



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

**REQUEST FOR PROPOSALS –
FOR
ELECTION MANAGEMENT SYSTEM
IMPLEMENTATION AND SERVICES**

RFP: #21-006

August 16, 2021

**Prepared By
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Table of Contents

1.0	General Information	1
1.1	Introduction	1
1.1.1	Description of Work	1
1.2	Interpretive Conventions and Definitions	10
1.3	RFP Point of Contact	10
1.4	RFP Timetable	10
1.5	Notice of Additions to or Rescheduling of Due Dates and Deadlines	11
2.0	History, Current Environment and Future State Vision	12
2.1	LA County RR/CC EMS Overview and History	12
2.2	Current Environment	12
2.3	Future State Vision	15
2.4	Implementation Timeline	17
3.0	Governance and Organizational Approach	18
4.0	General Instructions and Proposal Submission Requirements	19
4.1	Truth and Accuracy of Representations	19
4.2	Solicitation Requirements Review	19
4.3	Mandatory Proposers' Conference	19
4.4	Proposers' Questions	20
4.5	Preparation of the Proposals	21
4.5.1	Cost of Proposal Preparation	21
4.5.2	Multiple Responses	21
4.5.3	Subcontractor	21
4.6	Administrative Proposal Format (Part 1)	21
4.6.1	Additional Instructions for Administrative Proposal	22
4.7	Technical Proposal Format (Part 2)	23
4.8	Cost Proposal Format (Part 3)	24
4.9	Firm Offer-Withdrawal of Proposal	24
4.10	Proposal Submission	25
4.10.1	Additional Copies of Proposals	26
5.0	Selection Process and Evaluation Criteria	27
5.1	Selection Process	27
5.2	Disqualification Review	28
5.3	Technical Proposal Evaluation and Criteria (70%)	28
5.4	Cost Proposal Evaluation and Criteria (30%)	29
5.5	Finalist Presentation Evaluation and Criteria	30
5.6	Department's Proposed Contractor Selection Review	31

5.7	County Independent Review Process.....	32
6.0	County’s Rights and Responsibilities.....	33
6.1	Representations Made Prior to Contract Execution.....	33
6.2	Final Contract Award by the Board of Supervisors.....	33
6.3	County’s Option to Reject Proposals.....	33
6.4	County’s Right to Amend Request for Proposals.....	33
6.5	Background Checks.....	33
6.6	County’s Quality Assurance Plan.....	34
7.0	Proposer’s Requirements and Certifications	35
7.1	Notice to Proposers Concerning the Public Records Act.....	35
7.2	Mandatory Requirement to Register on County’s WebVen	35
7.3	Protest Policy Review Process	36
7.4	Injury and Illness Prevention Program.....	36
7.5	Confidentiality and Independent Contractor Status	36
7.6	Conflict of Interest.....	36
7.7	Determination of Proposer Responsibility.....	37
7.8	Proposer Debarment.....	37
7.9	Adherence to County’s Child Support Compliance Program	39
7.10	Gratuities	39
	7.10.1 Attempt to Secure Favorable Treatment	39
	7.10.2 Proposer Notification to County.....	39
	7.10.3 Form of Improper Consideration.....	39
7.11	Notice to Proposers Regarding the County Lobbyist Ordinance	40
7.12	Federal Earned Income Credit.....	40
7.13	Consideration of GAIN-GROW Participants for Employment	40
7.14	Recycled Bond Paper	40
7.15	Jury Service Program	41
7.16	Notification to County of Pending Acquisitions-Mergers by Proposing Company	42
7.17	Defaulted Property Tax Reduction Program.....	42
7.18	Time Off for Voting.....	42
7.19	Proposer’s Acknowledgment of County’s Commitment to Zero Tolerance Policy on Human Trafficking	43
7.20	Default Method of Payment: Direct Deposit or Electronic Funds Transfer (EFT) 43	
7.21	Proposer’s Acknowledgement of County’s Commitment to Fair Chance Employment Hiring Practices.....	43
7.22	Prohibition from Participation in Future Solicitation(s)	44
8.0	County’s Preference Programs.....	45

8.1	Overview of County’s Preference Programs.....	45
8.2	Local Small Business Enterprise (LSBE) Preference Program	45
8.3	Local Small Business Enterprise (LSBE) Prompt Payment Program	46
8.4	Social Enterprise (SE) Preference Program	46
8.5	Disabled Veteran Business Enterprise (DVBE) Preference Program.....	46
9.0	Appendices.....	48

1.0 General Information

1.1 Introduction

This Request for Proposals # 21-006 (RFP) is issued by the Los Angeles County (County) Department of Registrar-Recorder/County Clerk (Department or RR/CC) to potential Prime Contractors. This engagement will consist of implementation, integration, hosting, legal compliance, and support services as set forth in the Statements of Work, which is attached hereto in the Technical Proposal Response Template (Section J.2 Implementation Statement of Work, Section K.2 Hosting Statement of Work, and Section L.2 Maintenance and Support Statement of Work) and incorporated herein by this reference. A high-level description of the expected work is also provided in Section 1.1.1. For more background information, refer to Section 2.0.

This RFP establishes the criteria and procedures for submitting Proposals. The County will only accept Proposals for a comprehensive solution covering all the requirements identified in the Statements of Work of this RFP. It is the duty of each Proposer to thoroughly review the entire RFP, including all Appendices, Exhibits and Addenda thereto, for terms, conditions, and requirements that are included throughout.

The Selection Process and Evaluation Criteria of Proposals is described in Section 5.0. The County's recommendation for Contractor selection is subject to final approval by the County's Board of Supervisors (Board). The County desires to enter into an agreement with one (1) Prime Contractor for Election Management System (EMS) implementation, hosting, and services as described in this RFP.

The County intends to award a contract covering multiple project phases: implementation services followed by a warranty period, followed by Maintenance and Support (M&S) services. The contract will have an initial term of six (6) years beginning upon contract execution, with the option, at the County's discretion, for two (2) additional two (2) year terms, and six (6) month-to-month extensions, for a potential total of ten (10) years and (6) months. The agreement will be a deliverables-based contract with a fixed fee for all work under the agreement. Payments to the Contractor will be contingent upon the successful and timely completion, review, and acceptance of Deliverables.

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 Proposers in connection with the preparation, submission, or presentation of any Proposal.

1.1.1 Description of Work

The services and components of the EMS in scope for this RFP are listed in Table 1 and Table 2 below, respectively, and further detailed in the Statements of Work.

Table 1. In-Scope Services for the EMS RFP

SERVICE	RESPONSIBILITY
<p>1. Prime Contractor Services</p>	<ul style="list-style-type: none"> ▪ Project management to ensure the project is delivered on time, within the fixed fee agreed upon in the Contract, and with high quality that meets the County’s requirements. ▪ Manage Subcontractors (if any), including Subcontractor performance. ▪ The Prime Contractor will be the primary point of contact with the County and provide ongoing project reports, covering all project elements. ▪ Provide and adhere to a detailed project schedule that includes a comprehensive timeline of the State of California Secretary of State (CA SOS) VoteCal Certification progress.
<p>2. Business Process Analysis, Change Management, Requirements Validation and Design</p>	<ul style="list-style-type: none"> ▪ Redesign business processes related to in-scope components to leverage best practice approaches embedded within a new EMS product. ▪ Define, develop, and support the execution of an Organizational Change Management (OCM) and Communications Strategy up to, and beyond, the EMS deployment date. ▪ Validate functional and non-functional requirements through the development of Epics and User Stories. ▪ Document architecture, including the functional and non-functional design documents, based on validated requirements.
<p>3. Development and Configuration</p>	<ul style="list-style-type: none"> ▪ Develop system development and configuration plan. ▪ Prepare reports to document interface development, configuration and, while it is expected to be minimal, system development.
<p>4. Systems Integration and Certification Services</p>	<ul style="list-style-type: none"> ▪ Obtain VoteCal Certification by the CA SOS prior to EMS deployment. ▪ Integration of the overall EMS, inclusive of, but not limited to, Signature Verification software and hardware, related County and State systems as shown in Figure 1. EMS Ecosystem. ▪ Coordination of the EMS integrations to ensure end-to-end functionality by identifying any issues, communicating issues and resolution expectations to responsible parties (e.g., CA SOS, County Elections Operations), and resolving issues that are within the scope of the Contractor (i.e., components In-scope for the EMS Solicitation as stated in table below and interfaces between any EMS component).

SERVICE	RESPONSIBILITY
5. Testing and Data Migration	<ul style="list-style-type: none"> ▪ Plan, establish, and perform system testing, including test plans, User Acceptance Test (UAT) scripts, and establishing test environments. ▪ Plan, prepare, and conduct data migration in test and production environments in a safe and secure manner with clear audit trails and reports.
6. Implementation Services	
Training and Procedure Development	<ul style="list-style-type: none"> ▪ Implement a train-the-trainer model for all EMS components. ▪ Development of system documentation and user guides for the EMS. User guides will explain to the user what the functions are and how the System is intended to be operated. ▪ Development of integrated EMS solution documentation.
Hosting	<ul style="list-style-type: none"> ▪ Plan, specify and deliver secure service environments including private cloud services and any mixed computing, storage or on-premises infrastructure needed. Monitor and report service levels, ensuring business continuity and disaster recovery services.
Level 2 and Level 3 Help Desk	<ul style="list-style-type: none"> ▪ Develop and establish Level 2 and Level 3 service level agreements for Help Desk & Break/Fix Services.
7. Maintenance & Support	<ul style="list-style-type: none"> ▪ Develop and establish ongoing Maintenance and Support Plan, including but not limited to, the implementation of new releases and software upgrades.

Table 2. In-Scope Components for the EMS RFP

In-Scope Component Groups	In-Scope Components	Definition
Voters	Voter Registration	Confirm voter eligibility and allow individuals to be registered to vote. Allow checks on registration status and voter information.
	Voter Record	Create and/or update a Voter Record in the voter registration database (e.g., affidavit number, voter record status, name changes, address/precinct changes, party preferences, language preferences, delivery method, driver's license and/or SSN4, birth date, email, phone number, etc.). Update a voter's status (e.g., active, pending, cancelled). Categorize voters into groups that are approved and mandated by law (e.g., Active, Inactive, Canceled, Confidential Voters, Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) Voters, Help America Vote Act (HAVA) voters, Felony Voters, etc.) or to comply with statewide policies and guidelines or other legal obligations. Capture all legally required administrative data associated with a voter record. Manage and support compliance with National Voter Registration Act (NVRA) record keeping and reporting requirements. Store and display historical changes to voter records.
	Address Verification	Resolve and assign an address against designated precincts setup within the County during the voter registration process and during subsequent updates to the voter record to ensure voter eligibility and data integrity. Validate against the California Secretary of State VoteCal database and services in near real time.
	Affidavit Images (Storage or Access)	Securely store images of affidavits and provide access to voters' existing/historical images through an interface for initial input and update. Provide means to scan, process, validate and track digital and paper-based affidavits.
	Signature Images (Storage or Access)	Securely accept scanned images of voter signatures, store these images, and provide access to voters' historical signature images through an interface. Capture and store other voter related documents. Make voter signatures available for signature verification.
	National Voter Registration Act (NVRA) Correspondence / Notices	Generate and track issuance and returns of notification cards to voters, as required by State mandated guidelines (i.e., Voter Notification Cards (VNC), NVRA and State address verification cards such as the 8(d)(2) card and 2225(b) notice, etc.).

