RFP 2026-07 Salesforce, Data 360, and MuleSoft Services
Questions and Answers

#	Proposer Questions:	Covered California's Responses:
Bidder Eligibility, Minimum Qualifications & Experience		
1.	Can the experience, certifications and project references of subcontractors be taken into account when assessing the Proposer's compliance with the minimum corporate qualifications set out in Section 2.1, or must the Prime Contractor independently meet all eight requirements?	No. The prime proposer must independently satisfy all eight corporate minimum qualifications in Section 2.1, including Certified Salesforce Consulting Partner status. Separate subcontractor or teaming-partner corporate qualifications may not be combined with the prime's to satisfy those requirements. Subcontractors may perform their disclosed portions of the work, and proposed personnel must meet the applicable individual staff qualifications. Permitted subcontractor project references demonstrate the subcontractor's work; they do not replace the prime's corporate MQs.
2.	Can relevant corporate experience in Salesforce Marketing Cloud, Data 360, Copado and MuleSoft be demonstrated through subcontractors, provided that the Prime Contractor retains overall responsibility for contract delivery?	Please see response to Question #1.
3.	The Contractor has a US legal entity incorporated in the State of Nevada. Could you please confirm whether this entity must obtain a separate foreign corporation registration and qualification to do business in California with the California Secretary of State to participate in RFP 2026-07? If so, must this registration be completed before proposal submission, or can it be obtained prior to contract execution?	Per RFP 2026-07, Section 1.11.6. Proposer organizations must be in good standing and qualified to do business in California at the time of submitting a proposal and, if selected by Covered California, during the entire term of the contract. If the Proposer organization is incorporated, the Proposer's status with the California Secretary of State (SOS) must be Active; a status of Cancelled or Suspended will cause the Proposer to be deemed non-responsive. This requirement does not apply to sole proprietors and general partnerships.
4.	Does the certified Salesforce partner requirement apply to the prime only? Would a team where a certified Salesforce partner is the prime and the	Please see response to Question #1.

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	contractor is a subcontractor (CRM, integration and digital services) meet it?	
5.	The minimum qualifications in Section 2.1, must every item be held directly by the prime Proposer, or may a prime and disclosed subcontractor satisfy those requirements collectively when each firm's workshare, personnel, and required references are clearly identified?	Please see response to Question #1.
6.	For Minimum Qualifications #2, #3, #6 and #8, would Covered California accept experience delivered for other publicly funded organizations (for example, health and human services programs, public health plans, or nonprofits delivering government-funded services), or for comparable large-scale private-sector organizations, where platform scope and scale are similar?	Yes, in part. For Section 2.1, Requirements 6 and 8, comparable work for a government, public entity, or regulated private-sector organization may qualify if it demonstrates the required Data Cloud/Data 360 or MuleSoft development and maintenance experience and comparable security, privacy, integration, and operational complexity. Requirements 2 and 3 continue to require government-agency experience. Public funding alone does not make a nonprofit or private client a government agency. All platform, duration, and scale requirements remain applicable.
7.	For the Proposer Reference Forms (Attachment 15), please confirm whether references must come from government clients or may come from any client whose project closely relates to the Scope of Work.	Refer to RFP 2026-07, Section 4.2.1: *Proposer Reference Form* (Attachment 15) at least three (3) signed and completed reference forms required for the prime and each sub-contractor for past or current projects that closely relate to the services requested in the SOW.
8.	Section 2.1 lists proposer minimum requirements, including Certified Salesforce Consulting Partner status. Must the prime contractor itself satisfy all of the minimum requirements set forth in Section 2.1, or may those requirements be satisfied through subcontractors or teaming partners?	Please see response to Question #1.
9.	May the references required under Attachments 15 and 16 be drawn from subcontractor projects and private-sector clients?	See response to Question #7. Yes. Corporate references may be from the prime or a disclosed subcontractor and from government or private clients whose projects closely relate

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		to the SOW. Staff references must verify the proposed individual's own work, including work performed while employed by a subcontractor or partner.
10.	Does a subcontractor's experience count, is "50,00" a typo for 50,000, and who is the current vendor?	RFP 2026-07, Section 2.1, #3 administrative error has been corrected to read "5,000". Please refer to Addendum 1. The current vendor is StackNexus Inc.
11.	May an international company bid independently, without a local delivery partner?	See response to Question #3. A local delivery partner is not separately required by the supplied RFP. An international proposer must nevertheless satisfy the same eligibility, California qualification, sanctions, staffing, and security requirements as any other prime.
12.	Is active California Secretary of State registration required at submission, or can it be completed before contract execution?	Please see response to Question #3.
13.	For Section 2.1, may a proposer satisfy minimum qualifications through the combined experience of the prime contractor and its proposed subcontractors?	Please see response to Question #1.
14.	May completed phases of ongoing engagements be included as qualifying projects under the past-project requirements?	Yes. A completed and separately identifiable implementation phase or deliverable of an ongoing engagement may be submitted under Section 4.3.4 if completed within the past two years. An ongoing maintenance and operations engagement may be used to describe such a completed phase or deliverable, but its mere continuation does not make the whole engagement a completed project.
15.	Attachment 9 references "50,00" authenticated external users. Could you confirm the intended minimum number?	Please see response to Question #10

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16.	Does the vendor have to be a TDDC MSA Certified Vendor to respond to the RFO?	No.
17.	Use of Subcontractor Experience (RFP Section 2.1) Can Prime Contractor and Subcontractor collectively meet the vendor requirements?	Please see response to Question #1.
18.	Will client references associated with staff proposed by a partner or subcontractor, in which the reference is attributed to the partner or subcontractor rather than the Respondent, be accepted as valid for this submission?	Please see response to Question #9.
19.	Proposer Minimum Qualification 3 (RFP Section 2.1; Attachment 9) The requirement reads "at least 50,00 authenticated external users." Please confirm whether the intended number is 5,000 or 50,000.	Please see response to Question # 10.
20.	Number of Proposer Reference Forms (RFP Section 4.2.1; Attachment 9; Attachment 15) The RFP requires at least three (3) Proposer Reference Forms for the prime and each subcontractor. Attachment 9 states a Proposer Reference Form is required for each reference listed on the form. If more than three projects are cited on Attachment 9, is a signed reference form required for every project cited, or are three sufficient?	Submit at least three signed and completed Proposer Reference Forms for the prime and each proposed subcontractor. In addition, provide a completed Attachment 15 for every project/reference listed on Attachment 9, even if that requires more than three forms. The minimum of three is a floor, not a cap.
21.	Past Projects Completed (RFP Section 4.3.4) The section asks for projects completed in the past two (2) years. May ongoing projects, or ongoing maintenance and operations engagements, be included?	Please see response to Question #14.
22.	Beyond the mandatory government-specific experience qualifications, will qualifying government references receive additional evaluation	No.

