



REQUEST FOR OFFER

RFO: 2017-04

For:

Business Continuity Program Development Consultant Services

For: Covered California

Date: Tuesday, September 19, 2017

You are invited to review and respond to this Request for Offer (RFO). To submit an offer for these services, you must comply with the instructions contained in this document as well as the requirements stated in Covered California's Scope of Work (SOW), Attachment A, and Cost Worksheet, Attachment B. By submitting an offer, your firm agrees to the terms and conditions stated in this RFO and your proposed CMAS contract.

Read the attached document carefully.

The RFO due date is: 2:00 p.m., Friday, October 6, 2017

Responses to this RFO must be submitted via email to the department contact noted below.

Department Contact:

JoAnne French
Covered California
1601 Exposition Blvd.
Sacramento, CA 95815
hbxsolicitation@covered.ca.gov

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General Information

1. **Background and Purpose of the RFO:**

The Business Continuity Plan (also referred to as the plan) has been developed for Covered California (the Agency) and implemented within the Incident Management Team. The plan defines the incident management and crisis communications process to be used during an emergency or disaster that impacts Covered California's operations. This plan also prioritizes the critical business functions to be resumed or continued after a major incident or disaster and includes the people, resources and technology needed to support them.

The purpose of this solicitation is to obtain consultant services to further implement the Business Continuity Plan into Covered California and develop the Business Continuity Program for the Agency. For example, the plan identifies resource requirements and provides a gap analysis, however more is needed to explore, develop, and select recovery strategies for implementation. Additionally, the plan provides a framework and outlines developed recovery teams, but additional assistance is needed to develop relocation plans for the Agency. Lastly, assistance is needed for additional testing and exercises for the current plan, specifically with regards to training the Incident Management Team.

The Contractor shall assist the Business Services Branch (BSB) with completing and maintaining a Business Continuity Program for Covered California.

2. **Key Dates**

It must be understood that time is always of the essence, both for the RFO submittal and contract completion. Offerors are advised of the key dates and times shown below and are expected to adhere to them.

<u>Event</u>	<u>Date</u>
1. Release of RFO	Tuesday, September 19, 2017
2. Questions Due by	2:00 p.m., Tuesday, September 26, 2017
3. Agency Responses to Questions Released by	Thursday, September 28, 2017
4. RFO Response Submission Due by	2:00 p.m., Friday, October 6, 2017
5. Agency Review of RFO Submissions	Week of October 9 to 13, 2017
6. Estimated contract term	November 1, 2017, through October 30, 2018

3. **Contract Amount**

Response shall not exceed \$125,000.00 in total costs for the contract term. Responses that exceed this amount will not be considered for selection.

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4. Contract Term

The initial contract term shall be from November 1, 2017, through October 31, 2018. The contract term may change if Covered California makes an award earlier than expected or if the Agency cannot execute the agreement due to unforeseen delays.

5. Optional Contract Amendment

Covered California may, at its sole discretion, extend the contract term for one (1) additional consecutive year if mutually agreed upon by the Agency and the Contractor. The extension will address additional Business Continuity Program development that could occur through the iterative process resulting from the initial scope of work. In addition, this contract shall be amended to include additional time and funding for the purpose of continuing the same scope of developing the Business Continuity Program at the same rates provided in the Contractor's proposal.

6. RFO Response Requirements

This RFO and the offerors' responses to this document will be prepared on the ordering department's STD 65 or STD 213.

Responses must contain all requested information and data and conform to the format described in this section. It is the offeror's responsibility to provide all necessary information for the State to evaluate the response, verify requested information and determine the offerors' ability to perform the tasks and activities defined in the State's Scope of Work, Attachment A, and Cost Worksheet, Attachment B.

The offerors must submit one (1) copy of their response as a single .pdf to the department contact name and email address contained on the cover sheet to this RFO.

7. RFO Response Content

The majority of the information required to respond to this RFO is contained in Covered California's Scope of Work, Attachment A, and Cost Worksheet, Attachment B.

