordinating the development and launch of INCAP closely with Indiana Department of Education and Commission for Higher Education. Industry Talent Associations are scheduled to submit training plans and

	undeveloped apprenticeships to meet graduation requirements?	competencies (as identified by employers) to Indiana Department of Education for approval by the end of September, paving the way forward to launching an INCAP program that satisfies the new high school grad redesign requirements.
7	Are there specific defined IN regions that you all will be using? If so, what are these regions?	No – regions have not yet been defined. Qualified organizations will be tasked in their LOI to define the counties and region they are able to serve, and the iLab Governing Committee will review the regions and reach based on the received submissions.
8	Will there be a standard process or protocol for intermediaries when promoting INCAP in our designated area?	Once selected, intermediaries will identify, in their business plan, how they will engage partners in their region. Ascend Indiana will provide initial onboarding of all intermediaries and connect them with Industry Talent Associations to better understand the programs each Industry Talent Associations is creating. Ascend will also provide intermediaries with branded materials that they can customize to support the promotion of INCAP to schools, students, and parents.
9	Can we submit an RFP for more than one geographic area?	Yes – be sure to identify the geographic regions you wish to serve and include the required partners for each region.
10	What are the key elements you are looking for?	An effective intermediary should have a strong strategy and relationships with regional workforce ecosystem partners (K-12 schools, career & technical education, local workforce development boards, economic development organizations, community-based organizations, chambers of commerce, industry, etc.) and serve as a trusted and recognizable entity by educators, students, families, and industry leaders.

11	For intermediaries that are awarded, will counties/geographic areas be assigned for this funding?	Yes – regions will be defined once intermediaries are selected.
12	Have specific occupations been identified (YR1 INCAP)?	Industry Talent Associations are in the process of identifying their first occupational pathway through engagement with employers. The goal is for most Industry Talent Associations to have their occupational pathway identified before grant awards are announced.
13	Can you clarify the anticipated distinctive roles and responsibilities (ITAs & intermediaries)?	<p>Industry Talent Associations (1) Represent employers statewide regarding their talent needs at both the high school and adult trainee levels, (2) Convene employers statewide at least once annually to assess talent needs, both current and projected, (3) Identify the key occupations within the industry and prioritize according to employer demand, (4) Develop on-the-job work cases and identify the resulting competencies that must be demonstrated for each occupation, (5) Determine which competencies are best trained within high school or college, by the employer, and by intercompany training centers, (6) Develop a training manual for the employer-led training and for the intercompany training courses, and (7) Provide training for company supervisors overseeing trainees in the workplace.</p> <p>Intermediaries will (1) Support ITAs in raising INCAP awareness among local K-12 schools and regional employers, (2) Leverage existing and create new relationships with K-12 partners to ensure successful program implementation, (3) Support the process for recruiting potential student participants in the INCAP program, and (4) Assist</p>

		with apprentice onboarding training, high school scheduling, and offer wrap-around support services to ensure student success throughout the program experience.
14	Can Intermediaries apply with partners from multiple regions?	Intermediaries are permitted to partner with other organizations outside of their region. However, consider the role and relationship those organizations have in your region to make the strongest case for why they are being considered.
15	Do ITAs need to focus on just one industry, or can they cover multiple industries?	Industry Talent Associations are focused on a singular industry. INCAP Intermediaries will need to ensure they serve each of the Industry Talent Associations.
17	Will Talent Associations perform all outreach to employers?	Yes, however, if intermediaries have an existing relationship with employers, they should connect them with the appropriate ITA.
18	Is funding only for organizations that have 3 or more years of apprenticeship programs? Or can an additional hospital department add a program?	No, organizations with fewer than three years of program management experience are welcome to apply. However, organizations should demonstrate that they are positioned to successfully carry out the function of an intermediary, as outlined in the RFP, across all industries being served by an ITA.
19	What percentage can be used for Administrative Funds?	There is no set limit on the portion of funds that can be allocated to administrative expenses. However, we encourage applicants to focus their funding on activities that will maximize impact and deliver tangible outcomes. We recommend that the allocation of funds be focused on driving the overall success of the project while ensuring effective and efficient administration.
20	What are the expectations around regional scope (number of counties or population size served by each intermediary) as well as if there is an	We are asking organizations to define the scope based on the counties and reach they feel they are best positioned to serve as an intermediary.

