

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
Training		
1	What is the anticipated duration of the training program, and can you provide insights into the overall timeline, including any specific phases or modules?	The current duration of the vendor new employee training program is approximately 21 days. This breaks down to approximately 17 days of curriculum and instruction plus 4 days where learners take live calls with an experienced SCR guide and full team to support and assist them. Curriculum is scaffolded, and learners are exposed to core concepts during the first week of training, then move on to more complex scenarios and more targeted curriculum where they learn tasks and procedures directly related to the job.
2	How long is new hire training?	See question 1 response.
3	What % of the new hire material is self-paced (i.e., computer-based training)?	Approximately: 80% guided instruction 20% individual research or other work Most of the curriculum is meant to be flexible and designed to prompt additional conversation between learners and staff on topics/materials covered.
4	Please provide training and nesting (ABAY) length by skill.	We are not doing skills based learning at time time.
5	Is a HUB required for hiring and training?	No.
6	Model Contract Exhibit A, D.7 For proposers to accurately estimate onboarding, can Covered California please provide the number of hours or days required for initial training of Contact Center agents?	17 days @ 8 hours/day - 136 hours of curriculum and instruction 4 days @ 8 hours/day - 32 hours of answering calls with a seasoned representative 2 days @ 8 hours/day - Solo calls 184 total hours pre-production.
7	Exhibit A, Scope of Work, Section 7. Training What is the length of training for CSRs?	See question 1 response.
8	Exhibit A, Scope of Work, Section 7. Training If a CC train-the-trainer approach, is this a billable event at the prevailing hourly rate?	Bidders should propose all billable costs.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
9	Exhibit A, Scope of Work, Section 7. Training Will Covered California provide train-the-trainer events or will the vendor trainers be required to learn how to train from CC's training material?	Covered California will provide Train-the-Trainer events for New Employee Training. During the year, there are numerous curriculum updates, talking points, procedures and changes which may occur. Train-the-Trainer events may vary on the amount and impact of the changes.
10	Exhibit A, Scope of Work, Section 7. Training Will all training be billable at the prevailing hourly rate?	Bidders should propose all billable costs.
11	Exhibit A, Scope of Work, Section 7.g & h To help us analyze potential efficiencies, please share the current training structure and tools (for example, the sandbox environment).	There are training or sandbox environments which simulate live environments for the two main applications used. There are eLearning pieces, PowerPoints and materials or the other job tools as well as basic instruction on how to utilize them for the job. Due to the vast scope of information, training focuses on the basics of where and how to obtain the needed answers for consumers.
12	What is the duration of training and nesting for new hires?	See questions 1 and 6.
13	What is the typical learning curve for new hires (in weeks)?	Currently there are 17 days of instruction and curriculum, with hands-on coming near the end of the process. The training is phase related, scaffolded. Overview and basics are started first, later learners move into more complex information , processes, and actions. Progress will vary by technical ability of each user. Most tools available are computer based, so if someone is proficient in computer operation, they will also generally be quicker to update information regarding the job.
Information Technology		
14	Is previous experience with any specific customer information systems, phone systems, or software required?	Please see Section 2.1 and 2.2 in the Request for Proposal for qualifications.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
15	What are the recording and storage requirements for non-phone communications?	Not applicable for your response as Covered California provides these tools.
16	What are the recommended details for establishing connectivity between the contractor's side and Covered California? a) Is it preferable to utilize an International Private Leased Circuit (IPLC) for a dedicated and secure connection? b) Alternatively, is a Virtual Private Network (VPN) considered a sufficient and cost-effective option? c) Does Covered California provide coverage or support for the physical aspects of the connection, including installation costs and hardware requirements?	See Exhibit A, D. 15 a, b, and p. - Covered California is not specifying circuit types. This is the responsibility of the proposer. You should plan to hand off secure traffic into our data centers.
17	What are the minimum system specifications, including the physical PC configuration and software requirements (such as Teams and MS Suite), necessary for FTEs - do we need a single or a Dual Monitor	The spe for our internal use is CPU Intel Core i7 10th Generation or higher RAM 16 GB STORAGE 256 SSD. We use two 23" screens For software requirements. see Exhibit A, section 15.
18	Is there a Test environment for Training, or will Live Mode be used during training for demonstration? Would you prefer if the vendor were to provide their AI & Tech supported training system?	There is a test environment. The second part of the question is outside of the scope of this RFP.
19	Will you be providing the CRM platform for the vendor to work off of – VPN connection? Historical data regarding our Full-Time Equivalent (FTE) staff used through previous contracts for voice, chat, and manual workstreams, along with volume of calls and chats - Are these volumes to be expected to be handled by the vendor or are these shared and split with your existing call center?	Yes, the CRM platform is provided and is cloud hosted making it accessible via a web connection. Covered California maintains a State operated contact center in addition to the contract center being requested in this RFP. The volumes are handled by both.
20	Can supplier utilize BYOD with a VDI environment to manage controls vs providing hardware?	No.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
21	If the work can be done 100% remote, what are the technical and security requirements for remote workers needed to fulfill the terms of the agreement?	Refer back to the item in Exhibit A.H.6. Please also see Exhibit D for privacy and security requirements.
22	Can you tell us who manages the CRM Platform and what the name of the platform is that you use?	Salesforce managed by Covered California.
23	Please provide the specs for the computers used by Covered California staff.	see question 19.
24	Does the Covered California Knowledge Base support API integrations for integration into a private large language model using generative AI to deliver concise answers to agents or citizens?	Exporting of any data to LLM's or any other system is not allowed.
