

RFP 2023-04 – Data Strategy Development Questions and Answers

| No. | Bidder Questions: | Covered CA - Response: |
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| 1. | Would development of this strategy preclude the contractor from bidding on subsequent contracts that are part of the implementation? | Yes |
| 2. | Is this required to be on site or is remote work an option? If yes, is offshore work allowed when not working with PII? | Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers |
| 3. | Is there an expected contract vehicle to be used for this? (TDDC, CMAS, etc.) | No |
| 4. | 4.3.3 Project Team Qualifications Does the 4 page limit apply to both the Project Team Qualification section and Resume section or is it limited to the Project Team Qualification section only? | Four-page limit applies to project team qualifications only |
| 5. | 4.3.4 Past Projects Completed Is Covered CA looking for references or anonymized examples of similar work completed? | Yes, anonymized examples of similar work should be included. Finalists will be asked for references as well |
| 6. | F Exhibit A Is the onsite requirement applicable for all team members or only some? | Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers |
| 7. | 4.3 Technical Requirements Does a current inventory of all data sources, owners, and locations at Covered CA exist? | No |
| 8. | 4.3 Technical Requirements Are there current, documented metrics and KPIs that Covered CA tracks pertaining to existing data strategies? | No, the strategy work should seek to develop these in conjunction with the roadmap build-out |
| 9. | 4.3 Technical Requirements Does Covered CA expect the Contractor to hold training sessions for the staff to expand Data Literacy? | Some data literacy training may be required to conduct interviews and discovery sessions. Any data literacy activities embedded in the strategy and roadmap are not part of this scope |

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| 10. | <p>4.3 Technical Requirements</p> <p>Are there any specific legal requirements we need to consider while coming up with the response to the RFP?</p> | <p>Please see the RFP and follow ALL requirements when submitting your bid. Please also read the terms and conditions to ensure you can comply with all of them if selected for the contract.</p> |
| 11. | <p>Exhibit A – Scope of Work Section F</p> <p>If we have consultants who are a strong fit for the project, but not located in Sacramento, is Covered California open to a hybrid model where our consultants are onsite for key sessions, interviews, and milestones and remote for other tasks?</p> | <p>Yes</p> |
| 12. | <p>RFP 2023-04 Document Section 4.2.2</p> <p>The link to the SOS Business Search website (https://businesssearch.sos.ca.gov/) appears to be broken. Is there an updated working link?</p> | <p>Correct link is https://bizfileonline.sos.ca.gov/search/business</p> |
| 13. | <p>Exhibit A – General Scope or Tasks D.1.ii</p> <p>Exhibit A asks for us to analyze the “High-level documentation of all external and internal data classifications, data sources, data owners, data storage locations”... Can Covered California share what type of data catalogs or diagrams exist today? Our desire is to understand the scope of work based on the # of data sources, classifications and locations.</p> | <p>Information related to data catalogs, sources, diagrams, including access to subject matter experts and stakeholders, will be made available to the selected vendor</p> |
| 14. | <p>Exhibit A – General Scope or Tasks D.1.ii</p> <p>Does Covered California employ any kind of application performance monitoring tools like Dynatrace or New Relic today?</p> | <p>Information related to application performance monitoring, including access to subject matter experts and stakeholders, will be made available to the selected vendor</p> |
| 15. | <p>Exhibit A – General Scope or Tasks D.2.ii</p> <p>Can you provide a list of departments and stakeholders who need to be involved in the projects from Covered California? In addition, can you share a list of current roles and tenure at Covered CA in the areas of Data Governance, Data Architecture, and Product Management</p> | <p>Covered California has 13 business units of varying size and complexity who will participate in the creation of the data strategy. Link to public facing org chart: https://hbex.coveredca.com/executive/PDFs/Executive-Level-Overview.pdf. Our larger business units will have multiple stakeholders. Additional details on business unit names and stakeholders will be provided to selected vendor</p> |

