

**RFP 2026-04: Enterprise Strategic Planning Services
Questions and Answers**

No.	Bidder Questions:	Covered CA - Response:
1.	The contract term begins October 15, but Work Stream 1 is scheduled to run October 1-31 in the Model Contract Exhibit A. Is the November 1 start date for Work Stream 2 firm, or is it flexible based on the acceptance date of the Work Stream 1 Landscape Scan and Diagnostic, given that Covered California may take up to ten (10) business days to accept deliverables including the Landscape Scan and Diagnostic?	We will be reasonably flexible with the start dates for each workstream listed in the contract accounting for the actual contract start date and time needed to create and evaluate deliverables.
2.	Section 1.4 states the "initial term of the contract shall be for one (1) year, from October 15, 2026 to July 1, 2027," but that span is only ~8.5 months. Are the intended start/end dates correct, or is "one (1) year" a leftover template term that should read something else (e.g., "initial term")? This affects staffing and cost planning if the contract may extend to October 15, 2027.	The contract will now be one (1) year long and end one (1) year from start date.
3.	The RFP table indicates a start date for Work Stream #1 of 10/1/2026 while the RFP Key Action Dates indicate a contract start date of 10/15/2026. Also, the RFP requires background clearance for staff <u>prior</u> to work beginning, which may delay our ability to start on 10/15/2026. Please confirm that the Work Stream #1 start date and subsequent Work Stream dates may be adjusted, as needed.	Please see response to Questions 1 and 2 regarding the anticipated Contract term.
4.	Exhibit A schedules WS1 for October 1–30, 2026, but the anticipated contract term begins October 15, can the state clarify intent or update start date and time?	Please see response to Questions 1 and 2 regarding the anticipated Contract term.

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5.	Please confirm the anticipated contract start date, project duration, and key milestones.	The anticipated Contract term dates are November 2, 2026 – November 2, 2027 Key milestones can be found in Exhibit A – Scope of Work, Section E – General Scope or Tasks
6.	Please confirm the anticipated dates for responses to bidder questions, proposal submission, evaluation, interviews, notice of award, and contract execution.	The Key Action Dates can be found in the Request for Proposal Section 1.2 – Key Action Dates.
7.	Does Covered California anticipate awarding the entire scope to one contractor or allocating work among multiple contractors?	Covered California anticipates awarding this contract to one (1) single contractor.
8.	Does Covered California intend to award this solicitation to a single contractor or multiple contractors?	Covered California anticipates awarding this contract to one (1) single contractor.
9.	Is Covered California open to a tiered proposal (e.g., base package plus optional enhancements) that allows the organization to choose the level of depth for tools, communications, and training based on available budget?	No, Covered California is not looking for a tiered proposal.
10.	Are optional services likely to be exercised? If so, please provide the expected timing and approximate volume.	Covered California does not anticipate exercising any optional services, nor do we plan to extend the contract past its deadline.
11.	Which factors will receive greater evaluation consideration, such as dedicated staffing, local presence, incumbent knowledge, certifications, public-sector experience, or proposed efficiencies?	Evaluation Criteria and the weighting can be found in Request for Proposal Section 5.2.1 – Evaluation Categories and Criteria.
12.	Will proposals be evaluated against a government-developed staffing estimate, labor-hour assumption, or independent cost estimate?	Proposals will be evaluated against the criteria listed in Request for Proposal Section 5.2.1 – Evaluation Categories and Criteria.

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13.	As the strategy runs across nine months of work, does Covered California have particular milestones, meetings or forums which they want to work towards executing their strategy which the responder should account for?	We would like to have a plan we can share with our Board of Directors by November of 2027 and be able to launch the plan publicly in January of 2028. Other than that, there are no particular milestones, meetings, or forums we are working towards.
14.	Is there flexibility for this work to be performed remotely, with key meetings in person in Sacramento, or must all work be completed onsite?	There is flexibility for this work to be performed remotely and in person meetings to occur as needed.
15.	On page 10 of the Scope of Work, Section F, are contractors in fact required to perform all services on site, or would Covered California consider an exception allowing a hybrid approach with remote work and periodic on-site visits?	Please see response to Question 14 regarding remote versus and onsite work.
16.	Section F, 'Reporting Headquarters Location,' of the Scope of Work states, <i>'The Contractor is required to perform all services under this Agreement on site at Covered California, unless directed otherwise by the project representative...'</i> Please clarify the expectations for this on-site requirement. Specifically, is the expectation for the entire project team to be physically on-site for all day-to-day activities, or would a hybrid approach be acceptable where the team is on-site for key workshops, meetings, and deliverables, with other duties performed remotely as outlined in our proposed approach?	Please see response to Question 14 regarding remote versus and onsite work.
17.	Please confirm whether the work will be performed onsite, remotely, or through a hybrid arrangement. If onsite presence is required, please specify the expected frequency and location.	Please see response to Question 14 regarding remote versus and onsite work.

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18.	What percentage of the work is expected to be performed onsite, remotely, and through a hybrid arrangement?	Please see response to Question 14 regarding remote versus and onsite work.
19.	How many onsite visits, workshops, interviews, or meetings should bidders estimate per month or quarter?	This will depend on the phase of the work we are in. On average, Covered California anticipates standing weekly meetings that can be performed remotely and onsite visits happening every month for in person meetings, interviews, workshops etc.
20.	Are there specific phases or periods requiring increased onsite presence?	Increased onsite presence could be needed in Workstream 2 and some of Workstream 3. This will be determined as we build out Workstream 1.
21.	Exhibit A §F requires all services performed on-site in Sacramento (travel unreimbursed), while the RFP repeatedly prioritizes independent analytic work over a meeting-heavy process. Is remote/hybrid work permitted for the analytic and production work, and roughly how many on-site days per week are expected?	Please see response to Question 14 regarding remote versus and onsite work.
22.	Section 3.5 of the RFP and Section F of Exhibit A require the Contractor to perform services on-site at Covered California's Sacramento headquarters, with no reimbursement for travel, <i>"unless directed otherwise by the project representative."</i> Can Covered California confirm whether on-site presence is required for all project team members and work streams, or whether remote/hybrid performance may be approved? If on-site presence is required, please clarify the expected frequency.	Please see response to Question 14 regarding remote versus and onsite work. Please refer to Questions 19 and 20 regarding expected frequency of onsite work.

