



For the
love of
Californians

**RFP 2026-05: Project Manager Consulting Pool
Questions and Answers**

No.	Bidder Questions:	Covered CA - Response:
1.	Section 1.8.6 states that the selection and contract award, if made, will be made to a single Proposer unless otherwise specified in the RFP. Section 3.2 and Exhibit A, Section A describe the establishment of a pre-approved pool of qualified project management organizations and/or individuals. Please confirm whether Covered California intends to award multiple contracts under this RFP in order to establish the pool, and if so, whether a maximum or target number of pool participants has been established.	Yes. Covered California intends to award multiple contracts under RFP 2026-05 to establish a pre-approved pool of qualified project management organizations and/or individuals. The number of pool participants has not been predetermined. Covered California has not established a maximum or target number of pool participants. Covered California reserves the right to award contracts to the responsive and responsible Proposers whose proposals are determined to best meet the solicitation requirements and Covered California's anticipated needs. No minimum number of contracts is guaranteed. After the pool is established, Covered California may request proposals from one or more pool contractors for individual project assignments. The contractor selected for an assignment will enter into a Work Order with Covered California before performing services. Section 1.8.6 is intended to be read consistently with Section 3.2 of the RFP and Exhibit A, Section A, which contemplate a pool consisting of multiple contractors.
2.	How many contractors does Covered California anticipate selecting for the pool under this solicitation? Does the pool structure described in Section 3.2 constitute an "otherwise specified" exception to the single-award language in Section 1.8, Item 6?	Please refer to Response #1.
3.	How many vendors are Covered California anticipating awarding contracts?	Please refer to Response #1.
4.	Single award versus pool award. Section 1.8.6 states that selection and contract award, if made, will be made to a single Proposer unless otherwise specified. However, the RFP's stated purpose	Please refer to Response #1.

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	(Sections 1.1 and 3.2) is to establish a pre-approved pool of qualified project management organizations and/or individuals. Please confirm whether this RFP will result in a contract award to a single Proposer who then staffs the pool internally, or whether multiple Proposers will be awarded separate agreements that together form the pool.	
5.	Is this single vendor or multi vendor awards?	Please refer to Response #1.
6.	The RFP describes the resulting agreement as a “pre-approved pool” and states that one or more contractors within the pool may be asked to compete for project assignments. However, Section 1.8 indicates that selection and contract award will be made to a single Proposer unless otherwise specified. Please clarify whether Covered California intends to award one contract to one Proposer or multiple contracts to establish a pool of qualified Proposers.	Please refer to Response #1.
7.	How many vendors does Covered California expect to award contracts to?	Please refer to Response #1.
8.	How will individual work orders be allocated or competed among vendors in the pool?	Please refer to Response #1.
9.	Please confirm whether Covered California intends to award multiple contracts under this RFP in order to establish the pool, and if so, whether a maximum or target number of pool participants has been established.	Please refer to Response #1.
10.	Exhibit A describes a multi-vendor pool with per-project mini-competitions among pool members, while RFP Section 1.8 states award will be made to a single Proposer. Would Covered California confirm whether this RFP will result in multiple qualified Contractors being admitted to a pool, with individual Work Orders then competed among them (consistent with Exhibit A), or in a single Contractor award (consistent with Section 1.8)?	Please refer to Response #1.
11.	How many vendors does Covered California expect to select for the pool?	Please refer to Response #1.

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12.	This is a pool contract with Work Orders issued after award, not a single defined SOW. How many Proposers does Covered CA intend to select into the pool? If only one, please confirm. If multiple, will every pool member have the opportunity to provide services for every Work Order, or will CA hand-pick based on fit? How would that be determined post award? The RFO states, "The selection and contract award, if made, will be made to a single Proposer unless otherwise specified in this RFP." Please confirm only one proposer will be selected. The Exhibit A also States, "Covered California will utilize the project manager pool to complete various projects. When a project need arises, one (1) or more contractors within the pool may be asked to prepare a proposal. If Contractor is interested in performing the work, Contractor will submit a proposal by the designated due date." Please confirm how many vendors Covered CA anticipates will be selected? Is there a minimum or maximum number of firms?	Please refer to Response #1.
13.	Multiple award. Section 1.8.6 says award will be made to a single Proposer unless otherwise specified. Section 3.2 describes a pre-approved pool of organizations and/or individuals, with work assigned later by Work Order. Please confirm that Covered California intends to award contracts to multiple qualified Proposers, and approximately how many.	Please refer to Response #1.
14.	How many contractors does Covered California anticipate selecting for the pool under this solicitation?	Please refer to Response #1.
15.	Does the pool structure described in Section 3.2 constitute an "otherwise specified" exception to the single-award language in Section 1.8, Item 6? Context: Questions in reference to Section 3.2 (page 18) and Section 1.8, Item 6 (pages	Please refer to Response #1.

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	6–7). Section 3.2 describes establishment of a pre-approved pool of qualified project management organizations and/or individuals, from which "one or more contractors within the pool may be asked to prepare a proposal" when a project need arises. Section 1.8, Item 6 states that "The selection and contract award, if made, will be made to a single Proposer unless otherwise specified in this RFP."	
16.	Would the State please clarify whether this solicitation is intended to result in a multiple-award, pre-qualified vendor pool, or a single award to one vendor that will support the State for the duration of the contract?	Please refer to Response #1.
17.	Please clarify whether this RFP will result in a contract award to a single Proposer whose own staff comprise the pool, or whether Covered California intends to make multiple contract awards to different Proposer organizations.	Please refer to Response #1.
18.	If Covered California does intend to make multiple awards, will an advance schedule or calendar indicate which awarded Proposer (or which specific PM) is assigned to a given project, or will assignments continue to be solicited reactively via individual Work Order proposals as project needs arise, per the process described in Exhibit A?	Please refer to Response #1.
19.	Please confirm that multiple contractors will be awarded and indicate the anticipated minimum and maximum number of contractors Covered California intends to admit to the pool.	Please refer to Response #1.
20.	Please describe how work orders will be distributed among pool contractors. Will all contractors receive each opportunity, will Covered California rotate opportunities, or will selected contractors be invited based on assignment-specific criteria?	Please refer to Response #1.
21.	Will this RFP result in a single Master Agreement being awarded, or will multiple Proposers be awarded a Master Agreement and subsequently compete against one another for individual Work Orders?	Please refer to Response #1.

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22.	How many contractors does Covered California anticipate awarding into the Project Management Consulting Pool?	Please refer to Response #1.
23.	Please clarify whether Covered California intends to award contracts to multiple contractors for this Project Management Pool or to a single contractor?	Please refer to Response #1.
24.	How will work orders be shared among multiple awarded vendors?	Work Orders will not be shared through a required rotation, equal-distribution formula, or vendor hierarchy. This solicitation does not guarantee any vendor a minimum number or share of Work Orders.
25.	Will there be any tiering or hierarchy in distributing task/work orders among awarded vendors? If yes, what criteria will be used to determine such hierarchy?	For each assignment, Covered California will select a contractor based on the required expertise, proposed approach, ability to meet the specified timelines, and cost. Covered California retains sole discretion whether to award a Work Order. The solicitation does not establish a rotation, rank order, priority tier, or guaranteed distribution of Work Orders.
26.	Section 4.3.1 requires a Work Plan describing tasks in chronological order. Because specific projects will be defined through future Work Orders, should the Work Plan describe the Proposer's general approach to mobilizing and delivering project management services under a typical Work Order, rather than a project-specific implementation schedule?	Work Plan should describe the Proposer's general, reusable approach to mobilizing and delivering the SOW services under a typical Work Order. It should present the anticipated tasks in chronological order, address the major SOW activities, explain how services will be delivered within the allocated time, and state relevant assumptions and dependencies. Project-specific deadlines, milestones, deliverables, and estimated completion dates will be established in each applicable Work Order. The proposal must also include the hours-per-week table required by Section 4.3.1; it should not substitute a project-specific implementation schedule for an unidentified project.
27.	Please clarify the anticipated process for individual project assignments/Work Orders, including whether all awarded pool contractors will be invited to compete for each Work Order or whether Covered	No. This RFP does not require Covered California to invite every awarded pool contractor to compete for each Work Order. When a project need arises, one or more pool contractors may be asked to

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	California will select contractors based on qualifications, availability, specialization, or other criteria. Please also clarify whether standardized evaluation criteria and weighting will be used for future Work Orders.	submit a project proposal. Covered California will select a contractor based on the assignment's required expertise, proposed approach, ability to meet the proposed timeline, and cost. Assignment-specific qualifications, experience, availability, and suitability may also be considered. The solicitation does not establish standardized evaluation criteria or weighting for future Work Orders. Each Work Order will define the project scope, services, deliverables, timeline, and budget, and Covered California retains discretion whether to award the Work Order.
28.	Section 1.1 describes a pool of qualified project management "organizations and/or individuals." May a sole practitioner propose as an individual, and if so, does Section 4.3.2 Corporate Qualifications Summary apply, or is it evaluated differently for individual Proposers?	Yes. The RFP and Exhibit A expressly contemplate qualified project management "organizations and/or individuals," so a sole practitioner may propose as an individual. The RFP does not waive Section 4.3.2 or establish a separate evaluation method for individual Proposers. The individual must also provide the applicable project-team qualifications and resume information required by Sections 4.3.3 and 4.3.3.1.
29.	Section 3.2 states that the pool may include qualified project management organizations and/or individuals. Please confirm that a small consulting organization proposing one or more highly qualified senior personnel may be responsive, provided its proposed personnel meet the Section 2 minimum qualifications.	Yes. A small consulting organization may submit a responsive proposal. It must demonstrate the organizational capability, capacity, resources, and relevant experience required by Section 4.3.2, and each proposed project-team member must meet the applicable Section 2 minimum qualifications and provide the qualifications and resume information required by Sections 4.3.3 and 4.3.3.1. The RFP does not require a minimum organizational size or number of proposed staff.
30.	Are small consulting firms eligible to participate in the Project Management Consulting Pool, or is Covered California primarily seeking larger organizations with multiple dedicated project management professionals?	Please refer to Response #29.