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	consideration compared with commercial references demonstrating comparable Salesforce and MuleSoft experience?	
23.	Section 2.1, Proposer Minimum Qualifications: Requirement 3: Does "50,00 authenticated external users" mean 5,000 or 50,000 users?	Please see response in Question # 10.
24.	Requirements 2 - 4: Can the required user counts, subscriber volumes, and journey experience be demonstrated across multiple projects, or must each threshold be met within a single project?	Multiple projects may be used to meet the required years of experience. However, each user-count, subscriber-volume, and journey threshold must be met within a single qualifying customer implementation; counts may not be combined across unrelated projects.
25.	Requirements 2, 3, 6, and 8: Will equivalent commercial-sector experience be accepted where government experience is specified?	Please see response to Question #6
26.	Will Covered California accept equivalent relevant experience in place of the desirable PMP/Scrum Master certification, Copado CI/CD experience, and Salesforce Public Sector Solutions experience listed in Section 2.3?	The qualifications in Section 2.3 are desirable, not required. Proposers are not required to meet them or provide equivalent substitutes.
27.	Please clarify if the requirement for 3 signed reference forms also applies to the potential DVBE and/or Small Business partner?	Please see response to Question #7.
28.	The Experience Cloud minimum qualification states 'at least 50,00 authenticated external users.' Can Covered California confirm the intended threshold, (e.g 5,000, vs 50,000 users), so proposers can provide the appropriate qualification evidence?	Please see response in Question # 10.
29.	"…maintaining Salesforce Experience Cloud for a government with at least 50,00 authenticated external users".	Please see response in Question # 10.

#	Proposer Questions:	Covered California's Responses:
	Can Covered California confirm the number of authenticated external users?	
30.	Could Covered California please clarify the minimum number of authenticated external users required for Salesforce Experience Cloud, as the RFP specifies "50,00" users?	Please see response to Question # 10.
31.	Could Covered California please clarify whether projects that have completed their implementation phase and are currently in the Maintenance and Operations (M&O) phase will be accepted, or whether only projects that have been fully completed and closed within the past two (2) years will qualify?	Please see response to Question #14.
32.	Could Covered California confirm that the minimum 2,000-user requirement refers to distinct Salesforce Sales or Service Cloud users within the referenced government agency's environment, and that transactions processed, cases handled, customer records, portal visitors, or external users cannot be substituted for the required Salesforce user count?	Yes, please see response to Question #24.
33.	Could Covered California confirm that the required authenticated external-user count must represent distinct users with authenticated access to Salesforce Experience Cloud, rather than annual website visitors, cumulative portal visits, transactions, public users accessing unauthenticated pages, or records processed? Must the required minimum population have existed within a single implementation?	Yes. See responses to Question #10 and #24.
34.	Could Covered California confirm that the required 5,000,000 subscribers must represent distinct subscriber contacts maintained within Salesforce Marketing Cloud, rather than emails sent, communications delivered, transactions processed, campaign interactions, website users, or cumulative annual	Please see response to Question #24.

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	activity? Must the 5,000,000-subscriber threshold be demonstrated within a single customer environment?	
35.	Could Covered California confirm that the required twenty (20) automated multistep journeys must be actual Salesforce Marketing Cloud journeys implemented and maintained by the Proposer? Would workflows, Salesforce Flows, portal processes, email templates, one-time campaigns, or multistep business processes outside Salesforce Marketing Cloud qualify toward this requirement?	Please see response to Question #24.
36.	Could Covered California clarify whether Proposers must explicitly identify the actual number of Salesforce users, authenticated Experience Cloud users, Marketing Cloud subscriber contacts, and automated multistep journeys for each referenced qualifying engagement, together with the implementation period and customer reference, to demonstrate compliance with the respective minimum qualifications? Would descriptions such as "millions of users annually" without a specific qualifying count be considered sufficient evidence?	Please see response to Question #24.
37.	Could Covered California confirm whether each required minimum experience duration must be demonstrated through actual qualifying project work, rather than simply summing overlapping project durations? Additionally, must the stated minimum user, subscriber, and journey thresholds be satisfied within a qualifying engagement, or may volumes be aggregated across multiple unrelated customer implementations?	See response to Question #24 for scale and volume aggregation. Attachment 9 permits multiple projects to establish total experience and instructs proposers to enter the sum of qualifying project experience. Provide each project's actual start and end dates and describe the relevant work.
38.	Could Covered California confirm whether the Proposer must independently satisfy all eight (8) corporate minimum qualifications, or whether experience from proposed	See response to Question #1.

#	Proposer Questions:	Covered California's Responses:
	subcontractors may be used to satisfy any of these requirements?	
Staffing, Key Personnel & Qualifications		
39.	Can personnel provided by subcontractors fulfil the mandatory project team qualification requirements set out in Section 2.2, provided their roles and responsibilities are clearly defined in the proposal?	Yes. Personnel employed by a disclosed subcontractor may fill a required project role if the individual personally meets that role's MQs and is identified with the appropriate qualifications, resume, and references.
40.	Are the five identified key personnel required to be dedicated full-time, or may their allocation vary based on project requirements?	Allocation may vary based on the project requirements.
41.	Number of Staff Reference Forms (RFP Section 4.2.1; Attachments 10–14; Attachment 16) The RFP requires three (3) Staff Reference Forms each for the Project Manager, Lead Architect and Lead Developer, and one (1) each for the Marketing Cloud Lead and MuleSoft Developer. The Staff Qualifications Form instructions refer to a form for "one reference listed on this form." Please confirm the required number of Staff Reference Forms per role.	Submit at least three signed and completed Attachment 16 Staff Reference Forms for each proposed Project Manager, Lead Architect, and Lead Developer, and at least one for each proposed Marketing Cloud Lead and MuleSoft Developer. Attachment 16's role-specific minimums and RFP Section 4.2.1(o) apply
42.	Desirable Qualifications (RFP Section 2.3; Attachments 10–12) The Staff Qualifications Forms have no field for desirable qualifications. Where should Proposers show them? Should copies of certifications (e.g., PMP or Scrum Master) be included?	Identify desirable qualifications in the proposed resource's submission, including their resume, not on the Staff Qualifications Form. Certification copies may be included as supporting documentation but are not required.
43.	Exhibit A lists ten roles but only says that the Marketing Cloud Lead and MuleSoft Developer are not full-time. Please state: a. which roles are expected to be full-time and which as-needed;	See answer to question #40. The Staff Qualifications Forms in Attachments 10–14 apply to the five specified roles. Resumes are not limited to those five: Section 4.3.3.1 requires a resume for each proposed project team member. All assigned personnel remain subject to Exhibit A's review and approval. The worksheet's hours are category-level