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23.	Exhibit A., section F, indicates that the Contractor is expected to perform all services under the Agreement on-site in Sacramento. Given that the RFP discusses the expectation of independent work rather than a meeting-heavy project, is there flexibility in the on-site requirement?	Please see response to Question 14 regarding remote versus and onsite work.
24.	Exhibit A, Section F requires all services to be performed on site at Covered California in Sacramento, unless directed otherwise. Can bidders propose a hybrid approach that allows analytical work to be done remotely and stakeholder meetings and presentations onsite?	Please see response to Question 14 regarding remote versus and onsite work.
25.	Given the "no travel reimbursement" provision in Section 3.5, is in-person attendance expected for leadership alignment sessions, interviews, or other milestones — and if so, how many in-person touchpoints does Covered California anticipate over the contract term?	Please see response to Question 14 regarding remote versus and onsite work.
26.	Can Covered California provide estimates for number of Executive Leadership Team meetings, division leader sessions, Board engagements, and executive interviews or validation sessions?	Three (3) to five (5) meetings per month in all categories, possibly more, not including Board engagements. Board engagements will only occur an estimated one (1) to three (3) times throughout the entire contract.
27.	Is the January Executive Leadership Team meeting already scheduled? Will this meeting be virtual, in-person, or hybrid?	This meeting is not already scheduled. It will likely happen in person.
28.	Are all members of the Covered California leadership team based in Sacramento?	No, we also have leadership team members in the Bay Area and throughout the Los Angeles/Orange County area.

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29.	How many recurring governance, status, technical, and executive meetings should contractor personnel expect to attend each month?	Depending on the phase of the work, one (1) to five (5) meetings a week minimum. This may change based on how the plan progresses.
30.	Please confirm the required meeting cadence, status-reporting frequency, escalation process, and reporting templates.	These are not currently available to confirm and will be decided upon once the Contractor is selected and onboarded.
31.	How many training sessions, workshops, shadowing activities, or handover meetings should bidders estimate?	These are not currently available to confirm and will be decided upon once the Contractor is selected and onboarded.
32.	What is Covered California's expected number of stakeholder interviews, workshops, leadership sessions, board engagements, and validation meetings throughout the engagement?	These are not currently available to confirm and will be decided upon once the Contractor is selected and onboarded.
33.	Is there an approved budget range or not-to-exceed amount for this engagement?	Proposal submissions shall not exceed \$1,000,000.00 in total proposed costs. Proposals that exceed this amount will not be considered for selection. It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term.
34.	Please provide the approved budget range, estimated contract value, annual funding level, or not-to-exceed amount.	Proposal submissions shall not exceed \$1,000,000.00 in total proposed costs. Proposals that exceed this amount will not be considered for selection. It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term.
35.	How is the anticipated funding distributed between the base term and optional extension periods?	Proposal submissions shall not exceed \$1,000,000.00 in total proposed costs. Proposals that exceed this amount will not be considered for selection. It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term.

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36.	Is funding secured for the full contract term or subject to annual appropriation or approval?	Per RFP 2026-04, section 1.5 "It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term." Additionally, "Funding is subject to annual budget approval by the Covered California Board of Directors. If full funding does not become available, Covered California may terminate or amend the contract to reflect reduced funding and reduced deliverables."
37.	Is the estimated budget based primarily on historical expenditure, forecast workload, current market rates, or a predefined staffing model?	The estimated budget is based on historical expenditure, forecasted workload, and current market rates.
38.	Please confirm the estimated budget or Not-to-Exceed (NTE) value for this procurement, if available.	Proposal submissions shall not exceed \$1,000,000.00 in total proposed costs. Proposals that exceed this amount will not be considered for selection. It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term.
39.	Is the potential 1-year extension priced within the \$1,000,000 NTE ceiling, or would it be negotiated/funded separately at the same rates?	It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term.
40.	The RFP states that "It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term." Can Covered California please clarify if the contract is extended for up to one year, as noted in section 1.6, that it would not result in any additional funds than the original proposed amount that may not exceed \$1M? This seems to conflict with Exhibit A Scope of Work Section D, which states, "Additional funding for any time extension will be at the same rates provided in Contractor's proposal."	It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term.

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41.	Section 1.5 states that proposals must not exceed \$1,000,000 and notes that this amount includes any contract extensions. Section 1.6 indicates that Covered California may extend the contract by up to one additional year. Could Covered California please confirm whether the \$1,000,000 maximum budget is intended to cover: • Only the initial contract term (October 15, 2026 – July 1, 2027), or • The full potential contract term, including any optional extension(s), for a total of up to two years and nine months?	It is expected that the approved funding for the contract will not exceed \$1,000,000.00, including any extensions of the term.
42.	Are bidders expected to propose against the full estimated workload, or may they recommend alternative staffing and pricing models supported by productivity assumptions?	Proposers will be evaluated against the highest cost estimate they propose.
43.	Is there an expected range of full-time equivalents or total labor hours for the engagement?	There is no expected range for total labor hours for this engagement.
44.	Will proposed staffing below the anticipated level be considered an efficiency or a delivery-capacity risk?	It will be considered to be both.
45.	To help Proposers appropriately size their teams and develop realistic cost proposals, does Covered California have an anticipated level of effort in mind, such as: • Estimated total labor hours, • Estimated FTEs/resources, or • Recommended staffing levels for successfully completing the Scope of Work outlined in Exhibit A within the stated budget?	There is no expected range for total labor hours for this engagement.

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46.	Please confirm the expected staffing model, required roles, and anticipated level of effort for each role.	Please see response to Question 45.
47.	What advance notice will generally be provided for material changes in workload, staffing, priorities, or deadlines?	10 business days' notice will be given.
48.	May bidders propose alternative resource mixes, quantities, or productivity assumptions when supported by a clear rationale?	Please see response to Question 42.
49.	Are proposed labor rates expected to remain fixed throughout the base term and all optional extension periods?	Yes, the proposed rates will remain fixed throughout the base term and optional periods.
50.	Page 25, under 4.3.7 Cost Proposal, the RFP states that "A proposed milestone-based payment structure tied to Formal Written Acceptance of deliverables, consistent with the payment structure described in Section 6 of this RFP." Can Covered California clarify this requirement as Section 6 details "Preference and Incentive Programs"?	The Request for Proposal incorrectly references Section 6 for milestone-based payments, and an addendum will be issued to correct this.
51.	In the Cost Proposal, can applicants propose payment by work stream or does Covered California have a preference to structure by deliverable?	Proposers can propose payment by workstream.
52.	Please confirm the required invoicing structure, including whether invoices should be milestone-based, deliverable-based, or based on actual hours worked.	Please refer to Exhibit B – Budget Detail and Payment Provisions for invoicing requirements.
53.	What supporting documentation is required with each invoice, and what is the standard payment period following approval?	Please refer to Exhibit B – Budget Detail and Payment Provisions for invoicing requirements.

