

# CalSAWS

California Statewide Automated Welfare System



## BenefitsCal M&O RFP #01-2024

### Vendor Selection Report

March 19, 2025

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# Vendor Selection Report

## 1 EXECUTIVE SUMMARY

On May 29, 2024, the California Statewide Automated Welfare System (CalSAWS) Consortium, acting for the benefit of the 58 California Counties, requested proposals from qualified vendors to maintain and operate the existing BenefitsCal application within the overarching CalSAWS environment. The scope of this procurement includes Services and software to transition the existing BenefitsCal application, and then modify, enhance and optimize the application on an ongoing basis.

The base contract term includes a six-month Transition-In period, plus five years and five months for a total base term of five years and eleven months. The BenefitsCal Agreement may be extended for up to four additional years in one-year increments at the discretion of the Consortium. The total contract term, if all extensions are exercised, would be nine years and eleven months. The base contract period is projected to begin September 2, 2025, and conclude July 31, 2031.

In conjunction with the Request for Proposal (RFP) development, the Consortium designated a Procurement Manager to lead the procurement process and established three Proposal Evaluation Teams.

1. Firm Qualifications Proposal Evaluation Team: The Firm Qualifications Team was comprised of Consortium Project staff.
2. Business Proposal Evaluation Team: The Business Team was comprised of members from the Consortium, Los Angeles County, Orange County, Sacramento County, San Luis Obispo County, Santa Clara County, the California Health & Human Services Office of Technology and Solutions Integration (CalHHS OTSI), the California Department of Social Services (CDSS) and the Department of Health Care Services (DHCS).
3. Price Proposal Evaluation Team: The Price Team consisted of members from the Consortium and Los Angeles County.

Based on 109 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 six formal RFP addenda.

On July 30, 2024, the Consortium received a total of three Business and Price Proposals in the following order:

- Gainwell
- Accenture
- Deloitte

The proposals were evaluated and scored in accordance with the established business and price evaluation criteria defined in Section 8 of the RFP. Price Proposals were not accessible by the Evaluation Teams until the evaluation of the Business Proposals were complete.

The Consortium exercised its right to seek Best and Final Offers (BAFOs) from each of the proposing vendors. BAFO instructions were released to all Bidders on January 13, 2025.

All Bidders provided BAFO responses in the form of updated Price Proposals by the required due date of January 29, 2025.

## 1.1 Evaluation Process Results and Recommendation

As described by Section 8 of the BenefitsCal Maintenance and Operations (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 Bidder through a formal evaluation process, established prior to the opening and evaluation of proposals, and which remained fixed throughout the procurement cycle.

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

Based on the evaluation of each proposal conducted by the Business and Price Proposal Evaluation Teams as detailed below, **the unanimous recommendation of the Evaluation Teams is to award the BenefitsCal M&O contract to Accenture.**

The unanimous recommendation to award the BenefitsCal M&O contract to Accenture was based on consideration of the Bidders' responses to the BenefitsCal requirements as defined in the RFP, the evaluation criteria applied to all Bidders by the Evaluation Teams, and the respective Price Proposals submitted by all Bidders.

This unanimous recommendation is based on each Bidder's scores as depicted in Table 1 – BenefitsCal Business and Price Proposal Scoring Summary. Table 1 summarizes the Business and Price Proposal Scores for the three proposals.

Table 1: BenefitsCal Business and Price Proposal Scoring Summary

	Category/Subcategory	Subcategory Weight	Overall Weight	Total Possible Points	Gainwell	Accenture	Deloitte
<b>Business Proposal</b>			<b>70.0%</b>				
1	Firm Qualifications	5.0%		5.0	4.50	4.85	5.00
2	Staff Qualifications and Experience	10.0%		10.0	8.78	9.43	9.43
3	Oral Presentations	5.0%		5.0	3.90	4.90	4.00
4	Key Staff Interviews	10.0%		10.0	7.93	8.96	7.86
5	Understanding and Approach	40.0%		40.0	31.06	34.37	28.44
<b>Business Proposal Raw Scores</b>				<b>70.0</b>	<b>56.17</b>	<b>62.51</b>	<b>54.73</b>
<b>Business Proposal Normalized Scores</b>				<b>70.0</b>	<b>62.90</b>	<b>70.00</b>	<b>61.29</b>
<b>Price Proposal</b>			<b>30.0%</b>				
6	Base Period: Excluding Deliverables Paid During the Transition-In Period	30.0%		30.0	23.61	22.85	30.00
<b>Price Proposal Scores</b>				<b>30.0</b>	<b>23.61</b>	<b>22.85</b>	<b>30.00</b>
<b>Business Proposal + Price Proposal Total</b>			<b>100.0%</b>	<b>100.0</b>	<b>86.51</b>	<b>92.85</b>	<b>91.29</b>

## 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 Business Proposal and each Price Proposal 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 Bidder proposals as described in RFP Section 8 – Evaluation.

### 2.1 Evaluation Methodology

The BenefitsCal proposal evaluation methodology, including the relative weight of the Business and Price proposals, is reflected in the following table. The Evaluation Teams adhered to this methodology throughout the proposal and BAFO evaluation processes.

