

CalSAWS

Maintenance and Operations
Request for Proposals 01-2022

Vendor Selection Report – Updated

February 8, 2024

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1 EXECUTIVE SUMMARY

On July 6, 2022, the California Statewide Automated Welfare System (CalSAWS) Consortium, acting for the benefit of the 58 California Counties, requested proposals from qualified vendors for Maintenance and Operations (M&O) Services supporting CalSAWS. This procurement solicited two components: 1) Infrastructure goods and Services and 2) Maintenance and Enhancement (M&E) goods and Services. Bidders were invited to submit one proposal for the Infrastructure Services and/or one proposal for the M&E Services. Bidders also had the option of submitting proposals for both Infrastructure and M&E. Bidders that submitted proposals for both sets of Services were also required to submit a separate Consolidated Price Proposal. For brevity purposes, this Vendor Selection Report (VSR) will refer to the Infrastructure and M&E Services collectively as M&O Services.

The scope of the Infrastructure goods and Services component includes monitoring, upgrading and maintaining the CalSAWS Information Technology infrastructure in the CalSAWS Amazon Web Services (AWS) cloud. The Infrastructure scope also includes network management, Consortium and Managed-County CalSAWS Software and CalSAWS Hardware support, Tiers 1 and 2 Service Desk, BenefitsCal Technical Help Desk, Infrastructure Tier 3 Service Desk and the acquisition, configuration and installation of required CalSAWS Hardware and CalSAWS Software.

The M&E goods and Services scope includes processes and Services to support the suite of CalSAWS applications, including troubleshooting, modifying, maintaining and enhancing the applications. The M&E scope includes optimizing CalSAWS applications to take advantage of cloud innovations, features and Services, as well as M&E Tier 3 Service Desk.

The base contract term for Infrastructure Services includes the 6-month Transition-In period plus six (6) years, for a total of six (6) years and six (6) months. The Infrastructure Services Agreement may be extended for up to four (4) additional years in 1-year increments at the discretion of the Consortium. The total contract term, if all extensions are exercised, would be ten (10) years and six (6) months.

The base contract term for M&E Services includes the 12-month Transition-In period plus six (6) years, for a total of seven (7) years. The M&E Services Agreement may be extended for up to four (4) additional years in 1-year increments at the discretion of the Consortium. The total contract term, if all extensions are exercised, would be eleven (11) years.

In conjunction with the RFP development, the Consortium designated a Procurement Manager to lead the procurement process and established four Proposal Evaluation Teams.

1. Firm Qualifications Proposal Evaluation Team:
The Firm Qualifications Team was comprised of Consortium Project staff.
2. Infrastructure Business Proposal Evaluation Team:

The Infrastructure Team was comprised of members from the Consortium, Los Angeles (LA) County, San Joaquin County and the Office of Technology & Solutions Integration (OTSI).

3. M&E Business Proposal Evaluation Team:

The M&E Team was comprised of members from the Consortium, Contra Costa County, LA County, OTSI, the California Department of Social Services (CDSS) and the Department of Health Care Services (DHCS).

4. Price Proposal Evaluation Team:

The Price Team was comprised of members from the Consortium and LA County.

Based upon the 484 Bidder questions and other changes initiated by the Consortium, the Consortium provided updates to the procurement schedule and RFP attachments, and, in consultation with Legal Counsel, issued fourteen (14) formal RFP addenda.

Business Proposal submissions were split into two (2) parts:

- Business Proposal Part 1 included the Business Proposal and supporting documentation.
- Business Proposal Part 2 included firm financial information and the staff loading attachment.

On January 4, 2023, the Consortium received a total of eight (8) Business Proposals Part 1 from five (5) bidders in the following order:

- Peraton - Infrastructure Only
- Deloitte - Infrastructure & M&E
- Accenture - Infrastructure & M&E
- Kyndryl - Infrastructure Only
- Gainwell - Infrastructure & M&E

On January 18, 2023, the Consortium received Business Proposals Part 2 from the same five (5) Bidders, along with the corresponding Infrastructure and M&E Price Proposals.

Three (3) Bidders submitted Consolidated Price Proposals for both Infrastructure and M&E work:

- Deloitte - Infrastructure & M&E
- Accenture - Infrastructure & M&E
- Gainwell - Infrastructure & M&E

The proposals were evaluated and scored in accordance with the established business and price evaluation criteria defined in the RFP. Price proposals were not accessible by the Evaluation Teams until the evaluations of the business proposals were complete.

The Consortium exercised its right to seek Best and Final Offers (BAFOs) from each of the Bidders. The Consortium elected to conduct two (2) BAFOs. Infrastructure BAFO #1 instructions were released to all Infrastructure Bidders on July 18, 2023; M&E BAFO #1 Instructions were released to all M&E Bidders on August 11, 2023. The purpose of the BAFO #1 was to facilitate business proposal and price proposal clarifications. All Bidders

provided BAFO #1 responses by the required due date and times of August 29, 2023. The second request for a BAFO was released on November 8, 2023. BAFO #2 requested Bidders to consider final price reductions. All Bidders responded to the second BAFO by the required due date of November 29, 2023.

1.1 EVALUATION PROCESS RESULTS AND RECOMMENDATION

As described by Section 8 of the CalSAWS M&O RFP, the Consortium Evaluation Teams conducted a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP and selected the successful Bidders through a formal evaluation process, established prior to the opening and evaluation of proposals, which remained fixed throughout the procurement cycle.

The evaluation considered capabilities or advantages which were clearly described in Bidder proposals, confirmed by Key Staff Interviews and Oral Presentations and verified by information from reference sources.

Based upon the evaluations of each of the Bidder's proposals conducted by the Business and Price Proposal Evaluation Teams as detailed below, the unanimous recommendation of both the Evaluation and Procurement Teams is to award the M&O contracts as follows:

- Gainwell as the Infrastructure Services High Score Bidder.
- Deloitte as the M&E Services High Score Bidder.

Subsequently, the Consolidated Proposals were evaluated against the combination of the Infrastructure Services High Score Bidder and the M&E Services High Score Bidder (High Score Comparator). The Evaluation Teams determined that the two separate Contractors provide the overall best value to the Consortium. The determination takes into account the Bidders' responses to the Infrastructure and M&E requirements as detailed in the respective RFPs, the evaluation criteria applied to all Bidders by the Evaluation Teams, and the respective price proposals submitted by all Bidders.

This recommendation is based on each Bidder's scores as depicted in Table 1 – Infrastructure Business and Price Proposal Scoring Summary and Table 2 – M&E Business and Price Proposal Scoring Summary.

Table 1 presents the summary of the Infrastructure Business and Price Proposal Scores for the five (5) Infrastructure proposals per the Evaluation Methodology from Section 8 of the RFP.

Table 1 - Infrastructure Business and Price Proposal Scoring Summary

	Category/Subcategory	Subcategory Weight	Overall Weight	Total Possible Points	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
	Business Proposal		70.0%						
1	Staff Qualifications and Experience	5%		5.0	4.24	4.41	3.93	2.62	3.75
2	Oral Presentations	5%		5.0	3.50	3.00	4.00	4.00	3.00
3	Key Staff Interviews	10%		10.0	8.50	8.00	7.25	6.38	6.38
4	Understanding and Approach	50%		50.0	38.85	41.88	42.40	31.35	36.88
	Business Proposal Raw Scores			70.0	55.09	57.29	57.58	44.35	50.00
	Business Proposal Normalized Scores			70.0	66.98	69.65	70.00	53.92	60.79
	Price Proposal		30.0%						
5	6-Year Base Contract Period (Excluding Deliverables Paid During Transition-In)	30.0%		30.0	25.69	26.27	28.37	24.14	30.00
	Price Proposal Scores			30.0	25.69	26.27	28.37	24.14	30.00
	Business Proposal + Price Proposal Total		100.0%	100.0	92.67	95.92	98.37	78.06	90.79

Table 2 presents the summary of the M&E Business and Price Proposal Scores for the three (3) M&E proposals per the Evaluation Methodology from Section 8 of the RFP.

Table 2 - M&E Business and Price Proposal Scoring Summary

	Category/Subcategory	Subcategory Weight	Overall Weight	Total Possible Points	Accenture	Deloitte	Gainwell
	Business Proposal		70.0%				
1	Staff Qualifications and Experience	5%		5.0	4.68	4.38	4.33
2	Oral Presentations	5%		5.0	4.00	3.50	3.00
3	Key Staff Interviews	10%		10.0	8.42	8.25	6.92
4	Understanding and Approach	50%		50.0	36.75	41.75	33.58
	Business Proposal Raw Scores			70.0	53.85	57.88	47.83
	Business Proposal Normalized Scores			70.0	65.12	70.00	57.84
	Price Proposal		30.0%				
	6-Year Base Contract Period (Excluding Deliverables Paid During Transition-In)	25.0%		25.0	19.93	19.54	25.00
	SCR Price	5.0%		5.0	5.00	1.90	4.24
5	Price Proposal Scores	30.0%		30.0	24.93	21.44	29.24
	Business Proposal + Price Proposal Total		100.0%	100.0	90.05	91.44	87.08

2 EVALUATION METHODOLOGY AND PROCESS

This section describes the overall evaluation process and steps used by the Consortium Evaluation Teams to apply the evaluation methodology established in the RFP. The Consortium Evaluation Teams analyzed each Infrastructure Business Proposal, each M&E Business Proposal, each Infrastructure Price Proposal, each M&E Price Proposal and the three Consolidated Price Proposals in accordance with the evaluation criteria specified in the RFP. Each of the Evaluation Teams received training on the application of this criteria prior to evaluating the Bidders' proposals as described in the M&O Evaluation Training, which is summarized below.

2.1 EVALUATION METHODOLOGY

The Infrastructure and M&E evaluation methodologies, including the relative value of the business proposal and price proposal, are reflected in the following tables. These methodologies were followed for proposal and BAFO evaluations.

Table 3 - Infrastructure Evaluation Methodology

Infrastructure Proposal Evaluation Methodology				
	Category/Subcategory	Subcategory Weight	Overall Weight	Total Points Possible
	Business Proposal		70.0%	
1	Staff Qualifications, Oral Presentations and Key Staff Interviews	20.0%		
	▪ Staff Qualifications and Experience	5.0%		
	▪ Oral Presentations	5.0%		
	▪ Key Staff Interviews	10.0%		
2	Understanding and Approach	50.0%		
	▪ Integrated Multi-Contractor Environment	10.0%		
	▪ System Performance	10.0%		
	▪ Hardware Software Management	10.0%		
	▪ Service Desk Management	15.0%		
	▪ Transition-In	5.0%		
	Total Business Proposal Scores			70.00
	Price Proposal		30.0%	
3	Six (6) Year Base Contract Term (Excluding 6-Month Transition-In Period)	30.0%		30.00
	Total Price Proposal Scores			30.00
	Business Proposal + Price Proposal Total		100.0%	100.00

Table 4 - M&E Evaluation Methodology

Maintenance and Enhancements Proposal Evaluation Methodology				
	Category/Subcategory	Subcategory Weight	Overall Weight	Total Points Possible
	Business Proposal		70%	
1	Staff Qualifications, Oral Presentations and Key Staff Interviews	20.0%		
	▪ Staff Qualifications and Experience	5.0%		
	▪ Oral Presentations	5.0%		
	▪ Key Staff Interviews	10.0%		
2	Understanding and Approach	50.0%		
	▪ Integrated Multi-Contractor Environment	10.0%		
	▪ Application/Architecture Evolution	15.0%		
	▪ System Change Requests	15.0%		
	▪ Innovation	5.0%		
	▪ Transition-In	5.0%		
	Total Business Proposal Scores			70.00
	Price Proposal		30.0%	
3	Six (6) Year Base Contract Term (Excluding 12-Month Transition-In Period)	30.0%		30.00
	Total Price Proposal Scores			30.00
	Business Proposal + Price Proposal Total		100.0%	100.00

2.2 EVALUATION STEPS

The proposal evaluation process consisted of the following steps. The process for each of these steps is described in further detail in subsequent sections.