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	b. the expected number of resources per role, or the size of the team supporting these platforms today; c. whether Staff Qualification Forms and resumes are needed only for the five key roles in section 2.2 of the RFP.	estimates, not prescribed headcounts or a designation of every other role as full-time.
44.	What percentage of the estimated monthly labor hours does Covered California anticipate utilizing for each resource category? Can the agency provide historical utilization or expected minimum staffing demand?	The Cost Worksheet's monthly hours are estimates, not a guaranteed utilization percentage or minimum monthly purchase. Actual monthly hours are determined by Covered California from sprint work and may be increased, decreased, deferred, or reallocated among required resources
45.	Must all specified personnel be available continuously throughout the contract, or may resources be activated according to sprint demand? How should the 160-hour monthly Marketing Cloud Lead estimate be reconciled with the SOW's designation of that role as non-full-time?	See response to Question #40. Retain the Onshore Marketing Cloud Lead's 160-hour monthly estimate in proposal pricing. This does not override the SOW's non-full-time designation or establish guaranteed monthly billing. Actual work is assigned according to sprint demand.
46.	The cost sheet identifies many more roles than the 5 named key staff. Can you please clarify if rates much be included for all of the roles in the cost worksheet, or only for the 5 key staff roles?	Provide hourly rates and the required calculations for the labor categories in both issued Cost Worksheet tables, not only the five key roles requiring Staff Qualifications Forms. Do not add, remove, substitute, or modify the listed categories or resources, or add an unlisted position. Rates must be fully loaded. See answer to question #64 for the offshore-category inconsistency and question #74 for estimated-hour adjustments; do not treat the unresolved instructions as permission to omit a required row or enter zero hours.
47.	The Lead Architect qualifications are Salesforce-focused, while the cost worksheet lists an Onshore MuleSoft Developer and no separate MuleSoft Architect or SME. Is the MuleSoft Developer expected to own integration	The contractor must provide the expertise needed for the integration architecture and enterprise API management work included in Exhibit A, in coordination with Covered California. Identify who will perform that work

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	architecture and enterprise API management design, will Covered California provide that leadership, or should the contractor include a MuleSoft Architect/SME? If additional architecture expertise is expected, under which labor category should it be priced?	and how it is covered within the existing labor categories and proposed allocations.
48.	Section 2.3 of the RFP specifies Desirable Qualifications (DQ) for the Project Manager, Lead Architect, and Lead Developer. However, Attachments 10, 11, and 12 include only Minimum Qualifications (MQ) and do not provide a section for responding to the DQ. Could Covered California please clarify whether Proposers are required to submit responses for the DQ? If so, will the Department provide separate attachments, or should Proposers include the DQ responses within the existing Staff Qualifications Forms?	Please see response to Question #42.
49.	Could Covered California confirm whether each proposed key staff member must independently demonstrate the minimum experience and scale requirements specified for their respective role, rather than relying on the Proposer's corporate experience or the experience of other proposed team members? For example, must the proposed Marketing Cloud Lead personally demonstrate experience with at least ten (10) automated multistep journeys and a minimum population of 5,000,000 subscriber contacts?	Yes. Each proposed individual must personally demonstrate the MQs for the assigned role; corporate qualifications or another person's experience do not substitute.
Work Location, Offshore Resources & Personnel Access		
50.	Could you please clarify the definition of "onshore" personnel under this RFP? Does this require personnel to be physically based in the United States, or specifically in California?	For this solicitation, onshore means physically based in the United States, not necessarily California.
51.	Exhibit A states that services are performed remotely unless directed otherwise, and also that services are	Services will be delivered remotely unless Covered California directs otherwise. Covered

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	performed on site at 1601 Exposition Boulevard unless directed otherwise. Please confirm the expected work location and, if on-site presence is required, which roles and how many days per week.	California may require onsite attendance at 1601 Exposition Boulevard, Sacramento. Remote delivery does not guarantee that every meeting or training session will be online. Rates must include required travel and overtime costs; neither is separately reimbursable.
52.	For the Offshore Salesforce Developer/Configurator and Offshore QA roles, please clarify (a) how the Government Code 1043 background check is completed for personnel located outside the United States, (b) whether Covered California will issue devices to offshore personnel or consider an approved alternative, and (c) whether offshore personnel may work outside 8:00 AM to 5:00 PM Pacific Time with defined overlap hours.	Offshore resources will not have access to production systems. They are not required to work the full 8:00 a.m.–5:00 p.m. Pacific Time schedule, but must provide morning or evening overlap with the onshore team for handoffs.
53.	Exhibit A states that the contractor will perform all services remotely unless directed otherwise, and also states that services are required on site at 1601 Exposition Boulevard, Sacramento, California, unless directed otherwise. Please clarify which provision controls, the anticipated frequency of onsite work, and the roles, if any, for which onsite presence is required.	Please see response to Question #51.
54.	The Cost Worksheet includes offshore roles. May offshore resources access production personally identifiable information, protected health information, or federal tax information, and how do the Government Code section 1043 background clearance requirements apply to offshore and subcontractor personnel?	Offshore resources will not have access to production systems. Any access to nonproduction environments or confidential information must be expressly approved and meet the applicable clearance, privacy, and security requirements. Subcontractor status does not waive these requirements.
55.	Can implementation and support be delivered by consultants located outside the US, including the Marketing Cloud	See response to Question #50. Personnel outside the United States cannot fill a labor