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31.	May a consulting organization propose one or more individual consultants/project managers who meet the applicable qualifications?	Yes. A consulting organization may propose one or more individual consultants or project managers, provided the organization meets the applicable organizational requirements and each proposed individual satisfies the Section 2 minimum qualifications and submits the required qualifications and resume information.
32.	Section 4.2.4 requires submission of the Generative Artificial Intelligence Risk Assessment (HBEX 707) and provides that failure to report GenAI may void any resulting contract. Please clarify whether the disclosure obligation extends to generative AI tools used by a Contractor solely within its own internal business operations, such as recruiting or administrative functions, where those tools do not process Covered California data and do not form part of the services or deliverables provided under the Agreement.	The GenAI disclosure requirement applies to GenAI that is included in, or made available through, the Proposer's proposed solution or services, including GenAI provided by third parties or subcontractors. It does not apply to standalone GenAI tools used solely for unrelated internal recruiting, administrative, or proposal-preparation activities, provided those tools are not used to perform the proposed services, create deliverables under the Agreement, process Covered California data, or become available to Covered California. Attachment 7, the Generative Artificial Intelligence Risk Assessment (HBEX 707), remains a mandatory submission for every proposal, including a proposal that does not use or provide GenAI as part of the proposed services. A Proposer with no applicable GenAI should select "No" in Section 2 in response to the question asking whether the Proposer or its subcontractors will use or offer GenAI technology, models, services, or systems. The form directs the Proposer to skip the remaining risk-assessment questions and proceed to the Signature section. The Proposer should complete the required signature information and submit the completed form with its proposal. The Proposer should not select "No" if it or a subcontractor will use or offer GenAI in performing the proposed services, creating contract deliverables, or providing a GenAI tool or capability to

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		Covered California. Any such use must be disclosed through HBEX 707. Future or previously unreported GenAI use must be reported to the Covered California contract manager and may require a new risk assessment.
33.	Attachment 7, the Generative Artificial Intelligence Risk Assessment (HBEX 707), is mandatory and failure to submit it results in disqualification. Please clarify whether the form must be submitted when a Proposer does not use, provide, or make available any GenAI in performing the proposed services and, if so, how the form should be completed for a "no GenAI" response.	Please refer to Response #32.
34.	Regarding the Generative Artificial Intelligence Risk Assessment (HBEX 707) Form: Please clarify whether the disclosure obligation extends to generative AI tools used by a Contractor solely within its own internal business operations, such as recruiting or administrative functions, where those tools do not process Covered California data and do not form part of the services or deliverables provided under the Agreement.	Please refer to Response #32.
35.	Does the Generative Artificial Intelligence Risk Assessment (HBEX 707) disclosure apply only to GenAI embedded in the services or solution delivered to Covered California, or does it also cover general-purpose productivity tools used internally by contractor staff, and tools used in preparing this proposal?	Please refer to Response #32.
36.	Section 4.2.4 requires submitting the Generative AI Risk Assessment (HBEX 707) and disclosing GenAI usage. Does this disclosure requirement apply strictly to GenAI technology/tools integrated into solutions or deliverables delivered to Covered California under future Work Orders, or does it also apply to internal administrative/authoring tools used by the Proposer to assist in writing this proposal response?	Please refer to Response #32.

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37.	Exhibit A, Section B requires all staff performing services under the Agreement to comply with the criminal background check requirements of Government Code section 1043 and California Code of Regulations, Title 10, section 6456, prior to accessing confidential information, and provides that the Contractor bears all associated costs. Please identify the specific clearance level or levels that will be required for project management personnel, and the typical processing time, so that Proposers may plan for personnel readiness by the anticipated contract start date of February 15, 2027	Covered California has not identified a specific clearance level or typical processing time. At the Contractor's expense, the requirement applies to employees, subcontractors, vendors, and volunteers who will perform services and access confidential information, PII, PHI, federal tax information, financial information, or other protected information. The required clearance must be completed before the individual accesses that information and before any portion of the scope requiring that access begins. Clearance is not required with the proposal or upon issuance of a Notice of Intent to Award. Beginning the clearance process does not authorize contract performance or access to Covered California information. No contract work may begin until the contract and applicable Work Order are fully executed. Proposers should allow sufficient time for clearance before the anticipated February 15, 2027 start date and include all clearance costs in their planning. Covered California is not providing a processing-time commitment.
38.	Regarding compliance with the criminal background check requirements of Government Code section 1043 and California Code of Regulations, Title 10, section 6456: Please identify the specific clearance level or levels that will be required for project management personnel, and the typical processing time, so that Proposers may plan for personnel readiness by the anticipated contract start date of February 15, 2027.	Please refer to Response #37.
39.	Background clearance timing. Exhibit A requires Gov. Code §1043 clearance before access to confidential information, at Contractor cost. Is clearance required at proposal, after Notice of Intent to Award, or only before the first Work Order that needs system access?	Please refer to Response #37.

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40.	For the criminal background clearance required under Government Code section 1043: is clearance required for all contractor staff or only those accessing confidential information? What is the typical processing time, and may clearance be initiated before a Work Order is executed so that resources can start promptly?	Please refer to Response #37.
41.	DVBE participation clause in Exhibit C. Exhibit C, General Terms and Conditions includes a DVBE participation clause with a blank committed participation percentage and a \$10,000 withhold from final payment for noncompliance, which appears to condition the Agreement on DVBE subcontractor participation. Section 6.4 states that participation in the SB, MB, and DVBE programs is optional. Please confirm that the Exhibit C clause applies only to a Proposer that voluntarily commits to a specific DVBE participation percentage and does not apply otherwise.	Yes. The RFP does not establish a mandatory DVBE participation goal; participation in the SB, MB, and DVBE programs is optional. The Exhibit C DVBE provision applies only when the Proposer identifies a DVBE subcontractor and voluntarily commits to a specific DVBE participation percentage in its proposal. It does not impose a DVBE participation requirement or committed percentage on a Proposer that makes no such commitment. Once a DVBE commitment is made, the Exhibit C provision applies whether or not the Proposer receives DVBE incentive points. The \$10,000 final-payment withholding is tied to failure to complete the required DVBE certification requirements after notice and an opportunity to cure; it does not create a mandatory DVBE participation floor for Proposers that make no DVBE commitment.
42.	Are there any mandatory subcontracting goals (e.g., small business, disadvantaged business, or similar requirements) associated with this contract?	No. The RFP does not require a minimum SB, MB, or DVBE participation percentage or subcontracting goal; participation in these programs is optional. Proposers may use qualifying subcontractors to pursue the applicable preference or incentive, but only those seeking such benefits must meet the program-specific thresholds and documentation requirements.

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43.	Do SB/MB/DVBE subcontracting commitments apply at the master-contract level or to each work order	SB/MB/DVBE commitments are established at the proposal and resulting-agreement level, based on the total cost proposal; they do not create a separate mandatory goal for each Work Order. If a Proposer makes a commitment to obtain a preference or incentive, that commitment must be honored during contract performance. Each Work Order must nevertheless identify all services and deliverables to be performed by subcontractors or consultants
44.	Please confirm that the DVBE subcontracting clause in Exhibit C activates only if a Proposer voluntarily commits to a specific DVBE participation percentage in its proposal (per RFP Section 6) and does not impose any mandatory DVBE participation floor on Proposers who do not seek the DVBE preference/incentive.	Exhibit C DVBE clause applies only when a proposer voluntarily identifies a DVBE subcontractor and commits to a specific participation percentage; it does not impose a mandatory DVBE participation floor otherwise.
45.	If a State of CA small business sub-contracts with a DVBE, please confirm that this vendor would receive a 10% uplift on all points assigned in the scoring criteria?	No. The RFP does not provide an automatic 10% uplift on all scoring points when a small business subcontracts with a DVBE. Any preference or incentive is applied to the Proposer's score under separate programs: qualifying SB/MB participation may provide a 5% preference, and qualifying DVBE subcontracting may provide a 1%–5% incentive based on the committed participation percentage and applicable requirements. A Proposer may qualify for more than one program, but the RFP does not establish an automatic combined 10% increase.
46.	Must Small Business certification and/or DVBE status be active as of the proposal due date to claim the preference or incentive? For the non-small-business subcontractor programs, what supporting documentation (for example, signed subcontractor commitment letters) must be included at submission?	Status must be current, or certification must be applied for by 5:00 p.m. on the proposal due date and obtained before the Notice of Intent to Award. Current certification or an approval letter must be submitted. The RFP requires GSPD-05-105 for SB/MB programs and STD. 843 for DVBE programs. The RFP does not require separate signed subcontractor

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		commitment letters at proposal submission.
47.	For incentive programs, apart from SB/MB and DVBE, would you also include WBE (Women based)	The RFP does not provide a WBE preference or incentive.
48.	Section 4.2.2 specifies \$1,000,000 limits for general and automobile liability but does not state a limit for Professional Liability Insurance. What minimum limit is required for Professional Liability? Are Cyber Liability or Technology Errors and Omissions coverages required, and if so at what limits?	The minimum Professional Liability Insurance requirement is \$1,000,000 per claim and \$1,000,000 policy aggregate. The policy's retroactive date must be before the contract date or the beginning of contract work. Technology Errors and Omissions coverage is not separately required or assigned a limit in the RFP or Exhibit C.
49.	Is it permissible for an out-of-state entity to acquire the authority to do business in California if awarded the master services / before contracting.	An out-of-state corporation must be in good standing and qualified to do business in California when it submits its proposal and must maintain that status throughout the contract term. An incorporated Proposer must also submit proof that its California Secretary of State status is Active. Therefore, a Proposer may not wait until award or contract execution to obtain California authority.
50.	Is it permissible to acquire the authority to do business in California if awarded the master services / before contracting.	Please refer to Response #49.
51.	Please confirm whether all proposed key staff are expected to be Form 700 filers, or only those staff who are ultimately assigned to a Work Order involving a policy-making or consultative role as defined in 2 CCR §18700.3(a).	No. Not all proposed key staff are automatically required to file Form 700. Under Exhibit C, Section KK, Covered California may designate key staff who perform work under the Agreement and meet the definition of "consultant" under 2 CCR section 18700.3(a) as required to file Form 700. Accordingly, the requirement is based on the individual's actual assignment and duties under an executed Work Order, together with Covered California's designation. A person is not required to file Form 700 solely because the person was listed as proposed key staff. If additional key staff are assigned during the Agreement and meet the applicable definition, they may also be required to file.