Step 1 – Prepare for Evaluation

Step 2 – Initial Review for Compliance with Proposal Submission Requirements

Step 3 – Firm Qualifications Evaluation

Step 4 – Business Proposal Evaluation and Scoring

Step 5 – Price Proposal Evaluation and Scoring

Step 6 – Calculate Final Proposal Scores

Step 7 – Final Selection Recommendation

Note: The Consolidated Price proposals are addressed within Steps 6 and 7 of the proposal evaluation process.

2.3 PREPARE FOR EVALUATION

The key aspects of preparing for evaluation included:

- Selecting and preparing the Evaluation Teams to perform their responsibilities.
- Ensuring that documents, tools and procedures were in place to aid the teams in completing their evaluation tasks.

The CalSAWS Common Services Director served as the Procurement Manager for this effort. The Procurement Manager led the evaluation process and served as the point of contact for interactions with the Bidders and Evaluation Teams. The M&O Evaluation Team consisted of four (4) teams:

- The Firm Qualifications Proposal Evaluation Team was comprised of the Consortium;
- The Infrastructure Business Proposal Evaluation Team was comprised of members from the Consortium, LA County, San Joaquin County and the OTSI;
- The M&E Business Proposal Evaluation Team was comprised of members from the Consortium, Contra Costa County, LA County, the Office of Technology and Systems Integration (OTSI), the California Department of Social Services (CDSS) and the Department of Healthcare Services (DHCS); and
- The Price Proposal Evaluation Team was comprised of members from the Consortium and LA County.

The Evaluation Teams reviewed the M&O Services RFP and participated in a separate training session to prepare for the evaluation process and tasks. OTSI established and hosted a secure SharePoint site as the M&O procurement and evaluation document management repository.

The Procurement Team established and maintained the M&O procurement work plan, delivered training sessions to the teams, scheduled and facilitated team meetings, and prepared documents and tools for use by the Evaluation Teams. The Procurement Team also provided administrative and general support to assist the Evaluation Teams, helped facilitate the evaluation process and consolidated Evaluation Team findings. Neither the Consortium Procurement Manager nor Procurement Team members formally evaluated business proposals or price proposals.

2.4 PROPOSAL EVALUATION PROCESS

This section describes the evaluation process used by the Consortium. The evaluation process was consistently applied for both Infrastructure and M&E proposals. Sections 3 - 5 of this Report contain the evaluation results.

The Consortium conducted the evaluation using the following process steps:

1. Administrative Compliance Review
2. Firm Qualifications Evaluation
3. Business Proposal Evaluation
4. Price Proposal Evaluation

The following diagram depicts the proposal evaluation steps and the corresponding role of the Evaluation Teams.

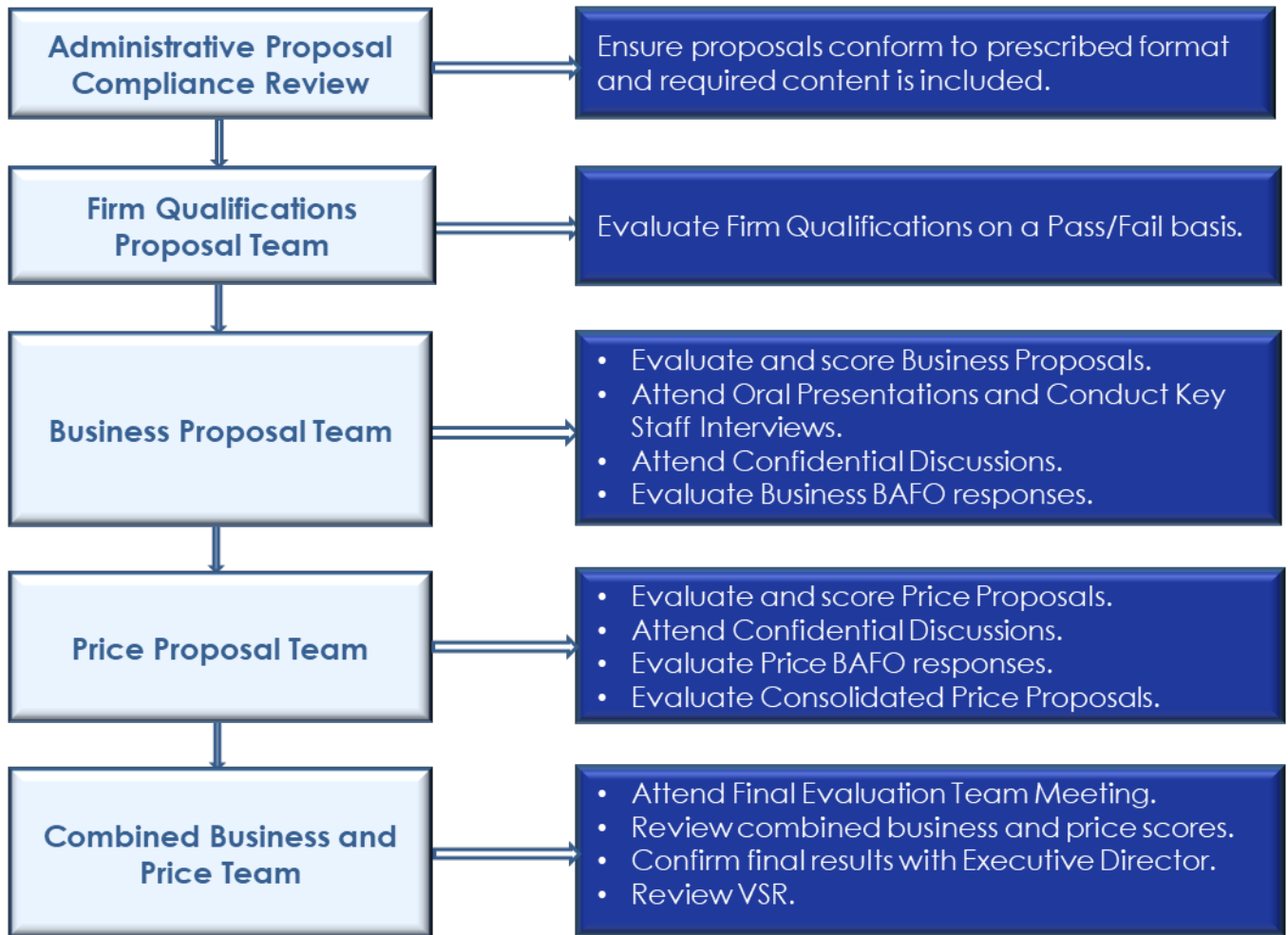


Figure 1 - Evaluation Process and Evaluation Team Responsibilities

2.4.1 Administrative Compliance Review and Firm Qualifications Review

The Administrative Compliance Review and Firm Qualifications evaluation served as the initial gate within the assessment process prior to analyzing business proposals. The Firm Qualifications review was scored on a pass/fail basis.

2.4.1.1 Compliance Review

The proposal submission requirements are defined in Section 6 of the RFP. This step of the process determined whether proposals adhered to submission requirements for format and content and included all required forms and signatures.

If a proposal failed to comply with the submission requirements and contained irregularities, defects, or variations which were not immaterial or inconsequential, the proposal was subject to the Cure Process and Period described in RFP Section 8.4.3.

The Procurement Team reviewed each proposal and verified the extent to which the submission requirements were met.

2.4.1.2 Firm Qualifications Review

As defined in RFP Sections 5.2.1, 5.3.1 and 6, Bidders were required to substantiate their firm experience and provide the Consortium with a basis for determining Contractor financial and overall capabilities to undertake a contract of this size and complexity. Bidders were required to submit the following Attachments as part of their proposals:

Table 5 - Firm Qualifications Proposal Attachments

Firm Qualifications Proposal Attachments	
Infrastructure Proposal	M&E Proposal
<ul style="list-style-type: none"> ▪ Attachment A8 – Infrastructure Firm Mandatory Qualifications ▪ Attachment A9 – Infrastructure Firm Reference Form 	<ul style="list-style-type: none"> ▪ Attachment B8 – M&E Firm Mandatory Qualifications ▪ Attachment B9 – M&E Firm Reference Form

Bidders also were required to provide financial statements and Dun and Bradstreet (D&B) information. This documentation was reviewed to confirm:

- Firm experience, resources, and qualifications
- Financial viability and stability
- Years of experience related to the requirements
- Customer references

If a proposal failed to comply with the submission requirements and contained irregularities, defects, or variations which were not immaterial or inconsequential, the proposal was subject to the Cure Process and Period described in RFP Section 8.4.3.

The designated Firm Qualifications Evaluation Team documented pass/fail scores for all Bidders.

2.4.2 Business Proposal Evaluation

Once the proposals passed the Administrative Compliance Reviews and Firm Qualifications steps, the proposals were made available to the Business Proposal Evaluation Teams. The Business Proposal Evaluation Teams reviewed proposals in the same order to help ensure the evaluators were focused on the same materials at the same time and to facilitate the identification and resolution of questions and inconsistencies.

The Evaluation Teams reviewed the proposals with a focus on the Understanding and Approach and Staff Qualifications sections. As a key part of the review, each evaluator reviewed and evaluated responses to each of the Understanding and Approach (U&A) requirements to indicate the degree of confidence that the proposing Bidder could fulfill the U&A requirements. In addition to the assessment of the U&A requirements, the Evaluation Teams also applied the results of the Oral Presentations, Key Staff Interviews, Key Staff Qualifications and Key Staff Reference Checks to determine scores for the Staff Qualifications and Experience categories. Scoring scales are presented for each evaluation subcategory described below. Whole numbers are used for scores as indicated; however, where averages or other calculations are generated from those whole numbers, the final results are carried to two decimal places. The scoring results for each Bidder were documented in the Infrastructure and M&E Business Proposal Scoring Workbooks. The collective scores and results for all Bidders were documented in the Master Infrastructure and M&E Business Proposal Scoring Summary Workbooks.

2.4.2.1 Staff Qualifications

The purpose of evaluating Staff Qualifications was to validate that the Bidder described a comprehensive approach specific to the RFP requirements for this category and to validate that the Key Staff proposed by the Bidder demonstrated the experience and qualifications necessary to perform the required tasks defined in the RFP.

The Staff Qualifications category was assessed based on the following components:

- The extent to which the minimum Staff qualifications were met and/or exceeded;
- Experience of proposed Staff providing Services;
- The justification of Staff types and levels proposed;
- Key Staff client references;
- Performance in Oral Presentations; and
- Performance in Key Staff Interviews.

The experience for each proposed Key Staff person was assessed to determine the extent to which the required minimum qualifications defined in the RFP were met or exceeded. The Evaluation Team compared the Staff Minimum Qualifications against the qualifications of the staff as documented in the proposal and determined scores for each proposed individual based on the defined criteria. Information contained in the résumé was subject to verification through the completed individual reference check forms.

As defined by RFP Sections 5.2.2 and 5.2.3, Bidders were required to submit two (2) completed references for each proposed Key Staff person. Client References completed the Individual Reference Check form and applied ratings on a scale of 1-10, with 1 being the lowest and 10 the highest.

- The Business Proposal Evaluation Teams used the completed individual references in their reviews of staff qualifications.

- The Procurement Team documented the Individual Reference check scores for all proposed Key Staff as rated by each reference.

The required Key Staff Qualification Attachments are included in the following table.

Table 6 - Key Staff Qualifications Proposal Attachments

Key Staff Qualifications Proposal Attachments	
Infrastructure Proposal	M&E Proposal
<ul style="list-style-type: none"> ▪ Attachment A10 - Infrastructure Key Staff Resumes/Staff Qualifications ▪ Attachment A11 – Infrastructure Key Staff Reference Form 	<ul style="list-style-type: none"> ▪ Attachment B10 - M&E Key Staff Resumes/Staff Qualifications ▪ Attachment B11 – M&E Key Staff Reference Form

The Business Proposal Evaluation Teams reviewed and scored Staff Resumes and Qualifications for each Key Staff using the Key Staff rating criteria below.