25	Is FedRAMP or StateRAMP compliance required for any vendor provided platforms?	No.
26	Would Covered California allow partners to ingest audio recordings into their analytics platform for automating the coaching and quality assessment processes?	No.
27	Would Covered California allow support API integration into a partner provided platform for automating and reporting for real-time adherence and workforce management improvements?	No.
28	Does Covered California own and provide the telephony and multi-channel platforms or are they operated by a 3rd party?	We utilize SaaS solutions.
29	Does Covered California's telephony platform require the use of private IP space as defined in RFC1918 ? (ie : 172.0.0.0/16, 10.0.0.0/8, etc)	Not a required information to develop a proposal.
30	Does Covered California have any digital transformation efforts currently planned or underway? If so, please describe.	We have multiple plans but they are not germane to the scope of this RFP. Vendors are being asked to provide staffing not alternative systems.
31	Are there any specific computer requirements? (Core i5, i7 or similar - RAM Capacity, Storage)	see question 19.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
32	Model Contract Exhibit A, D Does Covered California provide secure email for contact center agents and support staff, or is the proposer required to provide this?	See Exhibit A section D 15 l.
33	Model Contract Exhibit A, D.9 What CRM Knowledgebase tool is Covered California using?	Salesforce.
34	Model Contract Exhibit A, D.12 Can Covered California please provide the name of the chat tool used to respond to consumer inquiries?	Salesforce.
35	Model Contract, Exhibit A. D.15. Regarding system access, will Covered California allow a network communication using an IPSEC VPN tunnel for accessing the Covered California systems?	Yes.
36	Model Contract Exhibit A, D.15 Please confirm that Covered California will provide the licenses required for Contractor staff to use the systems provided by Covered California.	Confirmed.
37	Model Contract Exhibit A, D.15. For proposers to accurately estimate level of effort, please provide the name of the current VOIP platform.	Cisco UCCE 12.6. Migrating to 14.0 before start of contract.
38	Model Contract, Exhibit A. D.15. Regarding system access, please confirm that all Covered California systems are accessed via a web browser. If not, please provide the method of access. What technology would a proposer use to access all Covered California systems remotely?	Most applications are web accessible. List of applications that will need to be installed is in Exhibit A section D. 15. d For connectivity see Exhibit A. D. 15. a

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
39	<p>Model Contract Exhibit A, D.15 For proposers to accurately estimate effort, can Covered California please provide the tools that are currently in use for:</p> <ol style="list-style-type: none"> 1) CRM 2) Workforce Management 3) Quality Monitoring 4) IVR 5) ACD 6) LMS 7) Other software and hardware 	<ol style="list-style-type: none"> 1) Salesforce 2) Verint 3) Verint 4) Cisco 5) Cisco 6) Salesforce 7) none at this time
40	<p>What systems will be used to provide Quality Monitoring, Interactive Voice Response (IVR), and Automated Call Distribution (ACD) systems and any other software and hardware required by Covered California?</p>	<p>See question 39.</p>
41	<p>Can Covered California confirm that it will be supplying the telephony, chat, CRM, and training systems, and that contractor needs to be able to use these systems and provide office equipment (computers, softphones, etc.)</p>	<p>Confirmed.</p>
42	<p>Will the winning bidder need to integrate any technology with existing platforms?</p>	<p>No.</p>
43	<p>Is Covered California responsible for maintenance of the customer facing website browser, or is that the responsibility of the contractor?</p>	<p>Covered California's responsibility.</p>
44	<p>Aside from connectivity to the State's CRM, various websites, and the omni platform, is the contractor expected to provide any technology platforms for performance on the contract?</p>	<p>see Exhibit A, section D.15 - Technology</p>
45	<p>What CRM system is currently being used? Is it Salesforce based customized for Covered California?</p>	<p>Salesforce.</p>
46	<p>What workforce management system is Covered California currently using?</p>	<p>See question 39.</p>

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
47	Is screen and voice recording provided by the State systems, or something the contractor needs to provide?	Covered California provided.
48	The SOW indicates that the contractor must meet current MARS_E standards. Is it a requirement to have been externally assessed against these standards, or will you accept similar external assessments such as NIST 800-53, SOC1, SOC2?	The requirement is that you meet current MARS-E standards. See Exhibit A.H.6.g.
49	Can the vendor establish the VPN connections with Covered California datacenters from datacenters located in Dallas and Omaha?	Yes.
50	Does Covered California have any technology roadmap to improve productivity?	Yes, not germane to number of staff requested.
51	Does Covered California allow the provider to bring digital tools for better agent productivity as well as customer satisfaction improvement?	No.
52	In the RFP document they require us to establish a VPN connection to their datacenters (section 15.a). Are there more details on what this would entail (i.e. install internet connectivity or MPLS circuits to the dc)?	Proposer's choice, see question 16.
Contract Terms		
53	Will this only be given to one supplier, or will this be split between multiple?	The contract will be awarded to one supplier.
54	RFP Section Reference 4.3.3.1 Resumes. Is there a page limitation for resumes?	There is no page limit for resumes, but these should only include key personnel for this project.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
55	Are bidders permitted to deviate in any way from any manner of quoting fees you may be expecting? For example, if there is a pricing page in the RFP, can bidders submit an alternate fee structure? If there is no pricing page in the RFP, do you have any preference for how bidders should quote fees or can bidders create their own pricing categories?	Bidders are expected to use Exhibit B, Attachment 1 - Cost Worksheet for submitting their fees and include hourly rates for years 1 through 4, along with total contract amount.