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54.	Please confirm whether proposed labor rates must remain fixed for the full contract term, including any extension periods.	Yes, the proposed rates will remain fixed throughout the base term and optional periods.
55.	Please clarify whether travel and other direct expenses must be included within the proposed price or may be invoiced separately.	Rates identified in Exhibit B, Attachment 1 – Cost Worksheet shall be fully loaded and inclusive of all direct and indirect costs for all activities, labor, materials, tools, equipment, and travel required to perform and/or support services under this Agreement. Travel will not be separately reimbursed under this contract.
56.	Should travel time and related expenses be included within proposed rates or priced separately?	Yes, rates identified in Exhibit B, Attachment 1 – Cost Worksheet shall be fully loaded and inclusive of all direct and indirect costs for all activities, labor, materials, tools, equipment, and travel required to perform and/or support services under this Agreement. Travel will not be separately reimbursed under this contract.
57.	Will cost be evaluated using total evaluated price, hourly rates, estimated quantities, sample tasks, or another pricing scenario?	Costs will be evaluated using total price based on Table 1 in Exhibit B, Attachment 1 – Cost Worksheet.
58.	Are the quantities included in the cost worksheet based on historical usage, forecast demand, or evaluation assumptions?	The quantities included in Exhibit B, Attachment 1 – Cost Worksheet are based on evaluation assumptions.
59.	The RFP states that the Contractor may invoice only after successful completion and acceptance of contract deliverables, while Exhibit B states that invoices may be submitted every 30 calendar days in arrears. Should proposers structure pricing and invoicing as milestone-based only, monthly in arrears, or a hybrid tied to Formal Written Acceptance of deliverables?	Proposers should submit milestone-based pricing tied to Formal Written Acceptance of each applicable deliverable or work stream. Invoices may be submitted in arrears no more frequently than every 30 calendar days after acceptance of the applicable milestone; however, monthly invoicing for work in progress or unaccepted deliverables is not permitted

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60.	Section 4.3.7 states "Confirmation that the firm is willing to accept a performance-based contract in which a portion of each milestone payment is withheld pending compliance with the service levels described in Section 6," but no such service levels are included. What percentage of each milestone payment is subject to withholding, and what are the specific service-level metrics that determine release of the withheld amount?	The Request for Proposal incorrectly references milestone-based payments, and an addendum will be issued to correct this.
61.	Can Covered California please update Exhibit B Attachment 1 Cost Worksheet to reflect the Deliverables listed within Exhibit A Section J – Contract Deliverables?	Exhibit B, Attachment 1 – Cost Worksheet is based off of Exhibit A – Scope of Work Section E. Each Work Stream is counted as a milestone.
62.	It appears that the effort weightings do not match across documents. Exhibit A (Scope of Work) and Exhibit B (Cost Attachment) are different. Since the Cost Worksheet percentages drive the milestone payment split, can Covered CA confirm which is authoritative?	The percentages in Exhibit B, Attachment 1 – Cost Worksheet are for informational purposes only. The weightings in Exhibit A – Scope of Work are authoritative.
63.	The effort percentages in Exhibit A Section E.1.1 and the payment percentages in the Exhibit B Cost Worksheet are inconsistent. The cost worksheet footnote indicates that the payment percentage “is for informational purposes only and intended to assist Proposers determine a total cost.” Please confirm that bidders are free to propose level of effort <u>and</u> payment percentages based upon experience in providing similar services.	Proposers may submit their own level of effort and payment percentages in Exhibit B, Attachment 1 – Cost Worksheet.

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64.	Exhibit A, Section E.1.1 allocates the level of effort across the five work streams as 10% / 30% / 20% / 10% / 30%. However, the milestone payment percentages identified in Exhibit B, Attachment 1, Table 1 appear to differ. Could Covered California please clarify which allocation should govern the milestone payment schedule tied to Formal Written Acceptance of the contract deliverables?	Exhibit B, Attachment 1 – Cost Worksheet incorrectly identified the percentages, and an addendum will be issued to correct this.
65.	To ensure the successful electronic submission of our proposal, could you please specify the maximum file size that your email system can accept for an attachment?	Covered California has never had any issues with receiving electronic proposals in the past. However, if the vendor is concerned about transmission of files, then you can send multiple emails with files. Covered California will always respond with an email of receipt.
66.	Please confirm if text contained within tables, figures, charts, and images is permitted to be smaller than the 12-point font size mandated for the general narrative.	Text in the tables, figures, charts and images can be smaller than 12-point font but must still be readable.
67.	We request clarification regarding the specified page limits. Could you please confirm if full-page section dividers will be counted against the maximum page limit?	Section dividers are excluded from page counts.
68.	Page 7 of the RFP – Can Covered California please clarify whether you would like each section to be paginated per section (e.g. <i>Corporate Qualifications Summary, Page 1 of 5</i>; then <i>Project Team Qualifications, Page 1 of 4</i>); or paginated sequentially throughout (e.g. <i>Page 1 [of 57 total]</i>)?	Covered California does not have a preference.
69.	May applicants please request that embedded graphics, charts, and/or tables use size 10 font instead?	Please refer to the response for Question 66.

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70.	Can Covered California clarify font size that can be used with-in tables and graphics?	Please refer to the response for Question 66.
71.	Section 2.1 vs. Section 4.3.2 overlap: Sections 2.1 (Project Team Minimum Qualifications) and 4.3.2 (Corporate Qualifications Summary) both request three (3) OKR/KPI/budget-linked strategic planning examples, adoption evidence, health care experience, and mission-driven organization experience. Must the examples cited in Section 2.1 be distinct from those cited in Section 4.3.2, or may the same examples satisfy both sections? Additionally, may the Section 2.1 examples include engagements led by individual proposed team members prior to their employment with the Proposer firm, or must they be engagements performed by the Proposer organization itself? ○ Additionally, should these examples in section 2.1 include engagements led by the individual team members prior to their employment with the firm? ○ Are the Section 2.1 items pass/fail minimum qualifications (with rejection risk for non-response), or evaluative content also scored under 4.3.2?	The examples cited in Request for Proposal section 2.1 and in section 4.3.2 may be the same example to satisfy both sections. Request for Proposal section 2.1 examples can include engagements led by individual proposed team members prior to their employment with the proposer firm. Yes, the items in Request for Proposal section 2.1 are pass/fail minimum qualifications.
72.	4.3.2.i asks for references for at least 2 engagements within the narrative, and Attachment 8 is a standalone reference form also requiring 2 references. Are these the same 2 clients, or 4 total unique references?	Please only provide two (2) references as part of Attachment 8.

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73.	Can Covered California please confirm whether the references listed in "ATTACHMENT 8 – CLIENT REFERENCES" should be the same as those listed in section 4.3.2. i) of the Technical Proposal?	References listed in Attachment 8 – Client References shall be the same as those listed in Request for Proposal 4.3.2(j).
74.	Time limit for Section 4.3.2(e) OKR/KPI examples: Attachment 8 explicitly limits client references to those "served in the past three years," and Section 4.3.4 (Past Projects Completed) is limited to the past two (2) years, but Section 4.3.2(e)'s three required OKR/KPI/budget-linkage strategic planning examples have no stated time limit. Is there an intended time limit for these examples, or may they be drawn from any point in the Proposer's history?	No, there is no intended time limit for these examples.
75.	4.3.2 (Corporate Qualifications), 4.3.4 (Past Projects Completed), and 4.3.6 (Sample Work Products) all draw on prior engagements. Can the same projects be cited across all three?	Yes, the same projects can be cited across all three.
76.	For 4.3.6, can client names/data remain visible in submitted samples, or should they be redacted/genericized?	Please complete Attachment 8 without any redactions.