Table 7 - Key Staff Qualifications Rating Criteria

Key Staff Qualifications Rating Criteria	
Rating Scale	Rating Criteria
3	Excellent: Exceeded the required minimum qualifications time by at least 50%.
2	Met: Met the required minimum qualifications time.
1	Poor: Did not meet the required minimum qualifications time.
0	Not Qualified: The response fails to provide any Minimum Qualification.

2.4.2.2 Oral Presentations

The purpose of the Oral Presentations was to enable Bidders to introduce their company, their proposed Key Staff, and demonstrate their understanding of the proposed Services and their capabilities to deliver such Services. The Oral Presentations were designed to address specific areas of the business proposals and to validate information documented in those proposals. Key aspects of the Oral Presentations included the following.

- The Consortium Procurement Manager provided the topic areas and questions to all Bidders 10 days in advance of the scheduled viewing of Oral Presentations.
 - Infrastructure: Presentations occurred during April 17 - 21, 2023, and were 90 minutes in duration.
 - M&E: Presentations occurred during June 27 – 29, 2023, and were 85 minutes in duration.
- The topic areas and questions were identical for all Infrastructure Bidders.
- The topic areas and questions were identical for all M&E Bidders.

- All proposed Key Staff were required to participate in the delivery of the Oral Presentation.
- The Procurement Manager initiated the Oral Presentations by introducing both the Consortium and Bidder participants. To ensure consistency across the Oral Presentations, at the start of each session the Procurement Manager indicated to each Bidder that there would be no follow-up discussion or questions and answers.
- The Business Proposal Evaluation Team members, Procurement Manager, and Procurement Team members attended the Oral Presentations.

The Oral Presentations were followed by a Bidder management team exercise and presentation. The Consortium provided the situational details of the exercise in writing immediately following the Oral Presentation. The exercise included the topic to be addressed and inclusion of a specific subset of Key Staff who were to present the results. The team was allotted 30 minutes to analyze the situation and prepare a response. The designated Key Staff had 10 minutes to present the results.

At the conclusion of the Oral Presentations and exercise, the Evaluation Team convened to determine and document an overall score using the following 1 to 10 scale:

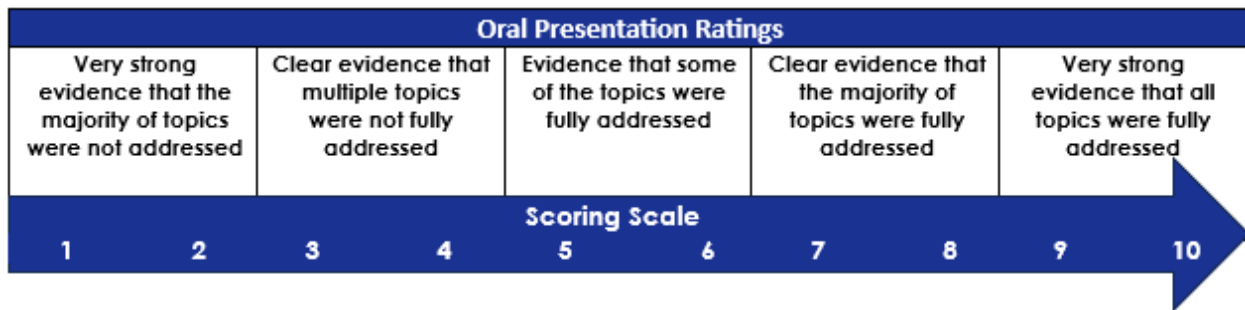


Figure 2 - Oral Presentation Scoring Ratings

2.4.2.3 Conduct Key Staff Interviews

Immediately following the Infrastructure and M&E Oral Presentations, the designated Key Staff position candidates were interviewed by the Infrastructure and M&E Business Proposal Evaluation Team Members.

Table 8 - Key Staff Interviews

Key Staff Interviews	
Infrastructure	M&E
1. Infrastructure Project Manager	1. M&E Project Manager
2. Infrastructure PMO Lead	2. M&E PMO Lead
3. Infrastructure Delivery Integration Manager	3. M&E Delivery Integration Manager
4. Infrastructure Transition Manager	4. M&E Transition Manager
5. Infrastructure Operations Manager	5. M&E Innovation Lead
6. Infrastructure Security Manager	6. M&E Enterprise Architect

Key Staff Interviews	
Infrastructure	M&E
7. Infrastructure Operations Service Desk Lead 8. Infrastructure AWS Manager	7. M&E Technical Manager 8. M&E Application Manager 9. M&E Security Manager 10. M&E Testing Manager 11. M&E Release Manager 12. M&E Project Scheduler

Interviews of proposed Key Staff were used to confirm staff experience and minimum qualifications. The interviews provided information regarding the proposed individual's understanding of their assigned role and relevant experience. The major steps within the Key Staff interview process included:

- A standard set of interview topics and questions were developed for each Key Staff position in advance of the scheduled interviews. The questions were not provided to the proposed Key Staff prior to the interview. The questions were designed to demonstrate their experience and ability to perform their role.
- Infrastructure Key Staff Interviews were conducted by a single panel facilitated by the Procurement Team. The M&E Key Staff Interviews were conducted via two simultaneous panels facilitated by the Procurement Team. The interviewees were scored only by the Business Proposal Evaluation Team members. All Key Staff interviews were scheduled for 20 minutes.
- At the conclusion of each interview, the panel rated the individual on the following scoring scale.

Key Staff Interview Ratings				
Very strong evidence that the required skills / experience are not present	Clear evidence that the required skills / experience are not present	Some evidence that the required skills / experience are present	Clear evidence that the required skills / experience are present	Very strong evidence that the required skills / experience are present
Scoring Scale				
1	2	3	4	5
6	7	8	9	10

Figure 3 - Key Staff Interview Scoring Key

- For each Bidder, an average interview score was calculated across the set of Key Staff positions.
- The average interview score for each Bidder was factored into the overall score for the Staffing category of the business proposal.

The Staff Qualifications category accounted for 20% of the overall business proposal points as follows:

- Staff Qualifications and Experience – 5%
- Oral Presentations – 5%

- Key Staff Interviews – 10%

2.4.2.4 Understanding and Approach

The RFP defined Infrastructure U&A Requirements and M&E U&A Requirements. The Infrastructure Business Proposal evaluators independently reviewed the responses to each Infrastructure U&A Requirement. The M&E Business Proposal Evaluation Team members independently reviewed the responses to each M&E U&A Requirement. The responses to each of the individual U&A Requirement was scored separately by Evaluators. Those individual scores were then consolidated and reviewed by each Business Proposal Evaluation Team as a whole. Each team reviewed and discussed the scores and the positive and negative differentiators associated with each U&A requirement to reach consensus on an overall score for each U&A Requirement.

Please refer to the following Attachments for the Infrastructure and M&E U&A Requirements documented in the RFP.

- Attachment 1 – Infrastructure Understanding and Approach Requirements
- Attachment 2 – M&E Understanding and Approach Requirements

2.4.2.4.1 Understanding and Approach Scoring

Evaluators scored the response to each U&A Requirement using whole numbers in accordance with the following standard scoring criteria for each requirement:

Table 9 - Understanding and Approach Scoring Rating Scale

Understanding and Approach Scoring Rating Scale	
Rating Scale	Rating Criteria
4	Excellent: All the components are fully addressed with the highest degree of confidence.
3	Good: All components are addressed with an above-average degree of confidence.
2	Fair: Some of the components are addressed with an average degree of confidence.
1	Poor: Components are minimally addressed with a below-average degree of confidence.
0	Not Qualified: The response fails to address the components.

Evaluators discussed positive and negative differentiators for U&A requirements. If evaluators had questions or concerns about a response to a requirement, those were also discussed during team meetings.

The Evaluation Team engaged in discussions to reach consensus on the requirements score for each U&A requirement of the business proposal.

The U&A category represented 50% of possible business proposal points.

2.4.3 Price Proposal Evaluation

After the Infrastructure Business Proposals and the M&E Business Proposals were evaluated, documented and scored, access to the Infrastructure and M&E Price Proposals was provided to the Price Proposal Evaluation Team. The Price Proposal Evaluation Team reviewed the Infrastructure Price Proposal first, the M&E Proposals second, followed by the Consolidated Price Proposals.

The team reviewed each Bidder's price proposal workbooks for completion and correctness, as well as the price-related assumptions documented by each Bidder.

The specific evaluated price was for the initial 6-year Base Contract Term, excluding Deliverables paid during the Transition-in Period.

The price proposals represented 30% of the total proposal score.

2.4.4 Confidential Discussions

Confidential Discussions were conducted with all Bidders after the initial business and price proposals were analyzed and scored. These discussions were designed to provide an opportunity for the Consortium and each Bidder to talk about Consortium concerns with proposal areas and discuss ways in which Bidders could clarify or improve their proposals through the first BAFO process.

The Consortium provided each Bidder with an Agenda eight (8) days prior to their meeting. Agenda topics were developed as a result of concerns documented by the Infrastructure and M&E Business and Price Teams.

- Infrastructure Confidential Discussions were held June 6 – 8, 2023
- M&E Confidential Discussions were held August 2 – 3, 2023

Confidential Discussions provided the Consortium with the opportunity to express general and specific concerns to all Bidders. The Consortium provided specific direction on price proposal assumptions. The discussions also afforded Bidders the ability to ask questions and request clarifications where needed. Confidential Discussions helped facilitate further Consortium direction regarding Price Schedules and related assumptions for BAFO #1. Confidential Discussion outcomes were reflected in BAFO #1 instructions and RFP refinements for both Business and Price areas.

2.4.5 Best and Final Offer #1

The Consortium exercised its right to seek Best and Final Offers (BAFOs). The Consortium elected to conduct two BAFOs. This section discusses BAFO #1.

Confidential Discussion outcomes were reflected in BAFO #1 instructions and RFP refinements for both Infrastructure and M&E. BAFO #1 required both business and price proposal modifications. The purpose of the BAFO #1 was to facilitate business proposal and price clarifications.

- Infrastructure BAFO #1 instructions were released to all Infrastructure Bidders on July 18, 2023.
- M&E BAFO #1 instructions were released to all M&E Bidders on August 11, 2023.

- All Bidders provided BAFO #1 proposal responses by the required due date and times of August 29, 2023.

The Infrastructure and M&E Business Proposal Evaluation Teams reviewed and scored the revised business proposal submissions. The BAFO #1 proposals were used to finalize the business scores. The Price Proposal Evaluation Team reviewed the revised price proposal submissions.

2.4.6 Agreement Exception Discussions

As part of the initial business proposal submission, Bidders were permitted to document exceptions to contract terms, along with proposed revised language and corresponding rationale. The purpose of the Agreement Exception Discussions was for the Consortium and each Bidder to discuss the exceptions and proposed revised contract language. The Consortium also conveyed whether the proposed revisions were acceptable.

Agreement Exception Discussions were conducted with each Bidder in October 2023. Discussions were led by Consortium Legal Counsel and the Consortium Procurement Manager. Each Bidder's Legal Counsel and select firm representatives attended.

After the discussions were completed, Consortium Legal Counsel updated the Infrastructure, M&E and Consolidated Agreements to reflect exceptions the Consortium accepted. Revised Infrastructure, M&E and Consolidated Agreements were published to all Bidders as part of the BAFO #2 release on November 8, 2023.

The Agreement Exception Discussion process was not factored into the business or price evaluation or scoring. It added value, clarified Bidder understanding of Consortium contract requirements, and resulted in more consistent proposal prices.