	Voter File Maintenance Administration	Assign, manage, support, track, and report on voter file maintenance activities. This includes the ability to track and report on voters with inactivity and the actions taken on the voter file as a result.
Elections	Ballot Definition	Define the contests to be placed on a ballot style and the associated ballot order.
	Ballot Groups	Create and manage ballot groups, based on precincts that have the same contests and the same ballot order.
	Canvass and Audit	Track and manage remade provisional, write-in, spoiled, and damaged ballots. Perform 1% manual audit to validate that votes have been tabulated correctly. Record certification of the election by the Board of Supervisors.
	Contest Activation	Activate the contests, districts, and sub-districts approved to be included in an election.
	Contest Filing (including Candidates and Measures)	Support filing of candidates and measures for inclusion in an election. Support business rules applicable to the application intake process (e.g., validating candidate eligibility to run in the appropriate district). Accept information from jurisdictions in order to intake approved eligible voters for an election within the districts and precincts as defined by the jurisdiction.
	Election Setup	Set up elections for federal, state, and local jurisdictions for different election types (i.e., Vote by Mail (VBM) and/or Vote Center). Includes the ability to categorize elections (i.e., Presidential Primary/General, Gubernatorial Primary/General, Federal, Municipal, Local, School District, Special, etc.) for processing according to mandated guidelines. Interaction with Geographic Information System (GIS) maps for jurisdiction boundaries.
	Parties	Manage all parties, qualified parties, non-affiliated, and crossovers for voters and elections.
	Provisional and Conditional Adjudication	Intake, adjudicate, process, perform quality assurance, and manage provisional and conditional voter ballots. Perform quality assurance including notifying users when voter has multiple active ballots, voters already voted, duplicate voters, status changes, and integrate with VoteCal. Enable "instant" CVR according to CA Elections Code Chapter 2, Article 4.5.

	Sample Ballot and Voter Information Guide	Provide the ability to generate and store sample ballot mailing list data and extract files for mailing to English and Multilingual voters based on established precinct. Allow initial mass extractions, periodic supplemental and voter request of sample ballot.
	Streets, Districts, Precincts, Consolidations, Service Areas	Capture and allow updating and management of the streets, districts, precincts, consolidations, and service areas within the County.
	Voting Locations Information Transfer	Edit, manage, transfer, and extract information to be sent to CA SOS and subsidiary systems regarding the confirmed Vote Center and Drop Box locations and details for an election.
VBM Management and Signature Recognition	Inbound VBM	Receive and process returned VBM envelopes, attribute and validate disposition (e.g., denotes voter as having voted, voter status changes, etc.) to envelopes returning through all the steps in the US Postal Service's (USPS's) mailing process (from postal facility to RR/CC) and through other ballot return methods (e.g., vote centers, drop boxes, etc.). Attribute the ballot return method to the voter record. Interface with signature verification system.
	Outbound VBM	Track outbound VBM to mail vendor. Track outbound VBM envelopes through all the steps in USPS's mailing process (from postal facility to voter). Provide data required for the ballot tracking solution per State requirements. Extract voter records for ballot issuance and submit to vendor for processing. Reconcile records processed in the VBM extraction process to ensure all voters eligible for an election receive a ballot. Perform mass extraction, supplemental and daily extractions of voter records, and identify voters that must be removed from the daily extraction list to avoid being sent to the mail vendor for processing.
	Replacement VBM	Track outbound replacement VBM to mail vendor. Track envelopes through all the steps in USPS's mailing process (from postal facility to voter). Monitor and identify ballots that need evaluation by staff vs. those that can be automatically suspended and reissued.
	Return Envelope Images	Securely store images of the VBM return envelope, including voter signatures and signature date, and provide the ability to retrieve required records to aid in processing.
	Undeliverable VBM	Track outbound VBM envelopes that could not be delivered to a voter and subsequently returned to RR/CC, USPS or the mail vendor and

		queue records to update voter status, addresses for correction, or reissuance.
	VBM Quality Assurance	Provide the ability to reconcile records processed in the VBM extraction process to ensure all voters eligible for an election receive a ballot.
	Capture VBM Envelope	Store images of the VBM return envelope, including the voter's signature, signature date, and data printed or written on envelope.
	Signature and Image Recognition Hardware and Software	Provide the hardware and software to scan and capture a full-face image of the VBM return envelope, including the voter's signature.
	VBM Signature Verification	Compare a voter's signature on the VBM return envelope against the voter's stored signature to verify whether there is a signature match. Report on the data gathered from the signature recognition process (e.g., the number of mismatched signatures, the number of unsigned envelopes, etc.) and trigger the resulting action required to resolve issues.
Petitions	Petitions	Manage petitions. Log, track, and number petitions, petition pages and petition signers. Validate petition signers are registered voters within the jurisdiction affected by the petition (i.e., City, County or State). Count signature pages.
	Petition Administration	Validate signers. Monitor, manage, and flag duplicate, missing, and challenged signatures. Identify and report on signature gaps and operator activity metrics. Provide reports for auditing/verifying processed signatures.
	Signature Count	Identify the quantity of accepted signatures based on established federal, state, and local jurisdiction guidelines and categories. Flag signatures that must be verified by staff, classifying signatures as accepted/not accepted, and capturing reason for non-acceptance.
	Signature Verification	Manually verify a random sample of petition signatures or interface with a system capable of scanning petition pages and performing automated signature verification.
	Signatures in Lieu	Calculate signatures required to qualify and evaluate the quantity of signatures required to be submitted in lieu of required filing fee. Validate signer as a registered voter within the jurisdiction affected by the signature in lieu (i.e., Local, City, County, or State).

Election Results	Elections Results Reporting	Use election results from Tally system and report them to VoteCal. Run internal reports related to results that allow for process improvement.
	Voter Participation	Capture, track, and report voter participation in any given election by method, precinct, district, city, service area, etc. Reconcile and attribute ballots issued and returned. Integrate quality controls to prevent duplicate voting or voting by ineligible voters.
Reporting	Dashboards	Capture, track, and manage data with a visual representation using a dashboard format.
	Self-Service Reporting	Provide Operations staff with the ability to access and generate reports.
	Predefined Reports	Provide pre-defined reporting structures to capture, track, and manage data.
Election Workers	Election Worker Assignment	Capture, track, and manage Election Worker assignments including role, location, and schedule.
	Election Worker Attendance	Track Election Worker attendance based on assigned work schedule.
	Election Worker Communication / Email	Provide multiple channels/methods to communicate to Election Workers (e.g., notifications, email blasts, Short Message Service (SMS) messages, etc.).
	Election Worker Payroll	Track and report Election Worker payroll calculations, including any applicable Federal Insurance Contribution Act (FICA)/Health Insurance Tax (HIT), or other tax deductions, based on role and number of hours/days worked.
	Election Worker Portal	Provide an Election Worker portal (e.g., to apply, register for training, view assignment, view schedule, receive notifications, etc.).
	Election Worker Recruitment	Capture, track and manage Election Worker recruitment activities including the application and special programs (e.g., Community Worker).
	Election Worker Training Management	Create Election Worker Training schedules, including assigned trainer, class types, and location of training. Allow Election Workers to register for trainings (in-person, online), and track training statuses by Election Worker (e.g., completed, incomplete, registered).
Vote Centers, Drop Boxes, and Check-in Centers (CIC)	Check-In Center (CIC) Recruitment and Management	Capture, track, and manage CIC recruitment activities including location specifications (e.g., route, sequence, address, square footage, supervisorial district, assessment results, hours of operations, setup/break down, etc.). Create, track, and manage CIC payment requests.

	VBM Drop Box Recruitment and Management	Capture, track, and manage VBM Drop Box recruitment activities, including location specifications (e.g., address, square footage, supervisorial district, assessment results, hours of operations, setup/break down, etc.). Create, track, and manage VBM Drop Box payment requests.
	Vote Center Recruitment and Management	Capture, track and manage Vote Centers, including Mobile, Pop-Up and Flex recruitment activities, including location specifications (e.g., address, service area, supervisorial district, assessment results (including accessibility assessments), square footage, hours of operations, setup/break down, etc.). Create, track, and manage payment requests for Vote Centers, including Mobile, Pop-Up and Flex.
Administration	Affidavit Accounting	Track and manage the issuance, distribution, and return of Voter Registration Forms (including Affidavit Cards) by unique ID # (e.g., County libraries issued Affidavit ID#'s within range xx-xxxx and these are individually tracked by the ID#'s).
	Data Quality	Ensure quality data is captured, stored, and continually managed (i.e., by way of data validation rules, established data standards, etc.). Reconcile data differences and generate reports for audit tracking as needed.
	Election Archiving	Store and easily access archival copies of final election results, reporting, and supporting data.
	Workflow Automation	Create and manage logical workflow automation.
Content Management	Audio Scripts	Store and manage audio scripts.
	Proofreading	Provide Operations staff with the ability to proof full-face ballots and sample ballots.
	Translations	Store and manage translations.
Application Programming Interfaces (APIs) / Integrations	APIs / Integrations	Integrate with the County and State election ecosystems using modern interface mechanisms. Have the ability to integrate with potential future election ecosystems (e.g., Federal/joint bodies created by agreements).

1.2 Interpretive Conventions and Definitions

Whenever the terms “must,” “shall,” “will” or “is required” are used in this RFP 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 Proposal by the Proposer may be cause for County’s rejection of the RFP Proposal.

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

Examples provided by using words and phrases, such as “including”, “include”, “includes”, or “e.g.,” shall not be construed as limiting the term clarified thereby. For example, “including” shall be construed as “including, but not limited to.”

References in this RFP to Federal, State, County and/or other governmental laws, rules, regulations, ordinances, guidelines, directives, policies and/or procedures shall mean such laws, rules, regulations, ordinances, guidelines, directives, policies and/or procedures as they currently exist or hereafter may be amended from time-to-time.

Further defined terms are contained in Appendix O (Glossary and Acronyms). Unless the context requires otherwise, the definitions given in Appendix O (Glossary and Acronyms) shall control over any definitions that may be found in this RFP or any other appendix hereto.

1.3 RFP Point of Contact

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

Veronica Williams, Contracts Manager

E-mail Address: contracts@rrcc.lacounty.gov

All communications and/or questions must be submitted in writing via the e-mail address above exclusively. Please include “RFP #21-006” in the subject line of any e-mail messages. Proposers are specifically directed not to contact any other County personnel or County partner personnel for any matters related to this RFP. **Failure to adhere to this policy may result in elimination of the Proposer from further consideration.**

This RFP and all attachments can be accessed on this website for review and download.
<https://camisvr.co.la.ca.us/lacobids/>.

Procurement Library Materials can be accessed on the RR/CC EMS RFP Website URL
<https://lavote.net/request-for-proposals>.

1.4 RFP Timetable

Table 3 contains the anticipated milestones for the RFP:

Table 3. EMS RFP Schedule

NO.	MILESTONE	DATE
1	Release of RFP	August 16, 2021
2	Registration Deadline for Mandatory Proposers' Conference	August 23, 2021
3	Proposers' Conference – Mandatory Web Conference	August 24, 2021
4	Written Questions Due	August 31, 2021
5	County's Final Responses to Written Questions Posted	September 7, 2021
6	RFP Proposals Due	September 24, 2021
7	Down Selection of Proposers	December 3, 2021
8	Vendor Finalist Presentations	December 6, 2021 – January 28, 2022
9	Notice of Contractor Selection	February 11, 2022
10	Contract Execution	May 10, 2022

1.5 Notice of Additions to or Rescheduling of Due Dates and Deadlines

The County reserves the right to establish new or rescheduled dates as it deems appropriate by a written addendum.

