



**DEPARTMENT OF  
REGISTRAR-RECORDER/COUNTY CLERK**

**REQUEST FOR PROPOSALS –  
PHASE 1 PREQUALIFICATION**

**FOR**

**VOTING SYSTEMS ASSESSMENT PROJECT  
(VSAP) IMPLEMENTATION AND SUPPORT  
SERVICES**

**RFP Phase 1 of 2: #17-008**

**September 18, 2017**

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**Prepared By  
County of Los Angeles  
Registrar-Recorder/County Clerk- Contracts Section Room 5115  
12400 Imperial Highway Norwalk, CA 90650  
[www.lavote.net](http://www.lavote.net)**

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## 1.0 General Information

### 1.1 Introduction

The Los Angeles County (County) Registrar-Recorder/County Clerk (RR/CC) is issuing this Request for Proposals (RFP) Phase 1 – Prequalification to seek qualifications from Prime Contractors interested in providing Voting Systems Assessment Project (VSAP) implementation and support services. This RFP Phase 1 is the first part of a two-phase solicitation. Participation in and prequalification through this RFP Phase 1 is required for all vendors interested in participating in the RFP Phase 2 – Proposal Evaluation and Contractor Selection. In RFP Phase 2, prequalified vendors who have passed Phase 1 (Prime Contractor-Led Teams) will be provided with the County's requirements and specifications and will be invited to submit a formal proposal for the development, manufacturing, implementation and support services of the VSAP solution.

The products and services defined in this RFP Phase 1 is the expected scope of work. The County reserves the right to modify the scope according to its needs if it is determined to be in the best interest of the County. The County may, at its sole discretion, cancel this RFP and reject all submissions. The County shall not be liable for any costs incurred by Respondents in connection with the preparation, submission, or presentation of any Response.

All County standard terms and conditions will apply to the selected Respondent under RFP Phase 2. A listing of those standard terms and conditions is available at:  
<http://doingbusiness.lacounty.gov/contracting.htm>.

### 1.2 RFP Phase 1 Prequalification Response Options

Vendors interested in responding to this RFP Phase 1 may respond to one (1) or both of the two (2) categories described below.

- **Category 1 – VSAP Prime Contractor:** The Respondent is interested in acting as the Prime Contractor for the VSAP implementation. The Respondent, a single contractor that acts as the Prime Contractor, will assemble and lead a team of qualified partners (subcontractors) that is capable of meeting the full scope of the VSAP solution, as detailed in this RFP Phase 1, **OR** will meet the full scope of the VSAP solution using its own resources.

Prime Contractors using subcontractors must identify any required subcontractor(s) in their responses to this RFP Phase 1. The Prime Contractor, together with all subcontractors (if included), must meet the Minimum Qualifications for “Prime Contractor-Led Teams,” as established and evaluated by the County, in order to prequalify and be eligible to participate in RFP Phase 2. The County prefers that the identified team (Prime Contractor and all subcontractor(s)) remains unchanged in any formal proposal submitted in response to RFP Phase 2. In the event a subcontractor

initially included as a member of the Prime Contractor-Led Team in an RFP Phase 1 response is unable to continue into RFP Phase 2, the Prime Contractor may have the opportunity to replace the subcontractor with a prequalified Specialty Vendor. Additionally, the Prime Contractor may also have the opportunity to enhance its team by adding prequalified Specialty Vendors as part of its RFP Phase 2 response. The County, at its sole discretion, may also request modifications to a Prime Contractor-Led Team.

- **Category 2 – VSAP Specialty Vendor:** The Respondent is interested in providing one (1) or more specialty/specialties for the VSAP solution, as detailed in this RFP Phase 1, and would like to prequalify as an individual vendor, independently of a Prime Contractor-Led Team. A Specialty Vendor must meet the Minimum Qualifications for Specialty Vendors, as established and evaluated by the County, to be prequalified as a Specialty Vendor. Participation by a prequalified Specialty Vendor in the RFP Phase 2 is dependent on forming a partnership with a prequalified Prime Contractor-Led Team. This may occur in either situation described below:
  - In the event a subcontractor initially included as a member of a Prime Contractor-Led Team in an RFP Phase 1 response is unable to continue into RFP Phase 2, the Prime Contractor may have the opportunity to replace the subcontractor with a prequalified Specialty Vendor.
  - The Prime Contractor may have the opportunity to enhance its team by adding prequalified Specialty Vendors to its RFP Phase 2 response.

However, there is no guarantee that prequalified Specialty Vendors will be selected to participate in the RFP Phase 2.

The County intends to partner with a Prime Contractor-Led Team as a result of this solicitation. As such, vendors are encouraged to form partnerships and provide a response as part of a Prime Contractor-Led Team. Vendors responding as part of a Prime Contractor-Led Team may also respond as a Specialty Vendor.

### 1.3 RFP Point of Contact

The single County Point of Contact (POC) for all communications and questions related to this RFP Phase 1 is:

Veronica Williams, Contracts Manager  
Email: [contracts@rrcc.lacounty.gov](mailto:contracts@rrcc.lacounty.gov)

All communications and/or questions must be submitted in writing via the email address above.

### 1.4 Interpretive Conventions and Definitions

Whenever the terms “must,” “shall,” “will” or “is required” is used in this RFP Phase 1 in conjunction with a specification or performance requirement, the specification or performance

requirement is mandatory. Failure to address or meet any mandatory requirement in a Response by the Respondent may be cause for County's rejection of the RFP Phase 1 Response.

Whenever the terms "can," "may," or "should" are used in this RFP Phase 1 in conjunction with a specification or performance requirement, the specification or performance requirement is a desirable, but not mandatory, requirement. Accordingly, a Respondent's failure to address or provide any items so referred to will not be the cause for rejection of the RFP Phase 1 Response, but may result in a less favorable evaluation.

Throughout this RFP Phase 1, the terms:

- **"Prime Contractor"** refers to a Respondent who meets all requirements of this RFP Phase 1 on behalf of a "Prime Contractor-Led Team." The Prime Contractor may meet all aspects of the VSAP scope itself, or may elect to subcontract with partners to meet specific requirements. The Prime Contractor will be responsible for the management and delivery of its subcontractor(s) involved in providing the products and services. The Prime Contractor and all subcontractors must meet the Minimum Qualifications for "Prime Contractor-Led Teams," as established and evaluated by the County, in order to prequalify and be eligible to participate in RFP Phase 2.
- **"Prime Contractor-Led Team"** refers to the team of vendors who are submitting a response under the leadership of a Prime Contractor. Together, this team must meet all of the VSAP requirements as defined in this RFP Phase 1. Note: Any vendor included in a Prime Contractor-Led Team response may also respond separately as a Specialty Vendor.
- **"Specialty Vendor"** refers to a Respondent who is interested in providing specific work related to one (1) or more specialty/specialties for the VSAP solution, as detailed in this RFP Phase 1. A Specialty Vendor must meet the Minimum Qualifications for Specialty Vendors, as established and evaluated by the County. Note: Vendors submitting a response as a Specialty Vendor may also respond separately as part of a Prime Contractor-Led Team.
- **"Subcontractor"** refers to a vendor that is a member of a Prime Contractor-Led Team who will provide some or all of the product(s) and/or service(s) for the VSAP solution under the Prime Contractor's leadership. Note: Subcontractors may also respond separately as a Specialty Vendor.
- **"Respondent"** refers to a vendor, either a Prime Contractor or a Specialty Vendor, who intends to provide a response to this RFP Phase 1 either under Category 1 or Category 2 per Section 0 RFP Phase 1 Response Options.
- **"RFP Phase 1 – Prequalification"** or **"RFP Phase 1"** refers to the prequalification phase of the VSAP Request for Proposal process. Vendors must provide a response to RFP Phase 1 and meet the relevant Minimum Qualifications. Only Vendors who meet

the Minimum Qualifications upon evaluation by the County will be prequalified and eligible to receive and participate in the RFP Phase 2 – Proposal Evaluation and Contractor Selection as described in Section 1.1, Introduction, at the County’s discretion.

- **“RFP Phase 2 – Proposal Evaluation and Contractor Selection”** or **“RFP Phase 2”** refers to the RFP Phase in which prequalified Prime Contractor-Led Teams are provided the County’s requirements and specifications and will submit a formal proposal for the development, manufacturing and implementation of the VSAP solution for evaluation and award by the County.
- **“VSAP Solicitation”** refers to the overall VSAP RFP process, inclusive of both RFP Phase 1 and RFP Phase 2.
- **“VSAP Program”** or **“Program”** refers to the County’s approach to coordinate all projects and activities related to implementing and supporting the VSAP vision.
- **“VSAP solution”** or **“Solution”** refers to the full scope of VSAP components expected to be integrated, certified, implemented and supported by the Prime Contractor-Led Team in collaboration with the County, as detailed in this RFP Phase 1.

## 1.5 Solicitation Timetable

Table 1 captures the key milestones for the RFP Phase 1. Table 2 contains the anticipated milestones for the RFP Phase 2.

**Table 1. RFP Phase 1 – Prequalification Solicitation Schedule**

| REQUEST FOR PROPOSALS PHASE 1 – PREQUALIFICATION |   |  |
|--|---|--|
| NO.  | MILESTONE   | DATE   |
| 1  | Release of the RFP Phase 1 – Prequalification                             | Monday, September 18, 2017                   |
| 2  | Registration for Proposers’ Conference                                    | Wednesday, September 27, 2017 at 5:00 PM PST |
| 3  | Proposers’ Conference – Mandatory (Web Conference)                        | Friday, September 29, 2017 at 9:00 AM PST    |
| 4  | Written Questions Due   | Tuesday, October 3, 2017 at 2:00 PM PST      |
| 5  | County’s Responses to Written Questions Posted                            | Friday, October 6, 2017                      |
| 6  | RFP Phase 1 Responses Due ( <b>Evaluation of Minimum Qualifications</b> ) | Monday, October 16, 2017 at 5:00 PM PST      |
| 7  | Vendors Notified of RFP Phase 1 Results                                   | Monday, November 6, 2017                     |

**Table 2. RFP Phase 2 – Proposal Evaluation and Contractor Selection Schedule (Anticipated)**

| REQUEST FOR PROPOSALS PHASE 2 – PROPOSAL EVALUATION AND CONTRACTOR SELECTION |   |  |
|--|---|--|
| 1  | Release of RFP Phase 2 – Proposal Evaluation and Contractor Selection to Prequalified Vendors | Tuesday, November 14, 2017                 |
| 2  | Registration for Proposers’ Conference  | Tuesday, November 21, 2017                 |
| 3  | Proposers’ Conference – Mandatory   | Tuesday, November 28, 2017                 |
| 4  | Written Questions Due   | Wednesday, November 29, 2017               |
| 5  | County’s Responses to Written Questions Posted  | Wednesday, December 6, 2017                |
| 6  | RFP Phase 2 Proposals Due   | Thursday, December 28, 2017 at 5:00 PM PST |
| 7  | Vendor Finalist Presentations (anticipated)   | Friday, February 23, 2018                  |
| 8  | Notice of Contractor Selection (anticipated)  | Monday, April 23, 2018                     |
| 8  | Contract Execution (anticipated)  | Monday, June 28, 2018                      |

**1.5.1 Notice of Additions to or Rescheduling of Due Dates and Deadlines**

If any date to be established by Table 1 above is not provided at the time of the release of this RFP Phase 1, or if any date set forth in Table 1 is rescheduled by the County, the County will issue a notice of the date or the rescheduled date by an addendum. Each such notice constitutes an addendum to the RFP Phase 1. The County reserves the right to establish new or rescheduled dates as it deems appropriate.

**1.6 Proposers’ Conference – Mandatory**

The County will host a mandatory Proposers’ Conference to provide additional detail and answer questions about the County’s requirements and/or any information contained within this RFP Phase 1. The Proposers’ Conference will be conducted online through Web Conference only.