2.4.7 Best and Final Offer #2

BAFO #2 instructions were released to both the Infrastructure Bidders and the M&E Bidders on November 8, 2023. BAFO #2 requested Bidders to consider final price reductions in light of the Agreement Exception Discussions and corresponding revised Agreements. There were no business proposal modifications associated with BAFO #2.

Bidders were advised as follows:

- Based on the Agreement revisions resulting from the Agreement Exception Discussions, Bidder risk profiles are substantially lower as compared to earlier proposal submissions. Therefore, the Consortium expects Bidders to reflect that reduced risk in their BAFO #2 Price Proposals.

All Bidders responded to the second BAFO by the required due date of November 29, 2023. The Price Proposal Evaluation Team reconvened and the price proposals were scored.

2.4.8 Final Price Evaluation

Upon receipt of the Infrastructure, M&E and Consolidated BAFO #1 and BAFO #2 Price Proposals, the price proposals were provided to the Price Proposal Evaluation Team.

The Price Proposal Team reviewed the Infrastructure and M&E Price Proposals first, followed by the Consolidated Price Proposals.

The team reviewed each Bidder's price proposal spreadsheets for completion and correctness, as well as all price-related assumptions documented by each Bidder.

2.4.8.1 Infrastructure Price

The specific evaluated price was for the initial six-year Base Contract Term, excluding deliverables paid during the Transition-in Period.

The Infrastructure Price Proposals represented 30% of the total proposal score.

2.4.8.2 M&E Price

The specific evaluated price was for the initial six-year Base Contract Term, excluding deliverables paid during the Transition-in Period and including the M&E SCR Price.

The M&E Price Proposals represented 30% of the total proposal score.

2.4.8.3 Consolidated Price

The specific evaluated price was for the combined Infrastructure and M&E initial six-year Base Contract Term, excluding deliverables paid during the Transition-in Period and including the M&E SCR Price.

The Consolidated Price Proposals represented 30% of the total proposal score.

2.4.9 Calculate Final Scores

Once all business proposal and price proposal reviews were completed, the results were consolidated, and a final score calculated for each overall proposal in accordance with the evaluation methodologies specified in Section 8 of the RFP. The results were recorded in the following files:

- Master Infrastructure Proposal Summary Scoring Workbook
- Master M&E Proposal Summary Scoring Workbook
- Master Consolidated Proposal Summary Scoring Workbook

A final meeting of the Infrastructure Business Proposal Evaluation Team, the M&E Business Proposal Evaluation Team and the Price Proposal Evaluation Team meeting was held on December 12, 2023. During this meeting the Business and Price Proposal Teams jointly reviewed all business proposal and price proposal information.

As reflected in RFP Section 8 Evaluation, scores were calculated based on the predetermined methodology that assigns 30% to the scoring of the proposals based on the price of the Services as represented in the Price Proposal Schedules. Seventy percent (70%) was determined by review of the business proposals including Staff Qualifications and the Understanding and Approach areas. The highest scoring Infrastructure proposal and the highest scoring M&E proposal were compared to the three consolidated proposals. The two separate high-scoring Bidder proposals provided the Best Value to the Consortium based on the predefined evaluation methodology.

3 INFRASTRUCTURE RESULTS

This section provides the detailed results for scoring in each major category of the Infrastructure Business Proposals and Price Proposals.

Please note that Oral Presentation scores, Key Staff Interview scores and detailed U&A requirements scores are direct scores assigned by the Business Proposal Evaluation Team in accordance with predefined scoring criteria, and as such are reflected as whole numbers. Subsequent averages and weighting calculations reflect two decimal places.

3.1 INFRASTRUCTURE ADMINISTRATIVE COMPLIANCE AND FIRM QUALIFICATIONS SCORING

All five Infrastructure Bidders were required to provide additional information to comply with RFP requirements. After being allowed to cure, all five Infrastructure proposals were deemed compliant and all five Infrastructure Bidders were determined to possess the required experience and financial wherewithal to undertake a project of this scope.

3.2 INFRASTRUCTURE BUSINESS PROPOSAL SCORING AND RANKING

In summary, the highest overall business proposal score was Gainwell and the lowest overall business proposal score was Kyndryl. The scoring details by category follow:

- Gainwell and Kyndryl both received the highest score in Oral Presentations.
- Accenture scored the highest in Key Staff Interviews.
- The Deloitte Business Proposal received the highest score in Staff Qualifications and Experience.
- The Gainwell Business Proposal received the highest score in the Understanding and Approach area.

The following sections provide the business proposal scoring details.

3.2.1 Oral Presentations

Following the initial business proposal scoring, Oral Presentations and Key Staff Interviews were conducted. The following tables display the outcome of the Infrastructure Bidder's Oral Presentations.

The Infrastructure Evaluation Team reached unanimous agreement on each score assigned for the Oral Presentations. Oral Presentations were scored using the following scale:

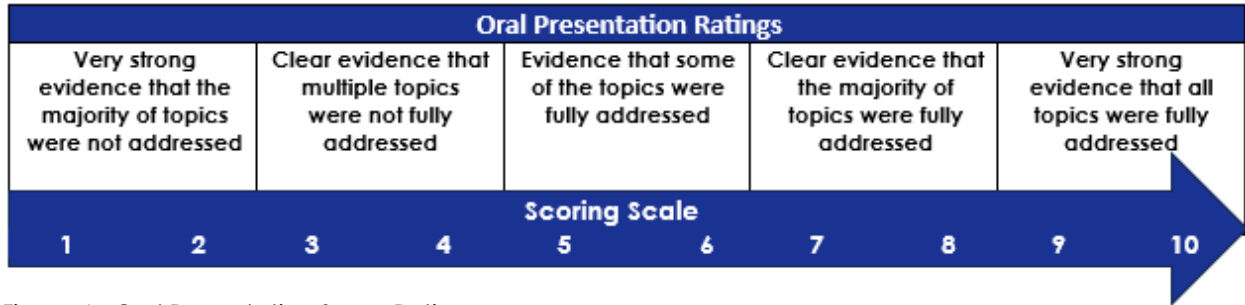


Figure 4 - Oral Presentation Score Ratings

- Gainwell and Kyndryl tied with the highest score.
- Accenture was awarded the next highest score.
- Deloitte and Peraton tied with the lowest score.

The following table illustrates the Infrastructure Oral Presentation Scores with 1 being the lowest possible score and 10 being the highest possible score.

Table 10 - Infrastructure Oral Presentation Scores

Oral Presentations 5% Weight	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
Oral Presentation (Maximum Points 10)	7	6	8	8	6
Oral Presentation Weighted Score *	3.50	3.00	4.00	4.00	3.00

* Oral Presentation Score x Oral Presentations 5% Weight = Weighted Score.

3.2.2 Key Staff Interviews

There were two stages of Infrastructure Key Staff Interviews. The first stage of Infrastructure Key Staff Interviews was conducted immediately following the Oral Presentation. The second stage of Infrastructure Key Staff Interviews (“Replacement Key Staff”) was conducted in conjunction with the Confidential Discussions.

Scores were assigned based on the following score ratings, with 1 being the lowest possible score and 10 being the highest possible score.

Key Staff Interview Ratings				
Very strong evidence that the required skills / experience are not present	Clear evidence that the required skills / experience are not present	Some evidence that the required skills / experience are present	Clear evidence that the required skills / experience are present	Very strong evidence that the required skills / experience are present
Scoring Scale				
1	2	3	4	5
6	7	8	9	10

Figure 5 - Key Staff Interview Score Ratings

3.2.2.1 Initial Key Staff Interviews

The Evaluation Team reached unanimous agreement on each score assigned for each position. For each Bidder, an average interview score was calculated for the required Key Staff positions.

- Accenture received the highest Key Staff Interview scores.
- Deloitte and Gainwell received the second highest Key Staff Interview scores.
- Kyndryl received the next highest Key Staff interview scores.
- Peraton received the lowest Key Staff Interview scores.

The following table lays out the Key Staff Interview scores.

Table 11 - Initial Infrastructure Key Staff Interviews

Initial Infrastructure Key Staff Interviews			10% Weight		
Key Staff Position	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
1. Project Manager	7	8	10	1	2
2. PMO Lead	9	5	8	6	3
3. Integration Manager	9	8	7	9	8
4. Transition Manager	5	9	6	6	4
5. Operations Manager	5	7	5	7	8
6. Security Manager	6	4	6	6	3
7. Operations Service Desk Lead	4	5	3.	TBD**	5
8. AWS Manager	10	2	3	2	4
Team Interview Average (Maximum 10)	6.88	6.00	6.00	5.29	4.63
Key Staff Interview Weighted Score*	6.88	6.00	6.00	5.29	4.63

* Key Staff Team Average Interview Score x Key Staff Interview 10% Weight = Weighted Score.

**Operations Service Desk Lead Key Staff Interview was not conducted during the initial review due to circumstances.

3.2.2.2 Replacement Key Staff Interviews

Based on the results of the Key Staff interviews, the Consortium determined it was in its best interest to seek improvements with the proposed Key Staff for the Infrastructure Bidders. Accordingly, all five Bidders were provided with their respective scores and were allowed to submit replacement Key Staff at their option. All Bidders submitted one or more replacement candidates. Those proposed replacement Key Staff were interviewed and scored. The overall Key Staff Interview scores were then recalculated based on the scores given for the replacement Key Staff Interviews. The Evaluation Team reached unanimous agreement on each Key Staff Interview score, which resulted in the following placement:

- Accenture received the highest Key Staff Interview scores.
- Deloitte received the second highest Key Staff Interview scores.
- Gainwell received the third highest Key Staff interview scores.
- Kyndryl and Peraton tied for the lowest Key Staff Interview scores.

The following table includes the revised Key Staff Interview scores.

Table 12 - Revised Infrastructure Key Staff Interviews

Revised Infrastructure Key Staff Interviews			Weight 10%		
Key Staff Position	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
1. Project Manager	7	8	10	3	8
2. PMO Lead	9	9	8	6	6
3. Integration Manager	9	8	7	9	8
4. Transition Manager	9	9	6	6	4
5. Operations Manager	9	7	9	7	8
6. Security Manager	6	9	6	6	8
7. Operations Service Desk Lead	9	5	7	5	5
8. AWS Manager	10	9	5	9	4
Team Interview Average (Maximum 10)	8.50	8.00	7.25	6.38	6.38
Key Staff Interview Weighted Score*	8.50	8.00	7.25	6.38	6.38

* Key Staff Team Average Interview Score x Key Staff Interview 10% Weight = Weighted Score.

3.2.3 Staff Qualifications and Experience

The Evaluation Team compared the Staff Minimum Qualifications for each Key Staff Position requirement against the qualifications of the staff as documented in the proposal and reached unanimous agreement on each requirement score based on the following rating criteria.

Table 13 - Infrastructure Key Staff Qualifications Rating Score Criteria

Key Staff Qualifications Rating Criteria	
Rating Scale	Rating Criteria
3	Excellent: Exceeded the required minimum qualifications time by at least 50%.
2	Met: Met the required minimum qualifications time.
1	Poor: Did not met the required minimum qualifications time.
0	Not Qualified: The response fails to provide any Minimum Qualifications.

Each Key Staff Position Score is represented by the average of their Key Staff Position requirement ratings.

Key Staff client references supplied a written score based on a 1-10 rating. Information contained in the résumé was subject to verification through the completed individual reference check forms.

The Staff Qualifications area was scored twice. The first score was based on the Bidder's initial proposal. Due to subsequent Key Staff replacements, Bidders also provided new Staff Qualification information for the replacement Key Staff. This resulted in revised scoring.

3.2.3.1 Initial Staff Qualifications and Experience

Based on the initial scoring, Bidders scored as follows.

- Accenture received the highest score.
- Deloitte received the second highest score.
- Gainwell received the third highest score.
- Peraton received the fourth highest score.
- Kyndryl received the lowest score.