Table 2: BenefitsCal Evaluation Methodology

Proposal Evaluation Methodology				
	Category/Subcategory	Subcategory Weight	Overall Weight	Total Points Possible
	<b>Business Proposal</b>		<b>70.0%</b>	<b>70</b>
1	Firm Qualifications: Firm References	<b>5.0%</b>		
2	Staff Qualifications, Oral Presentations and Key Staff Interviews	<b>25.0%</b>		
	▪ Staff Qualifications and Experience	10.0%		
	▪ Oral Presentations	5.0%		
	▪ Key Staff Interviews	10.0%		
3	Understanding and Approach	<b>40.0%</b>		
	▪ Integrated Multi-Contractor Environment	10.0%		
	▪ Software Development	10.0%		
	▪ Application Evolution and Innovation	10.0%		
	▪ User Experience, Marketing and Public Communications	10.0%		
	Total Business Proposal Scores			<b>70.0</b>
	<b>Price Proposal</b>		<b>30.0%</b>	<b>30</b>
4	Five (5) Years and Five (5) Months Base Contract Term (Excluding 6-Month Transition-In Period)	<b>30.0%</b>		
	Total Price Proposal Scores			<b>30.0</b>
	<b>Business Proposal + Price Proposal Total</b>		<b>100.0%</b>	<b>100.0</b>

## 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 – Confirm Final Selection Recommendation

## 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 BenefitsCal Evaluation Team consisted of three teams:

1. The Firm Qualifications Proposal Evaluation Team consisted of Consortium staff.
2. The BenefitsCal Business Proposal Evaluation Team was comprised of members from the Consortium, Los Angeles County, Orange County, Sacramento County, San Luis Obispo County, Santa Clara County, CalHHS OTSI, CDSS and DHCS.
3. The Price Proposal Evaluation Team was comprised of members from the Consortium and Los Angeles County.

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

The Procurement Team established and maintained the BenefitsCal procurement work plan, delivered training sessions to the Evaluation 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 and helped facilitate the evaluation process. Neither the Consortium Procurement Manager nor Procurement Team members 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 the BenefitsCal proposals.

There are four primary evaluation components:

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.

