



**California Health Benefit Exchange
(Covered California)
RFP 2015-07: Small Business
Outreach, Education & Marketing**

September 9, 2015

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1. INTRODUCTION

1.1 Overview

You are invited to review and respond to this Request for Proposal (RFP). To submit a proposal to provide the requested services, you must comply with the instructions contained in this document as well as the requirements stated in the Scope of Work (SOW), Contractor Response Guidelines, and Attachment 2-D: Cost Worksheet. By submitting an offer, your company agrees to the terms and conditions stated in this RFP.

Read this document carefully. Responses to this RFP must be submitted to the California Health Benefit Exchange (Covered California) contact noted in Section 1.3 below.

1.2 Key Action Dates

Contractors are advised of the key dates and times shown below and are expected to adhere to them. All times noted in this document are Pacific Standard Time (PST).

KEY ACTION DATES

Request for Proposal Release Date:	September 9, 2015
Supplemental Questions Due:	September 14 2015 by 3:00pm
Response to Questions Posted:	September 17 - 18, 2015
Proposals Due Date:	September 30, 2015 by 3:00pm
Interviews:	October 6 - 7, 2015
Notice of Intent to Award Posted:	October 12 - 13, 2015
Estimated Term Dates:	November 1, 2015 – November 15, 2016

1.3 Contact

Adam Odabashian
California Health Benefit Exchange
E-mail address: hbxsolicitation@covered.ca.gov

1601 Exposition Blvd.
Sacramento, CA 95815

Five (5) copies of the Final Proposal are due by the stated deadline to the contact at the mailing address indicated in Section 1.3.

1.4 Contract Amount

Covered California reserves the right to allow multiple awards for this RFP with cost ranges listed below and associated reach percentages.

The chart below shows the current reach the Exchange has for each region included in this RFP. Reach has an associated cost value, as identified below. Bid cost cannot exceed the amount of proposed reach.

For example, if Bidder A proposes a reach program for Region 1, Wine County at 6% current reach, and Region 5, Alameda County at 9% current reach, Bidder A's bid cannot exceed \$15,000.

Another example: if Bidder B proposes a reach program for Region 4, Contra Costa County at 5% current reach, Bidder B's bid cannot exceed \$5,000.

Reach and allowable bid cost range:

- A. Reach from 1% – 7%: \$0.00 - \$5,000
- B. Reach from 1% - 14%: \$0.00 - \$10,000
- C. Reach of 15% or more: \$0.00 - \$15,000

A single proposal cannot exceed \$15,000.00.

Below is a list of Regions for this RFP and their associated current reach percentages:

Region Number	Region Name	Current Reach %
1	Wine County	6%
2	Greater Sacramento Region	4%
3	San Francisco	8%
4	Contra Costa	5%
5	Alameda	9%
6	Santa Clara	5%
7	Monterey Bay	4%
8	Central Valley South	4%
9	Los Angeles East	9%
10	Los Angeles West	11%
11	Inland Empire	7%
12	Orange County	8%
13	San Diego	9%

1.5 Bidder's Questions

Bidders shall submit any questions regarding this RFP by the due date specified in the Key Action Dates table in Section 1.2. Only e-mail inquiries addressed to the contact person listed Section 1.3 will be accepted. Bidders shall provide specific information to enable the state to identify and respond to their questions. When submitting inquiries, please reference the RFP number. At its discretion, Covered California may contact an inquirer to seek clarification of any inquiry received. Bidders that fail to report a known or suspected problem with the RFP or fail to seek clarification and/or correction of the RFP, shall submit a proposal at their own risk.