- a. Understanding and Approach Narrative to State's Scope of Work, Attachment A, (no more than 3 pages):

The offeror's Understanding and Approach narrative responds to the Agency's Scope of Work and will be used to evaluate responsiveness to requirements. This Understanding and Approach narrative must map each task/deliverable item back to the Attachments.

The response must include any additional information that the offeror deems necessary to explain how the contractor intends to meet the Agency's requirements. The Understanding and Approach narrative needs to contain the following as appropriate:

1. Overview of the required tasks and outcomes.

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2. Description of how the tasks will be performed.
 3. Work plan for each task, including sub-task description, including due date for each deliverable. (Not part of page count).
 4. Samples of work from other projects, or outlines of what deliverables are proposed for the required tasks.
 5. Organization chart that identifies the proposed contract team. (Not part of page count).
 6. Resumes for each identified member of the contract team, detailing experience meeting the Agency's requirements. (Not part of page count).
 7. Any other requirements shown in the Agency's Scope of Work document. (*Note: If contractor is utilizing a subcontractor, the offer must list the firm name, address, contact person and address. Subcontractors are subject to all the terms, conditions and requirements of this subsequent contract.*)
- b. Corporate Qualifications Narrative. Describe and provide examples of the company's overall organizational capability and resources as they relate to the general requirements set forth in this RFO's Scope of Work, including the following (no more than 3 pages):
1. Ability to manage the project and the risks involved with the project.
 2. Ability to complete projects on time and within budget.
 3. Ability to provide quality deliverables.
 4. Evidence of the company's experience performing the services outlined in this solicitation, including the total number of years the company has been providing the services outlined in the scope of work.
- c. Team Qualifications Narrative. Describe the qualifications of each of the members of the proposed team. Identify the role that each member is expected to play and describe the experience, education, knowledge, and skills each member possesses as it relates to their proposed role. (No more than 3 pages.)
- d. Completed Projects Narrative. Describe the past projects the company has completed related to the requirements outlined in the Scope of Work. Identify the tools the company proposes to use and the products it will produce as part of this project. (No more than 3 pages.)
- e. Completed Cost Work Sheet, Attachment B.

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8. Contract Award

Award of a contract resulting from this RFO will be based on the response that is most highly rated after applying the weighted evaluation criteria described below. If two or more of the highest rated responses are evaluated as substantially equal after applying the weighted evaluation criteria described above, then the lowest cost response from among the substantially equal responses shall be recommended for selection.

Evidence of extensive previous experience in similar complex, short deadline efforts will receive significant consideration in the evaluation process, as will demonstrated experience related to the Scope of Work. The table below lists the evaluation categories and the weights each will carry in the overall evaluation of each offer:

Criteria	Weight	Points
Understanding and Approach	20%	200
Corporate Qualifications	10%	100
Team Qualifications	10%	100
Completed Projects	20%	200
Cost	40%	400
Totals	100%	1,000

The Evaluation Team will evaluate offerors' proposals in the five areas of requirements:

1. Understanding and Approach
2. Corporate Qualifications
3. Team Qualifications
4. Completed Projects
5. Cost

Understanding and Approach

Scoring of this factor shall be based upon the Evaluation Team's assessment of the offeror's understanding of and insight into the challenges, issues, and risks faced by Covered California as depicted in the Scope of Work, and the feasibility, efficiency, and expected effectiveness of the approaches offered by the offeror to provide assistance to the Agency.

Evaluators will assign scores based upon information contained in the offeror's Understanding and Approach Narrative. The Evaluation Team will consider, in descending order of importance:

1. Quality of the offeror's approach to addressing scope of responsibilities and activities, including how the offeror will provide the flexibility to address issues as they arise, while maintaining a high level of quality in the approach;
2. Quality of the offeror's approach to early identification of issues and risks, and how the approach will directly contribute to resolution and mitigation; and
3. Demonstrated understanding of the key characteristics of the project in general.

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Corporate Qualifications

The Agency seeks a contractor with significant corporate capacity to respond to the Agency's needs during the entire duration of the contract, support a high degree of qualified staff continuity, and a consistently high level of individual team member performance.