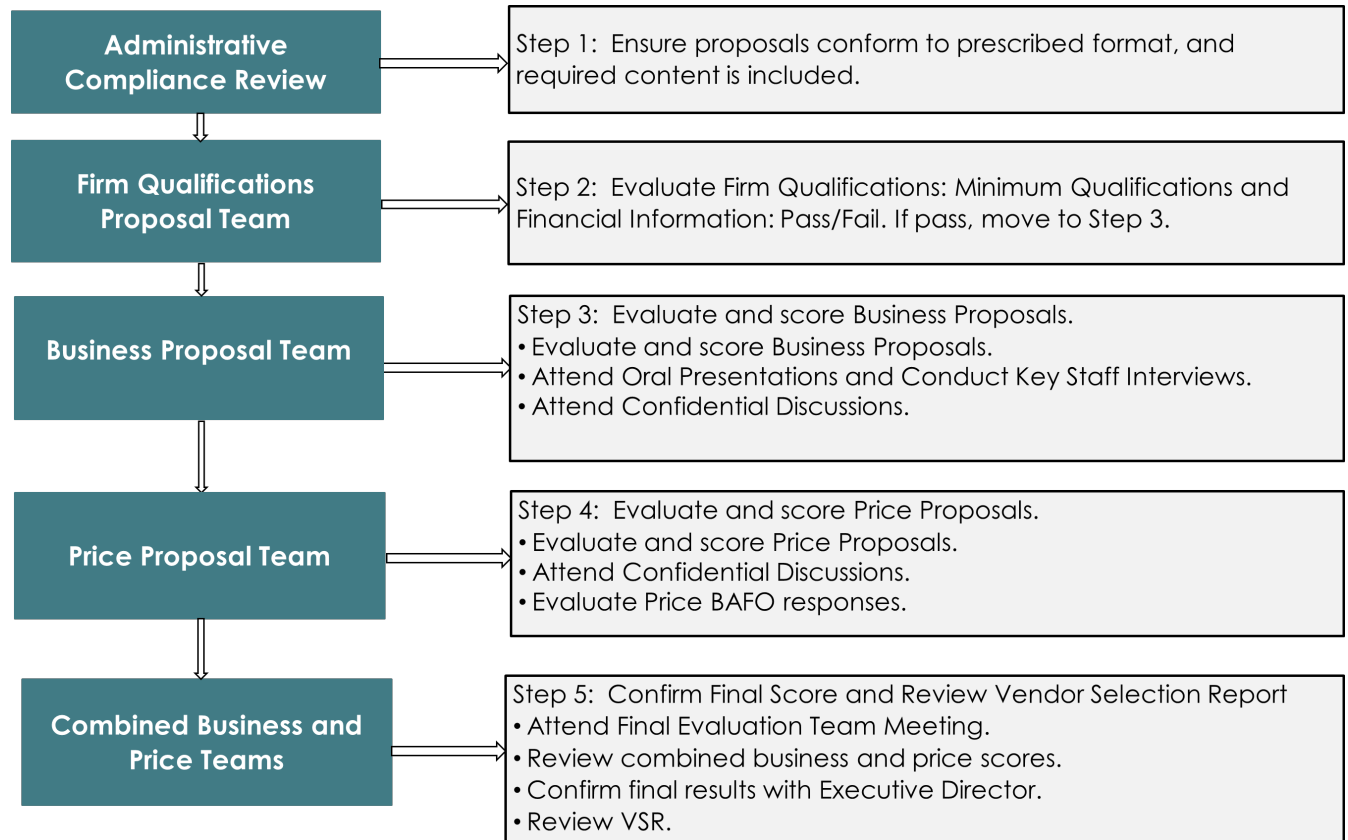


Figure 1: Evaluation Process and Evaluation Team Responsibilities

### 2.4.1 Compliance Review

The Administrative Compliance Review served as the initial gate within the assessment process prior to analyzing Firm Qualifications and Business Proposals. 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.

## 2.4.2 Firm Qualifications Review

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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 Attachment 8 – BenefitsCal Firm Mandatory Qualifications, as part of their proposals.

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

- Firm experience and qualifications
- Financial viability and stability
- Years of experience related to the requirements
- Client references

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

The client reference scores, as documented within the Firm Reference Form, were used as part of the Business Proposal Evaluation.

## 2.4.3 Business Proposal Evaluation

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Once the proposals passed the Administrative Compliance Reviews and Firm Qualifications steps, the proposals were made available to the Business Proposal Evaluation Team. The Business Proposal Evaluation Team reviewed proposals in the order of Bidder submission. Reviewing proposals in the same order ensured evaluators were focused on the same materials at the same time and facilitated the identification and resolution of questions and inconsistencies.

The Evaluation Team reviewed the proposals with a focus on the Firm References, Staff Qualifications and Understanding and Approach (U&A) sections. Each evaluator reviewed and analyzed responses to each of the U&A requirements to indicate the degree of confidence that the proposing Bidder could fulfill those requirements. In addition to the assessment of the U&A requirements, the Evaluation Team 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 categories, as well as the Firm References. Scoring scales are presented for each evaluation subcategory described below. The scoring results for each Bidder were documented in the BenefitsCal Business Proposal Scoring Workbooks. The collective scores and results for all Bidders were documented in the Master BenefitsCal Business Proposal Scoring Summary Workbook.

### 2.4.3.1 Firm References

As defined by RFP Sections 5.2.2.2 and 6, Bidders were required to submit two completed firm references. Client reference sources completed Attachment 9 – Firm 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 Team considered the completed Firm references as part of the overall evaluation of the Bidders' Business Proposals.

### 2.4.3.2 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 proposed Key Staff 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 Key Staff qualifications were met and/or exceeded
- Experience of proposed Key Staff providing Services
- The justification of staff types and levels proposed
- Key Staff client references
- Performance in Oral Presentations
- Performance in Key Staff Interviews

#### 2.4.3.2.1 Staff Qualifications and References

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 individual based on the defined criteria reflected in Table 3 below. The information contained in each resume was subject to verification through the completed individual reference check forms and scores.

As defined by RFP Sections 5.2.2.2 and 6, Bidders were required to submit two client references for each proposed Key Staff person. Client references completed the Key Staff 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 Team considered the completed Key Staff individual references in their review of staff qualifications.

The required Key Staff Qualification Attachments follow:

- Attachment 10 – Key Staff Resumes/Qualifications
- Attachment 11 – Key Staff Reference Form

The Business Proposal Evaluation Team reviewed and scored qualifications for each Key Staff person using the rating criteria below.

Table 3: Key Staff Qualifications Scoring Scale

Key Staff Qualifications Scoring Scale	
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.

#### 2.4.3.2.2 Oral Presentations

The purpose of the Oral Presentations was to enable Bidders to introduce their firm, their proposed Key Staff, 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 proposal information. Key aspects of the Oral Presentations included the following:

- The Consortium Procurement Manager provided the topic areas and questions to all Bidders seven days in advance of the scheduled Oral Presentations.
- Presentations occurred during November 12 – 14, 2024, and were 95 minutes in duration, including the management team exercise.
- The topic areas and questions were identical for all 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 sliding scale:

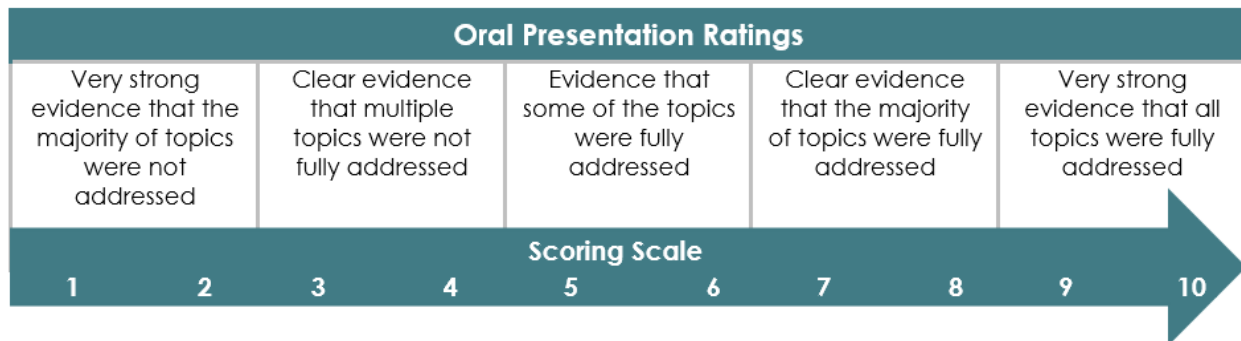


Figure 2: Oral Presentation Scoring Scale

### 2.4.3.2.3 Conduct Key Staff Interviews

Immediately following the BenefitsCal Oral Presentations, the proposed Key Staff candidates were interviewed by the Business Proposal Evaluation Team members.

