

No.	Page/Paragraph	Question	Response
1	3.3 Area I (Synopsis & F)	The RFP focuses on competitive interests to Covered California. Who (categorically) does Covered California generally view as competition?	There may be competition Covered California is not currently aware of. The Contractor is expected to identify current and likely competitors without being constrained by Covered California's current understanding of its markets.
2	3.3 Area III (b)(1)	How does Covered California define "market share" in the context of this RFP?	Market share is the proportion of a market that is controlled by a given actor. This can be defined by dollars, covered lives, or other metrics the Contractor may find more relevant for a given market.
3	3.3 Area I (c)	There is reference in the RFP to Covered California's interest in expanding to new markets. Can you clarify whether this is intended to mean expanding the Covered California platform to different geographies or states, or Covered California facilitating transactions for non-QHP products and services?	Covered California expects the contractor to identify and research viable market opportunities it does not currently compete in.
4		What is the timeline in the engagement for receiving materials and resources that provide insight to: 1 - Current models, tools, and forecasts (including methodology) 2 - Strategic planning resources	All resources associated with the enrollment model can be provided early in the engagement along with ongoing support.
5	3.3 Area I (a, g)	Will Covered California provide contractors with data to inform market analysis and modeling? For instance, will we be able to get demographic, location and plan selection choices for current enrollees?	See the data book on Covered California's website (link below). Additional information will be provided to the Contractor if it can be generated within the timeframe requested. http://hbex.coveredca.com/data-research/Active%20Member%20Profile/CC_Active_Member_Profile_2015_06_June_rev_2015_10_08.xlsx
6	3.3 Area I (a)	To what extent is actuarial science employed in the current forecasting methods and the other tools Covered California expects a review on during the course of the engagement?	Currently, the use of actuarial science by Covered California is focused on benefit design and premium rate development, not market development, and only indirectly with budget projections.
7		In addressing best practices and their relative applicability to Covered California, what kind of access will we enjoy in viewing and understanding the current operating tenets, policies, and technologies of the Covered California Marketplace?	The Contractor will receive comprehensive access to Covered California's tenets, policies, and technologies, to the extent permitted by existing law and contract provisions.
8	3.3 Deliverables (i)	Should the term "revenues," as used in this RFP, be interpreted as the operating revenue generated by user fees and similar revenue-generating vehicles?	Yes, though the Contractor is encouraged to identify other potentially viable revenue sources as well.
9		What conflict requirements would Covered California impose through the course of this engagement?	Attachment 1_C, Form 700 Statement of Economic Interest covers the conflict of interest for Covered California. The Form 700 has an Assuming Office, Annual and Leaving Office filing.
10	3.3 Area I (a)	Is Covered California willing to clarify the types of ancillary coverage (in addition to dental) that would be most helpful in estimating enrolled/retained share of the current markets?	Yes. Covered California is currently implementing a vision benefits program, and will explore this subject further at the start of the engagement. This will likely include discussions of life and disability insurance, but proposers are not limited to these options.
11	3.3 Area I (b)	Is there an expectation that primary research be conducted in order to identify strategies and prospects for enrolling respectively subsidized and unsubsidized individuals in the individual market? (i.e., surveys, focus groups, etc.) If primary research is proposed can it extend past the March 2016 deadline?	Given the short timeframe involved, Covered California expects most research to be secondary in nature, but will consider primary research if a compelling case can be made for it. In addition to secondary sources, Covered California expects the Contractor to incorporate and appropriately weigh in its analysis those trends being seen which may be not be reflected in secondary data sources. This may be based on direct experience, informal market discussions, or similar investigations. If considered in the analysis, these factors should be clearly identified with an indication of how much they influenced the final analysis provided.
12	3.3 Area II	Does Covered California have an expectation for the number of meetings and discussions to take place within this deliverable or should this be proposed in the response? Can these meetings align with the weekly progress discussions or should they be separate?	This should be proposed in the response. Covered California does not have an anticipated number of meetings related to research and analysis. It will differ based on the topics covered, staff availability, and/or productivity of the discussions. Planning and facilitation is currently anticipated to include 8-10 onsite meetings with Covered California staff, but may differ based on the topics covered, staff availability, and/or productivity of the planning and facilitation sessions. These meetings can align with, but not take the place of, weekly progress discussions.
13	3.8 D	Can the contract use fully-loaded hourly rates that are inclusive of estimated travel expenses?	Yes.
14	Attachment 2_B	"The Contractor is required to perform all services under this Agreement on site at the Exchange, unless directed otherwise by the project representative listed in this Exhibit." What is the expectation for work performed onsite work? Is this negotiable? What is the expectation for onsite meetings? Is there an expectation that a certain number be held on site?	This is negotiable. Most research and analysis can occur offsite. Most planning and facilitation will occur onsite. The number of meetings will depend on the nature of the material discussed and the Contractor's need to work directly with Covered California resources.