56	Has the current contract gone full term?	The current contract expires June 30, 2024.
57	Have all options to extend the current contract been exercised?	See question 56 response.
58	Who is the incumbent, and how long has the incumbent been providing the requested services?	TTEC has been providing these services since April 1, 2020.
59	How are fees currently being billed by any incumbent(s), by category, and at what rates?	Incumbent's rates are not needed for bidders to prepare a response. A public records act request can be submitted for this information: PRA@covered.ca.gov
60	What estimated or actual dollars were paid last year, last month, or last quarter to any incumbent(s)?	See question 59 response.
61	Whether companies from Outside USA can apply for this? (like, from India or Canada)	All staff must reside and work in the State of California.
62	Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)	See question 61 response.
63	Can we submit the proposals via email?	Instructions for submitting proposals are included in Section 1.10: Format of Proposals, first paragraph. Email is the only allowed method for proposal submittal.
64	RFP, Section 1.5 Contract Amount. Table 1: Past Two Years of FTE Data. Is the \$156,000,000 ceiling for the 4-year base period or full 8-year term? If the budget is for the full 8-year term, will Covered California consider increasing the budget to enable vendors to staff according to the FTE levels in the RFP?	\$156,000,000 is the contract amount for the contract term of 4 years.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
65	RFP, Section 1.5 Contract Amount. Would Covered California consider investing more than the budget ceiling assigned for staffing for vendor supplied technology that improves outcomes and customer service?	See question 64 response.
66	Would Covered California be open to relaxing the staff residency requirement from California only to the 50 states of America. As in the case of natural disasters (fire, earthquakes etc) an effective business continuity plan would include having staff located within other states that service the contract.	See question 61 response.
67	Is it okay that our center is 100% remote - US agents?	If the bidder has teleworking staff, all staff must reside and work in the State of California.
68	Are we able to have the Agents Work-From-Home or at least a percentage of them? Sub-Contractor Participation: What are the allocated percentages that a Proposer is required to sub-contract to? Can you clarify and confirm if this is up to a certain percentage ? SBE – 25% or up to 25% DVBE – ? MB – ?	If you are subcontracting with a California certified small business, microbusiness or disabled veteran's enterprise, please complete Attachment5 - Bidder Declaration, along with the percentage of bid price performed by the subcontracted company. You are required to complete this if subcontractors are being used for this contract, however the use of subcontractors is not mandatory. Refer to Section 6 to read more about how Preference and Incentive Programs work.
69	Was there an Attachment B to review (we did not see it included)?	Attachments are listed in Section 7 of the RFP and included online here: https://www.hbex.ca.gov/solicitations/
70	Can you please confirm that this pricing structure is the current one under the existing contract with Faneuil/TTEC Government Solutions - Production Rate (English/Spanish) = \$31.91; Production Rate (Other Languages) = \$33.06; Training Rate =\$ 24.84? If not, please supply us with the correct rate structure.	See question 59 response.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
71	<p>Exhibit A (SOW) – Model Contract - In Section 4.c (Key Personnel), the Operations Manager role is described, but the stated number is absent from the text.</p> <p>Question 1: Will you please revise the language to include the number of Operations Managers that must be hired/retained as a part of the Key Personnel team?</p> <p>Question 2: Do we provide resumes for all of them?</p>	<p>Bidder should provide that response in their proposal on the number of Operations Managers needed from their perspective for this effort.</p> <p>For resumes, only provide those for the key personnel that will be working with Covered California to manage this effort.</p>
72	<p>How much advanced notice will Contractor be provided if Covered California needs to terminate or amend the contract if annual budget is not approved by Covered California Board of Directors?</p>	<p>30 calendar days.</p>
73	<p>If contract is terminated due to lack of funds available in the budget, will Covered California be responsible for paying contractor debt already incurred for work performed by contractor?</p>	<p>If an executed contract is terminated due to budget constraints, then yes Covered California could be responsible for paying for work incurred up to date of the notice of termination letter.</p>
74	<p>What are the allocated percentages that a Proposer is required to sub-contract to? Can you clarify and confirm if this is up to a certain percentage ? SBE – 25% or up to 25% DVBE – MB –</p>	<p>See question 68 response.</p>
75	<p>Do support staff (QA, and WFM) also need to be in California?</p>	<p>See question 61 response.</p>
76	<p>Does the maximum \$156,000,000 is intended for only the first 4 years or also the optional years?</p>	<p>See question 64 response.</p>
77	<p>RFP 1.5 Please confirm that the \$156,000,000 contract maximum is for the base contract (4 years) and does not include the contract option years.</p>	<p>See question 64 response.</p>
78	<p>RFP 1.10.2.b May proposers use a smaller, still readable font for each of the following: a) headers and footers b) requirement text c) exhibits/figures/graphics d) tables</p>	<p>Yes</p>

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
79	RFP 1.10.3 Can Covered California clarify if exceptions and/or redlines are rejected in the proposal package, will the RFP be binding? Will non-negotiated terms be binding?	All changes or exceptions to the model contract submitted by bidders will be fully negotiated prior to contract execution.
80	RFP Attachment 1, #13 Can Covered California please confirm that the Cost Proposal amount provided in Attachment 1 – Proposal Cover Page should represent the base term only, without option years?	See question 64 response.
81	RFP Attachment 1, #13 and Model Contract, Exhibit B, Attachment 1 Can Covered California please confirm that only the single amount provided in #13 on the Proposal Cover Page will be evaluated and not the hourly rate by year provided in the Cost Worksheet?	Total Contract Amount in Exhibit B, Attachment 1 - Cost Worksheet will be evaluated.