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77.	Section 4.3.1 requests that "Proposers should also include their expectations of all entities outside their own project team, if any, and provide any assumptions used to develop the response" within the Understanding and Approach section. However, Section 4.3.5 notes that proposers have a maximum of two pages to outline project assumptions within a Project Assumptions section. As the Understanding and Approach section has a maximum of ten pages, will the State consider allowing proposers to solely document their assumptions within their dedicated Project Assumptions section?	Yes, documenting all assumptions within the dedicated project assumptions section is permitted.
78.	Are there any mandatory qualifications, certifications, licenses, or minimum experience requirements in addition to those stated in the solicitation?	Please refer to RFP 2026-04, Section 2.1 Project Team Minimum Qualifications for the list of mandatory requirements.
79.	Please clarify the approval process and conditions applicable to the replacement of key personnel.	Please refer to RFP 2026-04, section 2.2 Reassignment of Personnel and Exhibit A, Section G. Reassignment of Personnel.
80.	Please confirm the background-check, security-clearance, onboarding, and system-access requirements applicable to contractor personnel.	Yes, per Exhibit A, Section C. "If the Contractor must access any confidential information, this provision must be completed prior to implementing any portion of this scope of work."
81.	Are resumes required for all proposed personnel or only for Key Personnel?	Per RFP 2026-04, Section 4.3.3.1, "Proposers must provide a resume of the relevant experience held by each proposed project team member."
82.	Should bidders submit resumes for the actual proposed resources, or are representative/sample resumes acceptable at the proposal stage?	Per RFP 2026-04, Section 4.3.3.1, "Proposers must provide a resume of the relevant experience held by each proposed project team member."

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83.	The checklist (Attachment 6) lists an "Exhibit A, Attachment 1 – Sample Work Order" that does not appear in Section 8 or the provided files, and it omits "Exhibit C, Attachment 1 – Resumes," which Section 8 lists and §4.3.3.1 requires. Does a Sample Work Order exist and is Exhibit C, Attachment 1 (Resumes) a required contract exhibit in addition to the technical resumes?	The checklist incorrectly identifies "Exhibit A, Attachment 1 – Sample Work Order" as part of the model Contract. An addendum will be issued to correct this. Resumes should be submitted separately. Resumes will only be added to Exhibit C, Attachment 1 for the winning vendor.
84.	Can Covered California please clarify if staff resumes are expected to be added to the "EXHIBIT C, Attachment 1" pdf document or embedded in the proposal draft under Section 4.3.3.1?	No, resumes should be submitted separately. Resumes will only be added to Exhibit C, Attachment 1 for the winning vendor.
85.	The RFP requires a project team narrative description limited to 4 pages. Please confirm that the requirement for resumes (subsection 4.3.3.1) is not subject to the 4-page limit.	Resumes are not subject to the 4-page limit.
86.	Do the stated page limits (5 pages for 4.3.2, 4 pages for 4.3.3, etc.) include resumes, tables, or citations, or are exhibits/attachments excluded from that count?	Resumes are not subject to the 4-page limit.
87.	Section 4.3.3 Project Team Qualifications is limited to four (4) pages, while Section 4.3.3.1 separately requires resumes for each proposed project team member. Can Covered California clarify if resumes submitted under Section 4.3.3.1 are excluded from the 4-page limit applicable to Section 4.3.3	Resumes are not subject to the 4-page limit.
88.	Are subcontractors permitted under this solicitation? If yes, please specify any approval requirements or limitations.	Subcontractors are permitted under this RFP. If they will be proposed as part of the project team, then they must meet all minimum qualifications listed in RFP 2026-04, Section 2.1.

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89.	Please confirm whether subcontractors may be proposed or added after contract award, and describe the applicable approval requirements.	All proposed subcontractors must be proposed in Attachment 5.
90.	Attachment 6 references an optional Contract Language Modification Matrix, while Section 4.2.3 instructs proposers to provide tracked changes in Microsoft Word for any proposed changes to the Model Contract exhibits. Please confirm whether a separate Contract Language Modification Matrix is required, optional, or not necessary if tracked changes are provided.	The checklist incorrectly discusses the "Contract Language Modification Matrix" and an addendum will be issued to correct this. Please refer to Request for Proposal Section 4.2.3 for how to submit proposed redlines to the model contract.
91.	Three real prior-engagement artifacts (implementation roadmap, KPI scorecard, comms toolkit) won't fit in the 4-page limit at full fidelity, are excerpts acceptable, and may full samples go in an appendix outside the count?	Excerpts are acceptable. Full samples may be included in the appendix.
92.	Would Covered California accept in its response links to a live example of potential work products to answer what engagement artifacts could look like on an accessible URL?	Yes, Covered California will accept links to live examples of potential work products.
93.	Please confirm whether contractor personnel will access Covered California systems, confidential information, personal information, or other sensitive data.	Yes, contractor personnel will potentially access confidential information and sensitive data as part of the landscape scan and diagnostic.
94.	Please identify the mandatory security, privacy, accessibility, and regulatory standards applicable to the engagement.	Please refer to Exhibit C – General Terms and Conditions.
95.	Please clarify whether Covered California will provide the required hardware, software, system accounts, VPN access, licenses, development environments, and collaboration tools.	Yes, Covered California will provide access to those items necessary to meet the deliverables requirements as determined by Covered California and the selected vendor.

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96.	Please identify any provisions of the Model Contract that are considered non-negotiable.	Please refer to RFP 2026-04, Section 1.9, subsection 3. Model Contract with Exhibits and Section 4.2.3 Updated Model Contract with Exhibits for more information.
97.	Are there any insurance, bonding, licensing, or indemnification requirements beyond those expressly stated in the solicitation documents?	All insurance requirements are listed in RFP 2026-04, Section 4.2.2 Required Documents and Exhibit C or the Model Contract.
98.	Please provide the evaluation criteria and corresponding weightings for technical approach, personnel qualifications, organizational experience, and cost.	Evaluation Criteria and the weighting can be found in Request for Proposal Section 5.2.1 – Evaluation Categories and Criteria.
99.	Will shortlisted bidders be required to participate in interviews, presentations, demonstrations, or oral clarifications?	Per RFP 2026-04, Section 5.2.1.6, “the three (3) Proposers with the highest scores will be interviewed.”
100.	We note that the RFP requires changes to the Model Contract to be reflected in track changes in Microsoft Word; however, the documents are provided in PDF format. Would Covered California also provide the documents in Microsoft Word format, or is it acceptable for the proposer to convert the documents to Microsoft Word, acknowledging that incidental formatting variations may occur?	The Model Contract documents have been reuploaded in Microsoft Word.
101.	We understand that requirement that changes to the Model Contract must be reflected in track changes. To ensure clarity and minimize repeated edits, would a response be considered responsive if conceptual changes and/or changes that would apply to multiple sections are addressed via margin comments in lieu of multiple tracked edits	No, per RFP 2026-04, Section 1.9, subsection 3, “Proposers must submit as part of their proposals any changes or exceptions to the Model Contract that they wish to negotiate.”

