

**RFP 2019-08 – Agent Service Centers
Questions and Answers**

QUESTION	ANSWER
1. Can we extend the response date to an additional 45 days?	Concurrent with the posting of this answer document, Covered California is issuing a revised schedule. This schedule will provide for Proposal Due date and time of 9/12/19 at 12:00 pm. Please refer to the RFP addendum for changes to other dates as applicable.
2. Does this RFP preclude a firm from bidding on any other upcoming service center RFP's?	No.
3. In order to allow Bidders time to prepare the most responsive and cost effective bid possible, would Covered California consider moving the Proposal Due Date so that Bidders have 15 business days after the answers to questions are released to respond to submit their proposal? RFP, 1.2 Page 5	See response to question 1.
4. In order for Bidders to receive clarity on responses and provide Covered California with the most appropriate response, would Covered California consider adding a second round of questions and answers? RFP, 1.2 Page 5	A second round of questions will not be performed prior to the due date for bid submissions. See response to question 1 for more related information.
5. Please confirm that solution go-live for all components (Exhibit AA and Exhibit AB scopes) is 4/1/2021. RFP, 1.5, page 5	This is confirmed.
6. In order to facilitate unbiased technical scoring, should cost proposals be physically separated from the technical proposal? If so, please confirm the number of copies required for the cost proposal. RFP, 1.10.1 Page 9	This separation is not necessary.
7. In order to provide CCA with complete information and work samples, can Bidders use smaller than 12-point font size in graphics, reports and example documents? RFP, 1.10.2.b.1 Page 9	Yes. For graphics, reports, and example documents, a font size less than 12-point is acceptable.

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<p>8. In order to avoid confusion when Bidders are referencing the RFP, please correct the number in section 3.0 (currently reverts to 1.X) RFP, Section 3.0 Page 16-22</p>	<p>Revisions provided in Addendum 1.</p>
<p>9. Since this is essentially a services contract, please confirm that the Exhibit C document included in the Model Contract, titled Information Technology General Terms and Conditions, is in fact the correct document. RFP, 4.2 and Exhibit C – IT</p>	<p>It is the correct document.</p>
<p>10. In Section 4.2.2.1 of the RFP, it is unclear what is expected by the subsection “a. Understanding and Description of the tasks to be performed (Work Plan)”. Is there a narrative work plan that Bidders should be providing track changes on? RFP, 4.2.2.1.a, Page 23</p>	<p>Bidders are to refer to Exhibit AA, Attachment 1 (Schedule). As part of their consideration of the project schedule, Bidders are to provide a project schedule with their bid submission. Schedule should include outline of ramp-up and transition activities in addition to timing of the activities. Narratives with schedule should be included at discretion of Bidder.</p> <p>This item has been clarified to refer to Exhibit AA, Attachment 1.</p>
<p>11. Can Covered California please provide the data from CTI that would need to be integrated with Salesforce.com?</p> <p>Is there a level of intelligent self-service in the IVR that is expected from this integration? RFP, 4.3.1.a.3 Page 24</p>	<p>Bidders are to describe their approach to Computer Telephony Integration (CTI) in order to support streamlined customer service and utilization of Salesforce.com CRM. An example given is the ability to screen pop the Salesforce.com record of the inbound caller based on the inbound call number matching a record in Salesforce.com. Additionally, Consumer/Agent data collection in the IVR to automatically populate appropriate fields salesforce case form and execute a workflow\action for the SCR assigned to/answering the call.</p>

