



10801 6th Street Rancho Cucamonga, CA 91730

Request for Proposal #22-04097
Information Technology Services

This RFP and any ensuing Addenda are available at the following link:

<http://iehp.bonfirehub.com>

NOTE: BIDDERS ARE RESPONSIBLE TO READ ALL INFORMATION THAT IS STATED IN THIS REQUEST FOR PROPOSAL AND PROVIDE A RESPONSE AS REQUIRED

Definitions

1. As used herein, "Bidder" refers to an individual, firm, partnership or corporation that submits a qualified Bid for the Work, either directly or through a duly authorized representative.
2. As used herein, "Contractor" refers to any employee, agent, or representative of the contract company used in conjunction with the performance of the contract. For the purposes of this RFP, Contractor, Vendor, Bidder, and Respondent are used interchangeably.
3. As used herein, "DHCS" means California's "Department of Health Care Services."
4. As used herein, "HIPAA" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-91, enacted August 21, 1996.
5. As used herein, "HITECH" means the Health Information Technology for Economic and Clinical Health Act provisions of the American Recovery and Reinvestment Act of 2009, Public Law 111-5, enacted February 17, 2009.
6. As used herein, "IEHP" means "Inland Empire Health Plan".
7. As used herein, "IPA" means "Independent Practice Associations".
8. As used herein, "JPA" means "Joint Powers Agency" specifically for the counties of San Bernardino and Riverside.
9. As used herein, "RFP" means "Request for Proposal".

Timeline

1. The following timeline is based on IEHP's requirements and will be strictly adhered to unless modified by written addendum:

Date:	Description:
08/5/2022	RFP release date
08/10/2022	Bidder's Questions Due (2:00 p.m. PT)
08/17/2022	Bidder's Proposals Due (2:00 p.m. PT)
08/22/2022–09/16/2022	Bidder Demos for Select Finalist Vendors

2. The period of performance anticipated for this RFP shall be for three (3) years, from 10/15/2022 (or effective upon signature of an agreement by both parties) through 10/15/2025, with an additional two (2) years renewable in (1) year increments, unless terminated earlier. This annual renewal shall be based on mutually acceptable services, cost adjustments, and IEHP requirements, and there is no obligation by IEHP to purchase any specified amount of goods or services.
3. IEHP reserves the right to award to one or more vendors who can best meet IEHP's requirements based on the scope contained herein.

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A. Solicitation Introduction

1. Background

Inland Empire Health Plan (IEHP) is a local public entity of the State of California and is a rapidly growing Medi-Cal and Medicare health plan in California. Since September of 1996, IEHP has consistently focused on our mission: “We heal and inspire the human spirit”. As a result of the Healthcare Reform and participation in the California Coordinated Care Initiatives, IEHP grew to over 1 million members. With a provider network of over 6,400 providers and more than 3200 employees, we serve more than 1.5 million residents of the Riverside and San Bernardino counties who are enrolled in Medi-Cal or Cal MediConnect (Medicare-Medicaid Plan).

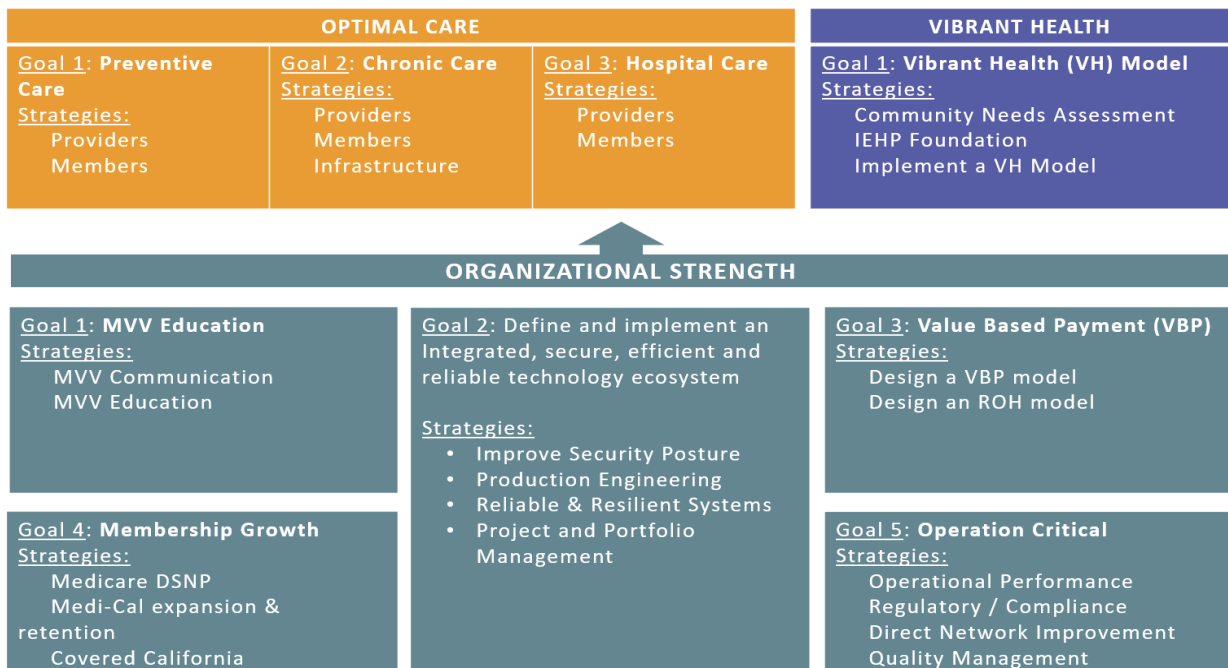
2. Key Principles

This RFP contains a list of requirements for **selection of a Vendor who will provide IT Services for IEHP IT transformation and modernization programs.** . IEHP’s Procurement Department is soliciting responses from qualified vendors to address the stated requirements of this RFP. A qualified vendor, for the purpose of this RFP, is one that can reliably and independently provide the required services to IEHP for the entire term of the agreement.

3. Primary Goals

IEHP is seeking an IT Services partner who can be part of IEHP IT Modernization and transformation Journey effective 9/1/2022. IEHP may pursue a modular approach using a combination of Commercial off the Shelf (COTS) and Bespoke software and services. IEHP will engage with a vendor that can provide IT Services aligning to IEHP strategy as outlined below.