1. BenefitsCal Project Manager
2. BenefitsCal Project Management Office Lead
3. BenefitsCal Transition-In Lead
4. BenefitsCal Application Manager
5. BenefitsCal Product Manager
6. BenefitsCal User Centered Design Lead
7. BenefitsCal Test Manager
8. BenefitsCal Security Manager
9. BenefitsCal Public Communications Lead

Interviews of Key Staff were used to confirm staff experience and ability to fulfill their roles and responsibilities as defined in RFP Attachment 1 – Statement of Work. 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 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. During the interviews, each Bidder's Key Staff were asked the identical set of standard questions relative to their position.
- Key Staff Interviews were 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 Business Proposal Evaluation Team rated the individual in accordance with the sliding scale reflected below.

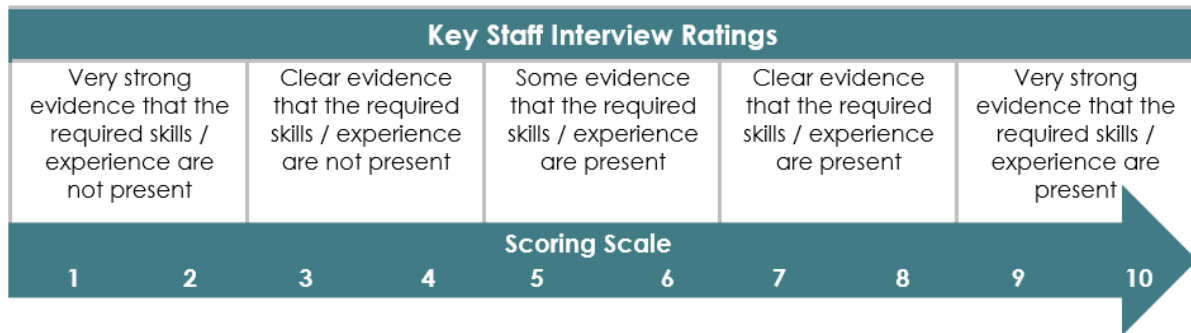


Figure 3: Key Staff Interview Scoring Scale

- 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 25% of the overall business proposal points as follows:

- Staff Qualifications and Experience – 10%
- Oral Presentations – 5%
- Key Staff Interviews – 10%

### 2.4.3.3 Understanding and Approach

Section 5.2.3 of the RFP defined the BenefitsCal U&A Requirements. The Business Proposal Evaluators independently reviewed the Bidder responses to each U&A Requirement. The responses to each of the individual U&A Requirements were scored separately by each of the Business Proposal Evaluators. Those individual scores were then consolidated and reviewed by the Business Proposal Evaluation Team as a whole. The 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.

#### 2.4.3.3.1 Understanding and Approach Scoring

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

Table 4: Understanding & Approach Scoring Scale

Understanding & Approach Scoring Scale	
Scoring Scale	Rating Criteria
4	Excellent: All of the components are fully addressed with the highest degree of confidence that the future state and vision will be realized.
3	Good: All components are addressed with an above-average degree of confidence that the future state and vision will be achieved.
2	Fair: Some of the components are addressed with an average degree of confidence that the future state and vision will be realized.
1	Poor: Components are minimally addressed with a below-average degree of confidence that the future state and vision will be achieved.
0	Unqualified: The response fails to address the components.

Business Proposal 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 Business Proposal Evaluation Team engaged in discussions to reach consensus on the team score for each U&A requirement within the Business Proposal. The team score was documented to a single decimal point. Each U&A area contained multiple requirements. When the U&A requirement team scores were averaged for each U&A area, results were rounded to two decimal points.

The U&A category represented 40% of possible Business Proposal points.

#### 2.4.4 Price Proposal Evaluation

After the Business Proposals were evaluated, documented, and scored, access to the BenefitsCal Price Proposals was provided to the Price Proposal Evaluation Team. The team reviewed each Bidder's Price Proposal workbooks for completeness and correctness, as well as the price-related assumptions documented by each Bidder.

The specific evaluated price was for the initial 5-year and 5-month Base Contract Term, excluding Deliverables paid during the Transition-in Period.

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

#### 2.4.5 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.

Agreement Exception Discussions were conducted with each Bidder on December 16, 2024. 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 BenefitsCal Agreement to reflect exceptions the Consortium accepted. The revised Agreement was published to all Bidders as part of the BAFO release on January 13, 2025.

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 price proposals reflective of risks associated with the Agreement.