2.0 History, Current Environment and Future State Vision

2.1 LA County RR/CC EMS Overview and History

RR/CC serves as the custodian of approximately seven (7) million records of registered voters to:

- Manage and maintain the voter registration, precinct, voting facility, and Election Worker database systems.
- Record and perform critical election tasks prior to, during and post-election.
- Provide tracking and auditability of EMS voter records, ballot activity, and related metadata activity for customers internal and external to the County.

The County's current EMS is outdated. The current EMS is based on aging technology that must be replaced to meet the growing needs of the County and its constituents.

A rapidly changing and growing environment has placed additional demands on the County's EMS, including:

- Requirements related to the local EMS interface with the Federally mandated statewide voter registration database and affiliated functions (currently known as VoteCal)
- Legislative changes
- Consolidation of local elections
- Increased voting periods spanning multiple days
- Expanded Vote by Mail (VBM) to send all registered voters a ballot
- Frequency of overlapping elections
- New security threats and increased requirements on voter data quality and election quality assurance needs
- Operational changes associated with the Vote Center model
- New challenges in recruiting Vote Centers and Election Workers
- Continued increase in the number of registered voters
- Increased language service requirements

In addition to the changing environment, RR/CC practices Lean Six Sigma and strives to implement continuous process improvement.

The County is seeking to replace the existing EMS with a modern, scalable, and secure EMS that exceeds current system capacity, capability and efficiently addresses the needs to service increasingly large and complex election demands. The new EMS additionally must be able to change and accommodate growing demands in a cost effective and timely manner.

2.2 Current Environment

The County has been using the Data Information Management System (DIMS) for election management since 1999. For many years, the EMS grew in functionality and customization to

generally keep pace with RR/CC's election demands and supporting new business processes and efficiencies.

In 2016, the California Secretary of State VoteCal system was implemented. VoteCal is the Federally mandated statewide voter registration database for the State of California. The integration between the County's EMS and VoteCal had a significant impact on business processes and began to strain the capabilities of the EMS. The EMS architecture, including its heavily customized code base, began to limit further growth. Expanded voting periods and frequently changing election laws are not well supported by the EMS and require a significant amount of activity by staff in non-EMS systems and tools.

Specifically, the County would like to drive operational improvements through greater system capability and flexibility in the following areas:

- Support for the Vote Center model, service areas, and multi-day voting periods
- Support for new voting programs and election facilities (e.g., Check-in Centers, Training Facilities, Flex Vote Centers, Mobile Vote Centers, Pop Up Vote Centers, VBM Drop Boxes)
- Identifying key elements related to Vote Centers (e.g., hours of operations, equipment/supplies, accessibility survey dates and results, data/electrical test dates and results, photos, attachments, etc.)
- Generating the labels required to label supplies
- Reporting, including generating ad hoc and customizable reports beyond available standard reports
- Management of replacement ballot issuance
- Support for e-mail, text messages and letters directly to voters
- Support for communicating with Vote Center owners and contact persons
- Support for Election Worker management, including for the activities listed below:
 - Special Election Worker modules, such as Troubleshooter and Coordinator modules, needed to manage their assignments and work schedules
 - Assigning Election Workers to multiple days and track attendance
 - Importing Election Worker attendance records from ePulse
 - Provision of an Election Worker Portal
 - Establishing Election Worker requirements for Vote Centers based on the size of the location and voting period it will serve
 - Generating appointment letters, emails, texts, and robocalls to Election Workers
 - Election Worker training management for classroom, virtual and online classes
- Synchronization with VoteCal, particularly improvements in the time required for synchronization processes
- EMS performance, scalability, and evolutionary capacity
- Candidate and measure filing and related ballot generation functions that integrate seamlessly with the County's voting system.

A changing legal environment, new business processes, and quality improvement needs has resulted in the County's need to move to a new EMS. The County wants to grow and refine its business processes and continue to improve quality and levels of service using the foundation of a modern, scalable EMS.

VoteCal Integration

Elections officials in California counties use their EMSs to register voters, update voter information, and manage election activity (e.g., candidate filing, election results reporting). This information is transmitted to VoteCal as close to real-time as possible. VoteCal is the State's central repository of voter records but the work of inputting and managing records lies with each county.

The CA SOS currently provides quarterly releases for VoteCal to all California counties. At least once each year the CA SOS runs a mock election prior to a scheduled election. All counties must create test environments and participate in the mock elections in order to test the integration between VoteCal and county election management systems.

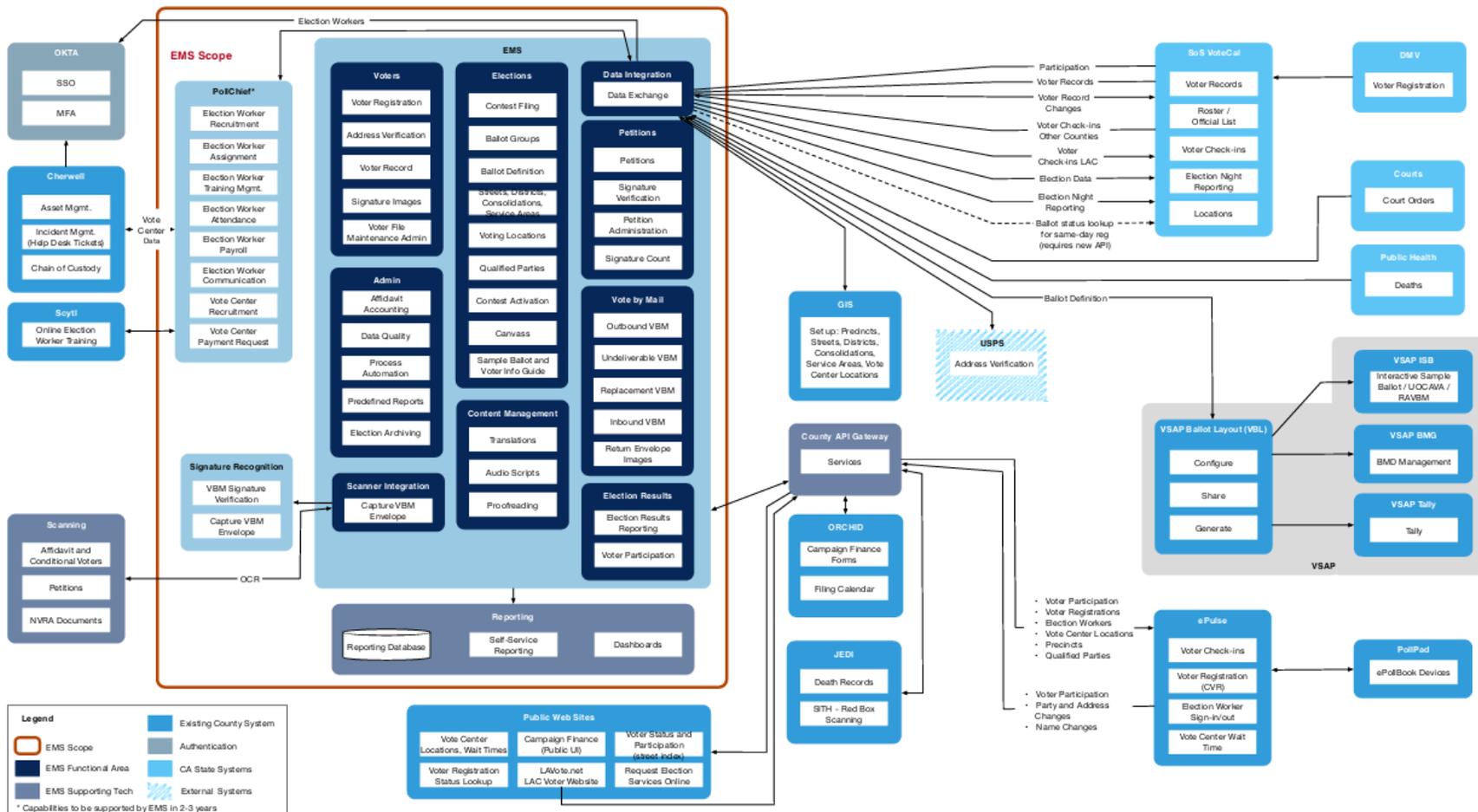
An overview of the integration between VoteCal and the Los Angeles County EMS is provided below:

- VoteCal has a two-way integration with the EMS
- EMS routes voter and ballot record transactions traffic asynchronously through a dedicated router on a Virtual Private Network (VPN) fiberoptic network directly to VoteCal
- New voter registration records and record updates are uploaded to VoteCal
- VoteCal acknowledgement messages and relevant communication between the two systems are exchanged
- VoteCal also sends new registrations, National Change of Address (NCOA) changes, and deceased and felon matches to an EMS queue where they are evaluated and applied by County staff
- Data between the EMS and VoteCal is kept in synch by continuous communication. During peak election periods 15-20 million packets may be transmitted per month.

2.3 Future State Vision

The County's vision for the future state EMS is built around a product-based solution with a high degree of alignment to functional needs and use of modern technology. The EMS is part of a larger ecosystem to manage and operate elections.

Figure 1. EMS Ecosystem



EMS is the heart of election and voter records, ballot issuance and adjudication management. The County recently modernized the voting experience with its Voting Solutions for All People (VSAP) initiative, which introduced many new programs, processes, applications, and technologies. Additional existing applications support election and voting functionality that is outside the scope of the EMS.

The County’s future state vision for EMS replacement is:

Empower the organization to efficiently prepare for and administer successful elections and comply with legal mandates – now and in the future – by implementing a modern, scalable, and secure election and voter data management solution within a well-constructed integration landscape.

The new EMS will:

- Support core voter record, elections, petitions, vote by mail, provisional, conditional voter registration (CVR), election results, ePollbook integration, content management, and administrative functionality at the scale of Los Angeles County.
- Over time, support or integrate Vote Center operations and Election Worker management functionality (currently provided by PollChief).
- Provide self-service reporting and data analytics capabilities with modern tooling.
- Integrate with the broader elections ecosystem including systems within and outside the County.
- Support a long-term software lifecycle and continuous modernization path.
- Support candidate and measure filing and ballot layout and generation functions.

The State of California Secretary of State VoteCal system is a critical component of the broader elections ecosystem, requiring first class integration across different data domains.

