

RFP 2016-25
Consulting Services Pool
Questions & Answers

Number	Question	Covered California Response
1.	Is there an incumbent that is currently offering any of the requested services in the 4 service area categories?	There are 5 service areas categories. Covered California has used contractors to complete some of the work in these areas. See answer to question #11.
2.	It is our understanding that for a project with a larger size and scope and having multiple deliverables, the payments will be tied to those multiple deliverables?	For each project, Covered California will ask qualified contractors to submit proposals. Contractors may submit proposals based on deliverables or anticipated hours needed to complete the work.
3.	<p>In reference to RFP 2016-25 for "Consulting Services Pool", please respond to the following questions, which are more administrative in nature, and not necessarily specific to the SOW.</p> <p>1. Form 700</p> <p>A. Who needs to complete this form?</p> <p>B. One form on behalf of the business?</p> <p>C. All owners?</p> <p>D. All persons providing consulting services?</p>	<p>See Section JJ of Exhibit C in the Model Contract:</p> <p>"The Contractor understands that the Contractor's key staff (defined for purposes of this Section as those individuals who fall within the definition of "consultant" pursuant to 2 CCR section 18700.3(a)) performing work under this Agreement may be designated by Covered California as required to file a Form 700, Statement of Economic Interest with Covered California. If, during the term of this agreement, any key staff are added to work on this Agreement, such staff must file the Form 700 with Covered California."</p>
4.	<p>What becomes public record after one year? Because the nature of consulting services is typically private, proprietary and confidential, I am obligated to protect similar work projects. The procurement manual states the following: except for the portion of a contract that contains the rates of payment, contracts entered into shall be open to inspection one year after their effective dates. Please let me know what the "public" can access after one year.</p> <p>Section 4.2 states that "all proposals and all final evaluation and scoring sheets are confidential and not available for public inspection pursuant to GC 100508(a)(1).</p>	<p>All submitted proposals will remain confidential.</p> <p>If a bidder is selected, their entire contract is a public document after it is executed by both parties. This means the contract is subject to a Public Records Act Request. We do not expect that any confidential part of a bid would be included in a bidder's contract</p>
5.	(pg. 17) The number of clients required - is it three where one is at least 50,000 and in CA? Or is it 4, where one is at least 50,000 and in CA, and 3 others are above 7500 lives	Covered California is requesting 4 separate clients with at least one large client which has at least 50,000 covered lives primarily in CA
6.	(pg. 24) Section 3 - Is Covered California expecting proposals to contain only the six sections outlined in Section 3 on page 24? Is there any requirements to describe technical approaches to the goals and problem areas outlined in Section 2.3, or is Covered California just looking for corporate qualifications, project team qualifications, and work samples?	When specific work assignments are put out for bid, Contractors will be asked to describe technical approaches to the goals and problem areas for that specific assignment. However, if past projects, corporate qualifications and team qualifications encompass specific approach or analysis for similar work, please feel free to include in the relevant sections.

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7.	(pg. 25) References - Is Covered California looking for just names and phone numbers - or is there a form to fill out for more detailed information from the references?	Company name, Individual name, position, and telephone number.
8.	(pg. 25) Model Contract - Is this for the bidder to review and decide if there are changes bidder wants to make? Are there any areas that the bidder is required to modify?	Bidders may submit a redline version of the model contract if there are areas that they would like to negotiate. There are no areas that the bidder is required to modify. See answer to question #48.
9.	Can non-consultant work (i.e., work done while an employee of a health plan or state-based exchange) be submitted as sample work under Section 3.3.5 Past Projects Completed?	Past Projects Completed should be work completed by the bidder firm, not by individuals while working elsewhere.
10.	What percentage of work is expected to be performed onsite at CoveredCA offices?	In most cases work can be completed in the contractor's office. The percentage of work to be performed onsite will vary in each Work Order, depending on the assignment. See answer to question #29.
11.	Are there any incumbent firms? If so, what are the names of those firms?	We do not know which firms will be submitting proposals at this time. However, we have used firms such as Milliman and PricewaterhouseCoopers LLP for work similar to what is listed in the service area categories. These are just a few examples of contractors that we have used in the recent past for similar work.
12.	Are the rates requested in Section 3.3.3 and 4.3.2 not to exceed rates or are those rates the final rates for all work orders issued to successful bidders?	Rates should be "not to exceed" rates for the contract term.
13.	Section 2.3 - May a company meeting all minimum qualifications in one service area category also propose for a different service area category for which it is qualified because of expertise and experience, but does not meet all the minimum qualifications in that other service area category?	Bidders must meet all minimum qualifications for each service area category for which they are applying.
14.	Model Contract Exhibit B Attachment 1 - How is a bidder to fill out the forms in the attachments with activities and labor hours?	Hourly rate by employee/job classification/for a specific type of work.
15.	Section 2.2 - We understand the RFP to read that it is acceptable for a bidder to only submit a proposal for one Service Area Category. Please confirm that is correct.	Yes, this is correct.
16.	Section 2.3 Minimum Qualifications: "The bidder must have at least one (1) client that utilizes bidder's actuarial consulting services for health programs with over 50,000 members, where the majority of the covered lives reside in California." Does the bidder need to identify the specific client or is a description of the client and services performed sufficient?	Covered California would like the name(s) of clients that fulfill the minimum requirements for the bidder. If there happens to be a confidentiality or non-disclosure clause with a client, please explain that and describe the services performed
17.	Section 2.3 Minimum Qualifications: "The bidder must have at least one (1) client that utilizes bidder's actuarial consulting services for health programs with over 50,000	Client should be a client of the bidder's organization.