Strategic Plan: Goals & Strategies



Goal 1: MVV Commitment:	Goal 2: Systems	Goal 3: Value Based Payment (VBP)	Goal 4: Membership Growth	Goal 5: Operation Critical
GOAL 2 – Systems: Define and implement an Integrated, Secure, Efficient and reliable technology ecosystem				
Improve Security posture (2022 – 2024) Reduce attack surface (2022): Identity management, Privilege access management and Vulnerability management Strengthen security policies and procedures (2022): Review and Update policies and Procedures around Data Loss Prevention, Device, File, Asset management, O365 Security enhancements Data Protection (2022-2023): Data classification, Implement data protection policies Information Security Operations (2022-2024): Implement Evergreen process, Discover and proactively remediate privilege access, Establish and Monitor birthright access, AD Profiling and Cleanup Segregation of Duties (2022) : Independent Production Engineering Function PPM Roadmap (2022 – 2023) PPM Governance (2022): Improve and standardize project intake and governance processes. PPM Software (2022-2023): Identify and implement a software solution and processes to support Enterprise Project and Portfolio Management practices including resource and financial project management.		Production Engineering (2022 – 2023) Stabilize (2022): Stabilize and scale current core systems Service Transformation (2022): Metal banding of applications/processes, Establish SLO & SLI Continuous Improvement roadmap (2022 – 2023) : Eliminate, Automate, Optimize Site Reliability Engineering (2023-2024): Create an SRE Framework, establish an adoption roadmap Change Management (2022): Establish governance structure – CAB, Release management Monitoring Management (2022-2023): Centralized monitoring function (Catch & Dispatch), Stretch the tool fabric Incident Management (2022-2023): Critical incident management (Root cause management), Incident ingestion and correlation IT Asset management (CMDB) (2022): Business Services -> Application -> IT Asset Mapping Disaster Recovery & Business Continuity (2022-2023): Assess Current State – RTC, Establish roadmap to meet RTO & RPO		Reliable & Resilient Systems (2022 – 2024) Align Business & Systems Strategy (2022): Create and Publish IT Strategy and Roadmap for application landscape Portfolio Rationalization & Consolidation (2022-2024): Capability Modeling & Asset Mapping, Establish functional boundaries & Eliminate Functional bleeding Standards (2022): Architecture & Design, Coding, Estimations Secure Coding Practices (2022): Adopt Code smells tools, Penetration testing, OWASP top 10 Establish Agile COE (2022): Uniform Adoption Agile Practices, Percolate best practices DevSecOps (2022-2024): Analyze existing tool chain and Define Target state, Establish Pipeline patterns, Onboard Applications Quality Assurance to Quality Engineering (2022-2023): Test Automation Strategy, Curate Regression and Smoke test suites, Data de-identification/Masking strategy, QA Coverage for all apps

4. **Program Objectives**

The Bidder’s submitted proposal should include all appropriate **software** and/or services to satisfy the identified priorities and requirements. IEHP will look to the selected vendor for technical compatibility of selected components and application requirements satisfaction during the entire term of the agreement.

5. **Key Selection Criteria**

IEHP’s key selection criteria include, but are not limited to:

- a. Price
- b. Ability to meet all regulatory requirements
- c. Technology and security requirements
- d. Ability to meet implementation schedule
- e. Financial strength
- f. Corporate capabilities
- g. Responsiveness to the RFP
- h. Ability to meet functional capabilities
- i. References and/or referrals

6. **Program Outcomes**

IEHP reserves the right to select a Primary and Secondary IT Services Vendor who will provide IT Services for IEHP IT transformation and modernization programs effective 10/15/2022 and meets all regulatory requirements. Selected vendor(s) must also be able to provide end-end IT Services throughout the term of the contract.

7. **Target Population**

The target population for this RFP is all IEHP staff members with an expected growth of 10% per year.

B. Proposal Guidelines

Instructions:

- ✓ **This document is provided to bidders as a reference. Bidders are not required to enter answers to bidder questions in this document. All required questions will be found under the associated solicitation number on the Bonfire website at <http://iehp.bonfirehub.com>.**
 - All requested documents from each section shall be uploaded to their corresponding document slot at <http://iehp.bonfirehub.com>.
 - All questions from each section shall be answered by bidders in the corresponding questionnaire and/or bid table located at <http://iehp.bonfirehub.com>.
- ✓ Follow the instructions in each section of this RFP.
- ✓ All proposals must include a detailed description of each proposed service to be provided.
- ✓ Applications that do not comply with submission instructions may be delayed or not accepted for review.
- ✓ Bidders that do not follow the bid instructions found in the Terms and Conditions document may be found to be “non-responsive” and disqualified from the bid process.
- ✓ A duly authorized officer of the organization must sign your RFP response.
- ✓ IEHP reserves the right to modify or terminate the RFP process at any time. IEHP may amend or modify the project scope of services prior to the award of contract, as necessity may dictate, reject any and all proposals submitted (and rebid, if necessary), accept any or all proposals submitted, negotiate with any qualified source, or cancel, in part or in its entirety, this RFP if it is in the best interest of IEHP.
- ✓ IEHP may keep submissions and negotiations confidential until the Governing Board approves the final contract and/or a contract is issued. Proposals may contain financial statements or other information which constitute a trade secret. In order to protect such data from disclosure, please identify the pages by clearly marking the applicable pages as confidential.
- ✓ Upon receipt of this RFP, recipients are expected to read and understand the service priorities and requirements that have been defined by IEHP. Ample opportunity will be given to ask questions and receive clarification. The character and operating principles of the successful vendor are important to IEHP. The following sections ask questions about the history and purpose of the vendor’s company. Please answer the specific questions. If additional information would be informative to IEHP, please add it to the last question in each question set.
- ✓ Each proposal will be reviewed to determine if the proposal is responsive to the submission requirements outlined in the RFP. A responsive proposal, for the purpose of this RFP, is one which follows the requirements of this RFP, includes all documentation, is submitted in the format specified in this RFP document, is submitted on time, and has the appropriate signature required on

each document. Failure to comply with these requirements may result in the proposal being deemed non-responsive and, therefore, rejected, at the sole discretion of IEHP.

- ✓ An Evaluation Committee comprised of IEHP stakeholders will review each bidder's responses to the questions contained in this RFP. If the respondent cannot represent and warrant the business requirements listed herein, the proposal may be rejected, at the sole discretion of IEHP.
- ✓ The Evaluation Committee will review, evaluate, and score the proposals. The highest ranked responses may be recommended for another round of evaluation at the IEHP's discretion. IEHP reserves the right to conduct as many rounds of evaluations as it deems to be reasonable or necessary in the public interest. Each round of evaluation may result in modification of scores, further clarification or addenda being issued, and changes in the RFP process. If a proposal is not.
- ✓ Upon evaluation of the criteria and the rating and ranking, the Evaluation Committee may choose to conduct an oral presentation/demonstration with any bidder(s) (please see page 2 of this document for timeline). Upon completion of the oral presentations/demonstrations, the Evaluation Committee members may re-evaluate, re-score and/or re-rank the proposals remaining in consideration.
- ✓ The price proposal will be evaluated relative to the combination of the technical proposal, including an evaluation of how well it matches the bidder's understanding of IEHP's needs described in this Solicitation, the bidder's assumptions, and the value of the proposed solution and/or services. The pricing evaluation is used as part of the evaluation process to determine the highest ranked bidder.
- ✓ IEHP may direct negotiations with the highest ranked bidder, negotiations with multiple bidders, and/or may request for best and final offers. In any event IEHP engages in negotiations with a single or multiple bidders and/or requests best and final offers, the discussions may include price and conditions attendant to price.
- ✓ Notwithstanding the foregoing, if IEHP and the said bidder(s) cannot reach agreement on a contract, IEHP always reserves the right to terminate or suspend negotiations and may begin negotiations with the other bidder(s). This process may continue until a contract acceptable to IEHP has been executed or all proposals are rejected. No bidder shall have any rights against the IEHP arising from such negotiations or termination thereof.

Required Documents

All requested documents listed below shall be uploaded to their corresponding document slot at <http://iehp.bonfirehub.com>.

Note: Failure to provide the required documents listed below may be grounds for disqualification of bidder from the RFP process, at IEHP's discretion.