The goals and objectives for EMS replacement are shown in Table 4 below:

Table 4. EMS Goals and Objectives

GOALS	OBJECTIVES
Improve Operational Processes	<ul style="list-style-type: none"> ▪ Increase the efficiency of election operations through automated workflows ▪ Increase the speed of serving voters by providing self-service capabilities and a multi-channel approach ▪ Increase the speed of data-driven operational decisions with self-service reporting capabilities
Ensure Data Access and Integrity	<ul style="list-style-type: none"> ▪ Improve the quality of data by defining and implementing data standards and validation rules ▪ Increase data access to operations
Ensure Seamless Integrations	<ul style="list-style-type: none"> ▪ Define and implement modern architecture that can enable seamless integrations and be maintained easily ▪ Improve the speed and efficiency of synchronization with VoteCal, enabling data transfer that meets the County’s standards for transfer frequency and duration

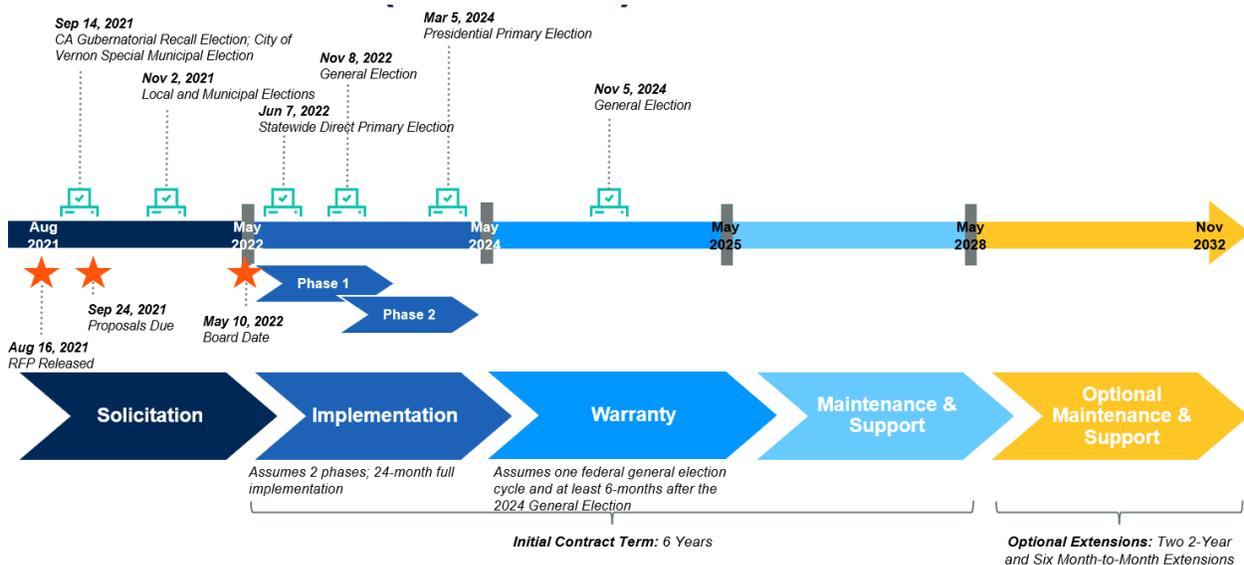
GOALS	OBJECTIVES
Implement a Flexible and Scalable Solution	<ul style="list-style-type: none"> Implement a solution that can be configured to address changing election laws Implement a solution that has capacity to support the volume of Los Angeles County data
Streamline the Technology & Security Ecosystem	<ul style="list-style-type: none"> Reduce the application footprint with an equal or better ecosystem than the current state Enable robust security at all application and infrastructure layers

2.4 Implementation Timeline

The County intends that all in-scope VR/EMS components must be implemented in advance of the 2024 Primary Election, with one exception. Functionality related to Vote Centers and Election Workers, currently supported by PollChief, may be implemented after the 2024 Presidential Primary Election, if absolutely necessary, to ensure the successful implementation of the other in-scope components in advance of the 2024 Presidential Primary Election.

Figure 2 below depicts the Projected EMS Timeline. The Prime Contractor will be expected to develop a detailed implementation timeline, including the rollout of specific features, as part of the Project Control Document to be developed upon initiation of the project.

Figure 2. Projected EMS Timeline



3.0 Governance and Organizational Approach

The EMS Program governance structure consists of an EMS Program Manager and Project Manager reporting to the Elections Steering Committee. The Elections Steering Committee consists of the Registrar-Recorder/County Clerk, the Chief Deputy and Assistant Registrar-Recorder/County Clerks (Bureau Directors).

The responsibilities associated with the key roles in the EMS Program Organization are as follows:

1. The Elections Steering Committee is responsible for all of the following:
 - a. Direct, lead and influence the EMS Program's overall strategy, scope, budget, and schedule
 - b. Secure spending authority and resources for the EMS Program
 - c. Coordinate cross-departmental or cross-functional initiatives
 - d. Manage internal and external relationships within the County and with the Prime Contractor
 - e. Champion the Program within the Department and with the Board of Supervisors
2. The EMS Program Manager, with support from the Project Manager and a Project Coordinator, is responsible for all of the following:
 - a. Plans, monitors and controls EMS Program execution and delivery in alignment with strategy, scope, budget, and schedule
 - b. Critically reviews and guides the EMS Program to success through clear direction
 - c. Ensures change management and training plans are in place and are executed successfully
 - d. Requests and coordinates participation of RR/CC resources such as subject matter experts
 - e. Reports on project status, risks, issues, and associated mitigations to Elections Steering Committee
 - f. Reinforces the importance of the EMS Program to managers and staff
 - g. Manages contracts and relations with the Prime Contractor
3. Subject matter experts (SMEs) will provide input throughout project activities and implementation based on their respective areas of expertise. SMEs from the following bureaus/organizations will participate on an as needed basis:
 - a. Division Managers from all Bureaus
 - b. Information Technology Bureau (ITB)
 - i. Hosting Services
 - ii. Network Services
 - iii. Security Services
 - iv. Database Administrator (DBA)
 - c. CA SOS VoteCal

4.0 General Instructions and Proposal Submission Requirements

4.1 Truth and Accuracy of Representations

False, misleading, incomplete, or deceptively unresponsive statements made in connection with a Proposal shall be sufficient cause for rejection of the Proposal. The evaluation and determination in this area shall be at the County's sole discretion and its judgment shall be final. All Proposals shall be firm and final offers, shall be treated as such by the County, and may not be withdrawn for a period of one hundred eighty (180) days following the final Proposal submission date.

4.2 Solicitation Requirements Review

Any person or entity may seek a Solicitation Requirements Review by submitting Appendix E (Request for Proposals (RFP) Transmittal to Request a Solicitation Requirements Review) to the Department conducting the solicitation as described in this Section 4.2. A request for a Solicitation Requirements Review may be denied, at 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.
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.
 - 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.

4.3 Mandatory Proposers' Conference

A mandatory Proposers' Conference will be held to discuss the RFP. At least one (1) representative from each Prime Contractor must attend this conference or such Proposer's Proposal will be rejected as non-responsive (disqualified) without review and eliminated from further consideration. Proposers may opt to have their Subcontractors, if any, participate in the Proposers' Conference. Subcontractor participation in the Proposers' Conference is not mandatory.

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

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

The Mandatory Proposers' Conference is scheduled as follows:

Date: Tuesday, August 24, 2021

Time: TBD

Location: Web conference only

RSVP: All Proposers intending to participate in the Proposers' Conference must register by Monday, August 23, 2021 3:00 PST by e-mail to contracts@rrcc.lacounty.gov. The e-mail should use the subject line "Election Management System Implementation and Services RFP #: 21-006 Mandatory Proposers' Conference Registration - [Proposer Name]". The body of the e-mail should contain the following information for each attendee:

- First and Last Name
- Title
- Company
- Website
- Phone Number
- E-mail Address
- Mailing Address

Note: The date and time of the Mandatory Proposers' Conference are subject to change. Registered Proposers will be notified by e-mail of any changes via an addendum and addendums will be posted on <https://camisvr.co.la.ca.us/lacobids/>

It is the responsibility of the proposer to check the website, periodically, for changes/additions.

4.4 Proposers' Questions

Proposers may submit written questions regarding this RFP by e-mail to the RFP point of contact identified in Section 1.3 above. When submitting questions, please specify the RFP page number and section number in question and quote the language that prompted the question. Questions may address concerns that the evaluation criteria and/or business requirements would unfairly disadvantage Proposers or, due to unclear instructions, may result in the County not receiving the best possible responses from Proposer.

All questions must be received in writing by Tuesday, August 31, 2021 5:00 PST. Direct phone calls and e-mails to any other County staff or County partner staff other than described in Section 1.3 are prohibited and may result in elimination of the Proposer from further consideration.

All questions, without identifying the submitting company, will be compiled with the appropriate answers, and issued as an addendum to this RFP. The date for the County's responses to such questions listed in Section 1.4 is not binding on the County, and the County makes no guarantee that it will respond to questions by that date. County reserves the right to group similar questions when providing answers.

4.5 Preparation of the Proposals

Three (3) separate Proposals must be submitted — an Administrative Proposal (Part 1), a Technical Proposal (Part 2) and a Cost Proposal (Part 3). All three Proposals must be separately bound and submitted in the prescribed format. Any Proposal that deviates from this format may be rejected without review at the County's sole discretion.

4.5.1 Cost of Proposal Preparation

Any and all costs incurred by Proposers in preparing or submitting a Proposal shall be the Proposer's sole responsibility whether or not any award results from this RFP. The County shall not reimburse such costs.

4.5.2 Multiple Responses

Each Proposer may only submit one (1) response as a proposed Prime Contractor. If the Proposer submits more than one (1) response as a proposed Prime Contractor, the County may reject one, multiple or all responses submitted by the Proposer. This requirement does not limit a Proposer's ability to collaborate with one (1) or more other Proposers to serve as a Subcontractor on one (1) or more additional proposals in which they are not the Proposer.

4.5.3 Subcontractor

Subcontractors included in a Proposal submitted by a Proposer, as a member of a Proposer's Team, will be considered a Subcontractor. All subcontracted services, Intellectual Property (including software) or goods and materials, and Subcontractors anticipated to perform, license, or provide such services, Intellectual Property or goods and materials, must be identified in the Proposal.

4.6 Administrative Proposal Format (Part 1)

The content and sequence of the Administrative Proposal shall include all completed, signed, and dated forms identified in Appendix D (Administrative Proposal Response Template). All forms listed in this section are mandatory. Failure to complete any of the mandatory forms or failure to meet the requirements listed in Appendix D (Administrative Proposal Response Template) may disqualify Proposers from moving forward in the phased selection process.

- Exhibit 1 — Proposer's Organization Questionnaire/Affidavit and CBE Information
- Exhibit 2 — *Please Refer to the Technical Response Template*
- Exhibit 3 — Prospective Contractor List of Contracts
- Exhibit 4 — Prospective Contractor List of Terminated Contracts
- Exhibit 5 — Certification of No Conflict of Interest
- Exhibit 6 — Familiarity with the County Lobbyist Ordinance Certification
- Exhibit 7 — Request for Preference Program Consideration
- Exhibit 8 — Proposer's EEO Certification
- Exhibit 9 — Attestation of Willingness to Consider GAIN/GROW Participants

- Exhibit 10 — Contractor Employee Jury Service Program Certification Form and Application for Exception
- Exhibit 11 — *Pricing Schedule*
- Exhibit 12 — Certification of Independent Price Determination and Acknowledgement of RFP Restrictions
- Exhibit 13 — *Intentionally Omitted*
- Exhibit 14 — *Intentionally Omitted*
- Exhibit 15 — *Intentionally Omitted*
- Exhibit 16 — *Intentionally Omitted*
- Exhibit 17 — *Intentionally Omitted*
- Exhibit 18 — *Intentionally Omitted*
- Exhibit 19 — *Intentionally Omitted*
- Exhibit 20 — Certification of Compliance with the County's Defaulted Property Tax Reduction Program
- Exhibit 21 — Zero Tolerance Policy on Human Trafficking Certification
- Exhibit 22 — *Intentionally Omitted*
- Exhibit 23 — Compliance with Fair Chance Employment Hiring Practices Certification

4.6.1 Additional Instructions for Administrative Proposal

4.6.1.1 Proposer's Organization Questionnaire/Affidavit and Required Support Documentation (Appendix D, Exhibit 1)

The Proposer shall complete, sign and date Exhibit 1 (Proposer's Organization Questionnaire/Affidavit and CBE Information) in Appendix D (Administrative Proposal Response Template). The person signing the form must be authorized to sign on behalf of the Proposer and to bind the Proposer in a contract.

