

RFP 2019-06 – Project Management Services
Questions and Answers

#	Page	Section	Question	Response
1.	4	1.2	Responses to questions will not be posted until May 8, 2019. Would Covered California consider extending the proposal due date to allow vendors time to develop a high-quality proposal in accordance with the answers to questions?	We are not able to change the timeframe.
2.	8	1.9	May bidders use a 9 or 10 point font size for graphics, exhibits, and tables?	Yes
3.	15	2.1.1	Please confirm which certifications Covered California deems equivalent to the Certified Scaled Agile Framework (SAFe) Scrum Master certification.	PMI Agile Certified Practitioner (ACP), SAFe Advanced Scrum Master (SASM), but we would also consider other similar certifications. We are looking for contractors who are trained and experienced in an industry standard agile methodology.
4	15	2.1.1	Covered California indicates that one Lead Staff is required. Please confirm that this is the same role as the Project Lead listed in Exhibit A – Scope of Work Section D, and please confirm that one FTE is desired for this role.	Confirmed
5	15	2.1	Please confirm that all of the minimum required qualifications for “each additional staff” (e.g., 5 years project management experience, one year of experience as a Scrum Master, etc.) apply to both the “Scrum Master for Agile Projects”, and “Project Manager for Waterfall Projects” roles.	Confirmed
6	15	2.1.1	Please elaborate on Covered California’s expectations related to “one year of experience as a Scrum Master.”	Each additional staff should have at least one year of experience performing Scrum Master roles and functioning as a Scrum Master. This should include leading and coaching agile teams, educating the teams in Scrum, Kanban and SAFe, removing impediments and fostering an environment for high-performing team dynamics, continuous flow and relentless improvement. Facilitating Agile events (ceremonies).
7	17	3.1	<p>How will the Consultant’s staff fit into the Enterprise Project Management Office (EPMO)?</p> <p>Will the Lead Staff/Project Lead be responsible for leading some of the 78+ projects that are active in the EPMO or will this role only be leading the Consultant’s Scrum and Waterfall project managers?</p> <p>Will the Consultant’s project managers be responsible for leading State project managers or will they report to the State project managers (or does it depend on the project)?</p>	<p>The expectation is that the lead be responsible for leading project teams and the consultants.</p> <p>The consultants would only lead state staff if they are on the project that they are leading.</p>

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8	23	4.3.3.1	Does Covered California require resumes for all staff proposed (including support staff), or only for the three key roles identified in the RFP?	Resumes are required for all staff proposed.
9	2	Exhibit A – Scope of Work Section D	Three roles are listed, i.e., “Project Lead”, “Scrum Master for Agile Projects”, and “Project Manager for Waterfall Projects”. Please confirm the number of FTEs Covered California is seeking for the “Scrum Master for Agile Projects” and “Project Manager for Waterfall Projects” roles.	The need will depend on the projects. Most of our projects are run using the Agile Methodology. There would be a small number of projects run using the Waterfall Methodology.
10.	7	Exhibit A – Scope of Work Section E	The SOW indicates that “The Contractor is required to perform all services under this Agreement on site at Covered California, unless directed otherwise by the project representative listed in this Exhibit.” Please clarify if Covered California will permit some services to be performed off-site for certain roles, and if so, please clarify for which roles (e.g., Project Lead).	It is expected that all services be performed on site, however, the vendor is welcome to propose specific tasks that could be accomplished more effectively at an off-site location for consideration for approval by Covered California. Which project there are assigned to will determine which Covered CA site. This may also include the CalHEERS project site or possible occasional travel to business partner sites.
11.	1	Exhibit B, Attachment 1 – Cost Worksheet	Please confirm how Covered California would like cost presented. For example, may we present a planned number of hours per proposed team member, the hourly rate for the individual, and the total contract amount based on those proposed hours and rates? Please provide us with further details about the expectation of hours for each key role so that we can more accurately provide a cost.	Yes, please calculate using the number of hours proposed multiplied by the hourly rate for each proposed team member. It is expected that the team lead be one FTE. The preference is that each additional staff assigned full time. The total number of staff and hours will be dependent on your hourly rate(s).
12.		Exhibit C-Terms and Conditions	If we are unable to comply with the CA Equal Benefits Ordinance (EBO), is Covered California willing to issue a waiver of the requirement? Is Covered California willing to negotiate termination for cause by adding a right to cure?	We cannot waive the CA Equal Benefits Ordinance. We would be willing to discuss allowing the Contractor a right to cure so long as the breach is a curable one. Covered California historically works with contractors to cure a breach before taking any action.
13.		Exhibit D-Privacy Addendum	Is Covered California willing to strike the requirement that we would be financially liable for any costs regarding a data breach? Is Covered California willing to negotiate the language in the indemnification clause to make it less broad?	We cannot strike the requirement mandating that contractors assume financial liability regarding data breaches. We may negotiate some aspects of the indemnification clause, but we cannot reduce its scope.