1.6 Submission of Final Proposals

1. Proposals can be submitted for a single region or for multiple regions or statewide.
2. Preparation: Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Expensive bindings, colored displays, promotional materials, etc., are not necessary or desired. Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements, completeness and clarity of content.
3. Bidder's Cost: Costs for developing Bids or attending Bidder conferences are entirely the responsibility of the Bidder and shall not be chargeable to Covered California.
4. Completion of Bids: Bids must be complete in all respects as described in the requirements established within the RFP. A Bid may be rejected if it is conditional or incomplete, or if it contains any alterations of form or other irregularities of any kind. A Bid must be rejected if any such defect or irregularity constitutes a material deviation from the RFP requirements as determined by Covered California in its sole discretion. A Bid must address all items required in the RFP.
5. False or Misleading Statements: Bids which contain false or misleading statements, or which provide references which do not support an attribute or condition claimed by the Bidder, may be rejected. If, in the opinion of Covered California, such information was intended to mislead Covered California in its evaluation of the Bid, and the attribute, condition, or capability is a requirement of this RFP, it will be the basis for rejection of the Bid.

Issuance of this RFP in no way constitutes a commitment by the State of California to award a contract. Covered California reserves the right to reject any or all offers received if Covered California determines that it is in Covered California's best interest to do so. Covered California may reject any offer that is conditional or incomplete. Assumptions made by the Bidder in responding to this RFP do not obligate Covered California in any way. Additionally, assumptions may make the offer conditional and be cause for the offer to be rejected. Responses to this RFP will be assessed based on determining the "Best Value". The SOW and Bid will be made a part of the resulting Contract.

1.7 Format of Proposals

This RFP requires Bidder (s) to submit a proposal that shall contain all required Administrative and Technical Attachments and Exhibits and received in a sealed envelope or container when shipped to Covered California by the dates and times shown in Section 1.2 Key Dates. Responses to sections 3, 4, and 5 should not exceed 5 pages in length for any one section. The sealed package must be plainly marked with the (1) RFP number and title, (2) Bidder name and address, and (3) must be marked with "DO NOT OPEN", as shown in the following example:

RFP 2015-07: Outreach & Education
Attention: Adam Odabashian
California Health Benefit Exchange
1601 Exposition Blvd.
Sacramento, CA 95815
DO NOT OPEN

Hardcopy proposals shall be on standard 8 ½" x 11" paper. Electronic versions shall be stored in a Covered California-designated central repository and remain the sole property of Covered California.

Bidder shall submit FIVE (5) sets of copies for all Administrative/Technical Attachments and Exhibits in the sealed Envelope or Container. One (1) proposal set should be titled as being the "Master Copy" and the remaining four (4) as additional copies used for Evaluation. Bidders shall also provide a CD-ROM with the appropriate Administrative and Technical Attachments and Exhibits in searchable text format (e.g., Word, searchable PDF). Each copy shall be titled and unbound including the additional copies.

Proposals not submitted under sealed cover will be rejected.

1.8 Rejection of Proposals

Deviations, whether or not intentional, may cause a bid to be non-responsive and not considered for award. Covered California may reject any or all bids. Covered California's waiver of any immaterial deviation or defect shall in no way modify the RFP documents or excuse the Bidder from full compliance with the RFP specifications if awarded a contract. **PROPOSALS NOT RECEIVED BY THE DATE AND TIME SPECIFIED IN SECTION 1.2 KEY ACTION DATES OR NOT SEALED, will remain unopened and be maintained by the Contact listed in Section 1.3 separately from bids that have been timely received.**

Proposals received after expiration of the deadline shall not be submitted to the Evaluation Team nor considered except upon written approval of the Chief Deputy Executive Director, or his/her authorized designee, specifying the reason(s) for acceptance and consideration of the bid(s) received after expiration of the deadline.

1.9 Errors in Proposals

An error in the Proposal may cause the rejection of that proposal; however, Covered California may, **AT ITS SOLE OPTION**, retain the proposal and make certain corrections. In determining if a correction will be made, Covered California will consider the conformance of the bid to the format and content required by the RFP, and any unusual complexity of the format and content required by the RFP.

1. If the Bidder's intent, as determined by Covered California, is clearly established based on review of the complete Bid submitted, Covered California may at its sole option correct an error based on that established intent.
2. Covered California may at its sole option correct obvious clerical errors.

