IX. PROPOSAL EVALUATION

Table of Contents

IX. PROPOSAL EVALUATION I

IX.1 INTRODUCTION 1

IX.2 PROPOSAL PROCESS AND SUBMISSION 1

IX.3 EVALUATION TEAM ORGANIZATION 1

IX.4 TIER 1 – INITIAL ADMINISTRATIVE REQUIREMENTS AND MINIMUM QUALIFICATIONS REVIEW 2

IX.5 TIER 2 – INITIAL EVALUATION 3

IX.5.1 Review of Initial Proposals and Confidential Discussion Agenda 3

IX.5.2 Confidential Discussion with Each Bidder 4

IX.5.3 Scored Components 4

IX.6 TIER 3 – BEST AND FINAL OFFER (BAFO) EVALUATION 6

IX.6.1 Bidder Demonstration 6

IX.6.2 Bidder Clarification Sessions 7

IX.6.3 Best and Final Offers (BAFO) 7

IX.6.4 Final Evaluation and Bidder Selection 7

IX.7 SUMMARY OF OVERALL EVALUATION SCORING PROCESS 7

IX.8 SUMMARY OF DETAILED EVALUATION ELEMENTS 9

IX.8.1 Evaluation Criteria Terms and Definition 12

IX.1 INTRODUCTION

This section presents the process that the HCSS Evaluation Team will follow in evaluating Proposals submitted by Bidders in response to RFP-08-001-ITS and the criteria to be used in evaluating the Proposals. Any agreement resulting from this RFP shall be awarded to the responsible and responsive firm whose Proposal represents the best overall value to CDCR and who offers a fair and reasonable price.

IX.2 PROPOSAL PROCESS AND SUBMISSION

Proposals must be delivered to the Person of Contact specified in RFP Section I.7, Person of Contact, at the time and place specified in RFP Section I.8, RFP Key Action Dates. Proposals must be in the quantity and format specified in RFP Section VIII, Proposal Format. Proposals will be rejected as non-responsive if not received by the date and time specified for Proposals as specified in RFP Section I.8, RFP Key Action Dates. For Additional information regarding the procurement processes to be followed, see RFP Section II.2, Proposal Process.

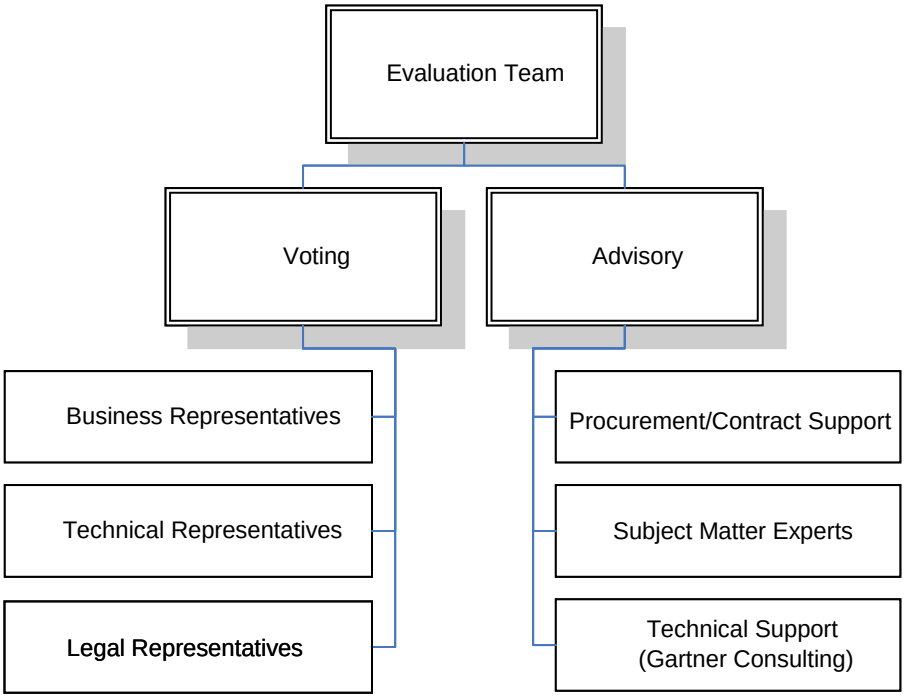
IX.3 EVALUATION TEAM ORGANIZATION

The Evaluation Team for the HCSS consists of many individuals who possess expertise in various areas of evaluation. The Evaluation Team is comprised of two groups:

- Voting members
- Advisory members

Voting members participate fully in the procurement and evaluation process, including reviewing and scoring all Proposals. Advisory members provide additional expertise in key areas of review of the Proposals (e.g. technical and functional subject matter expertise, administrative and procurement expertise). Figure IX.1 below provides a general overview of the HCSS Evaluation Team Organization.

Figure IX.1. Evaluation Team Organization



IX.4 TIER 1 – INITIAL ADMINISTRATIVE REQUIREMENTS AND MINIMUM QUALIFICATIONS REVIEW

The first step in the Proposal evaluation consists of the screening of each Bidder's Proposal for compliance with various content requirements, administrative requirements, and minimum qualification requirements defined in the RFP. CDCR reserves the right to request clarification from Bidders who fail to meet any Tier 1 requirements prior to rejecting a Proposal for material deviation from requirements or non-responsiveness.

IX.4.1.1 Bid Opening and Content Validation Check

CDCR will review each Bidder's Proposal for the presence of the proper number of Proposal copies and required information in conformance with the content requirements of this RFP. Absence of the required number of copies or required information may result in the Proposal being deemed non-responsive and rejected.

IX.4.1.2 Minimum Qualification Requirements Review

CDCR will review the Bidder's Proposal to determine whether the Bidder meets the Minimum Qualification requirements contained in RFP Section VI.3.1, Bidder Experience as documented in Form 6.2, Bidder Experience Reference Form in RFP Appendix C, Bidder Response Forms. Failure to meet a Bidder Minimum Qualification requirement **shall** result in the Proposal being deemed non-responsive and rejected.

IX.4.1.3 Administrative Requirements Review

CDCR will review the Bidder's Proposal to determine whether it meets all of the Administrative Requirements contained in RFP Section V, Administrative Requirements. CDCR will also determine if the Bidder has provided the required explanations to specific Administrative

Requirements. Failure to meet an Administrative Requirement may result in the Proposal being deemed non-responsive and rejected.

IX.4.1.4 Non-Functional and Functional Requirements Response Review

CDCR will review the Bidder's Proposal to determine whether the Proposal contains permissible responses to all of the System Requirements contained in RFP Section VI.2, System Requirements, and RFP Appendix B, Response to System Requirements. This includes all non-functional and functional requirements. If a Proposal fails materially to meet a System Requirement, it **will** be considered non-responsive and rejected by CDCR.

IX.4.1.5 Contract Exceptions Review

CDCR will review the Bidder's Proposal to determine whether the redlined Contract submitted by the Bidder is consistent with the Contract instructions provided in this RFP Section and Form 8.1, Bidder's Acceptance of CDCR Contract Terms, in RFP Appendix C, Bid Response Forms. Failure to comply with these instructions may result in the Proposal being considered non-responsive and rejected by CDCR.

Bidders are required to use the Contract provided in RFP Appendix I, Model Contract and to mark any exceptions to the Contract in redline form as specified in RFP Appendix C, Bid Response Forms. In addition, Bidders must provide associated rationale for each change within Form 8.1, Bidder's Acceptance of the CDCR Contract Terms. Bidder clarification sessions with selected Bidders will be performed during Tier 2 Initial Evaluation, and finalization of the Agreement will be performed during Tier 3 BAFO Evaluations. Specific instructions with respect to requirements for taking exceptions to the Contract (including exhibits) appear in RFP Appendix C, Bid Response Forms. Bidders are requested to minimize the exceptions taken to the Contract (including exhibits).

IX.4.1.6 Statement of Work Review

CDCR will review the Bidder's Proposal to determine whether the Statement of Work (SOW) submitted by the Bidder is valid and consistent with the Statement of Work instructions provided in RFP Appendix A, Statement of Work. Bidders are required to use the standard CDCR SOW template provided in RFP Appendix A, Statement of Work.