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14.		Section 2. project Team, 3.9: Payment and Invoicing (p. 20):	<p>The RFP states that the "Contractor may invoice Covered California only after the successful completion and acceptance of the contract deliverables." The SOW provides a breakdown of expected project activities for the Project Lead, Scrum Master for Agile Projects, and Project Manager for Waterfall Projects positions. These activities include items for deliverable development (such as developing Project Plans), but a specific list of deliverables is not provided, nor is a schedule provided for deliverable submittal and acceptance, given that the SOW covers expected duties for projects to be determined, and not a particular project effort.</p> <p>a. Can you please specify and list the deliverables referred to in Section 2.3.9, regarding the "completion and acceptance of the contract deliverables"?</p> <p>b. Can you please clarify the expected process for deliverable acceptance, invoicing, and payment, since the SOW does not cover a concrete set of deliverables or deliverable schedule?</p>	<p>The contractor shall consider the tasks listed in Section D of Exhibit A – Scope of Work Final as deliverables. Payment will be dependent on successful completion and approval of these deliverables in addition to satisfaction of all requirements relating to time tracking and work status.</p> <p>Payment for the task deliverables will be determined using the hourly rates identified.</p>
15		Section 4.3.4 Past Project Completed	<p>"Describe in a narrative up to five (5) projects the Bidder has completed in the last two (2) years that relate to the tasks listed in Model Contract Exhibit A – Scope of Work."</p> <p>Q: Will Covered CA consider projects that are substantially complete or the inclusion of highly relevant ongoing projects?</p>	Yes
16		Section 4.2 – Administrative Requirements (4.2.1); para 4	<p>"Proof of Automobile liability, including non-owned auto liability, of \$1,000,00 per occurrence..."</p> <p>Q: If we do not own or provide company vehicles, is automobile insurance still a requirement?</p>	We cannot waive this requirement.
17		Section 3.8 Project Assumptions and Constraints; para 3 –	<p>"As requested, by Covered CA, contractor will be required to travel to Irvine, California, to perform various services."</p> <p>Q: Can you provide details on how often travel is expected and for which role(s)?</p>	This will be dependent on the project and has not yet been determined. If the contractor is required to travel to Irvine, it is not expected to be more than 20% of the time.
18	20	3.8 Project Assumptions and Constraints; 3. "As requested by Covered CA, contractor will be required to travel to Irvine, California, to perform various services."	Will Covered CA allow the awarded vendor to invoice for travel expenses for Irvine related services?	See Model Contract, Exhibit A – Section E.

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19	20	<p>3.8 Project Assumptions and Constraints</p> <p>3. As requested by Covered CA, contractor will be required to travel to Irvine, California, to perform various services.</p>	<p>If Covered CA will not allow the awarded vendor to invoice for Irvine related travel expenses, then will Covered CA provide an estimate of how many times and for how long on each trip the vendor will need to travel to Irvine?</p>	<p>See response to Question 17 above.</p>
20	15	<p>2.1 Project Team Minimum Qualifications</p> <p>1. The minimum required qualifications for Bidders include: (d). Be Certified Scaled Agile Framework (SAFe) Scrum Master or equivalent.</p>	<p>Can a Certified Scrum Master (CSM) or Agile Certified Professional (PMI-ACP) certification meet the minimum qualifications as “equivalent” to SAFe?</p>	<p>Yes</p>
21	5	<p>1.4 Contract Amount</p> <p>Responses shall not exceed \$7,500,000. in total costs. Responses that exceed this amount will be considered for selection. 00</p> <p>It is currently expected that he estimated funding for the contract will not exceed approximately \$1,500,000.00 per year for the term of the contract, including extensions, if any.</p>	<p>When costing out the total cost, should the vendor include the two optional years as part of the cost proposal?</p>	<p>Yes</p>
22			<p>To support the consideration of a broad range of skilled professionals with extensive project management and Covered California experience, will the organization consider revising RFP Section 2.1.1.c. to state “three (3) years of Agile experience” and RFP Section 2.1.2 .c. to state “one (1) year of Agile experience”?</p>	<p>Yes, we will modify these requirements.</p>
23			<p>Can the qualifications for Bidders be collectively met by the team?</p>	<p>No. See RFP Section 2.1 Project Team Minimum Qualifications.</p>
24			<p>Would Covered California consider moving RFP Section 2.1.2.d.-e. to RFP Section 2.2?</p>	<p>These are required qualifications.</p>

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25			To reinforce Covered California's goal of implementing agile methodologies throughout the enterprise, will members of the Evaluation Committee include a cross-section of business and IT representatives?	Yes
26.		Section 6. Preference Programs–	Can you describe the scoring process for a combination of SB and DVBE preference points?	See RFP Sections 6, 6.1, and 6.2.
27.		General –	How many concurrent projects per year does Covered California anticipate running related to this procurement?	The number of projects we can run related to this procurement will be dependent on the number of staff available and the size of the projects. Resources will be utilized following best practices associated with each methodology.
28.	8	Section Subsection Format of Proposal RFO Language Clarification or Discrepancy 5) Place the Bidder's name in a header or footer on every page. If the Bidder's name is not already entered elsewhere on a completed certification or form, add it to a header, footer or signature block.	Question Proposed Remedy Can the state confirm if the Bidder's name needs to be inserted on every page of the certification form or confirm that including the bidder's name on the first page of the document will suffice?	Bidders name on the first page of the Contractor Certification Form will suffice.
29	33	Model Contract with Exhibits Standard 213 Exhibit A – Scope of Work Exhibit B-Budget Provisions Exhibit B, Attachment 1 – Cost Worksheet Exhibit C-General Terms and Conditions Exhibit C, Attachment 1 –	Question: Can the state confirm, what, if any, portions of the STD 213 is to be completed by the bidder?	Revisions to the STD 213 are not required at this time.