Taking into account the structure of the Proposer's organization, the Proposer shall determine which of the below referenced supporting documents the County requires. If the Proposer's organization does not fit into one of the two categories listed below, upon receipt of the Proposal or at some later time, the County may, in its discretion, request additional documentation regarding the Proposer's business organization and authority of individuals to sign contracts.

If the below referenced documents are not available at the time of Proposal submission, Proposers must request the appropriate documents from the California Secretary of State and provide a statement on the status of the request.

Corporation or Limited Liability Company (LLC)

The Proposer must submit the following documentation with the Administrative Proposal following the completed Exhibit 1:

- A copy of a "Certificate of Good Standing" with the state of incorporation/organization.

- A conformed copy of the most recent “Statement of Information” as filed with the California Secretary of State listing corporate officers or members and managers.

Limited Partnership

The Proposer must submit a conformed copy of the Certificate of Limited Partnership or Application for Registration of Foreign Limited Partnership as filed with the California Secretary of State, and any amendments.

4.6.1.2 Prospective Contractor List of Contracts and Prospective Contractor List of Terminated Contracts (Appendix D, Exhibits 3 and 4)

The Proposer shall complete Exhibit 3 (Prospective Contractor List of Contracts) and Exhibit 4 (Prospective Contractor List of Terminated Contracts) in Appendix D (Administrative Proposal Response Template) with information regarding the Prime Vendor’s business only.

4.7 Technical Proposal Format (Part 2)

The content and sequence of the Technical Proposal must follow the structure as outlined below. The sections must abide by the instructions contained within the appropriate Technical Proposal Response Template.

- A. Cover Page
- B. Cover Letter
- C. Table of Contents
- D. Executive Summary
- E. Minimum Mandatory Qualifications
- F. Proposer Qualifications
 - F.1 Proposer’s Background and Experience
 - F.2 Proposer’s References
 - F.3 Proposer’s Financial Capability
 - F.4 Proposer’s Pending Litigation and Judgments
- G. Proposer Team Organization and Staffing
 - G.1 Implementation Proposer Organization and Staffing Plan
 - G.2 Maintenance and Support Organization and Staffing Plan
 - G.3 Proposer’s Key Personnel
 - G.4 Staff Experiences
 - G.5 Resumes
 - G.6 Staff Management and Contingency Plan
- H. Functional Requirements
 - H.1 Functional Requirements Matrix
 - H.2 Functional Requirements Approach

- I. Technical Requirements
 - I.1 Technical Requirements Matrix
 - I.2 Technical Requirements Approach
- J. Implementation Requirements
 - J.1 Implementation Requirements Matrix
 - J.2 Implementation Statement of Work
- K. Hosting Requirements (On Premise or Cloud)
 - K.1 Hosting Requirements Matrix
 - K.2 Hosting Statement of Work
- L. Maintenance and Support Requirements
 - L.1 Maintenance and Support Matrix
 - L.2 Maintenance and Support Statement of Work
- M. Project Change Management Plan
- N. Project Schedule
- O. Proposer's Green Initiatives
- P. Terms and Conditions in the Sample Contract: Acceptance of/or Exceptions to (Refer to Appendix C (Sample RFP Contract))
- Q. General Assumptions

4.8 Cost Proposal Format (Part 3)

The content and sequence of the Cost Proposal must follow the structure as outlined below. The content must abide by the instructions contained within the Cost Proposal Response Template.

1. Cover Page
2. Total Cost Summary
3. Software Pricing
4. Hardware Pricing
5. Deliverables Payment Tables
6. Labor Rates
7. Optional Extensions
8. Cost Assumptions

4.9 Firm Offer-Withdrawal of Proposal

Until the Proposal submission deadline, errors in Proposals may be corrected by a request in writing to withdraw the Proposal and by submission of another Proposal with the mistakes

corrected by the Proposal deadline listed in Table 3. Corrections will not be accepted once the deadline for submission of Proposals has passed.

4.10 Proposal Submission

The Proposer must submit ten (10) hard copies and one (1) electronic (Adobe® PDF) soft copy of its Administrative Proposal enclosed in a sealed envelope or box, plainly marked in the upper left corner with the name and mailing address of the Proposer and bear the words:

"ADMINISTRATIVE PROPOSAL FOR RFP #: 21-006 – PROPOSAL EVALUATION AND CONTRACTOR SELECTION FOR ELECTION MANAGEMENT SYSTEM IMPLEMENTATION AND SERVICES (PART 1)"

One (1) hard copy of the Administrative Proposal must be clearly identified on the cover and packaged as the ORIGINAL and must contain a “wet” original signature, in blue ink, by a person authorizing submission on behalf of the Proposer. The soft copy (e.g., searchable Adobe® PDF) must be submitted on a Universal Serial Bus (USB) storage device. The Proposer should make reasonable attempts to ensure that the soft copy media is “locked” or “read-only” to avoid unintentional changes to the Proposal.

The Proposer must submit ten (10) hard copies and one (1) electronic (Adobe® PDF) soft copy of its Technical Proposal enclosed in a sealed envelope or box, plainly marked in the upper left corner with the name and mailing address of the Proposer and bear the words:

"TECHNICAL PROPOSAL FOR RFP #: 21-006 – PROPOSAL EVALUATION AND CONTRACTOR SELECTION FOR ELECTION MANAGEMENT SYSTEM IMPLEMENTATION AND SERVICES (PART 2)"

One (1) hard copy of the Technical Proposal must be clearly identified on the cover and packaged as the ORIGINAL and must contain a “wet” original signature, in blue ink, by a person authorizing submission on behalf of the Proposer. The soft copy (e.g., searchable PDF) must be submitted on a USB storage device. The Proposer should make reasonable attempts to ensure that the soft copy media is “locked” to avoid unintentional changes to the Technical Proposal.

The Proposer must submit ten (10) hard copies and one (1) electronic (Microsoft Excel® and Adobe® PDF) soft copy of the Cost Proposal separately from the Technical Proposal in a sealed package, plainly marked in the upper left corner with the name and mailing address of the Proposer and bear the words:

"COST PROPOSAL FOR RFP #: 21-006 – PROPOSAL EVALUATION AND CONTRACTOR SELECTION FOR ELECTION MANAGEMENT SYSTEM IMPLEMENTATION AND SERVICES (PART 3)"

One (1) hard copy of the Cost Proposal must be clearly identified on the cover and packaged as the ORIGINAL and must contain a “wet” original signature, in blue ink, by a person authorizing submission on behalf of the Proposer. The soft copy (Microsoft Excel® and Adobe® PDF) must be submitted on a USB storage device. The Proposer should make reasonable attempts to ensure that the soft copy media is “locked” to avoid unintentional changes to the Cost Proposal.

Proposals shall be hand delivered or mailed to the address below by the scheduled closing date and time for receipt of Proposals, as listed in Table 3:

**County of Los Angeles, Department of Registrar-Recorder/County Clerk
12400 Imperial Hwy, Contracts Section Suite 7211
Norwalk, CA 90650
Attention: Veronica Williams, Contracts Manager**

It is the sole responsibility of the Proposer to ensure that its Proposal is received before the submission deadline. Proposers shall bear all risks associated with delays in delivery by any person or entity, including the U.S. Mail. Any Proposals received after the scheduled closing date and time for receipt of Proposals, as listed in Table 3 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.

All Proposals shall be firm and final offers, shall be treated as such by the County, and may not be withdrawn for a period of one hundred eighty (180) days following the last day to submit Proposals.

4.10.1 Additional Copies of Proposals

Additional copies of the Proposal may be requested for contracting purposes. The County will notify the Proposer when additional copies are needed.

5.0 Selection Process and Evaluation Criteria

5.1 Selection Process

The County reserves the sole right to judge the contents of the Proposals submitted pursuant to this RFP and to review, evaluate and select the successful Proposal(s). The selection process will begin with receipt of the Proposal on the timeline set forth in Table 3.

The County will use a three-phase evaluation approach. Phase 1 will determine if Proposers meet the Minimum Mandatory Qualifications and meet all requirements listed in the Administrative Proposal. Phase 1 will be scored on a pass/fail basis. Proposers that pass Phase 1 will move to Phase 2 of the Evaluation Process.

Evaluation of the Proposals in Phase 2 (Technical Proposal and Cost Proposal) will be done by an Evaluation Committee selected by the County. The Committee will evaluate the Proposals and will use the evaluation approach described herein to select a Prime Contractor. All Proposals will be evaluated based on the criteria listed below. All Proposals will be scored and ranked in numerical sequence from high to low. Technical Proposals and Cost Proposals will be scored in parallel but separately, by two distinct evaluation teams. The County reserves the right to request from Proposers any clarifications to the submitted Technical Proposal or Cost Proposal during the Phase 2 evaluation period. Clarifications will subsequently be addressed via an addendum. Such addendum shall be made available to each Proposer that County records indicate has responded to this RFP. The County reserves the right to use additional information obtained outside of the Proposal in its evaluation of the Proposal.

Proposers that meet the minimum threshold of points from the Phase 2 evaluation may be invited to conduct a Finalist Presentation (Phase 3).

The County will require specific elements to be included in Phase 3 Finalist Presentations, such as solution demonstrations using County pre-defined scripts, hands-on experience with a functional sandbox environment for County Subject Matter Experts, facilitated sessions with Subject Matter Experts, and Case Study presentations. Details and format for Phase 3 Finalist Presentations will be disclosed to invited Proposers two (2) weeks prior to their scheduled presentation date. Each Proposer shall be allotted five (5) sequential business days to complete all required elements of the Finalist Presentation.

Finalist Presentations (Phase 3) will be evaluated by the committee. The evaluation committee may utilize the services of appropriate experts to assist in this evaluation.

Upon completion of all Finalist Presentations, scores from Phase 2 and Phase 3 will be aggregated to identify the top-ranked Proposer as the selected Prime Contractor.

After a Prime Contractor has been selected, the County and the Proposer will negotiate a Contract for submission to the Board for its consideration and approval. If a satisfactory Contract cannot be negotiated, the County may, at its sole discretion, terminate negotiations and begin Contract negotiations with the next qualified Proposer who submitted a Proposal.

The recommendation to award a Contract will not bind the Board to award a Contract to the Proposer.

The County retains the right to select a Proposal other than the Proposal receiving the highest number of points if County determines, in its sole discretion, another Proposal is the most overall qualified, cost-effective, responsive, and responsible and is in the best interests of the County.

5.2 Disqualification Review

A Proposal may be disqualified from consideration because the County determined it was non-responsive at any time during the review/evaluation process. If the County determines that a Proposal is disqualified due to non-responsiveness, the County 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 County'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.)
3. The request for a disqualification review asserts that the County'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 7.7.