Corporate Description and Background: Scoring of this factor will be based upon the Evaluation Team's assessment of corporate resources, capacity, and historical track record as they relate to the Scope of Work. Evaluators will assign scores based upon the offeror's Corporate Qualifications narrative.

Team Qualifications

The Agency seeks a team of highly qualified, senior staff to provide high-level project management support services as depicted in the Scope of Work. The following sections describe the evaluation and scoring of staff qualifications.

Staff Experience and Credentials

Scoring of this factor shall be based upon the Evaluation Team's assessment of the breadth, depth, and relevance of each proposed team member's experience and credentials. Evaluators will assign scores based upon information contained in resumes and staff experience summary forms. The Evaluation Team will consider, in descending order of importance:

- a. Demonstrated capacity to successfully assume responsibility comparable to that proposed for the individual in the project engagement.
- b. Demonstrated capacity to perform at a high level in multiple areas of project management.
- c. General breadth and extent of experience, as indicated by the number of projects, and duration of individual involvement in each.
- d. Relevance of experience as indicated by the scope and subject matter of project experience.
- e. Relevance of education, training, and certifications.

Completed Projects

Scoring of this factor will be based upon the Evaluation Team's assessment of the breadth, depth, and relevance to the Scope of Work requirements, as well as corporate resources and capacity as indicated by the characteristics of projects. Evaluators will assign scores based upon information contained in the Completed Projects narrative.

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Scoring Criteria

Rating	Relation to Requirements	Strengths	Deficiencies	Weaknesses	Likelihood of Success	Score
Excellent	Superior attainment of all requirements	Numerous and significant in key areas	None	Minor, if any	Very High	10
Good	Expected to meet all requirements	Some and significant in key areas	None	Minor, but are far outweighed by strengths	High	7.5
Acceptable	Capable of meeting all requirements	Some in non-key areas	Minor	Minor, but are outweighed by strengths	Fair	5
Marginal	May not be capable of meeting all requirements	None, or some that are outweighed by weaknesses or deficiencies	Significant	Significant	Poor	2.5
Unacceptable	Not likely to meet all requirements	None, or some that are far outweighed by weaknesses or deficiencies	Needs major revision	Needs major revision	None	0

Cost Score

Cost

Each offeror's cost score will be calculated based on the ratio of the lowest cost proposal to the offeror's cost, multiplied by the maximum number of cost points available, as shown in the calculation below:

$$\frac{\text{Lowest Total Cost Bid}}{\text{Offeror Total Cost}} \times \text{Total cost points available}$$

Example: To help illustrate this process, refer to table below, for an example of the cost score calculation process. **Cost figures in the example below explain the calculations and have no other significance.**

Cost Evaluation and Scoring Methodology Example

Offeror	Grand Total Cost	Calculation	Cost Points Awarded
A	\$400,000	$\frac{\$300,000}{\$400,000} \times 400$	300
B	\$350,000	$\frac{\$300,000}{\$350,000} \times 400$	344
C	\$300,000	$\frac{\$300,000}{\$300,000} \times 400$	400

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Review of Offers for Award

Responses to this RFO will first be reviewed for responsiveness to the all requirements of Attachments A and B, and any other attachments. If a response is missing information required in any attachment it may be deemed not responsive.

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ATTACHMENT A – SCOPE OF WORK

A. Scope and Description

1. Recovery Strategies Development
 - a. The Contractor shall work closely with Covered California staff to use the existing Business Impact Analysis and Gap Analysis for the Agency to explore, validate, develop, and select recovery strategies for the Agency with regards to Business Continuity.
 - b. The Contractor shall develop a proposal including a budget for mutually agreed upon strategy options and recovery strategies for Covered California.
 - c. For proposals that are accepted by Covered California Leadership, the Contractor shall support BSB in implementation.
2. Business Continuity Program Development and Maintenance
 - a. The Contractor shall work closely with Covered California staff to prepare recommendations for mutually agreed upon areas of the Business Continuity Program for the Agency. This shall include, but is not limited to, the following:
 - i. Development of policies, procedures, guidelines and forms for Covered California in accordance with agreed upon timelines for completion.
3. Exercises, Trainings and Testing
 - a. The Contractor shall work closely with Covered California staff to develop testing and exercises for the existing Business Continuity Plan. This shall include, but is not limited to, the following:
 - i. Conducting orientation exercises and trainings for the Incident Management Team;
 - ii. Conducting tests based on the current plan and documenting test results;
 - iii. Developing lessons learned from orientation exercises, trainings, and test results; and
 - iv. Providing analyses and recommendations to BSB for updates to the current Business Continuity Plan based on lessons learned and in accordance with an agreed upon timeline for completion.