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<p>12. Will the Contractor be provided access to any systems necessary to perform the duties associated with providing application assistance and perform account maintenance activities for new consumer and/or employer enrollment?</p> <p>If yes, can you identify the specific systems the Contractor would be required to access? Model Contract Exhibit AA, 1.1, page 2 Exhibit AB, 1, page 3</p>	<p>For the individual agent service center, SCRs, leads, supervisors, and managers will be provisioned with appropriate access levels to the application and enrollment system CalHEERS and the CRM Salesforce.com. Any tasks requiring escalation beyond the provisioned access levels will include appropriate escalation procedures to Covered California staff. Users will also need access to Learning Management System (LMS) for training purposes, Employee Self Service portal for submitting Help Desk Tickets to CalHEERS, Skype for meetings and chatting with other staff for case assistance.</p> <p>Yes, Bidders will be provided appropriate access to all applicable systems including CCSB eligibility and enrollment systems, CCSB financial management system, CRM and secure file sharing systems such as SharePoint.</p>
<p>13. Will the Contractor be required to access any ancillary systems when providing application assistance, i.e., in order to access application images which may be contained in a Document Management System, or supporting documentation via a SharePoint or sFTP location? Model Contract, Exhibit AA, 1.1., page 2</p>	<p>No other systems will be required - the Salesforce CRM contains a Knowledge section that will provide necessary documentation on application and enrollment processes, procedures, and other information required to fulfill the various job functions.</p>
<p>14. Are there any systems outside of the CRM and/or enrollment systems in use for processing of appeals and escalations related to access to care and/or enrollment system errors/issues? Model Contract, Exhibit AA, 1.1., page 2</p>	<p>The Employee Self Service Portal will be needed to assist in resolving some cases. Appeals and Escalations are handled by CCA internal teams that are routed through Salesforce.</p>
<p>15. Will the selected Contractor be required to receive any documentation outside of enrollment system(s) and/or other ancillary systems, such as via fax and/or inbound mail? Model Contract, Exhibit AA, 1.1, page 2 Exhibit AB, 1, page 3</p>	<p>For the individual service center, the Contractor will not be required to receive any documentation via ancillary systems such as fax or email.</p> <p>In reference to the requirements of Exhibit AB: Yes, contractor will be expected to receive documentation such as paper applications, employee census documents or similar enrollment related documents via fax, email or inbound mail.</p>

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<p>16. In order for vendors to appropriately plan and price for this work, please confirm that the CRM for the IASC and the SBASC will be Salesforce and that the selected Contractor will be provided with the necessary number of CRM licenses throughout the life of the contract, including peak periods and during periods of growth where additional support personnel may be required (should not price for Salesforce license costs in their bid). Model Contract, Exhibit AA, 1.3.D.iv, page 5</p>	<p>Confirmed. Access to IASC and SBASC CRM solutions is currently and anticipated to remain Salesforce. Covered California is responsible for licenses allowing Bidder solution to access the CRM.</p>
<p>17. Exhibit AA, Section 1.8, mentions technology to support mobile and social media, but there is not any mention of how these channels will be used. In order for bidders to properly plan and price, can Covered California provide further information on how these technologies will be used? Model Contract, Exhibit AA, 1.8.A.4-5, page 10</p>	<p>At this time, mobile and social media are not utilized by Covered California call centers. This requirement is a forward-looking capability Covered California may want to utilize. Use of mobile technology is likely to consist of texting at first. Other uses may follow. Bidders are requested to provide information on technologies currently offered and examples of best use cases experienced thus far.</p>
<p>18. In the Key Performance Indicator section for the IASC it states that the Average Speed to Answer (ASA) will be measured on a monthly and daily frequency, while for the SBASC the ASA will be measured on a monthly and hourly frequency. However, in Exhibit AA, Attachment 3, ASA is measured on a monthly basis for both IASC and SBASC. Can Covered California please confirm that while KPIs will be reported on an hourly or daily basis (as indicated in the main body of Exhibit AA), Service Levels are reported and Liquidated Damages are assessed based on monthly averages? Model Contract Exhibit AA, 1.10.A.1.c Page 13 Exhibit AA, 2.8.A.1.c Page 26 Exhibit AA, Attachment 3, H, page 9</p>	<p>For both IASC and SBASC: ASA will be measured on a daily and monthly basis. Contractor will be required to provide ASA at requested interval (hourly) for KPI reporting purposes. ASA Service Level Agreements and Liquidated Damages are assessed based on monthly average.</p>

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<p>19. California Code of Regulations, Title 10, section 6456 includes references to background clearance processes which include fingerprinting requirements; please confirm the selected Contractor will be required to utilize a background clearance process which is inclusive of fingerprinting requirement. Model Contract, Exhibit AA, Section 3.2, page 31</p>	<p>Confirmed.</p>
<p>20. In order to reduce administrative costs for Covered California, could the staffing for Open Enrollment be provided from a location outside of California? Exhibit AA, 3.5.A, page 32</p>	<p>No. Pursuant to Public Contract Code Section 12140: <i>“...services provided under the contract and any subcontract performed under that contract, to applicants for, recipients of, or enrollees in, those public benefit programs, will be performed solely with workers employed in California.”</i></p>
<p>21. Exhibit AA, Section 3.6.G references paper applications, verification forms and documents. However, there is no mention elsewhere about the need for a mailroom, document imaging, or document storage requirements. Please clarify whether or not the IASC/SBASC should expect paper documents. If so, please provide expected volumes and document types, number of pages and expectations for handling. Model Contract, Exhibit AA, 3.6.G, page 34</p>	<p>For Exhibit AA IASC and SBASC requirements paper documents are not a requirement for service center staff. As further clarification: For Exhibit AB requirements, the handling of paper documents is expected.</p>