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	<p>members, where the majority of the covered lives reside in California.”</p> <p>Does the client need to be a client of one of the key staff (e.g. Project Leader) in the bidder’s proposal or can it just be a client of the bidder’s organization? There may be conflicts of interest if it needs to be the same person, depending on the client.</p>	
18.	<p>Section 2.3: “must be available onsite at Covered California within 24 hours’ notice” and Section 2.8 #3: “Travel will not be reimbursed under the contract.”</p> <p>Can any guidance be provided on the amount of travel that might be required or preferred under each of the Service Area Categories?</p>	<p>The amount of travel will vary per assignment and will be indicated in the Work Order. See answer to question #29.</p>
19.	<p>Section 2.6, #1 – Can the designated person vary based on the project within a Service Area Category or must the same person be designated for all projects? For example, if there is a risk adjustment project and an HSA project under the Health Program Actuarial Consulting category does the designated person need to be the same for both projects? And is the designated person the same as the Project Leader?</p>	<p>There should be one designated person with overall responsibility for the oversight of contract compliance, invoicing, staffing, project communications and deliverables. A different person may be designated as leading the work for the specific assignment.</p>
20.	<p>Sections 3.3.1 #5 and 3.3.2 – Please clarify if there is a difference between the request in Section 3.3.1, #5 and Section 3.3.2. If there is no difference does the bidder need to document in both places or can one section reference the other to best accommodate page limits per section?</p>	<p>This is the same. Bidder must justify how they meet each of the minimum qualifications in the service area categories. This can be done in one place and referenced as necessary.</p>
21.	<p>Section 3.3.3: “Bidder must identify the key staff that will be the points of contact for Covered California and the percentage of time that staff will be dedicated to the work detailed in the Model Contract Exhibit A – Scope of Work.”</p> <p>Please clarify how percentage of time should be determined if the scope of the projects and which will be assigned to the bidder is currently unknown? Should this simply be the percentage of time that can be committed if needed?</p>	<p>This should be the percentage of time committed to a project if services are required.</p>
22.	<p>General</p> <p>Please confirm that the following terms are used interchangeably throughout the RFP: category=Service Category=Service Area Category. For example, in many places where page limits are referenced it states a page number per category and we assume this to mean per Service Area Category.</p>	<p>This is correct.</p>
23.	<p>General</p> <p>Please provide a list of the firms that submitted questions.</p>	<p>Covered California does not provide any information about bidders.</p>
24.	<p>General</p> <p>What is the expected distribution of project hours across the five service area categories for the \$6.6 million budget for the initial 3 year contract term?</p>	<p>This has not been determined. Projects will be assigned as need arise.</p>