- Principal Certification Binding Bidder's Response (IEHP-provided form)
- Certification of Non-Debarment (IEHP-provided form)
- Non-Collusion Declaration (IEHP-provided form)
- Evidence of Insurability (ACORD Certificate of Insurance)
- Business License(s)
- Policy and Procedures for Background Checking
- Company Profile and Evaluation Criteria (Questionnaire Q-56BY)
- Company Hierarchy/Organizational Chart
- Functional Organizational Chart
- Bidder Response Questions (Questionnaire Q-23BD)
- References (Questionnaire Q-49OU)
- Credentials/Certifications/Licenses Document
- Account Management Narrative
- List of three (3) awarded contracts in excess of \$1,000,000 that your company has been awarded during the last three (3) years, showing year, type of services, dollar amounts, of services provided, location, contracting company, contact name, and phone number.
- Sample Standard Reports
- Cost Proposal (Bid Table BT-12QU)
- Pricing Narrative
- Redacted Pricing Narrative
- Audited Financial Statements
- Security Risk Assessment
- Data Sharing Assessment
- Local Preference Affidavit (If applicable – IEHP-provided form)
- Company W-9 Form listing company's Tax Identification Number (TIN)
- Contractor's Certificate Regarding Workers' Compensation

Bidder Acknowledgements

1. Clarifications, Exceptions, or Deviations

All bidders shall describe any exception or deviation from the requirements of the RFP in Question Set 1 of Questionnaire Q-56BY. Each clarification, exception, or deviation must be clearly identified. If your firm has no clarifications, exceptions, or deviations, a statement to that effect shall be included. The sample professional services agreement is a separate attachment discussed in the RFP Bidder Terms and Conditions document located on the Bonfire website and incorporated herein by this reference.

The following contractual terms are **non-negotiable**.

- | | |
|---|---|
| a. Disallowance | i. Conflict of Interest Confidentiality |
| b. Term and Termination | j. Public Entity Status; Brown Act/Public Records Act |
| c. Indemnification | k. Compliance with Legal and Regulatory Requirements |
| d. Limitation of Liability | l. Exclusion/Debarment Lists |
| e. Insurance | m. Governing Law; Venue |
| f. Work Product and Intellectual Property | n. Assignment |
| g. Officers, Owners, Stockholders and Creditors | o. HIPAA Business Associate Agreement |
| h. Nondiscrimination | |

2. Evidence of Insurability/Business Licenses

All bidders shall submit evidence of all required insurance in the corresponding document slot on the Bonfire website. An Acord cover page will suffice and if awarded the contract the bidder has ten (10) calendar days to produce the required insurances, including a certified endorsement naming IEHP as additionally insured. The bidder shall certify to the possession of any and all current required licenses or certifications. Do not purchase additional insurance until this bid has been awarded. Provide a copy of current business license or other applicable licenses.

3. Transition (If Applicable)

All bidders shall answer the questions below in Bonfire.

Upon expiration or termination of any Agreement resulting from this RFP for any reason, during the transition close-out period the awarded bidder agrees to:

- a. Continue delivering services until notified otherwise; and
- b. Assist IEHP in the orderly transition and transfer of all collaborations and committees to IEHP and the subsequent Contractor(s); and
- c. Provide, in a timely manner, all file and information deemed necessary by IEHP for use in subsequent contracting activities without additional cost to IEHP or the new Contractor(s), upon termination or expiration of this Agreement for any reason; and Cooperate with IEHP

during a transition close-out period to ensure orderly and seamless delivery of services to IEHP and its Members/Residents of Riverside/San Bernardino County.

4. **Out of Country Services Notice**

- a. IEHP will only consider service offerings within the continental United States defined as the 49 States including Alaska and the District of Columbia: excluding Hawaii.
- b. Proposed solutions that create, transmit, receive and/or maintain IEHP data must always reside within the United States.
- c. IEHP's data must always remain in the United States.
- d. All persons, electronic processes, information systems, and computer devices accessing IEHP's information systems and/or data in any capacity as part of the proposed solution must be physically located in the United States.

5. **Vaccination Policies**

All IEHP vendors must comply with IEHP's Vaccine policies.

6. **Executive Order N-6-22 – Russia Sanctions**

On March 4, 2022, Governor Gavin Newsom issued Executive Order [N-6-22](#) (the EO) regarding Economic Sanctions against Russia and Russian entities and individuals. "Economic Sanctions" refers to sanctions imposed by the U.S. government in response to Russia's actions in Ukraine, as well as any sanctions imposed under state law. By submitting a bid or proposal, Contractor represents that it is not a target of Economic Sanctions. Should the State determine Contractor is a target of Economic Sanctions or is conducting prohibited transactions with sanctioned individuals or entities, that shall be grounds for rejection of the Contractor's bid/proposal any time prior to contract execution, or, if determined after contract execution, shall be grounds for termination by the State.

Company Profile

This section of the proposal is designed to establish the Bidder as an entity with the ability and experience to operate the program or provide goods and/or services as specified in the RFP. The Company Profile should be concise and clear, including descriptive information regarding service delivery. All bidders shall answer these questions in Questionnaire Q-56BY, unless specifically stated otherwise below.

1. Business name and legal business status (i.e., partnership, corporation, etc.).
2. Company overview of services or activities performed, including:
 - a. IEHP is a public agency with a Board of Directors composed of elected officials and public members. The elected officials are restricted from voting on any action concerning a contract whose owners have made a campaign contribution of \$250 or more in the previous 12 months. To assist them in their decision-making process, please indicate the owners of the company and if any contributions were made to the Elected Officials.
 - b. Company hierarchy (President, Vice President, Company Officers, etc.) and an organizational chart. The organizational chart shall clearly identify all staff members that will provide services under this contract. Upload this document to the corresponding document slot on Bonfire.
 - c. Number of years in business under the present business name, as well as prior business names, and the number of years of experience providing the proposed, equivalent, or related services.
 - d. Location of the office from which the work under this contract will be provided, and the staff allocation at that office.
3. Please provide a detailed response discussing how Bidder plans on providing the services requested in this RFP; specifically, whether services will be provided by Bidder's own forces, subcontractors, etc.
4. Please indicate whether the Bidder holds controlling or interests in any other organization or is owned or controlled by any other person or organization, if none, please state N/A. Governmental agencies are exempt from this requirement.
5. Provide any financial interests in any other business. Individuals who are personally performing the contracted services and governmental agencies are exempt from this requirement.
6. Please indicate whether Bidder has any mergers, major acquisitions, sale of company, or divestment planned.

7. Please indicate whether Bidder has any layoffs, or personnel expansions planned.
8. Provide a detailed explanation of any litigation involving the Bidder or any principal officers thereof in connection with any contract. Is your firm, or the principals corresponding with your firm, under investigation, being sued, suing, or affiliated in any lawsuit or alternative dispute resolution with any governmental agency? If none, state N/A.
9. List the members of your organization who are authorized to negotiate proposals/contracts.
10. **Certification of Non-Debarment**
IEHP receives Federal and State funds. All bidders must sign and submit the Certification of Non-Debarment document that verifies that the bidder is not listed on any of the exclusion lists notated in the section below. If awarded a contract, awarded vendor must notify IEHP immediately if debarred at any time during the contract period.
 - a. The Department of Health & Human Services (DHHS), Office of Inspector General (OIG), and List of Excluded Individuals and Entities (LEIE). Please visit <https://exclusions.oig.hhs.gov>.
 - b. General Services Administration (GSA), and the System for Award Management (SAM.gov). Please visit <https://www.sam.gov>.
 - c. California Department of Health Care Services (DHCS), and Medi-Cal Suspended and Ineligible Provider List (S&I List). Please visit <http://files.medical.ca.gov/pubsdoco/SandILanding.asp>.
 - d. Medicare Opt-Out List. Please visit <https://data.cms.gov/dataset/Opt-Out-Affidavits/7yuw-754z>.