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<p>22. Please confirm all 3rd party systems approved by Covered California which the selected Contractor must establish and maintain connectivity to throughout the life of the contract. Model Contract, Exhibit AA, 3.9, Item K, page 36</p>	<p>3rd Party systems may include Salesforce.com and CalHEERS both of which are accessible via https. Additional third-party connectivity may be required and will be identified through Joint Application Development Sessions (JAD). The expectation is that The Contractor will have the technical capabilities to establish connectivity to other identified third-party connections. Such connectivity may include the need to establish a Virtual Private Network.</p> <p>As further clarification: SBSC requires access to CCSB enrollment and eligibility systems, CCSB financial management systems, and secure file sharing platforms such as SharePoint. This list may change over time as Covered California establishes new business practices.</p> <p>Reference question 24 for additional information.</p>
<p>23. In Section 3.9, items E and S appear to be identical/duplicative, please confirm. Model Contract, Exhibit AA, 3.9.E and S, pages 36 and 37</p>	<p>This is correct.</p> <p>Correction has been made to delete Exhibit AA, Item 3.9.s</p>
<p>24. Please confirm all other non-Contractor required systems which must be accessed by the Contractor, including LMS, SharePoint site(s), specific cloud-based systems, knowledge base, etc. Model Contract, Exhibit AA, 3.9, Item X, page 37</p>	<p>At this time, the required systems include LMS, Knowledge base is integrated with Salesforce, CalHEERS, ESS, Salesforce, some employees will have access to SharePoint. This list may change over time as Covered California establishes new business practices. Additionally, SBSC requires access to CCSB enrollment and eligibility systems, CCSB financial management systems, and secure file sharing platforms such as SharePoint.</p>

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<p>25. Please provide additional detail/information related to ‘Service Desk’ item including any requirements, as there do not appear to be requirements associated with ‘Service Desk’ within this RFP. Requirements would be necessary to be able to determine what types of dedicated technical roles the selected Contractor would be expected to provide. Model Contract, Exhibit AA, 3.9, Item AA, page 38</p>	<p>Covered California may require The Contractor to perform tasks leveraging technology provided, directly or indirectly by Covered California. Technology such as: Salesforce, CalHEERS and Covered California branded e-mail. The Contractor will be responsible for supporting their staff in managing IT service requests or incidents while using these technologies. Each of the roles listed will be the single point of contact with Covered California Information Technology Department to resolve incidents related to any of Covered California provided technologies. In addition, the service desk role will work with Covered California to develop appropriate processes and procedures for common operational tasks or events. For example, onboarding and off-boarding of new staff. The Contractor is expected to provide the right level of technical expertise to resolve issues related to technology.</p>
<p>26. Please confirm that Covered California will provide the selected Contractor with the necessary system release information and/or Covered California training materials related to systems releases for all Covered California-provided systems. Additionally, is there a schedule of expected system releases for Year 1 of the contract, and/or an average number of system releases experienced by Covered California on an annual basis? Model Contract, Exhibit AA, 3.11, Item B Page 38</p>	<p>Confirmed. Training and any updates to the systems will always be communicated – Morning Calls with Covered California staff, emails, and other phone calls to provide information/updates. LMS will be used for eLearning trainings. CalHEERS typically has 1 release per month with Priority Releases as needed. CCSB will additionally provide all necessary system release information for CCSB eligibility and Enrollment systems as well as updates to CCSB regulations, policies and procedure.</p>
<p>27. Please confirm that Covered California will provide the selected Contractor with all training materials related to the system(s) provided by Covered California, in to ensure the selected Contractor has met the requirement for developing and maintaining training materials for the contract. Model Contract, Exhibit AA, 3.11, Intro Paragraph and Item G Page 38-39</p>	<p>Confirmed – Covered California will provide training materials for the systems provided by Covered California.</p>