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25.	<p>General</p> <p>Over the past two years, how many projects have been performed by consultants on behalf of Covered CA's that would be covered by the consulting pool contract? Please provide the information for each of the service area categories listed in the RFP. Please provide the project fee and number of hours for projects by service area category.</p>	<p>Examples of recent consulting contracts include:</p> <p>Health Program Actuarial Consulting</p> <ul style="list-style-type: none"> • Milliman: \$50,070 - amount paid (to date) for contract term of 7/1/2016 – 6/30/2018 <p>Healthcare Marketplace Development Consulting:</p> <ul style="list-style-type: none"> • PricewaterhouseCoopers LLC: \$925,000 - amount paid for contract term of 2/8/2016 – 1/30/2017
26.	<p>2.3.C.2.a, Analytics, pg. 18</p> <p>Does the scope of advice and analytics include pharmacy claims assessments (audits)? Are you looking for PBM claim assessment capabilities?</p>	<p>Covered California does not currently anticipate a need for audit services.</p>
27.	<p>3.3.1, Corporate Qualification Summary, pg. 25</p> <p>The instructions following this section say “No more than three (3) pages per category.” Please clarify what “category” is in reference to. Does it refer to the six items within the Corporate Qualifications section for a maximum response of 18 pages total for this section?</p>	<p>Three (3) pages for each service area category for which you are applying.</p>
28.	<p>3.3.1, 3.3.2, Corporate Qualifications Summary, Scope of Work Service Area Category Minimum Qualifications, pgs. 25-26</p> <p>It is unclear to us what the distinction is between question #5 under section 3.3.1 and section 3.3.2 since both are worded similarly. Please explain whether we need to respond to both questions, and if so, how the responses should differ.</p>	<p>See answer to question #20.</p>
29.	<p>Exhibit A – SOW, Exhibit A – SOW, pg. 2 –</p> <p>Please clarify your expectations for contractor to perform all services under the Agreement on site, unless directed otherwise by the project representative. We would expect to be on site for meetings, facilitated sessions, and as necessary to access data and confer with the Covered California project manager and staff. We believe much of the analysis can be performed in the contractor offices.</p>	<p>Most work can be performed in the contractors' offices. Contractors would only need to be on site, if requested, for reasons similar to what is mentioned in this question.</p>
30.	<p>Exhibit A – Attachment 1, Period of Performance, pg. 1 –</p> <p>How do you intend to contract services that are replicated each year? Will you issue multi-year statements of work or will you rebid the services each year</p>	<p>It is anticipated that work needed under this contract will be put out for bid to qualified contractors each time the work is required.</p>

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31.	The Service Area categories of (B) Health Benefits Consulting Services and (E) Healthcare Marketplace Development Consulting Services are well suited for firm-fixed price or deliverable-based price given the nature of the proposed services, and this pricing method affords Covered California price certainty for these services. The industry partner for this effort should have the expertise and past experience basis of estimate to bid task orders using a firm-fixed price or deliverables-based price. Could some Task Orders be let and awarded on a firm-fixed price basis, if mutually agreeable to by bidders and Covered California?	Yes, Work Orders can be bid on a fixed-fee basis.
32.	For potential Bidders who do not serve clients on an hourly or cost reimbursable basis and do not have individual hourly rates available, may those Bidders instead propose all-inclusive Team based or Deliverable based pricing (e.g., weekly)? This will enhance competition and allow for more choice in each Service Area. Can Covered California please confirm?	Yes, Work Orders can be bid on a fixed-fee basis.
33.	For the purposes of meeting the minimum qualifications for the (B) Health Benefits Consulting Services category, does Covered California interpret "clients that utilize Bidder's health benefits consulting services" to include health plan clients? For example, if a Bidder serves a California health plan with greater than 50,000 covered lives, does that count?	Yes. This would satisfy this minimum qualification.
34.	The RFP states in Section 3.1 that "Any documentation submitted which has been marked "Proprietary" or "Trade Secrets" may be rejected." Can Covered California provide guidance on how Bidders can properly protect information that may be proprietary or a trade secret in their proposals? For example, Covered California could allow vendors to submit an unredacted, evaluation version of their proposals by the 30 May deadline, with a redacted version to follow this submission by 2 June; this version would have only that information which is proprietary and confidential to Bidders marked and redacted. This would allow reviews to get underway by Covered California starting 30 May, while Bidders prepare their confidential versions in accordance with California's public records laws and then provide for Covered California to have on file.	Bids are exempt from production pursuant to GC section 100508, so the only way a portion of a bid would be public is if it becomes part of the contract if the bidder is successful. However, we do not expect that any confidential part of a bid would become part of the contract.
35.	Section 3.2, Administrative Requirements, requires a number of insurance certificates. Instead of with proposal submissions, would Covered California consider allowing	Covered California requires bidders to produce their insurance certificates at the time of submitting the bid. This protects us in the event that we choose a bidder that does not have sufficient

