

**RFP 2023-12 Enterprise Strategy and Project Management Services**  
**Questions and Answers**  
Revised May 10, 2024

No.	Vendor Questions:	Covered CA - Response:
1.	<p>The RFP states that "interviews may be conducted with the Proposers with the highest scores". Can Covered California clarify how interviews will be weighted in the evaluation scoring?</p> <p><i>(Reference RFP Pg.# 22, 5.2 Phase Two: Technical Requirements)</i></p>	<p>Covered California will <b>not</b> be conducting any in-person demo interviews for this RFP. The contract will be awarded directly to the proposer with the highest evaluation score. However, we will be interviewing the proposed candidates after the contract is awarded.</p>
2.	<p>Will Covered California consider excluding the Workplan in the U&amp;A from the 4-page limit?</p> <p><i>(Reference RFP Pg.# 20, 4.3.1 Understanding and Approach)</i></p>	<p>No, the page limit cannot be increased</p>
3.	<p>Does this project fall under Project Manager Consultant Pool MSA?</p> <p>If yes, please confirm if the "not to exceed" rate for the Program Manager is the same as that for the Senior Project Manager?</p>	<p>No.</p>
4.	<p>Will ongoing projects started in the past two years and are still ongoing count toward this requirement?</p> <p><i>(RFP Reference 4.3.4. Past Projects Completed: Proposers must narratively describe up to five (5) projects they have completed in the past two (2) years that relate to the tasks listed in Model Contract Exhibit A – Scope of Work.)</i></p>	<p>Yes.</p>
5.	<p>Could the requestor share a list of representative projects the contractor might be tasked to manage, and/or share categories or types of priority projects the contractor may be tasked to manage? For example, business projects, IT projects, strategic Initiatives etc.</p> <p><i>(RFP Reference Exhibit A - Scope of Work, Section D, Project Manager Subsection 1.0 and Program Manager Subsection 1.0.)</i></p>	<p>We do not have a predefined list, but the contractor is expected to handle various business, IT, and strategic projects.</p>

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6.	<p>Can the requestor please provide any additional, specific details regarding preferred/desired healthcare or insurance experience and/or skillsets for proposed Project Managers and Program Managers?</p> <p><i>(RFP Reference Exhibit A - Scope of Work, pgs 4-5, Project Manager and Program Manager experience/expertise)</i></p>	<p>We prefer candidates with some level of exposure in the healthcare or insurance industry, but it is not mandatory.</p>
7.	<p>Does the 12pt font requirement apply to <i>all graphics, tables, and headers/footers</i> included in the response?</p> <p><i>(RFP Reference RFP Section 1.9, 2b1: "Use a Times New Roman, Arial, or Calibri font of at least 12-point size throughout unless a form is required by Covered California that contains a smaller font.")</i></p>	<p>Yes.</p>
8.	<p>Will the designated Project Managers be overseeing work currently performed by staff at Covered CA or elsewhere (beyond consultant) and, if so, what roles/positions and approx. how many?</p> <p><i>(Reference Exhibit A - Scope of Work)</i></p>	<p>No, the designated <b>Project Managers</b> will not be overseeing the work performed by Covered CA Staff. They will be assigned other projects based on demand and capacity.</p>
9.	<p>Has a contractor previously performed this work for Covered California, and are you able to disclose who the incumbent is? If there is an incumbent, are they precluded from submitting a proposal for this work?</p>	<p>We are unable to disclose that information. The incumbent is not precluded from submitting a proposal for this work.</p>
10.	<p>Would Covered California be willing to accept project experience that has completed in the last 5 years?</p> <p><i>(RFP Reference 4.3.4. Past Projects Completed: Proposers must narratively describe up to five (5) projects they have completed in the past two (2) years that relate to the tasks listed in Model Contract Exhibit A – Scope of Work.)</i></p>	<p>Yes.</p>