82	Model Contract, Exhibit A, D.2 Can Covered California please clarify that if overtime is approved by Covered California, with prior written approval, regardless of Contractor’s current staffing level, Contractor will be reimbursed for authorized overtime?	Overtime rates will be reimbursed as specified in the model contract. This is included in Exhibit A.D.2.c.
83	Model Contract, Exhibit A, D.2 Please confirm that Covered California will reimburse the Contractor commensurate with California laws regarding overtime pay.	See question 82 response.
84	Model Contract, Exhibits C and D We noticed there may be a conflict in the retention requirements. Can Covered California please clarify the retention requirements in the citations listed?	Each of the following specifies the retention period for unique record sets, and the retention periods are accurate: 1. Audit records required to be maintained by the bidder (Reference 1). 2. Covered California business/confidential information not related to a bidder's audit records (References 2 and 5). 3. Background checks and Covered California's retention period (References 3 and 4).

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
85	Reference 1: Exhibit C § D Audit (page 1) "Contractor agrees that the awarding department ("Covered California"), the California State Auditor, Health and Human Services, or their designated representatives, shall have the right to review and to copy any records and supporting documentation directly pertaining to the performance of this Agreement. Contractor agrees to maintain such records for possible audit for a minimum of ten years after final payment unless a longer period of records retention is stipulated."	See question 84 response.
86	Reference 2: Exhibit C § FF Confidentiality (page 16) "At the conclusion of its relationship with Covered California, Contractor shall return any and all records or copies of records relating to Covered California, or its business, or its confidential information."	See question 84 response.
87	Reference 3: Exhibit D § 4 Fingerprinting and Background Checks (pages 4-5) "Background check records shall be maintained by Covered California for so long as any such individual is employed with Contractor or, if applicable, Contractor's subcontractor plus a period of no less than five (5) years thereafter."	See question 84 response.
88	Reference 4: Exhibit D § 5 Privacy and Security Awareness Training (MARS-E) (page 5) "Background check records shall be maintained by Covered California for so long as any such individual is employed with Contractor or, if applicable, Contractor's subcontractor plus a period of no less than five (5) years thereafter."	See question 84 response.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
89	Reference 5: Exhibit D § M(2) Termination of Agreement (pages 14-15) "Upon completion of this Agreement, or upon termination of this Agreement, at Covered California's direction Contractor shall either return all PII to Covered California or shall destroy all PII in a manner consistent with applicable State and Federal laws, regulations, and agency guidance on the destruction of PII."	See question 84 response.
90	Is Covered California open to negotiating a cap of liability not to exceed the proposed contract value?	No.
91	Should there be a material increase in Scope of Work during the term of the contract, is Covered California open to negotiate an equitable adjustment / change order?	See question 64 response.
92	RFP Section Reference 1.5 Contract Amount. Can Covered California confirm that the total contract amount not to exceed \$156,000,000 applies to the initial four-year contract term?	See question 64 response.
93	What is the current fee schedule for incumbent?	See question 59 response.
94	RFP Section Reference 1.10 Format of Proposals. Can we use a font smaller than 12 pt in tables and graphics throughout the response?	Yes.
95	RFP Section Reference 4.3.6 Cost Proposal. Should proposers include year over year hourly rates in the main body of the technical proposal, or should cost and rate information be provided in a separate attachment such as Exhibit B, Attachment 1? If rate information is to be provided in Exhibit B, Attachment 1, please confirm if the total contract amount applies to the original term only or the original term and all option years.	See question 55 response. See question 64 response.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
96	RFP Section Reference 1.12 Rejection of Proposals, Subsection 1 Non-Responsive Proposals; 4.2.3 Updated Model Contract with Exhibits. The RFP states that a proposal may be deemed non-responsive and subsequently rejected if the Proposer is unwilling or unable to fully comply with Covered California's proposed contract provisions, yet Proposers are requested to make any suggested changes to the Model Contract per the instructions in RFP Section 4.2.3. Can Covered California confirm if a proposal will or will not be deemed non-responsive by suggesting changes to the Model Contract?	Bidders may make changes to the model contract, see question 79 response.
97	Who is the incumbent/prior contractor?	See question 58 response.
98	Why is this contract being released at this time? Have all extensions been granted to the incumbent?	See question 56 response.
99	Will one vendor be awarded?	See question 53 response.
100	If you intend to award contract to multiple vendors, will vendors be competing for market share? How are the placement volumes determined?	See question 53 response.
101	How much money was paid to the incumbent over the past year?	See question 60 response.
102	Attachment 3: What Legal services would be required under this contract?. Also referenced in Exhibit C: Legal Requirements.	No legal services are required under this contract.
103	Attachment 4: Statement of Economic Interests Certification, Is Form 700 required to be returned with our proposals? If so, please provide the form. Form 700 referenced, Title 10, California Code of Regulations, Chapter 12, Article 1, Statement of Economic Interests (Form 700).	Bidders are required to complete Attachment 4 for their proposal. The Form 700 process will be conducted with the awarded contractor. More information about the Form 700 can be found here: https://www.fppc.ca.gov/Form700.html
104	Exhibit C: Are proposed staff required to complete Form 700 and return it with our proposal? Or is this only required upon award?	See question 103 response.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
105	Does the definition of a California based company in STD 204 Payee Data Record apply to Attachment 8 as well, so that if a company is licensed by the Secretary of State they are a California based business – does that also translate to Attachment 8.	<p>Being licensed to do business in California is different than being a California-based company per the Target Area Contract Preference Act (TACPA). You can read more here: https://tacpa.dgs.ca.gov/Home/About</p> <p>TACPA is a preference program only for companies that are located in a distress geographic area in California, and not mandatory for this response. If TACPA preference does not apply to you, you can return the blank form as part of your response.</p>
106	In regard to Attachment 8, “Your firm must be California Based”. If offering a remote approach, are we required to have a physical on-site location in California to receive Target Area Contract Preference? If our remote staff are in a proposed Target area would that meet the requirement?	See question 105 response.