The following table displays the initial Staff Qualifications scores.

Table 14 - Infrastructure Initial Key Staff Qualifications Scores

Initial Staff Qualifications and Experience			5% Weight		
Key Staff Position	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
Project Manager	2.80	2.20	2.20	2.80	2.20
PMO Lead	2.67	2.67	2.33	2.00	2.00
Delivery Integration Manager	3.00	3.00	2.75	1.25	3.00
Transition Manager	3.00	3.00	3.00	2.00	2.00
Security Manager	2.83	2.83	2.00	2.83	2.00
Operations Manager	3.00	3.00	2.00	3.00	2.25
Operations Service Desk Lead	2.75	2.75	1.25	2.75	2.75
AWS Manager	2.20	2.40	2.40	2.60	2.20
Staff Quals Average Score (Maximum 3)	2.78	2.73	2.24	2.40	2.30
Key Staff References Average Score (Maximum 10)	9.96	9.88	9.94	7.82	9.50
Staff Quals Score = Staff Quals Average x References Average	27.70	26.98	22.28	18.80	21.85
Staff Qualifications Weighted Score*	4.62	4.50	3.71	3.13	3.64

* Staff Quals Score x Staff Quals 5% Weight = Staff Quals Weighted Score

3.2.3.2 Revised Staff Qualifications and Experience

Based on the revised scoring reflecting replacement Key Staff qualification scores,

- Deloitte received the highest score.
- Accenture received the second highest score.
- Gainwell received the third highest score.
- Peraton received the fourth highest score.
- Kyndryl received the lowest score.

The following table displays the revised Staff Qualifications scores.

Table 15 - Infrastructure Key Staff Qualifications Scores

Revised Staff Qualifications and Experience			5% Weight		
Key Staff Position	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
Project Manager	2.80	2.20	2.20	1.80	2.80
PMO Lead	2.67	2.33	2.33	2.00	2.00
Delivery Integration Manager	3.00	3.00	2.75	1.25	3.00
Transition Manager	2.00	3.00	3.00	2.00	2.00
Security Manager	2.00	2.83	2.83	2.83	2.00
Operations Manager	3.00	3.00	2.00	3.00	2.25
Operations Service Desk Lead	2.75	2.75	2.25	2.00	2.75
AWS Manager	2.20	2.40	1.80	1.40	2.20
Staff Quals Average Score (Maximum 3)	2.55	2.69	2.40	2.04	2.38
References Average Score (Maximum 10)	9.96	9.85	9.85	7.72	9.47
Staff Quals Score = Staff Quals Average x References Average	25.42	26.48	23.59	15.71	22.49
Staff Qualifications Weighted Score*	4.24	4.41	3.93	2.62	3.75

* Staff Quals Score x Staff Quals 5% Weight = Staff Quals Weighted Score

3.2.4 Understanding and Approach Scores

The initial proposals and U&A responses were scored in accordance with RFP Section 8 – Evaluation. Each evaluator independently reviewed the U&A requirements and assigned a score for each requirement. The collective Infrastructure Business Proposal

Evaluation Team discussed the scores and reached unanimous agreement for a Team score for each U&A response using the following rating scale.

Table 16 - U&A Scoring Rating Scale

U&A Scoring Rating Scale	
Rating Scale	Rating Criteria
4	Excellent: All the components are fully addressed with the highest degree of confidence.
3	Good: All components are addressed with an above-average degree of confidence.
2	Fair: Some of the components are addressed with an average degree of confidence.
1	Poor: Components are minimally addressed with a below-average degree of confidence.
0	Not Qualified: The response fails to address the components.

3.2.4.1 Initial Understanding and Approach

The following tables display the initial U&A scores for each requirement and by Bidder.

Table 17 - Initial Infrastructure Detailed U&A Requirements Scores

U&A Requirements Detail	U&A-1: Multi-Contractor Environment				U&A 2: System Performance				U&A 3: Hardware Software Management			
	I-UA1	I-UA2	I-UA3	U&A-1	I-UA4	I-UA5	I-UA6	U&A-2	I-UA7	I-UA8	I-UA9	U&A-3
Accenture	3	2	3	2.67	3	3	3	3.00	2	2	3	2.33
Deloitte	3	4	3	3.33	4	3	3	3.33	3	3	3	3.00
Gainwell	3	3	3	3.00	3	2	3	2.67	3	2	3	2.67
Kyndryl	2	3	3	2.67	3	2	2	2.33	2	2	2	2.00
Peraton	3	3	3	3.00	3	3	2	2.67	3	3	3	3.00

U&A Requirements Detail	U&A 4: Service Desk Management					U&A 5: Approach to Transition-In				Total
	I-UA10	I-UA11	I-UA12	I-UA13	U&A-4	I-UA14	I-UA15	I-UA16	U&A-5	
Accenture	2	3	2	2	2.25	4	3	3	3.33	13.58
Deloitte	4	3	3	3	3.25	3	3	3	3.00	15.92
Gainwell	2	2	2	3	2.25	3	3	4	3.33	13.92
Kyndryl	2	2	2	2	2.00	1.5	2	1	1.50	10.50
Peraton	3	2	3	3	2.75	3	4	3	3.33	14.75

The next table includes each Bidder's total score by U&A requirement topic and applies the requirement topic weighting to derive a subtotal. The Total Weighted U&A Business Score was derived from the sum of the U&A requirement subtotals.

Table 18 - Infrastructure U&A Requirements Summary Scores

Weight	50.0%	Understanding and Approach Scores										
		U&A-1	10%	U&A-2	10%	U&A-3	10%	U&A-4	15%	U&A-5	5%	Total Business Points
U&A-1 Business Points	U&A-2 Business Points		U&A-3 Business Points		U&A-4 Business Points		U&A-5 Business Points					
Vendor	Rank	U&A-1	U&A-1 Business Points	U&A-2	U&A-2 Business Points	U&A-3	U&A-3 Business Points	U&A-4	U&A-4 Business Points	U&A-5	U&A-5 Business Points	Total Business Points
Accenture	4	2.67	6.67	3.00	7.50	2.33	5.83	2.25	8.44	3.33	4.17	32.60
Deloitte	1	3.33	8.33	3.33	8.33	3.00	7.50	3.25	12.19	3.00	3.75	40.10
Gainwell	3	3.00	7.50	2.67	6.67	2.67	6.67	2.25	8.44	3.33	4.17	33.44
Kyndryl	5	2.67	6.67	2.33	5.83	2.00	5.00	2.00	7.50	1.50	1.88	26.88
Peraton	2	3.00	7.50	2.67	6.67	3.00	7.50	2.75	10.31	3.33	4.17	36.15

The initial U&A scores resulted in the following rankings:

- Deloitte received the highest initial U&A score.
- Peraton received the second highest initial U&A score.
- Gainwell received the third highest initial U&A score.
- Accenture received the fourth highest initial U&A score.
- Kyndryl received the lowest initial U&A score.

3.2.4.2 Revised Understanding and Approach

After completion of the initial business and price proposal evaluation and scoring, Confidential Discussions were conducted to provide the Consortium and each Bidder with an opportunity to discuss areas of their respective proposals requiring clarification and possible improvements. The Consortium expressed general and specific concerns to all Bidders during Confidential Discussions.

Following the Confidential Discussions, BAFO #1 instructions were developed and issued. BAFO #1 required resubmission of U&A proposal responses by all five (5) Infrastructure Bidders. Two (2) U&A sections were identified as requiring further elaboration and/or clarification by all Bidders. The remaining three (3) U&A sections were identified as optional for Bidders to revise. To accommodate the splitting of the U&A section responses and to not penalize Bidders on their original allocated pages with their initial submission, BAFO #1 included a revised maximum page limit for each U&A subsection. The following table summarizes the BAFO #1 instructions for the U&A topic areas.

Table 19 - BAFO #1 U&A Topics

BAFO #1 U&A TOPICS		
U&A RFP SECTION	BAFO #1 RESPONSE	MAXIMUM PAGE LIMIT
5.2.3.1 Infrastructure Understanding and Approach to the CalSAWS Integrated Multi-Contractor Environment	Optional	30
5.2.3.2 Infrastructure Understanding and Approach to System Performance	Optional	30
5.2.3.3 Infrastructure Understanding and Approach to Hardware and Software Management	Mandatory	30
5.2.3.4 Infrastructure Understanding and Approach to Service Desk Management	Mandatory	30
5.2.3.5 Infrastructure Understanding and Approach to Transition-In	Optional	30

The Infrastructure Bidders submitted the following revised U&A sections.

- Accenture submitted revisions to all five (5) U&A sections.
- Deloitte submitted revisions to the first four (4) U&A sections and opted to not revise Section 5.2.3.5 U&A to Transition-In.
- Gainwell submitted revisions to all five (5) U&A sections.
- Kyndryl submitted revisions to all five (5) U&A sections.
- Peraton submitted revisions to three (3) U&A sections and opted not to revise Section 5.2.3.1 U&A to the CalSAWS Integrated Multi-Contractor Environment and Section 5.2.3.5 U&A to Transition-In.

The Infrastructure Evaluation Team scored the revised U&A submissions in accordance with RFP Section 8 – Evaluation and reached unanimous agreement on each score assigned to each U&A response.

The table below indicates the revised U&A requirements scores for all five Infrastructure Bidders.

Table 20 - Revised BAFO#1 Detailed U&A Requirement Scores

U&A Requirements Detail	U&A-1: Multi-Contractor Environment				U&A 2: System Performance				U&A 3: Hardware Software Management			
	I-UA1	I-UA2	I-UA3	U&A-1 Average	I-UA4	I-UA5	I-UA6	U&A-2 Average	I-UA7	I-UA8	I-UA9	U&A-3 Average
Accenture	3	3	3	3.00	3	3	3	3.00	3	3	3	3.00
Deloitte	4	3	4	3.67	3	4	3	3.33	3	3	3	3.00
Gainwell	3	3	4	3.33	4	3	3	3.33	3	3	3	3.00
Kyndryl	3	2	3	2.67	3	2	2	2.33	2	3	3	2.67
Peraton	3	3	3	3.00	3	3	4	3.33	4	2	3	3.00

U&A Requirements Detail	U&A 4: Service Desk Management					U&A 5: Approach to Transition-In				Total
	I-UA10	I-UA11	I-UA12	I-UA13	U&A-4 Average	I-UA14	I-UA15	I-UA16	U&A-5 Average	
Accenture	3	3	4	3	3.25	4	3	3	3.33	15.58
Deloitte	4	4	3	3	3.50	3	3	3	3.00	16.50
Gainwell	4	3	4	4	3.75	3	3	4	3.33	16.75
Kyndryl	3	2	2	2	2.25	3	3	3	3.00	12.92
Peraton	3	2	2	3	2.50	3	4	3	3.33	15.17

The next table includes each Bidder's revised total score by U&A requirement topic and applies the requirement topic weighting to derive a subtotal. The Total Raw U&A Business Score was derived from the sum of the U&A subtotals.

Table 21 - Revised BAFO #1 Summary U&A Requirement Scores

Weight		Understanding and Approach Scores										
50.00%												
		10%		10%		10%		15%		5%		
Vendor	Rank	U&A-1	U&A-1 Business Points	U&A-2	U&A-2 Business Points	U&A-3	U&A-3 Business Points	U&A-4	U&A-4 Business Points	U&A-5	U&A-5 Business Points	Total Business Points
Accenture	3	3.00	7.50	3.00	7.50	3.00	7.50	3.25	12.19	3.33	4.17	38.85
Deloitte	2	3.67	9.17	3.33	8.33	3.00	7.50	3.50	13.13	3.00	3.75	41.88
Gainwell	1	3.33	8.33	3.33	8.33	3.00	7.50	3.75	14.06	3.33	4.17	42.40
Kyndryl	5	2.67	6.67	2.33	5.83	2.67	6.67	2.25	8.44	3.00	3.75	31.35
Peraton	4	3.00	7.50	3.33	8.33	3.00	7.50	2.50	9.38	3.33	4.17	36.88

The revised U&A scores resulted in the following rankings:

- Gainwell received the highest revised U&A score.
- Deloitte received the second highest revised U&A score.
- Accenture received the third highest revised U&A score.
- Peraton received the fourth highest revised U&A score.
- Kyndryl received the lowest revised U&A score.