5.3 Technical Proposal Evaluation and Criteria (70%)

The County will evaluate Proposals in the context of the best value overall approach for the Statements of Work to ensure Proposals meet the entirety of products and services requested. The County will evaluate the Technical Proposals based on the best value criteria shown in Table 5 below. The sections referenced in Table 5 are the relevant sections of the Technical Proposal Response Template.

Table 5. Technical Proposal Evaluation

Global Criteria	Weights	Mandatory Response Sections Evaluated
Proposer's Qualifications	10%	Background & Experience (Section F.1)
		References (Section F.2)
		Financial Capability (Section F.3)
		Pending Litigation and Judgment (Section F.4)
Approach to System and Services	55%	Executive Summary (Section D)
		System Functionality and Capability (Sections H.1, H.2, I.1, and I.2)
		Project Management and OCM (Sections J.1 and J.2)
		Requirements Validation, Design, Development and Configuration, and Reporting (Sections J.1 and J.2)
		Integration, Testing and Data Migration (Sections J.1 and J.2)
		Training, Knowledge Transfer, and Implementation (Sections J.1 and J.2)
		Hosting (Sections K.1 and K.2)
		Warranty, Maintenance, and Support (Sections L.1 and L.2)
		Organization and Staffing (Section G)
		Project Change Management Plan (Section M)
		Project Schedule (Section M)
Green Initiatives (Section O)		
Contract Red-Line	5%	Terms and Conditions in the Sample Contract: Acceptance of/or Exceptions to (Section P)
Total Possible Points (Technical Proposal)		7,000

5.4 Cost Proposal Evaluation and Criteria (30%)

The maximum number of possible points in the cost category, which is 3,000 points, will be awarded to the lowest cost Proposal. All other Proposals will be compared to the lowest cost and points will be awarded accordingly using the following formula to convert each cost response into points:

$$(\text{Lowest Cost Proposal Price divided by Proposer's Cost Proposal Price}) \times 3000$$

However, should one or more of the Proposers request and be granted a preference that may be requested through [Exhibit 7](#) (Request for Preference Program Consideration) of [Appendix D](#) (Administrative Proposal Response Template), the cost component points will be determined as follows:

Fifteen percent (15%) of the Proposer's Cost Proposal Price will be calculated, not to exceed \$150,000, and that amount will be deducted from the Cost Proposal Price submitted by the Proposer who requested and was granted the preference.

The fifteen percent (15%) deduction described above only applies to the Proposer’s Cost Proposal Price for the purposes of evaluation and scoring submitted Cost Proposals and does not change the submitted Proposer’s Cost Proposal Price for the purposes of contract execution.

In no case shall any preference be combined to exceed fifteen percent (15%) of the lowest responsible bid meeting specifications.

See Section 8.1 Overview of County’s Preference Programs for more information.

5.5 Finalist Presentation Evaluation and Criteria

As defined in Section 5.1, Proposers that meet the minimum score in Phase 2 may advance to Finalist Presentations (Phase 3) of the Selection process. Proposer will provide an oral presentation and demonstration of the proposed Solution. At least one (1) representative from each Proposer Team must attend the Finalist Presentation or such Proposer’s Presentation will be rejected as non-responsive (disqualified) without review and eliminated from further consideration. The Finalist Presentations will be evaluated and scored. Scores from Phase 2 and Phase 3 will be aggregated to identify the top-ranked Proposer.

Finalist Presentations will include, at minimum, all elements as specified in Table 6 below. The County will evaluate the Finalist Presentations based on the best value criteria shown in Table 6.

Table 6. Finalists Presentation Evaluation

Scoring Category	Finalist Presentation Elements	Capability Tested	Weight
Product Capabilities	Vendor demonstrations following an RR/CC-defined script	Product: Demos show product modules, screens, navigation, workflow, task completion	35%
	Sandbox environment	Product: Hands on experience for RR/CC users (operational and technical) to try out-of-the-box functionality and experience workflows, and user interface	
Proposer Capabilities, Experiences, and Approach	Orals Presentation to include Integration Case Study	Complex Third-Party Integration: Vendor presents a case study that demonstrates its experience with a complex third-party integration, that would be comparable to integrating with VoteCal	35%
Style & Cultural Fit	Vendor-facilitated Session	Vendor Approach and Collaboration: Vendor facilitates session with SMEs, emulating the early stages of implementation – e.g., functional requirements validation and gap analysis	30%
Total Possible Points (Finalist Presentations)			1,000

5.6 Department's Proposed Contractor Selection Review

1. Departmental Debriefing Process

Upon completion of the evaluation, the Department shall notify the non-selected 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 Proposal to the EMS Solicitation with the evaluation document. The requesting Proposer shall be debriefed only on its Proposal. Because Contract negotiations are not yet complete, Proposals 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, if the requesting Proposer is not satisfied with the results of the debriefing.

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 here 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:

- a. The person or entity requesting a Proposed Contractor Selection Review is a Proposer.
- b. The request for a Proposed Contractor Selection Review is submitted timely (i.e., by the date and time specified by the Department.)
- c. 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:
 - i. The Department materially failed to follow procedures specified in its EMS Solicitation. This includes:
 - (1) Failure to correctly apply the standards for reviewing the Proposal format requirements.
 - (2) Failure to correctly apply the standards, and/or follow the prescribed methods, for evaluating the Proposals as specified in the EMS Solicitation.
 - (3) Use of evaluation criteria that were different from the evaluation criteria disclosed in the EMS Solicitation.

- ii. 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 Prime Contractor.
 - iii. A member of the evaluation committee demonstrated bias in the conduct of the evaluation.
 - iv. Another basis for review as provided by State or Federal law; and
- d. 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, most responsive and most 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 5.7 below).

5.7 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:

- a. The person or entity requesting a County Independent Review is a Proposer.
- b. The request for a County Independent Review is submitted timely (i.e., by the date and time specified by the Department.)
- c. 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 above.

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

6.0 County's Rights and Responsibilities

6.1 Representations Made Prior to Contract Execution

The County is not responsible for representations made by any of its officers or employees prior to the execution of the Contract unless such understanding or representation is included in the Contract.

6.2 Final Contract Award by the Board of Supervisors

Notwithstanding a recommendation of a Department, agency, individual, or other, the Board of Supervisors retains the right to exercise its judgment concerning the selection of a Proposal and the terms of any resultant agreement, and to determine which Proposal best serves the interests of the County. The Board is the ultimate decision-making body and makes the final determinations necessary to arrive at a decision to award, or not award, a Contract.

6.3 County's Option to Reject Proposals

Proposers are hereby advised that this RFP is a solicitation for proposals only, and is not intended, and is not to be construed as, an offer to enter into a contract or as a promise to engage in any formal competitive bidding or negotiations pursuant to any statute, ordinance, rule, or regulation. The County may, at its sole discretion, reject any or all Proposals submitted in response to this RFP or may, in its sole discretion, reject all Proposals and cancel this RFP in its entirety. The County shall not be liable for any costs incurred by the Proposer in connection with the preparation and submission of any Proposal. The County reserves the right to waive inconsequential disparities in a submitted Proposal.

6.4 County's Right to Amend Request for Proposals

The County has the right to amend the RFP by written addendum. The County is responsible only for that which is expressly stated in the solicitation document and any authorized written addenda thereto. Such addendum shall be made available to each person or organization that County records indicate has received this RFP. Should such addendum require additional information not previously requested, failure to address the requirements of such addendum may result in the Proposal being found non-responsive and not being considered, as determined in the sole discretion of the County. The County is not responsible for and shall not be bound by any representations otherwise made by any individual acting or purporting to act on its behalf.

6.5 Background Checks

Prior to any Contractor staff member beginning work under the Contract resulting from this RFP, 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 to commence work. The Contractor 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 the Information Security and Privacy Requirements [Exhibit J](#) in [Appendix C](#) (Sample Contract) for

more information regarding background checks. The cost of background checks is the responsibility of the Contractor. Contractor staff must comply with the requirements in Information Security and Privacy Requirements Exhibit J in Appendix C (Sample Contract).

6.6 County's Quality Assurance Plan

After Contract award, the County or its agent will monitor the Prime Contractor's performance under the Contract on a periodic basis. Such monitoring will include assessing Prime Contractor's compliance with all terms and conditions in the Contract and performance standards identified in the Statements of Work. Contractor's deficiencies which the County determines are significant or continuing and that may jeopardize performance of the Contract will be reported to the Board. The report will include improvement/corrective action measures taken by the County and Prime Contractor. If improvement does not occur consistent with the corrective action measures, the County may terminate the Contract in whole or in part, or impose other penalties as specified in the Contract.

7.0 Proposer's Requirements and Certifications

7.1 Notice to Proposers Concerning the Public Records Act

1. Responses to this EMS Solicitation shall become the exclusive property of the County. Absent extraordinary circumstances, the recommended Proposer's Proposal will become a matter of public record when 1) Contract negotiations are complete; 2) the Department receives a letter from the recommended Prime Contractor's authorized officer that the negotiated Contract is the firm offer of the recommended Prime Contractor; and 3) the Department releases a copy of the recommended Prime Contractor's Proposal in response to a Notice of Intent to Request a Proposed Contractor Selection Review under Board Policy No. 5.055 (Services Contract Solicitation Protest).

Notwithstanding the above, absent extraordinary circumstances, all Proposals will become a matter of public record when the Department's Prime Contractor recommendation appears on the Board agenda.

Exceptions to disclosure are those parts or portions of all Proposals that are justifiably defined as business or trade secrets, and plainly marked by the Proposer as "Trade Secret," "Confidential" or "Proprietary."

2. The County shall not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the California Public Records Act or otherwise by law. A blanket statement of confidentiality or the marking of each page of the Proposal as confidential shall not be deemed sufficient notice of exception. The Proposers must specifically label only those provisions of their respective Proposal which are "Trade Secrets," "Confidential," or "Proprietary," in nature.
3. In the event the County is required to defend an action on a Public Records Act request for any of the aforementioned documents, information, books, records and/or contents of a Proposal marked "Confidential," "Trade Secrets," or "Proprietary," Proposer agrees to defend and indemnify County from all costs and expenses, including reasonable attorneys' fees, incurred in connection with any action, proceedings, or liability arising in connection with the Public Records Act request.

7.2 Mandatory Requirement to Register on County's WebVen

Prior to a Contract award, all potential Contractors must register in the County's WebVen. WebVen contains the Contractor's business profile and identifies the goods/services the Contractor provides. Registration can be accomplished online via the Internet by accessing the County's home page:

<http://camisvr.co.la.ca.us/webven/>

7.3 Protest Policy Review Process

1. 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 Paragraph 8.3.3 (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.
2. 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 to do so.
3. 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 4.2)
- Review of Disqualified Proposal (reference Section 5.2)
- Review of Proposed Contractor Selection (reference Section 5.6)

7.4 Injury and Illness Prevention Program

Contractor shall be required to comply with the State of California's Cal OSHA's regulations. California Code of Regulations Title 8 Section 3203 requires all California employers to have a written, effective Injury and Illness Prevention Program (IIPP) that addresses hazards pertaining to the particular workplace covered by the program.

7.5 Confidentiality and Independent Contractor Status

As appropriate, Contractor shall be required to comply with Paragraph 7.6 (Confidentiality) and Paragraph 8.22 (Independent Contractor Status), contained in Appendix C (Sample Contract).