15	Attachment 2_B	"The contractor will develop and provide ad hoc reports as deemed appropriate and necessary by the State." Can you provide additional detail on the expected number or topic of these ad hoc reports?	In most cases, this will be to update or further explore/refine areas identified in previous research by the Contractor, depending on the long term plans adopted by Covered California and the degree to which research guiding those plans remains relevant.
16	Attachment 2_C #2	"(This language changes depending on how the Contractor will be reimbursed for services, e.g., Flat Fee or Hourly Rate.)" Based on other areas of the RFP, we assume that an hourly rate must be used to calculate total estimated costs. Is a flat rate an option?	Yes, a flat rate is an option.
17	Attachment 2_C #3	Is payment for each deliverable based on actual hours worked? Or on the total for each deliverable outlined in Attachment 2-D cost worksheet?	Actual cost/hours worked.
18	4.2.1 Administrative Requirements (f)	Our interpretation of the California Code of Regulations 18730 Provisions of Conflict of Interest is that the financial disclosure applies to individuals working on the project, and would only apply to an organization if an individual working on the project owns 10% or more interest in the organization. Is this interpretation accurate?	The amount of ownership in the company does not impact the requirement to file. Any Contractor / Consultant that has an influence in Covered California decision making is required to complete the Form 700 Statement of Economic Interest.
19		Our clients include a number of health care providers, payers and life science companies. Does Covered California apply any exclusivity requirements that would result in discontinuing any of that work?	No, however the Contractor will be subject to conflict of interest and confidentiality provisions in the contract, and may be required to implement firewalls within the organization.
20	1.2	Key Action Dates: Given the release of the RFP during the holidays and the requested quick turnaround, will Covered California grant an extension of the proposal due date by two weeks, to Jan 29, 2016?	No, the Key Dates will remain the same unless otherwise notified by a posted Addendum to the Solicitation website.
21	1.7	Format of Proposals: Is the Cost Worksheet to be included in the sealed envelope with the Administrative/Technical proposal? Should we include 1 original and 8 copies of the Cost Worksheet or is 1 original sufficient? Should the CD-ROM contain a copy of the Cost Worksheet?	The CD-ROM requires a copy of all documents submitted and all copies of the proposals should be consistent throughout.
22	1.7	It states that "Each copy shall be titled and unbound including the additional copies". Is it permissible to use an Acco or similar clip to keep the pages in order?	The Acco or similar clip is acceptable. The "unbound" refers to spiral or similar binding styles that make record retention difficult.
23	3.3.A. ii. Area III	Can Covered California expand on what is meant by "planning and facilitation"? Is this one-on-one planning on-site in Sacramento with Covered California staff or is this facilitation of stakeholder meetings throughout California, or both? Please provide some idea of the number of such meetings Covered California envisions with this task and whether the expectation is for the contractor to be on-site.	Planning and facilitation is currently anticipated to include 8-10 onsite meetings with Covered California staff, but may differ based on the topics covered, staff availability, and/or productivity of the planning and facilitation sessions.
24	3.3.B.i	The report deliverable is due to Covered California by March 31, 2016. Is this a final or draft report? If final, is there an expectation for a draft report and, if so, when is that due?	March 31 is the due date for the initial report. Additional information may be researched and analyzed during planning and facilitation, which shall be incorporated in a final version of the report, alongside the final version of any models or tools, by May 31, 2016.
25	3.3.B.i	What is Covered California's anticipated role in developing the initial report?	Covered California will help guide development of the report, provide data and information when possible, and review the results before completion.
26	3.3.B.iv	The RFP requests the contractor to review and revise Covered California's forecasting and modeling. Is this review limited to forecasting and modeling enrollment estimates or does it include financial or rate forecasting, too?	Covered California expects the Contractor to review and (if necessary) revise any models used to guide long term planning. This is currently the enrollment estimate, which drives the budgeting process, but may include the development of other tools or models identified in the planning and facilitation process.
27	3.3.B.iv	What is meant by "Review and revision of Covered California's forecasting and modelling will occur by the end of March 2016? Does this mean the review and revision of Covered California's modelling is to be started by that date or completed?	The review and revision will be completed by March 31, 2016.
28	4.3.1	This section asks the bidder to include a table showing the expected hours for "...all entities and resources outside your own team". Please clarify for what entities and resource Covered California is seeking this information? Does this include Covered California staff and resources?	This includes Covered California staff and resources, resources outside the Contractor's organization (subcontractors, consultants, etc.), and internal Contractor resources expected to be used that are not otherwise identified on the team (in-house experts, benchmark databases, etc.).
29		Please provide a list of the firms that submitted questions.	This information cannot be disclosed.
30	3.3.A.i.c	Please clarify the reference to new markets. Is this defined as new products, new geographies, or other? Are there any restraints on boundaries for expansion into new markets?	Any new market must be economically viable and further Covered California's mission to increase the insured population, improve health care quality, lower costs, and reduce healthcare disparities.