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| 16. | <p>Exhibit A – General Scope or Tasks D.2.vi</p> <p>What sort of data governance metrics are applied today? Who is responsible for Data Quality today?</p> | <p>Information related to data governance and quality, including access to subject matter experts and stakeholders, will be made available to the selected vendor</p> |
| 17. | <p>Exhibit A – General Scope or Tasks D.3.ii.a</p> <p>Can you share your current list of strategic initiatives?</p> <p>When are strategic initiatives set? How do you currently quantitatively define the success of a strategic initiative?</p> | <p>Strategic plan is available here: https://board.coveredca.com/meetings/2023/2023.08.17_Covered_California_Strategic_Plan_2023-2026.pdf. Additional information on success measures to be provided to selected vendor</p> |
| 18. | <p>What kind of data architecture does Covered California leverage today? Enterprise Model, Hub and Spoke, Domain Driven Design, Silos, etc.</p> | <p>No specific architectural model is used</p> |
| 19. | <p>Exhibit A – General Scope or Tasks D.3.i</p> <p>The scope lists the following, “Provide ongoing expertise, consulting, project management, and day-to-day support to inspire adoption and implementation of the Data Strategy, including identifying, tracking, and mitigating project risks as they arise.” Our understanding of the scope is to assess and create a data strategy, governance model and implementation roadmap, but this requirement seems to speak to supporting an in-progress implementation effort. Can you clarify if the scope of work includes implementation support and change management?</p> | <p>Implementation of roadmap items such as data warehouse consolidations, implementation of data catalog, etc. are not in scope. Assistance with adoption of the strategy and associated organizational change management is in scope.</p> |
| 20. | <p>Exhibit A – General Scope or Tasks</p> <p>For the scope of this project is Covered California looking for prototyping to demonstrate the validity of the strategy and approach defined?</p> | <p>All evidence of the validity of a strategic plan, proposal, or roadmap that would raise confidence about an investment is welcome</p> |
| 21. | <p>Does Covered California have an existing data inventory today? If so, what is the estimated accuracy of the current available inventory?</p> | <p>Information related to data inventory, including access to subject matter experts and stakeholders, will be made available to the selected vendor</p> |
| 22. | <p>Does Covered California store data in any cloud providers? If so, which cloud services are utilized today?</p> | <p>Yes. We have a variety of cloud data providers. We leverage Azure, AWS, GCP, Snowflake, and more</p> |

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| 23. | Does Covered California have a Data Strategy team today? | We have a data strategy RFP committee to evaluate proposals which will become our strategy committee |
| 24. | What compliance frameworks (such as HIPAA, CJIS, etc.) are in scope for the data inventory? | Covered California is subject to MARS-E, the security and privacy framework based on NIST created by CMS for state health benefits exchange. Link: https://www.cms.gov/ccio/resources/regulations-and-guidance#MinimumAcceptableRiskStandards (see links for version 2.2) |
| 25. | <p>What is the business problem that you want to solve with this initiative?</p> <p>Are there any top priority use cases that Covered California is looking to solve for?</p> <p>Do you have defined any specific KPIs for the same?</p> | Beyond what is outlined in the SOW, use-cases, initiatives, and KPIs will be developed during discovery by selected vendor |
| 26. | Does Covered California also require the Contractor to assist with hands-on development or to guide Covered California resources with implementation best practices? | Guides and resources that outline best practices for implementing items on the data strategy roadmap are welcome. Actual assistance with implementation of roadmap items is not in scope |
| 27. | Could you please provide the current state architecture, tool stacks of your current technology landscape? | Covered California leverages a range of data systems with varying degrees of interconnection. Our primary system for applications and enrollment for health coverage (CalHEERS) is a co-directed project with the Department of Health Care Services. In addition to this core system, Covered California is supported by a mix of custom and COTS solutions, including for customer relationship management (Salesforce), telephony (CISCO), service center quality monitoring (Verint), website analytics (Google Analytics), marketing (Salesforce Marketing Cloud), data warehousing (Snowflake and Databricks), and more. Additional details along with access to all relevant subject matter experts and stakeholders will be provided to the selected vendor |
| 28. | Could you provide the volumetric details of historical data that needs to be considered as part of the Data Strategy Development? Please also share the incremental data volume details anticipated on daily/weekly/monthly basis. | This information will be provided to the selected vendor |
| 29. | Could you provide details on the current data management process? | This information will be provided to the selected vendor |