11. **Eligibility to Participate in Federal and State Health Care Programs**
In accordance with 42 C.F.R. 438.610, 422.503 (b)(4)(vi)(F), 423.504 (b)(4)(vi)(F) and California Welfare and Institutions Code, Section 14043.6 and 14123, IEHP is prohibited from employing, contracting, or issuing payments to an individual or entity that is excluded, ineligible, or terminated from participation in State and Federal health care programs. Contract awards are contingent upon the bidder, its principals' and subcontractors', eligibility to participate in State and Federal health care programs.

Bidders must certify that it or any of its subcontractors do not appear on State and Federal exclusionary lists in their response on Bonfire.

Company Evaluation Criteria

This section of the proposal is designed to further establish the Bidder as an entity with the ability and experience to operate the program or provide goods and/or services as specified in the RFP. The Company Profile should be concise and clear, including descriptive information regarding service delivery. All bidders shall answer these questions in Questionnaire Q-56BY, unless specifically stated otherwise below.

1. In the corresponding document slot, please provide a functional organizational chart of your company.
2. In the corresponding document slot, please provide the name(s) and general background(s) of each member of your account management team that will be assigned to IEHP. Include the information below:
 - a. Functional area each person reports to
 - b. Years of service with your organization
 - c. Total years of experience
 - d. Number of accounts currently handled
 - e. General size of the accounts (in terms of number of employees)
3. Organizational Information:
 - a. Provide a summary of the work plan and/or methodology and physical resources (staff and equipment) your company will commit to ensure successful IT Services projects.
 - b. Will IEHP have a dedicated team assigned through the implementation? If so, who? Provide the organizational structure and experience for each team member, if not outlined above.
 - c. How would the account service team be structured after the implementation?
 - d. What is your company's Mission Statement?
 - e. Summarize your company's billing procedures.
4. Administration/Support Services:
 - a. Describe your support model.
 - b. What is your customer support response time for critical, urgent, and standard incidents?
 - c. What is your time zone and what are your hours of support?
5. Experience:
 - a. Describe your company's experience/history with Health care Domain.
 - b. Describe your company's experience/history with End-End IT Services projects (i.e., IAM, Infrastructure, Quality Engineering & Digital).
 - c. Describe your company's experience with Health Maintenance Organizations.
 - d. Describe your company's relationship/experience with governmental regulators (e.g., Department of Health Services, Department of Managed Healthcare, and the Centers for Medicare and Medicaid Services).

6. Credentials/Resumes/Certifications/Licenses:
 - a. In the corresponding document slot, please provide information for all employees/subcontractors responsible for administering or providing services. Provide a summary list of the organizational personnel that will actively participate and contribute their skills to this project. Include in this list:
 - i. Name
 - ii. Job title
 - iii. Work location and
 - iv. Responsibilities
 - v. Qualifications/Experience
 - vi. Relevant experience in projects of similar size and complexity. (Responses may be one page per individual.)
 - vii. Education
 - viii. Certifications/licenses, if applicable
 - ix. Years of service with your organization
 - x. Total years of experience
 - xi. List other pertinent information that will assist in evaluating Bidder's qualifications.
7. Awarded Contracts:
 - a. In the corresponding document slot, please provide a list of three (3) contracts in excess of \$1,000,000 that your company has been awarded during the last three (3) years, showing:
 - i. Year
 - ii. Type of services
 - iii. Dollar amounts of services provided
 - iv. Location
 - v. Contracting company
 - vi. Contact name
 - vii. Phone number
8. Provide details of any failure or refusal to complete a contract. If none, that must be stated.
9. State whether your company, or the principals corresponding with your company, are under investigation, being sued, suing, or affiliated in any lawsuit or alternative dispute resolution with any governmental agency. If so, please provide details.

Scope of Services

Summary of Services

IEHP seeks to obtain an IT Services Vendor that satisfies the following business objectives:

1. Infrastructure Services & ITSM Platform

- a. ITSM Platform
- b. Project Services for various IT Infrastructure project

2. Cyber Security Service

- a. Identity and Access Management
- b. Infrastructure Security (DLP, SOC, Endpoint protection etc.)

3. Digital Transformation

- a. Digital Experience Platform
- b. Modernization
- c. Design Thinking
- d. NextGen App Development

4. Quality Engineering COE

- a. Software Development Engineer in Test (SDET) Digital Experience Platform
- b. Test Driven Development (TDD)

Respondents must describe how their system supports these business objectives as well as highlight the realizable tangible and intangible benefits IEHP could expect to gain from selecting their services

Respondents must address the general business objectives set forth in the RFP.

The following criteria will be required of the Awarded Vendor:

Minimum vendor requirements:

1. Must have a minimum of 25 clients with the solution and Services you are proposing to IEHP.
2. IEHP will only consider service offerings within the continental United States defined as the 49 States including Alaska and the District of Columbia: excluding Hawaii.
3. IEHP vendors must comply with IEHP's Vaccine policies.
4. IEHP vendors must comply with Executive Order [N-6-22](#) – Russia Sanctions

Bidder Response Questions (Questions in this section must be answered in Questionnaire Q-23BD, unless specifically stated otherwise)

1. Vendor Details:

- a. Provide your Vendor Name
- b. Provide your Street Address, City, State, Zip
- c. Provide your Key Contact Name, Title, Phone, Email
- d. Provide your Alternate Contact Name, Title, Phone, Email
- e. Provide your State of Corporation (if US)
- f. Provide your Country of Corporation (if outside US)
- g. Briefly describe your organization's history and how many years have you been in business as an IT Services vendor?
- h. Describe the competitive advantage that your company offers for this solution versus other potential vendors.

2. Business Continuity Details

Provide sufficient detail to understand Bidder's capabilities regarding an event which impacts the Bidder's ability to deliver the Services. Response should include, but not be limited to, the following:

- a. Provision of continuous operations of the Services (including the underlying systems for which the Bidder is responsible)
- b. Bidder's ability to respond to a loss of Bidder's site(s)
- c. Bidder's ability to respond to a loss of Bidder's systems
- d. Bidder's ability to respond to a significant reduction of Bidder's staff due to pandemic or other circumstances
- e. Do you have an alternate location to utilize for recovery purposes
- f. Do you have a Business Continuity (BCP) Plan
- g. Do you have a Disaster Recovery (DR) Plan
- h. Do your BC plans comply with applicable federal, state, and local laws
- i. Does your plan identify events that would activate BCP response
- j. Please provide current copies of your BCP and DR plans. (Note: We recognize the prudence of removing or masking personal contact and other proprietary information.)

3. Support and Quality Assurance

- a. What are the hours available for support for the product?
- b. Please describe the approach used to assist customers when resolving bugs and receiving software fixes.
- c. Please describe the escalation processes used for solving customer problems.
- d. Describe the key components of your company's quality assurance program and address how it ensures the products and services provided meet customer specifications.
- e. Describe how your company conducts quality audits or investigations as part of its quality assurance program.
- f. Describe your warranty policy.
- g. Identify any partners, third parties or sub-contractors that will be used to deliver the solution software
- h. Describe any aspects of the project that are the sole responsibility of IEHP

4. Governance:

- a. What is the typical Engagement Management structure and process adopted?
- b. Describe your Governance approach. Please describe any facets that would be unique to this engagement, should your company be awarded the engagement.
- c. What kind of investment is the organization willing to make for the engagement?
- d. What is the frequency adopted for performance review and what dashboards are used for the reviews?
- e. What are typical service level improvements achieved during past engagements?
- f. How have you assisted customers to reduce annual spend in support services? Please provide specific examples and specific cost reduction amounts. Provide a description of how your company proposes to provide these cost efficiencies for the scope contained in this request for proposal.
- g. How does the company ensure complete visibility and transparency to its clients?
- h. How will your company ensure compliance with HIPPA, CMS, segregation of responsibilities, security and IEHP compliance requirements?
- i. How will your Governance model collaborate and integrate with IEHP teams and other 3rd parties?