No.	Bidder Questions:	Covered CA - Response:
102.	On page 24 of the RFP, Covered California states that “Proposers must identify the key staff that will be the points of contact for Covered California and indicate the percentage and number of hours of that staff will be dedicated to the work detailed in Model Contract Exhibit A – Scope of Work” and that “Proposers must list the anticipated time commitment (in hours) for each team member per project phase.” Can Covered California please clarify whether “percentage” refers to total time on project or as compared to an individual’s total full time level of effort? May applicants please request to use a smaller font size (size 10) for headers and footers?	Percentage refers to a role's allocation relative to the entire project's level of effort, not to an individual's full-time schedule — e.g., 50% (.5) = half of the total project hours.
103.	Can you please confirm that only section 2 of "Attachment 7- HBEX 707 Generative Artificial Intelligence Risk Assessment" should be completed?	Section 1 needs to be completed as well as whether or not there is software being used as part of this request. If there will be no software used by a vendor throughout this contract, then the vendor can skip to the end where they provide the full printed name, title, signature, and date. If there is any type of AI being used by the vendor, then all of the sections need to be completed.
104.	Is the requirement to declare generative AI that is included in, or made available via, the services intended to apply to generative AI elements embedded in the deliverables/final output of the services, or is this requirement also intended to extend to AI tools used in the proposer’s administrative or internal operations or back-office systems that are not embedded in the final deliverables (e.g., CoPilot, Claude).	Any use of AI needs to be listed in Attachment 7- HBEX 707 Generative Artificial Intelligence Risk Assessment.

No.	Bidder Questions:	Covered CA - Response:
105.	Can Covered California confirm whether the “Generative Artificial Intelligence Risk Assessment (HBEX 707)” attachment should still be signed and filled out at the bottom even if the proposal does not include “evaluating or procuring software”?	Please see response to Question 103.
106.	Section 4.2.4 notes that "Proposer must notify the State in writing if their solution or service includes, or makes available, any GenAI" and "failure to submit the Generative Artificial Intelligence Risk Assessment (HBEX 707) will result in disqualification of the Proposer." Please confirm that the submission of a completed HBEX 707 will satisfy this requirement and the State does not require a separate statement regarding GenAI within the submission.	Yes, Section 4.2.4 refers to Attachment 7- HBEX 707 Generative Artificial Intelligence Risk Assessment.
107.	Can Covered California please clarify where on the <i>Bidder Declaration (GSPD-05-105)</i> the signature should be placed?	A signature can be placed at the bottom of the form.
108.	Is there a “Contract Analyst” assigned to this RFP from Covered California to fill in for the “ATTACHMENT 4 – STATEMENT OF ECONOMIC INTERESTS CERTIFICATION” form?	Please refer to RFP 2026-04, Section 1.3.

No.	Bidder Questions:	Covered CA - Response:
109.	Is it acceptable to propose the following redline to <i>Exhibit C, Section EE. Insurance Requirements</i>? We are requesting this redline in order to align with standard ACORD insurance practices, and which preserves Covered CA's core substantive requirement. <i>Contractor agrees that the general, automobile, professional liability, and cyber liability insurance herein provided for shall be in effect at all times during the term of this Agreement. In the event said insurance coverage expires at any time or times during the term of this Agreement, Contractor agrees to provide at least 30 calendar days' prior to said expiration date within 10 days of renewal of said insurance, a new certificate of insurance evidencing insurance coverage as provided for herein for not less than the remainder of the term of the Agreement, or for a period of not less than one (1) year. New certificates of insurance are subject to the approval of Covered California, and Contractor agrees that no work or services shall be performed prior to the giving of such approval. In the event the Contractor fails to keep in effect at all times insurance coverage as herein provided, Covered California may, in addition to any other remedies it may have, terminate this Agreement upon occurrence of such event.</i>	All proposed edits should be sent in with the proposal as described in Request for Proposal Sections 1.9 and 4.2.3.

No.	Bidder Questions:	Covered CA - Response:
110.	Are any vendors who are involved in the CalHEERS Maintenance and Operations (M&O) current contract and/or pending procurement precluded from bidding on this RFP?	No. Vendors involved in the current CalHEERS M&O contract or a pending CalHEERS procurement are not categorically precluded from submitting a proposal in response to RFP 2026-04. Each Proposer remains responsible for identifying and disclosing any actual, potential, or apparent conflict of interest and for complying with all applicable confidentiality, procurement, and contracting requirements. Covered California will evaluate any conflict based on the specific facts and applicable requirements.
111.	Is the vendor who is awarded this contract precluded from future projects that may result from the strategic planning activities?	Covered California clarifies that, consistent with Section 8.12 of the Covered California Procurement and Contracting Manual, the awarded contractor may not submit a bid for or be awarded a future contract for goods or services suggested in the strategic planning services contract. This restriction does not apply to unrelated future procurements. The contractor may participate as a subcontractor only to the extent permitted by applicable Covered California rules, including the limitation that the subcontract may not exceed 10 percent of the total monetary value of the consulting services contract.
112.	Is there an incumbent contractor currently performing these services? If yes, please provide the incumbent's name, current contract term, and approximate contract value.	There is no incumbent Contractor performing these services.
113.	Is the current work being performed under an existing contract? If so, please provide the approximate annual contract value, period of performance, and number of assigned contractor resources.	No, there is no current or prior contract for these services.
114.	Is an incumbent contractor currently performing this work? If so, will a formal transition and knowledge-transfer period be provided?	There is no incumbent Contractor performing these services.

No.	Bidder Questions:	Covered CA - Response:
115.	Were prior contract funds fully utilized? If not, what percentage was expended?	There was not a prior contract for these services.
116.	Were there significant amendments, funding increases, scope changes, or staffing adjustments during the current contract?	There was no current or prior contract for these services.
117.	What lessons learned or performance outcomes from the current engagement influenced this solicitation?	There is no current or prior contract for these services.
118.	Please provide the approximate historical annual level of effort in full-time equivalents or labor hours.	There is no current or prior contract for these services.
119.	What are the primary causes of delays, rework, rejected deliverables, or missed service levels under the current operating model?	There is no current or prior contract for these services.
120.	Is there an existing backlog that the selected contractor will be expected to address? If so, please provide its approximate volume, age, and priority.	There is no current or prior contract for these services.
121.	Please provide historical workload volumes for comparable services and indicate any expected increase or decrease during the contract term.	There is no current or prior contract for these services.

No.	Bidder Questions:	Covered CA - Response:
122.	Can Covered California share their current 3 Year Strategic Plan?	Covered California's 2023–2026 Strategic Plan provides important background on the organization's mission, strategic pillars, and long-term priorities. During the third year of the plan, however, significant federal changes affecting Covered California required the organization to adjust its priorities and place a heightened focus on initiatives that support continuity of its mission, affordability, and consumer retention. Accordingly, the prior Strategic Plan should be viewed as background context rather than a prescriptive framework for this procurement. Bidders are expected to draw on their own experience and bring forward relevant best practices, innovative approaches, and recommendations that reflect Covered California's current and anticipated operating environment.
123.	Does this represent the current strategic plan? 2023.08.17 Covered California Strategic Plan 2023-2026.pdf	The current strategic plan can be found here .
124.	Is there an internal-facing current strategic plan document?	Yes, there is a current strategic plan.
125.	Does the current internally-facing strategic plan included specific, existing OKR and KPI that Covered California will expect the next strategic plan to build on? If available, can you share it?	Yes, Covered California's strategic plan is based on OKRs and KPIs. Additional details will be shared with the contract awardee.