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11	<p>This section of the RFP suggests two roles (Program Manager and Project Manager), and the corresponding qualifications for those roles. In the SOW (Page 3), the role of “Enterprise Strategy Program Manager” is also mentioned under the heading of “Program Manager”. Can the State please confirm that Enterprise Strategy Program Manager is an activity under the role of Program Manager, not a distinct role in addition to the roles defined in the RFP?</p> <p><i>(RFP Reference RFP 2023-12, Section 2.1 Project Team Minimum Qualifications)</i></p>	<p>The Enterprise Strategy Program Manager will lead and oversee enterprise strategy operations, and they may also be assigned other strategic work depending on the demand and capacity.</p>
12.	<p>Can the State please clarify expectations for completing the Cost Worksheet? Since specific deliverables and scope will be defined through WOAs, vendors will be unable to fully extend hourly rates for the proposed team to a Total Contract Amount. Variables including the count and complexity of projects will impact the cost of each WOA as additional resources may be needed, or a smaller team may be best depending on specific program needs that are not yet defined in the RFP or SOW.</p> <p><i>(RFP Reference RFP 2023-12, Exhibit B, Attachment 1 – Cost Worksheet)</i></p>	<p>Exhibit B, Attachment 1 – Cost Worksheet requires Resource Title/Description, Hourly Rate and Overall Cost. Please provide an initial estimation based on the specifications included in the SOW.</p>
13.	<p>Would the State consider a hybrid model where resources are on-site for key meetings/workshops and/or on a periodic basis, as defined by the specifics of each WOA?</p> <p><i>(RFP Reference RFP 2023-12, Exhibit A, Scope of Work, F. Reporting Headquarters Location)</i></p>	<p>Yes, a hybrid model is accepted, and we prefer candidates who reside in the Sacramento area that are available to come into the office on short notice.</p>
14.	<p>The State has requested an estimate of the hours per week for each person on the contract, but the quantity and complexity of projects is unknown at this point. Can the State please confirm that these details will be defined in WOAs, as specific scope is defined? And, if so, will the State please strike this requirement from the approach?</p> <p><i>(RFP Reference RFP 2023-12, Page 20, Section 4.3.1 Understanding and Approach)</i></p>	<p>Exhibit B, Attachment 1 – Cost Worksheet requires Resource Title/Description, Hourly Rate and Overall Cost. Instead of striking the requirement, please provide an initial estimation based on the specifications outlined in the SOW.</p>

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15.	Can the State please expand on the current EMPO maturity level (e.g., team size, counts of projects, etc.), so that vendors can better understand the size and complexity of the effort?	We have six full time Covered California staff, seven to eight contractors in the EPPO and 30 various projects including Maintenance and Operations.
16.	Does Covered CA prefer the respondents use a specific TDDC MSA category (e.g., Senior Project Manager) for the Program Manager role since there is no specific category for a Program Manager?	No.
17.	Does Covered CA expect all proposed resources to be full-time?	Yes.
18.	Does Covered CA have a preference between Project Management Professional (PMP) or Program Management Professional (PgMP)?	<del>Candidates must possess PMP certification (for Project Managers) and PgMP certification (for Program Managers).</del> Please refer to RFP section 2.1: Project Team Minimum Qualifications.
19.	<p>The SOW describes the work to be performed by Project Manager and Program Manager. In RFP section 4.3.3 Project Team Qualifications, it states: “Covered California seeks a team of highly qualified senior staff to provide high-level support services as required by the Model Contract. Technical and skill-based staff may also be necessary to fulfill the Scope of Work.”</p> <p>Are respondents limited to proposing only two resources (i.e., one Program Manager and one Project Manager)?</p> <p><i>(Reference Exhibit A- Scope of Work)</i></p>	No, it is not limited to only one Program Manager and one Project Manager.
20.	<p>To calculate the total cost, it appears that an additional column for number of hours should be included. If this is revised to include a column for the number of hours, is there a standard number of hours we should use to define “full time”?</p> <p><i>(Reference Exhibit B, Attachment 1 – Cost Worksheet)</i></p>	Yes, the standard eight hours of work.
21.	Is there an incumbent vendor currently performing these services?	We are unable to disclose that information.

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22.	<p><b>RFP Page 16, Section 3. Scope of Work, Item 3.2 Purpose</b> – it is stated “<i>The contractor will also assist with maturing Enterprise Project Management Operational activities as outlined in the EPMO roadmap.</i>” We are requesting a copy of that EPMO roadmap.</p>	<p>EPMO Roadmap copy will be provided after the final contract is signed.</p>
23.	<p><b>Exhibit A, Scope of Work, Section F. Reporting Headquarters Location</b> – it is stated the contractor is required to perform all services onsite. Is there flexibility for remote or hybrid working arrangements for any/all of the team?</p>	<p>A hybrid working schedule is permitted, with in-person attendance required for important meetings a few times a month. We prefer candidates who reside in the Sacramento area that are available to come into the office on short notice.</p>
24.	<p><b>RFP Page 20, Section 4.3. Technical Requirements, Item 4.3.3 Project Team Qualifications</b> – this section requests a narrative description of the qualifications of each member of the proposed team, including the key staff. However, there are no mandatory requirements for positions outside of the two identified key staff roles (Project Manager and Program Manager). Please clarify if these additional technical and skill-based staff are required to meet the MQ’s for the key staff roles or does the vendor have latitude to propose other profiles with different expertise and rates?</p>	<p>The narrative description of qualifications for each member of the proposed team should align with the Minimum Qualifications (MQs).</p>
25.	<p><b>RFP Page 20, Section 4.3. Technical Requirements, Item 4.3.4 Past Projects Completed</b> – it is stated the requirement for this item is five projects completed in the past two years. Would the state consider allowing five projects within the past five years?</p>	<p>Yes.</p>
26.	<p>Can Covered California please confirm resumes are not included in the page count?  <i>(Reference 4.3.3.1 Resumes, Pg. 21)</i></p>	<p>Resumes are not included in the total page count.</p>
27.	<p>Can Covered California please consider making the page count applicable to all Technical Requirements instead of section-specific page requirements? 20 pages to cover all Technical Requirements? Four pages for the Assumptions section are likely not needed and we can better leverage this real estate for a more detailed proposal.  <i>(Reference 4.3 Technical Requirements, Pg. 20)</i></p>	<p>Page counts are standard Covered California BSB requirements which cannot be changed.</p>