#### **2.4.6 Confidential Discussions**

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Confidential Discussions were conducted with all Bidders after the initial business and price proposals were analyzed and scored. These discussions were designed to provide the Consortium and each Bidder a forum in which to talk about Consortium concerns with aspects of each Bidder's proposal and discuss ways in which Bidders could further elaborate or otherwise improve proposals through the BAFO process.

The Consortium provided each Bidder with an agenda on December 18, 2024, followed by an updated agenda on December 20, 2024. Agenda topics were developed as a result of concerns documented by the Evaluation Team. Confidential Discussions were conducted on January 8, 2025.

The Consortium provided specific direction to all Bidders regarding price proposal assumptions associated with Software and requested further explanation regarding the price associated with language translations. 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 the BAFO. Confidential Discussion outcomes were reflected in the BAFO instructions. Confidential Discussions had no impact on the initial business and price proposal scores.

#### **2.4.7 Best and Final Offer**

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The Consortium exercised its right to seek Best and Final Offers (BAFOs). The Consortium elected to conduct one BAFO.

BAFO instructions were released on January 13, 2025. The BAFO requested Bidders to consider final price reductions in light of the Agreement Exception Discussions, the corresponding revised Agreement and the Confidential Discussions. There were no business proposal modifications associated with the BAFO.

All Bidders responded to the BAFO by the required due date of January 29, 2025. The Price Proposal Evaluation Team reconvened, and the price proposals were scored.

#### **2.4.8 Final Price Evaluation**

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Upon receipt of the BAFO Price Proposals, the Price Proposals were provided to the Price Proposal Evaluation Team. The team reviewed each Bidder's Price Proposal Excel

workbook for completion and correctness, as well as the price-related assumptions documented by each Bidder.

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

#### **2.4.9 Calculate Final Scores**

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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 methodology specified in Section 8 of the RFP. The results were recorded in the Master BenefitsCal Proposal Summary Scoring Workbook.

A final meeting of the BenefitsCal Business Proposal Evaluation Team and the Price Proposal Evaluation Team was held on February 11, 2025. During this meeting, the Business and Price Proposal Teams jointly reviewed and confirmed business 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. The evaluation of business proposals represented 70% of the overall scores and included Staff Qualifications and the Understanding and Approach areas.

### 3 BENEFITSCAL EVALUATION RESULTS

This section provides the detailed results for scoring and ranking in each major area/category of the BenefitsCal 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. Final averages and weighting calculations reflect rounding to two decimal places.

#### 3.1 Administrative Compliance and Firm Qualifications Scoring

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

#### 3.2 Business Proposal Scoring and Ranking

In summary, the Accenture Business Proposal was scored the highest, followed by the Gainwell Business Proposal in second place. The Deloitte Business Proposal was scored the lowest. The scoring summary follows:

- The Accenture Business Proposal tied for the highest score in Staff Qualifications and Experience, and received the highest score for Understanding and Approach, Key Staff Interviews and Oral Presentations.
- The Gainwell Business Proposal received the second highest scores for the U&A requirements and Key Staff Interviews.
- The Deloitte Business Proposal tied for the highest score in the Staff Qualifications and Experience and received the highest score for Firm References. The Deloitte Business Proposal received the lowest scores for the U&A requirements and for Key Staff Interviews.
- The Accenture and Deloitte scores in the Staff Qualifications and Experience area were identical.

The following sections provide the Business Proposal scoring details.

##### 3.2.1 Firm References

Firm Reference scores were evaluated for each Bidder. Client Firm references supplied a score based on a 1-10 rating. The average Firm Reference score was calculated for the references provided by each Bidder and was rounded to two decimal places. The RFP required two references, but did not explicitly prohibit additional references; for that reason, all three references provided as part of the Accenture Business Proposal were used.

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

The following table displays the Firm References scores.

Table 5: Firm References Scores

Firm References	Weight		
	Gainwell	Accenture	Deloitte
Firm Reference #1	9	9	10
Firm Reference #2	9	10	10
Firm Reference #3		10	
<b>Average Firm Reference Rating</b>	<b>9.00</b>	<b>9.70</b>	<b>10.00</b>
<b>Firm Reference Weighted Score</b>	<b>4.50</b>	<b>4.85</b>	<b>5.00</b>

### 3.2.2 Oral Presentations

All Bidders were required to participate in Oral Presentations. The Business Proposal Evaluation Team reached unanimous agreement on each score assigned for the Oral Presentations. Oral Presentations were scored using the following sliding scale:

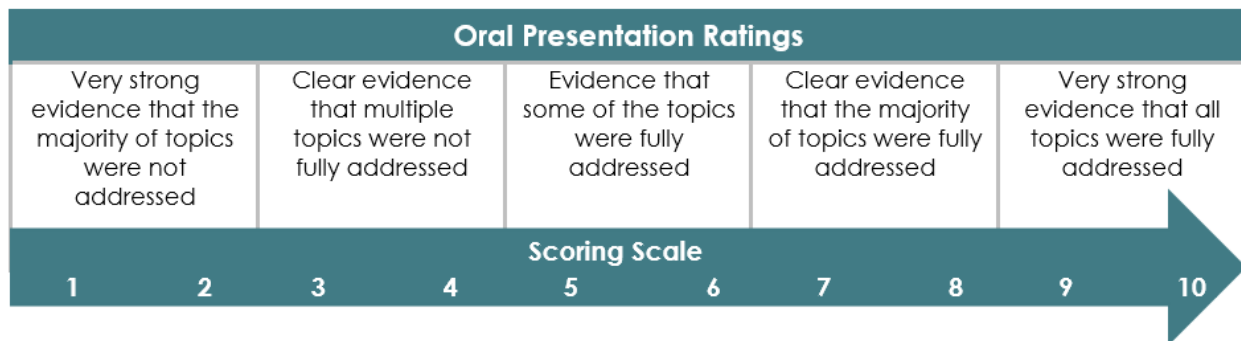


Figure 4: Oral Presentation Scoring Scale

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

The following table depicts the Oral Presentation scores.

Table 6: Oral Presentation Scores

Oral Presentation	Weight		
	Gainwell	Accenture	Deloitte
<b>Oral Presentation Score</b>	<b>7.8</b>	<b>9.8</b>	<b>8.0</b>
<b>Oral Presentation Weighted Score</b>	<b>3.90</b>	<b>4.90</b>	<b>4.00</b>

### 3.2.3 Key Staff Interviews

Key Staff were interviewed by the Business Evaluation Team immediately following the Oral Presentation. Scores were assigned based on the following sliding scale from a rating of 1, being the lowest possible score, to a rating of 10, being the highest possible score, as reflected in the following figure.

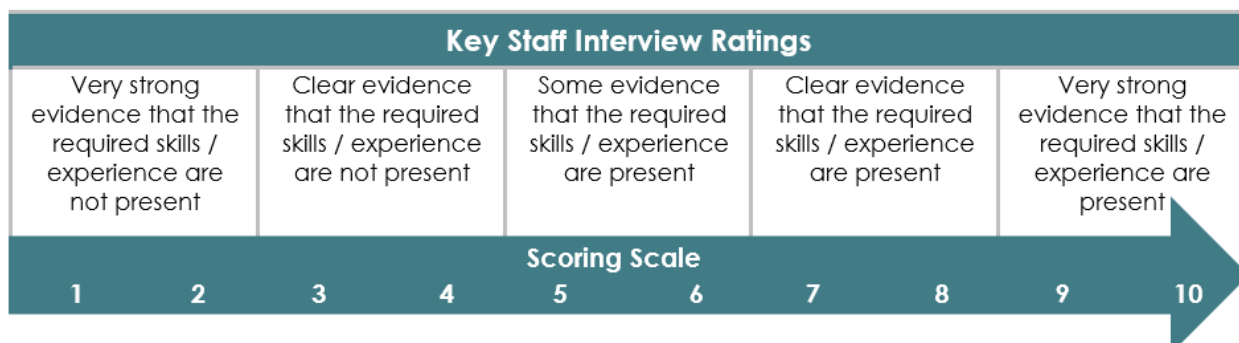


Figure 5: Key Staff Interview Scoring Scale

The Business Proposal Evaluation Team reached unanimous agreement on each score assigned for each person. For each Bidder, an average interview score was calculated for each Key Staff person. The Evaluation Team did not request any replacement Key Staff.

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

The following table reflects the BenefitsCal Key Staff Interview scores.

Table 7: Key Staff Interviews Scores

Key Staff Interviews	Weight		
Key Staff Position	Gainwell	Accenture	10.0%
Project Manager	8.8	9.6	7.5
PMO Lead	7.5	9.5	9.2
Transition Lead	5.2	9.5	7.2
Application Manager	7.8	8.6	7.8
Product Manager	7.8	8.2	8.4
User Centered Design Lead	6.9	8.5	5.3
Testing Manager	8.6	9.7	7.5
Public Communication Lead	9.6	8.8	9.4
Security Manager	9.2	8.2	8.4
<b>Average Key Staff Interviews Rating</b>	<b>7.93</b>	<b>8.96</b>	<b>7.86</b>
<b>Key Staff Interviews Weighted Score</b>	<b>7.93</b>	<b>8.96</b>	<b>7.86</b>

### 3.2.4 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 8: Key Staff Qualifications Scoring Scale

Key Staff Qualifications Scoring Scale	
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 and is rounded to two decimal places.

Client Key Staff references supplied a score based on a 1-10 rating. Average Client reference scores for all Key Staff were calculated and rounded to two decimal places.

The overall Staff Qualifications and Experience score is represented by the average Key Staff Qualifications score multiplied by the average Key Staff Reference score.

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

- Accenture and Deloitte received the highest identical scores.
- Gainwell received the lowest score.

The following table displays the BenefitsCal Staff Qualifications scores.