5. IT SERVICES REQUIREMENTS

a. Infrastructure Services & ITSM Platform Requirements:

Sec. 1	Solution Approach and Methodology	Solution Approach and Methodology
1	Do you provide an IT Service Management platform for your customers	
	<i>a. What modules the platform provides that align with ITIL. Is your platform ITIL v3 compliant</i>	
	<i>b. What are key features of your ITSM platform. What built-in automations and integrations do you provide in the base platform</i>	
	<i>c. What is your transition process to migrate IEHP from SDP to your platform. What will be the expectation from IEHP resources. How do you drive adoption and provide training to IEHP IT and business teams on platform usage</i>	
	<i>d. What customization on the platform would you offer in order to align with IEHP’s current processes</i>	
	<i>e. How will you cater to IEHP’s requirements for customization during the operations phase of the platform</i>	
	<i>f. How do you perform regular maintenance and upgrades of the platform. Do these require downtimes and how is the client impact minimized. Please add uptime of your platform for last 12 months</i>	
	<i>g. What is your licensing methodology for the platform. Please provide rates for resolvers, end users and any other chargeable modules</i>	
	<i>h. Provide your exit approach at the end of the engagement. How would you transition the platform and data to IEHP in event of contract closure or termination</i>	

2	What is your typical methodology for addressing client short-term Infrastructure projects	
3	What will be your committed timelines to onboard project resources after SOW signatures. Are you willing to accept penalties for delays	
4	IEHP expects all resources assigned to projects to work from its office based in Rancho Cucamonga, CA. Is that acceptable to the bidder	
5	How will you assure the quality of deliverables provided as you deliver the requested services?	
6	Do you sub-contract any portion of the awarded project?	
Sec. 2	Capability and Credentials	Capability and Credentials
1	Please provide information regarding your capabilities in providing IT Infrastructure staff augmentation resources	
	a) For Onsite - USA, please provide the top 3 cities where you have IT resources	
	b) Please list locations by the number of resources descending (i.e. Location 1 should have the most resources)	
	c) What is your process for identifying candidates with specific skillsets?	
2	What is the minimum duration that will be committed for staff deployed to the engagement? What notice period will be provided in case of staff release from engagement (planned and unplanned)?	
3	Does your company have a COE specifically for Infrastructure and Automation. If yes, explain the structure and components of the COE and how you will leverage it for IEHP. Provide additional details as appropriate.	
4	Briefly outline the key aspects of your company, goods and/or services which you believe differentiate you against your competitors as it pertains to this request for proposal.	

	a) Are you aware of any significant innovations or advances from a capability, capacity or other relevant perspective which merits attention in the market place? These may or may not be part of your current offerings.	
	b) What mechanisms does your company have for capturing innovation within your organization and manifesting this innovation into our account and services? Provide details.	
5	Provide examples of where you have brought forward innovative ideas or actionable changes to improve efficiency and effectiveness for current clients.	
6	Provide examples of continuous improvement for current clients. Give specific examples where you acted proactively to engage with the client in such efforts.	

b. Cyber Security Service Requirements:

Sec. 1	Identity and Access Management (IAM)	Identity and Access Management
1	Provide your capabilities and offerings for IAM	
2	Which of the following services does your company offer as part of the IAM portfolio? a) Identity Management b) Federated Authentication c) Access Management d) Privileged Access Management e) RBAC Please select the regions where you provide these services and explain your implementation approach	
3	Please provide in percentage of the deployment for IAM solutions in US region	
4	Please indicate the number of FTEs dedicated for your IAM solutions by region with staffing model and certified professionals	
5	Do you have partnership with Saviynt, SailPoint & CyberArk and specify your implementation experience for these products?	

6	What is your competence that provides competitive differentiation and how do you demonstrate this strength to your customers? (e.g., Solution Accelerators, strength of innovation, security, technology, customer orientation, partnerships, experience, thought leadership)	
7	What is your typical IAM implementation timelines for organization of our size and what is the expectation from customers in such implementation	
Sec. 2	Data Loss Prevention	Data Loss Prevention
1	Please name and briefly describe your offering for DLP with details of your experience in implementation (How many in last 12 months including size and complexity)	
2	What DLP solutions are offered by your company? Please provide the regions where you provide these services	
3	What are different data security offerings provided by you <ul style="list-style-type: none"> d) Data Masking e) Data Encryption f) Database Security g) Database Governance and Policy h) Data Discovery Monitoring and Protection i) Others (Please Specify) 	
4	Please provide in percentage (%) the deployment model for DLP solutions <ul style="list-style-type: none"> a) On-premises b) Private Cloud c) Public Cloud d) Hybrid Cloud 	
5	What is your competence that provides competitive differentiation and how do you demonstrate this strength to your customers? (e.g., strength of innovation, security, technology, customer orientation, partnerships, experience, thought leadership)	
6	Please indicate the number of FTEs dedicated for your DLP COE by region with staffing model and certified professionals	
7	How soon after SOW signatures can your initiate implementation and are you willing to accept penalties for delays	

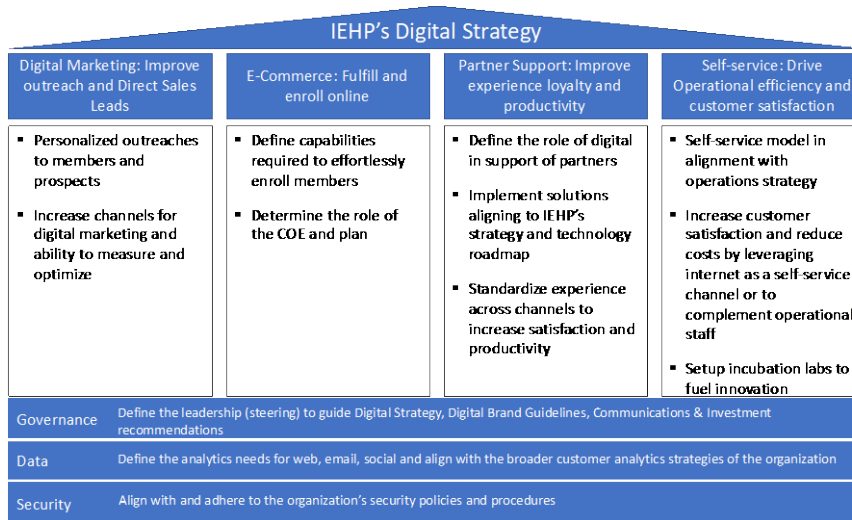
Sec 3	Vulnerability Management /Others	Vulnerability Management /Others
1	Please name and briefly describe your offering for Advanced Endpoint detection protection.	
2	Which of the following services your company offers as part of Advanced ETPDR portfolio? Please select the regions where you provide these services <ul style="list-style-type: none"> • Malware Prevention • Threat Hunting • Behavioral Detection • Network Security, Secure Email and Web Gateway • Intrusion Prevention System (IPS) • Vulnerability Assessment • Anomaly Detection • Automated Threat Identification • Others (Please Specify) 	
3	Explain your vulnerability management and remediation capabilities. Please share details around your experience and methodology	
4	How do you provide threat management services? Please provide details.	
5	Do you provide penetration services. Please provide details for each model	
6	What are your organization’s top three differentiators from which your customers benefit the most? Please explain.	