No.	Bidder Questions:	Covered CA - Response:
126.	Does Covered California currently maintain an enterprise performance management framework, including existing OKRs, KPIs, dashboards, or performance reporting processes, that will serve as the foundation for this engagement, or should proposers assume development of a new enterprise performance framework?	Yes, we have a current management framework that will be foundational to this next plan.
127.	To help ensure recommendations are practical, sustainable, and aligned with Covered California's established ways of working, could Covered California provide additional insight into its existing planning, budgeting, governance, and collaboration environment? Specifically, are there established enterprise tools, platforms, templates, governance processes, project management methodologies, or organizational standards that proposers should consider when developing deliverables to maximize alignment with current operations, accelerate adoption, and minimize organizational disruption?	We currently use Monday.com to project manage our strategic plan and we use an OKR, KPI, and Milestone framework for the initiatives within the plan.
128.	Does the 2023-2026 Strategic Plan include OKRS/KPIs? Can Covered California provide any recent annual business plans, performance dashboards, OKR/KPI frameworks, budget planning guidance, or strategic planning documents?	See response to Questions 124 and 129.
129.	Please identify the quantitative targets for response time, completion time, resolution time, availability, accuracy, defect rates, rework, and stakeholder satisfaction.	Not known at this time and does not apply to this scope of work.

No.	Bidder Questions:	Covered CA - Response:
130.	Are there minimum productivity expectations by resource, such as assignments, assessments, tickets, deliverables, or milestones completed?	Not known at this time and does not apply to this scope of work.
131.	What performance thresholds may trigger corrective-action plans, payment withholding, service credits, or other contractual remedies?	The Contractor needs to align with the deliverable required in each workstream.
132.	How will performance be measured—by individual request, monthly average, workstream, milestone, or another method?	Performance will be measured by meeting the overall objective of the RFP and deliverables on time and quality
133.	How many internal subject-matter experts, technical resources, business stakeholders, and decision-makers will support the engagement?	15 – 20 people will be supporting the engagement.
134.	What level of availability or percentage of time should bidders assume for these internal resources?	The Proposer should propose based on the scope of work.
135.	Are there known peak periods, regulatory deadlines, enrollment cycles, releases, or other events that may materially increase workload?	Open enrollment period is November 1, 2026 to January 31, 2027.
136.	What surge capacity may be required during major releases, incidents, audits, regulatory deadlines, or other critical events?	No surge capacity is anticipated for this engagement.
137.	What minimum and peak staffing capacity should bidders assume?	The minimum and peak staffing capacity is unknown at this time.
138.	Does Covered California expect the selected contractor to maintain current staffing levels, increase capacity, or reduce effort through process improvements and automation?	It is up to the contract to manage and maintain staffing levels required to meet the workload and deliverable needs of the contract. Covered California has no expectations for how the contractor may or may not meet these needs.
139.	Please provide the estimated quantity and frequency of each major deliverable type.	The estimated quantity and frequency of deliverable type is unknown at this time.

No.	Bidder Questions:	Covered CA - Response:
140.	For major deliverables, please indicate the approximate size, complexity, number of systems, business units, data sources, or stakeholder groups involved.	The size, complexity, number of systems, business units, data sources, and stakeholder groups are unknown at this time.
141.	How many formal review and revision cycles are typically required before acceptance?	The review and revision cycles will depend on the type and quality of the deliverable.
142.	What percentage of comparable deliverables historically required material revision after initial submission?	There is no current or prior contract for these services, so there is no historical information to provide.
143.	Are the stated deliverable quantities fixed commitments, planning estimates, or evaluation assumptions?	See response to Question 141.
144.	How many applications, platforms, databases, interfaces, environments, and business processes are included in scope?	The number of applications, databases, interfaces, environments, and business processes are unknown at this time.
145.	Please categorize the in-scope systems by criticality, complexity, hosting model, technology platform, and lifecycle status.	The criticality, complexity, hosting model, technology platform, and lifecycle status are unknown at this time.
146.	What are the approximate volumes of users, transactions, records, incidents, changes, reports, or service requests associated with the in-scope environment?	The approximate volumes are unknown at this time.
147.	Are any major implementations, migrations, upgrades, cloud transitions, or system retirements planned during the contract term?	Not relevant to this contract or scope of work.
148.	What percentage of the environment relies on legacy, unsupported, or end-of-life technology?	Not relevant to this contract or scope of work.
149.	How many reports, dashboards, briefings, presentations, or executive summaries will be required during each reporting period?	The number of reports, dashboards, briefings, presentations, and executive summaries are unknown at this time.

No.	Bidder Questions:	Covered CA - Response:
150.	How many business units, governance bodies, project teams, or external stakeholders will require separate reporting or coordination?	All reporting will be to Covered California's Strategic Planning team and its executive sponsors who will manage this contract.
151.	What level of contractor participation is expected in executive briefings, steering committees, audits, regulatory reviews, and stakeholder presentations?	Covered California expects the contractor to play an active role in executive and stakeholder-facing strategic planning activities, including presenting findings to executive leadership and directors, co-facilitating leadership alignment sessions, and developing Board- and department-ready presentation materials.
152.	Which elements of the current service-delivery model does Covered California intend to retain, modify, or discontinue?	There is no current or prior contract for these services.
153.	What level of workload increase or decrease should the contractor be prepared to absorb without a contract amendment?	Covered California did not specify a fixed percentage or threshold of workload increase or decrease that the contractor must absorb without amendment. Proposers should base staffing and pricing on the defined scope and deliverables in the RFP; material changes to funding, scope, or deliverables would be addressed through a contract amendment as appropriate.
154.	Are there anticipated legislative, regulatory, organizational, or technology changes that may materially affect scope or demand?	No, there are not any anticipated changes that may materially affect scope or demand.
155.	How many systems, processes, repositories, documents, stakeholder groups, and incumbent personnel will be included in knowledge-transfer activities?	The number of systems, processes, repositories, documents, stakeholder groups, and incumbent personnel are unknown at this time.