Table 9: Key Staff Qualifications Scores

Staff Qualifications and Experience		Weight		10.0%
Key Staff Position		Gainwell	Accenture	Deloitte
1	Project Manager	2.80	2.80	2.80
2	PMO Lead	2.67	2.67	2.67
3	Transition Lead	2.00	3.00	3.00
4	Application Manager	3.00	3.00	3.00
5	Product Manager	2.33	2.67	2.67
6	User Centered Design Lead	2.80	2.80	2.80
7	Testing Manager	3.00	3.00	3.00
8	Public Communication Lead	3.00	2.67	2.67
9	Security Manager	2.83	2.83	2.83
<b>Average Key Staff Qualifications &amp; Experience Score</b>		<b>2.71</b>	<b>2.83</b>	<b>2.83</b>
<b>Average Key Staff Reference Score</b>		<b>9.72</b>	<b>10.00</b>	<b>10.00</b>
<b>Total Score = Staff Quals &amp; Experience Score * Average Key Staff Reference Score</b>		<b>26.34</b>	<b>28.30</b>	<b>28.30</b>
<b>Staff Quals &amp; Experience Weighted Score</b>		<b>8.78</b>	<b>9.43</b>	<b>9.43</b>

### 3.2.5 Understanding and Approach Scores

The initial BenefitsCal Business Proposals and U&A responses were scored in accordance with RFP Section 8 – Evaluation. Each Business Proposal Evaluator independently reviewed the U&A requirements and assigned a score for each requirement using the rating scale in the table below. The collective BenefitsCal Business Proposal Evaluation Team discussed the scores and reached unanimous agreement for a Team score. The Team score was documented to a single decimal point. Each U&A area contained multiple requirements. When the U&A requirement team scores were averaged for each U&A area, results were rounded to two decimal points.

Table 10: Understanding & Approach Scoring Scale

Understanding & Approach Scoring Scale	
Scoring Scale	Rating Criteria
4	Excellent: All of the components are fully addressed with the highest degree of confidence that the future state and vision will be realized.
3	Good: All components are addressed with an above-average degree of confidence that the future state and vision will be achieved.
2	Fair: Some of the components are addressed with an average degree of confidence that the future state and vision will be realized.
1	Poor: Components are minimally addressed with a below-average degree of confidence that the future state and vision will be achieved.
0	Unqualified: The response fails to address the components.

### 3.2.5.1 Understanding and Approach Scores

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

Table 11: Detailed U&A Requirements Scores

U&A Requirements Detail	U&A-1: Integrated Multi-Contractor Environment			U&A 2: Software Development			U&A 3: Application Evolution and Innovation			
	UA1	UA2	U&A-1 Average	UA3	UA4	U&A-2 Average	UA5	UA6	UA7	U&A-3 Average
Gainwell	3.2	3.1	3.15	3.2	3.0	3.10	2.9	3.5	3.2	3.20
Accenture	3.6	3.5	3.55	3.6	3.5	3.55	3.2	3.6	3.3	3.37
Deloitte	2.7	2.8	2.75	2.9	3.0	2.95	2.9	3.2	2.8	2.97

U&A Requirements Detail	U&A 4: User Experience, Marketing and Public Communications				Overall U&A Average
	UA8	UA9	UA10	U&A-4 Average	
Gainwell	2.9	3.2	2.8	2.97	12.42
Accenture	3.0	3.4	3.4	3.27	13.74
Deloitte	2.9	2.7	2.5	2.70	11.37

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 score was calculated from the sum of the weighted U&A subtotals.

Table 12: U&A Requirements Summary Scores

Weight	40.0%	Understanding and Approach Scores										
		Vendor	Rank	U&A-1	10.0%	U&A-2	10.0%	U&A-3	10.0%	U&A-4	10.0%	Total U&A Business Points
U&A-1 Business Points	U&A-2 Business Points				U&A-3 Business Points		U&A-4 Business Points					
		Gainwell	2	3.15	7.88	3.10	7.75	3.20	8.00	2.97	7.43	31.06
		Accenture	1	3.55	8.88	3.55	8.88	3.37	8.43	3.27	8.18	34.37
		Deloitte	3	2.75	6.88	2.95	7.38	2.97	7.43	2.70	6.75	28.44

The U&A scores resulted in the following scores:

- The Accenture Business Proposal received the highest U&A score.
- The Gainwell Business Proposal received the second highest U&A score.
- The Deloitte Business Proposal received the lowest U&A score.

### 3.2.6 BenefitsCal Business Scores

The following table illustrates the BenefitsCal Business Proposal Scores in total.

Table 13: Business Proposal Scores

Business Proposal Score			Maximum Business Points			70.0	
	5.0%	10.0%	5.0%	10.0%	40.0%	Total Raw Business Score	Total Normalized Business Score
Vendor	Firm Qualifications	Staff Qualifications and Experience	Oral Presentations	Key Staff Interviews	Understanding and Approach		
Gainwell	4.50	8.78	3.90	7.93	31.06	56.17	62.90
Accenture	4.85	9.43	4.90	8.96	34.37	62.51	70.00
Deloitte	5.00	9.43	4.00	7.86	28.44	54.73	61.29

### 3.3 BenefitsCal Price Proposal Scoring

In summary, the highest Price Proposal score was assigned to Deloitte, followed by Gainwell with the second highest score, and then Accenture, with the lowest overall Price Proposal score. The scoring breakdown follows:

- The Deloitte Price Proposal received the highest score for the 5-Year and 5-Month Base Contract Term.
- The Gainwell Price Proposal received the second highest score for the 5-Year and 5-Month Base Contract Term.
- The Accenture Price Proposal received the lowest score for the 5-Year and 5-Month Base Contract Term.