IX.5 TIER 2 – INITIAL EVALUATION

The Evaluation Team will conduct a detailed review of Proposals that pass the Tier 1 Initial Administrative Requirements And Minimum Qualifications Review. During the Tier 2 Initial Evaluation phase of the evaluation process, the Evaluation Team will score each Proposal based on predefined evaluation criteria.
Proposals will be reviewed by the evaluation team as described in Section IX.5.1, Review of Initial Proposals and Confidential Discussion Agenda. Bidders will be invited to Confidential Discussions as stated in Section IX.5.2, Confidential Discussion with Each Bidder.

IX.5.1 Review of Initial Proposals and Confidential Discussion Agenda

CDCR' review of the Initial Proposals is preliminary. Therefore, Bidders are cautioned to not rely on CDCR during these reviews to discover and report all defects and errors in the proposals.

CDCR' evaluation team, or a portion thereof, will review each proposal in accordance with the evaluation methodology outlined in this solicitation for the purpose of identifying areas in which

the proposal is non-responsive to a requirement, is otherwise defective, or in which additional clarification is required.

As a result of the review, the evaluation team will prepare an agenda of items to discuss with the Bidder and will transmit the agenda to the Bidder approximately three (3) business days prior to the scheduled meeting. CDCR does not provide any warranty that all defects have been detected and that such notification will not preclude rejection of the Final Proposal if such defects are later found.

IX.5.2 Confidential Discussion with Each Bidder

In accordance with the discussion agenda, the evaluation team will meet with each Bidder for the purpose of discussing the Initial Proposal in detail. The Bidder may bring to the discussion those persons who may be required to answer questions or discuss issues. The Bidder may be asked to give a short proposal overview presentation. To the maximum extent practical, the Bidder will address the major concerns of the evaluation team, as expressed in the Discussion Agenda, and should be prepared to answer any questions that may arise as a result of the presentation. The participants will then proceed to discuss each of the agenda items.

CDCR will not make counter proposals to a Bidder's proposed solution to the solicitation requirements. CDCR will only identify concerns, ask for clarification, and express reservations if a particular requirement of the solicitation is not, in the opinion of CDCR, appropriately satisfied. The primary purpose of the discussion is to ensure that the Bidder's Final Proposal will be responsive.

If, during the confidential discussions with the Bidder, it is discovered that a change to a solicitation requirement is necessary and that change is general in nature (not specific to the Bidder’s solution), the change will be incorporated into the solicitation via an addendum. CDCR and the Bidder must reach agreement that the change is general in nature prior to the issuance of the addendum affecting the change. Requests to change a requirement specific to a Bidder’s solution will not be considered.

CDCR may require a Bidder’s representative to answer questions with regard to the Bidder’s Proposal. Failure of a Bidder to demonstrate that the claims made in its Proposal are in fact true may be sufficient cause for deeming a Proposal non-responsive. Proposals that contain false or misleading statements may be rejected if, in CDCR’ opinion, the information was intended to mislead CDCR regarding a requirement of the RFP package.

IX.5.3 Scored Components

The Evaluation Team will score each Bidder’s Proposal. The Total Score of each Bidder’s Proposal includes four broad components:

Table IX-1. Scored Evaluation Components

Evaluation Components
Bidder Experience Response
Staff Qualifications and Project Organization
Business Solution Response
Cost Proposal

The sections that follow provide additional information about those components of Bidder Proposals that will be scored by the Evaluation Team and the criteria to be used in conducting the evaluation.

IX.5.3.1 Evaluation of Bidder Experience Response

The Evaluation Team may verify Bidder client references and will review and evaluate the Bidder's responses to all subsections of RFP Section VI.3.1, Bidder Experience. Scoring of the Bidder's responses to the Bidder Experience response requirements of the RFP will be based on:

- Customer rating of Bidder services performed for the required references in Form 6.2, Bidder Experience Reference Form, Appendix C, Bid Response Forms.
- Consensus of the Evaluation Team based on similarity and depth of Bidder experience as compared to the needs of the HCSS Project.