107	Per Attachment 8, please confirm that 90% of agents would be required to work in California, and that they may work remotely.	See question 106 response.
108	The Link in Exhibit C: Did not work please provide Form 810 P	<p>The link in Exhibit C was verified to work. Here it is again for reference: https://www.documents.dgs.ca.gov/dgs/fmc/gs/pd/pd_810P.pdf</p>
109	Please provide Exhibit D Attachment 2. Exhibit D: Contractor’s report (“Initial Report”) shall be provided on that certain Privacy & Incident Intake Form, developed by the Covered California Privacy Office and attached and incorporated by reference herein as Attachment 2.	This form has been added to the website in the Model Contract file.
110	Where in our proposal should we address the 2.1 Project Team Minimum Qualifications and 2.2 Project Team Desirable Qualifications?	As the narrative in the appropriate response sections for the Technical Response: Understanding and Approach, Corporate Qualifications, Project Team Qualifications, and Past Projects.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
111	May we include a Cover Letter and Table of Contents following Attachment 1: Proposed Cover page?	Yes.
112	May the text in the headers and footers used be smaller than the 12 point size requirement?	Yes.
113	May the text used in tables or graphics be smaller than the 12 point requirement?	Yes.
114	Per 1.5 of the RFP, the total proposed costs for the project are defined as \$156M. What is the length to which total costs apply? Is it 2 years? 4 years? 8 years?	See question 64 response.
115	RFP, Section 1.10.2 Narrative Format (bullet b.1). Please allow for an Arial family size 10-point to be used in tables and graphics.	Yes.
116	RFP, Section 4 Required Proposal Submission Content. The bulleted list in Section 4 places “Resumes” at the same heading level as “Administrative Requirements” and “Technical Requirements.” We assume that this is a typo, and the State intends for Resumes to be a sub-bullet to “Project Team Qualifications.” Is our assumption correct?	Resumes are submitted with the Project Team Qualifications.
117	Exhibit A, Scope of Work, Section D.2 To achieve cost savings, will Covered California accept a staffing model with some or all staff located outside California?	See question 61 response.
118	Exhibit A, Scope of Work, Section D.2 To achieve cost savings, will Covered California accept a staffing model with some staff located outside of the United States?	See question 61 response.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
119	Will there be an opportunity for negotiation by the service providers of contractual terms (for example, term for convenience length, indemnification and liability clauses), or is this RFP being issued as non-negotiable only?	See question 79 response.
120	To what extent can support functions be outside of the state of California?	See question 61 response.
Service Center Scope		
121	Why has this bid been released at this time?	Not applicable to this RFP.
122	Please describe your level of satisfaction with your current or recent vendor(s) for the same purchasing activity, if applicable.	Not applicable to this RFP.
123	To what extent will the location of the bidder's proposed location or headquarters have a bearing on any award?	It will not have a bearing as long as staff performing work are in California. See also question 105 response and RFP section 6.5 about TACPA preference points.
124	What is the minimum required total call capacity?	Unclear on what the question is asking.
125	What is the minimum simultaneous inbound call capacity?	Unclear on what the question is asking.
126	What is the maximum wait time?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
127	What is the maximum hold time?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
128	What percentage of inbound calls must be answered by a live operator?	Not a contractual requirement.
129	What percentage of calls must be resolved without a transfer, second call, or a return call?	Not a contractual requirement.
130	What is the maximum percentage of calls that can be terminated by the caller without resolution?	Not a contractual requirement.
131	Is there a minimum or maximum number of operators and supervisors?	Please see Scope of Work Section D.2.a and D.5.c for staffing requirements.
132	What is the required degree of dedication for the call center? (Can call centers work on other contracts at the same time as this one)?	Please see Scope of Work Section D.2.b.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
133	What is the required degree of dedication for the operators? (Can operators work on other contracts at the same time as this one)?	Please see Scope of Work Section D.2.b.
134	Are callers required or allowed to connect with a message verification system or pre-recorded message before connecting to a live operator, or must a live operator be the initial contact?	Not a contractual requirement.
135	What are the recording requirements for inbound and outbound phone calls and how long must recordings be maintained?	Not a contractual requirement.
136	What information is to be included in call logs?	Not a contractual requirement.
137	What was your average monthly call volume over the past year?	See Addendum #1 for monthly volumes.
138	What is the current number of seats for operators and supervisors at your existing call center?	See Addendum #1 for historical usage.
139	What is the current average wait time for phone calls?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
140	What is the current average handle time for phone calls and other types of communications?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
141	What is the current average after-call work time for operators?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
142	What time of day, days of the week, or times of the year do calls typically peak?	Like with all contact centers, there are variances. Covered California's Workforce Management team manages these variables. See Addendum #1 for monthly volumes.
