RFP 2024-14: IT Strategic Initiatives
Questions and Answers

No.	Bidder Questions:	Covered CA - Response:
1.	Considering the extended commute times and traffic congestion in the local region, will Covered California allow the contractor to complete all work remotely? If not, please clarify the specific tasks or portions of work contractors are expected to complete on-site and potential work hours.	Covered California has a hybrid work policy in place. There is an in-person requirement for all employees to come on-site once a month. Additionally, depending on the specific needs of a project or task, contractors are required to attend on-site meetings or perform work in person as necessary.
2.	Does this project/contract fall under the TDDC MSA or CMAS?	No.
3.	What is your server's size limit for eMail attachments?	Details will be shared upon the vendor's onboarding.
4.	Who is the incumbent on this project?	Covered California internal employees.
5.	For the identified required roles, can a role be shared by two (2) qualified staff to equal the FTE/required hours?	No.
6.	There are four (4) roles shown with specific tasks for this RFP. Will the awarded Vendor of this RFP be precluded from bidding on/providing resources/services for subsequent areas not covered under these tasks (e.g., planning, designing, development, etc.)?	No.
7.	The RFP has specific tasks and skills outlined for the Business Analyst, Program Manager, and Enterprise Architect. What are the specific tasks and skills for the Organizational Change Management (OCM) project team member?	The context for the Change management role would be creating and facilitating the adoption of the changes across the enterprise.

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8.	As Attachment 3 is a signed/dated required document and Item 4 discusses contracts for legal services which is not applicable to this RFP, can we add "Not Applicable" or "N/A" to this form for this item?	No, the pro bono section is mandatory for contracts.
9.	The last table of the Attachment shows Required Model Contract with Exhibits that need to be included in our response. The Model Contract with Exhibits are blank or have areas that need to be completed/filled in on award of contract. Does Covered California want us to include the Model Contract with Exhibits as is - meaning not filled in and as exactly as presented in the RFP - with our response or do you want us to complete the Model Contract and Exhibits as much as we can and provide the filled in Model Contract and Exhibit with our response?	The required attachments and optional attachments list are provided on page 32 of the RFP. Covered California requires that the Model contract and all Exhibits be fully completed and submitted with your proposal. Submissions with incomplete or unfilled sections will not be accepted.
10.	How does Covered California envision this project aligning with its broader organizational goals, such as reducing the number of uninsured Californians and enhancing the hybrid workplace experience? Are there specific benchmarks or success indicators?	Additional details will be shared upon the vendor's onboarding.
11.	Are there any interim milestones that might occur during any of these initiatives that would affect deliverables or timing?	No specific interim milestones will be impacted by the timeline because our initiatives go through FY 25-26.
12.	What level of detail is required when describing the project team members' relevant experience, and should the Proposer focus solely on the most recent positions, or is a broader history acceptable?	Prioritize highlighting the most recent experience; however, a previous role may also be included if it better aligns with our current requirements.

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13.	Are there any constraints around citizenship for resources that are working from the approved locations (non-sanctioned)?	No.
14.	Given the multiple stakeholders mentioned (e.g., regulatory agencies, Department of Health Care Services), how will we request availability of resources to provide clarifications and review proposed solutions?	We will coordinate with stakeholders through a centralized point of contact, scheduling review sessions and providing advanced notice for availability to ensure timely clarifications and input on proposed solutions.
15.	What level of interaction and collaboration is expected between the selected contractor and the external stakeholders mentioned in the background section, such as the Department of Health Care Services or regulatory agencies?	We will coordinate with stakeholders through a centralized point of contact, scheduling review sessions and providing advanced notice for availability to ensure timely clarifications and input on proposed solutions.
16.	Is there an existing framework or criteria for establishing priorities, or will the Proposer need to develop one	We have an established framework in place and expect the vendor to enhance and build upon it.
17.	What metrics or KPIs will Covered California use to evaluate the success of this initiative?	Additional details will be shared upon the vendor's onboarding.
18.	Are there specific deliverables or outcomes that are weighted more heavily in terms of importance?	No.
19.	The RFP allows for potential modifications to the Scope of Work as needs evolve (Section 1.17). What type of change order process will be in place for prioritizing changes?	We will utilize Covered California's change request process.
20.	For initiatives involving hybrid workplace and collaboration enhancements, does Covered California have preferred IT platforms or existing infrastructure that the contractor should integrate with or prioritize?	The contractor will utilize Covered California's current platforms and systems. For example, we use MS Teams for online collaboration.