Attendance is mandatory. RFP Phase 1 Responses from Vendors who did not attend the Proposers’ Conference will be rejected as non-responsive (disqualified) without review and eliminated from further consideration. At least one representative from the Prime Contractor or Specialty Vendor must participate. Subcontractors who are only intending to respond as part of a Prime Contractor-Led Team are welcome to attend, but attendance is not mandatory.

The Proposers’ Conference is for informational purposes only. Neither such event, nor any information provided through or during it, is binding upon the County. The County is not

responsible if the appropriate Respondent staff does not attend and does not acquire knowledge of the information presented or discussed during such conference.

The Proposers' Conference will be held as follows:

**Date:** Friday, September 29, 2017

**Time:** 9 AM PST

**Location:** Web Conference detail provided upon registration

All Respondents intending to participate in the Proposers' Conference are asked to register by Wednesday, September 27, 2017 at 5:00 PM PST by e-mail to [contracts@rrcc.lacounty.gov](mailto:contracts@rrcc.lacounty.gov). The e-mail must use the subject line "VSAP RFP Phase 1: Proposers' Conference Registration" and contain the Company name and website, as well as the following information for each attendee:

First and Last Name

Title

Phone Number

Email

Address

Anticipated Respondent Type: Prime Contractor, Subcontractor, or Specialty Vendor

**Note:** Date and time of the Proposers' Conference are subject to change. Registered vendors will be notified by e-mail of any changes.

## 1.7 Written Questions and Answers

Questions regarding RFP Phase 1 must be submitted in writing to the County POC as listed in Section 1.3 by the date set forth in Table 1. The County will make every effort to respond by the date stated in the schedule.

Vendors are specifically directed not to contact any other County person for any matters related to this RFP Phase 1. **Failure to adhere to this policy may result in elimination of the Respondent from further consideration.**

## 1.8 RFP Library

Table 3 contains a list of supporting documentation or links to websites to assist Respondents in understanding the context of this RFP Phase 1 and VSAP. Respondents are highly encouraged to review the contents provided in the RFP Phase 1 Library to better inform their response.

The documents listed provide an overview of VSAP to date. The videos listed provide an understanding of the human centered design approach and the completed design. The Reports include the results from each phase of the project so far. Taken together, they communicate the overall vision of VSAP and how the project has progressed to its current phase. In addition to the Library, there are a variety of additional documents available on the VSAP website at

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<http://vsap.lavote.net>. Vendors are encouraged to review those documents for supplementary context.

The RFP Phase 1 Library can be accessed at <http://vsap.lavote.net/request-for-proposals/>

**Table 3. RFP Phase 1 Library**

| NAME  | NAME / WEBSITE  | DESCRIPTION   |
|---|---|---|
| VSAP Request for Information  | RFI for VSAP (RFI #17-001)  | Los Angeles County issued a Request for Information on April 24, 2017 to hear directly from vendors about their interest in potentially partnering with the County to bring the VSAP vision to fruition. It also sought input from the vendors on partnership models that would enable successful development and implementation of VSAP. |
| Video: Democracy by Design  | <a href="http://vsap.lavote.net/video-gallery/">http://vsap.lavote.net/video-gallery/</a>   | Informative video about the vision of VSAP and the human-centered design approach.  |
| Video: VSAP New Voting Experience                                   | <a href="http://vsap.lavote.net/video-gallery/">http://vsap.lavote.net/video-gallery/</a>   | Brief video provides overview of the new voting experience in Los Angeles County resulting from VSAP.   |
| VSAP Phase I Report – July 9, 2010                                  | <a href="http://vsap.lavote.net/wp-content/uploads/2016/06/07092010_phase_i_project_report.pdf">http://vsap.lavote.net/wp-content/uploads/2016/06/07092010_phase_i_project_report.pdf</a> | Summarizes completion of the initial research phase of VSAP.  |
| Open Design Search for voting system development and implementation | <a href="https://lavote.net/Documents/vsap/_05032012_open_design_search_report.pdf">https://lavote.net/Documents/vsap/_05032012_open_design_search_report.pdf</a>                         | Summarizes Los Angeles County’s Open Design Search, which included: 1) Open Innovation Challenge and 2) Voter Experience Brainstorming Workshops.   |
| VSAP Phase III: System Design and Engineering                       | <a href="http://vsap.lavote.net/wp-content/uploads/2017/08/VSAP-Phase-III-Report.pdf">http://vsap.lavote.net/wp-content/uploads/2017/08/VSAP-Phase-III-Report.pdf</a>                     | Summarizes completion of VSAP Phase III.  |
| Final Concept of the Ballot Marking Device (BMD)                    | <a href="http://vsap.lavote.net/design-concepts-2/">http://vsap.lavote.net/design-concepts-2/</a>   | Shows the final concept design of the BMD, along with a short video showing the use of the touch screen.  |
| VSAP Quarterly Reports  | <a href="http://vsap.lavote.net/reports/">http://vsap.lavote.net/reports/</a>   | Summarizes VSAP activity quarterly from 2010 – 2017.  |

| NAME   | NAME / WEBSITE  | DESCRIPTION  |
|--|---|--|
| California Elections Code Division 19, Chapter 3, Certification of Voting Systems, as amended by Senate Bill 360 (2013-2014)   | <a href="https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201320140SB360">https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201320140SB360</a>                                 | Senate Bill 360 of 2013-2014 changed California Elections Code procedures and criteria for the certification and approval of a voting system; expands the use of Voting Modernization Fund monies; and authorizes a county to use those monies to purchase a conditionally approved voting system for research and development of a nonproprietary voting system that uses disclosed source code, and other key changes that are relevant to VSAP. |
| California Elections Code Division 4, Chapter 1, Conditions for Mail Ballot Elections, as amended by Senate Bill 450 (2015-2016) (the California Voter's Choice Act) | <a href="https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB450">https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB450</a>                                 | The California Voter's Choice Act changed California Elections Code to permit counties to conduct elections in which every voter is mailed a ballot and information on vote centers and ballot drop-off locations which are available prior to and on election day, in lieu of operating polling places for the election, subject to certain conditions.   |
| California Voting System Standards   | <a href="http://admin.cdn.sos.ca.gov/regulations/elections/california-voting-system-standards.pdf">http://admin.cdn.sos.ca.gov/regulations/elections/california-voting-system-standards.pdf</a> | Describes the requirements for the electronic components of voting systems.  |
| California Secretary of State Certification and Approval   | <a href="http://www.sos.ca.gov/elections/voting-systems/certification-and-approval/">http://www.sos.ca.gov/elections/voting-systems/certification-and-approval/</a>                             | Provides an overview of the review and testing process for Certification by the California Secretary of State, including the application requirements.   |
| BMD Appearance Model   | <a href="http://vsap.lavote.net/wp-content/uploads/2016/06/5.2-BMD-appearance-model.pdf">http://vsap.lavote.net/wp-content/uploads/2016/06/5.2-BMD-appearance-model.pdf</a>                     | Provides detailed references to the design aspects of the Ballot Marking Device.   |
| November 8, 2016 General Election Media Kit  | <a href="http://lavote.net/Documents/News_Releases/11082016-media-kit.pdf">http://lavote.net/Documents/News_Releases/11082016-media-kit.pdf</a>   | Provide an overview of the County's election process and electorate statistics.  |

## 1.9 Los Angeles County Registrar-Recorder/County Clerk Overview

Los Angeles County is the country's largest and most complex county election jurisdiction, covering an area of 4,105 square miles. The RR/CC is the department responsible for registering voters and maintaining voter files; conducting federal, state, local and special elections; and verifying initiatives, referendums, and recall petitions (<https://www.lavote.net/>).

The County’s electorate is larger than the electorates in 42 of the 50 states, serving over 5.2 million registered voters who receive election materials in over 12 languages in more than 500 political districts. Of the 5.2 million registered voters, more than 2.1 million are Permanent Vote by Mail (PVBM) voters.

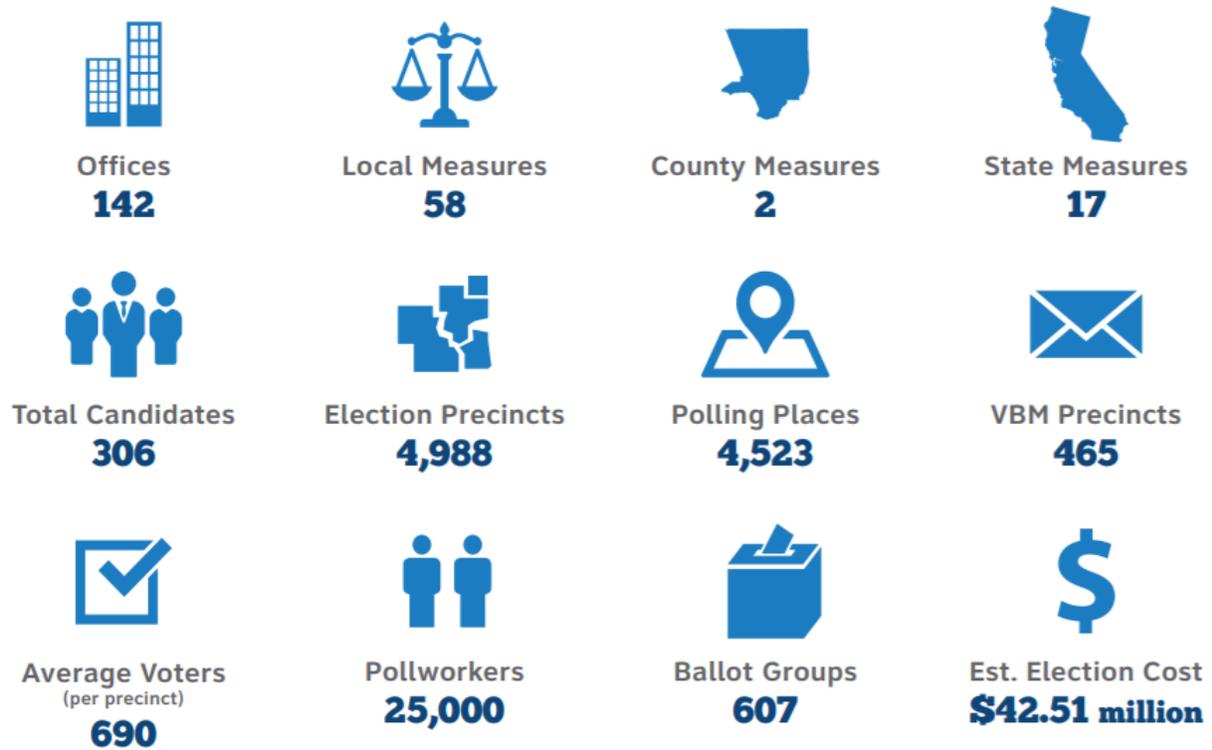
**Table 4. Voter Registration Statistics (as of September 2017)**

| <b>VOTERS BY AGE</b> | <b>REGISTERED</b> | <b>% OF REGISTERED</b> | <b>PVBM</b>      | <b>% PVBM OF REGISTERED</b> |
|----------------------|-------------------|------------------------|------------------|-----------------------------|
| 18-29                | 1,084,903         | 21%                    | 517,964          | 10%                         |
| 30-39                | 975,762           | 19%                    | 390,491          | 7%                          |
| 40-49                | 826,890           | 16%                    | 314,649          | 6%                          |
| 50-59                | 871,220           | 17%                    | 320,771          | 6%                          |
| 60-69                | 739,633           | 14%                    | 299,511          | 6%                          |
| 70-79                | 432,930           | 8%                     | 198,676          | 4%                          |
| 80+                  | 276,254           | 5%                     | 140,822          | 3%                          |
| No Birthdate*        | 1,672             | 0%                     | 236              | 0%                          |
| <b>Total</b>         | <b>5,209,264</b>  | <b>100%</b>            | <b>2,183,120</b> | <b>42%</b>                  |

\*No Birthdate: No birthdate is indicated on the individual’s voter registration. The eligibility of the voter was verified through other means, such as the state ID, state license number, or social security number.