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52.	Exhibit A, Section D provides that the Contractor is required to perform all services on site at 1601 Exposition Boulevard, Sacramento, unless directed otherwise by the project representative, and that travel and expenses for reporting to this location will not be reimbursed. Please clarify whether Proposers should assume full-time, on-site presence for all proposed personnel for purposes of preparing the technical and cost proposals, and whether remote or hybrid working arrangements may be authorized at the individual Work Order level.	No. Proposers should not assume that every proposed person will maintain full-time, on-site presence. They should assume that personnel assigned to perform services will work on site at 1601 Exposition Boulevard during the applicable assignment, unless the Covered California project representative directs otherwise. Work hours should align with Covered California's normal business hours of 8:00 a.m. to 5:00 p.m., Monday through Friday, excluding State holidays. A remote or hybrid arrangement may be authorized for an individual assignment when directed by the project representative and reflected in the applicable Work Order. Proposers should not assume that remote or hybrid work will be approved. Travel and expenses for reporting to the Sacramento headquarters are not reimbursable, and all proposed rates must include required travel and other related costs.
53.	Exhibit A, Section E states that the Contractor is required to perform all services on site at Covered California unless directed otherwise by the Project Representative. Please confirm whether Proposers should assume that all personnel proposed under this RFP will be required to work on site at 1601 Exposition Boulevard in Sacramento five days per week, or whether hybrid and/or remote performance may be authorized based on the requirements of individual Work Orders.	Please refer to Response #52.
54.	Given that the Scope of Work allows for services to be performed on site "unless directed otherwise," would Covered California consider a hybrid on-site/remote work arrangement for assigned project management staff (e.g., a defined number of on-site days per week or per sprint), rather than requiring full-time on-site presence at Covered California headquarters?	Please refer to Response #52.

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55.	Exhibit A, Section E states that services are required to be performed on site at Covered California's Sacramento headquarters unless otherwise directed. Does Covered California anticipate that all Work Orders will require full-time on-site performance, or may individual Work Orders authorize remote or hybrid performance depending on the assignment?	Please refer to Response #52.
56.	Does all work need to be conducted on-site or would a hybrid remote and on-site approach be accepted?	Please refer to Response #52.
57.	Please clarify whether Proposers should assume full-time, on-site presence for all proposed personnel for purposes of preparing the technical and cost proposals, and whether remote or hybrid working arrangements may be authorized at the individual Work Order level.	Please refer to Response #52.
58.	The RFO states, "E. Reporting Headquarters Location - 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. The Covered California office is located at 1601 Exposition Boulevard, Sacramento, California, 95815. Travel and expenses for reporting to this headquarters location shall not be reimbursed." Please confirm that Covered CA will permit remote staff?	Please refer to Response #52.
59.	On-site default. Exhibit A requires all services on site at 1601 Exposition Blvd., Sacramento, unless directed otherwise, and travel is not reimbursed. For this pool, will Work Orders typically be on-site, hybrid, or remote? May a Proposer based outside Sacramento propose a hybrid default if Covered California's representative agrees in the Work Order?	Please refer to Response #52.

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60.	Please clarify whether services are expected to be performed on-site, remotely, or through a hybrid model, and whether work-location requirements may vary by Work Order. Additionally, since travel must be included in fully loaded rates and is not separately reimbursable, please clarify whether any exceptions may be approved for extraordinary project-specific travel requirements.	Please refer to Response #52. This RFP does not establish an automatic exception for extraordinary travel. All travel and expenses for reporting to the Sacramento headquarters are not reimbursable.
61.	Should Proposers assume full-time on-site presence, or is hybrid/remote work possible in practice?	Please refer to Response #52.
62.	If hybrid/remote work is possible, is that decided on a per-Work-Order basis, or set at the master contract level?	Please refer to Response #52.
63.	Can a proposer request a remote or hybrid work arrangement instead of the on-site requirement, and if so, is that negotiated at the proposal stage or on a per Work Order basis?	Please refer to Response #52.
64.	Are services under Work Orders expected to be performed 100% remotely unless a particular Work Order identifies an onsite requirement?	Please refer to Response #52.
65.	Will remote work be allowed under this contract? If so, are there limitations with regard to where the remote work may be performed? (for example, do resources need to be located in the state of California, in the U.S. or other?)	Please refer to Response #52. This RFP does not specify a geographic restriction for authorized remote work, such as a requirement that personnel be located in California or the United States. Any remote arrangement remains subject to the applicable Work Order and all confidentiality, security, and other contract requirements. Travel and expenses for reporting to the Sacramento headquarters are not reimbursable.

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66.	Exhibit A states that Contractor staff shall perform all services on-site at Covered California's Sacramento headquarters "unless directed otherwise by the project representative." Can Covered California provide any additional guidance on the circumstances under which remote or hybrid arrangements may be permitted, to help Proposers appropriately staff and price their proposals?	Please refer to Response #52.
67.	Exhibit A, Reporting Headquarters Location, requires on-site performance "unless directed otherwise by the project representative." Will the on-site expectation for each engagement be established in the individual Work Order, and may a Work Order authorize hybrid or fully remote performance?	Please refer to Response #52.
68.	Sole practitioner continuity. Sections 2.3 and Exhibit A restrict substitution and require prior written approval. If the Proposer is an individual / single-member LLC, may that Proposer decline a Work Order when already assigned, and is declining a Work Order grounds for removal from the pool?	A sole practitioner or single-member LLC may decline an invitation to submit a proposal for a Work Order before the Work Order is executed. If the Contractor submits a proposal and the parties do not reach agreement, no services may begin unless and until the Work Order is fully executed. Once a Work Order is executed, the Contractor is expected to perform it; it may not unilaterally withdraw or substitute assigned personnel without Covered California's prior written approval.
69.	May a contractor decline an individual Work Order opportunity when its proposed personnel are unavailable without affecting the contractor's continued membership in the Project Management Consulting Pool?	Yes. A contractor may decline an invitation to submit a proposal for an individual Work Order before that Work Order is executed, including when its proposed personnel are unavailable.
70.	Will the approved funding for \$1,000,000 be divided between all vendors or per vendor?	The funding will be divided between all vendors.
71.	Is there a current vendor pool providing these services to Covered California?	Yes.

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72.	Please clarify whether Covered California guarantees any minimum level of work, billable hours, project assignments, or contract revenue to the awarded Contractor during the initial contract term or option years. The RFP identifies approximately \$1 million in annual funding but also indicates that funding is subject to annual approval.	No. Covered California does not guarantee any minimum level of work. The ~\$1 million in annual funding is an estimated funding and is subject to annual approval and the availability of funds.
73.	Does the \$3 million initial and \$5 million extended ceiling apply to each awarded vendor or the entire vendor pool?	The amount applies to the entire vendor pool.
74.	Is there any guaranteed minimum volume or funding for each awarded vendor?	No.
75.	Cost cap per contractor. Section 1.5 caps a proposal at \$3,000,000 and states expected funding of approximately \$1,000,000 per year. Is that cap per awarded contractor, or for the pool as a whole?	This \$3,000,000.00 cap is referring to the entire pool as a whole.
76.	If this solicitation is intended to establish a multiple-award vendor pool, would the State please clarify whether the stated maximum budget applies to each awarded vendor individually, or to the total contract value inclusive of all contractors participating in the pool?	The stated maximum budget applies to the total contract value inclusive of all contractors participating in the pool.
77.	Is the \$3,000,000 total cost proposal cap (and the approximately \$1,000,000 per year in expected funding) applicable per awarded pool contractor, or is it an aggregate ceiling shared across all contractors in the pool?	It is an aggregate ceiling shared across all contractors in the pool.
78.	What has Covered California's total annual expenditure on external project management consulting services been in each of the past three (3) fiscal years? Where available, please provide the breakdown by service type (project management, Agile delivery, and Scrum Master services) and indicate the annual spend anticipated over the term of this contract.	Historical expenditure information and service-type breakdowns are not available for release as part of this solicitation. Please refer to Section 1.5 of the RFP for the anticipated contract funding information.

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79.	Is there any guaranteed minimum volume of work for a contractor admitted to the pool? Approximately how many Work Orders, and what total hours, has Covered California issued under the current or predecessor project management pool in each of the last three (3) years?	No minimum volume of work is guaranteed. Historical Work Order and hour information is not available for release as part of this solicitation.
80.	What has been the approximate annual spend for similar services in previous years?	Historical spending information for similar services is not available for release as part of this solicitation. Please refer to Section 1.5 of the RFP for anticipated funding.
81.	How many positions are required under this contract?	The RFP does not establish a specific number of positions. Staffing requirements will be determined for individual Work Orders based on Covered California's business needs.
82.	If available, please provide an estimated number of Work Orders expected during the contract term, including typical project duration, level of effort/hours, staffing levels, and approximate dollar value of individual assignments.	Historical Work Order and hour information is not available for release as part of this solicitation.
83.	What is the estimated number of FTEs or annual hours expected under the contract?	Covered California has not established a specific estimated number of FTEs or annual hours. Requirements will be determined through individual Work Orders based on business needs.
84.	Would Covered California share the anticipated number of Contractors to be admitted to the pool, and the expected number/frequency of Work Orders per year, & anticipated number of hours per Work Order so Proposers can appropriately size staffing and pricing?	Covered California has not established a target number of pool contractors or estimated Work Order volume, frequency, or hours per Work Order. Work Orders will be issued based on business needs and available funding.
85.	Please provide the approximate number of project requests or Work Orders expected annually, if available.	An estimated annual number of project requests or Work Orders is not available. Work Orders will be issued as needs arise.
86.	Is there an estimated number of project management, Agile, or Scrum Master resources that Covered California expects to utilize annually under this contract?	Covered California has not established an estimated annual number of resources by service type. Resource needs will be identified for individual Work Orders.

No.	Bidder Questions:	Covered CA - Response:
87.	Please confirm if Covered CA requires any specific number of staff members, or a required time commitment for staff member? As presently written in the pool format, vendors are unable to estimate the level of effort, and this has implications as they relate to the cost worksheet.	No, specific number of staff members or minimum time commitment is required for the pool. Staffing and level-of-effort requirements will be defined in the applicable Work Order.
88.	Please describe the type, size, and scale of the projects Covered California anticipates assigning under this pool. Specifically: typical project duration, budget range, and team size; the number of projects expected to run concurrently; and the anticipated mix between technology and enterprise application projects, business process and operational initiatives, procurement support, and organizational change efforts. Representative examples of projects supported under the current or predecessor pool would be helpful.	Projects may vary in scope, duration, budget, team size, and complexity. Covered California may use the pool to support technology, enterprise applications, business process, operational, procurement, and organizational change initiatives. Specific project details and representative examples are not available for release as part of this solicitation. Requirements will be defined in individual Work Orders.
89.	Can Covered California identify the specific initiatives expected to require project management support in the first twelve (12) to twenty-four (24) months of the contract (for example, CalHEERS-related work, enrollment and service center initiatives, procurement support, or business process improvement)?	Covered California cannot identify specific future initiatives at this time. Project management support needs will be determined based on business priorities, available funding, and individual project requirements.