3. A Bidder may modify a bid after submission by withdrawing its original bid and resubmitting a new bid prior to the bid submission deadline. Bidder modifications offered in any other manner, oral or written, will not be considered.
4. A Bidder may withdraw its bid by submitting a written withdrawal request to Covered California, signed by the Bidder or an authorized agent. A Bidder may thereafter submit a new bid prior to the bid submission deadline. Bids may not be withdrawn without cause subsequent to bid submission deadline.
5. Covered California may modify the RFP prior to the bid submission deadline by the issuance of an addendum to the website.
6. Covered California reserves the right to reject any bid that does not satisfy the requirements set forth in the RFP. Covered California is not required to award a contract. Before submitting a response to this RFP, Bidders should review, correct all errors, and confirm compliance with the RFP requirements.
7. All bids must be based on the Model Contract provided with this solicitation (Scope of work provided in Section 3, and contract General Terms and Conditions provided in Attachment 2). Bidders must submit as part of their response any exceptions to the Model Contract that they wish to negotiate. Bidder exceptions must be documented in an attachment labeled "Proposal Contract Exceptions." All Model Contract exceptions must be included with the Proposal at the time of its submission. No additional exceptions may be presented during contract negotiations.
8. No oral understanding or contract shall be binding on either party.

1.10 Protest

A protest may be submitted according to the procedures set forth below. If a Bidder has submitted a bid which it believes to be totally responsive to the requirements of the solicitation process and believes the Bidder should have been selected, according to Section 5.3 - Evaluation Criteria, and the Bidder believes Covered California has incorrectly selected another Bidder for the award, the Bidder may submit a protest of the selection as described below. Protests regarding selection of the "successful Bidder" will be heard and resolved by Covered California's Executive Director.

All protests must be made in writing, signed by an individual who is authorized to contractually bind the Proposer, and contain a statement of the reason(s) for protest, citing the law, rule, regulation, or procedures on which the protest is based. The protester must provide facts and evidence to support their claim. Certified or registered mail must be used unless delivered in person, in which case the protester should obtain a receipt of delivery. The final day to receive a protest is five (5) business days after the posting of the Intent to Award. Protests must be mailed or delivered to:

Mailing Address:
California Health Benefit Exchange
Attn: Peter Lee, Executive Director
1601 Exposition Blvd.
Sacramento, CA 95815

1.11 Disposition of Proposals

All documents submitted in response to this RFP will become the property of the State of California. Government Code Section 100508(a) exempts from disclosure under the Public Records Act all deliberative processes, communications, or portions of negotiations with entities contracting or seeking to contract with Covered California and entities with which Covered California is considering a contract. Records that are exempt from release pursuant to Government Code Section 100508 include, but are not limited to, score sheets and bids submitted by Bidders for any purpose, and any evaluation documents.

1.12 Contract Execution and Performance

Performance shall start no later than the express date set forth in the RFP by Covered California after all approvals have been obtained and the contract is fully executed. Should the Contractor fail to commence work at the agreed upon date and time, Covered California, upon five (5) days written notice to the Contractor, reserves the right to terminate the contract. In addition, the Contractor shall be liable to Covered California for the difference between Contractor's bid price and the actual cost of performing work by the replacement contractor.

All performance under the contract shall be completed on or before the termination date of the contract.

1.13 Subsequent Solicitation

At Covered California's sole discretion, after the contract award has been made and the contract has been executed, if the contract is terminated with or without cause after performance has begun, Covered California may engage the next-highest-ranked bid without performing a subsequent solicitation.

Additionally, if anytime during negotiation of the contract with the successful bidder, Covered California is not able to reach an agreement with the successful bidder, Covered California may terminate the negotiations and engage the next-highest-ranked bid without performing a subsequent solicitation.

1.14 Addition or Subtraction of Services

Notwithstanding that bids have been submitted, at Covered California's sole discretion, the scope of work may be modified to add or remove services through an addendum. If bids have been submitted at the time Covered California posts the addendum, Covered California may restrict responses to the addendum so that only those entities that have submitted bids in response to the initial RFP may respond to the addendum with the modified services.