3.2.5 Final Infrastructure Business Scores

3.2.5.1 Final Infrastructure Business Scores without Comparisons

The following table illustrates the final Infrastructure Business Proposal scores.

Table 22 - Final Infrastructure Business Scores

Business Proposal Score		Maximum Business Points			70		
Vendor	5.0%	5.0%	10.0%	50.0%	Total Raw Business Score	Total Normalized Business Score	Rank
	Staff Qualifications and Experience	Oral Presentations	Key Staff Interviews	Understanding and Approach			
Accenture	4.24	3.50	8.50	38.85	55.09	66.98	3
Deloitte	4.41	3.00	8.00	41.88	57.29	69.65	2
Gainwell	3.93	4.00	7.25	42.40	57.58	70.00	1
Kyndryl	2.62	4.00	6.38	31.35	44.35	53.92	5
Peraton	3.75	3.00	6.38	36.88	50.00	60.79	4

3.2.5.2 Final Infrastructure Business Scores with Comparisons

The next table provides a comparison of those scoring categories that were subject to rescoring: Staff Qualifications and Experience, Key Staff Interviews and U&A. This rescoring resulted in revisions to the Total Raw Business Score and Total Normalized Score.

Table 23 - Infrastructure Business Scores with Comparisons

Business Proposal Score			Maximum Business Points 70								
5.0% Weight			5.0% Weight	10.0% Weight			50.0% Weight				
	Staff Qualifications and Experience		Oral Presentations	Key Staff Interviews		Understanding & Approach		Total Raw Business Bidder Score		Total Normalized Business Score	
	Initial	Revised	Initial	Initial	Revised	Initial	BAFO #1	Initial	BAFO #1	Initial	BAFO #1
Accenture	4.62	4.24	3.50	6.88	8.50	32.60	38.85	47.60	55.09	62.16	66.98
Deloitte	4.50	4.41	3.00	6.00	8.00	40.10	41.88	53.60	57.29	70.00	69.65
Gainwell	3.71	3.93	4.00	6.00	7.25	33.44	42.40	47.15	57.58	61.58	70.00
Kyndryl	3.13	2.62	4.00	5.29	6.38	26.88	31.35	39.29	44.35	51.31	53.92
Peraton	3.64	3.75	3.00	4.63	6.38	36.15	36.88	47.41	50.00	61.92	60.79

3.3 INFRASTRUCTURE PRICE PROPOSAL SCORING

In summary, the highest overall price proposal score was Peraton followed by Gainwell. The lowest overall price proposal score was Kyndryl. The following tables provide Infrastructure Price Proposal scoring details.

Table 24 - Infrastructure Price Proposal Scoring Details

Infrastructure Price Score	Weight				
Infrastructure Price Schedule Line Items	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
Infrastructure Transition-In Deliverables	\$ 2,533,179	\$ 1,414,706	\$ 3,765,068	\$ 22,395,107	\$ 3,949,959
Infrastructure Base Deliverables	\$ 10,799,342	\$ 13,476,934	\$ 8,718,272	\$ -	\$ 7,899,919
Infrastructure Hardware Price	\$ 62,970,438	\$ 62,678,021	\$ 73,549,722	\$ 56,301,247	\$ 51,635,844
Infrastructure Software Price	\$ 201,546,269	\$ 203,385,864	\$ 146,798,303	\$ 180,098,351	\$ 216,925,373
Infrastructure Telecom Price	\$ 16,394,042	\$ 9,998,214	\$ 15,256,056	\$ 3,508,160	\$ 8,556,605
Infrastructure Services: February 2025 - January 2031	\$ 220,318,348	\$ 218,550,058	\$ 217,979,910	\$ 284,097,153	\$ 154,878,586
Infrastructure Other Price	\$ 5,507,979	\$ 961,200	\$ 5,275,647	\$ 15,292,432	\$ 1,987,240
Infrastructure 6-Month Transition-In + Initial 6-Year Contract Term Price Subtotal	\$ 520,069,598	\$ 510,464,997	\$ 471,342,978	\$ 561,692,450	\$ 445,833,526
Infrastructure Initial 6-Year Contract Term Price Excluding Deliverables Paid During the Transition-In Period Subtotal: Evaluated Price	\$ 506,737,077	\$ 495,573,357	\$ 458,859,639	\$ 539,297,344	\$ 433,983,648
Infrastructure Initial 6-Year Contract Term Price Subtotal	\$ 517,536,419	\$ 509,050,291	\$ 467,577,910	\$ 539,297,344	\$ 441,883,567
Infrastructure Four 1-Year Optional Extensions Price Subtotal	\$ 340,984,148	\$ 328,885,871	\$ 304,343,108	\$ 336,128,467	\$ 262,845,319
Infrastructure Maximum Price Including Four 1-Year Optional Extensions	\$ 861,053,746	\$ 839,350,868	\$ 775,686,087	\$ 897,820,918	\$ 708,678,846
Weighted Price Score	25.69	26.27	28.37	24.14	30.00

The next table depicts a comparison of the initial and BAFO #2 Infrastructure Prices. The rescoring resulted in revisions to the Infrastructure Price.

Table 25 - Infrastructure Price Comparison (from Initial to BAFO #2)

Vendor	Initial Infrastructure Base Period Evaluated Price	BAFO #2 Infrastructure Base Period Evaluated Price	BAFO #2 Price Difference	BAFO #2 % Price Difference
Accenture	\$621,056,364	\$506,737,077	\$114,319,287	18.41%
Deloitte	\$405,027,856	\$495,573,357	\$(90,545,502)	-22.36%
Gainwell	\$488,050,952	\$458,859,639	\$29,191,313	5.98%
Kyndryl	\$447,975,365	\$539,297,344	\$(91,321,979)	-20.39%
Peraton	\$463,213,428	\$433,983,648	\$29,229,780	6.31%

Note: Positive number = reduction. Negative number = increase.

3.4 INFRASTRUCTURE SUMMARY SCORE

The Gainwell proposal received the overall highest combined Infrastructure Business and Price Proposal Score. The Kyndryl proposal received the overall lowest combined Infrastructure Business and Price Proposal Score.

The summary scoring breakdown follows:

- The Deloitte Business Proposal received the highest score in Staff Qualifications and Experience.
- The Gainwell and Kyndryl Business Proposals received the highest scores in Oral Presentations.
- The Accenture Business Proposal scored the highest in Key Staff Interviews.
- The Gainwell Business Proposal scored the highest in Understanding and Approach.
- The Peraton Price Proposal scored the highest.

The following table presents the summary of the Infrastructure Business and Price Proposal Scores.

Table 26 - Infrastructure Business and Price Proposal Scores Summary

	Category/Subcategory	Subcategory Weight	Overall Weight	Total Possible Points	Accenture	Deloitte	Gainwell	Kyndryl	Peraton
	Business Proposal		70.0%						
1	Staff Qualifications and Experience	5%		5.0	4.24	4.41	3.93	2.62	3.75
2	Oral Presentations	5%		5.0	3.50	3.00	4.00	4.00	3.00
3	Key Staff Interviews	10%		10.0	8.50	8.00	7.25	6.38	6.38
4	Understanding and Approach	50%		50.0	38.85	41.88	42.40	31.35	36.88
	Business Proposal Raw Scores			70.0	55.09	57.29	57.58	44.35	50.00
	Business Proposal Normalized Scores			70.0	66.98	69.65	70.00	53.92	60.79
	Price Proposal		30.0%						
5	6-Year Base Contract Period (Excluding Deliverables Paid During Transition-In)	30.0%		30.0	25.69	26.27	28.37	24.14	30.00
	Price Proposal Scores			30.0	25.69	26.27	28.37	24.14	30.00
	Business Proposal + Price Proposal Total		100.0%	100.0	92.67	95.92	98.37	78.06	90.79

4 MAINTENANCE AND ENHANCEMENTS RESULTS

This section provides the detailed results for scoring and ranking in each major area/category of the M&E Business Proposals and Price Proposals.

Please note that Oral Presentation scores, Key Staff Interview scores and detailed U&A requirements scores are direct scores assigned by the Business Proposal Evaluation Team in accordance with predefined scoring criteria, and as such are reflected as whole numbers. Subsequent averages and weighting calculations reflect two decimal places.

4.1 MAINTENANCE AND ENHANCEMENTS ADMINISTRATIVE COMPLIANCE AND FIRM QUALIFICATIONS SCORING

All three M&E Bidders were required to provide additional information to comply with RFP requirements. After being allowed to cure, all three M&E proposals were deemed compliant and all three M&E Bidders were determined to possess the required experience and financial wherewithal to undertake a project of this magnitude.

4.2 MAINTENANCE AND ENHANCEMENTS BUSINESS PROPOSAL SCORING AND RANKING

In summary, the highest overall business proposal score was Deloitte followed by Accenture in second place. The lowest overall business proposal score was Gainwell. The scoring summary follows:

- The Accenture Business Proposal received the highest score in Staff Qualifications and Experience, Key Staff Interviews and Oral Presentations.
- The Deloitte Business Proposal received the highest score in the Understanding and Approach category.

The following sections provide business proposal scoring details.

4.2.1 Oral Presentations

Following the initial business proposal scoring, Oral Presentations and Key Staff Interviews were conducted. The following tables set forth the outcome of the M&E Bidder's Oral Presentations results.

The M&E Evaluation Team reached unanimous agreement on each score assigned for the Oral Presentations. Oral Presentations were scored using the following scale:

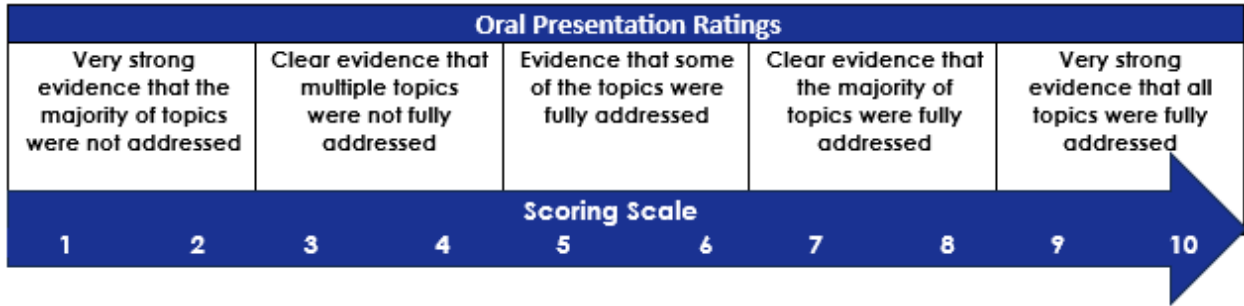


Figure 6 - Oral Presentation Score Ratings

- Accenture received the highest score.
- Deloitte received the second highest score.
- Gainwell received the lowest score.

The following table depicts the M&E Oral Presentation Scores, with 1 being the lowest possible score and 10 being the highest possible score.

Table 27 - M&E Oral Presentation Scores

M&E Oral Presentations 5.0% Weight	Accenture	Deloitte	Gainwell
Oral Presentation (Maximum Points 10)	8	7	6
Oral Presentation Weighted Score*	4.00	3.50	3.00

*Oral Presentation Score x Oral Presentations 5.0% Weight = Weighted Score.

4.2.2 Key Staff Interviews

Key Staff were interviewed by the Business Evaluation Team immediately following the Oral Presentation. Scores were assigned based on the following score ratings: 1 being the lowest possible score and 10 being the highest possible score, as reflected in the following figure.