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	Lead and MuleSoft Developer roles described as onshore?	category designated onshore. Any offshore staffing must use a permitted offshore category and satisfy the approved security, privacy, clearance, and availability conditions.
56.	Can all meetings and services be delivered online without mandatory onsite attendance?	Please see response to Question #51.
57.	On site or remote. The opening section of Exhibit A, Scope of Work, says the Contractor "will perform all services remotely unless directed otherwise by Covered California." The Reporting Headquarters Location section of the same exhibit says the Contractor must perform all services on site at 1601 Exposition Boulevard unless directed otherwise. Which one applies?	Please see response to Question #51.
58.	Are there geographic restrictions on where contractor and subcontractor personnel may perform services under this agreement?	See response to Questions #50 and #54. Offshore roles must be limited to the categories permitted by the issued Cost Worksheet and the approved access model. The applicable clearance, privacy, security, and availability requirements apply to contractor and subcontractor personnel alike.
59.	For personnel located outside California or the United States, what procedures are available to satisfy the background clearance requirements under Government Code Section 1043 and Title 10 CCR Section 6456?	Please see response to Question #52.
60.	Are there any location-based restrictions on accessing development, testing, or production environments?	Yes. Must be accessed in the continental U.S. Please see response to Question #54.
61.	Does the scope require onsite attendance, or may services be delivered remotely?	Please see response to Question #51.

#	Proposer Questions:	Covered California's Responses:
62.	Offshore Resources (Exhibit A – Offshore Resources; Exhibit D) Are there any restrictions on offshore staff accessing production environments or data containing PII, PHI or FTI beyond the requirements of Exhibit D? Will Covered California provide equipment or VPN access to offshore staff?	Please see responses to Question #54and Question #52.
63.	Exhibit A, Section A states that services will be performed remotely unless otherwise directed, while Section F requires onsite performance unless otherwise directed. Can Covered California confirm whether delivery will be remote, onsite, or hybrid, and the expected onsite frequency for each resource category?	Please see response to Question #51.
64.	Can the contractor utilize a combination of U.S.-based and offshore personnel? Are the offshore positions listed in the Cost Worksheet mandatory or optional? Additionally, the worksheet instructions reference an Offshore MuleSoft Developer, but no corresponding pricing row exists. Can Covered California clarify the permitted offshore positions?	Covered California will remove the Offshore MuleSoft Developer request/reference from the Cost Worksheet instructions. No Offshore MuleSoft row will be added.
65.	The instructions reference an Offshore MuleSoft Developer, but the pricing table includes Offshore Salesforce Developer/Configurator and Offshore QA, with no Offshore MuleSoft Developer row. The instructions also prohibit adding or modifying labor categories. Please clarify whether an Offshore MuleSoft Developer is permitted and, if so, how proposers should reflect this role and its estimated monthly hours in the Cost Worksheet.	Please see response to Question #64.

#	Proposer Questions:	Covered California's Responses:
66.	Please clarify which MuleSoft and integration activities may be performed offshore and any restrictions on production access, sensitive data, administrative privileges, or data movement. What access controls, location restrictions, and working-hour overlap must offshore resources satisfy?	Please see responses to Questions #54, #52, and #64.
67.	Exhibit A says services will be remote unless otherwise directed, but also says services are required onsite at Covered California unless otherwise directed. Which requirement governs, and what onsite attendance or travel should proposers assume?	Please see response to Question #51.
68.	Section A states that services will be performed remotely unless otherwise directed, while Section F requires onsite services unless directed otherwise. Could Covered California clarify the expected work location and frequency of onsite attendance?	Please see response to Question #51.
Pricing, Cost Worksheets & Invoicing		
69.	Exhibit B, Attachment 1 lists estimated monthly hours totaling 1,282 hours across all roles, about 46,152 hours over the 36-month initial term. Against the $4,500,000 ceiling in Section 1.5, this is an average of about $97.50 per hour across all onshore and offshore roles. Please confirm whether the ceiling is intended to fund the full estimated hours for the entire initial term.	The $4,500,000 initial three-year ceiling remains unchanged. As issued, the worksheet totals 1,282 estimated hours per month, or 46,152 hours over 36 months; at that unchanged volume, the ceiling implies a weighted average of approximately $97.50 per hour. This is arithmetic across the mix, not a uniform hourly-rate ceiling or guaranteed purchase. Price the proposed staffing within the overall cap, using only expressly permitted changes to estimated hours and retaining non-adjustable inputs. Actual hours remain based on authorized sprint work. See response to Question #74 for the adjustment ambiguities that require clarification. Option-year funding remains separate, up to $1,500,000 per year and $7,500,000 maximum in total if both options are exercised.
70.	Please confirm whether the $4,500,000 ceiling for the initial term is fixed, or	Proposal submissions shall not exceed $4,500,000.00 in total proposed costs for the

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	whether Covered California anticipates any flexibility in the ceiling, the estimated monthly hours, or the balance of onshore and offshore hours before the proposal due date.	initial three (3) year term. Proposals that exceed this amount will not be considered for selection.
71.	What notice will Covered California typically give before materially changing monthly hours for a role?	No fixed advance-notice period for changes to monthly hours is stated in the supplied RFP, SOW, payment exhibit, or Cost Worksheet. The worksheet permits Covered California to increase, decrease, defer, or reallocate hours based on project needs.
72.	The Cost Worksheet identifies estimated monthly hours, with hours for certain roles identified as not adjustable, while also stating that actual hours will be determined per sprint. Please clarify the pricing volume proposers should assume against the $4,500,000 initial-term maximum, and how the hours-per-week-by-person table required in the narrative reconciles with the Cost Worksheet.	Please see responses to Questions # 69, and #40.
73.	How the 25% small business share is measured. Section 6.4.1 says small business subcontracts must be at least 25% of the "total cost proposal." The Cost Worksheet (Exhibit B, Attachment 1) prices the initial 3-year term and the option years separately. Is the 25% measured on the initial term only, or on the initial term plus the option years?	Yes, the 25% of the total cost proposal of the initial term of the contract, excluding the option years.
74.	The Cost Worksheet permits adjustments to the "Onshore Developer/Configurator" category, but lists Onshore Developer and Onshore Configurator/BA separately. Which positions may have their estimated monthly hours adjusted, and are adjustments permitted for QA and offshore resources?	Do not change the hours for the Onshore Project Manager, Lead Architect, Lead Developer, or Marketing Cloud Lead. You may change the hours for the Onshore MuleSoft Developer. Actual hours worked may vary.
75.	Please confirm whether the estimated 160 monthly hours for the Onshore	Yes. Both ongoing MuleSoft support and enterprise API management planning and