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| 30. | Where does your current data reside? E.g. Data Center (On Prem), Cloud, etc. Does Covered California have any cloud preference (CSP Provider) for building and implementing your data strategy? | A small amount of on-prem data still exists, but most data is in AWS, Azure, and GCP. Heaviest data storage is in AWS and leverages Snowflake and Databricks |
| 31. | Can you provide details on different data sources that needs to be considered as part of this engagement? | This information will be provided to the selected vendor |
| 32. | Any third-party data sources need to be considered for the Data collection and analyzing? If yes, Kindly list down the same | There will be some outside data sources considered, mostly from other state agencies. Additional information will be provided to the selected vendor |
| 33. | Elaborate on the current Security and Governance practices that are followed or needs to be replicated in the target data layer? | Covered California is subject to MARS-E, the security and privacy framework based on NIST created by CMS for state health benefits exchange. Link: https://www.cms.gov/ccio/resources/regulations-and-guidance#MinimumAcceptableRiskStandards (see links for version 2.2) |
| 34. | Kindly provide details around the security / Governance policies / compliances that needs to be considered while designing the Data Strategy? E.g. HIPAA, ISO, PII, etc. | Covered California is subject to MARS-E, the security and privacy framework based on NIST created by CMS for state health benefits exchange. Link: https://www.cms.gov/ccio/resources/regulations-and-guidance#MinimumAcceptableRiskStandards (see links for version 2.2) |
| 36. | Is there any Identity / authentication system in place to manage authorization, access management, logging, etc? If yes, Kindly mention the services / tools leveraged for the same | For enterprise systems, we use hybrid AD and Azure AD. For our eligibility and enrollment platform (CalHEERS), Okta is also used |
| 37. | Has Covered California defined the key business stakeholders / personas that would interact with the solution developed and are their needs documented? If yes, Can you please share the details? | The solution is a data strategy and roadmap, so the stakeholders are all of Covered California. During discovery, selected vendor will have opportunity to interview key stakeholders and SMEs from across the enterprise |
| 38. | Could you please confirm if the proposer may propose deviations/exceptions to the RFP and its terms, or requirements such as certifications, and that no liability shall lie upon the bidder if the parties are unable to successfully negotiate a definitive agreement. | See RFP Section 1.9.3 and 4.2.3 for changes to the Model Contract. |
| 39. | RFP 2023-04, Section 1.2 Key Action Dates Will Covered California please extend the proposal due date to be two weeks (10 business days) after the response to bidder questions are provided? This will allow enough time to incorporate information received into the final proposal. | See Addendum#1 for revised RFP 1.2 Key Action Dates |

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| 40. | <p>RFP 2023-04 and Exhibit A SOW (all sections)</p> <p>Has Covered California worked with or consulted with any vendors or external sources in the development of this RFP and/or Scope of Work? If so, please identify.</p> | No |
| 41. | <p>Exhibit A SOW 8.17.23_Final, Section D. General Scope or Tasks</p> <p>The Scope of Work Deliverable 1 for initial assessment and analysis references "iv. Landscape analysis of other public sector, health care and consumer service-oriented entities to determine best practices for designing and implementing a data strategy, including policies and laws around privacy and security which must be taken into consideration for the strategy."</p> <p>Can Covered California be more specific or provide examples of what types of policies and laws? Does this include both state and federal laws?</p> | <p>California policies and law as well as Federal policies and laws should be considered, specifically around data privacy and security. Covered California is subject to MARS-E, the security and privacy framework based on NIST created by CMS for state health benefits exchanges. Link: https://www.cms.gov/ccio/resources/regulations-and-guidance#MinimumAcceptableRiskStandards (see links for version 2.2)</p> |
| 42. | <p>Exhibit A SOW 8.17.23_Final, Section F. Reporting Headquarters Location</p> <p>This section of the SOW indicates, "The Contractor is required to perform all services under this Agreement on site at Covered California, unless directed otherwise by the project representative listed in this Exhibit."</p> <p>Would Covered California consider allowing remote work to allow contractors to propose the most qualified individual regardless of their physical location?</p> | <p>Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers</p> |
| 43. | <p>Exhibit A SOW 8.17.23_Final, Section D. General Scope or Tasks</p> <p>The SOW states that the contractor tasks include, "Assessment of Covered California's current state to understand our data assets, data governance practices, data analytics capabilities, data collection methodologies, data management processes, and data literacy levels."</p> <p>Can Covered California provide how many different data sources are available to be analyzed as part of the current state?</p> | <p>Covered California leverages a range of data systems with varying degrees of interconnection. Our primary system for applications and enrollment for health coverage (CalHEERS) is a co-directed project with the Department of Health Care Services. In addition to this core system, Covered California is supported by a mix of custom and COTS solutions, including for customer relationship management (Salesforce), telephony (CISCO), service center quality monitoring (Verint), website analytics (Google Analytics), marketing (Salesforce Marketing Cloud), data warehousing (Snowflake and Databricks), and more. Additional details along with access to all relevant subject matter experts and stakeholders will be provided to the selected vendor</p> |