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28.	<p>Will Covered California accept remote staff to perform the work?</p> <p><i>(Reference Exhibit A: Scope of Work Section F. Reporting Headquarters Location, Pg. 7)</i></p>	See response to Question No. 23.
29.	<p>The structure of the scope of work suggests that Covered California is looking for three resources to execute the scope of work:</p> <ol style="list-style-type: none"> <li>1. Project Manager</li> <li>2. Program Manager</li> <li>3. Enterprise Strategy Program Manager</li> </ol> <p>Can Covered California please confirm that this is accurate or elaborate on the number of resources you anticipate needing to support this contract?</p> <p>Alternately, is Covered California open to a flexible resourcing model that fluctuates resourcing based on project/program needs?</p> <p><i>(Reference Exhibit A: Scope of Work Section D. General Scope or Tasks Pgs. 2-5)</i></p>	<p>The number of resources will be based on demand and capacity.</p> <p>No, CCA will procure the resources and assign projects accordingly.</p>
30.	Will contract(s) be awarded to a single vendor or multiple vendors?	Single vendor.
31.	<p>Would Covered California provide a copy of the EPMO Roadmap?</p> <p><i>(Reference Purpose 3.2, Pg. 16)</i></p>	See response to Question No. 22.
32.	<p>Can Covered California provide more information on the Enterprise Project Management Operational activities that are in scope?</p> <p><i>(Reference Purpose 3.2, Pg. 16)</i></p>	The EPMO's operational activities include project intake, status reporting, maintenance of the Monday.com EPMO tool, project templates, etc.
33.	<p>Can Covered California provide more information on the Enterprise Strategy Program?</p> <p><i>(Reference Purpose 3.2, Pg. 16)</i></p>	The Enterprise Strategy program involves operationalizing the enterprise strategy, working closely with senior leadership to develop processes, methodologies, and reporting.
34.	<p>Can Covered California confirm if there are separate, dedicated teams/resources who own Change Management strategy and execution for individual projects and programs?</p> <p><i>(Reference Exhibit A: Scope of Work Section D. General Scope or Tasks, Pg. 5)</i></p>	We have a dedicated OCM team to manage organizational change management, but individual project change management should be handled by the contractors.

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35.	<p>Can Covered California please describe how interviews will be scored (how many points and percentage) and how they will be applied to the total points?</p> <p><i>(Reference 5.2 Phase Two: Technical Requirements, Pg. 22)</i></p>	<p>Covered California will <b>not</b> be conducting any in-person demo interviews for this RFP. The contract will be awarded directly to the proposer with the highest evaluation score. However, we will be interviewing the proposed candidates after the contract is awarded.</p>
36.	<p>Are Program and Project Management certifications from institutions besides Program Management Institute accepted? If so, which alternative organizations?</p> <p><i>(Reference RFP 2.1)</i></p>	<p>No.</p>
37.	<p>Does an expired certification still qualify a candidate?</p> <p><i>(Reference RFP 2.1)</i></p>	<p>No.</p>
38.	<p>In lieu of certification, is there a threshold of demonstrated, practical experience that would be accepted for each role? If so, please share the details and expectations.</p> <p><i>(Reference RFP 2.1)</i></p>	<p>Certification is a must for each role, with demonstrated practical experience also values but not a substitute for certification.</p>
39.	<p>Can you elaborate on the organizational strategies to be implemented and what the success measures are?</p> <p><i>(Reference RFP 3.2)</i></p>	<p>Organizational strategies depend on goals, initiatives, and success measures that stem from these initiatives' outcomes.</p>
40.	<p>Given the scale of the program, what governance mechanisms are in place, including decision criteria, for determining workload and number of programs and projects to be managed by a single individual?</p> <p><i>(Reference RFP 3.2)</i></p>	<p>The EPMO manager manages workload based on resource demand, capacity, and skills.</p>
41.	<p>Scope: Can you elaborate on the known and expected number of teams, people, scope of projects and programs that the resources would be supporting/leading for existing and future projects?</p> <p><i>(Reference RFP 3.2)</i></p>	<p>The number of team members may vary from project to project, and the contractor may be managing 2-3 projects simultaneously.</p>
42.	<p>Scope: How many projects are currently in scope for the Enterprise Strategy Program?</p> <p><i>(Reference RFP 3.2)</i></p>	<p>Enterprise Strategy Program is one big program to operationalize the enterprise strategy.</p>