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	MuleSoft Developer are intended to cover both ongoing integration support and the enterprise API management implementation.	implementation are included in Exhibit A and must be addressed in the proposed staffing and price. The worksheet estimates 160 monthly hours for the Onshore MuleSoft Developer and expressly permits proposers to adjust that estimate.
76.	The RFP describes monthly invoicing for services rendered, while also stating that invoices may be submitted only after successful completion and acceptance of deliverables. Should proposers assume monthly time-based invoicing with progress reporting and approval, or payment only after acceptance of defined deliverables?	This is a time-and-materials contract. Submit timesheets to Covered California for approval before invoicing. Then submit a monthly invoice and status report for the approved hours worked during the prior month.
77.	The RFP sets a $4.5 million ceiling for the initial three-year term and provides separate option-year pricing. Is the cost score calculated using only the initial term or also the option years? Should proposers provide a five-year total in addition to the required Cost Worksheet amounts?	The cost score is calculated utilizing the bid for the initial three-year term. Yes. Proposer's should include the bid for the option years in the cost worksheet as displayed.
Incumbent, Transition & Onboarding		
78.	Are there incumbent vendors or existing support partners the selected contractor will coordinate with? Please also confirm whether the "transition and support plan" in Exhibit A refers to transition-in from a current provider, transition-out at contract end, or both, and whether the current provider will support transition-in.	The selected contractor must develop, document, and execute the transition and support plan in Exhibit A. The proposed plan should address transition-in, ongoing knowledge transfer, and transition-out.
79.	What is the typical lead time for background clearance, device issuance and system access, and can these steps begin after Notice of Intent to Award and before contract execution?	Covered California will begin the onboarding process only after the contract is fully executed. Please allow approximately 2-4 weeks after contract execution for background clearance, equipment issuance, and system access. Actual timing may vary depending on processing and onboarding requirements.

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80.	Please clarify when the 30-calendar-day onboarding period begins, whether at contract execution, on February 1, 2027, or at each Work Authorization or staffing request, and whether proposal-named key staff are expected to be available on February 1, 2027.	The onboarding period will begin once we have a fully executed agreement. Please see response in Question # 79.
81.	Is there a current incumbent providing this or similar services? If so, please specify the name of the company, the nature of the services being provided, and the duration of their engagement.	The current incumbent is StackNexus Inc. They are responsible for similar services to those being requested in this solicitation. In accordance with state law exempting applicable Covered California information from disclosure under the PRA (GC Section 100508): If you wish to file a PRA request for a copy of the records, you are free to do so but should expect that the request will likely be denied. Please send your request for documents to PRA@covered.ca.gov.
82.	Is there a current contractor supporting these environments? If so, can Covered California identify the incumbent, disclose the current contract value and resource utilization where permissible, and confirm whether the incumbent is eligible to compete for this procurement?	The current incumbent is StackNexus Inc. Yes the incumbent is eligible to compete for this solicitation. In accordance with state law exempting applicable Covered California information from disclosure under the PRA (GC Section 100508): If you wish to file a PRA request for a copy of the records, you are free to do so but should expect that the request will likely be denied. Please send your request for documents to PRA@covered.ca.gov.
83.	Will the incumbent contractor participate in knowledge transfer and transition activities? If so, what transition period, technical documentation, and access to existing operational resources will be provided to the selected contractor?	Please see response to Question #78. Covered California will provide access to business/technical documents and SMEs necessary for the contracted tasks.

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84.	Does Covered California prefer onsite, remote, or hybrid training? How many IT personnel, system administrators, developers, and business users are expected to participate in knowledge-transfer sessions?	Please see response to Question #51. The contractor must develop a knowledge-transfer plan and provide Covered California IT staff training at the conclusion of each development/sprint cycle, with no fewer than four sessions per calendar year.
85.	Is there an incumbent team? Are they precluded from responding? Is there a knowledge transfer period before the Feb 1st start?	Please see response to Question #79. No, the incumbent is not precluded from responding. There may be an overlap between the existing and new contract.
Support Model, Service Levels & Delivery Governance		
86.	Please describe the expected support model, including average monthly incident and enhancement request volumes, the expected split between break-fix support and enhancement work, whether the contractor will provide production support tiers, and any after-hours or on-call expectations during peak periods such as Open Enrollment.	The contractor provides day-to-day maintenance and operational support for Salesforce, Marketing Cloud, Data 360, and MuleSoft, using a Covered California-provided issue-monitoring tool. Onshore staff must be available Monday through Friday, 8:00 a.m. to 5:00 p.m. Pacific Time. Offshore resources are not required to cover that full schedule but must provide morning or evening overlap for handoffs; they will not have production access. After-hours work may be required for releases, handoffs between offshore and onshore teams, and Severity 1 (Sev1) incidents or emergencies. The contractor will coordinate with the Covered California contract owner as these needs arise. No separate overtime reimbursement is allowed.
87.	Please confirm that outages or performance issues caused by Salesforce or MuleSoft infrastructure, or by end-user devices and networks, are excluded from the contractor's obligations under System Performance and Reliability (99.95% uptime, Octane score). Please also confirm how and how often each measure will be assessed.	Outages caused by Salesforce will not count against the contractor. Performance scores will be assessed quarterly.