	expectation for the size of the cohort launching in Fall 2026?	The cohort launching in Fall 2026 will be small, as it is the first of its kind. However, selected intermediaries should be prepared to specify the cohort size they plan to serve in their implementation plans.
21	If selected, will we work with employers who are already in the ITA network, or will partners we are looking to work with need to join an existing ITA?	Industry Talent Associations are currently developing their first occupational pathways as part of the INCAP initiative. Employers that work with intermediaries and are focused in one of the six priority industries (advanced manufacturing and logistics, banking, construction, healthcare, life sciences, and information technology) are encouraged to connect with the relevant Industry Talent Association if they are interested in participating. While it is not required for all of an intermediary's employer partners to join the Industry Talent Association, those with a strong interest in shaping talent pipelines should consider engaging.
22	Is there a minimum number of students required to be served from K12/higher ed side?	No, however, the number of apprenticeships in a region will be defined by the ITA and the participating employers.
23	How can we facilitate, direct program or provide support and guidance to recipients?	Selected intermediaries will be tasked with outlining in their implementation plan, upon connecting with the Industry Talent Associations and receiving onboard training from Ascend Indiana, how they plan to engage schools, students, and families.
24	How can our (Ball State's) Teacher Registered Apprenticeship Program fit in with this?	Interested organizations should review the Scope of Proposal in the RFP and determine if their program and/or mission align with the scope.

		Organizations operating a single program should consider partnering with an organization that is applying to become an intermediary.
25	Do these funds support K-12 apprenticeship programs at all?	Yes – youth apprenticeships. The INCAP program was designed in partnership with the Indiana Department of Education and aligns to the Employment Honors Plus Seal for high school graduation.
26	How are funds accessed?	<p>Funds will be dispersed in two phases:</p> <p>Phase 1: Planning with Industry Talent Associations. Intermediaries will receive an allocation of \$15,000 in October 2025 to develop an implementation plan to finalize their strategy for allocating funds, expected milestones and timelines, key staffing roles and responsibilities.</p> <p>Phase 2: Grant Execution. Intermediaries will receive an allocation of \$85,000 in January 2026 to implement activities outlined in the implementation plan.</p>
27	What are the expectations and eligibility criteria for an organization to serve as a regional intermediary? Could our Clubhouse or Institute be recognized in this role if we focus on wrap-around support and life skills alongside career pathways?	<p>An effective intermediary should have strong relationships with regional workforce ecosystem partners (K-12 schools, career and technical education, local workforce development boards, economic development organizations, community-based organizations, chambers of commerce, industry, etc.) and serve as a trusted and recognizable entity by educators, students, families, and industry leaders.</p> <p>The region should encompass multiple counties, and organizations interested in serving as an intermediary should be able to demonstrate how</p>



		they can effectively perform the duties of an intermediary beyond a single locality.
28	Is anyone doing any apprenticeships in creative sectors - design, film, music, digital media, writing?	<p>The current Industry Talent Associations include Banking, Life Sciences, Healthcare, Advanced Manufacturing and Logistics, IT, and Construction. The Hospitality and Culinary ITA is pending, and other industries under consideration include Microelectronics, Events, Insurance, and Commercial.</p> <p>It is possible and likely that there are entities around the state who are managing apprenticeship programs in creative sectors. There are no immediate plans to create an Industry Talent Association for the creative sector at this time.</p>
29	What does success for an INCAP intermediary look like from your perspective at the end of 2026?	<p>Successful outcomes include establishing strong working relationships with Industry Talent Associations, onboarding student participants for INCAP within your region, identifying early barriers to student participation and success, and actively working on solutions to address those barriers.</p>
30	How do you envision the relationship between the intermediary and the ITA evolving over time?	<p>We anticipate Industry Talent Associations and intermediaries to continue working in a coordinated effort to promote INCAP programs and engage students, families, schools, and employers.</p> <p>Industry Talent Associations have identified the pilot employers to launch the program and in the short-term, intermediaries will help implement INCAP at the regional level.</p> <p>Long-term, we anticipate intermediaries will help support the growth of the INCAP program and demonstrate its impact – regionally and statewide.</p>