143	Whether we need to come over there for meetings?	Please see Scope of Work Section F.3.
144	RFP, Section 1.5 Contract Amount. How does Covered California propose to adjust for an increase in volumes (and subsequent FTE requirements) compared to the volumes provided in the RFP?	Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
145	Regarding RFP Section 3.1, Table 2, Calls Offered, and Table 3, Calls Handled, can Covered California confirm that the call volumes provided in these two tables are for calls offered and handled by the current Contract staff, as depicted in Table 1, Past Two Years of FTE Data?	Covered California maintains a State operated contact center in addition to the contract center being requested in this RFP. The volumes are handled by both.
146	What is the breakdown of the 1200 full-time equivalents (FTEs) across the Chat, Voice, and Bot departments within the organization?	Please see Scope of Work Section D.2.d and e.
147	Could you provide a detailed explanation of the process and specific services associated with manual workstreams? This will allow us to determine the productivity and efficiency benefits we can promise as part of our proposal	Please see Scope of Work Section D.2.a for a description of manual workstreams. Covered California's Workforce Management team manages these variables.
148	Can you provide insights into any past challenges you've faced with call center services that you'd like to avoid or improve upon?	Not applicable to this RFP.
149	What is your current sampling methodology, size, & calibration procedure? Would you prefer a automated QA system to be implemented by us	Please see Scope of Work Section D.8.a-c.
150	Is the expectation to start Ops from July 1st with an aim to have 1200 FTEs go live at once OR will this be in phases based on the processes needed to commence initially?	The expectation is to start July 1st with staffing to be determined based on need that will not exceed 1,200. Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.
151	Can this program be supported solely from work-from-home agents, or is a physical location a requirement?	A physical location is not a requirement.
152	If a physical location is required, will that be in an existing state or agency facility, or is the vendor expected to provide a facility?	A physical location is not a requirement.
153	Is the use of a translation line acceptable for lower volume language requirements, including after hour coverage?	Please see Scope of Work Section D.3.h. Covered California provides this service.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
154	Will supplier utilize CCWFM's tool to input schedules for employees?	Please see Scope of Work Section D.10.b.
155	What is the date that all 1200 agents need to be staffed by?	The expectation is to start July 1st with staffing to be determined based on need that will not exceed 1,200. Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.
156	Exhibit A, Section 3, Item h - Any languages not identified in this Agreement will be handled through a separate language line service. Question: Does the vendor need to provide the language line service, or does Covered California provide this directly as an add-on support component?	Covered California provides this service.
157	RFP Addendum #1, Section 3.1 - Background and 3.2 – Purpose FTE Volumes in Table 3.1 peak at 625, and in Section 3.2 the requirement is to support up to 1200 FTEs. Question: Will you please clarify any additional information on supporting 1200 FTEs to include the required ramp time to 1200 FTE as well as the amount of time at 1200 FTEs?	The expectation is to start July 1st with staffing to be determined based on need that will not exceed 1,200. Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.
158	RFP Addendum #1, Section 3.1 - Background and 3.2 – Purpose Regarding FTE Counts in Table 3.1. Question 1: Are they calculated on 40 hours per week? Question 2: If yes, are the 625 FTE spread across 7 days a week, or will we have a peak of 625 agents 7 days per week; or will the peak be Mon-Fri, and then a smaller peak Sat/Sun?	FTE are calculated on a 40 hour week (M-F) but can change periodically with extended hours.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
159	RFP Addendum #1, Section 4.3.1 - Understanding and Approach 4.3.1 ... and provide a table showing hours per week by person for the entire contract term. Question 1: Will you please expand on what you are requesting here – are you referring to Key Personnel only or does this include the entire agent staff? Question 2: For the agents, would a staffing table showing the shift assumptions for the agents suffice for this request?	Bidder should propose as appropriate.
160	Is Contractor required to provide a facility in California for the work performed for the Contact Center or can the Contractor provide a fully remote Contact Center solution with a fully remote staff?	A physical location is not a requirement. See question 61 response.
161	What is the FTE count in scope by skill?	Please see Scope of Work Section D.2.d and e.
162	Are your current agents all multiskilled or what is your current mix?	Current agents have blended skill sets.
163	Are your bilingual agents all multiskilled?	Yes.
164	Are all of materials and systems in English?	Yes.
165	Are there licensing requirements for any portion of the agent population? If yes, please define.	Unclear on what the question is asking.
166	Can you provide your current hiring profile?	Unclear on what the question is asking.
167	Please describe the Outbound and paper processing component of the work flow?	Please see Scope of Work Section D.2.a for a description of manual workstreams.
168	Telework – can 100% of the work be telework inclusive of training? Can you clearly define what you mean by Telework?	A physical location is not a requirement.
169	We would like to clarify the “sales component” of this work and what is your current commission structure. Can you please clarify “who pays the commission”. If there is a sales component, are we responsible for paying the commission we would like to understand your current percentage?	There is not a sales component of this work.
170	Is there an option to rebadge the current workforce?	Unclear on what the question is asking.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
171	Has Covered California endeavored to help citizens receive self-service through virtual agents, advanced IVR, or other techniques in an effort to drive down voice interaction volumes ? If yes, was this deemed successful?	Not applicable to this RFP.
172	Do the workflows being outsourced fall under HIPAA, or PCI?	Unclear on what the question is asking.
173	Does Covered California have a detailed customer journey map used to steer technology decisions in the contact center?	Not applicable to this RFP.
174	Do any of the possible workflows support payment processing or interacting with cardholder data?	No, the workflows do not include payment processing or interacting with cardholder data.
175	For any non-English or Spanish volume, is Covered California agreeable to vendors using their real-time voice translation software for interacting with citizens in such languages as Arabic, Armenian, Cambodian, Farsi, Hmong, Lao, Russian, Tagalog?	No, Covered California is asking for bilingual staffing.