6. Digital Transformation Requirements:

As IEHP has grown and expanded, business needs for adequate digital experience functionality has also grown. Currently, the demand for additional functionality is outpacing the development of technology to support the business and fuel innovation. While digital marketing is a primary driver, there is a need to address standardization and gaps in other key digital platform areas like Member Portals, Provider Portals, Community services and Health Services. The business has identified a set of technology features that address their needs to improve both engagement and experience through enhancements to Analytics, Brand Relationship Management, Content Management, Customer Data, Content Delivery, Document & Knowledge Management, Personalization, Reporting, Social Capabilities, Templating, Workflows and several other capabilities.

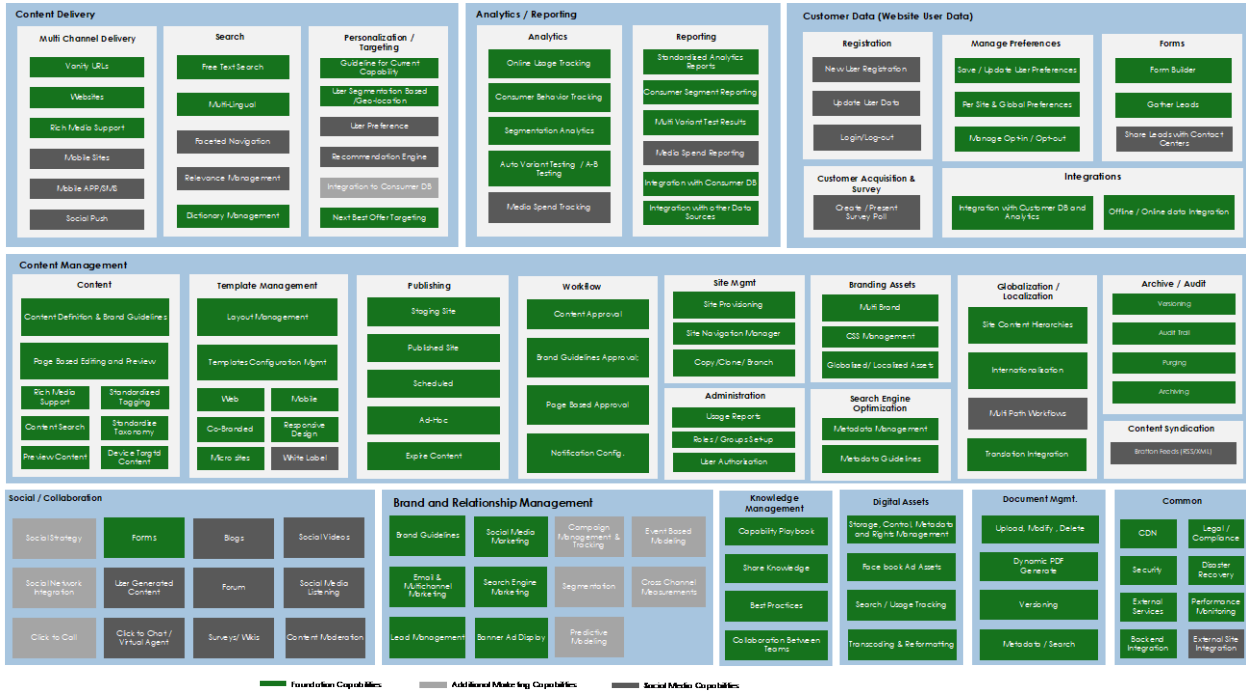
IEHP Proposed Solution

- a. In response to the business background above, IEHP proposes to execute a series of Digital Transformation projects, to build and evolve IEHP’s Digital capabilities over the next 3 years, to satisfy the growing needs of the business. IEHP’s digital strategy – as illustrated in the following picture - endeavors to cover the key pillars that will enable a comprehensive digital capability - digital marketing, E-Commerce, Partner Support and Self-Service.



- b. IEHP’s digital needs and drivers will also continue to evolve and diverse – to serve the needs of various Business Units (BU/LoB). Through this proposed solution, IEHP is looking to standardize and centralize digital governance, digital platform (technology) and ongoing digital innovation.
- c. To achieve the target state, IEHP’s proposed roadmap will cover development and roll-out of essential capabilities. The roadmap consists of numerous enhancements that will either improve existing capabilities or introduce new features to support business and technology users, grouped across 16 categories:
 - i. Analytics
 - ii. Personalization & Targeting
 - iii. Archive/Audit
 - iv. Reporting & Attribution
 - v. Brand & Relationship Management
 - vi. Social/Collaboration
 - vii. Content Management
 - viii. Template Functionality
 - ix. Customer Data (Website User Data)
 - x. Workflow Features
 - xi. Content Delivery Channel

- xii. .com Search Capabilities
 - xiii. Digital Assets
 - xiv. Infrastructure
 - xv. Document Management
 - xvi. Common Capabilities
- d. In its target state, IEHP proposes to achieve the following Integrated and Centralized Digital Capabilities Map.



- e. The current set of tools being used (or considered) by IEHP is provided below. IEHP is considering Adobe’s digital marketing cloud as the foundation for this initiative. IEHP encourages the vendors to propose alternate tools/ products that may better align with IEHP’s objectives and business needs
- f. The digital capabilities explained above will be built via an integrated and comprehensive digital platform, which the CoE will build out and maintain. In addition, the CoE will also evolve to provide the ongoing innovation, digital frameworks and best practices. The CoE will also own and execute projects as and when identified by the BU teams. Such project execution might involve more than one partner in addition to the digital preferred partner for the digital scope

7. IEHP Proposed Roadmap

- a. IEHP proposes to realize the digital platform bailout for the capabilities in the map above in 2 phases:
 - i. **Phase 1**
 - 1) Overall Digital Strategy Review and Assessment

- 2) **Foundation Digital Marketing Capabilities:** To improve the Platform supporting Digital Marketing
- 3) **Quick Wins Release:** To enable a few key high priority capabilities, including redesign and development of IEHP.org and IEHP Foundation website

ii. **Phase 2**

- 1) **Marketing Management Capabilities Release:** To support Direct-to-Consumer Marketing teams in managing their campaigns and generating the largest efficacy from new initiatives
- 2) **Social Capabilities Release:** To focus on initiating, executing, managing, analyzing, reporting on, and improving social media efforts

b. Overall, each phase could include each or all the following:

- i. **Strategy Assessment & Solution Conceptualization:** Focus on the creation of business requirements to represent the needs of IEHP Business Units
- ii. **Solution Design:** Technology solutions will be further defined and designed, with detailed wireframes, use cases and design documents
- iii. **Solution Delivery:** Focus on implementing, ongoing support, and enhancements of the Technology solutions
- iv. **Migration:** Focus on migration from the older digital properties to the new properties being enabled in the specific release (like any site redesign that might be included in the specific release)

8. Business Benefits & Success Factors

a. IEHP expects to gain the following potential business benefits from this initiative:

- i. Increased sales through improved Direct-to-Consumer digital features
- ii. Reduced costs achieved by reduced efforts for web publishing and management
- iii. Increased revenues through enhanced mobile and social functionality
- iv. Improved decision making leading to higher revenues through enhanced analytics and reporting functionality
- v. Reduction in regional spend by using common platform to support regional needs

b. IEHP will seek to measure the success of this Digital Marketing initiative through well-defined outcomes. Some key outcomes that will define success factors for the initiative will be:

- i. Improved ease of use of Digital Marketing systems
- ii. Reduced costs related to site operations
- iii. Improved time-to-market of digital marketing initiatives
- iv. Enhanced customer data and reporting availability