The following table provides the Price Proposal scoring details for the BenefitsCal Bidders. The Evaluated Price is bolded for emphasis. Price Proposal Scores were rounded to two decimal places.

Table 14: Price Proposal Scoring Details

<b>BenefitsCal Price Score</b>	<b>Weight</b>	<b>30.0%</b>	
BenefitsCal Price Schedule Line Items	Gainwell	Accenture	Deloitte
BenefitsCal Transition-In Deliverables	\$ 1,632,151	\$ 1,562,476	\$ 444,242
BenefitsCal Base Deliverables	\$ 3,547,140	\$ 3,643,066	\$ 3,462,388
BenefitsCal Software	\$ 2,851,447	\$ 1,660,081	\$ 932,053
BenefitsCal Services: March 2026 - July 2031	\$ 49,916,071	\$ 53,456,023	\$ 40,841,640
BenefitsCal Other Price	\$ 576,000	\$ -	\$ 209,370
<b>BenefitsCal 6-Month Transition-In + Base Period 5-Year &amp; 5-Month Contract Term Price Subtotal</b>	\$ 58,522,810	\$ 60,321,646	\$ 45,889,693
<b>Base Period Contract Term Price Excluding Deliverables Paid During the Transition-In Period Subtotal: Evaluated Price</b>	<b>\$ 53,343,519</b>	<b>\$ 55,116,104</b>	<b>\$ 41,983,063</b>
<b>BenefitsCal Base Period Contract Term Price Subtotal</b>	\$ 56,890,659	\$ 58,759,170	\$ 45,445,451
<b>BenefitsCal Four 1-Year Optional Extensions Price Subtotal</b>	\$ 43,008,765	\$ 44,960,058	\$ 34,089,877
<b>BenefitsCal Maximum Price Including Four 1-Year Optional Extensions</b>	\$ 101,531,574	\$ 105,281,704	\$ 79,979,569
<b>Total Weighted Price Score</b>	<b>23.61</b>	<b>22.85</b>	<b>30.00</b>

Table 15 depicts a comparison of the BenefitsCal price from the initial Price Proposal to the BAFO Price Proposal including the price difference and price difference percentage (%).

Table 15: Price Comparison (from Initial to BAFO)

Vendor	Original BenefitsCal Base Period Evaluated Price	BAFO BenefitsCal Base Period Evaluated Price	BAFO Price Difference	BAFO % Price Difference
Gainwell	\$ 54,757,970	\$ 53,343,519	\$ 1,414,451	2.58%
Accenture	\$ 60,481,867	\$ 55,116,104	\$ 5,365,763	8.87%
Deloitte	\$ 48,755,388	\$ 41,983,063	\$ 6,772,325	13.89%
Average BAFO % Reduction				8.45%

### 3.4 Final Selection and Recommendation

Overall, the Accenture proposal scored the highest number of points taking both the Business and Price Proposals into consideration.

The Accenture proposal received the highest BenefitsCal Business Proposal Score. The Deloitte proposal received the overall lowest Business Proposal Score. The summary scoring breakdown follows:

- The Deloitte Proposal scored the highest in Firm References.
- The Accenture Proposal and the Deloitte Proposal tied for the highest identical score in Staff Qualifications and Experience.
- Accenture scored the highest in Oral Presentations.
- Accenture scored the highest in Key Staff Interviews.
- The Accenture Proposal scored the highest in the Understanding and Approach category.

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

Table 16 presents the summary of the BenefitsCal Business Proposal Scores, Price Proposal Scores, and the Final Total Score for each Bidder.

The highest Total Score achieved by Accenture indicates the Best Value to the Consortium.

Table 16: BenefitsCal Business and Price Proposal Scoring Summary

	Category/Subcategory	Subcategory Weight	Overall Weight	Total Possible Points	Gainwell	Accenture	Deloitte
<b>Business Proposal</b>			<b>70.0%</b>				
1	Firm Qualifications	5.0%		5.0	4.50	4.85	5.00
2	Staff Qualifications and Experience	10.0%		10.0	8.78	9.43	9.43
3	Oral Presentations	5.0%		5.0	3.90	4.90	4.00
4	Key Staff Interviews	10.0%		10.0	7.93	8.96	7.86
5	Understanding and Approach	40.0%		40.0	31.06	34.37	28.44
<b>Business Proposal Raw Scores</b>				<b>70.0</b>	<b>56.17</b>	<b>62.51</b>	<b>54.73</b>
<b>Business Proposal Normalized Scores</b>				<b>70.0</b>	<b>62.90</b>	<b>70.00</b>	<b>61.29</b>
<b>Price Proposal</b>			<b>30.0%</b>				
6	Base Period: Excluding Deliverables Paid During the Transition-In Period	30.0%		30.0	23.61	22.85	30.00
<b>Price Proposal Scores</b>				<b>30.0</b>	<b>23.61</b>	<b>22.85</b>	<b>30.00</b>
<b>Business Proposal + Price Proposal Total</b>			<b>100.0%</b>	<b>100.0</b>	<b>86.51</b>	<b>92.85</b>	<b>91.29</b>