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<p>28. In order to more equitably manage staff and avoid adverse human resource issues and labor law issues, can the Contractor provide de-identified individual quality assurance monitoring documentation and results? Model Contract, Exhibit AA, 3.12.J, page 41</p>	<p>The quality assurance scores may be anonymized, but Covered California must be able to track individual agent quality assurance scores through time via unique identification. The unique identifier may be generated for each staff member by the contractor.</p>
<p>29. Please confirm that the Knowledge Base is included within the Salesforce CRM and is not a separate, stand-alone system for which the selected Contractor would require access. Model Contract, Exhibit AA, 3.20, Item A, page 44</p>	<p>Confirmed – Knowledgebase is included in Salesforce CRM for the Individual Agent Call Center. It is anticipated for the SBASC to also have the knowledgebase in the CRM for the go-live of this agreement or documents will be provided via file sharing platform such as SharePoint.</p>
<p>30. Under Deliverable Acceptance, it appears that payment for deliverables is based upon 'hourly rates.' However, the Cost Worksheet appears to calculate monthly totals based on specified volumes of individual tasks. Can you confirm the expected payment structure for this contract? Model Contract, Exhibit AA, 3.29 Page 50 and Exhibit B, Attachment 1 - Cost Worksheet</p>	<p>The agreement is intended to be structured on monthly totals based on specified volumes of individual tasks. Not per hourly rates. Correction to Exhibit AA has been made to provide clarity.</p>
<p>31. Should Bidders propose an eligibility and enrollment system and a financial administration system as part of their response to the scope in Exhibit AB? Model Contract, Exhibit AB, Section 3 & 4 page 5 - 9</p>	<p>No. Exhibit AB is focused on the staff to perform these functions. It is not for the provision of the actual systems. The staff shall utilize Covered California's enrollment and financial management solutions.</p>
<p>32. The acronym 'HCPS' appears to reference Health Care Plan System; can you confirm that the selected Contractor is responsible for entering enrollment information directly into this system? Is this another Covered California-provided system, or does this reference a system provided by another/3rd party? Model Contract, Exhibit AB, 3.3.a, page 6</p>	<p>Staff will enter information into the Covered California Enrollment Services solution. The referenced HCPS system is not an additional system for Bidder staff. Correction to Exhibit AB has been made to reflect this.</p>

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<p>33. Does the system utilized for CCSB eligibility and enrollment also include components for financial administration tasks, such as payment processing, reconciliation activities, etc.? If no, can you provide the system currently in use to perform the financial administration activities required in Exhibit AB? Model Contract, Exhibit AB, 4, page 8</p>	<p>Yes. The Covered California solution for Bidder staff under this RFP will include both enrollment and financial management.</p>
<p>34. In order to provide the most cost-effective structure for the future of the program, would Covered California be open to additional alternative cost structures that may provide cost savings? For example: fixed + variable, PMPM, sliding scale, etc. Model Contract, Exhibit B, Attachment 1</p>	<p>Yes. Bidders are required to provide pricing as indicated in price sheet (Exhibit B, attachment 1). After this is completed, Bidders may propose alternate cost structures. Any alternate cost structure presented shall be done so in a clear fashion, establish a comparison to the pricing per the required template, and include a succinct narrative as may be appropriate.</p>
<p>35. Can Supplier use another partner as the Prime Contractor?</p>	<p>A contractor / subcontractor relationship may exist. This noted, the contractor shall be responsible for subcontractor performance and compliance with agreement terms and conditions.</p>
<p>36. Section 1.1, Infrastructure: Will these calls be routed to the IVR from the main (800) 300-1506 number, from a separate toll free number, or both?</p>	<p>Calls may be routed to the IVR from transfers from the consumer service center line (800) 300-1506 as well as toll free numbers established for Agents, CEC/PBEs, and for Covered California for Small Business.</p>
<p>37. Section 1.1, Individual Agent Service Center 2019 In-Bound Call Forecast: What is the busy hour call volume? What is the busiest busy hour call volume?</p>	<p>130 calls were offered to agents in the busiest hour of the busiest day in 2018.</p>
<p>38. Section 1.1, Top Inbound Call Reasons: For each of the call reasons, what % of the call volume do they represent and is there a different AHT for each?</p>	<p>Covered California does not have this data. Bidders are welcome to discuss their capabilities to provide such data.</p>
<p>39. Section 1.1, Top Email Contact Reasons: Are there statistics (e.g. volumes, AHT, especially by Contact reasons)?</p>	<p>Covered California does not have this data. Bidders are welcome to discuss their capabilities to provide such data.</p>