No.	Bidder Questions:	Covered CA - Response:
90.	Who are previous incumbents on this project?	Covered California is not providing incumbent information as part of this solicitation. This is a new, competitive procurement for a pre-approved project management consulting pool; it does not guarantee work, minimum assignments, or continuation of any existing contractor relationship. Work will be authorized through future Work Orders based on the requirements of each assignment. Covered California has determined that incumbent names, contract values, and historical spending information are not needed to prepare responsive proposals. Proposers should rely on the requirements, evaluation criteria, and terms provided in the solicitation. This response does not determine whether existing contractor records are public, exempt, or subject to redaction under the California Public Records Act. Requests for those records may be submitted separately to PRA@covered.ca.gov
91.	Is there an incumbent contractor currently providing the services described in this RFP? If so, could you please provide the name of the incumbent contractor(s), the contract budget or value, and historical spending information, if available?	Please refer to Response #90.
92.	Is there an existing incumbent contractor or current project management consulting pool providing these services? If yes, please identify the incumbent vendor(s).	Please refer to Response #90.
93.	Please confirm if Covered California currently has, or has had an incumbent Project Management Services provider for the services requested within this RFP within the last five (5) years? If so, please provide the name of the firm(s).	Please refer to Response #90.

No.	Bidder Questions:	Covered CA - Response:
94.	Is there an incumbent contractor or incumbent pool providing these services today? If so, can Covered California identify the incumbent(s) and the applicable contract number(s)?	Please refer to Response #90.
95.	Is there an existing contract (or contracts) currently in place that provides services similar to those described in this RFP? If yes, please provide the name(s) of the incumbent contractor(s).	Please refer to Response #90.
96.	Is there a projected award and start date?	Yes. This information can be found in Section 1.2, Key Action Dates and repeated in Section 1.4 Contract Term of the RFP.
97.	The table states that responses to questions will be posted by September 14. That is only a couple weeks before the response due date. The answers to the questions could have a significant impact on our response. Will the State consider extending the deadline to October 9?	No, the proposal due date will not be extended at this time. Proposers should continue to rely on the solicitation schedule and monitor the official posting for any updates.
98.	Section 1.8(1) refers to costs of "attending Proposers' Conferences," but no conference is listed in the Key Action Dates table. Will a Proposers' Conference be held for this solicitation?	No Proposal Conference will be held for this RFP.
99.	Section 4.3.6 requires Proposers to state a total dollar amount for the entire contract on the Proposal Cover Page, and Exhibit B, Attachment 1 requires a Total Contract Amount. Because Exhibit A provides that work will be assigned through individual Work Orders at volumes that are not established in the solicitation, please clarify how Covered California expects the Total Contract Amount to be derived. Specifically, please confirm whether the amount is intended to represent a not-to-exceed contract capacity rather than a committed or guaranteed level of effort, and whether Proposers are expected to propose the full amount identified in Section 1.5.	The Total Contract Amount is the Proposer's total cost proposal for the initial contract term and represents the maximum amount that may be authorized under the Agreement. It is not a guaranteed level of effort, Work Orders, billable hours, or revenue. Proposers should calculate the amount using their proposed rates and estimated staffing and hours. Proposers are not required to propose the full \$3 million amount, but the proposal may not exceed that amount.
100.	Will Covered California apply Item 8 as a strict pass/fail threshold for purposes of Section 1.11.4.b, or will project management	Item 8 is a minimum project-team qualification and will be applied as written. The proposed project team must

No.	Bidder Questions:	Covered CA - Response:
	experience in other complex, highly regulated, multi-stakeholder public-sector environments be considered responsive to this qualification? If equivalent experience will be considered, please describe the standard evaluators will apply.	demonstrate experience working in health-care environments that use structured project management practices. The phrase “where applicable” qualifies the reference to Agile or hybrid delivery methods; it does not eliminate the requirement to demonstrate experience in a health-care environment. Experience in other complex, highly regulated, multi-stakeholder public-sector environments may be considered as additional relevant experience in evaluating the Proposer’s corporate qualifications, project team, and past projects. However, that experience alone will not substitute for the health-care-environment experience required by Item 8. A proposal that does not demonstrate the minimum qualifications in Section 2.1 may be rejected under Section 1.11.4.b. Evaluators will evaluate based on the established criteria and requirements for the evaluation.
101.	Total cost proposal calculation. Section 4.3.6 requires a single total dollar cost proposal on the Proposal Cover Page (Item 13), which is both binding for the contract term and used to calculate 30 percent of the evaluation score under Section 5.2.1. However, the engagement described in Exhibit A is structured around individually negotiated, project-level Work Orders priced from the hourly rates in Exhibit B, Attachment 1, rather than a fixed scope. Please clarify the basis for calculating the Item 13 total, including whether it should reflect estimated total spend at the proposed rates assuming full utilization of the approximately \$1,000,000 per year target referenced in Section 1.5.	Please refer to Response #99.
102.	The Proposal Cover Page requires proposers to indicate the total dollar amount of the Cost Proposal, which is stated to be binding for the term of the contract. However, Exhibit B, Attachment 1 – Cost Worksheet	Please refer to Response #99.

No.	Bidder Questions:	Covered CA - Response:
	provides for hourly rates and may be customized as necessary. Could you please clarify how proposers should determine and enter the total dollar amount in Item 13? Specifically, should proposers enter the maximum contract amount of \$3,000,000, calculate the amount based on estimated hours/quantities for the proposed labor categories, or indicate that the total cost will be determined based on the individual Work Orders issued under the contract?	
103.	Please clarify how Covered California expects the Total Contract Amount to be derived. Specifically, please confirm whether the amount is intended to represent a not-to-exceed contract capacity rather than a committed or guaranteed level of effort, and whether Proposers are expected to propose the full amount identified in Section 1.5.	The Total Contract Amount is the Proposer's total cost proposal for the entire contract term, stated on the Proposal Cover Page and binding for the contract term. It serves as the maximum amount that may be authorized under the Agreement, not a guaranteed level of effort, number of Work Orders, billable hours, or revenue. Proposers should calculate the amount based on their proposed rates and anticipated services and hours; they are not required to propose the full amounts listed in Section 1.5. The proposal may not exceed \$3,000,000.
104.	How to set the Total Contract Amount. Exhibit B, Attachment 1 is a blank rate sheet with no estimated hours, yet Section 5.2.1.5 scores cost as (lowest total ÷ this total) × 300, and Attachment 1 Item 13 requires a single total dollar amount. For a Work Order pool with unknown assignments, how should Proposers calculate the total? Should it be hourly rates only, rates × Proposer-estimated hours, or the \$3,000,000 not-to-exceed cap?	Proposers should enter hourly rates in the Cost Worksheet and calculate the Total Contract Amount by applying those rates to their estimated hours and staffing for the entire contract term. The estimate should align with the required hours-per-week table and documented proposal assumptions. It should not be a rates-only submission or automatically use the \$3,000,000 maximum.
105.	Because project assignments will be issued through future Work Orders after pool award, should proposers provide only labor rates and a not-to-exceed contract value, or should they estimate anticipated usage over the initial three-year term? How will proposed costs be evaluated when future project workload is unknown?	Please refer to Response #104.

No.	Bidder Questions:	Covered CA - Response:
106.	Attachment 1, Item 13 requires a single, binding total dollar amount for the Proposer's cost proposal, and the Model Contract Exhibit B, Attachment 1 Cost Worksheet is otherwise unpriced pending future Work Orders. Please clarify how Proposers should calculate this binding total – for example, whether it should reflect the RFP's stated approximate annual funding level (§1.5), a not-to-exceed ceiling, or another methodology – given that actual funded work will be determined by future, individually priced Work Orders.	Please refer to Responses #103 and #104.
107.	As this RFP is a roster request, how specifically should we complete the Cost Worksheet when it seems to be aligned to deliverables or project specific costs?	Please refer to Responses #103 and #104.
108.	With respect to the Cost Worksheet, how do we arrive at a Total Contract Amount when the RFP is requesting a roster of roles and rate, e.g., a rate card?	Please refer to Responses #103 and #104.
109.	Please clarify whether pricing should be submitted by individual proposed team member, labor category/position, or another pricing structure, and whether the rates established through this RFP will serve as maximum/not-to-exceed rates for subsequent Work Orders.	Proposers should identify each proposed labor category or position in the Cost Worksheet and provide the applicable fully loaded hourly rate. For each category or position, the Total Contract Amount should be calculated by multiplying the hourly rate by the Proposer's estimated hours for the entire contract term, based on the staffing and hours-per-week-by-person table required by Section 4.3.1. Separate rows should be used when proposed individuals or positions have different rates. The total should include any applicable materials or other costs, with travel and overtime included in the fully loaded rates. It should not be a rates-only submission or automatically equal the \$3,000,000 proposal ceiling. Proposers must state the labor, position, hours, and other assumptions used to develop the total in Section 4.3.5.
110.	Could you please confirm whether proposers may customize the Cost Worksheet to	Please refer to Response #109.

No.	Bidder Questions:	Covered CA - Response:
	include the proposed roles/labor categories and their corresponding fully loaded hourly rates?	
111.	Would Covered California confirm that Proposers should define their own labor categories/role titles in the Cost Worksheet (e.g., Senior Project Manager, Project Manager, Scrum Master, Agile Coach) with fully-loaded hourly rates, and that these proposed rates will serve as the ceiling for pricing future Work Orders?	Please refer to Response #109.
112.	Should hourly rates on the Cost Worksheet be proposed by labor category/role (e.g., Senior Project Manager, Scrum Master, Agile Coach), by named individual, or both?	Please refer to Response #109.
113.	Please confirm the labor classifications required on the Cost Worksheet (e.g., Project Manager, Senior Project Manager, Scrum Master, Agile Coach/Delivery Lead). May Proposers add classifications, and if so, will additional classifications affect the cost score calculation?	Please refer to Response #109.
114.	Exhibit B, Attachment 1 (Cost Worksheet) is provided as a blank, customizable template. Should Proposers submit a single blended hourly rate applicable to all project management personnel, or separate hourly rates by labor category (e.g., Senior Project Manager, Scrum Master/Agile Coach, Project Management Analyst)?	Please refer to Response #109.
115.	As this RFP is a roster request, is Covered California expecting different roles and rates be shown e.g., project director, senior project manager, project manager, etc.?	Please refer to Response #109.