31	What training will be provided for school personnel, such as guidance counselors, career coaches, and administrators regarding how the apprenticeship program will be rolled out by the state?	<p>For organizations invited to submit a formal proposal, they will be required to describe how they will ensure K-12 school readiness across their region (see “ITA Partnership: INCAP Program Implementation.”) Responses should detail how they will work with school personnel to ensure the INCAP program is successfully launched and implemented.</p> <p>Organizations that have been selected as intermediaries will also receive onboard training by Ascend Indiana.</p>
32	What role will teachers and career coaches play in this process?	Industry Talent Associations will partner with educators to develop education and training materials. Intermediaries may partner with career coaches to help inform students of professional education and training opportunities through INCAP.
33	Is the scope to recruit youth apprenticeships or also adults who are looking for career changes?	This funding opportunity is to support youth apprenticeships only. However, there will be other opportunities for adults to learn through industry-led training created as part of the INCAP program.
34	What are reporting requirements for grant recipients?	Awardees will be expected to complete brief narrative and financial reports. Further details will be provided to selected intermediaries.
35	How will grant funds be distributed?	<p>Funds will be dispersed in two phases: Phase 1: Planning with Industry Talent Associations. Intermediaries will receive an allocation of \$15,000 in October 2025 to develop an implementation plan to finalize their strategy for allocating funds, expected milestones and timelines, key staffing roles and responsibilities.</p> <p>Phase 2: Grant Execution.</p>



		Intermediaries will receive an allocation of \$85,000 in January 2026 to implement activities outlined in the implementation plan.
36	What kind of groups are expected to be hosted (high school, etc.)?	INCAP Intermediaries will work directly with the K-12 schools, students, families, and industry leaders.
37	What expectations are there for community engagement?	Broad community engagement is important. For example, intermediaries may engage community partners to determine how resources and services can be provided in your region to help overcome identified barriers to student success. Additionally, intermediaries will communicate regional employer and school events to the Industry Talent Associations to ensure no gaps occur in program delivery.
38	Are there funds for programs that offer IT Certification and HSE to adults? Will there be any funds for apprenticeships for students that receive their IT Certification?	Funding will support occupational pathways as identified by the Industry Talent Associations. Funding will only support apprenticeships for youth.
39	Is this opportunity a one-time opportunity, or do you anticipate multiple year funding?	This is a one-time funding opportunity.
40	Are questions 9 on from your presentation part of the initial LOI? The LOI did not appear to include them.	These questions are part of the Scope of Proposal. Only those organizations invited to apply will respond to these questions.
41	Is the grant period 1 year? What are the sustainability plans for after 1 year once the funding is gone? Or is that on the intermediary to address in the LOI/application?	The grant period is 1 year. Over the course of next year, intermediary organizations will partner with Industry Talent Associations to develop a plan for long-term sustainability.
42	Is this grant intended for employers (who may be competitors with other employers), or for organizations such as professional associations, etc.?	This grant is intended for intermediaries who will serve as a connection between K-12 schools and employers. Industry Talent Associations will be responsible for coordinating and engaging employers from their respective industries across the state.

43	Will you be providing a budget or budget narrative template?	See Attachment B in the RFP.
44	May an outside consultant be used to support the October-December 2025 development of the plan? If so, can the allocated dollars be used to fund these efforts?	Selected intermediaries are permitted to use some of the planning grant funds to hire a contractor/consultant to help design their implementation plan. A portion of funds should remain with the awardee to own the planning phase.
45	How many grants are you awarding?	Ascend Indiana will be awarding grants to support the launch of up to 12 intermediaries.
46	We are interested in being an intermediary for education apprenticeship models that start in high school. There currently isn't an ITA for education (K-12 teacher.) Should we move forward applying to be an intermediary for K-12 teacher through this RFP anyway? Can we simultaneously lead a K-12 teacher ITA?	Intermediaries will work with all the identified Industry Talent Associations (banking, advanced manufacturing and logistics, construction, healthcare, information technology, and life sciences). This grant opportunity is not intended for intermediaries to create a new industry talent association.
47	If we do not serve 8th grade students and only serve high school aged and adult high school students, does this disqualify us from applying?	Intermediaries will serve students from middle school to high school. If your organization serves that population, we encourage you to submit an LOI.