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21.	What specific IT Strategic Initiatives underway might affect the timeline or anticipated deliverables of these projects?	No specific initiatives will be impacted by the timeline because our initiatives go through FY 25-26.
22.	The RFP emphasizes flexibility and early identification of issues (Section 3.5). Would any specialized architectural skillset help alleviate any of the risks or challenges Covered California may foresee.	We are looking for a general level of expertise combined with innovative ideas that align with our long-term strategies.
23.	The RFP mentions a total contract amount not to exceed $4.5 million with annual allocations of approximately $1.5 million. Of the deliverables and anticipated milestones that are assumed, would any be affected by these annual budget cycles?	Not at this time.
24.	Will implementation of a governance model be allowed within each of the projects to ensure long-term success and compliance?	Yes.
25.	Could you clarify specific examples of "innovative solutions" referenced in the Scope of Work (Section 3.3) that would meet the objectives for IT Strategic Initiatives, such as enhancing employee experience or advancing hybrid workplace initiatives?	We are looking for a general level of expertise combined with innovative ideas that align with our long-term strategies.
26.	Within the multiple goals outlined in the Scope of Work (e.g., supporting data strategy, optimizing business processes, advancing collaboration tools), is there a prioritized timeline or order of execution that Covered California anticipates?	Yes, and details will be shared upon the vendor's onboarding.

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27.	For the requirement on driving organizational change (Section 2.1), could you clarify what specific deliverables or metrics will be used to measure success in fostering cross-functional collaboration and overcoming resistance to change?	The context for the Change management role would be creating and facilitating the adoption of the changes across the enterprise. We will utilize Covered California's enterprise organizational change management practices and templates.
28.	Please confirm if you need a Change Management and Cross-functional Collaboration Consultant who meets the minimum qualifications mentioned in Section 2.1, bullet point 4.	The context for the Change management role would be creating and facilitating the adoption of the changes across the enterprise. We will utilize Covered California's enterprise organizational change management practices and templates.
29.	Can consultants work remotely?	Covered California has a hybrid work policy in place. There is an in-person requirement for all employees to come on-site once a month. Additionally, depending on the specific needs of a project or task, contractors are required to attend on-site meetings or perform work in person as necessary.
30.	Is this an existing project or a new project?	Existing.
31.	If this is an existing project, could you please share the name of the incumbent?	Covered California internal employees.
32.	For the Enterprise Architect role, are there any specific enterprise architecture frameworks that the consultant should be aware of like TOGAF, etc.	No.
33.	What is the technology stack of the application(s) being built/managed as part of this engagement? Can you please elaborate on the frontend, backend, database technology stacks.	Additional details will be shared upon the vendor's onboarding.

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34.	Should the Enterprise Architect be aware of any specific cloud technologies or components (like AWS, Azure, Azure blob storage, etc.)	Yes, it would be helpful to have the knowledge of current and upcoming technologies.
35.	Should the Enterprise Architect be aware of Security frameworks like NIST or equivalent?	Yes, it would be helpful if they are familiar with industry standard security frameworks. However, they would be required to follow Covered California's existing security standards and processes.
36.	Can you list a few technical skillsets that the Enterprise Architect should possess to be successful on this engagement – like SSO, NIST security, Artificial Intelligence (AI), Data modelling, etc.	Enterprise Architects (EAs) require a diverse set of technical skills to design and implement systems that align with Covered California's business strategy. These skills span multiple domains and will reflect the breadth of their responsibilities when they are onboarded.
37.	When you say that the "Enterprise architect should have strong knowledge of IT infrastructure"? What specific skillsets in this area are you looking for?	Enterprise Architects (EAs) require a diverse set of technical skills to design and implement systems that align with Covered California's business strategy. These skills span multiple domains and will reflect the breadth of their responsibilities when they are onboarded.
38.	For the Business Analyst role, are there any specific business modelling tools or other tools in general that the consultant should be aware?	No.
39.	Should the Business Analyst have any knowledge of prototyping tools like FIGMA, FigJam, etc.?	Knowledge of any prototyping tools is helpful.
40.	Do you leverage any specific DevOps tools (JIRA, Azure DevOps), that the consultants should be proficient in?	Knowledge of JIRA and Azure DevOps would be helpful.
41.	Is the RFP focused on staff augmentation, or is it a deliverables-driven scope of work?	It is deliverables driven.
42.	What is the anticipated number of positions to be staffed?	3-4.