#	Proposer Questions:	Covered California's Responses:
88.	Can Covered California provide the average monthly volume of incidents, defects, service requests, and maintenance tickets by Salesforce, Marketing Cloud, Data 360, and MuleSoft, including severity and average resolution effort?	Historical incident and request volume details will be provided to the selected vendor after contract execution.
89.	What significant technical, operational, or delivery challenges has Covered California experienced with its existing Salesforce and MuleSoft environments or previous support arrangements? What lessons should the incoming contractor incorporate into its delivery approach?	Covered California has been satisfied with the current delivery. The goal is to build on that success by increasing innovation and delivering more work, while maintaining quality and service continuity.
90.	Does Covered California have an annual calendar of recurring changes (e.g., , Docusign Agreement updates, open enrollment, plan-year changeover, annual campaign launches)? Please share it or its main dates and expected workload peaks.	Covered California uses four-week sprints, with production deployments on the first Friday of each month. Recurring work includes annual updates for Open Enrollment along with ongoing campaign launches throughout the year.
91.	What is 'Covered California's provided tool to monitor issues'? Who owns and prioritizes the backlog (e.g., a Covered California product owner)? What is the current sprint cadence? How are new or urgent requests added mid-sprint. It would also be helpful to understand the approximate number of story points delivered per release and the current release cadence.	Covered California uses Azure DevOps for sprint and backlog management and ServiceNow for incident and request tracking. The business product owner and technical architects jointly prioritize the backlog. New or urgent requests are prioritized and approved by Covered California's Salesforce architects. Work follows four-week sprints, with production deployments on the first Friday of each month, weekly demos, and support for unplanned releases. Internal Salesforce documentation identifies Copado for release/deployment activities. Story-point totals vary by sprint. One story point represents four hours of end-to-end work.

#	Proposer Questions:	Covered California's Responses:
92.	"The written plan will include deliverables, roles, responsibilities, contact information, communication protocols, and a defect management process to identify any discovered software or process issues." Does Covered California have existing severity definitions, response and resolution targets, and an escalation path? If not, will the Contractor be expected to propose them?	The contractor must develop and maintain the resource management plan required by Exhibit A, including responsibilities, contacts, communication protocols, and a defect management process, within 60 calendar days of contract initiation.
93.	"Ensure appropriate resources are available to perform assigned tasks, attend meetings, and answer questions." Is there a current schedule for contractor/Cover CA meetings. if more meetings are needed outside of the current schedule to meet deadlines is that allowed.	Contractor staff must participate in daily morning standups, weekly sprint planning and demos, backlog refinement, and ad hoc meetings as needed to support delivery. Onshore resources must be available Monday through Friday, 8:00 a.m. to 5:00 p.m. Pacific Time. Offshore resources must provide the previously specified morning or evening handoff overlap rather than full-day Pacific coverage. The contractor must also attend quarterly project status meetings and provide additional status reports when requested by Covered California.
94.	"Contractor and Covered California will be jointly responsible for system updates in Salesforce and MuleSoft." What does Covered California's internal team own vs. the Contractor, and how large is that team?	Covered California's staffing includes four staff supporting Salesforce Core administration and development, two overarching Salesforce architects supporting Core, Marketing Cloud, Data 360, and MuleSoft, one Marketing Cloud administrator, and 1.5 MuleSoft developer resources. A separate contract supports functionality hosted in Covered California's Salesforce environment for which OTSI and CalHEERS are responsible. Across the three teams, there are approximately 20 development resources in total.
Current-State Environment, Platforms & User Experience		
95.	Please describe the size and roles of Covered California's internal Salesforce and MuleSoft development teams and which responsibilities they will retain (for	Please see response to Question #94.

#	Proposer Questions:	Covered California's Responses:
	example, administration, deployment approval, testing, production support).	
96.	To support accurate staffing and approach, please provide a current-state profile of the environments, including: number of internal Salesforce users by cloud; Experience Cloud sites and number of authenticated external users; Marketing Cloud subscriber volume and number of active journeys; active Data 360 use cases; number of MuleSoft APIs and integrations; installed AppExchange packages; and Public Sector Solutions capabilities in use.	The environment supports Salesforce Core, Marketing Cloud, Data 360, DocuSign integrations, and daily MuleSoft data loading into Salesforce. Sales functionality supports certified enrollers/community partners; service functionality supports calls, chats, email, and escalations. Licenses include Public Sector Service Agentforce 1 Edition GovCloud, Partner Community Unlimited Edition, Marketing Cloud Commercial, Marketing Cloud Next Advanced, Data 360, Salesforce Shield, Tableau Next, multiple MuleSoft vCores for production and nonproduction, and Own Backup, Archive, Secure, and Sandbox Seeding. Sandbox entitlements allow up to 125 Developer, 5 Developer Pro, 2 Partial Copy, and 2 Full Copy sandboxes. These are available capacities, not counts of currently provisioned sandboxes. The environment has approximately 30 managed packages.
97.	Can Covered California provide its current Salesforce and MuleSoft architecture and integration inventory, including Salesforce organizations, custom objects, Flows, Apex components, managed packages, existing APIs, and connected enterprise systems?	Please see response to Question #96.
98.	How many active Marketing Cloud journeys, automations, campaigns, subscribers, and scheduled communications are currently supported? Approximately how many new journeys or major enhancements are anticipated annually?	Marketing Cloud currently supports approximately 18+ automated journey programs, related automation workflows and batch campaigns, and about 12 million subscriber/contact records. A year-round portfolio of roughly 10–20 major campaign

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		initiatives generate several dozen scheduled email and SMS communications. Approximately 5–10 new journeys or major enhancements are anticipated annually, in addition to routine campaign and content updates. These figures are estimates, not guaranteed workload volumes.
99.	How many existing MuleSoft applications, APIs, interfaces, and scheduled integrations fall within the contract scope? Can Covered California provide typical transaction volumes, failure rates, and operational criticality?	The current MuleSoft environment includes: • 14 development applications and 14 production applications. • 78 development endpoints and 78 production endpoints. • 3 scheduled applications. • 2 VPCs. • 6 VPC / Transit Gateways. Average external traffic throughput is 1.2 transactions per minute, and average outbound traffic throughput is 0.8 transactions per minute. Average memory utilization across the API network is approximately 60%. See answer to question #96 for the broader platform and license inventory.
100.	Can Covered California provide the current architecture and inventory for Salesforce, Marketing Cloud, Data 360, and MuleSoft, including orgs/environments, integrations, key customizations, data volumes, and available technical documentation?	Please see response to Question #96. Due to the sensitive nature of the architecture and configuration documents, these will be provided to the selected contractor upon contract execution.
101.	"Covered California's existing enterprise Salesforce (Sales, Service, and Marketing), Data 360, and MuleSoft environments" Are the MuleSoft environments on-prem or in the cloud?	All are SaaS cloud based solutions.