No.	Bidder Questions:	Covered CA - Response:
156.	Please identify the internal resources, subject-matter experts, systems, documentation, and data that will be made available to the selected contractor.	Covered California expects to provide the selected contractor with the internal resources and information necessary to complete the engagement, including access to business, operational, financial, and technical documents; enterprise, programmatic, operational, and financial data; and subject-matter experts as needed for technical requirements and data interpretation.
157.	Can you share a list of the divisions within Covered California and their functions?	All applicable information can be found here: https://hbex.coveredca.com/
158.	Should any part of the strategic alignment involve MediCal Department of Insurance, or any other State agency, or is it all internal to Covered California?	Strategic alignment will be internal to Covered California.
159.	Can Covered California clarify what responsibilities will remain with the internal team versus the contractor?	The contractor is expected to provide substantive strategic planning expertise and produce the work products, while Covered California will provide direction, institutional context, internal access, participation, and final decision-making/approval authority.
160.	What level of Board involvement is anticipated during strategic goal development?	The Board will have minimal involvement in the development.
161.	If design support across deliverables is expected, can Covered California identify any style guides, branding standards, or accessibility requirements (e.g., Section 508, language access) that must be applied consistently across all documents, tools, and presentations?	Proposers should assume materials must follow Covered California brand/style guidance and be developed in accessible formats consistent with state accessibility requirements and language access expectations.

No.	Bidder Questions:	Covered CA - Response:
162.	If budget limitations require phasing or prioritization, which deliverables does Covered California consider “must-have” in the first year versus “nice-to-have” enhancements (e.g., depth of training modules, number of planning tools, level of customization of communications)?	All five (5) workstreams are core to the RFP and are intended to be completed within the contract term.
163.	Section 4.3.1 asks for a methodology to ground the diagnostic and strategic framework "in data, not just facilitated input" — can Covered California clarify whether existing internal data (e.g., member research, enrollment data, prior plan performance) will be made available to the selected Contractor, or whether the landscape scan is expected to rely solely on external/public sources?	Yes. Covered California expects the selected contractor to use relevant internal documents and data as part of the landscape scan and diagnostic. The RFP states that document and data review will serve as the primary fact base, and the diagnostic deliverable specifically includes internal operational data and an internal data review memo. The engagement is therefore not limited to external or public sources. If access to confidential or sensitive information is needed, that access may also be provided consistent with applicable security and background clearance requirements.

No.	Bidder Questions:	Covered CA - Response:
164.	Beyond achieving Formal Written Acceptance of the required deliverables, what outcomes or organizational changes would Covered California consider to be the primary indicators of a successful engagement? Understanding the broader measures of success will help proposers tailor their approach to support not only successful delivery, but also long-term organizational adoption and value realization.	Covered California would consider a successful engagement to include not only Formal Written Acceptance of required deliverables, but also clear evidence that the strategic plan is understood, operationalized, and being positioned for enterprise-wide adoption. Consistent with the RFP's emphasis on an implementable strategic plan, practical business planning tools, measurable OKRs/KPIs, and communications, training, and adoption planning, primary indicators of success would include staff at all levels being able to articulate the strategic plan and how their work supports it; increased organizational understanding of the key strategic efforts being pursued; and leadership at all levels being equipped to communicate the plan, connect it to team priorities, and support execution across the organization. Success would also include delivery of usable tools, roadmaps, and supporting materials that enable Covered California to sustain implementation beyond the contract term.

No.	Bidder Questions:	Covered CA - Response:
165.	Please clarify the specific deliverables required under each phase of the engagement, including the applicable acceptance criteria.	Covered California has identified the required deliverables by workstream and phase within the RFP, and proposers should rely on that scope as the basis for their response. The RFP describes the expected outputs associated with the diagnostic and landscape scan, strategic framework and goal development, implementation planning and OKR/KPI alignment, annual business planning tools, communications, training, and adoption support. Because deliverables may vary in format, level of effort, and complexity depending on the contractor's proposed approach, specific acceptance criteria will be established in relation to the type and complexity of each deliverable. In general, acceptance will be based on whether the deliverable satisfies the requirements of the RFP, is complete and usable for its intended purpose, and is submitted in a quality and format acceptable to Covered California.
166.	Is the workstream timing indicated in the scope of work fixed, or is there flexibility to adjust based on the bidder's discretion?	There is some flexibility to adjust based on agreement between Covered California and the bidder on what adjustments will look like.
167.	To assist with estimating the level of effort for Work Stream 1, could Covered California clarify what strategic planning artifacts will be made available to the selected contractor? Examples may include the current enterprise strategic plan, prior environmental scans, divisional strategic plans, enterprise performance reports, KPI libraries, implementation roadmaps, budget planning documentation, or other supporting materials.	All of the examples could be provided along with any additional materials that are available to share and will provide the most wholistic and accurate landscape assessment.

No.	Bidder Questions:	Covered CA - Response:
168.	Exhibit A, Section E.2.1 (Work Stream 1) says the diagnostic phase culminates in a report out to leadership 'as described in Section 3 — but Section 3 is not identified in either document. Could Covered California highlight where the report-out format or expectations are described, or clarify if this reference should be updated?	This reference incorrectly identified section 3, and an addendum will be issued to correct this. The report out to leadership is most likely to occur at a Chief Deputy Executive Director meeting and a bimonthly Directors meeting.
169.	Deliverable 2 says the new framework "should build off of" the existing six-pillar / 25-goal plan, while the stated intent is 2–5 bold cross-divisional goals. How much appetite is there to genuinely consolidate/replace the current structure, and are the vision/mission/values fixed or in scope for revisiting?	Our current plan has been narrowed down to seven (7) goals (from 25) and there is appetite to narrow the scope even further. Covered California doesn't anticipate making changes to our vision/mission/values at this time.
170.	For the one-year business planning tools and templates, does Covered California have any existing planning formats or systems (e.g., specific budget forms, performance dashboards, project governance tools) that the new tools must integrate with or replace?	There are some existing tools, however new tools are not required to integrate or replace. We are open to adjusting existing tools and adding new tools as needed.
171.	Task (e) requires design of presentations "Covered California's strategic planning team can deliver." To help us develop our proposed approach, we have two related questions: a) How many people are on that team? b) To what extent will they be available to work with the firm awarded this work?	There are four (4) people on this team. All of them will be regularly available to work with the Contractor awarded this work.

No.	Bidder Questions:	Covered CA - Response:
172.	The last bullet in this section requires “post-session confirmation from the steering committee or executive sponsors must reflect greater than 80% agreement on strategic direction.” Two related questions: a) How many steering committee members and executive sponsors will be involved and require agreement? b) How has Covered California measured and documented agreement in the past, e.g. a polling tool or a sign-off sheet?	The steering committee does not currently exist and may be formed after the contract is awarded. There are five (5) executive sponsors. We often measure agreement using polling or voting tools.