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43.	Will the staffing requirements remain consistent over the three-year period, or do you anticipate modifications to the number or type of positions over time?	Consistent throughout the three years.
44.	Does the RFP seek the vendor's support in developing the full strategic plan, or specific portions of it, aligned with IT and Covered California's overarching strategic objectives?	We are seeking the vendor's support in developing specific portions of the strategic plan that are aligned with IT and Covered California's overarching strategic objectives.
45.	This RFP response submission is around Christmas and New Year's holiday time. Is there any possibility of pushing the date of submission by 1-2 weeks?	Unfortunately, we are unable to extend the proposal due date.
46.	Is there an incumbent providing the services sought in this RFP for "IT Strategic Initiatives"?	No. there is not an incumbent currently performing these services
47.	Can we showcase all the projects from the Private Sector alone **OR** is Covered CA looking for a mix of Public Sector Healthcare Experience and Private Sector?	We are looking for a mix/diverse experience in both the public and private sectors.
48.	Which technical skill sets are mandatory/nice to have for Enterprise Architect? OR are you looking for a Salesforce Enterprise Architect?	Enterprise Architects (EAs) require a diverse set of technical skills to design and implement systems that align with Covered California's business strategy. These skills span multiple domains and will reflect the breadth of their responsibilities when they are onboarded.
49.	Should Enterprise Architects have healthcare domain experience as well?	Yes.

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50.	The minimum qualifications for "*Change Management and Cross-functional collaboration*" are not specified for **OR** these are aligned with one of the three roles i.e 'Business Analyst', 'Program Manager', or 'Enterprise Architect'. What are the expectations from the vendor? Should we propose a new resource role 'Change Manager' or ensure that the qualification is met by one of the three requested roles?	While all roles are expected to have a foundational understanding of change management, we are not specifically seeking a dedicated "Change Manager" role. Instead, the three requested roles will collectively contribute to creating and facilitating the adoption of changes across the enterprise.
51.	We are assuming that the case studies, testimonials, and references requested are those of the PROPOSED resources, please confirm. Where should we include this information as part of the proposal response? Section 4.3.3 has a page limit of 4 pages, and it will be difficult to include this. Can we add this information in Resumes section 4.3.3.1 or include in the Appendix for the proposal response?	Yes. Case studies and references are for the proposed resources and can be included in the resumes section.
52.	Please describe the status of major technological initiatives currently underway at Covered CA beyond what is stated in RFP. For example – Components and goals of Data Strategy, Which tools (Automation, ML, AI) are being utilized for optimizing business processes, etc.	Additional details will be shared upon the vendor's onboarding.
53.	Which enterprise platforms for data, integration, cloud, AI, storage, and computing are currently in use within Covered CA?	Additional details will be shared upon the vendor's onboarding.
54.	Which collaboration tools like Confluence, Slack, MS Teams, etc. are currently in use at Covered CA?	Microsoft Teams.

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55.	Is there an incumbent in place that is currently performing this scope of work?	No, there is not an incumbent currently performing these services.
56.	We note that specific deliverables are not distinctly identified in the RFP. How will deliverables be defined throughout the project? Is it expected that :1) the selected vendor collaborate with Covered CA to define deliverables needed to execute the statement of work via the Work Authorization process? 2) The frequency and timing for billing is based upon the contents of each Work Authorization?	Yes, the selected vendor is responsible for defining and executing the deliverables for the strategic initiatives by collaborating with senior leadership. Usually the work authorization/order has task level or deliverables-based details and/or hours worked for billing.
57.	*Exhibit A – Scope of Work, Section D* describes tasks for each of three roles, including Business Analyst, Program Manager, and Enterprise Architect. Separately, we note there are related team qualifications in RFP *Section 2.1* for each of these roles. Additionally in RFP *Section 2.1* there are qualifications stated for "Change Management and Cross-functional Collaboration" that are not ascribed to any of these three roles. Could you please elaborate on what is expected for Change Management under this engagement, and whether these services are expected to be performed by one or more of the three identified roles, or do proposers have discretion to propose one or more additional team members to perform these services?	All roles are expected to have a foundational understanding of change management. We are not specifically seeking a dedicated "Change Manager" role. Instead, the three requested roles will collectively contribute to creating and facilitating the adoption of changes across the enterprise.
58.	In *Section 4.3.4 Past Projects Completed* of the RFP page 22, Covered CA asks that proposers describe up to 5 projects completed in the past two (2) years. We request that this be changed to the describe projects completed in the **past five (5) years.**	Prioritize highlighting the most recent experience; however, a previous role may also be included if it better aligns with our current requirements within the past 5 years.

No.	Bidder Questions:	Covered CA - Response:
59.	We respectfully request a one-week extension to the proposal due date to January 6th, 2025.	Unfortunately, we are unable to extend the proposal due date.