No.	Bidder Questions:	Covered CA - Response:
116.	Because vendors have discretion to customize the Cost Worksheet the format, their submissions will likely differ in structure and level of detail. Please confirm how Covered CA will evaluate cost proposals on a consistent, apples-to-apples basis. Please confirm if scoring will be based on hourly rates, total contract amount, or another methodology? As currently structured, one vendor could quote a \$350 hourly rate without specifying the number of hours, or even estimate 1 staff member at ¼ time, while another vendor quotes \$100/hour with 1 FTE estimate and would be considered more expensive, despite the lower hourly rate. Given this variability, what methodology will Covered CA use to normalize and compare cost worksheets across vendors?	Cost proposals will be evaluated based on the Total Contract Amount in accordance with the evaluation criteria in the RFP. Proposers should support the Total Contract Amount with proposed hourly rates, estimated staffing and hours, and clearly stated assumptions. The Cost Worksheet should not be submitted as rates only or automatically equal the \$3 million proposal ceiling.
117.	Exhibit B, Attachment 1 – Cost Worksheet appears to provide a sample cost worksheet for future SOWs or Work Orders issued under the resulting contract. Would the State please clarify the required format respondents should use to submit their cost proposal for this solicitation?	Please refer to Responses #103, #104 and #109.
118.	Section 4.3.6 requires a single binding total dollar amount on the Proposal Cover Page, while Exhibit B, Attachment 1 is a rate-based Cost Worksheet and all work is assigned through Work Orders. What hours and labor-mix assumptions should Proposers use to derive the total dollar amount? Will Covered California publish a standard assumed-hours model (e.g., estimated annual hours per classification) so that total cost proposals are directly comparable across Proposers?	Please refer to Responses #103, #104 and #109. No. Covered California will not publish a standard assumed-hours model. Proposers should develop their own reasonable staffing and hour assumptions and document them in their proposals.
119.	Please confirm the cost score is calculated using the total dollar amount certified on Attachment 1 rather than the hourly rates in Exhibit B, Attachment 1. If Proposers apply differing hour assumptions to reach that total, how will Covered California normalize the cost scores?	Please refer to Response #116.
120.	Exhibit B, Attachment 1 includes an optional section titled "Rates for Amendment Option	The cost proposal score will be calculated based solely on the Total Contract

No.	Bidder Questions:	Covered CA - Response:
	Years (Not Required)." Exhibit A, Section C provides that additional funding for any time extension will be at the same rates provided in the Contractor's proposal. Please confirm whether hourly rates entered in the option year section of Exhibit B, Attachment 1 are included in the Total Contract Amount used to calculate the cost proposal score under Section 5.2.1.5, or whether the cost proposal score is calculated solely on the amount proposed for the initial three-year contract term.	Amount proposed for the initial three-year contract term. Hourly rates entered in the optional "Rates for Amendment Option Years (Not Required)" section of Exhibit B, Attachment 1 will not be added to the initial-term Total Contract Amount and will not be separately included in the cost proposal score. The optional-year rate section is provided for planning and informational purposes only and is not required for proposal submission. If Covered California exercises an amendment option, the additional funding for the extension will be at the same rates provided in the Contractor's proposal, as specified in Exhibit A, Section C. Any option-year funding remains subject to Covered California's discretion, applicable approvals, available funding, and a written amendment. Proposers should therefore calculate and enter the Total Contract Amount for the initial three-year term only for purposes of the cost proposal and cost evaluation. The initial-term rates submitted in the proposal will apply to any exercised option years.
121.	Option year rates. Exhibit B, Attachment 1 marks rates for amendment option years as not required, while Section 1.6 and Exhibit A state that any extension of the contract term will be funded at the rates provided in the Contractor's proposal. Please clarify how rates for any exercised option years will be established if option year rates are not submitted with the proposal.	Please refer to Response #120.
122.	Please clarify whether annual rate adjustments/escalations will be permitted during the two option years and, if so, what methodology or maximum adjustment will apply. The RFP states that amendments cannot exceed the amount or rates established in the Contractor's proposal.	No. If Covered California exercises an option year, the rates will remain the same as those proposed by the Contractor. Any option-year funding is subject to applicable approvals, available funding, and a written amendment.

No.	Bidder Questions:	Covered CA - Response:
123.	Please confirm whether hourly rates entered in the option year section of Exhibit B, Attachment 1 are included in the Total Contract Amount used to calculate the cost proposal score under Section 5.2.1.5, or whether the cost proposal score is calculated solely on the amount proposed for the initial three-year contract term.	Please refer to Response #120.
124.	Exhibit A, Section C states additional funding for any time extension will be at the same rates provided in the Proposer's proposal. Please confirm whether annual rate escalation is permitted during the three (3) year base term, or whether a single fixed rate per classification must hold for all five (5) potential contract years.	Please refer to Response #122.
125.	Will work orders be priced and paid on a time-and-materials basis or by completed deliverables?	Please refer to Exhibit A, Section K, Work Orders. Each Work Order will define the applicable scope, deliverables, pricing, and payment terms.
126.	Section 3.6 and Exhibit A, Section H state that the contractor may invoice only after successful completion and acceptance of deliverables, while the services described are ongoing, rate-based project management support. May contractors invoice monthly for hours worked under an executed Work Order, with a recurring monthly deliverable package (status reports, updated schedules, risk/issue logs) serving as the accepted deliverable?	Please refer to Response #125.
127.	For ongoing project management services, how will "deliverables" be defined in a Work Order for acceptance purposes? Does the seven (7) calendar day revision requirement and the ten (10) business day acceptance window apply to routine recurring artifacts such as weekly status reports and action item trackers?	Each Work Order will identify the applicable deliverables, acceptance requirements, and review timeframes for the assignment.
128.	If Covered California terminates a Work Order in whole or in part, please confirm that the contractor will be paid for all hours worked and accepted through the termination date, and describe the notice period the contractor can expect.	Any Work Order termination and payment for accepted services will be handled in accordance with the Agreement and the applicable Work Order terms.

No.	Bidder Questions:	Covered CA - Response:
129.	Section 1.5 indicates a total contract budget cap of \$3,000,000, while Section 3.6 states invoicing occurs 'only after the successful completion and acceptance of contract deliverables.' Since work will be assigned via subsequent Work Orders under a consulting pool structure, will individual Work Orders be issued as Fixed-Price per deliverable, Time & Materials (T&M) based on actual hourly rates worked, or a hybrid?	The pricing approach for each assignment will be identified in the applicable Work Order, consistent with the Agreement.
130.	Section 2.1 sets forth thirteen required minimum qualifications for Proposers, and Section 1.11.4.b provides that a proposal may be deemed non-responsive if the Proposer fails to meet one or more of them. Section 4.3.3 separately requires Proposers to describe the qualifications of each member of the proposed project team. Please clarify whether the minimum qualifications in Section 2.1 must be satisfied by each individual proposed team member, or whether they may be satisfied collectively across the proposed project team.	Proposers should identify in their proposals which team member(s) satisfy each Section 2.1 qualification and explain how the team collectively provides the required capabilities. A team member may not be assigned responsibility for work for which they lack the applicable qualifications merely because another team member possesses that experience.
131.	For the minimum qualifications listed in Section 2.1, please confirm whether each individual proposed project team member must independently satisfy all thirteen minimum qualifications, or whether the qualifications may be demonstrated collectively across the proposed project team.	The proposed team must collectively demonstrate the capabilities required by Section 2.1, and each proposed project team member must individually meet the applicable minimum qualifications and be qualified for the role and responsibilities proposed. This includes demonstrating healthcare experience where required. The Proposer's organizational experience and the team's combined experience may support the Corporate Qualifications Summary and overall evaluation but cannot substitute for an individual's required minimum qualifications. Resumes must document each proposed member's relevant experience.

No.	Bidder Questions:	Covered CA - Response:
132.	For the Minimum Qualifications in Section 2.1, including the healthcare environment experience requirement, may the qualifications be satisfied collectively by the proposed project team, including employees, independent consultants, and/or subcontractors, or must each proposed individual independently satisfy all Minimum Qualifications?	Please refer to Response #131.
133.	For the Project Team Minimum Qualifications, 2.1.2 and 2.1.3: does everyone on the team need to have the seven years of experience? Or is it sufficient for the team leadership to have the required seven years, and for the junior team members to work under their supervision?	Please refer to Response #131.
134.	The RFP identifies healthcare experience as a minimum qualification. Please clarify whether the required healthcare experience must be demonstrated by each proposed project team member individually, or whether it may be demonstrated collectively by the proposed team and/or Proposer organization.	The healthcare experience requirement applies to each proposed project team member individually. Each member must demonstrate the Section 2.1 minimum qualifications, including experience working in healthcare environments. The Proposer's organizational experience and the team's combined experience may support the Corporate Qualifications Summary and overall evaluation but cannot substitute for an individual's required minimum qualifications. Resumes must document each proposed member's relevant experience.
135.	Please clarify whether the minimum qualifications in Section 2.1 must be satisfied by each individual proposed team member, or whether they may be satisfied collectively across the proposed project team.	Please refer to Response #131.
136.	Please confirm whether each individual project team member proposed must independently satisfy all of the Section 2.1 minimum qualifications (bachelor's degree, 7 years of PM experience, 7 years leading cross-functional teams), or whether these describe the bar for the proposed team collectively, or specifically for the lead/senior project manager role.	Please refer to Response #131.

No.	Bidder Questions:	Covered CA - Response:
137.	Do all 13 minimum qualifications need to be met by each individual proposed team member, or by the team collectively, with individuals covering different subsets? This is a go/no-go compliance item (4.2, "fails to meet one or more of the minimum qualifications" = non-responsive).	The proposed team must collectively demonstrate the capabilities required by Section 2.1. Each proposed team member must meet the minimum qualifications applicable to their proposed role and responsibilities. A proposal that does not meet the minimum qualifications may be deemed non-responsive.
138.	The RFP states, "8. Experience working in health care environments that use structured project management practices and, where applicable, Agile or hybrid delivery methods." Please confirm how, "where applicable" is meant to be interpreted for the Minimum Qualifications	"Where applicable" modifies the reference to Agile or hybrid delivery methods; it does not waive the requirements for healthcare-environment experience or structured project management practices. Each proposed project team member must individually meet the applicable minimum qualifications. A particular prior healthcare engagement need not have used Agile or hybrid methods, but each member must still demonstrate the Agile knowledge and coordination abilities required by item 9, as applicable to the work. Resumes should identify the delivery methods used in relevant healthcare engagements and document each member's qualifications.
139.	Will Covered California apply Item 8 as a strict pass/fail threshold for purposes of Section 1.11.4.b, or will project management experience in other complex, highly regulated, multi-stakeholder public-sector environments be considered responsive to this qualification? If equivalent experience will be considered, please describe the standard evaluators will apply.	Yes. Item 8 is a minimum qualification and will be applied as written. Experience in other complex or highly regulated public-sector environments may be considered as additional relevant experience, but it does not replace the required healthcare-environment experience.
140.	Do the thirteen (13) minimum qualifications in Section 2.1 apply to each individual proposed, or may they be satisfied collectively by the proposed team and the Proposer organization? Specifically, must every proposed resource individually possess seven (7) years of experience within the past ten (10) years, or does that requirement apply to key personnel only?	Please refer to Response #131.