176	When referring to the 300 FTEs, are we also considering shrinkage, attrition and lateness?	Please see Scope of Work Section D.2.a for shrinkage information.
177	When referring to the 1200 FTEs, we'd like to confirm that this does not count the staff and management, only the agents	This includes agents and leads only.
178	For Support Staff Positions such as WFM and RTA, can we consider hiring outside the US?	See question 61 response.
179	Can you confirm the activities for the role "Manual Workstreams"?	Please see Scope of Work Section D.2.a for a description of manual workstreams.
180	Besides the 1:20 ratio for supervisors, is there any other staff figure you need an specific ratio, or can we go with our standard ratios?	The 1:20 ratio for supervisors is the upper limit. No other staffing ratios are required.
181	How many QA audits do you require per agent?	Please see Scope of Work Section D.8.a

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
182	Does the historical data variation on FTE (from 250 to 625 and then back to 375) reflects seasonality or any specific termination of a project? Is this the expected pattern?	FTE requirements are determined based on forecasted volumes and typically reflect our seasonality.
183	When you say in 3.2 “The purpose of this Agreement is for Contractor to provide an additional Contact Center for Covered California to support up to 1,200 Full-Time Equivalent (FTE) staff for voice, chat, and manual workstreams”, does that mean that current volume will be still handled by a different call center and this is expected to be only new volume?	Covered California maintains a State operated contact center in addition to the contract center being requested in this RFP. The volumes are handled by both.
184	May you share information on volume patterns during the different shifts (percentages)?	Like with all contact centers, there are daily variances. Covered California's Workforce Management team manages these variables.
185	Model Contract Exhibit A, D.1 Can Covered California please provide the holidays observed by the contact center?	Observed holidays vary by year and will be provided annually to selected vendor.
186	Model Contract Exhibit A, D.2.a Regarding manual workstreams, can Covered California please provide additional details on the types of manual workstreams, the volume of manual work monthly/annually, and the average time to complete each type of manual work?	Please see Scope of Work Section D.2.a for a description of manual workstreams. Covered California's Workforce Management team manages these variables when calculating FTE needs.
187	Model Contract, Exhibit A. D.3 Will Covered California be providing Language Line for additional languages, or is the Contractor expected to supply Language Line?	Covered California provides this service.
188	RFP Section Reference 4.3.1 Understanding and Approach Is the Work Plan to be included in the 5 Page Limit of the Understanding and Approach section?	No, the work plan is not included in the 5 page limit.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
189	3.2 of the RFP mentions that this solicitation is to obtain an additional contact center. Would this contact center be in addition to any current contact centers? If so, what would projected volumes be for this contact center if it is not receiving all inbound calls and chats?	Covered California maintains a State operated contact center in addition to the contract center being requested in this RFP. The volumes are handled by both.
190	Why is Covered California looking to add an additional contact center at this time?	Not applicable to this RFP.
191	On a scale of 1-5 with 5 being the best, how satisfied is Covered California with the current contractor?	Not applicable to this RFP.
192	What qualities would Covered California like to see a new contractor bring to the project?	Please see Request for Proposal for qualifications.
193	Is there a current KPI monthly scorecard from the incumbent that Covered California can share? · If not, may we receive a blank one.	The current scorecard will not be shared. The scorecard for this solicitation will be developed after a vendor is selected.
194	Exhibit A #14 Telework states that if contractor has telework staff, all of them must reside in and work in California. If the contractor has several office locations not in California, would they be allowed to work on the project if working from the office?	Please see Scope of Work Section D.2.
195	Covered California may also require seasonal outbound calls as needed. Please provide timeframes for anticipated outbound calls.	Timeframes vary based on initiatives underway.
196	What is the average handle time per call? Does this handle time include wrap up? If not, can you provide average wrap up time?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
197	Do you have any seasonality to incoming volumes aside from open enrollment periods?	Open enrollment is the primary seasonal event.
198	Do you have any daily variances in call volumes (ex: Fridays are usually 75% of Monday volumes, etc.)	Like with all contact centers, there are daily variances. Covered California's Workforce Management team manages these variables.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
199	In Addendum 1, the FTE range is 375-625. Please describe why the support anticipated for this contract is up to 1,200 FTE? · Please provide any anticipated forward flow for calls, chat, and workstreams.	1,200 FTE is the maximum requirement. Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.
200	May we provide the requested work plan/ implementation timeline schedule as a separate attachment that would not count against the page limitations?	See question 188 response.
201	The SOW indicates that any physical sites must meet various standards. Does Covered California have a preference that a physical site be utilized, or is it acceptable to have a 100% remote workforce?	A physical location is not a requirement.
202	Exhibit B Attachment 1: For what positions should bidder propose hourly rates in addition to CSRs? For example, is Covered California looking for separate hourly rates for each of the project staff?	Bidder should propose all billable costs.
203	What hourly rate will be used to calculate deliverable submissions per Exhibit A Scope of Work Section I: Payment for all tasks performed under this Agreement will be based on hourly rates?	Unclear as hourly rates are not used for scoring in this RFP.
204	For the cost proposal, is Covered California looking for an hourly operational rate that is inclusive of all costs, or is Covered California looking for hourly rates by position?	Bidder should propose all billable costs.
205	Would Covered California be interested in texting solutions to assist customers on their preferred communication channels?	Not applicable to this RFP.