IX.5.3.2 Evaluation of Project Staff and Project Organization

The Evaluation Team will review and evaluate the Bidder's responses to all subsections of RFP Section VI.3.2, Project Staff and Project Organization. Scoring of the Bidder's responses to each of the Staff Qualifications and Project Organization response requirements of the RFP will be based on:

- Consensus of the Evaluation Team based on similarity and depth of staff experience as compared to the needs of the HCSS, as demonstrated in Form 6.3, Staff Experience Reference Form, and client references.
- Consensus of the Evaluation Team based on Bidder response to RFP Section VI.3.2.2, Project Organization, including level of integration with CDCR staff and commitment to on-site performance of work.

The Evaluation Team will contact client references to verify reference information and assess Key Personnel performance.

IX.5.3.3 Evaluation of Business Solution Response

CDCR will review and evaluate the Bidder's responses to all subsections of RFP Section VI.4, Business Solution Response Requirements. The Evaluation Team will assess and score the Bidder's proposed business solution and approach in terms that meet the functional, technical, implementation, and service support requirements. The Team will review the individual evaluated elements to ensure consistency between Bidder responses and related system requirements.

IX.5.3.3.1 Functional Solution

Scoring of the functional solution response contained in the Bidder's proposal will be based on the consensus of the HCSS Evaluation Team. The functional items to be evaluated include the explanation of functional requirements defined in Section VI.4.1, Functional Solution.

IX.5.3.3.2 Technical Solution

Scoring of the technical solution response contained in the Bidder's proposal will be based on the consensus of the Evaluation Team. The technical items to be evaluated include the explanation of technical requirements defined in Section VI.4.2, Technical Solution.

IX.5.3.3.3 Implementation Approach

Scoring of the implementation approach response contained in the Bidder's proposal will be based on the consensus of the Evaluation Team. The implementation items to be evaluated include the explanation of implementation requirements defined in Section VI.4.3, Implementation Approach.

IX.5.3.3.4 Service Support Approach

Scoring of the service support approach response contained in the Bidder's proposal will be based on the consensus of the Evaluation Team. The service support items to be evaluated include the explanation of service support requirements defined in Section VI.4.4, Service Support Approach.

IX.5.3.4 Evaluation of Cost Proposal

Sealed cost information will not be opened until the Evaluation Team has completed the previous steps in the evaluation process. The cost assessment will be based on the total cost of the Bidder solution as defined in RFP Section VII, Pricing Proposal, and provided by the Bidder in RFP Appendix D, Cost Workbook (Total Cost Summary Worksheet). The Evaluation Team will consider both mandatory and optional requirements for cost evaluation purposes.

IX.6 TIER 3 – BEST AND FINAL OFFER (BAFO) EVALUATION

After completion of the Tier 2 Initial Evaluation, the Evaluation Team will select a "short list" of Finalist Bidders with the highest scores and proceed to the Bidder demonstrations, Bidder clarification sessions, and the BAFO phase.

IX.6.1 Bidder Demonstration

The Evaluation Team will require a demonstration of the Finalist Bidder's proposed solution to specific requirements in the Final Proposal. The demonstration will be held in order to:

a) Satisfy claims made in the Final Proposal in response to selected requirements identified in Section VI, System Requirements.

b) Meet the business requirements and solution objectives of the HCSS.

c) Demonstrate Bidder's knowledge of CDCR and how the Bidder's HCSS solution presented in the Final Proposal addresses the business needs.

Bidders are required to use data provided by CDCR for use in their demonstration. Additional information regarding the demonstration is provided in RFP Section X, Demonstration of Requirements.

IX.6.2 Bidder Clarification Sessions

Following the selection of the Finalist Bidders, the Bidders will have the opportunity to conduct Bidder clarification sessions to narrow and resolve exceptions taken by Bidder to the Contract (including Exhibits) and to review the Bidder's Proposal.