2. MINIMUM QUALIFICATIONS

2.1 Respondent's Minimum Qualifications

To support Covered California for Small Business' outreach, education and marketing the individual, firm or team must demonstrate:

- a. Knowledge of Covered California for Small Business and our mission;
- b. Knowledge of the California small business health insurance market;
- c. Knowledge of the health insurance needs of small businesses;
- d. Experience communicating with and providing outreach education and marketing to small business owners;
- e. Existing relationships and networks in the small business community;
- f. Successful strategies and tactics targeting small business owners;
- g. Capacity to implement and deliver all elements of the Statement of Work

2.2 Reassignment of Personnel

1. The Contractor shall not reassign personnel assigned to the contract during the term of the contract without prior written approval of Covered California. If a Contractor employee is unable to perform duties due to illness, resignation, or other factors beyond the Contractor's control, the Contractor shall make every reasonable effort to provide suitable substitute personnel.
2. Substitute personnel shall not automatically receive the hourly rate of the individual or position being replaced. Covered California and the Contractor shall negotiate the hourly rate of any substitute personnel to the contract. The hourly rate negotiated shall be dependent, in part, upon the experience and individual skills of the proposed substitute personnel. The negotiated rate cannot exceed the hourly rate stated in the contract.
3. Covered California reserves the right to request a Contractor employee be removed from performing any work on the contract and upon written notice to the Contractor, the Contractor shall assign a substitute employee.

3. SCOPE OF WORK

3.1 Background

Soon after the passage of national health care reform through the Patient Protection and Affordable Care Act of 2010 (ACA), California became the first state to enact legislation to establish a qualified health benefit exchange. The California state law is referred to as the California Patient Protection and Affordable Care Act (CA-ACA).

The goals and objectives of Covered California are to:

- Reduce the number of uninsured Californians by creating an organized, transparent marketplace for Californians to purchase affordable, quality health care coverage to claim available federal tax credits and cost-sharing subsidies, and to meet the personal responsibility requirements imposed under the federal act (ACA);
- Strengthen the health care delivery system;
- Serve as an active purchaser, including creating competitive processes to select participating carriers and other contractors;
- Require that health care service plans and health insurers issue coverage in the individual and small employers markets and compete on the basis of price, quality, and service (and not on risk selection); and
- Meet federal and state law requirements, guidance and regulations.

Covered California is an independent public entity within California State Government. It is governed by a five member board appointed by the Governor and Legislature. Four of the members are appointed for four year terms, two by the Governor, one by the Senate Rules Committee and one by the Speaker of the Assembly. The California Secretary of Health and Human Services is a voting ex-officio member of the Board. The Board elected the California Secretary of Health and Human Services Agency as Chair, signaling its intention to actively coordinate and collaborate with existing state agencies involved in providing health coverage to Californians.

Covered California works in close partnership with the:

- Department of Health Care Services, which oversees and administers the California's Medicaid Program (Medi-Cal) and other specifically focused health programs;
- The two agencies that regulate health insurance in California, the Department of Managed Care and Department of Insurance; and
- A broad range of stakeholders whose constituencies will be impacted by health care reform.

The purpose of this RFP is to:

- Increase the number of small businesses enrolled in Covered California for Small Business;
- Provide strategies and implement tactics to efficiently and effectively reach small business owners by leveraging existing relationships with small business organizations, chambers of commerce, local community organizations, etc.;

- Collaborate with Covered California for Small Business, Covered California Sales staff and our small business vendor, Pinnacle Claims Management, Inc, Third Party Administrator (TPA), Sales Division to execute on approved strategies;

Covered California reserves the right to retain the services of the organization(s) resulting from this RFP to assist with other related activities and projects embarked upon by Covered California during the established contract period, or through a contract amendment.

Below is a list of Regions and associated Reach percentages for this RFP.

Region Number	Region Name	Current Reach %
1	Wine County	6%
2	Greater Sacramento Region	4%
3	San Francisco	8%
4	Contra Costa	5%
5	Alameda	9%
6	Santa Clara	5%
7	Monterey Bay	4%
8	Central Valley South	4%
9	Los Angeles East	9%
10	Los Angeles West	11%
11	Inland Empire	7%
12	Orange County	8%
13	San Diego	9%

Read this document carefully. Responses to this RFP must be submitted to Covered California contact noted in Section 1.3.