206	Exhibit A Section D requires bidders to offer 24x7 availability with advanced notice. Has this option been exercised with prior contractors and what circumstances would necessitate 24x7 availability?	This has not been exercised to date. However, unforeseen emergency circumstances could necessitate it.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
207	RFP, Section 1.5 Contract Amount. Will the State consider an alternative cost structure instead of an hourly billable rate? Examples would be a fixed unit price (pay-per-minute), transaction fee, or even firm fixed price? We believe this approach could generate cost savings for California residents.	Bidder should propose all billable costs.
208	RFP, Section 3.2 Purpose Please share details of any in-flight transformation projects, including Technology, Analytics or Process Changes	Not applicable to this RFP.
209	Exhibit A, Scope of Work Please provide the total number of calls handled by call type. For example, application creation, application maintenance, enrollment, password reset, application status, and IRS Form 1095s.	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
210	Exhibit A, Scope of Work What is the Average wait time for a call?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
211	Exhibit A, Scope of Work What is Average After Call Work time?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
212	Exhibit A, Scope of Work What actions are performed by agent after the call?	After contact work is determined by Covered California processes and procedures and can vary.
213	Exhibit A, Scope of Work, Section D.2.a Table 1 identifies FTE counts up to 625 during open enrollment. Section D.2.a states up to 1,200 FTE staff is needed. Please clarify the reason for the large difference in FTE numbers.	1,200 FTE is the maximum requirement. Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.
214	Exhibit A, Scope of Work, Section D.2.a What is the average handle time for each call type and channel?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
215	Exhibit A, Scope of Work, Section D.2.a Are there multiple tier levels of CSRs depending on the complexity of the contacts? Is so, what is the percentage of calls that requires a higher tier?	Please see Scope of Work Section D.5.d.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
216	Exhibit A, Scope of Work, Section 15.o Are there any self-service options in the IVR today? If so, what types of calls and what percentage of calls are currently being resolved in the IVR?	Not applicable to this RFP.
217	Exhibit A, Scope of Work, Section 15.o Please explain the current Quality Management framework that CC follows.	Please see Scope of Work Section D.8.a-c.
218	Exhibit B, Attachment 1 - Cost Worksheet We assume that we will bill for all available hours—those hours for which a CSR is scheduled and available—and that this time may include time spent on authorized breaks, training, and similar non-call tasks. Is our assumption correct?	Bidder should propose all billable costs.
219	Will Covered California share base Service Level Agreements and will Contractor be able to negotiate SLAs?	Unclear on what the question is asking.
220	Call center FTE stats listed in Addendum 1 show a peak of 625 FTE over the last two years, paragraph 3.2 calls out the agreement is to support up to 1,200 FTE. Can you help us understand the FTE delta between the two references? I.e. does paragraph 3.2 account for growth? do the FTE figures in the table only represent a portion of the team? , etc.	1,200 FTE is the maximum requirement. Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.
221	Will Covered California be acceptable to a Work from Home proposal with employees working from California for this requirement?	Yes, a physical location is not a requirement. See also response to 201.
222	Your FTE requirements in steady state is 375 agents and between 525-625 agents for Open Enrollment. Why does Covered California need a proposal for 1200 agents?	1,200 FTE is the maximum requirement. Covered California is forecasting FTE usage consistent with the historical numbers in Addendum #1.
223	Can you provide the Service Levels for Voice and Chat workstreams?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
224	Can you also provide the AHT for Voice and Concurrency and AHT for Chat streams?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
225	Can you please provide the present KPIs like CSAT, retention rate etc.?	Not a contractual requirement. Covered California's Workforce Management team manages these variables.
226	Exhibit A (SOW) – Model Contract - The minimum qualifications (education and work experience) for the Workforce Management Manager are not defined in Section 4.e (Key Personnel) of the Model Contract. Question: Will you please revise this subsection to include that information for compliance purposes?	Bidder is free to change any portion of the model contract. Add in language from above.
227	Should there be an SCA rate change or Wage Determination that materially changes the hourly wages for the Call Center agents during one of the option periods, is Covered California open to negotiating a Request for Equitable Adjustment to retain a competitive workforce?	See Exhibit C.
228	Page limitations for each section will likely prevent us from fully explaining our approach and methodology for a project of this size. Would Covered California consider increasing or removing page limitations so that full solutions can be proposed?	Workplans and resumes are outside of the page count. The page limitations are necessary to allow for timely review of proposals received.
229	Would Covered California allow attachments and appendices to be included in responses that are not part of the solicitation documents that don't count toward page limits for each section?	Bidders are not encouraged to include attachments and appendices as they are not considered for scoring. The page limitations are necessary to allow for timely review of proposals received.
Extra Questions		
230	Are we able to have the Agents Work-From-Home or at least a percentage of them?	Yes, see question 61 response.
231	Training How many days/weeks is training and nesting allocated for?	See question 1 response.

**RFP 2023-09 Call Center Services
Questions and Answers Response**

Monday, January 8, 2024

#	Bidder Question(s):	Covered CA - Response:
232	Covered California seeks Bidders with the following desirable skills: 1. Experience with health insurance issuer call center operations 2. Experience with health insurance issuers Do you require the Agents to be licensed or certified ?	Unclear as to what license is being referred to here.
233	In the Scope of Work – Exhibit A Covered California may withhold payment for 30 days and with hold a percentage of the next invoice – what percentage and what are the KPI goals/targets?	KPIs that would trigger withholding are included in Exhibit A, D.12. Exhibit B has the percentages withheld.
234	Are there any other call centers today that are currently doing this job? Is there an internal center?	Covered California maintains a state-operated call center.
235	What are your key performance metric targets for voice, chat, email and manual workstreams?	Not relevant to this RFP.