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| 44. | <p>Exhibit A SOW 8.17.23_Final, Section D. General Scope or Tasks</p> <p>The SOW states that the contractor tasks include, "Assessment of Covered California's current state to understand our data assets, data governance practices, data analytics capabilities, data collection methodologies, data management processes, and data literacy levels."</p> <p>Can Covered California provide the list of current technology tools used today?</p> | <p>Covered California leverages a range of data systems with varying degrees of interconnection. Our primary system for applications and enrollment for health coverage (CalHEERS) is a co-directed project with the Department of Health Care Services. In addition to this core system, Covered California is supported by a mix of custom and COTS solutions, including for customer relationship management (Salesforce), telephony (CISCO), service center quality monitoring (Verint), website analytics (Google Analytics), marketing (Salesforce Marketing Cloud), data warehousing (Snowflake and Databricks), and more. Additional details along with access to all relevant subject matter experts and stakeholders will be provided to the selected vendor</p> |
| 45. | <p>Exhibit A SOW 8.17.23_Final, Section A. Purpose</p> <p>Has Covered California previously defined a data strategy?</p> | <p>No</p> |
| 46. | <p>Exhibit A SOW 8.17.23_Final, Section D. Generate Scope or Tasks</p> <p>The SOW states that the contractor tasks include, "Provide ongoing expertise, consulting, project management, and day-to-day support to inspire adoption and implementation of the Data Strategy, including identifying, tracking, and mitigating project risks as they arise."</p> <p>Can Covered California confirm that the project management services are expected to be provided for the duration of time to create and approve deliverables listed in the SOW? Or does the state expect project management services for a one year duration of the contract?</p> | <p>PM services for implementation of roadmap items such as data warehouse consolidations, implementation of data catalog, etc. are not in scope. Assistance with adoption of the strategy and associated organizational change management is in scope.</p> |
| 47. | <p>RFP 2023-04 Section 3.2 Purpose</p> <p>Please confirm the phrase "Contractor will provide data insights" does not mean the contractor will analyze data to provide insights (e.g., use cases), but will solely provide a data strategy which could be implemented and leveraged in the future to obtain data insights.</p> | <p>Use case generation will be in scope, but not at the data insights level--only at the strategic level (e.g. finding suitable use-cases to describe value generated by data strategy). As noted in question, day-to-day data insights will be obtained from successful implementation of data strategy</p> |
| 48. | <p>Exhibit A SOW 8.17.23_Final, Section D. General Scope or Tasks</p> <p>This section of the SOW states contractor tasks include "iii. Analysis of business goals and objectives to ensure alignment of data strategy to organizational strategic plans."</p> <p>Will Covered California provide the business goals, objectives and organizational strategic plans to measure against?</p> | <p>Strategic plan is available here: https://board.coveredca.com/meetings/2023/2023.08.17_Covered_California_Strategic_Plan_2023-2026.pdf Additional information on milestones and success measures to be provided to selected vendor</p> |

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| 49. | <p>Exhibit A SOW 8.17.23_Final, Section D. General Scope or Tasks</p> <p>This section of the SOW states contractor tasks include "iii. Documenting of requisite data analytics capabilities needed to extract insights from data and make data-driven decisions."</p> <p>Will Covered California provide the insights use cases against which capabilities should be assessed?</p> | <p>Stakeholders and SMEs will be available to selected vendor to create use-cases for data insights.</p> |
| 50. | <p>4.3.3 Project Team Qualifications</p> <p>Are there any specific public sector/ government experience requirements for project team members?</p> | <p>Yes, as noted in Exhibit A, section D, item iv. Landscape analysis of other public sector, health care and consumer service-oriented entities to determine best practices for designing and implementing a data strategy, including policies and laws around privacy and security which must be taken into consideration for the strategy</p> |
| 51. | <p>Project Team</p> <p>Are there any specific qualification criteria if proposer plans to bring a subcontractor for covering a portion of services provided to CA?</p> | <p>Subcontractors must be identified on Attachment 5.</p> |
| 52. | <p>3.5 Project Assumptions</p> <p>Will Covered CA provide the existing overview of capabilities to proposers to refine the assumptions?</p> | <p>Any additional information will be provided to selected vendor as well as access to subject matter experts and stakeholders.</p> |
| 53. | <p>3.5 Project Assumptions</p> <p>What are the considerations and conditions to account for change of scope of services including additional activities required to be performed by proposer?</p> | <p>See RFP Section 4.2.3 if Proposer has any suggested changes to the Exhibit A, Scope of Work.</p> |
| 54. | <p>Exhibit A, C Amendment Scope of Work Section C says: "The parties may increase or decrease funding through an amendment, but cannot exceed the amount or rates set by Contractor's proposal."</p> <p>What if the increase is required because Covered California could not fulfill its side of responsibilities (i.e., making personnel and documentation available) in time as per the contractor's workplan?</p> | <p>While not anticipated, Covered California Representative and Contractor Representative listed in Exhibit A of the resulting contract will communicate any changes required.</p> |