3.2 Reference Documents

For additional information about the Covered California and previous solicitations, please visit: <http://hbex.coveredca.com/solicitations/>

3.3 Project Tasks and Associated Costs

The following brief Statement of Work outlines Covered California’s overall expectations. Potential Bidders will be asked to develop their own, more detailed approach in response to this RFP.

- a. Present a detailed description of the strategy or strategies, leveraging existing relationships with small business owners and small business organizations to efficiently and effectively provide outreach and education, and enrollment encouragement to small business owners and their employees who manage operations and human resources;
- b. The strategy must target small business owners eligible to participate in California’s small group market, including but not limited to Covered California for

- Small Business health options, the small business tax credit and the advantages of purchasing group health insurance through an exchange;
- c. Each strategy must provide all associated costs (hard costs, personal costs & percentage of staff's time with hourly rate and travel)
 - d. Work with Covered California and our vendor, Pinnacle Claims Management, Inc. (TPA) Sales Division staff to collaborate on the final approved strategy and execution thereof;
 - e. Strategy must involve and connect small business owners with Covered California or a certified insurance agent to facilitate enrollment; and
 - f. Create and execute an implementation Plan for the approved strategy to increase enrollment of Covered California for Small Business.
 - g. Leverage the bidder's information distribution platforms including membership meetings, trade shows, conventions, and owned media (website, social media accounts, email, newsletters, magazines) to promote content to small business owners.
 - h. Provide quarterly reports documenting reach to small business owners using evidence tools such as website analytics, social media engagement statistics, email open metrics, and/or event attendance.

3.4 Contract Completion Criteria

The contract resulting from this RFP will be considered complete when Covered California's Project Manager has approved and accepted all assigned contract deliverables.

3.5 Deliverable Acceptance Criteria

All concluded work must be submitted to Covered California for review and approval or rejection. Payment for all tasks performed under this Statement of Work will be based on time and materials. 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, Covered California's Project Manager will verify and approve the Contractor's invoices. Signed acceptance is required from the Covered California Project Manager 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.

3.6 Contractor Roles 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 for services. This person will be responsible for the overall project and will be the contact for all invoice and Contractor staffing issues.
2. Provide monthly written reports for review and approval by Covered California and formally respond to Covered California review findings as necessary.
3. Meet weekly 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 a resume for review, in advance, of all proposed personnel substitutions. All Contractor personnel substitutions must be approved in writing by Covered California's Project Manager. Failure to receive the required approvals may result in termination of the contract.

3.7 Covered California's Roles and Responsibilities

Covered California shall:

1. Designate Covered California contact person (Project Manager) to whom all Contractor communications may be addressed and who has the authority to act on all aspects of the services. This person will review the contract and associated documents with the Contractor to ensure understanding of the responsibilities of both parties.
2. Provide access to business and technical documents as necessary for the Contractor to complete the tasks identified in this RFP.
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.
5. Provide work areas and meeting rooms at Covered California as needed.
6. Identify and provide access to Covered California Subject Matter Experts to assist with the elaboration of technical requirements.

3.8 Project Assumptions and Constraints

1. Covered California's key on-site staff availability, whose normal business hours are 8:00 AM to 5:00 PM PST, Monday through Friday, except for standard holidays.
2. Overtime rates will not be reimbursed under the contract.

3. Travel will not be reimbursed under the contract.
4. Any modifications to tasks within the SOW of the contract will be defined, documented, and mutually agreed upon by the Contractor and Covered California's Project Manager prior to starting work on the modified task. Amendments to the contract for tasks within the SOW are limited to an extension of time or tasks directly related to the SOW.
5. Covered California's Project Manager reserves the right to renegotiate the services deemed necessary to meet the needs of this project according to Covered California's priorities. Covered California and the Contractor must mutually agree to all changes. Renegotiated services outside the scope of the original contract will require a contract amendment prior to commencement of work.
6. Covered California and the Contractor are mutually obligated to keep open and regular channels of communication in order to ensure the successful execution of this contract. Both parties are responsible for communicating any potential problem or issue to Covered California's Project Manager and the Contractor's engagement manager, respectively, within 48 hours of becoming aware of the problem.