- v. Increased reuse and collaboration

9. Scope & Partner Requirements

- a. To enable the solution articulated in the preceding section, IEHP is proposing an Enterprise Digital Center of Excellence (Digital CoE). The CoE will start with and evolve from the digital experience platform buildout that was covered earlier in the document. The immediate scope of the partner will be to assist IEHP in this buildout. While doing so, the partner will also be expected to establish the operational models for the digital capabilities to serve IEHP in a CoE model.
- b. The CoE will, in its evolved state, cover three key aspects:
 - i. **Digital Governance:** Assist the core business groups (marketing & communications) in continuous evolution of the digital capabilities via mature digital governance
 - ii. **Digital Platform:** Buildout, Ongoing Support, Maintenance & Enhancements
 - iii. **Digital Innovation:** Ensure IEHP’s digital capabilities evolve to keep up with the best-in-class techniques and technologies
- c. IEHP is inviting vendor solutions as part of this process – to build the digital platform, enhance the overall content management and digital marketing capabilities, and to build a comprehensive and scalable Digital CoE. Vendor proposed solution for setting up the Digital CoE should be comprehensive, best-in-class and be able to serve the needs of IEHP. Some typical areas the vendor solutions should address are:

<i>Sec 1</i>	<i>Digital Platform Capabilities</i>	<i>Digital Platform Capabilities</i>
1	Vendor Capabilities and approach to the digital platform buildout	
2	Differentiated offerings and solutions that the vendor has that can enhance and expedite the platform buildout	
3	Overall digital marketing and content management capabilities and credentials of the vendor’s digital practice	
4	How does the solution envision the CoE to look and operate	
5	How will industry leading guidance and digital innovation be provided	
6	How does the solution propose to engage and structure the diverse needs of IEHP Business Units	

7	How does the solution propose to standardize the digital capabilities, governance and processes (both business and IT)	
8	How will the various roles and functions within digital capabilities be included in the CoE	
9	How will continuous improvement and tooling be provided etc.	
10	What is your competence that provides competitive differentiation and how do you demonstrate this strength to your customers? (e.g., Solution Accelerators, strength of innovation, technology, customer orientation, partnerships, experience, thought leadership)	
11	Provide details about your workforce, skill sets and your ability to support applications with these technologies: <ol style="list-style-type: none"> 1. Adobe Experience Manager 2. Drupal 3. Sitecore 	
Sec 2	Agile Project Experience	Agile Project Experience
1	What frameworks are adopted? Explain your Digital offering(s) with emphasis Agile process efficiencies	
2	Describe your experiences providing development services following Agile methodologies for clients. Include client stories where there were issues implementing and/or executing the model and how your company handled these situations. Include a description of lessons learned.	
3	What elements of Agile, LEAN IT do you think IEHP would most benefit from as you provide the services requested in this request for proposal? Provide details.	
Sec 3	Digital Transformation	
1	Explain your approach for Digital transformation and how it will help IEHP achieve speed to market	

2	Describe your experiences in partnering with clients on their modernization/ transformation Journeys.	
3	What accelerators, tools and processes would you bring to the table that sets you apart from the competition?	
4	Has your organization participated in Design thinking workshops and if so, explain your approach and provide examples of some recent workshops that helped your clients significantly	
5	Explain your expertise around UI/UX and provide case studies that represent your strengths and achievements	

10. Digital Transformation Build Scope

IEHP will look for creative solutions from the vendor responses that leverage the current state, complement the proposed IEHP roadmap and also strengthen and uplift the Digital capabilities further. Overall, IEHP expects the partner to be engaged across the following phases:

- a. Digital CoE Setup
- b. Foundation Build & Quick Wins
- c. Marketing Management Build
- d. Social Build
- e. Migration of digital assets to new platform components as they are rolled out
- f. Ongoing support, maintenance & enhancements to the digital platform as requested
- g. Partner for ongoing CoE operations and maturation

11. Responsibilities

The selected partner/vendor will be expected to lead, participate and be accountable for some and be responsible for some of the following activities:

a. Strategic Advisor/Partner

- i. Determine high level requirements at a business level through stakeholder interviews
- ii. Create objectives and KPIs for each feature
- iii. Validate tool set (and/or recommend/select tool set) to meet business requirements (beyond Adobe or SDL; like Social, Search etc.)

b. Design and Concept Generation

- i. Define usability and customer experience guidelines and recommendations
- ii. Refine multichannel approach including mobile, social media, and digital marketing
- iii. Determine conceptual technology solutions and system integration points

c. Best Practices, Frameworks and Standards development

- i. Define best practices, standards, approaches in Digital Marketing, Digital Strategy, Digital Governance and Digital Technologies – based on industry standards and partner experience
- ii. Establish, mature and evolve strong Digital Governance; and also CoE Governance
- iii. Bring industry standards and best practices to ongoing support and enhancements
- iv. Continuously work with the Digital Services team to refine and improve the best practices

d. Technology Delivery

- i. Platform and components build out – towards a single, integrated digital platform for IEHP
- ii. Special projects to be delivered for a specific region/BU
- iii. Migration required to move any existing digital asset to a target state
- iv. Ongoing support and enhancements to the digital platform
- v. Integration Testing, Performance Testing, Test Automation (or any testing that is part of IEHP Testing COE) will not be in scope – that will be handled by the IEHP Testing COE. Unit Testing will be in scope. And UAT could be in scope.

e. Digital Innovation

- i. Continuously explore, define and evolve emerging and nascent trends, tools and technologies in the Digital capabilities' spectrum
- ii. Proof-of-concept/Pilots of new technologies/tools relevant for the digital platform
- iii. Present applicability, use cases, business cases and potential roadmap for digital innovation aspects
- iv. Continuous innovation and automation for ongoing support and enhancements

12. Key partner capabilities

IEHP will look to select the partner with the most comprehensive and demonstrated capabilities across the following:

a. Digital Practice Capabilities

i. Practice

- 1) Mature and well-established practice that specializes in both business and technology aspects of digital capabilities
- 2) Size and scale of the practice
- 3) Demonstrated ability of the practice to guide IEHP's roadmap along with

technology execution/delivery. IEHP is looking not just for a technology delivery partner, we are looking for a partner who can help drive both the strategy and technology aspects

- 4) Demonstrated investment and focus of the practice in pursuing and evolving newer trends – from overall digital capabilities and process perspective, including, but not just, technology
- 5) Expertise in tools and technologies relevant to the digital

ii. People

- 1) Experience, Skills and Credentials (Certification) of the people within the Digital Practice
- 2) Expertise and Scale of people across the digital tools and technologies
- 3) Scale and experience of people with specific digital techniques/tools/technologies (for example, not just Java programming, but experience in implementing personalization, social media integration)
- 4) Ability to ramp-up and manage elasticity of demand

iii. Credentials

- 1) Extensive and measurable results driven engagements in Healthcare, Insurance, Financial Services or Retail industry – in building enterprise-wide integrated digital platform/capabilities Where was the work done; What was the work delivered; Scope and span of responsibilities; Engagement model; Lifecycle journey (where was the client before the engagement; where were they after the engagement); Geographical spread of the engagement team; Measurable (and verifiable) results delivered; Team Structure; SLAs and Metrics within the governance
- 2) Typical pyramid of roles, skills, and location in the engagement
- 3) Execution credentials in:
 - a) Building single enterprise-wide integrated platform for web sites and web applications
 - b) Building NextGen digital assets

iv. Value Enablers & Approach to assist the Digital Platform buildout

- 1) Key enablers, investments the partner can offer that can enable better, faster, cheaper buildout of the digital platform
- 2) Solution and Implementation approach based on partner’s experiences and credentials – that could augment IEHP’s platform buildout roadmap with best-in-class approach

b. Quality Engineering:

<i>Sec. 1</i>	<i>Solution Approach and Methodology</i>	<i>Solution Approach and Methodology</i>
1	Each Bidder shall provide a solution response that will describe Quality Engineering (QE) Centre of Excellence (COE) model to ensure that IEHP can understand and anticipate how the Services will be delivered. The response should address more specifically the	

	<p>following:</p> <ul style="list-style-type: none"> a) <i>Risk based Testing</i> b) <i>Test Data Management</i> c) <i>Test Coverage</i> d) <i>Extensive and optimal use of Test Automation</i> e) <i>Quality Engineering Metrics and KPI</i> f) <i>Creation of Reusable Test Assets</i> 	
2	What Quality engineering process do you expect to follow for COTS, Bespoke Application and EDIs?	
3	Describe approach and techniques regarding knowledge acquisition, ongoing knowledge management and knowledge retention for IEHP. Include a description of assets (process handbooks, checklists, questionnaires, templates, etc.) which are available that can be readily used to expedite transition and meet/improve service levels.	
4	How will you assure the quality of deliverables provided as you deliver the requested services? What proprietary/3rd party systems or tools are available to drive/enforce the above processes? What are the associated costs of IEHP leveraging these systems or tools?	
5	Indicate approach and implications for supporting the IEHP in-scope QA services as new products, coverages, interfaces and functionality are implemented.	
Sec. 2	Capability and Credentials	Capability and Credentials
1	Illustrate your experience QE Services, covering the points below. Demonstrate how domain/functional knowledge was leveraged in the relevant engagements:	
	a) Engagements where you worked with a client's onsite QE CoE. Detail out the engagement model that was implemented for interaction in such cases.	
	b) How will you drive significant increase in Test Coverage & savings in Quality Debts for all in-scope services?	
2	Provide details about your workforce, skill sets and your ability to support applications with these technologies:	

3	What is the minimum duration that will be committed for staff deployed to the engagement? What notice period will be provided in case of staff release from engagement (planned and unplanned)?	
4	Does your company have a CoE specifically for QE or for a similar Healthcare or insurance Domain? If yes, explain the structure and components of the CoE and how you will leverage it for IEHP. Provide additional details as appropriate.	
	a) Describe the process in which your CoE supports the IEHP teams	
	b) What is the process in which the COE keeps the delivery teams up to date on the latest technologies, practices, and trends for specialized testing services?	
5	What value added services and related expertise have you brought to previous clients? Include specific, recent examples.	
6	Briefly outline the key aspects of your company services which you believe differentiate you against your competitors.	
7	Are you aware of any significant innovations or advances from a capability perspective which merits attention in the marketplace? These may or may not be part of your current offerings.	
8	Provide examples of where you have brought forward innovative ideas or actionable changes to improve efficiency and effectiveness for current clients.	
9	Provide examples of continuous improvement for current clients. Give specific examples where you acted proactively to engage with the client in such efforts.	
Sec 3	Agile Project Experience	Agile Project Experience
1	What frameworks are adopted? Explain your QE offering(s) with emphasis Agile process efficiencies	
2	Describe your experiences providing Quality Engineering services following Agile TDD methodologies for clients. Include client stories where	

	there were issues implementing and/or executing the model and how your company handled these situations. Include a description of lessons learned.	
3	What elements of LEAN IT do you think IEHP would most benefit from as you provide the services requested in this request for proposal? Provide details.	
Sec 4	Service Level Commitment	
1	Describe your proposed approach to expected outcomes for both incidents and application releases	
2	What performance management metrics are used to measure the overall service and SLAs?	

Cost Proposal/Budget Narrative

In Bid Table BT-12QU, please submit pricing for the services requested in this RFP. Cost Proposals will be disclosed to the evaluators after the evaluation of the technical proposals has been completed. IEHP reserves the right to negotiate final fees with the selected bidder(s). Proposals must fully describe all costs of charges to IEHP as part of this service/project. As stated in the Cost Proposal, bidders must provide fully inclusive blended rates, which are all- encompassing of the bidder’s project-related or supported expenses, including travel expenses. Bidders may also include any other documents as information to further explain the proposed costs. Any special government rates or considerations should be included in bidder’s quotation.

Cost proposal must be all-inclusive and include, but not be limited to, administration, travel, training, and related costs.

Costs for services must be documented in Bid Table BT-121QU – Cost Response Table on the Bonfire website.

Roles	Standard (0-3 years)	Experienced (3-5 years)	Specialized (3-5 years)	Principal (6+ years)
QA Analyst				
Technical Architect				
Technical Administrator				
Database Modelling				
Full Stack Developer				
Infrastructure Technical Lead				
Integrations Lead				
Integration Engineer				
Scrum Master				
Solution Architect				
UX SME				
DevOps Engineer				

Business Analyst				
SDET Engineer				

PRICING NARRATIVE (Upload EACH to its corresponding document slot)

1. Pricing Narrative (WITH PRICING) :

In a separate document, provide a timeline with major milestones up to implementation. Define your proposed method of reimbursement for services at each stage of this project provided through your company and elaborate on the costs provided within the Bid Table submission. IEHP customarily prefers itemized billing on a project basis (or as major milestones are accomplished for very large projects) with specific deadlines identified in the proposal.

Include a description of any additional costs that may be incurred in completion of this project and the circumstances that would trigger those costs (i.e., penetration services, etc.). Please include the pricing for these additional costs in the pricing narrative.

2. Pricing Narrative (WITH **REDACTED** PRICING):

Upload a copy of the above requirement with all pricing redacted.

Financial Statements

The bidder must submit financial statements (Balance Sheet, Income Statement, and Statement of Cash Flows, or equivalent documentation to the satisfaction of IEHP) for its business that are dated no more than twelve (12) months prior to the date of the proposal submission and cover a period of at least two (2) years. These statements should clearly identify the financial status and condition of the bidder's entire business entity. Financials should provide sufficient detail to assure IEHP that the bidder can support services being offered and the contractor will not seek early payment for services delivered, expedited payments or checks delivered by any means other than regular mail through IEHP's Accounts Payable.

The bidder must provide the following documentation, or equivalent documentation to the satisfaction of IEHP, herein referred to as Financials, of sufficient financial strength and resources to provide the scope of services as required:

1. Two (2) years of most recent audited financial statements (Balance Sheet, Income Statement, and Statement of Cash Flows, or equivalent documentation to the satisfaction of IEHP). The audited financial statements must be:
 - a. Prepared with all monetary amounts detailed in United States currency;
 - b. Prepared under United States Generally Accepted Accounting Principles; and
 - c. Audited under United States Generally Accepted Auditing Standards.
2. Most recent unaudited Year-To-Date financial statements (Balance Sheet, Income Statement, and Statement of Cash Flows.
3. If the cash flows are negative for the most recent operating period, the documentation must include a detailed explanation of the factors contributing to the negative cash flows.
4. Contact Information of person to provide clarifications regarding Financials.

Due to the California Public Records Act and the Brown Act, IEHP cannot guarantee that the Financials submitted will be kept confidential. IEHP offers several solutions to our bidders below. Bidders may submit Financials using the following methods:

1. **Preferred** - Upload Financials to its corresponding document slot at <http://iehp.bonfirehub.com> no later than 2:00 PM PT on or before bid close date. Or;
2. Mail in a hard copy of Financials with a stamped return envelope to the address listed on the cover page of this solicitation no later than 2:00 PM PT on or before bid close date. IEHP will mail back Financials using the return envelope upon completion of review.