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B. Contractor Tasks and Responsibilities

The Contractor shall:

1. Designate a person to whom all project communications may be addressed and who has the authority to act on all aspects of the contract. This person will be responsible for the overall project and will be the contact for all invoicing and Contractor staffing issues.
2. Provide written reports for review and approval by Covered California and formally respond to Covered California review findings as necessary.
3. Meet as required with Covered California staff to discuss progress.
4. Make its best efforts to maintain staff continuity throughout the life of the project. If, however, a substitution becomes necessary, the Contractor must submit resumes for review, in advance, for all proposed personnel substitutions. All Contractor personnel substitutions must be approved in writing by Covered California Representative. Failure to receive the required approvals may result in termination of the contract.

C. Deliverables

1. The Contractor understands that all recommendations and contract deliverables must comply with the Patient Protection and Affordable Care Act of 2010, as well as sections 15438, 15439, and 100501 through 100521 of the Government Code; 1346.2 and 1366.6 of the Health and Safety Code; 10112.3 and 10112.4 of the Insurance Code.
2. The Contractor shall provide all deliverables within the timeframe specified and required by Covered California.
3. The Contractor understands and acknowledges that all deliverables must be reviewed, approved and accepted by Covered California.
4. The Contractor understands that 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, unless a different timeframe is required and specified by Covered California.
5. In the event Covered California requires additional refinements and modifications for any deliverable which occurs after that deliverable has been previously accepted by Covered California, the Contractor shall be required to make the additional revisions until the revised deliverable is accepted and approved by Covered California.
6. The Contractor shall be paid for services rendered under this Agreement in accordance with Exhibit B, Budget Detail and Payment Provisions.

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D. Acceptance Criteria

All concluded work must be submitted to Covered California for review and approval or rejection. Payment for all tasks performed under this Agreement will be based on hourly rates. It will be Covered California's sole determination as to whether any tasks have been successfully completed and are acceptable.

Throughout the contract, Covered California will review and validate services performed. In addition, the Covered California Representative will verify and approve the Contractor's invoices. Signed acceptance is required from the Covered California Representative to approve an invoice for payment.

Deliverable acceptance criteria consist of the following:

1. Deliverable-specific work was completed as specified and the final deliverable product or service was rendered.
2. Plans, schedules, designs, documentation, digital files, photographs and reports (deliverables) were completed as specified and approved.
3. All deliverable documentation and artifact gathering have been completed.
4. All deliverables are in a format useful to Covered California.
5. If a deliverable is not accepted, Covered California will provide the reason, in writing, within ten (10) business days of receipt of the deliverable.

E. Other Reporting Requirements

None.

F. Covered California Responsibilities

Covered California shall:

1. Designate the Covered California Representative to whom all Contractor communications may be addressed and who has the authority to act on all aspects of the contract.
2. Provide access to business and technical documents as necessary for the Contractor to complete the tasks identified in this Agreement.
3. Ensure appropriate resources are available to perform assigned tasks, attend meetings, and answer questions.
4. Ensure that decisions are made in a timely manner.

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5. Provide work areas and meeting rooms as needed.
6. Identify and provide access to Subject Matter Experts to assist in the development of technical requirements.

G. Travel

Travel and overtime rates will not be reimbursed under this contract.

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ATTACHMENT B – COST WORKSHEET

Task	Hours	Rate Per Hour	Extended Total	Name of Employee
Recovery Strategies Development				
Business Continuity Program Development and Maintenance				
Exercises, Trainings and Testing				

Total Costs \$ _____