7.6 Conflict of Interest

No County employee whose position in the County enables him/her to influence the selection of a Contractor for this RFP, or any competing RFP, nor any spouse of economic dependent of such employees, shall be employed in any capacity by a Proposer or have any other direct or indirect financial interest in the selection of a Contractor. Proposer shall certify that he/she is aware of and has read Section 2.180.010 of the County Code as stated in Exhibit 5 (Certification of No Conflict of Interest) of Appendix D (Administrative Proposal Response Template).

7.7 Determination of Proposer Responsibility

1. 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.
2. 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. The County's review may take into consideration any information it obtains or that is brought to its attention and that it deems relevant, whether or not obtained in a response to this RFP. 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, in its sole 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.

3. 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 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.
4. 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. The final decision concerning the responsibility of the Proposer shall reside with the Board.
5. These terms shall also apply to proposed Subcontractors of Proposers on County contracts.

7.8 Proposer Debarment

1. The Proposer is hereby notified that, in accordance with Chapter 2.202 of the County Code, the County may debar the Proposer from bidding or proposing on, or being awarded, and/or performing work on other County contracts for a specified period of time, which generally will not exceed five (5) years but may exceed five (5) years or be permanent if warranted by the circumstances, and the County may terminate any or all of the Proposer's existing contracts with County, if the Board finds, in its sole discretion,

- 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 offense 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.
2. If there is evidence that the apparent highest ranked Proposer may be subject to debarment, the Department shall notify the Proposer in writing of the evidence that is the basis for the proposed debarment and shall advise the Proposer of the scheduled date for a debarment hearing before the Contractor Hearing Board.
 3. The Contractor Hearing Board shall conduct a hearing where evidence on the proposed debarment is presented. The Proposer and/or Proposer's representative shall be given an opportunity to submit evidence at that hearing. After the hearing, the Contractor Hearing Board shall prepare a tentative proposed decision, which shall contain a recommendation regarding whether the Proposer should be debarred, and if so, the appropriate length of time of the debarment. The Proposer and the Department shall be provided an opportunity to object to the tentative proposed decision prior to its presentation to the Board.
 4. After consideration of any objections, or if no objections are received, a record of the hearing, the proposed decision and any other recommendation of the Contractor Hearing Board shall be presented to the Board. The Board shall have the right to modify, deny or adopt the proposed decision and recommendation of the Contractor Hearing Board.
 5. If a Proposer has been debarred for a period longer than five (5) years, that Proposer may, after the debarment has been in effect for at least five (5) years, submit a written request for review of the debarment determination to reduce the period of debarment or terminate the debarment. The County may, in its discretion, reduce the period of debarment or terminate the debarment if it finds that the Proposer has adequately demonstrated one or more of the following: 1) elimination of the grounds for which the debarment was imposed; 2) a bona fide change in ownership or management; 3) material evidence discovered after debarment was imposed; or 4) any other reason that is in the best interests of the County.
 6. The Contractor Hearing Board will consider requests for review of a debarment determination only where 1) the Proposer has been debarred for a period longer than five (5) years; 2) the debarment has been in effect for at least five (5) years; and 3) the request is in writing, states one or more of the grounds for reduction of the debarment period or termination of the debarment and includes supporting documentation. Upon receiving an appropriate request, the Contractor Hearing Board will provide notice of the hearing on the request. At the hearing, the Contractor Hearing Board shall conduct a hearing where evidence on the proposed reduction of debarment period or termination of debarment is presented. This hearing shall be conducted and the request for review decided by the Contractor Hearing Board pursuant to the same procedures as for a debarment hearing.
 7. The Contractor Hearing Board's proposed decision shall contain a recommendation on the request to reduce the period of debarment or terminate the debarment. The

Contractor Hearing Board shall present its proposed decision and recommendation to the Board. The Board shall have the right to modify, deny, or adopt the proposed decision and recommendation of the Contractor Hearing Board.

8. These terms shall also apply to proposed Subcontractors of Proposers on County contracts.
9. Appendix H (Listing of Contractors Debarred in Los Angeles County) provides a link to the County's website where there is a listing of contractors that are currently on the Debarment List for the County.

7.9 Adherence to County's Child Support Compliance Program

Proposers shall: 1) fully comply with all applicable State and Federal reporting requirements relating to employment reporting for its employees; and 2) comply with all lawfully served Wage and Earnings Assignment Orders and Notice of Assignment and continue to maintain compliance during the term of any Contract that may be awarded pursuant to this EMS Solicitation. Failure to comply may be cause for termination of a Contract or initiation of debarment proceedings against the non-compliant Contractor (County Code Chapter 2.202).

7.10 Gratuities

7.10.1 Attempt to Secure Favorable Treatment

It is improper for any County officer, employee or agent to solicit consideration, in any form, from a Proposer with the implication, suggestion or statement that the Proposer's provision of the consideration may secure more favorable treatment for the Proposer in the award of the Contract or that the Proposer's failure to provide such consideration may negatively affect the County's consideration of the Proposer's submission. A Proposer shall not offer or give either directly or through an intermediary, consideration, in any form, to a County officer, employee or agent for the purpose of securing favorable treatment with respect to the award of the Contract.

7.10.2 Proposer Notification to County

A Proposer shall immediately report any attempt by a County officer, employee, or agent to solicit such improper consideration. The report shall be made either to the County manager charged with the supervision of the employee or to the County Auditor Controller's Employee Fraud Hotline at (800) 544-6861. Failure to report such a solicitation may result in the Proposer's submission being eliminated from consideration.

7.10.3 Form of Improper Consideration

Among other items, such improper consideration may take the form of cash, discounts, services, the provision of travel or entertainment, or tangible gifts.

7.11 Notice to Proposers Regarding the County Lobbyist Ordinance

The Board has enacted an ordinance regulating the activities of people who lobby County officials. This ordinance, referred to as the "Lobbyist Ordinance," defines a County Lobbyist and imposes certain registration requirements upon individuals meeting the definition. The complete text of the ordinance can be found in County Code Chapter 2.160. In effect, each person, corporation, or other entity that seeks a County permit, license, franchise, or contract must certify compliance with the ordinance. As part of this solicitation process, it will be the responsibility of each Proposer to review the ordinance independently as the text of said ordinance is not contained within this RFP. Thereafter, each person, corporation or other entity submitting a response to this solicitation, must certify that each County Lobbyist, as defined by County Code Section 2.160.010, retained by the Proposer is in full compliance with Chapter 2.160 of the County Code and each such County Lobbyist is not on the Executive Office's List of Terminated Registered Lobbyists by completing and submitting Exhibit 6 (Familiarity with the County Lobbyist Ordinance Certification) of Appendix D (Administrative Proposal Response Template), as part of their Proposal.

7.12 Federal Earned Income Credit

The Contractor shall notify its employees, and shall require each Subcontractor to notify its employees, that they may be eligible for the Federal Earned Income Credit under the federal income tax laws. Such notice shall be provided in accordance with the requirements set forth in Appendix I (IRS Notice 1015).

7.13 Consideration of GAIN-GROW Participants for Employment

As a threshold requirement for consideration for contract award, Proposers shall demonstrate a proven record of hiring participants in the County's Department of Public Social Services Greater Avenues for Independence (GAIN) or General Relief Opportunity for Work (GROW) Programs or shall attest to a willingness to consider GAIN/GROW participants for any future employment openings if they meet the minimum qualifications for that opening. Proposers shall attest to a willingness to provide employed GAIN/GROW participants access to the Proposers' employee mentoring program, if available, to assist these individuals in obtaining permanent employment and/or promotional opportunities.

Proposers who are unable to meet this requirement shall not be considered for contract award. Proposers shall submit a completed Exhibit 9 (Attestation of Willingness to Consider GAIN-GROW Participants) of Appendix D (Administrative Proposal Response Template), along with their Proposal.

7.14 Recycled Bond Paper

Proposer shall be required to comply with the County's policy on recycled bond paper as specified in Paragraph 8.39 (Recycled Bond Paper) of Appendix C (Sample Contract).

7.15 Jury Service Program

1. The prospective Contract is subject to the requirements of the County's Contractor Employee Jury Service Ordinance (Jury Service Program) (Los Angeles County Code, Chapter 2.203). Prospective Contractors should carefully read Appendix G (Contractor Employee Jury Service) and Paragraph 8.8 (Compliance with the County's Jury Service Program) of Appendix C (Sample Contract), both of which are incorporated by reference into and made a part of this RFP. The Jury Service Program applies to both Contractors and their Subcontractors.

Proposals that fail to comply with the requirements of the Jury Service Program will be considered non-responsive and excluded from further consideration.

2. The Jury Service Program requires Contractors and their Subcontractors to have and adhere to a written policy that provides that its employees shall receive from the Contractor, on an annual basis, no less than five (5) days of regular pay for actual jury service. The policy may provide that employees deposit any fees received for such jury service with the Contractor or that the Contractor deducts from the employee's regular pay the fees received for jury service. For purposes of the Jury Service Program, "employee" means any California resident who is a full-time employee of a Contractor and "full-time" means forty (40) hours or more worked per week, or a lesser number of hours if: 1) the lesser number is a recognized industry standard as determined by the County, or 2) the Contractor has a long-standing practice that defines the lesser number of hours as full-time. Therefore, the Jury Service Program applies to all of a Contractor's full-time California employees, even those not working specifically on the County project. Full-time employees providing short-term, temporary services of ninety (90) days or less within a twelve (12) month period are not considered full-time for purposes of the Jury Service Program.
3. There are two (2) ways in which a Contractor might not be subject to the Jury Service Program. The first is if the Contractor does not fall within the Jury Service Program's definition of "Contractor." The Jury Service Program defines "Contractor" to mean a person, partnership, corporation or other entity which has a contract with the County or a subcontract with a County Contractor and has received or will receive an aggregate sum of fifty thousand dollars (\$50,000) or more in any twelve (12) month period under one or more County contracts or subcontracts. The second is if the Contractor meets one of the two exceptions to the Jury Service Program. The first exception concerns small businesses and applies to Contractors that have 1) ten (10) or fewer employees; and, 2) annual gross revenue in the preceding twelve (12) months which, if added to the annual amount of this Contract is less than five hundred thousand dollars (\$500,000) and 3) is not an "affiliate or subsidiary of a business dominant in its field of operation." The second exception applies to Contractors that possess a collective bargaining agreement that expressly supersedes the provisions of the Jury Service Program. The Contractor is subject to any provision of the Jury Service Program not expressly superseded by the collective bargaining agreement.
4. If a Contractor does not fall within the Jury Service Program's definition of "Contractor" or if it meets any of the exceptions to the Jury Service Program, then the Contractor must so indicate in Exhibit 10 (Contractor Employee Jury Service Program Certification Form and Application for Exception) of Appendix D (Administrative Proposal Response Template), and include with its submission all necessary documentation to support the claim such as tax returns or a collective bargaining agreement, if applicable. Upon reviewing the

Contractor's application, the County will determine, in its sole discretion, whether the Contractor falls within the definition of Contractor or meets any of the exceptions to the Jury Service Program. The County's decision will be final.

7.16 Notification to County of Pending Acquisitions-Mergers by Proposing Company

The Proposer shall notify the County of any pending acquisitions-mergers of their company. This information shall be provided by the Proposer in Exhibit 1, (Proposer's Organization Questionnaire/Affidavit and CBE Information) of Appendix D (Administrative Proposal Response Template). Failure of the Proposer to provide this information may eliminate its Proposal from any further consideration. Proposer shall have a continuing obligation to notify County of changes to the information contained in Exhibit 1 (Proposer's Organization Questionnaire/Affidavit and CBE Information) during the pendency of this RFP by providing a revised Exhibit 1 (Proposer's Organization Questionnaire/Affidavit and CBE Information) to the County upon the occurrence of any event giving rise to a change in its previously reported information.