The RR/CC conducts approximately 200 city, school and special district elections annually. During the November 8, 2016 election alone, in addition to President of the United States, the ballot also featured an open contest for US Senator, 17 statewide ballot measures, two (2) County measures and 58 local jurisdiction measures. Additionally, the County elected two (2) new members to the Board of Supervisors. Figure 1 provides a profile of the 2016 General Election for added detail on the scope and complexity of a County election.

**Figure 1. Profile of the 2016 General Election**



Stats as of 10/2016

## 2.0 Background

The RR/CC serves the County's voters with an effective but outdated voting system based on obsolete technology which must be replaced. While the County's current voting system serves the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional flexibility necessary to continue to accommodate a growing and increasingly diverse County electorate. Traditionally, the solution was to acquire a commercially available voting system, yet in the last decade the number of available systems and the currency of their technologies has been less than desired. The County finds itself in a unique position to redefine the voting experience based upon voter needs, expectations and abilities to provide convenience, clarity, security and privacy using 21st century technologies.

Launched in September 2009, VSAP was developed in response to the growing voting system needs and challenges faced by the County. Through public engagement and research, VSAP established a strong foundation of baseline data regarding voter and poll worker preferences and requirements. RR/CC also engaged with partners to gather data on the current funding, regulatory, and voting systems market, and participated in a Request for Proposals (RFP) issued by the City of Los Angeles (City) in search of federally certified and state approved voting systems. None of the seven (7) voting systems evaluated met the City's requirements. The extensive research of voter behavior and the limited voting systems market, coupled with the size and diversity of Los Angeles County, brought RR/CC to conclude that it is almost impossible to reasonably consider an existing commercial off-the-shelf (COTS) voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, VSAP General Voting System Principles and technical requirements.

In response to these needs and challenges, VSAP has taken an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system using a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters.

The intent of VSAP is to transform and modernize the voting experience in a manner that is responsive to the needs, desires and behaviors of its electorate. After several years of research, design and engineering (Phase I through III), the County is now in Phase IV, a critical stage to determine and execute the approach to system engineering, manufacturing and certification. In the near term and in parallel to Phase IV, the County will commence Phase V to conduct a phased implementation of the new voting experience model.

The County seeks not only to provide the new voting experience and system to its voters, but to develop them in a manner that allows other jurisdictions to adopt the same designs, or purchase the same solution, and provide similar voting systems and experiences to their constituents. Part of this vision is to retain ownership of the Intellectual Property (IP) developed so that, under license, other jurisdictions may have systems manufactured for their use.

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Public ownership of the envisioned system can serve as an important guardian of the democratic process. Aligned to the VSAP General Voting System Principles, the County seeks to instill public trust in the voting process and envisions this approach spreading across the country.

### **Testimony before the United States Presidential Commission on Election Administration**

“Plagued by a stalled voting systems market and an aging voting system, in 2009, we launched a voting systems project that set out to transform the market as we know it by implementing a process that seeks to redesign the voting experience in Los Angeles County through voter input and stakeholder participation and envisions the development and implementation of open voting systems that elicit public trust and encourage greater participation.

...We should be guided by the dynamics of the voting public we serve – seniors whose needs include accessibility and readability of materials; persons with disabilities who have a reasonable expectation of fair and respectful service that allows for a private and secure voting experience; busy professionals who seek options for voting that match their mobile lifestyles – before and on Election Day; citizens with an array of cultural and ethnic backgrounds who depend on increased language accessibility and voter assistance; and future voters whose expectations may include things not yet considered.”

*Dean C. Logan  
Registrar-Recorder/County Clerk, August 8, 2013*

## **2.1 Current Voting Environment**

Los Angeles County currently conducts elections using the InkaVote Plus system. Originally a punch card system called Votomatic, the County’s voting system was converted in November 2003 so that votes were ink marked, instead of punched, on the IBM 312 Hollerith card, in response to decertification of all punch card voting systems by the California Secretary of State in 2003. A Precinct Ballot Reader (PBR) and Audio Ballot Booth (ABB) were added to the system in November 2006 (making the “Plus” in InkaVote Plus) to provide over vote and under vote protections, and accessibility for voters with disability or language access needs, bringing the system into compliance with the Help America Vote Act of 2002.

The County currently has an inventory of 42,808 InkaVote vote recorder devices, 5,650 Inkavote PBRs and ABBs that are used to conduct elections at over 4,500 polling places across the County. Voters cast their vote by ink marking the paper ballots. The ink marked paper ballots are physically tallied by the Microcomputer Tally System (MTS) at RR/CC Headquarters.

## 2.2 VSAP Overview

VSAP is a five-phase plan to modernize the County’s voting systems and the voting experience through a voter-centered approach. Phases I through III are complete. Figure 2 summarizes VSAP phases and the overall timeline.

Figure 2. VSAP Timeline



### 2.2.1 Phase I: Public Opinion Baseline Research

In Phase I of the project, an array of baseline data that would shape the overarching strategy for voting system modernization was gathered. This data was gathered from election stakeholders and subject matter experts including voters, poll workers, advocates, key community organizations and elections staff through a variety of research and engagement activities. This research focused on evaluating the current voting system and experience, and learning what users expect of the future voting system. The research revealed that users expect more than just an upgrade in voting technology, and modernization efforts needed to improve the entire voting experience.

### 2.2.2 Phase II: Establishment of Principles

Building on the research and learnings from Phase I, the VSAP Advisory Committee (AdCom) was established to ensure the voice of the voter continued to guide the voting system design process. The AdCom is a formal engagement body composed of stakeholders and advocates in elections that represent different communities in Los Angeles County. As its first task, the AdCom took the results from the research conducted in Phase I and used that data to create and adopt the General Voting System Principles, which acts as a guide for voting system modernization. These principles ensure the new voting system meets the diverse needs of Los Angeles County voters.

Following the development of the General Voting System Principles, RR/CC began its search for a new voting system by assessing the voting systems market and regulatory environment in which

these systems are implemented. RR/CC also evaluated the acquisition models by which it could acquire a new voting system that would meet the needs of Los Angeles County and its voters. RR/CC collaborated with a research team of graduate students from the UCLA Luskin School of Public Affairs to conduct research on regulations governing voting systems testing and certification and the impact on Los Angeles County's goal to implement a new voting system. The research found that without changes to the regulatory environment, it would be very difficult for RR/CC to meet its goals of acquiring and implementing a new voting system consistent with the adopted principles. These factors along with feedback from the AdCom made a strong case for RR/CC to acquire a new voting system by engaging in a voting system development project.

### **2.2.3 Phase III: System Design and Engineering**

Phase III of the project marked a major transition from voting system research to the design and development of the new voting system, including a ballot marking device and related components. The work in Phase III of the project was spread across three (3) distinct and coordinated efforts: voting system design, stakeholder engagement, and proactive legislative action.

In order to continue engaging stakeholders and incorporate the expertise needed in voting system design, the VSAP Technical Advisory Committee (TAC) was established. The TAC was established to provide VSAP with the necessary technical expertise in voting technology, security, transparency, and accessibility during voting system design. The TAC is a diverse group composed of subject matter experts from a variety of industries and fields. The expertise and guidance provided by the TAC has been an invaluable component to the completion of Phase III. In addition to engaging the members of the TAC, communication and outreach efforts engaged the public and kept them informed about project developments.

To begin to envision and design a new voting system and to remain aligned with VSAP values of transparency and citizen participation, VSAP launched an "Open Design Search" in January 2012. Utilizing sound data, the Open Design Search engaged, through an online crowdsourcing platform, a broad range of experts, designers, and the general public to begin to gather ideas for the design of an innovative voting system to meet the unique needs of Los Angeles County's large and diverse electorate. There were two (2) primary components to the Open Design Search: 1) Open Innovation Challenge and 2) Voter Experience Brainstorming Workshops. This Open Design Search was conducted in partnership with the Information Technology Innovation Foundation's Accessible Voting Technology Initiative, Election Verification Network, OpenIDEO, and with funding from the Election Assistance Commission, and resulted in over 150 concepts for improving the voter experience for Los Angeles County voters.

In 2013, RR/CC identified and engaged IDEO, a global design and innovation firm specializing in human-centered design, to begin analyzing all the data and concepts gathered since project kick-off and to begin translating that information into refined designs. This work produced design and engineering specifications for a new voting experience which consists of a new Ballot Marking Device (BMD), an improved Vote by Mail (VBM) ballot, an innovative Interactive Sample Ballot (ISB), and a Tally System based on modern scalable technologies. Each of these components was the product of extensive research, stakeholder engagement, the human-centered design

process, iterative prototyping, and consultation with the VSAP AdCom and VSAP TAC. Together these components will provide voters with an improved and contemporary voting experience that is more accessible, reliable, secure, and transparent.

#### **2.2.4 Phase IV: Manufacturing and Certification**

Los Angeles County is currently in progress with Phase IV. Part of this phase includes this RFP Phase 1 – Prequalification and subsequent RFP Phase 2 – Proposal Evaluation and Contractor Selection, which will select the Prime Contractor-Led Team to manufacture and help implement the new VSAP solution. During this phase, the solution will go through a pilot project and through the State of California Secretary of State (CA SOS) testing and certification process, adhering to California Elections Code, Section 19000 et seq. (“Elections Code”), Certification of Voting Systems. At the end of this phase, a solution will be ready for production in quantities to meet full rollout in Los Angeles County.

#### **2.2.5 Phase V: Phased Implementation**

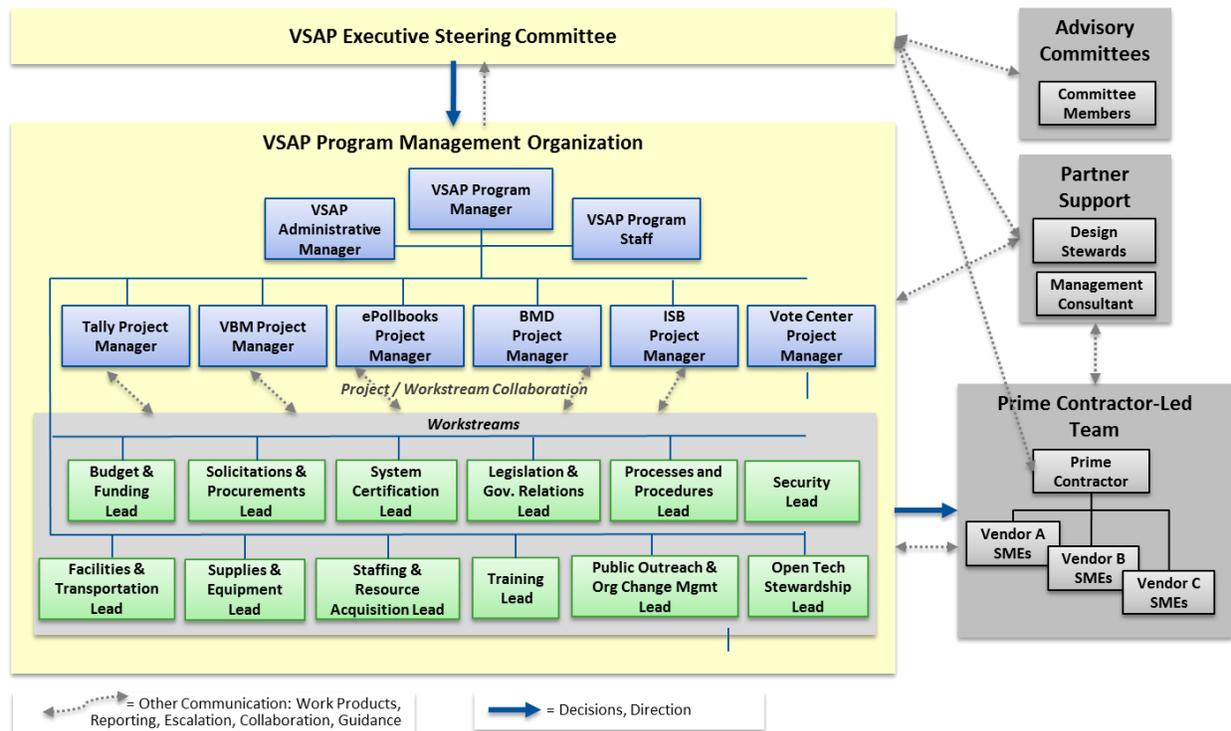
The County envisions implementing VSAP in multiple phases in a manner that can best balance the implementation risks with the risks in continuing to conduct elections with the current, aging voting systems. The targeted VSAP phased implementation timeline is as follows:

- **June 2018 Election (VBM and Tally):** Implementation by the County of the new VBM ballots, which includes associated software modifications to the Election Contest and Ballot Management System (ECBMS), and new Tally System (for all VBM ballots).
- **November 2018 - November 2019 (BMD Pilots):** The County desires to conduct one or more pilots of the remaining VSAP components prior to full implementation in a 2020 Election. The pilots may include implementation by the Prime Contractor-Led Team of the BMDs at a set number of Early Voting locations, ISB and the thermal printers connected to the ePollbooks (Note: thermal printers and ePollbooks to be procured separately by the County).
- **2020 Election (Full Implementation):** Full implementation and integration by the Prime Contractor-Led Team of new VBM ballots, new Tally System, BMDs deployed at Vote Centers, and the ISB.

### **2.3 Project Governance and Organizational Approach**

This solicitation is part of the County’s larger vision to modernize the County’s voting experience, which includes multiple projects and activities. The County has established the VSAP Program in support of this, including establishing effective governance to ensure the projects and activities stay focused on the County’s vision. Figure 3 and supporting descriptions define the roles and responsibilities for the different components of the VSAP Program.

**Figure 3. VSAP Governance and Program Management Organization**



The key bodies involved in the VSAP Program include:

**VSAP Executive Steering Committee:** Comprised of the Registrar-Recorder/County Clerk, Chief Deputy and Assistant Registrar-Recorder/County Clerks for Election Operations, Information Technology, and Administration, the VSAP Executive Steering Committee convenes regularly to provide the required strategic direction to the VSAP Program Management Organization. This Committee performs the following functions:

- Strategic oversight and guidance for the VSAP Program Management Organization.
- Review and resolve project issues not resolved at lower levels, and provide advice and insight into program management issues.
- Review and resolve change management issues not resolved by the VSAP Program Management Organization. This primarily includes change management issues relating to scope, cost and schedule that exceed certain pre-determined thresholds.
- Liaise with external political and legislative entities.

**VSAP Program Management Organization:** Comprised of various resources based on the coordinated needs of the VSAP Program, it reports to the VSAP Executive Steering Committee. The VSAP Program Management Organization is staffed to support current activities including a VSAP Program Manager, VSAP Administrative Manager, and VSAP Program Staff.

Additionally, Project Managers and Workstream Leads have been assigned to lead different aspects of the VSAP Program Management Organization as depicted in Figure 3 above. While Project Managers focus on the scope necessary to implement a specific component of VSAP, Workstream Leads are responsible for providing services and support across all of the projects.

**VSAP Program Manager:** The VSAP Program Manager is responsible for leading execution of the VSAP Program, coordinating all cross-project activities, and communicating progress, risks and issues to the VSAP Executive Steering Committee.

### 3.0 Scope of Work

#### 3.1 Overview of VSAP Services and Components

The expected services for and components of the VSAP solution are listed in Table 5 and Table 6 below, respectively, and further described in this section. Prime Contractor-Led Teams are expected to provide responses that meet the entire scope as listed in Table 5 and Table 6. Detailed specifications and performance requirements will be provided to prequalified Prime Contractor-Led Teams prior to release of RFP Phase 2.

**Table 5. Prime Contractor-Led Team Services In-Scope for the VSAP Solicitation**

| SERVICE  | RESPONSIBILITY  |
|--|---|
| <b>1. Prime Contractor Services</b>  | <ul style="list-style-type: none"> <li>▪ Project management to ensure the project is delivered on time, with high quality and meets the County’s requirements.</li> <li>▪ Manage subcontractors (if any), including subcontractor performance.</li> <li>▪ The Prime Contractor will be the primary point of contact with the County and provides ongoing project reports, covering all project elements.</li> </ul>   |
| <b>2. Systems Integration Services</b><br><i>(Services to be performed by either the Prime Contractor or Subcontractor on a Prime Contractor-Led Team)</i> | <ul style="list-style-type: none"> <li>▪ Integration of the overall VSAP solution, inclusive of ECBMS, BMD, ISB, Tally System, ePollbooks and thermal printers connected to the ePollbooks.</li> <li>▪ Ensure that the overall VSAP solution works end-to-end by identifying any issues, communicating issues and resolution expectations to responsible parties (e.g., County, ePollbook vendor), and resolving issues that are within the scope of the Prime Contractor (e.g., BMD, ISB, and interfaces between any VSAP component).</li> <li>▪ Certification by the California Secretary of State for the overall VSAP solution, inclusive of ECBMS, BMD, ISB and Tally System.</li> </ul> |
| <b>3. Implementation Services</b>  |   |

| SERVICE                                   | RESPONSIBILITY  |
|---|---|
| <b>Training and Procedure Development</b> | <ul style="list-style-type: none"> <li>▪ Train-the-Trainer model for the BMD and ISB that is an input to a broader Elections Procedures Training Program, which will be developed in conjunction with the County.</li> <li>▪ Development of System Documentation and User Guides for the BMD, BMD Manager and ISB.</li> <li>▪ Development of Operational Procedures for the overall VSAP solution.</li> </ul> |
| <b>Tier 2 Help Desk</b>                   | <ul style="list-style-type: none"> <li>▪ Tier 2 support for the BMDs and ISB that are to be provided by the Prime Contractor.</li> </ul>  |
| <b>Facilities and Logistics</b>           | <ul style="list-style-type: none"> <li>▪ Facilities and logistics support during the period of transition from the County’s current voting system to the VSAP solution. This may include space for storing, programming, staging and de-processing equipment and on-site staffing support during voting system deployment.</li> </ul>   |
| <b>4. Maintenance &amp; Support</b>       | <ul style="list-style-type: none"> <li>▪ Maintenance and repair of BMDs and ISB application including updates and enhancements.</li> </ul>  |

**Table 6. Prime Contractor-Led Team Components In-Scope for the VSAP Solicitation**

| COMPONENT   | RESPONSIBILITY  |
|---|---|
| <b>1. Election Contest and Ballot Management System</b> | <ul style="list-style-type: none"> <li>▪ Validate the specifications for data integration in the Software Solution Design Document (SSDD).</li> <li>▪ Implement the specifications and software integration interfaces (BMD Manager, Tally, ISB).</li> <li>▪ Certification by the California Secretary of State as an integrated component of the overall solution.</li> </ul>      |
| <b>2. Ballot Marking Device</b>                         | <ul style="list-style-type: none"> <li>▪ The engineering, manufacturing, assembly and implementation of the Ballot Marking Device software and hardware, inclusive of the printing mechanism, casing and carts to be used to store and deliver the BMDs, according to the County’s design specifications.</li> <li>▪ Certification by the California Secretary of State.</li> </ul> |

| COMPONENT                    | RESPONSIBILITY   |
|------------------------------|--|
| 3. BMD Manager               | <ul style="list-style-type: none"> <li>▪ The development and implementation of the BMD Manager software according to the County’s design specifications.</li> <li>▪ Certification by the California Secretary of State.</li> </ul>   |
| 4. Interactive Sample Ballot | <ul style="list-style-type: none"> <li>▪ The development and implementation of the Interactive Sample Ballot software according to the County’s design specifications.</li> <li>▪ Certification by the California Secretary of State.</li> </ul>   |
| 5. Tally System              | <ul style="list-style-type: none"> <li>▪ Validate that the software, developed independently for the County, functions at the performance levels required as an integrated solution.</li> <li>▪ The procurement of additional scanners and interfacing those scanners with the Tally System, as determined by the County.</li> <li>▪ Certification by the California Secretary of State as an integrated component of the overall solution.</li> </ul> |

Specialty Vendors may provide responses in one (1) or more specialties and phases as listed in Table 7.

**Table 7. Specialty Vendor Specialties and Phases In-Scope for the VSAP Solicitation**

| SPECIALTY   | PHASE   |                         |
|-------------|---------|-------------------------|
|             | Project | Maintenance and Support |
| 1. Software | ✓       | ✓                       |
| 2. Hardware | ✓       | ✓                       |

## 3.2 VSAP Services

### 3.2.1 Prime Contractor Services

The Prime Contractor will be responsible for the overall management of the project, development of VSAP components and delivery of services as outlined in Table 5 and Table 6, including certification by the California Secretary of State. The Prime Contractor will be the single entity with which the County may enter into a contract negotiation with if identified to be the best value solution based on the proposal evaluation during the RFP Phase 2. Once a contract is signed, the Prime Contractor will be fully responsible for the performance of all its subcontractors (if any).

### **3.2.2 Systems Integration Services**

Systems Integration Services may be provided by the Prime Contractor or by a Subcontractor on a Prime Contractor-Led Team. Systems Integration Services include the overall integration of all VSAP components as outlined in Table 6 above. Systems Integration will ensure that the overall VSAP solution, including all components, work effectively end-to-end. Systems Integration will identify performance issues related to any component and associated interfaces, identify the party responsible for the component/interface, ensure a resolution is identified, oversee resolution activities and confirm resolution of performance issues. When issues arise related to components the Prime Contractor-Led Team has developed (i.e., BMD, BMG, ISB), the Prime Contractor-Led Team will be responsible for resolution. When issues arise related to interfaces between VSAP components, the Prime Contractor-Led Team will be responsible for resolution. When issues arise related to components by the County (i.e., ECBMS, Tally System) or by a third party vendor (i.e., ePollbook), the County or third party vendor will be responsible for resolution. Systems integration also includes guiding the integrated solution through certification by the California Secretary of State.

### **3.2.3 Implementation Services**

#### ***3.2.3.1 Training and Procedure Development***

The Prime Contractor-Led Team will be expected to leverage its implementation expertise and initiate the efforts required to prepare the County for implementation of the VSAP solution. This will include development of necessary training material and conducting Train-the-Trainer training as it applies to the BMD, BMG and ISB, which will be developed and implemented by the Prime Contractor-Led Team. Training materials and Train-the-Trainer training may also be required for ECBMS, Tally System and ePollbook at the County's discretion. The Prime-Contractor Led Team will be responsible for developing System Documentation and User Guides for the BMD, BMG and ISB, and Operational Procedures for the overall VSAP solution end-to-end.

#### ***3.2.3.2 Tier 2 Help Desk***

The County's Help Desk will be the single point of contact for all users with questions/issues. The Help Desk will triage the issues, resolve those which can be resolved and escalate those which cannot be resolved to the Prime Contractor-Led Team who will provide Tier 2 support. Tier 2 Help Desk support will apply to the BMDs and ISB, which will be provided and implemented by the Prime Contractor-Led Team.

#### ***3.2.3.3 Facilities and Logistics***

During VSAP implementation, and for some period after full implementation, the County may seek facilities and logistics support from the Prime Contractor-Led Team. This may include facility space to store, program, stage and de-process the BMDs, as the County's Election Operations Center (EOC) will likely be at capacity storing the current voting system.