3.9 Contract Amendment

Covered California may, at its sole discretion, extend the term of the contract for up to a maximum of 60 days. If mutually agreed upon by the State and the Contractor, this contract shall be amended to include additional funding.

3.10 Payment and Invoicing

The Contractor may invoice Covered California only after the successful completion and acceptance of the deliverables. The Contractor may not invoice Covered California for any costs exceeding the maximum amount identified to complete a deliverable.

4. BID RESPONSE CONTENT

Proposal requirements are contained in the following areas that are described in detail in subsequent sections of this document:

1. Administrative Requirements
2. Understanding and Approach: the successful strategies and tactics targeting small business owners by leveraging bidder's information distribution platforms including membership meetings, trade shows, conventions, and owned media (website, social media accounts, email, newsletters, magazines) to promote content to small business owners
3. Corporate Qualifications specific to the small business market
4. Engagement Team Qualifications and Resumes: the capacity of and allocation of resources that support outreach, education and marketing of small business owners

5. Demonstrate through Past Projects Completed and projects currently in place experience and capacity to deliver on all components of the SOW
6. Assumptions
7. Cost Proposal

4.1 Proprietary Information and Confidential Status of Responses

Any documentation submitted which has been marked “Proprietary” or “Trade Secrets” may not be accepted. Pursuant to Evidence Code Section 1040, Covered California will consider responses to this solicitation as “official information” acquired in confidence and will not disclose the information received as a public record, unless it is already available to the public, without receiving prior written permission from the Bidder.

4.2 Administrative Requirements

Proposals will be assessed on a pass/fail basis to verify compliance with all Administrative Requirements.

4.2.1 *All Final Proposals must be submitted within the timelines specified in Section 1.2 of this RFP, and shall include the following Administrative Requirements in this order:*

1. A cover letter signed by a person authorized to bind the company which also includes the company’s certification number(s) for SB and/or DVBE (if applicable).
2. A Certificate of Liability Insurance equal to or greater than \$1,000,000.
3. Proof of Workers’ Compensation Liability Insurance.
4. A signed Payee Data Record form STD. 204
5. A signed Federal Debarment Certification (Attachment 1-B).
6. A completed certification form showing, upon award of the contract, the Bidder agrees to provide a completed Title 22, California Code of Regulations 1230000 Statement of Economic Interests, Form 700 (Attachment 1-C).

4.3 Technical Requirements

Each proposal will be scored using the same Technical scoring criteria. In addition to the Administrative Requirements, all Proposals must include the following:

4.3.1 *Understanding and Approach*

The successful proposal will present an innovative approach to create education and outreach platforms for Covered California for Small Business (no more than five pages):

1. Present a detailed description of the strategy or strategies leveraging existing relationships with small business owners, small business organizations or professional organizations
2. Strategies must target small business owners eligible for California’s small group market
3. Covered California is especially interested in strategies that leverage bidder’s information distribution platforms including membership meetings, trade shows, conventions, owned media, email lists, print newsletters, social media, and community

partnerships belonging to small business and professional organizations, small business owners and community organizations. This could include but is not limited to concepts such as: prominent placement of Covered California for Small Business' banner on the organization's website; presentation opportunities at the organization's regularly scheduled membership meetings; endorsements by influencers or leaders within the organization.

4. Knowledge of and familiarity with Covered California for Small Business and our mission
5. Knowledge of small business owners and their health insurance needs
6. Knowledge of media markets including; paid advertising, social media and earned media
7. Knowledge of the insurance market and the small business health insurance market specifically
8. Each strategy must include all costs.
9. Work with Covered California and/or our vendor, Pinnacle Claims Management, Inc. (TPA) Sales Division Staff to collaborate on a final strategy
10. Strategies must involve and connect small business owners with Covered California or a certified insurance agent
11. Create and execute an implementation plan to increase enrollment in Covered California for Small Business.

4.3.2 Corporate Qualifications

Describe and provide examples of the company's overall organizational capability and resources as they relate to the general requirements set forth in this RFP's Scope of Work (SOW), including the following (no more than two 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 firm's experience performing the services outlined in this solicitation, including the total number of years the firm has been providing the services outlined in the SOW.