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| 55. | <p>Exhibit A, D.3 General Scope or Tasks</p> <p>The general scope of tasks include: "Provide ongoing expertise, consulting, project management, and day-to-day support to inspire adoption and implementation of the Data Strategy, including identifying, tracking, and mitigating project risks as they arise." As hopefully Covered California would appreciate, it would be very difficult for the contractor to propose an NTE amount to support an implementation plan that is unknown at this time, and that may likely involve other contractors. Would Covered California consider removing this section from scope, or modifying it to remove the requirement for day-to-day support?</p> | <p>All services for implementation of roadmap items such as data warehouse consolidations, implementation of data catalog, etc. are not in scope. Assistance with adoption of the strategy and associated organizational change management is.</p> |
| 56. | <p>Exhibit B, A Invoicing and Payment</p> <p>In order to propose an NTE amount with confidence and to provide full transparency, it would be helpful to insert our Basis of Estimates (BoEs) in the Model Contract, e.g., we anticipate 20 interviews, a certain list of documents, etc. If we insert these BoEs into the Model Contract, will we be deemed unresponsive?</p> | <p>A BOE can be included with your response; however, the Exhibit B, Attachment 1 – Cost Worksheet is required and should be completed.</p> |
| 57. | <p>Exhibit A, F Reporting Headquarters Location</p> <p>Can we perform work remotely and make our personnel available at the Sacramento headquarters location as needed (upon Covered California request or as per project workplan)?</p> | <p>Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers</p> |
| 58. | <p>5.2.1.6 Cost Proposal</p> <p>The numerator in the cost calculation is the "Lowest Cost Proposal". Is this the lowest price of bids that meet a certain technical score threshold, or any bid that is considered responsive?</p> | <p>The numerator represents the lowest price bid received by a responsive bidder.</p> |
| 59. | <p>1.2 Key Action Dates We appreciate that time is of the essence for Covered California. Given the importance of the Data Strategy procurement, would Covered California consider extending the proposal submission date by two weeks?</p> | <p>See Response #39</p> |
| 60. | <p>Could Covered California kindly consider granting an extension for the due date?</p> | <p>See Response #39</p> |
| 61. | <p>Could Covered California please provide clarification regarding the permissibility of engaging a subcontractor in this project?</p> | <p>See Exhibit C – IT General Terms and Conditions for subcontractor requirements.</p> |

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| 62. | Might Covered California kindly offer clarification regarding the permissibility of involving a subcontractor for the complete execution of this project? | See Response to Question # 61 |
| 63. | Is it allowed to use a subcontractor for 100% of the completion of this project? | Services may be subcontracted if the total of all subcontracts does not exceed \$50,000 or 25% of the total contract, whichever is less. Also, ensure any subcontractors are identified on Attachment 5. |
| 64. | Does Covered California accept remote resources to work on the project? | Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers |
| 65. | Does Covered California prefer on-site resources to execute the project? | Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers |
| 66. | Could Covered California please clarify if is it allowed to use digital signatures? | Yes |
| 67. | Does Covered California require wet ink signatures? | No |
| 68. | Is there an overall page limit for proposals? | No |
| 69. | Could Covered California please clarify if is it required to provide the Good Standing Certificate alongside the proposal response? | Yes, the SOS certificate is required. |
| 70. | Is there any incumbent associated with this project? If so, please disclose the name. | No |
| 71. | Is it required to provide the COI alongside the proposal response? | Yes, according to section 4.2.2 of RFP |
| 72. | If the resources we provide at the time of proposal submission are not available at the time of a potential contract award could we replace them with equally qualified resources? | See RFP 2.1 Reassignment of Personnel |