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Additionally, the Prime Contractor-Led Team may be requested to provide on-site staffing support to assist the County in deploying the VSAP solution in the field before voting begins, during the voting period.

### **3.2.4 Maintenance and Support**

The County will require ongoing maintenance and support services for all software and hardware components within the Prime Contractor-Led Team's scope, as outlined in Table 6. This includes continued upgrade of all software components of the BMDs and ISB, as well as service and repair of BMDs.

## **3.3 VSAP Components**

### **3.3.1 Election Contest and Ballot Management System**

The Election Contest and Ballot Management System, developed in-house by the RR/CC, manages candidate filing and ballot layout processes. New ECBMS functionality related to the Vote By Mail and Ballot Marking Device ballot layout as well as the data feed required to integrate with the Interactive Sample Ballot is currently being developed by RR/CC in anticipation of a pilot in June 2018. As such, Respondents will not be responsible for the development and implementation of the needed software modifications.

The Prime Contractor-Led Team will, however, be expected to validate the specifications for data integration as defined by the County's Software Solution Design Document (SSDD). It will be the responsibility of the Prime Contractor-Led Team to implement the specifications and software integration interfaces required to achieve a full VSAP solution. If ECBMS is deemed by the California Secretary of State to be an integrated component of the overall solution, its certification will also be the responsibility of the Prime Contractor-Led Team.

### **3.3.2 Ballot Marking Device**

The BMD was designed to include three (3) distinct interfaces:

- Touchscreen with optional audio read back
- Audio and tactile controller with touchscreen on/off options
- Dual switch input with optional audio

Figure 4 shows the prototype of the BMD.

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**Figure 4. Ballot Marking Device Prototype**



Voters can use the BMDs to generate, print, verify and cast a paper ballot that records the voter's selections on the ballot in human readable text (the vote of record) and encodes the selections in a machine-readable QR Code format. The architecture of the BMD is designed to facilitate voting for voters with a wide range of cognitive and physical abilities, and language needs, to maintain the voter's privacy and independence, and to protect the integrity of the vote. The BMD also supports the hands-free casting of the paper ballot into an integrated ballot box. The concept is that all voters will be able to vote on the same device by customizing their experience. Once the voter has marked his/her intended votes, a thermal printer embedded in the BMD will print/mark the voter's ballot with his/her vote selections in human-readable text for the voter to review and validate to ensure it reflects their selections, as well as the QR Code encoded with those same selections. The County anticipates needing between 25,000 and 32,000 BMDs at the time of full implementation.

The Prime Contractor-Led Team will be responsible for the engineering, manufacturing, assembly and implementation of all software and hardware required for the BMDs, inclusive of the printing mechanism, casing and carts to be used to store and deliver the BMDs.

### **3.3.3 Ballot Marking Device Manager**

The BMD Manager (BMG) application is a key tool used to load software onto multiple BMDs. The BMG ensures that it is just as simple to manage and maintain the software, configurations and data on one BMD as it is on many.

The BMG is capable of finding, powering on, and targeting any amount of connected BMDs – from one to all, simultaneously. It can also locate and work on groups of BMDs based on

selected parameters if needed. It is in charge of loading approved images of the BMD software onto the BMDs. It also loads election-specific ballot definition files onto BMDs before an election, and replaces them with test data between elections.

After an election, the BMG downloads anonymous usage data logs from the BMDs and aggregates them to help election administrators learn how to better serve their voters. It also downloads the security keys for the BMDs used in that election so that Tally can identify ballots printed on trusted BMDs.

### **3.3.4 Interactive Sample Ballot**

The ISB enables voters to review and pre-mark their respective sample ballot at their own pace via their personal device prior to casting their vote. As mentioned above in Section 3.3.1, the ISB will be integrated with ECBMS to receive the necessary data. The ISB has two (2) main goals:

- Provide a digital means of presenting sample ballot material that is highly engaging and accessible, and
- Expedite voting by allowing voters to pre-mark their selections and generate a QR Code that may be used at the voting location to quickly transfer, verify and accept their selections using the BMD.

The ISB may also serve as the basis for a Remote Accessible Vote By Mail system. However, this is currently not in scope for this RFP Phase 1.

A conceptual ISB is show in Figure 5.

**Figure 5. Interactive Sample Ballot (Conceptual)**

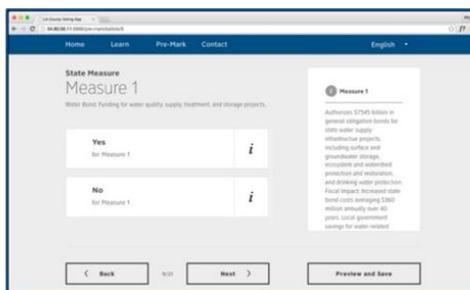
View of ISB from Smartphone



View of ISB from Tablet



View of ISB from Desktop



### 3.3.5 New Tally System and Tally System Scanners

A new Tally System is required to capture and process ballot images so that vote selections on paper ballots can be digitally counted. This includes votes cast on BMD ballots at Vote Centers, as well as on Vote By Mail ballots. Similar to the ECBMS, RR/CC is currently developing the software required for the new Tally System in anticipation of a pilot in June 2018. As such, Respondents will not be responsible for the development and implementation of the new Tally System software.

The Prime Contractor-Led Team will, however, be expected to validate that the software, developed by the County, functions at the performance levels required as an integrated solution. Thus, certification by the California Secretary of State of the Tally System as an integrated component of the overall solution will also be the responsibility of the Prime Contractor-Led Team. Additionally, the Prime Contractor-Led Team may be responsible for the procurement and implementation of additional Tally System scanners to support the full implementation of the VSAP solution, at the County's discretion.

### 3.4 Specialties

Specialty Vendors may submit a response to prequalify in:

- One (1) or both specialties: Software and/or Hardware, AND
- One (1) or both phases: Project (i.e., the VSAP project through full implementation), and/or Maintenance and Support (i.e., ongoing maintenance and support of VSAP components after implementation). Please note that it is acceptable for a Specialty Vendor to prequalify in Maintenance and Support only.

The work to be undertaken in each Specialty is described briefly below. See Table 6 Prime Contractor-Led Team Components In-Scope for the VSAP Solicitation for additional descriptions of the work that will be done for each VSAP Component.

#### 3.4.1 Software

**Project:** Software development will be required for the ECBMS (data integration), BMD, ISB, and the new Tally System (software validation) during the project.

**Maintenance and Support:** Ongoing maintenance and support will be required for the BMD and ISB applications, including updates and enhancements.

#### 3.4.2 Hardware

**Project:** This work will include provision/sourcing of commercially available industrial parts, manufacture of custom parts, and assembly of commercial/custom parts for the BMD. This work may also include provision of commercially available hardware (e.g., tally scanners), and integration of those products.

**Maintenance and Support:** Ongoing maintenance and support, including repair, will be required for the BMD.

### 3.5 VSAP Services and Components Out of Scope

For added clarity on the responsibility of the Prime Contractor-Led Team, Table 8 outlines the services and components **out of scope** for the VSAP solicitation. As such, Respondents should not consider providing the following as part of their RFP Phase 1 response and, if eligible, subsequent proposal to the RFP Phase 2.

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**Table 8. Services and Components Not In-Scope for the VSAP Solicitation**

| AREA   | RESPONSIBILITY – OUT OF SCOPE FOR VSAP SOLICITATION  |
|--|--|
| <b>Tally System</b>                                  | <ul style="list-style-type: none"> <li>▪ Development and implementation of the Tally System software.</li> <li>▪ Approval by the California Secretary of State for use in one or more pilots.</li> <li>▪ Ongoing maintenance, operations and support.</li> </ul>               |
| <b>Election Contest and Ballot Management System</b> | <ul style="list-style-type: none"> <li>▪ Development and implementation of the software modifications to the ECBMS.</li> <li>▪ Approval by the California Secretary of State for use in one or more pilots.</li> <li>▪ Ongoing maintenance, operations and support.</li> </ul> |
| <b>Vote By Mail</b>                                  | <ul style="list-style-type: none"> <li>▪ Inbound and outbound VBM operations.</li> <li>▪ VBM ballot supplies (e.g., envelopes, stickers) and printing services.</li> </ul>   |
| <b>Thermal Paper</b>                                 | <ul style="list-style-type: none"> <li>▪ Procurement of thermal paper to be used for BMDs.</li> </ul>  |
| <b>Election Management System</b>                    | <ul style="list-style-type: none"> <li>▪ Overhaul of the Election Management System (EMS) to support the required connections anticipated for Early Voting and Vote Centers.</li> </ul>  |
| <b>ePollbooks</b>                                    | <ul style="list-style-type: none"> <li>▪ Procurement of ePollbooks.</li> <li>▪ Ongoing maintenance and support.</li> </ul>   |
| <b>Hosting</b>                                       | <ul style="list-style-type: none"> <li>▪ Hosting of the solution will be at the County’s datacenter.</li> </ul>  |
| <b>Vote Center and Drop-off Facilities</b>           | <ul style="list-style-type: none"> <li>▪ Identifying and surveying for Ballot Drop-off Locations and Vote Center Facilities</li> </ul>   |
| <b>Vote Center Connectivity</b>                      | <ul style="list-style-type: none"> <li>▪ Determining the connectivity requirements at Vote Center locations.</li> <li>▪ Procurement and installation of connectivity equipment.</li> </ul>   |
| <b>Warehouse and Other Facility Space</b>            | <ul style="list-style-type: none"> <li>▪ Identifying additional permanent warehouse and other facility space to be purchased/leased by the County.</li> <li>▪ Identifying any retrofitting requirements at the Elections Operations Center.</li> </ul>                         |
| <b>Transportation and Logistics</b>                  | <ul style="list-style-type: none"> <li>▪ Identifying all transportation and logistical needs related to elections operations, with the exception of on-site staff support to assist with deployment of the VSAP solution in the field.</li> </ul>                              |
| <b>Intellectual Property Services</b>                | <ul style="list-style-type: none"> <li>▪ Intellectual Property Attorney to support licensing agreements.</li> </ul>  |

| AREA                               | RESPONSIBILITY – OUT OF SCOPE FOR VSAP SOLICITATION  |
|------------------------------------|--|
| <b>User Experience Stewardship</b> | <ul style="list-style-type: none"><li>▪ Design Stewardship to ensure the developed and implemented VSAP solution adheres to the County’s vision.</li></ul>   |
| <b>Education / Outreach</b>        | <ul style="list-style-type: none"><li>▪ Internal (RR/CC) and external (public, voter community) education and outreach.</li></ul>  |
| <b>Training and Recruitment</b>    | <ul style="list-style-type: none"><li>▪ Execution of the Elections Procedure Training Program, which includes development and implementation of operational training (e.g., Vote Center set-up/takedown, voting process, etc.).</li><li>▪ Recruitment of necessary staff, including permanent, temporary and volunteers.</li></ul> |

## 4.0 Evaluation and Selection

### 4.1 Minimum Qualifications

Respondents must demonstrate compliance with the below Minimum Qualifications using the provided RFP Phase 1 Response Template. Respondents who do not meet the below Minimum Qualifications will be ineligible to participate in the RFP Phase 2 – Proposal Evaluation and Contractor Selection. Only those Respondents who are notified in writing by County as having been prequalified will be invited to advance and provide a proposal in the RFP Phase 2.

Prime Contractor-Led Teams will be evaluated and prequalified as a team, including the Prime Contractor and any/all subcontractors. If any member of the team (i.e., the Prime Contractor or any subcontractor) does not meet the relevant Minimum Qualifications, the entire team may not be prequalified. Evaluation of the Minimum Qualifications shall be on a Pass/Fail basis, as determined by County.