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	successful Bidders to provide insurance certificates after award and after terms and conditions have been finalized between Covered California and each successful Bidder?	insurance and cannot remedy the issue. We do not anticipate making an exception to our standard practice.
36.	If there is a consulting pool currently in place for these activities how many firms are in the pool? Are you looking only to add firms to the pool or are you keeping it at the present number? Have all firms in the current pool received commissioned projects?	Covered California does not currently have a consulting pool.
37.	If the consulting pool is not currently in place, please describe how Covered California has executed the type of activities in this RFP – e.g., insourcing or use of a single consultant contract?	Covered California has executed contracts with individual firms for some of the work described in this RFP.
38.	Why are you bidding at this time? When was it last bid?	Covered California has a need for a qualified pool of consulting services at this time.
39.	In the past three years, how many projects have you commissioned, what was the cost of the largest and smallest projects and what was the average cost per project?	Covered California has not commissioned projects using a contractor pool in the past. See answer to question #25 for more information.
40.	In the past three years, how many projects delivered by the pool have fallen in to each area (e.g., actuarial, pharmacy, dental, etc.). Have some projects crossed areas?	This is the first time Covered California is utilizing a contractor pool for work. It is possible that a project may cross into more than one service area category.
41.	How do you determine which firms are assigned to projects?	When a need arises, qualified contractors will be asked to submit a proposal. See the Model Contract Exhibit A, Section D for more information.
42.	Currently, among the five service categories, are there certain categories you prefer to have done by the same consultant, or specifically by different consultants?	This will depend on the Work Order.
43.	Is your policy of not paying project invoices prior to deliverable acceptance in place now? Has it been exercised in the past (i.e., has Covered California refused a deliverable and payment)? How many times? How was the issue ultimately resolved (e.g., was the deliverable redone)?	Covered California does not pay project invoices until deliverables are accepted. The Project Managers of both parties are expected to work together until an acceptable deliverable is received. We have not had an instance where a Contractor was not paid due to an unacceptable deliverable.
44.	The RFP states Covered California may cancel the agreement with no liability occurring to Covered California if QHP fees are insufficient. Can you describe the circumstance where funding may not be available for work that is underway?	Should Covered California be faced with a catastrophic situation that significantly impacts funding or if there is a significant and unprecedented statutory change, then there may be a situation where it must cancel an Agreement due to insufficient funding. Covered California will make every effort to pay for services rendered.
45.	If consultant costs have been incurred in support of a deliverable that has not yet been invoiced at the point future funding becomes unavailable, will Covered California pay for time already incurred?	See answer to #44.

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46.	During active projects, what are your expectations for the frequency of meetings or updates from the consultant?	This will vary depending on the project and will be indicated in the Work Order.
47.	In requesting proposals for specific projects, what do you expect the timing to be between request, proposal, and award of the project? Do you anticipate such requests to be occasional and for larger projects, or frequent for more numerous, smaller projects?	Timing will vary based on need and is likely to be occasional for larger projects.
48.	Are there any terms and conditions that are non-negotiable? Are there currently consultants who have negotiated deviations from your standard terms and conditions?	Covered California will consider suggested changes to the terms and condition, although some (such as, but not limited to, Indemnification and Contractor Certification Clauses) are unlikely to be changed in any agreement. Bidders may submit a redline version of the model contract if there are areas that they would like to negotiate. See answer to question #8.
49.	What is meant by “dental consulting” as distinguished from “dental benefits consulting,” both of which are listed in the RFP. Do you mean clinical consulting related to actually treating dental patients? If so, is that level of clinical consulting required for pharmacy or medical?	Dental Benefit Consulting would be more specific to benefit plan offerings. Dental Consulting would be in the general field of Dental Consulting. For example, Covered California may need guidance and assistance with a dental quality improvement strategy, or analysis of federal legislative activity related to dental care. Clinical consulting might be beneficial for specific projects, but is not required as part of the Dental Consulting requirement.
50.	If the version of the American Health Care Act that passed the House of Representatives passes the Senate and becomes law, how do you expect it will impact this procurement?	Covered California does not anticipate that this procurement will be impacted.
51.	Regarding your marketplace development criterion of working with a 50,000-life California client: What type of client do you mean (e.g., employer, state marketplace, private exchange)? Would you accept experience for this area from outside California?	All types of clients mentioned (employer, state marketplace, private exchange) are acceptable. Experience can come from outside California as long as a majority of the covered lives reside within California.