#	Proposer Questions:	Covered California's Responses:
102.	How many users are currently in the Sales, Service Cloud, marketing org and Experience Cloud? What are the responsibilities and personas of Sales and Service Cloud org user vs. Experience Cloud user? Are there any license restrictions for users?	Please see response to Question #96
103.	Is the Experience Cloud site required to support multiple languages outside of English and Spanish? If so, which languages, and is this current or planned? Who is responsible for translation services?	Yes, English and Spanish. Covered California will provide translation services.
104.	Are accessibility and alternative-format requirements (e.g., large print, braille, screen-reader compatibility) applicable to the Experience site and any Contractor-built components?	Contractor-built or modified Experience Cloud components must meet the accessibility requirements of WCAG 2.2 AA.
105.	Is the Contractor expected to ensure the Experience Cloud site functions across specific browsers, devices and operating systems? If so, is there a documented supported-platform matrix (e.g., browser versions, iOS and Android, desktop OS)?	Yes, sites must function across all approved and accepted Salesforce supported browsers.
106.	Number of orgs and sandboxes, custom objects and flows, MuleSoft APIs and integrations, Data 360 sources, Marketing Cloud journeys, and average monthly ticket volume. How often are sandbox environments refreshed.	Please see responses to Questions #96 and # 86. Sandboxes are refreshed as required and handled by the release management team.
107.	Does Covered California currently use SMS or text messaging through Salesforce (e.g., Marketing Cloud MobileConnect, Service Cloud messaging) or through a third-party platform? If so, what is the volume and which use cases (e.g., enrollment reminders, service notifications, two-way support)?	Yes, SMS is used for Marketing Cloud outreach.
108.	What devices, operating systems, browsers do Covered California staff use to access Salesforce (Sales and Service Cloud console) and Marketing	Staff use browsers that are accepted and supported by Salesforce. They are

#	Proposer Questions:	Covered California's Responses:
	Cloud? Are they standardized and centrally managed?	standardized and managed by Covered California endpoint management team.
109.	Do staff use mobile devices (iOS or Android) to access Salesforce, including the Salesforce mobile app?	Yes, some field staff use mobile devices and the Salesforce mobile app.
110.	What BI and reporting tools are used with Salesforce data (e.g., Power BI, Tableau, CRM Analytics), and does the Contractor maintain reports, dashboards or semantic models?	Tableau Server is used for rolled up executive reporting. Salesforce standard reporting is used for staff with licenses, nd also CRM analytics is used for more detailed onplatform reporting. Contractor may be responsible for supporting reports, dashboards, and models.
111.	Does Salesforce (Sales, Service, Marketing Cloud, Data 360) send data to an enterprise data warehouse or data lake? If so, which platform (e.g., Snowflake, Azure, other), and through which mechanism (MuleSoft, Data 360 connectors, other)?	No.
112.	Are there currently AppExchange packages in use in the organization? What are they, and what purpose do they serve? What is the turnaround time for approval on AppExchange packages should the need for one arise?	Yes, there are around 30 managed packages. Any requests for new managed packages are reviewed by Covered California's Architecture Review Board.
113.	What Data 360 capabilities are currently being used? Are there any additional reporting or analytics tools, such as Tableau or Power BI etc., that should also be considered?	Please see responses to Questions #96 and # 110.
114.	What is the current data footprint, including the storage capacity being utilized? Is there an existing data archival or retention strategy in place?	Own provides backup and archiving. The retention period is 10 years; data may be stored off-platform and made available to end users through a Lightning Web Component (LWC) while meeting that requirement. Current storage figures are approximately 1.1 TB of data storage and 1.6 TB of file storage.
115.	Is the application primarily configuration-based, or does it rely heavily on custom development using LWC, Apex classes, and Aura components?	The environment includes both configured platform functionality and custom logic/integrations. Including Apex triggers and

#	Proposer Questions:	Covered California's Responses:
		scheduled jobs alongside queues, permissions, routing, and other configuration.
116.	What does the current sharing model look like? Is access open to all users, or are there restrictions based on roles or profiles? Is sharing managed through Apex-based sharing, out-of-the-box sharing rules, or a combination of both? Also, who are the primary actors or user personas within the system?	Covered California uses role-based access control (RBAC) and follows the principle of least privilege. Users receive only the access needed to perform their assigned responsibilities.
Technical Delivery, Integrations, Release & Testing		
117.	Is implementation of MuleSoft as the Enterprise API Management tool expected within the estimated monthly hours or through a Work Authorization? Please also confirm whether the required Anypoint Platform API Management licensing is already in place.	Please see response to Question #75. Enterprise API Management planning and implementation are included in Exhibit A and should be covered in the proposed staffing and price—not treated as a separate Work Authorization.
118.	Please confirm that Copado is the current CI/CD tool, how many sandbox environments are in use, and whether the contractor will administer the pipeline or deploy through a pipeline administered by Covered California.	Please see response to Question #96 for sandbox details. Copado is the CI/CD tool, integrated with Azure DevOps and using Git commits. Changes are deployed through a pipeline. The contractor and Covered California will work together on deployments, following Covered California's release process and access controls.
119.	Can Covered California share the data conversion activities expected during the term (sources, approximate volumes, frequency), and confirm whether large conversions would be handled within estimated hours or through a Work Authorization?	Current data activities include deduplication and may change based on Covered California's needs. These activities are already authorized under Exhibit A and will be prioritized and managed through the sprint process. A separate work authorization is not required for this in-scope work.
120.	What sprint, testing, approval, and deployment practices are currently used? What Copado pipelines and environments are in place, and what	Please see responses to Questions #91 and #118. The contractor must support all release activities, including unplanned releases, and