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| 73. | Section 4. Required Proposal Submission Content, Resumes: Could Covered California please clarify if there is a page limit for the resumes of the personnel proposed? | There is no page limit to resumes |
| 74. | Section 4. Required Proposal Submission Content, Cost Proposal: Could Covered California please clarify if there is a required format to present the pricing? | Exhibit B, Attachment 1 – Cost Worksheet requires Resource Title/Description, Hourly Rate and Overall Cost. In addition, Attachment 1, Section 13 requires Overall Cost be added. |
| 75. | Could Covered California please clarify if is it required to provide references in the proposal response? If yes, is there a specific number of references that must be provided and in a specific section? | No. References will be requested from selected vendor. |
| 76. | Is it allowed to provide commercial references? | Yes |
| 77. | Does Covered California have a mandatory participation goal for DVBE/SBE/MBE? | The RFP allows but does not require proposers to include these preferences. Please see RFP section 6. |
| 78. | If we are using a subcontractor, can the subcontractor meet the DVBE/SBE/MBE participation? | See section 6 of the RFP and if subcontractors are used, complete Attachment 5 to identify percentage of subcontractor DVBE/SB participation |
| 79. | Will Covered California have preferences for a vendor that is certified as DVBE/SBE/MBE? | See question 78 above. |
| 80. | Could Covered California please provide clarification regarding whether a Certificate of Status issued by the SOS must be provided? | Yes, SOS Certification is required. |
| 81. | Could Covered California please provide clarification regarding whether a copy of the Proposer's Entity Detail page from the SOS's Business Search website must be provided? | No. Proposer's Entity Detail page is not required; however, the SOS Certification is required. |
| 82. | Section 4.3.6 Cost Proposal, could Covered California please clarify if Attachment 1 is the required format to present the pricing? | Yes. |

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| 83. | Section 4.3.6 Cost Proposal, could Covered California please clarify if is it required to provide an additional Excel spreadsheet detailing milestones and the cost of each? | See Response #74. Additional Excel spreadsheet detailing milestones and costs can be included. However, Exhibit B, Attachment 1 – Cost Worksheet is required. |
| 84. | Our firm is a certified MBE in California by NMSDC. Could Covered California please clarify if we can claim the preference or incentives? | Covered Ca allows only for Small, Micro, DVBE and TACPA (as certified through the Department of General Services) preference or incentives as described in Section 6. |
| 85. | How many vendors is Covered California looking to award? | One (1) |
| 86. | Would it be possible for Covered California to provide clarification regarding whether Exhibit 7: DVBE Statements (STD. 843), Exhibit 8: TACPA Application (STD. 830), and Exhibit 9: TACPA Bidder Summary (DGS-PD 526) are optional attachments and are not required to be included in the proposal response? | See Section 7 of the RFP. |
| 87. | <p>Exhibit A - F. Reporting Headquarters Location The SOW states " The Contractor is required to perform all services under this Agreement on site at Covered California, unless directed otherwise by the project representative listed in this Exhibit."</p> <p>Can you clarify whether the work can be completed virtually or must be performed onsite? Can you provide further detail on what project activities (if any) you require to have completed on-site?</p> | Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers |
| 88. | <p>Exhibit A - D. General Scope or Tasks, 1.i.</p> <p>Is Covered CA interested in having the selected vendor complete a maturity assessment as part of this review? If desired, has CoveredCA already adopted an industry standards data maturity model? If yes, which model?</p> | A maturity assessment should be completed and can be used to measure the success of the roadmap. This would be secondary to an assessment that demonstrates how the data strategy delivers business value and meets organizational goals |
| 89. | <p>Exhibit A - D. General Scope or Tasks, 1.ii.</p> <p>What existing documentation on data classifications, data sources, data owners, data storage locations, system integrations, infrastructure, analytical tools, access and use processes, quality controls, security and privacy controls, applicable legal requirements and other data management concerns will be available for the contractor as part the preliminary discovery and information gathering activities for the assessment?</p> | Data sources are manifold - partners, vendors, outside organizations, direct entry by customers and/or health insurance providers. Tools - SQL Server, local SAS installations, Snowflake, Mulesoft, Databricks, PostgreSQL, Python, Salesforce, Tableau. Selected vendor should assume full access to all relevant subject matter experts and stakeholders to obtain needed details |