#### 4.1.1 Minimum Qualifications: Prime Contractor-Led Team

The following Minimum Qualifications must be met by the Prime Contractor-Led Team. Table 10 below provides a summary of the requirements and indicates who within the Prime Contractor-Led Team must meet the Minimum Qualifications.

**Table 10. Summary of Requirements for Prime Contractor-Led Team**

| REQUIREMENT                                    | PRIME CONTRACTOR | ALL SUBCONTRACTORS | SYSTEMS INTEGRATOR* | AT LEAST ONE (PRIME CONTRACTOR OR SUBCONTRACTOR) |
|--|------------------|--------------------|---------------------|--|
| 1a. Subcontractor Management Experience        | M                |                    |                     |  |
| 2a. Country of Incorporation                   | M                | M                  | M                   |  |
| 3a. Operating Cash Flow                        | A                |                    |                     |  |
| 3b. Financial Strength                         | A                |                    |                     |  |
| 4a. Project Management Certification           | A                |                    | A                   |  |
| 5a. Intellectual Property Rights               | A                | A                  | A                   |  |
| 5b. Non-Disclosure Agreement                   | A                | A                  | A                   |  |
| 5c. Staff Screening Prior to County IP Release | A                | A                  | A                   |  |
| 5d. Software Development Services              | A                | A                  | A                   |  |
| 6a. Systems Integration Experience             |                  |                    | M                   |  |
| 7a. Election Experience                        |                  |                    |                     | M  |
| 7b. Field Experience                           |                  |                    |                     | M  |

|   |  |  |  |  |   |
|---|--|--|--|--|---|
| <b>7c. Maintenance and Support Experience</b> |  |  |  |  | M |
|---|--|--|--|--|---|

*\*The Systems Integrator role to be performed by either the Prime Contractor or a Subcontractor on a Prime Contractor-Led Team.*

**M** = Respondent must describe how it **meets** the requirement

**A** = Respondent must **agree to meet** the requirement. Related information may be requested from the Respondent in any response to RFP Phase 2 – Proposal Evaluation and Contractor Selection.

1. **The Prime Contractor must meet the following requirement:**
  - a. **Subcontractor Management Experience:** If the Prime Contractor is proposing with one or more sub-contractors, the Prime Contractor must have previous experience managing at least two (2) successful projects within the last five (5) years using one or more subcontractors.
2. **The Prime Contractor and all of its proposed Subcontractors must meet the following requirement:**
  - a. **Country of Incorporation:** The Prime Contractor and Subcontractors must be incorporated, and have offices, in the United States. All parent companies of the Prime Contractor and Subcontractors must not be incorporated in prohibited countries. Parent companies may have other subsidiaries incorporated in prohibited countries, but any such subsidiaries must have no control of or influence on the Prime Contractor or Subcontractor. The list of prohibited countries is provided in Appendix A.
3. **The Prime Contractor must agree to meet all of the following requirements:**
  - a. **Operating Cash Flow:** The Prime Contractor must have sufficient operating cash flow to sustain ongoing project operations in a deliverables-based payment project. For example, the Prime Contractor may be asked to sustain operations, without payment from the County, during development and testing of BMD software. *Please note that this is only an example.* Final list and schedule of deliverables and associated payments will be discussed and agreed upon with the County and Prime Contractor during contract negotiations.
  - b. **Financial Strength:** The Prime Contractor must demonstrate adequate financial strength with assets in the United States (based on the County's evaluation of company financial statements), or must obtain a performance bond in an amount to be determined by the County.
4. **The Prime Contractor and the Systems Integrator must agree to meet the following requirement:**
  - a. **Project Management Certification:** The Prime Contractor must provide a Project Manager, and the Systems Integrator must provide a Lead Staff Member, that are

certified Project Management Professionals (PMPs) by the Project Management Institute or equivalent.

5. **The Prime Contractor and all of its proposed Subcontractors must agree to meet all of the following requirements:**

- a. **Intellectual Property Rights:** The Respondent must agree to County ownership of all intellectual property (IP), both existing County IP and IP developed as work for hire as a result of the contract.
- b. **Non-Disclosure Agreement:** Respondents prequalified by the County through the RFP Phase 1 process will be given access to County IP in order to prepare a response to the RFP Phase 2 – Proposal Evaluation and Contractor Selection. The Respondent must agree that, prior to any staff member gaining access to County IP, that a Non-Disclosure Agreement (NDA) will be signed at a company level and at an individual staff level for all staff who will access County IP.
- c. **Staff Screening Prior to County IP Release:** The Respondent must agree that, prior to any staff member gaining access to County IP, the staff member must have successfully completed a state and federal level fingerprint background check. The fingerprint background check is considered successfully completed when a report of results has been provided to the County by the California Department of Justice (CA DOJ), the County has reviewed the results, and the County has cleared the individual for receipt of IP. Respondents must use the Request for Live Scan Service form provided by the County to submit the request for background check to the CA DOJ. See Attachment A for the Request for Live Scan Service form.

Please note that, in order for Respondent staff to gain access to County IP for the purposes of preparing a response to the RFP Phase 2 – Proposal Evaluation and Contractor Selection, fingerprint background checks must be successfully completed for each staff member requiring access. Because the time required for completion of a fingerprint background check is indeterminate, Respondents are encouraged to submit Request Forms immediately. The County is not responsible for Respondent delays in submitting Request Forms or for the timeliness of the background check process undertaken by the CA DOJ.

- d. **Software Development Services:** The Respondent must agree that all software will be developed and held in the United States.
6. **The Systems Integrator must meet the following requirement:**
- a. **Systems Integration Experience:** The Systems Integration vendor must have previous experience in the role of a Systems Integrator for at least two (2) large and complex technology projects within the last five (5) years involving integration of components sourced from multiple vendors. Characteristics of large and

complex technology projects include, but are not limited to, high number of interfaces, high number of end users, high number of function points, etc.

**7. Either the Prime Contractor or at least one of its proposed Subcontractors must meet each of the following requirements:**

- a. **Elections Experience:** The Respondent must have experience designing, manufacturing, and/or implementing at least one (1) elections-related system within the last five (5) years. The resulting system must have been used in an election for governmental or non-governmental contests. Examples of qualifying elections-related system experience include, but are not limited to, voting systems, election management systems, tally systems, e-balloting, and voter registration systems.
- b. **Field Experience:** The Respondent must have developed hardware or software that was deployed in the field at multiple locations for at least one (1) client within the last five (5) years. Examples of hardware/software that may be deployed in the field include, but are not limited to, laptops in law enforcement vehicles, kiosks for use by customers, voting machines/devices, handheld devices (e.g., devices used by delivery truck drivers, building inspectors, rental car check-in staff), etc.
- c. **Maintenance and Support Experience:** The Respondent must have maintained/supported hardware or software that was deployed in the field at multiple locations for at least one (1) client within the last five (5) years. Examples of hardware/software that may be deployed in the field include, but are not limited to, laptops in law enforcement vehicles, kiosks for use by customers, voting machines/devices, handheld devices (e.g., devices used by delivery truck drivers, building inspectors, rental car check-in staff), etc.

**4.1.2 Minimum Qualifications: Specialty Vendor**

The following Minimum Qualifications must be met by the Specialty Vendor. Table 11 below provides a summary of the requirements.

**Table 11. Summary of Requirements for Specialty Vendor**

| REQUIREMENT                       | SPECIALTY VENDOR |
|-----------------------------------|------------------|
| 1a. Country of Incorporation      | M                |
| 1b. Experience                    | M                |
| 2a. Intellectual Property Rights  | A                |
| 2b. Software Development Services | A                |

*M = Respondent must describe how it meets the requirement*

*A = Respondent must agree to meet the requirement. Related information may be requested from the Respondent in any response to RFP Phase 2 – Proposal Evaluation and Contractor Selection if Respondent becomes part of a Prime Contractor-Led Team.*

1. **The Specialty Vendor must meet the following requirement:**

- a. **Country of Incorporation:** The Specialty Vendor must be incorporated, and have an office, in the United States. All parent companies of the Specialty Vendor must not be incorporated in prohibited countries. Parent companies may have other subsidiaries incorporated in prohibited countries, but any such subsidiaries must have no control of or influence on the Specialty Vendor. The list of prohibited countries is provided in Appendix A.
- b. **Experience:** The Specialty Vendor must have been in business and actively working for a minimum of three (3) years within the last six (6) years in the area in which the Specialty Vendor is proposing (e.g., software development, hardware manufacturing). Provide client references showing required experience.

2. **The Specialty Vendor must agree to meet the following requirements:**

- a. **Intellectual Property Rights:** The Specialty Vendor must agree to County ownership of all intellectual property, both existing County IP and IP developed as work for hire as a result of the contract.
- b. **Software Development Services:** If the Specialty Vendor proposed to provide software development services, it must agree that all software will be developed and held in the United States.

## 4.2 Participation in RFP Phase 1

As stated in Section 1.1, participation in and prequalification through this RFP Phase 1 is required for all vendors interested in participating in the RFP Phase 2. Vendors that are prequalified by the County as a result of this RFP Phase 1 will be either:

1. Invited to submit proposals as a Prime Contractor-Led Team in response to the RFP Phase 2 – Proposal Evaluation and Contractor Selection, OR
2. Identified as a prequalified Specialty Vendors who may become part of a Prime Contractor-Led Team in the event that a Prime Contractor's Team needs substitute members.

## **5.0 RFP Phase 1 Response Submission Requirements**

The Respondent must submit 5 hard copies and one (1) electronic copy (PDF format) copy of its RFP Phase 1 Response in a sealed envelope or box, plainly marked in the upper left-hand corner with the name and address of the Respondent and bear the words “RESPONSE TO RFP PHASE 1 – PREQUALIFICATION FOR VSAP IMPLEMENTATION AND SUPPORT SERVICES”. One (1) hard copy of the RFP Phase 1 Response must be clearly identified on the cover and packaging as the ORIGINAL and must contain a “wet” original signature, in blue or black ink, by a person authorizing submission on behalf of the Respondent. The soft copy (e.g., searchable PDF) may be submitted on CDs, DVDs and/or USB storage devices. The Respondent should make reasonable attempts to ensure that the soft copy media is “locked” to avoid unintentional changes to the RFP Phase 1 Response.

The RFP Phase 1 Responses shall be hand delivered or mailed to the below by the date set forth in Table 1:

County of Los Angeles, Department of Registrar-Recorder/County Clerk  
12400 Imperial Hwy, Suite 5115  
Norwalk, CA 90650  
Attention: Veronica Williams, Contracts Manager

It is the sole responsibility of the Respondent to ensure that its RFP Phase 1 Response is received before the submission deadline. Submitting Respondents shall bear all risks associated with delays in delivery by any person or entity, including the U.S. Mail. Any Responses received after the scheduled closing date and time for receipt of RFP Phase 1 Responses, as listed in Table 1, will not be accepted and returned to the sender unopened. Timely hand-delivered proposals are acceptable. No facsimile (fax) or electronic mail (e-mail) copies will be accepted.

### **5.1 RFP Phase 1 Response Format**

Responses shall follow the structure set forth using the provided RFP Phase 1 Response Template and, at minimum, shall contain the information as requested. Inclusion of general marketing materials should be limited and provided in an appendix. Respondents shall put their company name and page number in the header or footer on each page of their response.