#	Proposer Questions:	Covered California's Responses:
	release activities, including unplanned releases, must the contractor support?	maintain technical documentation, including release, rollback, and recovery procedures.
121.	Is the deployment from Salesforce to MuleSoft automated?	Yes, using a GitHub pipeline.
122.	Is DocuSign currently configured via 'Docusign eSignature for Salesforce, or are Powerforms and/or the legacy DocuSign eSignature app being used? i.e. is migration away from legacy DocuSign in scope for this engagement?	All are being used. There is a plan to migrate everything from legacy integration, however this hasn't been prioritized yet due to product limitations.
123.	Is Copado currently on the latest Source Format package? If it is still using Metadata Format, we may need to consider migrating to Source Format to align with current security requirements and help future-proof the implementation.	Copado is using the Source Format package.
124.	How are user stories and enhancements currently tracked—through Copado User Stories, Jira, or another tool? If Copado User Stories are being used, the existing relationships and functionality could make it easier to trace requirements and dependencies for future enhancements.	Please see responses to Questions#91 and #118.
125.	"Participate in weekly sprint demos to demonstrate the planned functionality to ensure the user story has been correctly developed." – SOW also notes there are month long sprints, is it expected that functionality is being moved to a QA or UAT environment on a weekly basis of that month long sprint timeline?	Weekly demos are required within the four-week sprint cycle. Production deployments occur on the first Friday of each month. The demo obligation does not by itself require a QA or UAT deployment every week. Intermediate promotions and the demonstration environment must follow the approved testing/release process.
126.	What would constitute a .X release or a release outside of the release cycle?	An out-of-cycle release is a deployment authorized outside the regular monthly release schedule, for example an urgent defect correction or other approved time-sensitive change. The contractor must support

#	Proposer Questions:	Covered California's Responses:
		unplanned release activities as required by Exhibit A.
127.	Please clarify who is responsible for conducting UAT and who holds sign-off authority before production release. What is the Contractor's expected role in UAT (e.g., preparing test scripts, supporting testers, triaging defects), and does sign-off sit with a named Covered California business owner or a change board?	Covered California retains review and acceptance authority over contract deliverables. The contractor must support the approved testing/release process and defect correction for its work and maintain the required technical documentation; specific UAT script preparation and execution responsibilities must be confirmed in the delivery RACI.
128.	How many external systems are currently connected? Are all external integrations aligned with the latest security guidelines for External Client Apps and External Client Credentials? If not, the required migrations should be factored into the scope.	Due to platform security, these details will be provided to the awarded vendor after contract execution.
129.	For Marketing Cloud, how many external systems are integrated? Is there also an integration between the Marketing Cloud org and the Sales/Service Cloud org?	Due to platform security, these details will be provided to the awarded vendor after contract execution.
130.	I noticed a reference to "field visit coordination." Does this mean that Field Service Lightning is being used within PSS?	No.
131.	What is the expected frequency for loading data from MuleSoft into Salesforce? Will the data be loaded once daily, hourly, or at another interval?	Individual interfaces may have distinct approved schedules or triggers.
AI, Cybersecurity & Software-Use Disclosures		
132.	Does Covered California anticipate enhancements involving Agent force or other Salesforce AI capabilities during the term? Does the HBEX 707 disclosure extend to AI-assisted development tools used by contractor personnel that do not access Covered California data?	Covered California is actively identifying any potential Agent force use cases. The 707 should be completed for any assisted development tools that the contractor will be using even if the tool does not access Covered California data.

#	Proposer Questions:	Covered California's Responses:
133.	If a proposer does not intend to use generative artificial intelligence in delivery, is submission of Form HBEX 707 indicating no generative artificial intelligence use acceptable?	Form HBEX 707 is a required administrative attachment and must be included in your proposal. Completion to Section 1 identifying whether any software is being utilized by the vendor in connection with this request. • If the vendor indicates that they will not be using any software throughout the term of the contract, they may skip the remaining sections and proceed to the end of the document to provide their full printed name, title, signature, and date. • If the vendor indicates that they will be using any type of software, including AI, all sections of the form must be completed and signed.
134.	Should the HBEX 707 assessment cover only GenAI included in or made available through the proposed service, or also third-party or internal tools used to perform the work? Are any GenAI uses prohibited or subject to prior approval?	Please see responses to Questions #132 and #133.
135.	Are you using any security tools outside of standard salesforce to scan for apex code vulnerabilities such as digitsec?	Yes additional details will be provided to the selected proposer after contract execution.
136.	Does Covered California maintain a list of pre-approved or prohibited GenAI tools for contractors? If not, what is the typical approval turnaround?	Contractors must request use for each GenAI tool. The approval is limited to that contractor. Turn around can be anywhere from 5-30 days.
137.	Do Salesforce-native AI features (e.g., Einstein, Agentforce) and AI-assisted development tools used internally by the Contractor require an HBEX 707 submission?	Please see responses to Questions #132 and #133.
138.	Is any GenAI currently enabled or planned in the Salesforce, Data 360 or MuleSoft environments?	Please see response to Question #132.

#	Proposer Questions:	Covered California's Responses:
139.	Could Covered California please clarify the anticipated contractor risk classification and whether additional requirements, such as cybersecurity insurance, annual security assessments, or security attestations, will apply to this engagement?	Cyber Liability insurance is not required under this agreement. Please refer to Exhibit C – IT General Terms & Conditions, Section CC – Insurance Requirements, which outlines all insurance coverages required under the agreement.
Proposal Instructions & Solicitation Administration		
140.	Missing section number. Under Unanticipated Tasks in Exhibit A, Covered California may stop or suspend work on a Work Authorization "pursuant to Section YY of Exhibit C." Which section of Exhibit C does this refer to?	Exhibit A, Section E, administrative error has been corrected to reference Section "WW" of Exhibit C-Information Technology General Terms and Conditions. Please refer to Addendum 1.
141.	Page Limit for Understanding and Approach (RFP Section 4.3.1) May the hours-per-week-by-person table for the full contract term and the Work Plan be placed in an appendix outside the eight (8) page limit?	The hours-per-week-by-person table and Work Plan are part of Understanding and Approach under Section 4.3.1 and count within its eight-page limit.
142.	Did Covered California engage any external consulting firm, technology vendor, or incumbent contractor to assist with market research or development of this RFP?	No.
143.	May we request a two-week extension to submit in order to craft a thoughtful response based on the Q&A's?	As there has not been any material changes to the solicitation Covered California will not extend the proposal due date or time. Proposals remain due December 1, 2026, at 2:00 p.m. Pacific Time.
144.	If the Proposer accepts the Model Contract Exhibits A, B, and C without exceptions, should the original exhibits be submitted unchanged, or is a separate acceptance statement required?	Covered California requests that proposers include the model contracts in their proposal, even if no redlines or revisions are made. If any edits or modifications are made to the model contracts (e.g., Exhibits A, B, C, etc.), please submit the revised documents in MS Word format with Track Changes enabled so the changes can be easily identified.