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| 90. | <p>Exhibit A - D. General Scope or Tasks, 1.ii.</p> <p>Are there existing data governance programs? If yes, will the contractor be able to coordinate with these teams and review relevant documentation?</p> | <p>Details and access to stakeholders and SMEs will be provided to the selected vendor</p> |
| 91. | <p>Exhibit A - D. General Scope or Tasks, 2</p> <p>Are you desiring for this Data Strategy to be public facing?</p> | <p>Elements of the strategy may be public facing if there is public interest, but the complete strategy and roadmap will be internal to Covered California, its partners, and stakeholders</p> |
| 92. | <p>Exhibit A - D. General Scope or Tasks, 2</p> <p>Is there a defined team within Covered California that will own the Data Strategy's development? If so, can you provide that team's name or the leader's position? What level of internal socialization and collaboration on the draft Strategy's development is anticipated?</p> | <p>The data strategy steering committee and other related committees and teams will be accessible to the selected vendor. We would like an organizational change management plan as a deliverable, and socialization of this plan to the steering committee and Covered California leadership would fall to the vendor</p> |
| 93. | <p>Exhibit A - D. General Scope or Tasks, 1</p> <p>What is the estimated number of organizational units and/or stakeholders you anticipate the contractor engaging? Can you please also provide the organizational names.</p> | <p>Covered California has 13 business units of varying size and complexity who will participate in the creation of the data strategy. Link to public facing org chart: https://hbex.coveredca.com/executive/PDFs/Executive-Level-Overview.pdf. Our larger business units will have multiple stakeholders. Additional details on business unit names and stakeholders will be provided to selected vendor</p> |
| 94. | <p>5.2.1.3 - Project Team Qualifications, i.</p> <p>Can you provide further clarity to the following language? "i. Demonstrated capacity to successfully assume responsibility comparable to that proposed for the individual in the project engagement"</p> | <p>Vendor must demonstrate clearly that they possess the capacity to assume total responsibility for each individual's efforts in the project and that no one member will prevent a successful outcome.</p> |
| 95. | <p>1.9.2 - Narrative Format</p> <p>Will CoveredCA accept materials produced in Microsoft PowerPoint, but saved in PDF format, if they comply with the design specifications outlined in this section (e.g., margin, font, and footer specs)?</p> | <p>Proposals may be submitted in PDF format unless changes are made to the Model Contract as instructed in Section 1.9.3 of the RFP.</p> |
| 96. | <p>1.2. Key Action Dates</p> <p>Would CoveredCA be able to extend the deadline for response submission by one additional week to Sep 14th by 2pm PST, given there is a condensed one-week timeline between Q&A answer release and the response submission deadline?</p> | <p>See Response #39</p> |

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| 97. | Can you please comment if all work on this project has to be on-site, or if Covered California would be open to a hybrid approach, such as 5 days per month or some other approach? Alternatively, would you be open to mainly remote work with the consulting firm being available to be on-site for key on-site meetings? | Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers |
| 98. | 4.3.3 Project Team Qualifications & 4.3.3.1 Resumes Can Covered California please confirm that Resumes are not included in the 4-page page count of Section 4.3.3? | They are separate, and there is no page cap for resumes |
| 99. | 3.5 Project Assumptions and Constraints The Contractor's work hours shall be consistent with Covered California's key staff on-site, whose normal business hours are 8:00 AM to 5:00 PM, Monday through Friday, except for State holidays. Are respondent's resources required to be on-site or is remote acceptable | Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers |
| 100 | 6.5 Target Area Contract Preference Act This RFP includes Target Area Contract Preference Act (TACPA) preferences. What is the preference percentage for TACPA-eligible respondents? | See Attachment 8 TACPA Act Preference Request – TACPA provides bid selection preferences of 5% for eligible worksites. |
| 101. | 1.5 Contract Amount Proposal submissions shall not exceed \$1,000,000.00 in total proposed costs. Does this amount include year 2? | Yes, this is the total amount not to be exceeded |
| 102. | General Does the State have any existing documentation for its current strategy and use of data? | There is no formal data strategy in place for the Covered California enterprise |
| 103. | General What are the current systems & applications involved in data activities? Or if you can't name them, can you provide counts of systems/applications? | Access to all relevant stakeholders will be available to selected vendor during discovery |
| 104. | General Does the State have any existing OCM (Organizational Change Management) champions, or documentation from previous OCM efforts? | Covered California has an OCM program that can be leveraged for the data strategy effort. Access to the OCM team and information will be provided to the selected vendor |