31	3.3.A.i.g	Please clarify the extent of existing forecasting and models used by Covered California (CC). How many will need to be reviewed? What platforms are used by these models (e.g., CalSIM, purchased applications, SAS, Excel/Access, developed in-house)?	There is a single model with 3 scenarios: low, medium, and high. It is built on an Excel platform and will transition soon to an E-views platform. The current model was developed completely in-house.

32	3.3.A.i.g	Is the planning and facilitation process expected to be limited to participation by CC Board members, executives and staff? Which/how many CC stakeholders (partner agencies, employers, payors, providers) are expected to be involved during the process? (i.e., to review materials, make decisions etc.)? To the extent outside stakeholders will be involved, who will solicit their participation and cover the associated costs?	The planning and facilitation process will involve Covered California staff, the results of which will be presented to the Board of Directors and external stakeholders.
33	3.3.B	What CC staff will be responsible for using and maintaining the model deliverables? Will these be analysts with advanced Excel, Access or other database related skills?	Covered California staff are skilled with spreadsheets, databases, statistical software, and GIS systems, and can be trained to use most forms of analytical software.
34	3.3.A	Please describe the level of support CC expects to require during the periodic review and update of model (Area III)?	Covered California staff should only require additional support if revisions to the model require a significant increase in complexity or the use of previously unidentified and unprepared for data sources.
35	3.8.A	What support resources will be made available to contractor when on-site? Will there be designated workroom(s), phone lines, internet connectivity, document production capability, and other resources made available to the contractor team?	These resources can be made available if the Contractor is working on-site.
36	3.8.B	Please provide an example Business Associate Agreement in anticipation of access to individual level data. Alternatively, can the contractor assume that CC staff have the capacity and resources to summarize data in response to contractor data requests and to meet the project deliverable timeline?	Covered California does not anticipate the need for a Business Associate Agreement or privacy agreement separate from the contract at this time.
37	Appendix 2_B Exhibit A Section D	Please clarify your expectations for contractor to perform work on site. We would expect to be on site for meetings, facilitated sessions, and as necessary to access data and confer with the CC project manager and staff. Will you believe much of the analysis can be performed in the contractor offices.	Covered California agrees with this assessment.
38		Due to the proprietary nature of model tools, will the State consider protecting the modeling methodology of the contractor once it has been delivered during project?	The State will protect the Contractor's proprietary information in accordance with Exhibit E, paragraph A.
39		Will the State share who is on the evaluating committee?	This information cannot be disclosed.
40		The items required for submission as provided in the "A Proposal Checklist" document appear to differ slightly from the list provided in the main RFP PDF. Can the State please confirm the items and attachments that are to be submitted with the proposal?	The Attachments are correct. Please refer to the numbering for consistency. (i.e. Attachment 2_C Exhibit B...)
41		Can Bidders that do not provide services on an hourly basis submit pricing for this opportunity by providing a basis of estimate for weekly team rates, to accompany the price by Task and Deliverable?	Yes
42		We are assuming that Bidders who propose on a Fixed Price Basis and do not charge the State hourly will not need to submit timesheets or hourly invoices, since invoicing will be based on Deliverables completed and accepted by the State. Can the State confirm?	The contractor should include the estimated number of hours each deliverable took if billed by deliverable.
43	3.3.A.i	Will the State please provide a full definition of what is included in "ancillary?" For example, does it include all of the following products and potentially more: dental, vision, life, disability?	Ancillary includes dental, vision, life and disability insurance. Bidders are encouraged to include any other ancillary products that are economically viable and further Covered California's mission to increase the insured population, improve health care quality, lower costs, and reduce healthcare disparities.
44	3.3.B	If the contractor is proposes to complete the work in a shorter timeframe, will the State accept an accelerated timeframe for deliverables?	Covered California will consider accelerated timeframes, given an adequate explanation of the Contractor's ability to do so.
45	3.8	Will the State consider key personnel work on-site at the Covered California location Monday – Thursday and at contractor site Fridays?	Yes. See also the response to question #37.
46	4.3.3.1	Due to the confidential nature of our work with clients, will the State consider allowing contractors to reference experience without naming specific clients? For example, would the following be acceptable: "Sue Smith developed a strategic plan for large payor with revenues >\$10 billion/year..."	No. If you list the work, then you must name the client, as referenced in the RFP.
47	4.3.3.1	Will the State consider allowing contractors to include resumes for key personnel in an appendix and exclude the resumes from the page count?	Yes. Covered California will amend the RFP to include this option.
48	5.4	Will costs from all bidders be included in cost point calculation, or only costs from bidders meeting certain standards in other parts of proposal?	Only bidders that meet the minimum qualifications as referenced in the RFP will have cost points calculated.