No.	Bidder Questions:	Covered CA - Response:
141.	What project management tools and platforms will contractors be expected to use (for example, Jira, Azure DevOps, Smartsheet, Microsoft Project, ServiceNow, SharePoint, Confluence, Miro, Power BI)? Will Covered California provide licenses and access to these tools, or is the contractor expected to supply them within its fully loaded rate?	Covered California uses Monday.com for project management. Contractors will be provided access to it and other tools required to perform their assigned responsibilities.
142.	Is the health care experience required for each profile? Please help to elaborate specific details on this experience	Please refer to Response #139.
143.	May a proposer qualify for and provide services in only one specialized category, such as traditional project or program management, without independently providing Scrum Master or technical Agile delivery services? Alternatively, must every proposer demonstrate the ability to provide all three identified service areas: Agile delivery, Scrum Master services, and project management?	No. Proposers must demonstrate the ability to provide services in all three areas: Agile delivery, Scrum Master services, and project management. Individual personnel must be qualified for the roles they are proposed to perform.
144.	May a proposer qualify for and provide services in only one specialized category, such as traditional project or program management, without independently providing Scrum Master or technical Agile delivery services?	Please refer to Response #143.
145.	Must every proposer demonstrate the ability to provide all three identified service areas: Agile delivery, Scrum Master services, and project management?	Please refer to Response #143.
146.	Confirm whether a proposer may identify qualified subcontractors or consultants to support service categories outside its primary area of expertise.	Yes. A Proposer may identify qualified subcontractors or consultants, provided all proposed personnel meet the applicable solicitation requirements. The Proposer remains responsible for performance under the resulting Agreement.

No.	Bidder Questions:	Covered CA - Response:
147.	Does the Scope of Work in Model Contract Exhibit A contemplate task orders involving facilitation, change management, or organizational development, or is the pool limited to project management delivery as described in Section 2.1?	The pool is intended to provide project management services as described in Exhibit A. Facilitation, change management, or organizational-development activities may be included when they are directly related to an assigned project.
148.	Are respondents required to demonstrate experience specifically with Agile delivery, Scrum Master services, and traditional Project Management, or may respondents qualify within one or more of these service areas?	Please refer to Response #143.
149.	Is there a specific number of resumes that Covered California would like to receive such as 8-10 or 3-5?	No.
150.	Section 4.3.4 requests up to five projects completed in the past two years. For a Proposer whose relevant experience was performed by its principal prior to the formation of the firm, may that principal's individual project history be cited, and if so, in Section 4.3.3.1 Resumes, Section 4.3.4, or both?	A Proposer may describe the prior experience of proposed personnel in the applicable resumes. Any project cited in the Past Projects Completed section should clearly identify the individual's role, the entity that performed the work, and the project details.
151.	Referring to the Project Management Team requirements. Could Covered California please clarify whether proposers are expected to provide their existing in-house project management resources, or whether proposers may identify and propose qualified project management resources from their broader candidate/talent pool?	Proposers may identify qualified resources from their broader talent pool. All proposed personnel must be specifically identified in the proposal, submit the required resumes, and meet the applicable solicitation requirements.
152.	For a proposal submitted by a prime contractor with subcontractors, will the Evaluation Team score past projects (Section 4.3.4) and prior Covered California contract performance (Section 5.2.1.4) performed by a proposed subcontractor, or only those performed by the prime?	The Evaluation Team will evaluate the information submitted in accordance with the RFP evaluation criteria. Proposers should clearly identify whether the cited experience or performance was performed by the prime contractor or a proposed subcontractor, including each party's role.
153.	May a Proposer's Corporate Qualifications Summary (Section 4.3.2) describe capability and resources residing with a proposed subcontractor?	Please refer to Response #152.

No.	Bidder Questions:	Covered CA - Response:
154.	Confirm whether a proposer may identify qualified subcontractors or consultants to support service categories outside its primary area of expertise.	Yes. A Proposer may identify qualified subcontractors or consultants, provided all proposed personnel meet the applicable solicitation requirements. The Proposer remains responsible for performance under the resulting Agreement.
155.	For a newly established business, may the Proposer demonstrate relevant project experience through projects performed by its proposed personnel during prior employment or consulting engagements, provided the proposal clearly identifies the individual's role and does not represent the work as having been performed by the Proposer?	Yes. A Proposer may describe relevant experience performed by its proposed personnel during prior employment or consulting engagements. The proposal must clearly identify the individual's role and must not represent the work as having been performed by the Proposer.
156.	Is this opportunity intended as a professional services/managed services engagement, or primarily as a staff augmentation model where individual resources are provided?	This is a professional services agreement structured as a project management consulting pool. Contractors may be selected through individual Work Orders to provide qualified resources and services for specific project needs.
157.	Does Covered California intend to contract with a firm for end-to-end project management services, or is the primary requirement to provide qualified project management professionals for assignment to Covered California projects?	The primary requirement is to provide qualified project management professionals for assignment to Covered California projects. The scope of services for each assignment, including any end-to-end project management responsibilities, will be defined in the applicable Work Order.
158.	Would the State please clarify how many project management (PM) resources respondents are required to propose as part of this solicitation? The RFP requests that respondents identify proposed project team members and provide resumes, but it is unclear whether a minimum or specific number of PM resources is required.	There is no minimum or specific number of resources. Proposers should identify sufficient qualified personnel to demonstrate their capability and submit a resume for each proposed team member.
159.	The RFP does not specify a required number of project team members. Please confirm whether Covered California has any expectation of a minimum or typical team size for a responsive proposal, or whether the size of the proposed bench is entirely at the proposer's discretion.	Please refer to Response #158.

No.	Bidder Questions:	Covered CA - Response:
160.	Is there a minimum or maximum number of team members or candidate resumes Proposers should submit? Given the pool structure, is it advantageous to propose a bench of multiple candidates per classification, and will additional candidates be scored or averaged?	Please refer to Response #158.
161.	How many Project Management profiles/ resources are needed for this RFP	Please refer to Response #158.
162.	Could Covered California please clarify whether there is a required minimum or maximum number of resources that should comprise the proposed Project Management Team?	Please refer to Response #158.
163.	Are the resumes and personnel proposed in response to this RFP considered committed resources for the contract term, or are they intended only to demonstrate qualifications, with project-specific staffing proposed at the Work Order level?	Proposed personnel and resumes are used to demonstrate qualifications for the pool. Project-specific staffing will be identified in each Work Order. Any personnel changes will be subject to the applicable Agreement and Work Order requirements.
164.	For the Reassignment of Personnel, 2.3.1: would it be acceptable for the project leadership to remain the same as proposed but for junior staff to be substituted based on project needs?	Please refer to Exhibit A, Section F, Reassignment of Personnel. Any personnel substitutions, including junior staff, are subject to Covered California's prior written approval.
165.	Please clarify whether all personnel included in the proposed Project Team must be available upon contract execution, whether there is a minimum or maximum number of proposed team members, and whether additional qualified personnel may be proposed for future Work Orders after award.	Please refer to Response #158.
166.	Would Covered California confirm that resumes submitted under Section 4.3.3.1 are considered a separate, supplementary attachment to the Project Team Qualifications narrative, and are therefore excluded from the five (5)-page limit stated in Section 4.3.3?	Yes, resumes do not count toward the five (5) page limit stated in section 4.3.3.

No.	Bidder Questions:	Covered CA - Response:
167.	Please confirm whether submitting three resumes—one for each proposed role of Project Manager, Agile Delivery, and Scrum Master would satisfy the RFP's project team and resume submission requirements.	The RFP does not establish a specific minimum number of resumes. Proposers must submit actual resumes for all proposed key team members and demonstrate that the proposed team meets the applicable requirements.
168.	Please confirm whether proposers are required to submit actual / sample resumes of personnel.	Please refer to Response #167.
169.	Do resumes count toward the five (5) page limit for the Project Team Qualifications narrative, or are they excluded from that limit? Is there a page limit per resume, and is a required resume template or format prescribed?	No, resumes do not count toward the five (5) page limit stated in section 4.3.3. There is no required format or page limit for the resumes.
170.	Resumes and the Project Team Qualifications page limit. Section 4.3.3 limits the Project Team Qualifications narrative to five pages and separately requires a resume for each proposed team member under Section 4.3.3.1. Please confirm whether resumes count toward the five-page limit, or are excluded from that page count in the same manner as required forms.	Resumes do not count toward the five (5) page limit.
171.	Section 4.3.3.1 requires resumes for each proposed project team member but does not state a page limit. Please confirm that resumes are excluded from the five-page Project Team Qualifications limit and may be provided as a separate section/attachment.	Yes, resumes do not count towards the five (5) page limit of this section.
172.	Do individual resumes count against the 5-page limit on the Project Team Qualifications narrative, or are resumes exempt from that page limit as a separate attachment?	No, individual resumes do not count towards the five (5) page limit of this section.
173.	For the post-award, assignment-specific interviews described in Section 5.2, may a contractor present candidates who were not named in its original proposal?	No, all proposed personnel should be named in the submitted original proposal.
174.	Must proposed key personnel be available and unassigned as of the anticipated February 15, 2027 contract start date? What is the expected onboarding lead time from Work Order execution to a resource beginning work?	Expected onboarding time will be around Mid of March 2027.

No.	Bidder Questions:	Covered CA - Response:
175.	Could Covered California please clarify how many resumes are required for the proposed Project Management Team? Also, is there an overall proposal page limit or a specific page limit for the resumes?	Resumes are required for all proposed key members of the project management team that show that the proposer can meet the qualifications. There is no overall page limit for the resumes.
176.	Section 4.3.3 requests a narrative description of "each member of the proposed project team," and Exhibit C, Attachment 1 requests resumes of staff "known or expected to be assigned." Given that this Agreement establishes a pool for future, as-yet-undefined Work Orders, should Proposers name specific individuals at proposal submission who will be held to that identity for subsequent Work Orders, or may Proposers describe representative bench qualifications with specific individuals confirmed at the time of each Work Order?	Proposers must identify specific proposed team members and submit resumes for those individuals with their proposals. Representative bench qualifications without named personnel are not sufficient. Any subsequent personnel changes are subject to the applicable Agreement requirements.
177.	For the resume portion of the RFP response, is there a desired length for the resumes such as 2 pages of relevant work experience?	Please see Response to #169.
178.	Section 2.3 reads, "The Contractor shall not reassign nor substitute personnel assigned to the contract during the contract term without prior written approval of Covered California." Will the state please clarify that this guideline only pertains to named contractors when they are actively working on a Covered CA project via an approved work order?	Please refer to Exhibit A – Scope of Work, Section F., Reassignment of Personnel in the Model Contract.
179.	Over a three (3) to five (5) year term, may a contractor add new candidates to the approved bench after award (for example, to respond to a Work Order requiring a specialization not covered by the originally proposed staff) without a formal contract amendment? What is the approval process and expected turnaround time?	Please refer to Exhibit A – Scope of Work, Section F., Reassignment of Personnel in the Model Contract.