4.3.3 Engagement Team and Qualifications and Resumes

Describe the qualifications of each of the members if the proposed engagement team. Identify the role that each member is expected to play and describe the experience, education, knowledge, and skills each member possess as it relates to community outreach, education and marketing. (no more than four pages not including resumes).

4.3.4 Past Projects Completed

Describe in a narrative no more than five (5) projects your organization has completed in the last two years that relate to the tasks listed in the SOW. (no more than four pages).

4.3.5 *Assumptions*

Document any assumptions the Contractor is making about the SOW, the responsibilities of the Bidder and Covered California, and any other issues that are relevant to the Bidder's Offer and ability to do the work for the proposed cost. (no more than five pages).

5. REVIEW OF BIDS FOR AWARD/SELECTION CRITERIA

5.1 Written Responses to this RFP will be evaluated in three sections

Section 1- Administrative Requirements. The Selection Team will review responses to the Administrative Requirements.

Section 2 – Technical Requirements. Review of the understanding and approach, corporate qualifications, engagement team qualifications and resumes, and past projects completed.

5.2 Interviews

After Section 2, interviews may be conducted with up to three of the highest-rated Bidders. The exact number of Bidders interviewed is entirely at the discretion of Covered California. The specific staff to be interviewed will be agreed upon between Covered California and the Bidder at the time the interview is scheduled.

5.3 Evaluation Criteria

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
Administrative Requirements	Pass / Fail	Pass / Fail
Understanding and Approach	35%	350
Corporate Qualifications	15%	150
Engagement Team Qualifications and Resumes	5%	50
Past Projects Completed	10%	100
Cost	35%	350
Totals	100%	1000

Preference Programs if applicable	Points
Small Business	15
DVBE Participation 5% or Over	15
DVBE Participation 4% to 4.99% inclusive	12
DVBE Participation 3% to 3.99% inclusive	9
DVBE Participation 2% to 2.99% inclusive	6
DVBE Participation 1% to 1.99% inclusive	3

5.3.1.1 Understanding and Approach

Scoring of this factor shall be based upon the Evaluation Team's assessment of the Bidder'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 Bidder to provide assistance to Covered California. Evaluators will assign scores based upon information contained in the Bidder's Understanding and Approach Narrative. Along with the overall response to the Scope of Work, the Evaluation Team will consider, with special emphasis, the following in descending order of importance:

1. Bidder's ability to target small business owners eligible to participate in California's small group market, including but not limited to Covered California for Small Business health options, the small business tax credit and the advantages of purchasing group health insurance through an exchange
2. Leveraging bidder's information distribution platforms including membership meetings, trade shows, conventions, owned media, email lists, print newsletters, social media, and community partnerships belonging to small business and professional organizations, small business owners and community organizations
3. Bidder's ability to involve and connect small business owners with Covered California or a certified insurance agent to facilitate enrollment
4. Bidder's ability to provide quarterly reports documenting reach to small business owners using evidence tools such as website analytics, social media engagement statistics, email open metrics, and/or event attendance

5.3.1.2 Corporate Qualifications

Covered California seeks a Vendor with significant corporate capacity to respond to Covered California 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 bidder's Corporate Qualifications narrative.

5.3.1.3 Engagement Team and Qualifications and Resumes

Covered California 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.

1. 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; and
- e. Relevance of education, training, and certifications.

5.3.1.4 Past Projects Completed

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 projects previously completed. Evaluators will assign scores based upon information contained in the Past Projects Completed narrative.

5.3.2 Scoring Criteria

Evaluators will assign technical points to all categories using these 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	10.0
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	5.0
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

5.4 Cost Score

Cost (350 points)

Each Bidder's Cost score will be calculated using the total proposed reach percentage divided by the bid cost to arrive at an Adjusted Cost Factor (ACF) using the calculation: Total Proposed Reach divided by Bid Cost divided by 1,000. The ACF result is then divided by the largest ACF calculated from the Bids received. This number is then multiplied by 300, which is the total cost points awarded for this RFP.