Prior to the Bidder demonstrations and Bidder clarification sessions, CDCR will provide an Agenda to Bidders in order to guide the activities, which will include:

a) Clarify/resolve issues identified during CDCR's evaluation of Proposal

b) Clarify/resolve exceptions taken to Contract (including Exhibits)

IX.6.3 Best and Final Offers (BAFO)

Following Bidder demonstrations and Bidder clarification session activities, CDCR will issue an Addendum to the RFP and Bidders will be required to prepare Best and Final Offers. Bidders must resubmit full Proposals for the BAFO. However, Bidders are required to make additions, modifications, and/or deletions to their original Proposal in track changes or equivalent highlights/mark-ups.

IX.6.4 Final Evaluation and Bidder Selection

Based on the BAFO evaluation, the Evaluation Team will select one or more preferred Bidder(s) that will be invited to final contract negotiations. If contract negotiations cannot, in CDCR's sole opinion, be completed successfully, CDCR reserves the right to initiate final negotiations with the next highest ranked Bidder(s) or to cease the solicitation process as appropriate. CDCR also reserves the right to negotiate with multiple Bidders in parallel.

IX.7 SUMMARY OF OVERALL EVALUATION SCORING PROCESS

Table IX-3, Summary of Overall Evaluation Scoring Process, presents a summary of the specific evaluation components and illustrates how the Evaluation Team will score Bidder Proposals.

Table IX-2. Summary of Overall Evaluation Scoring Process

Evaluation Component	Weight
STEP 1 – PROPOSAL SCREENING	
CONTENT VALIDATION	
Content Requirements Met?	Pass/Fail
ADMINISTRATIVE REQUIREMENTS	
Requirements Met?	Pass/Fail
SYSTEM REQUIREMENTS RESPONSE	
All Responses Provided?	Pass/Fail

Evaluation Component	Weight
STATEMENT OF WORK REVIEW	
All Responses Provided?	Pass/Fail
CONTRACT REVIEW	
Material Deviations?	Pass/Fail
STEP 2 – EVALUATION OF BIDDER EXPERIENCE RESPONSE	
BIDDER EXPERIENCE A. Client Reference Rating B. Bidder Experience Evaluation	**10%**
STEP 3 – EVALUATION OF PROJECT STAFF AND ORGANIZATION RESPONSE	
PROJECT STAFF & PROJECT ORGANIZATION A. Project Staff Experience and Qualifications Evaluation B. Project Organization Evaluation	**20%**
STEP 4 – EVALUATION OF BUSINESS SOLUTION RESPONSE	
BUSINESS SOLUTION A. Functional Solution B. Technical Solution C. Implementation Approach D. Service Support Approach	**40%**
STEP 5 – EVALUATION OF COST PROPOSAL	
COST ASSESSMENT	**30%**
TOTAL	**100%**

IX.8 SUMMARY OF DETAILED EVALUATION ELEMENTS

The following table, Summary of Detailed Evaluation Elements, presents a summary of the detailed evaluation criteria for each of the scorable requirements within the RFP. The specific evaluation criteria terms described in this table as well as the scoring framework the Evaluation Team will utilize are defined in the next section.

Table IX-3. Summary of Detailed Evaluation Elements

Scorable Requirement	Evaluation Criteria
BIDDER EXPERIENCE	
Client Reference Rating	• Rating of Bidder services performed for the three (3) required references.
Bidder Experience Evaluation	• Demonstrated knowledge and prior experience with implementing health care/scheduling solutions that are of similar size and scope of the functional, technical, and implementation requirements of CDCR. Previous experience with large implementations in the correctional environment is desirable.
PROJECT STAFF AND PROJECT ORGANIZATION	
Project Staff Experience and Qualifications	• Demonstrated knowledge and prior experience of the Bidder's staff that fill the key project positions defined as it relates to HCSS functional, technical and implementation requirements.
Project Organization	• Demonstrated knowledge • Prior experience • Proposed methodology • Clarity of responsibilities
BUSINESS SOLUTION	
Functional Solution	
Intake and Screening	• Thoroughness of approach • Proposed methodology • Demonstrated knowledge and solution demonstration during BAFO • Scope of the solution
Requests for Care	• Thoroughness of approach • Proposed methodology • Demonstrated knowledge and solution demonstration during BAFO • Scope of the solution
Appointment Scheduling	• Thoroughness of approach • Proposed methodology • Demonstrated knowledge and solution demonstration during BAFO • Scope of the solution
Resource Planning	• Thoroughness of approach • Proposed methodology • Demonstrated knowledge and solution demonstration during BAFO • Scope of the solution