No.	Bidder Questions:	Covered CA - Response:
180.	If actual resumes must be proposed at the time of proposal submission. Could Covered California please clarify whether a contractor may propose a replacement resource after award if an originally proposed individual becomes unavailable, provided the replacement meets or exceeds the required qualifications and is approved by Covered California?	Please refer to Exhibit A – Scope of Work, Section F., Reassignment of Personnel in the Model Contract.
181.	Will Covered California please consider updating the “past two (2) years” requirement to “past five (5) years”?	No.
182.	Please clarify whether overlapping project assignments may be counted concurrently toward the required seven years of experience and whether a project that reached substantial completion or completed its primary deliverables within the past two years qualifies as a “completed” project if minor closeout or support activities continued afterward. Also, may the same project be used to demonstrate multiple SOW requirements?	Overlapping assignments may be described, but concurrent time periods may not be counted more than once toward the required years of experience. A project may be considered completed if its primary deliverables were completed within the required period, even if minor closeout or support activities continued. A project may be used to demonstrate more than one relevant SOW requirement.
183.	Would Covered California consider extending the ‘Past Projects Completed’ lookback period from two (2) years to three (3) or five (5) years, to allow Proposers to showcase a broader and more representative portfolio of relevant, successfully completed engagements?	No.
184.	The RFP states, “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.” Please confirm if IV&V Oversight is considered by Covered CA to be related to the tasks listed in Model Contract Exhibit A – Scope of Work?	IV&V Oversight experience may be included if it is relevant to the services and requirements described in the RFP. Proposers should clearly explain the relevance of the experience to the proposed role and scope of work.
185.	Would Covered CA please consider allowing respondents to narratively describe up to five (5) projects they have completed in the past five (5) years that relate to the tasks listed in Model Contract Exhibit A – Scope of Work?	No.

No.	Bidder Questions:	Covered CA - Response:
186.	The RFP states, "2. When preparing resumes for submission, Proposers should only include the individual work experiences that are most relevant to this RFP. Work experiences that are not relevant to this RFP will not be considered by Covered California in determining whether the Proposer is responsible." Please confirm if IV&V Oversight is considered relevant as they relate to this RFP.	IV&V Oversight experience may be included if it is relevant to the services and requirements described in the RFP. Proposers should clearly explain the relevance of the experience to the proposed role and scope of work.
187.	Past projects of a recently formed firm. Section 4.3.4 asks for up to five projects completed in the past two years. If the Proposer entity was formed in 2024, may the proposed individual include projects they personally led at a prior employer during that period, provided the client, dates, role, and scope are identified?	Yes. A Proposer may include relevant projects personally led by proposed personnel during prior employment, provided the proposal clearly identifies the client, project dates, individual's role, and scope of work. The project must not be represented as having been performed by the Proposer.
188.	Would the State please clarify whether the Past Projects Completed section will be evaluated based, in whole or in part, on the number of projects submitted? For example, if a respondent provides three highly relevant projects rather than the maximum of five, would that result in a lower score for this section?	No. The Past Projects Completed section will be evaluated based on the relevance and quality of the information submitted, in accordance with the RFP evaluation criteria. Proposers may submit up to five projects; fewer projects will not automatically result in a lower score.
189.	Section 4.3.4 asks for up to five (5) projects "completed in the past two (2) years." Do multi-year engagements that are still active qualify, and may Proposers describe a completed major phase of an ongoing project? Where a client agreement prohibits disclosure, may the client be described generically rather than named?	Yes. A client may be described generically when disclosure is prohibited, provided sufficient project information is included to demonstrate relevance and experience.
190.	Section 4.3.1 requires a Work Plan describing tasks in chronological order. Because specific projects will be defined through future Work Orders, should the Work Plan describe the Proposer's general approach to mobilizing and delivering project management services under a typical Work Order, rather than a project-specific implementation schedule?	The Work Plan should describe the Proposer's general, reusable approach to mobilizing and delivering services under a typical Work Order. Project-specific scope, milestones, deliverables, and timelines will be established in the applicable Work Order.

No.	Bidder Questions:	Covered CA - Response:
191.	Regarding Understanding and Approach, 4.3.1: since there is no established scope of work yet, please clarify what you are looking for when it comes to the work plan - would an example of a similar type of work plan suffice?	Please refer to Response #190.
192.	The RFP states, "Proposers should discuss their strategy for providing the services outlined in the SOW within the time period allocated and provide a table showing hours per week by person for the entire contract term." Under the pool structure, actual scope isn't known until individual Work Orders are issued post-award. We recommend removing the requirement of providing this table. If the State does not wish to remove the table, please clarify what Proposers should base this table on: a hypothetical illustrative engagement, historical utilization patterns, or something else? As written, this is unanswerable without Covered CA providing additional details into the fully defined scope for each Work Auth.	The hours-per-week-by-person table requirement remains. Proposers should provide their estimated staffing and hours for the contract term based on reasonable assumptions and document those assumptions in their proposals. The table should align with the proposed Total Contract Amount.
193.	The SOW states the purpose of the agreement is to obtain a pool of qualified PMs to address various projects. When a need arises, contractors from the pool submit a proposal describing their understanding of the project, their approach, scope of responsibilities, activities, and associated costs. Therefore, what is being asked for in the Understanding and Approach is not currently known. Will the State please clarify what is expected in this section of the proposal?	Proposers should describe their general approach to delivering the services in the Scope of Work under a typical Work Order. The response should address the Proposer's methodology, staffing approach, and ability to manage project requirements. Project-specific details will be established in individual Work Orders.
194.	Will the State please clarify that the narrative requested under Project Team Qualifications is directly related to the high-level tasks as outlined in SOW Exhibit A, Section D? Specific project details have not been provided.	Please refer to Response #194.

No.	Bidder Questions:	Covered CA - Response:
195.	Section 4.3.1 Understanding and Approach requires Proposers should discuss their strategy for providing the services outlined in the SOW within the time period allocated and provide a table showing hours per week by person for the entire contract term. Is this based on the SOW Model Contract, Exhibit A?	Yes. Please refer to Response #192.
196.	Section 4.3.1 requires Proposers to provide a Work Plan that outlines their understanding of the SOW and describes the tasks they intend to perform in chronological order. Is the Work Plan based on the SOW Model Contract, Exhibit A?	Yes.
197.	Section 4.3.1 Understanding and Approach On page 23 of the RFP, vendors are to provide a table of hours per week by person and a Work Plan that itemizes activities to be performed during the entire contract term. Since services under this contract will be driven by Work Orders that will formalize the requirements (scope of work, budget, duration) of each project assignment and these assignments are not know at this time, might Covered California remove this from the RFP? If not, might Covered California clarify this requirement so that we may respond appropriately?	Please refer to Response #192.
198.	A chronological work plan is required even though actual projects will be established later through Work Orders. For the Work Plan required under Section 4.3.1, should Proposers provide a general contract-level approach for onboarding, Work Order initiation, project management, monitoring, and closeout, or is Covered California expecting a detailed project schedule for a specific anticipated project?	Proposers should provide a general, contract-level approach for onboarding, Work Order initiation, project management, monitoring, and closeout. A detailed project schedule for a specific anticipated project is not required.

No.	Bidder Questions:	Covered CA - Response:
199.	Page numbering within the technical narrative. Section 1.9.2.b.3 instructs Proposers to sequentially number the pages in each section. Please confirm whether page numbering restarts at 1 for each of the five narrative sections in Section 4.3, or runs continuously across the full technical narrative.	Yes, page numbering is specific to each section.
200.	Section 4.3.1 requires the Understanding & Approach section to include the narrative, strategy, hours-per-week table, assumptions, expectations of outside entities, and chronological Work Plan, while limiting the section to five (5) pages. Please clarify which of these components must be included within the five-page limit and whether the hours-per-week table and/or Work Plan may be submitted separately as an attachment or appendix without counting toward the five-page limit.	All components required by Section 4.3.1, including the narrative, strategy, hours-per-week table, assumptions, expectations of outside entities, and Work Plan, must be included within the five-page limit. Separate attachments or appendices for the table or Work Plan will not be reviewed.
201.	Please clarify whether tables, charts, graphics, and other supporting materials included within the Understanding & Approach, Corporate Qualifications, Project Team Qualifications, Past Projects Completed, and Project Assumptions sections count toward the applicable five-page limit. The RFP states that pages exceeding an applicable limit will not be reviewed or scored.	Please refer to Response #200.
202.	Section 1.9.2 mandates 12-pt font and 1-inch margins, while Section 4.3 enforces 5-page caps per narrative section. Are graphic elements, organization charts, process diagrams, or data tables exempt from the strict 12-pt font size requirement, provided they remain clear and legible?	Please refer to Response #200.
203.	Exhibit A, Attachment 1 – Sample Work Order is referenced in Section 3.2 and Exhibit A, Section K, and is listed in Section 8 among the Model Contract exhibits incorporated into this RFP. Please confirm whether this attachment is available to prospective Proposers and, if so, identify where it may be obtained.	Exhibit A, Attachment 1 - Sample Work Order and all Model Contract Exhibits are available to all prospective Proposers through the official solicitation posting and contract-document package that can be found at this link. https://hbex.coveredca.com/solicitations/#RFP-2026-05 .