No.	Bidder Questions:	Covered CA - Response:
173.	Please clarify which revision period governs when a deliverable is formally rejected under Section K versus when Covered California requests revisions prior to the formal acceptance process. Please clarify whether revision timelines are 5 or 7 business or calendar days, both for the up to 2 rounds of revisions per deliverable, as well as for a documented deliverable rejection workflow. Exhibit A, J.2.4 states "any Covered California requested revisions to any deliverable shall be incorporated by the Contractor within seven (7) calendar days from the date in which Covered California provided its feedback." Exhibit A, K.1.b states that in case of a rejected deliverable, "The Contractor shall have seven (7) business days to cure the deficiency and resubmit the corrected deliverable at no additional cost to Covered California." Exhibit A, K.6 states that in case of a rejected deliverable, "The Contractor shall promptly correct the stated deficiencies and resubmit the corrected deliverable within five (5) business days of receipt of the written notice and list of deficiencies." Measurement of "80% agreement" threshold (Exhibit A, Section K.4.f): For goal and KPI deliverables requiring "greater than 80% agreement on strategic direction" from the steering committee or executive sponsors, what method or mechanism (e.g., survey, vote, consensus discussion) is Covered California expecting to be used to measure and document this threshold?	Covered California clarifies that Section J.2.4 applies to routine revisions requested before formal acceptance. The Contractor must incorporate those revisions within seven (7) calendar days of receiving Covered California's feedback, unless Covered California specifies a different timeframe. Sections K.1 and K.6 apply when Covered California formally rejects a deliverable and provides written notice identifying the deficiencies. The Contractor will have seven (7) business days to correct and resubmit the deliverable at no additional cost. The five (5) business-day period in Section K.6 is superseded and will be revised to conform to the seven (7) business-day period in Section K.1.b.

No.	Bidder Questions:	Covered CA - Response:
174.	What method or mechanism (e.g., survey, vote) is intended to measure and document the "80% agreement on strategic direction" threshold?	Measurement of the 80% agreement threshold could be executed through a survey but may also be determined through a consensus discussion. This will be dependent on how the Executive Team would like to proceed on measuring this agreement threshold at the time of delivery.
175.	Should the contractor's 3-5 year strategic plan proposal include multiple plan options (a 3-year plan, a 4-year plan, a 5-year plan), or should the contractor use its judgement to recommend a time period?	The Contractor should use its judgement to recommend a time period.
176.	Beyond the deliverables listed for Workstreams 4 and 5, does Covered California expect the selected contractor to provide design and formatting support (e.g., templates, dashboards, Board-ready materials) for the Landscape and Diagnostic memo, Strategic Framework, OKR/KPI library, Implementation Roadmap, and Strategic Budgeting Crosswalk?	Yes, design and formatting support is expected.
177.	For Workstream 4, how many business plans does Covered California anticipate will be completed across the divisions?	We have 15 Divisions at Covered California. Business plans could be completed at the Division or the Unit level within a Division. At a minimum, 15 plans will be completed.
178.	Does the audience for materials developed under the Workstream 5 communications plan/rollout include any external stakeholders?	Yes, the audience for materials includes external stakeholders.
179.	What role do you anticipate the consultant playing in workstream 5? I.e., is the work focused largely on supporting communications, change management, and targeted capacity building across the organization, or also on supporting early operationalization/implementation of the strategy?	The work focuses largely on supporting communications, change management, and targeted capacity building across the organization.

No.	Bidder Questions:	Covered CA - Response:
180.	Task C of this Work Stream, "Strategic Budgeting Alignment," represents a significant level of effort requiring a specialized skillset unique from the other work streams. Also, performing this task would expose the consultant to confidential budget details that would likely preclude that firm from doing any future work. Would Covered California consider removing Task C from Exhibit A?	Covered California will not remove Task C. Strategic Budgeting Alignment is an integral component of Work Stream 3, and proposers should include the task in their proposed approach, staffing, schedule, and pricing. The Contractor may receive confidential budget and operational information and must comply with all applicable confidentiality, security, and conflict-of-interest requirements. Consistent with Section 8.12 of the Covered California Procurement and Contracting Manual, the awarded Contractor will not be eligible to bid on or receive a future contract for goods or services suggested by this consulting engagement. This is not a blanket prohibition on unrelated future procurements. Eligibility for any future procurement will be determined under applicable Covered California rules and the requirements of the applicable solicitation.
181.	Who needs to be involved in budget alignment? To what extent do you anticipate that this will include significant triangulation with external stakeholders?	Our Financial Management Division, our Strategic Planning team, and our Executive Sponsors need to be involved in budget alignment. We do not anticipate significant triangulation with external stakeholders
182.	Please describe the deliverable review, approval, and acceptance process, including the expected review turnaround time.	This process will be dependent on the type, size, complexity, and expected quality of the deliverable.
183.	Is there a defined limit on the number of review and revision cycles for each deliverable?	There is no defined limit on the number of review and revision cycles for each deliverable.
184.	In the landscape scan, should peer/competitor analysis primarily be focused on the California market, or is there interest in also learning from other states?	Covered California is interested in learning from other states.

No.	Bidder Questions:	Covered CA - Response:
185.	Please describe the expected project governance structure, including the roles of the Contract Manager, Project Manager, technical leads, and executive sponsors.	Roles and responsibilities will be determined and defined upon selected contractor onboarding.
186.	Please confirm the required transition-out, knowledge-transfer, documentation, and contract-closeout activities.	The required transition, transfer, and closeout activities will be determined and agreed upon between Covered California and the contractor prior to close out of the contract.
187.	What is the expected duration of the transition-in period?	The duration of the transition-in period is unknown at this time.
188.	What transition-out support and level of effort will be required at contract completion?	The transition-out support and level of effort are unknown at this time.
189.	Are post-implementation support, warranty, defect-correction, or stabilization services required after final acceptance?	Services after final acceptance are not applicable to this contract.
190.	Please provide the estimated monthly or annual volume of work anticipated under this engagement, including the expected number of projects, requests, assessments, transactions, or deliverables.	The volume of work is dependent on what the contractor proposes to accomplish.
191.	What is the expected average and maximum number of concurrent assignments?	The average and maximum number of concurrent assignments are unknown at this time.
192.	Please estimate the proportion of work considered routine, moderately complex, and highly complex.	All contract work should be considered to be moderately to highly complex, depending on the workstream.
193.	What are the current average turnaround times and target turnaround times for the in-scope services?	Please refer to Exhibit A section E.1.1 - Workstream Schedule for further details.

No.	Bidder Questions:	Covered CA - Response:
194.	What percentage of current assignments or deliverables are completed within the expected timeframe?	The estimated percentage of current assignments is unknown at this time.
195.	Are there specific performance, quality, capacity, or stakeholder-satisfaction issues that the selected contractor will be expected to improve?	No there are not any specific expected improvements at this time.
196.	How many internal and contractor resources currently support the in-scope activities, and what roles do they perform?	Our strategic planning team is composed of four (4) full-time workers, and they manage all coordination, communication, tracking, and execution related to the current strategic plan. Their roles will continue with Covered California's next Strategic Plan.
197.	What percentage of the current workload is performed by internal personnel versus external contractors?	95% of the current workload is performed by internal personnel.
198.	Are there current or anticipated vacancies, skill gaps, or organizational changes that may affect project delivery?	There are no anticipated changes that will affect project delivery.
199.	Which capabilities are expected to be supplied primarily by the contractor because they are not sufficiently available internally?	Capabilities to be supplied primarily by the Contractor include landscape assessment capabilities, expertise in strategic planning best practices, insight into strategic planning and budget alignment, tool and template design, and communication planning expertise.
200.	What mobilization timeframe is expected for the initial team and for any additional or replacement resources?	Not decided yet. The timeline and mobilization framework will be discussed and finalized with the Contractor following execution of the Agreement,