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| 105. | <p>General</p> <p>Does the State have an existing LMS (Learning Management System) or processes/systems for creating and deploying learning resources?</p> | Yes |
| 106. | <p>General</p> <p>Are there any pre-existing assessment reports or documentation that would give an overview of the current state of data within the</p> | All available information will be provided to the selected vendor |
| 107. | <p>General</p> <p>What are the known pain points and challenges related to your current data assets, governance, and management?</p> | These are outlined in the SOW, Exhibit A, Section D, under the deliverables |
| 108. | <p>General</p> <p>How do you currently document data classifications, data sources, and data management processes?</p> | All available information will be provided to the selected vendor |
| 109. | <p>General</p> <p>Are there specific regulations or standards that the organization adheres to or aims to be compliant with?</p> | <p>California policies and law as well as Federal policies and laws should be considered, specifically around data privacy and security. Covered California is subject to MARS-E, the security and privacy framework based on NIST created by CMS for state health benefits exchanges. Link: https://www.cms.gov/ccio/resources/regulations-and-guidance#MinimumAcceptableRiskStandards (see links for version 2.2)</p> |
| 110. | <p>General</p> <p>How does the organization currently approach data governance, and what is the expected role of the Contractor in driving governance changes?</p> | <p>All available information and access to stakeholders and SMEs will be provided to the selected vendor. The selected vendor will be responsible for delivery of a data governance strategy, roadmap, and organizational change management plan. Socialization of these deliverables will be to the project team, senior leadership at Covered California, and key partners</p> |
| 111. | <p>General</p> <p>Are there existing data literacy programs or training materials</p> | No |
| 112. | <p>General</p> <p>What are your expectations in terms of the integration of new technologies like AI and ML?</p> | <p>Innovation is embedded within our strategic goals, so any innovations based on how we manage or utilize data are in scope for the data strategy. Given the importance of ML/AI to all digital systems and services, we expect to see these items in the strategy</p> |

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| 113. | <p>General</p> <p>Can you provide examples of current metrics or KPIs (Key Performance Indicators) used in the data management platform today, if any?</p> | <p>All available information will be provided to the selected vendor</p> |
| 114. | <p>General</p> <p>Who are the key stakeholders for this project and what are their expectations?</p> | <p>The entire organization are the stakeholders with senior leadership being the key decision-makers. Their expectations are outlined in the SOW</p> |
| 115. | <p>General</p> <p>Is there an expectation for the Contractor to provide ongoing support post-implementation?</p> | <p>The selected vendor will not participate in the implementation of items on the data strategy roadmap</p> |
| 116. | <p>General</p> <p>Are there already identified risks or challenges that you foresee in the adoption and implementation of the new data strategy?</p> | <p>The selected vendor should be able to assess and provide consultation on risks and challenges related to the adoption and implementation of a data strategy</p> |
| 117. | <p>General</p> <p>Are there specific tools or platforms that are preferred for data cataloging or any that should be avoided?</p> | <p>The selected vendor will have access to all SMEs and partners who currently manage data for Covered California. Our expectation is that the selected vendor will outline a strategy for implementing data cataloging based on our needs</p> |
| 118. | <p>General Scope and Tasks / Exhibit A</p> <p>Can you elaborate on what you define as "demonstrated success" for a Contractor in developing data and information strategies?</p> | <p>The selected vendor will provide references to Covered California to ensure that there are sufficient SKEs to deliver a data strategy and roadmap that can be successfully implemented</p> |
| 119. | <p>General</p> <p>Are there any ongoing or upcoming projects that might overlap or intersect with this initiative?</p> | <p>We will be continuing to implement new features in existing systems, and new functionality across Covered California throughout this engagement. Some of these activities, such as continued development of our Snowflake implementation, may impact the data strategy</p> |
| 120. | <p>General</p> <p>Is there an expectation that the Contractor's resources will be onsite 5 days a week?</p> | <p>Some on-site may be required for interviews and discovery. Otherwise, remote work is acceptable. Offshore work would be subject to approval by privacy and security officers</p> |
| 121. | <p>General</p> <p>Are you seeking a partner who can also support implementation of the data strategy roadmap, or do you anticipate primarily owning the implementation internally with limited external advisory support (if any)?</p> | <p>The scope of this effort does not include implementation of items on the data strategy roadmap</p> |

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| 122. | General Do you anticipate resistance or low adoption of the data strategy, or do you have the appropriate buy-in and champions across your leadership team as you begin this effort? | Part of this effort will be to identify risks to adoption and implementation, and to craft an OCM plan that will attend to these risks |