**Table 12. RFP Phase 1 Response Format and Template Overviews**

| SECTION / TEMPLATE | NAME                               | DESCRIPTION  |
|--------------------|------------------------------------|--|
| N/A                | Cover Letter                       | The Respondent must include a cover page with the RFP Phase 1 title and number; name and address of the Respondent; the date of the response; and a cover letter stating the Respondent’s intention to bid on the RFP Phase 2 (if the Respondent is prequalified by the County). For Prime Contractor-Led Teams, the Prime Contractor’s information should be provided as the Respondent.  |
| N/A                | Table of Contents                  | The Respondent must include a Table of Contents with page numbers corresponding to the sections and pages of the RFP Phase 1 Response, including any exhibits, appendices and attachments.   |
| Section 1          | Respondent Identifying Information | <p>Use the provided Response Template to complete the requested information. This Section of the RFP Phase 1 Response must include the Respondent’s general profile. For Prime Contractor-Led Teams, this information must be provided for the Prime Contractor and identified Subcontractor(s). For Specialty Vendors, the specialty/specialties and phase(s) for which they would like to prequalify must be identified.</p> <p>This Section of the RFP Phase 1 Response must also include a preliminary list of individuals who will require access to County IP in order to prepare a response to the RFP Phase 2 – Proposal Evaluation and Contractor Selection (if the Respondent is prequalified by the County). These individuals will be expected to sign an NDA prior to IP access. This list is considered preliminary and may be modified in a subsequent RFP Phase 2 response. For Prime Contractor-Led Teams, staff from both the Prime Contractor and all Subcontractors who are expected to need access to County IP should be identified.</p> |

| SECTION / TEMPLATE | NAME   | DESCRIPTION  |
|--------------------|--|--|
| Section 2          | Respondent Background and Subcontractor Qualifications | Use the provided Response Template to complete the requested information. This Section of the RFP Phase 1 Response must include the Respondent’s corporate background and relevant experience. For Prime Contractor-Led Teams, information shall be provided for the Prime Contractor and all proposed Subcontractor(s) including the roles the Subcontractor(s) will play on the Prime Contractor-Led Team. |
| Section 3          | Minimum Qualifications                                 | Use the provided Response Template to complete the requested information. This Section of the RFP Phase 1 Response must include the Respondent’s attestation and respective justification that it meets the Minimum Qualifications.  |

## 5.2 Response Instructions

### 5.2.1 Cost of Response Preparation

The County shall not in any way be liable or responsible for any and all costs incurred in responding to this RFP Phase 1. All costs associated with responding to this RFP Phase 1 will be solely at the responding party’s expense.

### 5.2.2 Multiple Responses

Each Respondent may only submit one (1) response as a Prime Contractor. If the Respondent submits more than one (1) response as a Prime Contractor, the County may reject one, multiple or all responses submitted by the Respondent. This requirement does not limit a vendor’s ability to collaborate with one (1) or more other Prime Contractors to serve in the role of a subcontractor on one (1) or more additional responses. Additionally, vendors have the ability to respond as part of a Prime Contractor-Led Team and a Specialty Vendor; responses must be submitted separately.

### 5.2.3 Subcontractor

Vendors included in a response submitted by a Prime Contractor, as a member of a Prime Contractor-Led Team, will be considered a Subcontractor. All subcontracted work, and subcontractors anticipated to perform that work, must be identified in the RFP Phase 1 response. Vendors who participated in Phase III of the VSAP project may not be the proposed Prime Contractor, however may participate as a subcontractor.

## **6.0 Other Information**

### **6.1 Disclosure of Contents of RFP Phase 1 Response**

Respondents are admonished that all information received in response to this RFP shall become the exclusive property of the County of Los Angeles, shall become a matter of public record, and shall be disclosed to the extent required by law, including, but not limited to, the California Public Records Act (California Government Code Section 6250, et seq.).

Respondents are advised to clearly, unambiguously and specifically identify all aspects of their response to this RFP Phase 1, which are secret, confidential or proprietary by labeling such confidential material with the appropriate label: "trade secret," "confidential," "proprietary," etc. The County shall not in any way be liable or responsible for the disclosure of any such records or any portion thereof if: 1) any response is not clearly, unambiguously and specifically identified in the aforementioned manner; or 2) if the disclosure is required by law whether or not the documents are clearly marked.

### **6.2 Non-Disclosure Agreement**

Prime Contractor-Led Teams who are prequalified as a result of this RFP Phase 1 will be required to sign a Non-Disclosure Agreement (NDA) as part of RFP Phase 2 prior to receiving County IP. The County expects an NDA to be signed by a representative who has authority to enter into binding agreements on behalf of the Company as well as by each individual who will have access to the County IP.

### **6.3 Gratuities Not Permitted**

Respondents have not offered or given, and shall not offer or give, to any employee, agent or representative of the County of Los Angeles any gratuity or inducement with a view toward securing any business from the County or any part thereof or influencing such person with respect to terms, conditions, or performance of any business dealing with or from the County or any part thereof.

### **6.4 Protest Policy**

Under Board Policy No. 5.055 (Services Contract Solicitation Protest), any prospective proposer may request a review of the requirements under a solicitation for a Board-approved services contract, as described in Section 6.4.1 Grounds for Review below. Additionally, any actual proposer may request a review of a disqualification or of a proposed contract award under such a solicitation, as described respectively in the paragraphs below. It is the responsibility of the proposer challenging the decision of a County Department to demonstrate that the Department committed a sufficiently material error in the solicitation process to justify invalidation of a proposed contract award.

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Throughout the review process, the County has no obligation to delay or otherwise postpone an award of contract based on a proposer protest. In all cases, the County reserves the right to make an award when it is determined to be in the best interest of the County of Los Angeles to do so.

#### **6.4.1 Grounds for Review**

Unless state or federal statutes or regulations otherwise provide, the grounds for review of a solicitation for a Board-approved services contract provided for under Board Policy No. 5.055 (Services Contract Solicitation Protest) are limited to the following:

- Review of Solicitation Requirements (reference Section 6.5)
- Review of Disqualified Proposal (reference Section 6.6)
- Review of Proposed Contractor Selection (reference Section 6.7)

### **6.5 Solicitation Requirements Review**

Any person or entity may seek a Solicitation Requirements Review by submitting Appendix B (Transmittal Form to Request a Solicitation Requirements Review) to the Department conducting the solicitation as described below. A request for a Solicitation Requirements Review may be denied, in the Department's sole discretion, if the request does not satisfy all of the following criteria:

1. The request for a Solicitation Requirements Review is made within ten (10) business days of the issuance of the solicitation document;
2. The request for a Solicitation Requirements Review includes documentation, which demonstrates the underlying ability of the person or entity to submit a proposal;
3. The request for a Solicitation Requirements Review itemizes in appropriate detail, each matter contested and factual reasons for the requested review; and
4. The request for a Solicitation Requirements Review asserts either that:
  - a. application of the minimum requirements, evaluation criteria and/or business requirements unfairly disadvantages the person or entity; or,
  - b. due to unclear instructions, the process may result in the County not receiving the best possible responses from prospective proposers.

The Solicitation Requirements Review shall be completed and the Department's determination shall be provided to the requesting person or entity, in writing, within a reasonable time prior to the proposal due date.

## **6.6 Disqualification Review**

A proposal may be disqualified from consideration because a Department determined it was non-responsive at any time during the review/evaluation process. If a Department determines that a response is disqualified due to non-responsiveness, the Department shall notify the proposer in writing.

Upon receipt of the written determination of non-responsiveness, the proposer may submit a written request for a Disqualification Review within the timeframe specified in the written determination.

A request for a Disqualification Review may, in the Department's sole discretion, be denied if the request does not satisfy all of the following criteria:

1. The person or entity requesting a Disqualification Review is a proposer;
2. The request for a Disqualification Review is submitted timely (i.e., by the date and time specified in the written determination); and
3. The request for a Disqualification Review asserts that the Department's determination of disqualification due to non-responsiveness was erroneous (e.g. factual errors, etc.) and provides factual support on each ground asserted as well as copies of all documents and other material that support the assertions.

The Disqualification Review shall be completed and the determination shall be provided to the requesting proposer, in writing, prior to the conclusion of the evaluation process.

Proposer can also be disqualified for Section 6.8 (Determination of Proposer Responsibility).

## **6.7 Department's Proposed Contractor Selection Review**

### **6.7.1 Departmental Debriefing Process**

Upon completion of the evaluation, the Department shall notify the remaining proposers in writing that the Department is entering negotiations with another proposer. Upon receipt of the letter, any non-selected proposer may submit a written request for a Debriefing within the timeframe specified in the letter. A request for a Debriefing may, in the Department's sole discretion, be denied if the request is not received within the specified timeframe.

The purpose of the Debriefing is to compare the requesting proposer's response to the solicitation document with the evaluation document. The requesting proposer shall be debriefed only on its response. Because contract negotiations are not yet complete, responses from other proposers shall not be discussed, although the Department may inform the requesting proposer of its relative ranking.

During or following the Debriefing, the Department will instruct the requesting proposer of the manner and timeframe in which the requesting proposer must notify the Department of its intent to request a Proposed Contractor Selection Review (see Section 6.7.2 Proposed Contractor Selection Review), if the requesting proposer is not satisfied with the results of the Debriefing.

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## 6.7.2 Proposed Contractor Selection Review

Any proposer that has timely submitted a notice of its intent to request a Proposed Contractor Selection Review as described below may submit a written request for a Proposed Contractor Selection Review, in the manner and timeframe as shall be specified by the Department.

A request for a Proposed Contractor Selection Review may, in the Department's sole discretion, be denied if the request does not satisfy all of the following criteria:

1. The person or entity requesting a Proposed Contractor Selection Review is a proposer;
2. The request for a Proposed Contractor Selection Review is submitted timely (i.e., by the date and time specified by the Department);
3. The person or entity requesting a Proposed Contractor Selection Review asserts in appropriate detail with factual reasons one or more of the following grounds for review:
  - a. The Department materially failed to follow procedures specified in its solicitation document. This includes:
    - i. Failure to correctly apply the standards for reviewing the proposal format requirements.
    - ii. Failure to correctly apply the standards, and/or follow the prescribed methods, for evaluating the proposals as specified in the solicitation document.
    - iii. Use of evaluation criteria that were different from the evaluation criteria disclosed in the solicitation document.
  - b. The Department made identifiable mathematical or other errors in evaluating proposals, resulting in the proposer receiving an incorrect score and not being selected as the recommended contractor.
  - c. A member of the Evaluation Committee demonstrated bias in the conduct of the evaluation.
  - d. Another basis for review as provided by state or federal law; and
4. The request for a Proposed Contractor Selection Review sets forth sufficient detail to demonstrate that, but for the Department's alleged failure, the proposer would have been the lowest cost, responsive and responsible bid or the highest-scored proposal, as the case may be.

Upon completing the Proposed Contractor Selection Review, the Department representative shall issue a written decision to the proposer within a reasonable time following receipt of the request for a Proposed Contractor Selection Review, and always before the date the contract award recommendation is to be heard by the Board. The written decision shall additionally instruct the proposer of the manner and timeframe for requesting a County Independent Review. See Section 6.9 County Independent Review Process below.

## **6.8 Determination of Proposer Responsibility**

A responsible proposer is a proposer who has demonstrated the attribute of trustworthiness, as well as quality, fitness, capacity and experience to satisfactorily perform the contract. It is the County's policy to conduct business only with responsible proposers.

Proposers are hereby notified that, in accordance with Chapter 2.202 of the County Code, the County may determine whether the proposer is responsible based on a review of the proposer's performance on any contracts, including but not limited to County contracts. Particular attention will be given to violations of labor laws related to employee compensation and benefits, and evidence of false claims made by the proposer against public entities. Labor law violations which are the fault of the subcontractors and of which the proposer had no knowledge shall not be the basis of a determination that the proposer is not responsible.

The County may declare a proposer to be non responsible for purposes of this contract if the Board of Supervisors, in its discretion, finds that the proposer has done any of the following: 1) violated a term of a contract with the County or a nonprofit corporation created by the County; 2) committed an act or omission which negatively reflects on the proposer's quality, fitness or capacity to perform a contract with the County, any other public entity, or a nonprofit corporation created by the County, or engaged in a pattern or practice which negatively reflects on same; 3) committed an act or omission which indicates a lack of business integrity or business honesty; or 4) made or submitted a false claim against the County or any other public entity.