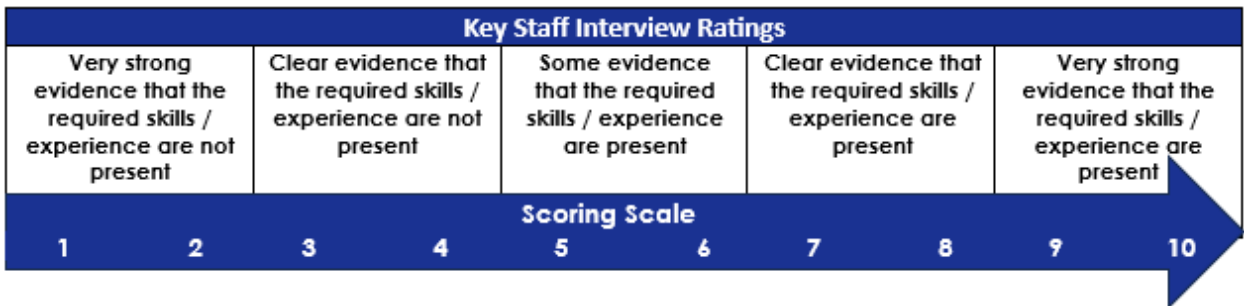


Figure 7 - Key Staff Interview Score Ratings

The Evaluation Team reached unanimous agreement on each score assigned for each position. For each Bidder, an average interview score was calculated for the required Key Staff positions. The M&E Key Staff Interviews were conducted without the need to request any replacement key staff.

- Accenture received the highest average Key Staff Interview scores.
- Deloitte received the second highest average Key Staff Interview scores.
- Gainwell received the lowest average Key Staff interview scores.

The following table lays out the M&E Key Staff Interview scores.

Table 28 - M&E Key Staff Interviews

M&E Key Staff Interviews	10.0% Weight		
Key Staff Position	Accenture	Deloitte	Gainwell
1. Project Manager	9	8	10
2. PMO Lead	8	9	7
3. Delivery Integration Manager	10	7	8
4. Transition Manager	8	8	5
5. Innovation Lead	8	8	5
6. Enterprise Architect	10	9	7
7. Technical Manager	7	9	7
8. Application Manager	9	7	6
9. Security Manager	8	8	9
10. Testing Manager	8	8	9
11. Release Manager	8	9	9
12. Project Scheduler	8	9	1
Team Interview Average (Maximum 10)	8.42	8.25	6.92
Key Staff Interview Weighted Score*	8.42	8.25	6.92

* Key Staff Team Average Interview Score x Key Staff Interview 10% Weight = Weighted Score

4.2.3 Staff Qualifications and Experience

The Evaluation Team compared the Staff Minimum Qualifications for each Key Staff Position requirement against the qualifications of the staff as documented in the proposal and reached unanimous agreement on each requirement score based on the following rating criteria.

Table 29 - M&E Key Staff Qualifications Rating Score Criteria

Rating Scale	Rating Criteria
3	Excellent: Exceeded the required minimum qualifications time by at least 50%.
2	Met: Met the required minimum qualifications time.
1	Poor: Did not meet the required minimum qualifications time.
0	Not Qualified: The response fails to provide any Minimum Qualification.

Each Key Staff Position Score is represented by the average of their Key Staff Position requirement ratings.

Client Key Staff references supplied a score based on a 1-10 rating. Information contained in the resume was subject to verification through the completed individual reference check forms.

Based on the Key Staff Qualifications scoring, Bidders scored as follows.

- Accenture received the highest score.
- Deloitte received the second highest score.
- Gainwell received the lowest score.

The following table displays the M&E Staff Qualifications scores.

Table 30 - M&E Key Staff Qualifications Scores

Staff Qualifications and Experience	5.0% Weight		
	Accenture	Deloitte	Gainwell
M&E Project Manager	2.60	1.60	2.20
M&E PMO Lead	2.70	2.70	2.30
M&E Delivery Integration Manager	3.00	3.00	2.80
M&E Transition Manager	3.00	3.00	3.00
M&E Innovation Lead	3.00	2.30	2.70
M&E Enterprise Architect	2.80	2.00	2.80
M&E Technical Manager	2.30	3.00	2.30
M&E Application Manager	3.00	2.70	2.70
M&E Security Manager	2.80	2.80	2.80
M&E Testing Manager	3.00	3.00	2.80
M&E Release Manager	2.50	3.00	2.00
M&E Project Scheduler	3.00	3.00	3.00
Staff Quals Average Score	2.81	2.68	2.62
Key Staff References Average Score	10.00	9.82	9.92

Staff Qualifications and Experience	5.0% Weight		
Key Staff Position	Accenture	Deloitte	Gainwell
Staff Quals Score = Staff Quals Average x Key Staff References Average Score	28.08	26.27	25.96
Staff Quals Weighted Score*	4.68	4.38	4.33

* Staff Quals Score x Staff Quals 5% Weight = Staff Quals Weighted Score

4.2.4 Understanding and Approach Scores

The initial M&E Business Proposals and U&A responses were scored in accordance with RFP Section 8 – Evaluation. Each evaluator independently reviewed the U&A requirements and assigned a score for each requirement. The collective M&E Business Proposal Evaluation Team discussed the scores and reached unanimous agreement for a Team score for each U&A response using the following rating scale.

Table 31 - U&A Scoring Rating Scale

U&A Scoring Rating Scale	
Rating Scale	Rating Criteria
4	Excellent: All the components are fully addressed with the highest degree of confidence.
3	Good: All components are addressed with an above-average degree of confidence.
2	Fair: Some of the components are addressed with an average degree of confidence.
1	Poor: Components are minimally addressed with a below-average degree of confidence.
0	Not Qualified: The response fails to address the components.

4.2.4.1 Initial Understanding and Approach Scores

The following tables display the initial U&A scores for each requirement by Bidder.

Table 32 - Initial M&E Detailed U&A Requirements Scores

U&A Requirements Detail	U&A-1: Multi-Contractor Environment				U&A-2: Approach to Application Evolution					
	M-UA1	M-UA2	M-UA3	U&A-1 Average	M-UA4	M-UA5	M-UA6	M-UA7	M-UA8	U&A-2 Average
Deloitte	3	3	3	3.00	4	3	3	3	2	3.00
Accenture	3	3	3	3.00	3	4	3	3	2	3.00
Gainwell	3	2	3	2.67	3	2	3	3	2	2.60

U&A Requirements Detail	U&A-3: Approach to System Change Requests (SCRs)					U&A 4: Approach to Innovation				
	M-UA9	M-UA10	M-UA11	M-UA12	M-UA13	U&A-3 Average	M-UA14	M-UA15	M-UA16	U&A-4 Average
Deloitte	4	3	3	3	3	3.20	4	3	3	3.33
Accenture	3	3	3	3	3	3.00	4	3	3	3.33
Gainwell	3	3	2	3	3	2.80	3	2	2	2.33

U&A Requirements Detail	U&A 5: Approach to Transition-In				Total
	M-UA17	M-UA18	M-UA19	U&A-5 Average	
Deloitte	3	4	4	3.67	16.20
Accenture	3	3	2	2.67	15.00
Gainwell	3	3	3	3.00	13.40

The next table includes each Bidder's total score by U&A requirement topic and applies the requirement topic weight to derive a subtotal. The Total Weighted U&A business score was calculated from the sum of the weighted U&A subtotals.

Table 33 - M&E U&A Requirements Summary Scores

Understanding and Approach											
Weight 50%		10%		15%		15%		5%		5%	
Vendor	U&A-1	U&A-1 Business Points	U&A-2	U&A-2 Business Points	U&A-3	U&A-3 Business Points	U&A-4	U&A-4 Business Points	U&A-5	U&A-5 Business Points	Total Business Points
Deloitte	3.00	7.50	3.00	11.25	3.20	12.00	3.33	4.17	3.67	4.58	39.50
Accenture	3.00	7.50	3.00	11.25	3.00	11.25	3.33	4.17	2.67	3.33	37.50
Gainwell	2.67	6.67	2.60	9.75	2.80	10.50	2.33	2.92	3.00	3.75	33.58

The initial U&A scores resulted in the following rankings:

- Deloitte received the highest initial U&A score.
- Accenture received the second highest initial U&A score.
- Gainwell received the lowest initial U&A score.

4.2.4.2 Revised Understanding and Approach

After completion of the initial business and price proposal evaluation and scoring, Confidential Discussions were conducted to provide the Consortium and each Bidder an opportunity to discuss areas of their respective proposals requiring clarification and possible improvements. The Consortium expressed general and specific concerns to all Bidders during Confidential Discussions.

Following the Confidential Discussions, BAFO #1 instructions were developed and issued. BAFO #1 required resubmission of U&A proposal responses by all three M&E Bidders. Four U&A Requirements from two U&A topic areas were identified as requiring further elaboration and/or clarification. BAFO #1 instructions also included a revised maximum page limit for each section as shown in the following table.

Table 34 - BAFO #1 M&E U&A Topics

BAFO#1 M&E U&A Sections Requirements	
5.3.3.2 M&E U&A to Application Evolution	Maximum Page Limit
ME-UA4	25
ME-UA5	15
5.3.3.2 M&E U&A to System Change Requests	Maximum Page Limit
ME-UA10	20
ME-UA11	10

All three (3) M&E Bidders submitted responses to BAFO #1. The M&E Evaluation Team scored the revised U&A submissions in accordance with RFP Section 8 – Evaluation. The M&E Business Proposal Evaluation Team members independently reviewed and scored the responses to each revised U&A Requirement. The individual scores were consolidated and reviewed by the M&E Business Proposal Evaluation Team as a whole. The M&E Team discussed the scores for each U&A requirement to reach a consensus team score.

Table 35 - Revised BAFO #1 M&E U&A Requirement Scores

U&A Requirements Detail	U&A-1: Multi-Contractor Environment				U&A-2: Approach to Application Evolution					
	M-UA1	M-UA2	M-UA3	U&A-1 Average	M-UA4	M-UA5	M-UA6	M-UA7	M-UA8	U&A-2 Average
Accenture	3	3	3	3.00	3	3	3	3	2	2.80
Deloitte	3	3	3	3.00	4	4	3	3	2	3.20
Gainwell	3	2	3	2.67	3	3	3	3	2	2.80

U&A Requirements Detail	U&A-3: Approach to System Change Requests (SCRs)					U&A 4: Approach to Innovation				
	M-UA9	M-UA10	M-UA11	M-UA12	M-UA13	U&A-3 Average	M-UA14	M-UA15	M-UA16	U&A-4 Average
Accenture	3	3	3	3	3	3.00	4	3	3	3.33
Deloitte	4	4	4	3	3	3.60	4	3	3	3.33
Gainwell	3	2	2	3	3	2.60	3	2	2	2.33

U&A Requirements Detail	U&A 5: Approach to Transition-In				Total
	M-UA17	M-UA18	M-UA19	U&A-5 Average	
Accenture	3	3	2	2.67	14.80
Deloitte	3	4	4	3.67	16.80
Gainwell	3	3	3	3.00	13.40

The next table includes each Bidder's revised total score by U&A requirement topic and applies the requirement topic weighting to derive a subtotal. The Total Weighted U&A Business Score was calculated from the sum of the weighted U&A subtotals.

Table 36 - Revised BAFO #1 M&E Summary U&A Requirement Scores

Understanding and Approach											
Weight 50%		10%		15%		15%		5%		5%	
Vendor	U&A-1	U&A-1 Business Points	U&A-2	U&A-2 Business Points	U&A-3	U&A-3 Business Points	U&A-4	U&A-4 Business Points	U&A-5	U&A-5 Business Points	Total Business Points
Accenture	3.00	7.50	2.80	10.50	3.00	11.25	3.33	4.17	2.67	3.33	36.75
Deloitte	3.00	7.50	3.20	12.00	3.60	13.50	3.33	4.17	3.67	4.58	41.75
Gainwell	2.67	6.67	2.80	10.50	2.60	9.75	2.33	2.92	3.00	3.75	33.58

The revised U&A scores resulted in the following rankings:

- Deloitte received the highest revised U&A score.
- Accenture received the second highest revised U&A score.
- Gainwell received the lowest revised U&A score.