No.	Bidder Questions:	Covered CA - Response:
204.	Sample Work Order reference. Exhibit A refers to Attachment 1 to Exhibit A as the Sample Work Order and states that Work Orders are governed by Section K of Exhibit A. The Attachment 1 document provided is titled Work Authorization, and Exhibit A as provided does not contain lettered subsections such as a Section K. Please confirm the correct document title and identify where the referenced Section K provisions are located.	Please see Response to #204.
205.	Section 4.3.1 requires Proposers to provide a table showing hours per week by person for the entire contract term. Exhibit A, Section K provides that services will be assigned through individually executed Work Orders, the volume and timing of which are not known at the time of proposal. Please clarify whether this table should reflect estimated hours, maximum available hours, or committed hours, and whether the hours presented are intended to be binding on the Contractor following contract execution.	The table should reflect the Proposer's estimated staffing and hours for the contract term, based on reasonable assumptions. The hours are not a commitment by Covered California or a guarantee of work. Actual staffing and hours will be established in individual Work Orders.
206.	Could you please confirm whether proposers are permitted or required to submit a redacted copy of the proposal in addition to the complete proposal submission? If permitted, please provide any specific instructions regarding the format and submission of the redacted copy.	No, redacted proposals will not be accepted. All proposals and evaluation documents are confidential and will not be available for public inspection pursuant to Government Code Section 100508(a)(1).
207.	If a Proposer takes no exceptions to the Model Contract, must the unmodified Exhibits A, B, and C still be submitted with the proposal package, or may the Proposer simply state that it accepts the exhibits as drafted?	Yes. Please refer to Section 1.9, Format of Proposals of the RFP: Proposers must submit a proposal package that contains all required attachments, documents, narrative responses, and Model Contract exhibits. Model Contract exhibits without suggested tracked changes will constitute acceptance by the Proposer of the exhibits as drafted.

No.	Bidder Questions:	Covered CA - Response:
208.	The Proposal Checklist lists Exhibit A, Attachment 1 – Sample Work Order as a required Model Contract submission item. As provided, this document is a blank template. Should Proposers return this attachment as-is (acknowledging the format with tracked-change edits, if any), or is Covered California expecting a sample/illustrative completed Work Order to demonstrate the Proposer's understanding?	No, please return the blank sample work order.
209.	What shall we use for an agreement number on the Work Authorization document? Should that be left blank?	Agreement Numbers on all forms are to be left blank.
210.	As this RFP is a roster request, how are we to fill out the Work Authorization? It appears to be designed for a specific project response.	Proposers should return the Work Authorization template as a blank form. A project-specific or illustrative Work Authorization is not required with the proposal.
211.	What is the maximum total email and attachment size accepted at HBEXSolicitation@covered.ca.gov ? May a proposal be split across multiple emails if it exceeds that size, will Covered California confirm receipt of proposal submissions, and is a specific file naming convention required?	Splitting a proposal across multiple emails is accepted if it exceeds the attachment size. There is not a prescribed file-naming convention for submitting proposals. Attachment size is limited to less than 40MB.
212.	Could Covered California clarify how Proposers are expected to structure and submit the proposal package? Specifically, should the response be compiled into a single combined PDF document containing all administrative attachments, narrative sections, and contract exhibits in numerical order, or should narrative responses (e.g., Understanding & Approach, Corporate Qualifications) and forms be submitted as separate, individual PDF files?	The RFP does not require a single combined PDF or separate files, and it does not prescribe a specific number of files. Proposers may submit one combined PDF or multiple clearly labeled files.

No.	Bidder Questions:	Covered CA - Response:
213.	Section 4.3.1 requires Proposers to provide a table showing hours per week by person for the entire contract term. Because Exhibit A establishes a project management pool under which specific services and staffing will be authorized through future Work Orders, please clarify how Proposers should estimate hours per week by person for the three-year contract term when the timing, scope, and volume of future Work Orders are not yet known.	Please refer to Response #205.
214.	Section 4.3.3 requires Proposers to indicate the percentage of time that key staff will be dedicated to the work. Please clarify whether these percentages should represent anticipated availability for the overall contract, estimated utilization based on the Proposer's proposed staffing model, or commitment to a specific baseline level of effort.	Proposers should provide estimated utilization based on their proposed staffing model and reasonable assumptions. The percentages are not a commitment to a baseline level of effort. Actual staffing needs will be established in individual Work Orders.
215.	Section 4.3.1 requires an hours-per-week-by-person table for the entire contract term. Since specific projects, staffing requirements, and Work Orders are not yet identified, please clarify how Proposers should develop this projection.	Please refer to Response #205.
216.	Section 4.3.1 requires Proposers to provide a table showing hours per week by person for the entire contract term. Exhibit A, Section K provides that services will be assigned through individually executed Work Orders, the volume and timing of which are not known at the time of proposal. Please clarify whether this table should reflect estimated hours, maximum available hours, or committed hours, and whether the hours presented are intended to be binding on the Contractor following contract execution.	Please refer to Response #205.
217.	Hours-per-week table. Section 4.3.1 requires a table of hours per week by person for the entire contract term. Because work is issued only by Work Order, should that table show available capacity, or a assumed full-time loading? Will pages be counted against the 5-page limit if the table is long?	Please refer to Response #205.

No.	Bidder Questions:	Covered CA - Response:
218.	Section 2.1 lists Project Team Minimum Qualifications at the individual level. May a Proposer satisfy the Section 2.1 minimum qualifications through the combined experience of the Proposer and its identified subcontractors?	No. Each proposed team member must individually meet the minimum qualifications applicable to their proposed role. The Proposer's and subcontractors' collective experience may support the overall proposal but does not replace an individual's required qualifications.
219.	Section 4.3.1 requires "a table showing hours per week by person for the entire contract term," but actual staffing will be driven by individual Work Orders of unknown timing and volume. What planning assumption should Proposers use (for example, an assumed number of concurrent full-time equivalents)? Will the submitted hours table be binding on the contractor, or is it treated as a planning illustration?	Please refer to Response #205.
220.	For the hours-per-week table required by Section 4.3.1, should proposers state anticipated personnel availability/capacity for the contract term, given that actual assignments will subsequently be authorized through individual Work Orders?	Yes.
221.	Which delivery methodologies are predominantly in use at Covered California today, and what is the approximate mix across Agile, Waterfall, and hybrid approaches? Does Covered California maintain an established PMO methodology, governance framework, stage gates, or standard document templates that contractors must follow? If so, can these be shared or described, and are contractors expected to conform to them or to recommend improvements?	Covered California may use Agile, Waterfall, or hybrid delivery approaches depending on the assignment. Applicable project governance, methodologies, stage gates, and templates will be identified for each Work Order. Contractors are expected to meet the applicable requirements and may recommend improvements when appropriate.
222.	For Agile assignments, does Covered California expect contractors to provide Scrum Master services embedded within existing Covered California Agile teams, or to stand up and lead new delivery teams? Are there established sprint cadences, release trains, and ceremonies that contractors would join?	The role and responsibilities of Scrum Master services will be defined in the applicable Work Order. Depending on the assignment, contractors may support existing Agile teams or provide other Agile delivery support. Any applicable sprint cadence, ceremonies, or release

No.	Bidder Questions:	Covered CA - Response:
		processes will be identified for the assignment.
223.	Who will be responsible for the day-to-day management and supervision of assigned personnel—the Contractor or Covered California?	Covered California's Contract Manager will provide day-to-day oversight and direction for assigned work. The Contractor remains responsible for the management, supervision, and performance of its personnel.
224.	Who will be responsible for managing and delivering project deliverables—the Contractor or Covered California?	The Contractor is responsible for managing and delivering the project deliverables identified in the applicable Work Order. Covered California will provide oversight and review deliverables for acceptance.
225.	Section 4.3.4 requires Proposers to describe up to five projects they have completed in the past two years. Exhibit A, Section K establishes that work under the resulting Agreement will be defined, executed, and closed through discrete Work Orders issued under a continuing master agreement. Please clarify whether a discrete project or work order that was itself completed within the past two years, but was performed under a master services agreement or on-call contract that remains active, qualifies as a project completed for purposes of Section 4.3.4.	Yes. A discrete Work Order or project completed within the past two years may be used, even if the underlying master services agreement remains active. The Proposer should clearly describe the completed scope, dates, and relevance to this RFP.
226.	What was the annual spend for the previous year on this Project?	Historical spending information is not available for release as part of this solicitation. Please refer to Section 1.5 of the RFP for anticipated funding information.
227.	If this is a new Contract, What is the annual Budget for this?	Please refer to Section 1.5, Contract Amount of the RFP.
228.	Can you please give us an extension of 1-2 weeks to submit our proposal?	No.
229.	What are the challenges or pain points you are facing with the current contractor?	Covered California will not provide information regarding the performance of any current contractor.

No.	Bidder Questions:	Covered CA - Response:
230.	Could you please provide a list of the most commonly utilized positions under this contract?	Please refer to Section 4.3.3 regarding Project Team Qualifications of the RFP. Proposers should propose the staffing mix they determine is necessary to satisfy the RFP requirements. Actual staffing will depend on the Contractor's proposed approach, the applicable project phase, and Covered California's needs. The RFP does not guarantee any particular staffing level, position mix, or volume of work
231.	Project Team Qualifications is worth 250 of 1000 points which is the single largest narrative category and is scored against the 9 desirable qualifications in 2.2. Please confirm whether points are weighted evenly across the 9 desirables or weighted by the "descending order of importance" list in 5.2.1.3 or other scoring mechanism? If there's a rubric or point breakdown per desirable qualification, we request it be published so that respondents can best provide the type of experience that Covered CA is prioritizing, if applicable. The scoring criteria's absence could create unintentional subjective scoring results.	The Evaluation Team will evaluate Project Team Qualifications in accordance with the criteria stated in the RFP. Covered California will not provide a separate point breakdown or additional scoring rubric for individual desirable qualifications.
232.	Both Corporate Qualifications Summary and Past Projects Completed instruct evaluators to consider "corporate resources and capacity". The former based on the narrative in 4.3.2, the latter "as indicated by the characteristics of projects previously completed" in 4.3.4. Please clarify how these two sections are intended to be distinguished for scoring purposes: is 4.3.2 meant to address firm-wide capability and tenure independent of specific engagements, while 4.3.4 is limited to evidence drawn from the five named projects? Or may the same project examples be cited and scored in both sections?	The Corporate Qualifications Summary should address the Proposer's overall organizational capability, resources, capacity, and experience. The Past Projects Completed section should focus on the specific projects described. Proposers may reference the same projects where relevant, but each section will be evaluated according to its respective RFP criteria.

No.	Bidder Questions:	Covered CA - Response:
233.	One person, three specialties. Section 3.2 asks for Agile delivery, Scrum Master services, and Project Management. May a single named individual, billed at one fully loaded rate, cover all three if they meet Section 2.1, or does Covered California expect separate classifications and rates?	Yes. A single proposed individual may provide services in multiple areas if they meet the applicable qualifications. The Proposer should clearly identify the roles and provide the applicable fully loaded rate in the Cost Worksheet.
234.	Will the SOWs resulting from this contract be deliverables-based, time and materials, or a mix of both?	Please refer to Exhibit A, Section K. Work Orders.
235.	Are there minimum certification, staffing, years-of-experience, or prior government-contracting requirements that respondents must satisfy to be considered responsive?	Please refer to Section 2.1- Project Team Minimum Qualifications of the RFP.