7.17 Defaulted Property Tax Reduction Program

The prospective Contract is subject to the requirements of the County's Defaulted Property Tax Reduction Program (Defaulted Tax Program), (County Code, Chapter 2.206). Prospective Contractors should carefully read Appendix N (Defaulted Property Tax Reduction Program) and the pertinent provisions in Paragraph 8.51 (Warranty of Compliance with County's Defaulted Property Tax Reduction Program) and 8.52 (Termination for Breach of Warranty to Maintain Compliance with County's Defaulted Tax Program) of Appendix C (Sample Contract), both of which are incorporated by reference into and made a part of this solicitation. The Defaulted Tax Program applies to both Contractors and their Subcontractors.

Proposers shall be required to certify that they are in full compliance with the provisions of the Defaulted Tax Program and shall maintain compliance during the term of any contract that may be awarded pursuant to this solicitation or shall certify that they are exempt from the Defaulted Tax Program by completing Exhibit 20 (Certification of Compliance with the County's Defaulted Property Tax Reduction Program) in Appendix D (Administrative Proposal Response Template). Failure to maintain compliance, or to timely cure defects, may be cause for termination of a contract or initiation of debarment proceedings against the non-compliant Contractor (County Code, Chapter 2.202).

Proposals that fail to comply with the certification requirements of the Defaulted Tax Program will be considered non-responsive and excluded from further consideration.

7.18 Time Off for Voting

The Contractor shall notify its employees and shall require each Subcontractor to notify and provide to its employees, information regarding the time off for voting law (Elections Code Section 14000). Not less than ten (10) days before every statewide election, every Contractor and Subcontractors shall keep posted conspicuously at the place of work, if practicable, or elsewhere where it can be seen as employees come or go to their place of work, a notice setting forth the provisions of Section 14000.

7.19 Proposer's Acknowledgment of County's Commitment to Zero Tolerance Policy on Human Trafficking

On October 4, 2016, the Board approved a motion taking significant steps to protect victims of human trafficking by establishing a zero-tolerance policy on human trafficking. The policy prohibits Contractors engaged in human trafficking from receiving contract awards or performing services under a County contract.

Contractors are required to complete Exhibit 21 (Zero Tolerance Policy on Human Trafficking Certification) in Appendix D (Administrative Proposal Response Template), certifying that they are in full compliance with the County's Zero Tolerance Policy on Human Trafficking provision as defined in Section 8.54 (Compliance with County's Zero Tolerance Policy on Human Trafficking) of Appendix C (Sample Contract). Further, Contractors are required to comply with the requirements under said provision for the term of any contract awarded pursuant to this solicitation.

7.20 Default Method of Payment: Direct Deposit or Electronic Funds Transfer (EFT)

The County, at its sole discretion, has determined that the most efficient and secure default form of payment for goods and/or services provided under an agreement/contract with the County shall be Electronic Funds Transfer (EFT) or direct deposit, unless an alternative method of payment is deemed appropriate by the Auditor-Controller (A-C).

Upon Contract award or at the request of the A-C and/or the contracting department, the Contractor shall submit a direct deposit authorization request with banking and vendor information, and any other information that the A-C determines is reasonably necessary to process the payment and comply with all accounting, record keeping, and tax reporting requirements.

Any provision of law, grant, or funding agreement requiring a specific form or method of payment other than EFT or direct deposit shall supersede this requirement with respect to those payments.

Upon Contract award or at any time during the duration of the agreement/Contract, a Contractor may submit a written request for an exemption to this requirement. The A-C, in consultation with the contracting department(s), shall decide whether to approve exemption requests.

7.21 Proposer's Acknowledgement of County's Commitment to Fair Chance Employment Hiring Practices

On May 29, 2018, the Los Angeles County Board of Supervisors approved a Fair Chance Employment Policy in an effort to remove job barriers for individuals with criminal records. The policy requires businesses that contract with the County to comply with fair chance employment hiring practices set forth in California Government Code Section 12952, Employment Discrimination: Conviction History (Section 12952).

Contractors are required to complete Exhibit 23 (Compliance with Fair Chance Employment Hiring Practices Certification) in Appendix D (Administrative Proposal Response Template), certifying that they are in full compliance with Section 12952, as indicated in the Sample Contract. Further, contractors are required to comply with the requirements under Section 12952 for the term of any contract awarded pursuant to this solicitation.

7.22 Prohibition from Participation in Future Solicitation(s)

A Proposer, or a Contractor or its subsidiary or Subcontractor (Proposer/Contractor), is prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has provided advice or consultation for the solicitation. A Proposer/Contractor is also prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has developed or prepared any of the solicitation materials on behalf of the County. A violation of this provision shall result in the disqualification of the Contractor/Proposer from participation in the County solicitation or the termination or cancellation of any resultant County contract.

8.0 County's Preference Programs

8.1 Overview of County's Preference Programs

1. The County has three preference programs. The Local Small Business Enterprise (LSBE), Disabled Veterans Business Enterprise (DVBE) and Social Enterprise (SE). The Board encourages business participation in the County's contracting process by continually streamlining and simplifying its selection process and expanding opportunities for these businesses to compete for County opportunities.
2. The Preference Programs (LSBE, DVBE and SE) require that a business must complete certification prior to requesting a preference in a solicitation. This program and how to obtain certification are further explained in Sections 8.2, 8.3, 8.4, and 8.5 of this solicitation.
3. In no case shall the Preference Programs (LSBE, DVBE and SE) price or scoring preference be combined with any other County preference program to exceed fifteen percent (15%) in response to any County solicitation.
4. Sanctions and financial penalties may apply to a business that knowingly, and with intent to defraud, seeks to obtain or maintain certification as a certified LSBE, DVBE or SE when not qualified.
5. The County also has a Policy on Doing Business with Small Business that is stated in Appendix F (County of Los Angeles Policy on Doing Business with Small Business).

8.2 Local Small Business Enterprise (LSBE) Preference Program

1. The County will give LSBE preference during the EMS Solicitation to businesses that meet the definition of a LSBE, consistent with Chapter 2.204.030C.1 of the County Code. An LSBE is defined as a business: 1) certified by the State of California as a small business and has had its principal place of business located in the County for at least one year; or 2) certified as a small business enterprise with other certifying agencies pursuant to the Department of Consumer and Business Affairs's (DCBA) inclusion policy that: a) has its principal place of business located in the County and b) has revenue and employee sizes that meet the State's Department of General Services requirements. The business must be certified by the Department of Consumer and Business Affairs as meeting the requirements set forth above prior to requesting the LSBE Preference in a solicitation.
2. To apply for certification as an LSBE, businesses should contact the Department of Consumer and Business Affairs at <http://dcba.lacounty.gov>
3. Certified LSBEs may only request the preference if the certification process has been completed and certification is affirmed. Businesses must complete and submit Exhibit Z, Request for Preference Program Consideration in Appendix D (Administrative Proposal Response Template) and submit a letter of certification from the DCBA with their Proposal.

Information about the State's small business enterprise certification regulations is in the California Code of Regulations, Title 2, Subchapter 8, Section 1896 et seq., and is also

available on the California Department of General Services Office of Small Business Certification and Resources Web site at <http://www.pd.dgs.ca.gov/smbus/default>

8.3 Local Small Business Enterprise (LSBE) Prompt Payment Program

It is the intent of the County that Certified LSBEs receive prompt payment for services they provide to County Departments. Prompt payment is defined as fifteen (15) calendar days after receipt of an undisputed invoice.

8.4 Social Enterprise (SE) Preference Program

1. The County will give preference during the solicitation process to businesses that meet the definition of a SE, consistent with Chapter 2.205 of the County Code. A SE is defined as:
 - a. A business that qualifies as a SE and has been in operation for at least one year (1) providing transitional or permanent employment to a Transitional Workforce or providing social, environmental and/or human justice services.
 - b. A business certified by the Department of Consumer and Business Affairs (DCBA) as a SE.
2. The DCBA shall certify that a SE meets the criteria set forth above.
3. Certified SEs may only request the preference if the certification has been completed and certification is affirmed. Businesses must complete and submit Exhibit Z, Request for Preference Program Consideration in Appendix D (Administrative Proposal Response Template) and submit a letter of certification from the DCBA with their Proposal.
4. Further information on SEs also available on the DCBA's website at: <http://dcba.lacounty.gov>

8.5 Disabled Veteran Business Enterprise (DVBE) Preference Program

1. The County will give preference during the solicitation process to businesses that meet the definition of a DVBE, consistent with Chapter 2.211 of the County Code. A DVBE vendor is defined as:
 - a. A business which is certified by the State of California as a DVBE.
 - b. A business which is verified as a service-disabled veteran-owned small business (SDVOSB) by the Veterans Administration.
 - c. A business certified as DVBE with other certifying agencies pursuant to the Department of Consumer and Business Affairs' (DCBA) inclusion policy that meets the criteria set forth by the agencies in a and b above.
2. The DCBA shall certify that a DVBE is currently certified by the State of California, by the U.S. Department of Veteran Affairs, or is determined by the DCBA' inclusion policy that meets the criteria set forth by the agencies in Section 9.5.1, a or b above.

3. Certified DVBEs may only request the preference if the certification process has been completed and certification is affirmed. Businesses must complete and submit Exhibit 7, Request for Preference Program Consideration in Appendix D (Administrative Proposal Response Template) and submit a letter of certification from the DCBA with their Proposal.
4. Information about the State's DVBE certification regulations is found in the California Code of Regulations, Title 2, Subchapter 8, Section 1896 et seq., and is also available on the California Department of General Services Office of Disabled Veteran Business Certification and Resources Website at <http://www.dgs.ca.gov/pd/Home.aspx>
5. Information on the Department of Veteran Affairs SDVOSB certification regulations is found in the Code of Federal Regulations, 38CFR 74 and is also available on the Department of Veterans Affairs Website at: <http://www.vetbiz.gov/>

9.0 Appendices

The following Appendices are included in this RFP:

- Appendix A. Statements of Work
 - See Technical Proposal Response Templates:
 - J.2 Implementation Statement of Work
 - K.2 Hosting Statement of Work
 - L.2 Maintenance and Support Statement of Work
- Appendix B. Statements of Work Exhibits
- Appendix C. Sample Contract
- Appendix D. Administrative Proposal Response Template
- Appendix E. Request for Proposals (RFP) Transmittal to Request a Solicitation Requirements Review
- Appendix F. County of Los Angeles Policy on Doing Business with Small Business
- Appendix G. Contractor Employee Jury Service
- Appendix H. Listing of Contractors Debarred in Los Angeles County
- Appendix I. IRS Notice 1015
- Appendix J. *INTENTIONALLY OMITTED*
- Appendix J-1. *INTENTIONALLY OMITTED*
- Appendix K. Determinations of Contractor Non-Responsibility and Contractor Debarment
- Appendix L. *INTENTIONALLY OMITTED*
- Appendix M. *INTENTIONALLY OMITTED*
- Appendix N. Defaulted Property Tax Reduction Program
- Appendix O. Glossary and Acronyms