4.2.5 Final M&E Business Scores

The following table illustrates the final M&E Business Proposal Scores.

Table 37 - Final M&E Business Proposal Scores

Business Proposal Score Weights		Maximum Business Points			70	Total Normalized Business Score	Rank
	5.0%	5.0%	10.0%	50.0%	Total Raw Business Score		
Vendor	Staff Qualifications and Experience	Oral Presentations	Key Staff Interviews	Understanding and Approach			
Accenture	4.68	4.00	8.42	36.75	53.85	65.12	2
Deloitte	4.38	3.50	8.25	41.75	57.88	70.00	1
Gainwell	4.33	3.00	6.92	33.58	47.83	57.84	3

4.2.5.1 Final M&E Business Scores with Comparisons

The next table depicts a comparison of those scoring categories that were subject to rescoring; in this case, U&A. This rescoring resulted in revisions to the Total Raw Business Score and Total Normalized Score. There were no M&E Key Staff replacements so there were no changes to Staff Qualifications and Experience or Key Staff Interview scores.

Table 38 - M&E Business Scores with Comparisons

Business Proposal Score		Maximum Business Points						70	
Weights	5.0%	5.0%	10.0%	50.0%					
Vendor	Staff Qualifications and Experience	Oral Presentations	Key Staff Interviews	Understanding and Approach		Total Raw Business Score		Total Normalized Business Score	
				Initial Score	BAFO 1 Score	Initial Score	BAFO 1 Score	Initial Score	BAFO 1 Score
Accenture	4.68	4.00	8.42	37.50	36.75	54.60	53.85	68.70	65.12
Deloitte	4.38	3.50	8.25	39.50	41.75	55.63	57.88	70.00	70.00
Gainwell	4.33	3.00	6.92	33.58	33.58	47.83	47.83	60.18	57.84

4.3 M&E PRICE PROPOSAL SCORING

In summary, the highest price proposal score was assigned to Gainwell, followed by Accenture with the second highest score, and then Deloitte, with the lowest overall price proposal score. The scoring break-down follows:

- The Gainwell Price Proposal received the highest score for the 6-Year Base Contract Term.
- The Accenture Price Proposal received the highest score for the M&E SCR Price.
- The Deloitte Price Proposal received the lowest score for both the 6-Year Base Contract Term and the M&E SCR Price.

The following table provides the M&E Price Proposal scoring details for the M&E Bidders.

Table 39 - M&E Price Proposal Scoring Details

M&E Price Score	Weight	30%	
M&E Price Schedule Line Items	Accenture	Deloitte	Gainwell
M&E Transition-In Deliverables	\$ 5,260,663	\$ 1,758,111	\$ 13,658,675
M&E Base Deliverables	\$ 21,042,651	\$ 15,822,998	\$ 24,282,089
M&E Database Migration Price	\$ 5,937,895	\$ 9,340,065	\$ 2,565,523
M&E Task Management Price	\$ 650,685	\$ 1,823,992	\$ 741,916
M&E Software Price	\$ 3,757,475	\$ 2,141,412	\$ -
M&E Services: May 2025 - April 2031	\$ 299,481,641	\$ 305,019,033	\$ 240,798,490
M&E Other Price	\$ 2,919,311	\$ 600,000	\$ 5,203,565
M&E 12-Month Transition-In + Initial 6-Year Contract Term Price Subtotal	\$ 339,050,320	\$ 336,505,611	\$ 287,250,258
M&E Initial 6-Year Contract Term Price Excluding Deliverables Paid During the Transition-In Period Subtotal: Evaluated Price	\$ 312,747,006	\$ 318,924,502	\$ 249,309,494
M&E Initial 6-Year Contract Term Price Subtotal	\$ 333,789,658	\$ 334,747,500	\$ 273,591,583
M&E Four 1-Year Optional Extensions Price Subtotal	\$ 223,347,153	\$ 235,603,343	\$ 184,545,050
M&E Maximum Price Including Four 1-Year Optional Extensions	\$ 546,761,931	\$ 556,322,473	\$ 471,795,308
Weighted Price Score	19.93	19.54	25.00
M&E SCR Price Subtotal	\$ 165,808	\$ 436,348	\$ 195,468
SCR Weighted Price Score	5.00	1.90	4.24
Total Weighted Price Score	24.93	21.44	29.24
Average Hourly Rate	\$ 108.79	\$ 138.88	\$ 73.32

Table 40 depicts a comparison of the M&E price from the initial price proposal to the BAFO #2 Price Proposal including the price difference and price difference percentage (%).

Table 40 - M&E Price Comparison (from Initial to BAFO #2)

Vendor	Original M&E Base Period Evaluated Price	BAFO 2 M&E Base Period Evaluated Price	BAFO 2 Price Difference	BAFO 2 % Price Difference
Accenture	\$ 322,428,375	\$ 312,747,006	\$ 9,681,369	3.00%
Deloitte	\$ 362,387,845	\$ 318,924,502	\$ 43,463,344	11.99%
Gainwell	\$ 348,547,503	\$ 249,309,494	\$ 99,238,009	28.47%

Note: Positive number = reduction. Negative number = increase.

4.4 M&E SUMMARY SCORE

The Deloitte proposal received the overall highest M&E Business Proposal Score. The Gainwell proposal received the overall lowest Business Proposal Score. The summary scoring breakdown follows:

- The Accenture Business Proposal received the highest score in Staff Qualifications and Experience.
- Accenture received the highest score in Oral Presentations.
- Accenture scored the highest in Key Staff Interviews.
- The Deloitte Business Proposal scored the highest in the Understanding and Approach category.

Gainwell had the lowest price. As a result, the Gainwell Price Proposal scored the highest number of price points. Deloitte had the highest price and thus received the lowest number of price points.

The following table 41 presents the summary of the M&E Business and Price Proposal Scores for each M&E Bidder.

Table 41 - M&E Proposal Scores Summary

	Category/Subcategory	Subcategory Weight	Overall Weight	Total Possible Points	Accenture	Deloitte	Gainwell
	Business Proposal		70.0%				
1	Staff Qualifications and Experience	5%		5.0	4.68	4.38	4.33
2	Oral Presentations	5%		5.0	4.00	3.50	3.00
3	Key Staff Interviews	10%		10.0	8.42	8.25	6.92
4	Understanding and Approach	50%		50.0	36.75	41.75	33.58
	Business Proposal Raw Scores			70.0	53.85	57.88	47.83
	Business Proposal Normalized Scores			70.0	65.12	70.00	57.84
	Price Proposal		30.0%				
	6-Year Base Contract Period (Excluding Deliverables Paid During Transition-In)	25.0%		25.0	19.93	19.54	25.00
	SCR Price	5.0%		5.0	5.00	1.90	4.24
5	Price Proposal Scores	30.0%		30.0	24.93	21.44	29.24
	Business Proposal + Price Proposal Total		100.0%	100.0	90.05	91.44	87.08

5 CONSOLIDATED SCORING, FINAL SELECTION AND RECOMMENDATION

This section describes the Consolidated Scoring and Final Selection process. Final scoring of the Consolidated Price Proposals was used to determine which option represented the Best Value to the Consortium:

- **Separate Model** – A single contract awarded for Infrastructure Services **and** a single contract awarded for M&E; **OR**
- **Integrated Model** – A consolidated contract awarded for both Infrastructure and M&E Services.

The final stage of the evaluation process involved a comparison of the Consolidated Price Proposals against the results of the Infrastructure and M&E Business and Price Proposal High Scores to determine which option provided the overall Best Value.

Three (3) bidders provided Consolidated Price Proposals:

1. Accenture
2. Deloitte
3. Gainwell

The combination of the Infrastructure and M&E Business and Price Proposal High Score submissions became the standard against which the three Consolidated Proposals were compared (“High Score Comparator”).

The following subsections show how the Consolidated proposals were compared against the Infrastructure and M&E Business and Price Proposal High Score submissions.

5.1 CONSOLIDATED BUSINESS SCORING

The Consolidated Business Proposal scores are calculated by adding the Infrastructure Business Score and the M&E Business Score.

For Bidders that provided a Consolidated Price Proposal, the calculation utilizes that Bidder’s direct Infrastructure and M&E scores.

For the High Score Comparator, the calculation utilizes the Infrastructure Business and Price high score bidder (Gainwell) business score and the M&E Business and Price high score bidder (Deloitte) business score illustrated in the below table.

Table 42 displays the Total Consolidated Business Scores for each Bidder that submitted a Consolidated Price Proposal and the combined Business Score for the High Score Comparator.

Table 42 - Total Consolidated Business Score

Vendors	Infrastructure Business Score	M&E Business Score	Total Consolidated Business Score
Accenture	66.98	65.12	132.10
Deloitte	69.65	70.00	139.65
Gainwell	70.00	57.84	127.84
High Score Comparator	70.00	70.00	140.00

5.2 CONSOLIDATED PRICE SCORING

The Consolidated Price Scoring compared the values submitted within the Consolidated Price Proposals against the combined Infrastructure Business and Price high score Bidder (Gainwell) Price Proposal and M&E Business and Price high score Bidder (Deloitte) Price Proposal.

- Gainwell Infrastructure Price Proposal - \$458,859,639
- Deloitte M&E Price Proposal - \$318,924,494
- High Score Comparator Price = Total Deloitte M&E and Gainwell Infrastructure Price Proposals - \$777,784,140

The M&E SCR Price and SCR Price Points were derived directly from the M&E Price Proposal values.

Table 43 displays the Total Weighted Consolidated Price Scores for each Bidder that submitted a Consolidated Price Proposal and the combined Price Score for the High Score Comparator.

Table 43 - Consolidated Price Scores

Consolidated Price Score	Consolidated Price Points	55	SCR Price Points	5	Maximum Points	60
Vendor	6-Year Base Contract Period - Transition-In Deliverables	Consolidated Price Points	M&E SCR Price	M&E SCR Price Points	Total Weighted Consolidated Price Score	Average Annual Price
Accenture	\$ 739,987,283	51.47	\$ 165,808	5.00	56.47	\$ 123,331,214
Deloitte	\$ 800,083,979	47.60	\$ 436,348	1.90	49.50	\$ 133,347,330
Gainwell	\$ 692,477,373	55.00	\$ 195,468	4.24	59.24	\$ 115,412,896
High Score Comparator	\$ 777,784,140	48.97	\$ 436,348	1.90	50.87	\$ 129,630,690

5.3 FINAL SELECTION AND RECOMMENDATION

The Final Consolidated Proposal scoring is total score represented by the combination of the Consolidated Business Score and the Consolidated Price Score. The Final Consolidated Proposal score has a maximum possible value of 200 points.

Table 44 displays the Total Consolidated Business Score (Business Score), Total Weighted Consolidated Price Score (Price Score), and the Final Consolidated Proposal Score (Total Score) for each Bidder that submitted a Consolidated Price Proposal and the High Score Comparator. The Highest Total Score designates the Best Value.

Table 44 - Final Consolidated Proposal Scores

Consolidated Proposals	Business Score: 70%	Price Score: 30%	Total Score: 200 Points	Rank
Accenture	132.10	56.47	188.57	3
Deloitte	139.65	49.50	189.15	2
Gainwell	127.84	59.24	187.08	4
High Score Comparator	140.00	50.87	190.87	1

The High Score Comparator has the highest Final Consolidated Proposal Score, therefore, the Best Value determination is to separately award the Infrastructure Bidder (Gainwell) and the M&E Bidder (Deloitte).