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43.	<p>Is the "with no liability" statement relative to insufficient funds applicable to pre-contract only? Our assumption is that there would be liability for services rendered.</p> <p><i>(Reference RFP 3.6)</i></p>	<p>No, this statement is applicable to when the Contractor and Covered California are under contract. Covered California has the option to either cancel this contract with no liability occurring to Covered California or offer a contract amendment to the Contractor to reflect the reduced amount. The Contractor may invoice Covered California only after the successful completion and acceptance of the contract deliverables.</p>
44.	<p>Please provide details about the on-site working requirements for the contractors. Is it Monday to Friday each week, or is there flexibility based on need?</p> <p><i>(Reference RFP 3.5.1)</i></p>	<p>A hybrid working schedule is permitted, with in-person attendance required for important meetings few times a month. There is flexibility for on-site working requirements which will depend on project needs and discussions with the manager.</p>
45.	<p>Some of our client work is required to remain anonymous, are those work examples sufficient provided we share industry, scale etc.</p> <p><i>(Reference RFP 4.3.1.1)</i></p>	<p>Yes, you can provide work examples that maintain anonymity while still highlighting key aspects such as industry, scale, and the nature of the project.</p>
46.	<p>Can you share the latest EPMO roadmap and more details on what you mean by "maturing it"?</p> <p><i>(Reference Exhibit A: A)</i></p>	<p>See response to Question No. 22.</p>
47.	<p>Have you already determined the in-scope projects that are planned and committed to for the next 12 months that these resources would support, including background and objectives? If so, could you give a sense for the number and scale? If not, how and when will that be done?</p> <p><i>(Reference Exhibit A: A)</i></p>	<p>We are revamping our EPMO portfolio, currently managing 30 projects in progress, and working through the process and outline for future projects.</p>
48.	<p>Please share the latest enterprise strategy/strategic plan.</p> <p><i>(Reference Exhibit A: D. Prog Mgr. 2)</i></p>	<p>Enterprise Strategic Plan copy will be provided after the final contract is signed.</p>
49.	<p>What Change Management framework(s) are currently used? If none, do you have a preferred one?</p> <p><i>(Reference Exhibit A: D. Proj Mgr.1.e)</i></p>	<p>We have a dedicated OCM team to manage organizational change management, but individual project change management should be handled by the contractors, and we do not have any preference.</p>

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50.	<p>How many FTE contractors have you planned for given your detailed knowledge of the scope of this work?</p> <p><i>(Reference Exhibit A: D2)</i></p>	<p>We will plan next year’s project portfolio based on the candidates hired through this contract.</p>
51.	<p>Our assumption is that the complexity of the program and projects means there are multiple vendors, service providers, and numerous stakeholders involved. How is the program governance set up to empower the contractor Program and Project Manager(s) to be able to drive to outcomes around budget, quality and timeliness?</p> <p><i>(Reference RFP 4.3.2)</i></p>	<p>At Covered California, we have a Program Governance structure that oversees the steering committee, establishes program policies and procedures, and ensures program quality and compliance across initiatives and projects.</p>
52.	<p>Scope: who will perform Business Analysis duties? Are these allocated from within the organization or external resources?</p>	<p>The allocation of business analysis depends on the nature of the project. We utilize a combination of internal resources from within the organization and external resources to fulfill the responsibilities effectively.</p>
53.	<p>Please share the current EPMO and associated governance, operating norms and organizational structure.</p>	<p>The current EPMO’s organizational structure includes ITM1 and ITM2, who oversee high-level project management activities. They work closely with the Deputy CIO and CIO to ensure alignment with strategic goals and organizational objectives.</p>
54.	<p>What is the process for allocating work and determining scope/effort against capacity and remaining at a 40-hour work week?</p>	<p>The EPMO manager manages workload based on resource demand, capacity, and skills.</p>