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.**

The largest reach for the lowest cost will win the most cost points.

Cost Evaluation and Scoring Methodology Example

Bidder	Total Reach %	Total Cost	Grand Total Cost	Calculation	Cost Points Awarded
A	11%	\$9,557	$\frac{11}{9.557} = 1.15$	$\frac{1.15}{1.15} \times 350 = 300$	350
B	4%	\$4,535	$\frac{4}{4.535} = .88$	$\frac{.88}{1.15} \times 350 = 268$	268
C	9%	\$9,500	$\frac{9}{9.5} = .95$	$\frac{.95}{1.15} \times 350 = 289$	289

6. PREFERENCE PROGRAMS

6.1 Small Business (SB) Preference

This RFP does not require Bidders to meet the minimum SB participation percentage or goal. However, Bidders are encouraged to sub-contract with SBs.

1. Small Business Preferences: Bidders claiming the 5% preference must be certified by California as a small business or must commit to subcontract at least 25% of the net bid price with one or more California Certified Small Businesses (CCSB). Certification must be obtained no later than 5:00 p.m. on the bid due date.

Section 14835, et seq. of the California Government Code (GC) requires a 5% preference be given to bidders who qualify as a SB. The rules and regulations of this law, including the definition of a small business for the delivery of goods and services, are contained in California Code of Regulations (CCR's), Title 2, Section 1896, and et seq. The SB preference is for California-based Certified SB only.

To claim the CCSB preference, which may not exceed 5% for any bid, the Bidder must have its principal place of business located in California, have a complete application (including proof of annual receipts) on file with the State Office of Small Business and DVBE Services (OSDS) by 5:00 p.m. on the bid due date (see Section 1.2) and be verified by such office.

6.2 Disabled Veteran Business Enterprise (DVBE) – Declaration & Program Incentive

This RFP does not require Bidders to meet the minimum DVBE participation percentage or goal. However, a Bidder must complete and submit the **Bidder Declaration – Attachment 1-I** with its proposal package. Failure to complete and submit the required

attachment as instructed may render the bid non-responsive. Pursuant to Military and Veterans Code Section 999.2, each State department has a participation goal of not less than 3% for disabled veteran business enterprises. These goals apply to the overall dollar amount expended each year by the awarding department.

6.2.1 *Commercially useful function*

Only State of California, Office of Small Business and DVBE Services (OSDS), certified DVBEs who perform a Commercially Useful Function (CUF) relevant to this solicitation may be used to satisfy the DVBE participation goal. The criteria and definition for performing a CUF are below. When responding to this RFP, Bidders will need to verify each DVBE subcontractor's certification with OSDS to ensure DVBE eligibility.

CUF Definition California Code of Regulations, Title 2, § 1896.61(l): The term "DVBE contractor, subcontractor or supplier" means any person or entity that satisfies the ownership (or management) and control requirements of §1896.61(f); is certified in accordance with §1896.70; and provides services or goods that contribute to the fulfillment of the contract requirements by performing CUF.

As defined in Military Veterans Code §999, a person or an entity is deemed to perform a "CUF" if a person or entity does **all** of the following:

1. Is responsible for the execution of a distinct element of the work of the contract.
2. Carries out the obligation by actually performing, managing, or supervising the work involved.
3. Performs work that is normal for its business services and functions.
4. Is not further subcontracting a portion of the work that is greater than that expected to be subcontracted normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a CUF if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of DVBE participation.

Attachment 1

1-A: Proposal Checklist

1-B: Federal debarment, suspension, ineligibility and voluntary exclusion – certification

1-C: FORM 700 Statement of Economic Interest Certification

1-D: Payee Data Record

1-E: DVBE Declaration

1-F: Bidder Declarations

Attachment 2

- 2-A: Standard 213
- 2-B: Exhibit A – Scope of Work
- 2-C: Exhibit B – Budget Provisions
- 2-D: Exhibit B – Attachment 1, Cost Worksheet
- 2-E: Exhibit C – General Terms and Conditions
- 2-F: Exhibit D – Special Terms and Conditions
- 2-G: Exhibit E – Additional Provisions