Scorable Requirement	Evaluation Criteria
Encounter Tracking	• Thoroughness of approach • Proposed methodology • Demonstrated knowledge and solution demonstration during BAFO • Scope of the solution
Technical Solution	
Architectural Solution	• Thoroughness of approach • Proposed methodology (including but not limited to system design and system features) • Maturity, flexibility, and scalability of technologies being proposed • Ease of use for system maintenance and operations • Impact to existing operations (i.e., congruence with technology directions)
Information Management	• Thoroughness of approach • Proposed methodology • Maturity of technologies • Scope of the solution
System Security	• Thoroughness of approach • Proposed security methodology • Maturity of technologies • Scope of the solution
Interface Approach	• Thoroughness of approach • Proposed methodology • Maturity of technology • Impact to existing operations • Clarity of responsibilities • Scope of the solution
Reporting Approach	• Thoroughness of approach • Proposed methodology • Maturity of technology • Clarity of responsibilities • Scope of the solution
Implementation Approach	
Project Management	• Thoroughness of approach • Proposed methodologies (e.g., project management, project work plan, communications, issue resolution, quality management, configuration management, change control) • Demonstrated knowledge including use of best practices • Scope of the solution

Scorable Requirement	Evaluation Criteria
Implementation, Knowledge Transfer and Training	• Thoroughness of approach • Proposed methodology (including but not limited to implementation phasing, readiness assessment, and training) • Demonstrated knowledge including use of best practices • Scope of the solution • Impact to existing operations
Requirements Development, System Design, Development Customization and Testing	• Thoroughness of approach • Proposed methodology • Demonstrated knowledge and use of best practices • Scope of solution • Clarity of responsibilities
Quality Management Systems	• Thoroughness of approach • Proposed methodology • Demonstrated knowledge and use of best practices •
Production Support and Transition	• Thoroughness of approach • Ease of use for system maintenance and operations • Impact to existing operations (i.e., congruence with technology directions) • Clarity of responsibilities
Service Support Approach	
Maintenance and Operations	• Thoroughness of approach • Proposed methodology (e.g., configuration management) • Scope of the solution • Impact to existing operations • Clarity of responsibilities
Enhancements	• Thoroughness of approach • Proposed methodology (e.g., configuration management) • Scope of the solution • Impact to existing operations • Clarity of responsibilities
Help Desk Support	• Thoroughness of approach • Proposed methodology (including but not limited to approach to customer service, use of software tools, problem resolution strategy, event and escalation management approach) • Demonstrated knowledge (including use of best practices) • Scope of the solution • Impact to existing operations • Clarity of responsibilities

IX.8.1 Evaluation Criteria Terms and Definition

The following Evaluation Criteria terms have been further defined by the HCSS Evaluation Team.

Table IX-4. HCSS Evaluation Criteria Terms

Term	Definition
Thoroughness of Approach or Plan	The degree to which the level of detail and completeness of the Bidder response to general and specific requirements meets or exceeds the expectations of CDCR.
Demonstrated Knowledge and solution demonstration during BAFO	The extent to which the Bidder demonstrates present capabilities to perform the services required by the solicitation, including use of standard methodologies and best practices.
Scope of the Solution	The extent or scale to which the Bidder meets or exceeds specific requirements.
Prior Experience	The depth and breadth of Bidder experience and Bidder staff with the functional scope, technical environment, and implementation and support activities of the project.
Proposed Methodology	The steps and tasks that comprise the implementation approach that the Bidder describes in response to specific requirements.
Impact to Existing Operations	This includes any identified impact or affect to CDCR, including business operations and the level of CDCR staff participation required to implement the solution.
Clarity of Responsibilities	The extent to which the Bidder has clearly and reasonably defined the roles and responsibilities of the Bidder and CDCR staff to perform duties required of the project.