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<p>40. Section 1.8, Item A: Are email and chat offered before or after user login? Are the mechanisms in place on the website already available to support email and chat or is the vendor responsible for configuring? Which social media channels are expected to be monitored? Is the vendor expected to monitor and respond independently or with Covered CA guidance?</p>	<p>Chat and social media are not current offerings, but may be utilized based on Contractor proposals. E-mail is offered at any time. Individual Certified Enrollers may e-mail the established e-mail in-box as needed.</p> <p>Please reference response to question 17 for more context.</p>
<p>41. Section 1.8, Item I, 2: Would Covered California consider place in queue, rather than estimated wait time? Estimated wait time calculations can be misleading and lead to the wrong expectation.</p>	<p>Bidders should respond with their capability to provide estimated wait time. Additional suggestions for best practices are welcomed in bidder responses. Finalized requirements will be established with the selected contractor.</p>
<p>42. Section 1.10, Key Performance Indicators: Are there service goals for chat, text, and social media?</p>	<p>Currently, no. Please reference response to question 17 for more context.</p>
<p>43. Section 2.1, Current CCSB Service Center Context and Volumes/Section 2.4 Inbound Calls and Email: For each of the support areas that inbound callers seek, what % of the call volume do they represent and is there a different AHT for each?</p>	<p>Covered California currently does not have access to this level of detail. Bidders are requested to utilize estimates based on their experience in these support areas and handling times and include these estimations with their response.</p>
<p>44. General: How many days/hours of CRM/CalHEERS issues reported in the past year?</p>	<p>Covered California is unsure of the question being asked. As may be applicable, this question can be further clarified and addressed during interview phase.</p>
<p>45. On the subject of Chat. For HIPAA compliance, will chat questions be limited to general topics? And will templates be used?</p>	<p>Bidders are encouraged to respond with their capabilities to provide Chat as a service as well as any suggested best practices for evaluation.</p> <p>Please reference response to question 17 for more context.</p>
<p>46. Would Covered California clarify is all the positions listed in RFP Section 2 but must meet the minimum qualifications listed in Sections 2.1 and 2.2? RFP 2.1</p>	<p>The positions for consideration are not mandatory. Bidder is to determine appropriate Project Team staff for this project. Section 2.1 refers to Project Leadership positions as determined by the Bidder. Section 2.2 refers to desirable qualifications for staffing such as managers/and leads. While still desirable qualifications, neither of these two sections are intended to apply to front line service center representatives.</p>

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<p>47. Would Covered California provide daily Volumes w/ arrival patterns for the 2019 non-open and open enrollment periods? Ex. AA</p>	<p>Covered California will provide historical data to the selected contractor.</p>
<p>48. Please provide the average handle time for the outbound calls associated with the outbound campaigns listed in 1.5 G. Ex. AA 1.5</p>	<p>Covered California does not currently have this capability and does not have an estimate for average handle times for this requirement. Bidders should include any requirements of Covered California that the bidder would have to fulfill this requirement such as a mutually agreed target average handle time.</p>
<p>49. Would Covered California provide a sample script mentioned in Ex. AA, Section 1.5, G – Script development Ex. AA 1.5</p>	<p>Covered California does not have sample scripts. Bidders should respond with a description of their ability to produce call scripts for mutual approval.</p>
<p>50. How many times has Covered California needed to automatically transfer and route calls in support of the surge calls? Ex. AA 1.7</p>	<p>The current practice is to establish this capability during every open enrollment and renewal period. It has been utilized each open enrollment period to this point. However, published estimated call volumes are based on operations without the utilization of surge.</p>
<p>51. Could Covered California provide the typical training timelines for SCRs supporting</p>	<p>Roughly five to six weeks of training is necessary to onboard a new Service Center Representative although Covered California welcomes bidders to describe their onboarding and training capabilities.</p>
<p>52. Could Covered California advise if the Implementation Start date for the IASC in Exhibit B, Reference Information, Row 9, is an error?</p>	<p>This date should be Q1, 2020. The pricing template has been updated to reflect this correction.</p>