If there is evidence that the apparent highest ranked proposer may not be responsible, the Department shall notify the proposer in writing of the evidence relating to the proposer's responsibility, and its intention to recommend to the Board of Supervisors that the proposer be found not responsible. The Department shall provide the proposer and/or the proposer's representative with an opportunity to present evidence as to why the proposer should be found to be responsible and to rebut evidence which is the basis for the Department's recommendation.

If the proposer presents evidence in rebuttal to the Department, the Department shall evaluate the merits of such evidence, and based on that evaluation, make a recommendation to the Board of Supervisors. The final decision concerning the responsibility of the proposer shall reside with the Board of Supervisors.

These terms shall also apply to proposed subcontractors of proposers on County contracts.

## **6.9 County Independent Review Process**

Any proposer that is not satisfied with the results of the Proposed Contractor Selection Review may submit a written request for a County Independent Review in the manner and timeframe specified by the Department in the Department's written decision regarding the Proposed Contractor Selection Review.

A request for County Independent Review may, in the County's sole discretion, be denied if the request does not satisfy all of the following criteria:

1. The person or entity requesting a County Independent Review is a proposer;
2. The request for a County Independent Review is submitted timely (i.e., by the date and time specified by the Department); and
3. The person or entity requesting review by a County Independent Review has limited the request to items raised in the Proposed Contractor Selection Review and new items that (a) arise from the Department's written decision and (b) are one of the appropriate grounds for requesting a Proposed Contractor Selection Review as listed in Paragraph 8.7.2 (Proposed Contractor Selection Review) above.

Upon completion of the County Independent Review, Internal Services Department will forward the report to the Department, which will provide a copy to the proposer.

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## 7.0 Glossary of Terms

### A

### B

**Ballot Marking Device (BMD):** The voting machine that voters use to make selections, mark and cast their paper ballot at a voting location. The BMD provides a variety of assistive features including multiple languages and disabilities aids. The BMD does not retain or tally voter selection once the session is complete. Additionally, the BMD ballots do not store any identifying information about the voter.

**BMD Manager (BMG):** A software application used in the Election Operations Center (EOC) to manage the fleet of BMDs inside the secure EOC network.

### C

**Commercial Off-The-Shelf (COTS):** Devices that are sold commercially and are readily available as products such as laptops, scanners, tablets and printers.

### D

### E

**Election Operations Center (EOC):** The Election Operations Center (EOC) is the location where equipment needed to set up a vote center is stored, maintained, prepared and deployed.

**Electronic Pollbook (ePollbook):** An electronic system for accessing and updating the voter record database during an election. Electronic pollbooks replace traditional paper rosters as the method for determining voter eligibility, identifying the appropriate ballot, crediting voter participation and capturing voter signatures. Users can access the voter record database via laptop or tablet and the database can be hosted locally or accessed over a network.

### F

### G

### H

**Hardware:** The physical part of election equipment such as the voting devices, scanners and printers which are controlled by the software.

### I

**Intellectual Property (IP):** Refers to creations of the mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce.

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**Interactive Sample Ballot (ISB):** A digital sample ballot in the form of a responsive website that voters can use to make selections before an election. The ISB creates a Poll Pass that voters can use to scan their pre-marked selections into a BMD to speed up their voting experience in the vote center.

J

K

L

M

N

O

P

**Precinct Ballot Reader (PBR):** A component of the current InkaVote Plus system used in precinct polling places to catch over votes and blank ballots on manually marked ballots. The PBR will be made obsolete by the BMD in the new voting system.

**Prime Contractor:** A Respondent who meets all requirements of this RFP Phase 1 on behalf of a “Prime Contractor-Led Team.” The Prime Contractor may meet all aspects of the VSAP scope itself, or may elect to subcontract with partners to meet specific requirements. The Prime Contractor will be responsible for the management and delivery of its subcontractor(s) involved in providing the products and services. The Prime Contractor and all subcontractors must meet the Minimum Qualifications for “Prime Contractor-Led Teams,” as established and evaluated by the County, in order to prequalify and be eligible to participate in RFP Phase 2.

**Prime Contractor-Led Team:** The team of vendors who are submitting a response under the leadership of a Prime Contractor. Together, this team must meet all of the VSAP requirements as defined in this RFP Phase 1. Note: Individual vendors included in a Prime Contractor-Led Team response may also respond separately as a Specialty Vendor.

Q

**Quick Response (QR) Code:** A two-dimensional barcode widely used for many purposes. When scanned with a mobile tagging application in a smartphone, it can cause a Web page to download with information about a product, local event or just about anything. The QR code can store up to 4,296 alphanumeric or 7,089 numeric characters, and if a high level of error correction is used, up to 30% of the image can be smudged and still be recognized. Created in the mid-1990s by a Toyota subsidiary to track parts on assembly lines, they are widely used in Japan. The technology became an ISO standard in 2000 and gained popularity in the U.S. within the decade.

R

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**Registrar-Recorder/County Clerk (RR/CC):** For more information visit <https://www.lavote.net/>

**Respondent:** A vendor, either a Prime Contractor or a Specialty Vendor, who intends to provide a response to this RFP Phase 1.

**RFP Phase 1 – Prequalification (“RFP Phase 1”):** The prequalification phase of the VSAP Request for Proposal process. Vendors must provide a response to RFP Phase 1 and meet the relevant Minimum Qualifications. Only Vendors who meet the Minimum Qualifications upon evaluation by the County will be prequalified and eligible to receive and participate in the RFP Phase 2 – Proposal Evaluation and Contractor Selection, at the County’s discretion.

**RFP Phase 2 – Proposal Evaluation and Contractor Selection (“RFP Phase 2”):** The RFP Phase in which prequalified Prime Contractor-Led Teams are provided the County’s requirements and specifications and will submit a formal proposal for the development, manufacturing and implementation of the VSAP solution for evaluation and award by the County.

## **S**

**Specialty Vendor:** A Respondent who is interested in providing specific work related to one (1) or more specialty/specialties for the VSAP solution, as detailed in this RFP Phase 1. A Specialty Vendor must meet the Minimum Qualifications for Specialty Vendors, as established and evaluated by the County. Note: Vendors submitting a response as a Specialty Vendor may also respond separately as part of a Prime Contractor-Led Team.

**Subcontractor:** A vendor that is a member of a Prime Contractor-Led Team who will provide some or all of the product(s) and/or service(s) for the VSAP solution under the Prime Contractor’s leadership. Note: Subcontractors may also respond separately as a Specialty Vendor.

**Systems Integrator:** A vendor that brings together system components into a whole and ensures that the components function together as intended.

## **T**

**Tally System:** A system of hardware and software that reads and captures the vote selections on ballots, applies required business rules and adjudications, tabulates the totals of votes, ballots cast, and other metrics, and publishes the results the election. The tally system also supports transparent auditing processes to ensure the accuracy and integrity of the election tally results.

## **U**

## **V**

**Vote By Mail (VBM):** The absentee voting option where voters mark the VBM Ballot and then mail it in or drop it off at an authorized location during an election. The RR/CC has an in-house mailing operation that mails out and tallies VBM votes at RR/CC Headquarters. There are roughly 2.2 million permanent vote by mail voters.

**Vote Center:** A polling location that enables any registered voter in the jurisdiction to vote the specific ballot style of that voter at the site. With the use of connected electronic pool books, the voter need not vote provisionally and can choose to vote at the vote center convenient that day regardless of location within the jurisdiction.

**Voting Systems Assessment Project (VSAP):** The Voting Systems Assessment Project was developed by the Registrar-Recorder/County Clerk (RR/CC) in 2009 to address an aging voting system and an increasingly large and complex electorate. The project seeks a collaborative approach to voting system design that will put voters at the center and maximize stakeholder participation.

**VSAP Program (“Program”):** The County’s approach to coordinate all projects and activities related to implementing and supporting the VSAP vision.

**VSAP Solicitation:** The overall VSAP RFP process, inclusive of both RFP Phase 1 and RFP Phase 2.

**VSAP Solution (“Solution”):** The full scope of VSAP components expected to be integrated, certified, implemented and supported by the Prime Contractor-Led Team in collaboration with the County, as detailed in this RFP Phase 1.

W

X

Y

Z

## **Appendix A. List of U.S. Sanctioned Countries by the Federal Government**

1. Belarus
  2. Burundi
  3. Cambodia
  4. Cote d'Ivoire
  5. Cuba
  6. China
  7. Democratic Republic of the Congo
  8. Eritrea
  9. Iran
  10. Iraq
  11. Guinea
  12. Lebanon
  13. Libya
  14. Myanmar
  15. North Korea
  16. Serbia
  17. Sierra Leone
  18. Somalia
  19. Sudan
  20. South Sudan
  21. Syria
  22. Russia
  23. Ukraine
  24. Venezuela
  25. Yemen
  26. Zimbabwe
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## Appendix B. Request for Proposals (RFP) Transmittal to Request a Solicitation Requirements Review

A Solicitation Requirements Review must be received by the County  
within 10 business days of issuance of the solicitation document

|                |                  |
|----------------|------------------|
| Proposer Name: | Date of Request: |
| Project Title: | Project No.      |

A **Solicitation Requirements Review** is being requested because the Proposer asserts that they are being unfairly disadvantaged for the following reason(s): *(check all that apply)*

- Application of **Minimum Requirements**
- Application of **Evaluation Criteria**
- Application of **Business Requirements**
- Due to **unclear instructions**, the process may result in the County not receiving the best possible responses

I understand that this request must be received by the County within **10 business days** of issuance of the solicitation document.

For each area contested, Proposer must explain in detail the factual reasons for the requested review.  
*(Attach additional pages and supporting documentation as necessary.)*

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Request submitted by:

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(Name) \_\_\_\_\_ (Title) \_\_\_\_\_

**For County use only**

Date Transmittal Received by County: \_\_\_\_\_ Date Solicitation Released: \_\_\_\_\_

Reviewed by:

Results of Review - Comments:

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Date Response sent to Proposer: \_\_\_\_\_

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### REQUEST FOR LIVE SCAN SERVICE

#### Applicant Submission

A1500

ORI (Code assigned by DOJ)

EMPLOYMENT

Authorized Applicant Type

Type of License/Certification/Permit OR Working Title (Maximum 30 characters - if assigned by DOJ, use exact title assigned)

#### Contributing Agency Information:

COUNTY OF LOS ANGELES - REGISTRAR RECORDER

Agency Authorized to Receive Criminal Record Information

12400 E. IMPERIAL HWY

Street Address or P.O. Box

NORWALK

City

CA 90650

State ZIP Code

09167

Mail Code (five-digit code assigned by DOJ)

George Britton

Contact Name (mandatory for all school submissions)

(562) 462-2285

Contact Telephone Number

#### Applicant Information:

Last Name

Other Name (AKA or Alias) Last

Date of Birth

Sex  Male  Female

Height

Weight

Eye Color

Hair Color

Place of Birth (State or Country)

Social Security Number

Home

Address Street Address or P.O. Box

First Name

Middle Initial

Suffix

First

Suffix

Driver's License Number

Billing

Number 140400

(Agency Billing Number)

Misc.

Number

(Other Identification Number)

City

State

ZIP Code

Your Number:

OCA Number (Agency Identifying Number)

Level of Service:

DOJ

FBI

If re-submission, list original ATI number:  
(Must provide proof of rejection)

Original ATI Number

Employer (Additional response for agencies specified by statute):

Employer Name

Mail Code (five digit code assigned by DOJ)

Street Address or P.O. Box

City

State

ZIP Code

Telephone Number (optional)

Live Scan Transaction Completed By:

Name of Operator

Date

Transmitting Agency

DN1

LSID

ATI Number

Amount Collected/Billed