****

Department of

Registrar-Recorder/County Clerk

**REQUEST FOR PROPOSALS –**

**TECHNICAL RESPONSE TEMPLATE**

**FOR**

**ELECTION MANAGEMENT SYSTEM IMPLEMENTATION AND SERVICES**

**RFP: #21-006**

**August 16, 2021**

**---------------------------------------------------------------------------------**

**Prepared By**

**County of Los Angeles**

**Registrar-Recorder/County Clerk — Contracts Section Room 7211**

**12400 Imperial Highway Norwalk, CA 90650**

[www.lavote.net](http://www.lavote.net)

Table of Contents

[A. Cover Page 2](#_Toc79855511)

[B. Cover Letter 3](#_Toc79855512)

[C. Table of Contents 6](#_Toc79855513)

[D. Executive Summary 7](#_Toc79855514)

[E. Minimum Mandatory Qualifications 8](#_Toc79855515)

[F. Proposer Qualifications 10](#_Toc79855516)

[F.1 Proposer’s Background and Experience 10](#_Toc79855517)

[F.2 Proposer’s References 11](#_Toc79855518)

[F.3 Proposer’s Financial Capability 16](#_Toc79855519)

[F.4 Proposer’s Pending Litigation and Judgments 16](#_Toc79855520)

[G. Proposer Team Organization and Staffing 17](#_Toc79855521)

[G.1 Implementation Project Organization and Staffing Plan 17](#_Toc79855522)

[G.2 Maintenance and Support Organization and Staffing Plan 17](#_Toc79855523)

[G.3 Proposer’s Key Personnel 18](#_Toc79855524)

[G.4 Staff Experience 22](#_Toc79855525)

[G.5 Resumes 24](#_Toc79855526)

[G.6 Staff Management and Contingency Plan 24](#_Toc79855527)

# Cover Page

|  |
| --- |
| **Instructions: The Proposer must include the following Cover Page on each copy of the Technical Proposal. An individual authorized to legally bind the Proposer must sign the Cover Page in blue ink and include it in the Proposal copy labeled “ORIGINAL.” The additional copies of the Technical Proposal may include a photocopied version of the signature.** |

|  |  |
| --- | --- |
| RFP Title | REQUEST FOR PROPOSALS – ELECTION MANAGEMENT SYSTEM IMPLEMENTATION AND SERVICES |
| RFP Number | RFP: #21-006 |
| Proposer (Company) Name |  |
| Proposer Mailing Address |  |
|  |
| Date of Proposal |  |

Provide the following information regarding the person responsible for the completion of the Proposer’s response. This person should also be the person the County will contact for questions and/or clarifications.

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Title: |  |
| Company Name: |  | Phone Number: |  |
| Mailing Address: |  | E-mail Address: |  |
|  |  |

Subject to acceptance by the County, the Proposer acknowledges that by submitting a response AND signing in the space indicated below, the Proposer is submitting a formal offer to meet the requirements and intent of this RFP. In addition, should a contract result from this RFP with said Proposer, the Proposer shall be contractually obligated to comply with all items in this RFP. While the Proposer is directed to list exceptions, all such exceptions shall be subject to the County’s acceptance and/or further negotiation. If no exceptions are noted, none will apply. The Proposer agrees further that it will not take any exceptions later to any item agreed to with this submission. Failure to sign the Cover Page or signing it with a false statement shall void the submitted response and any resulting contract(s).

By signature hereon, the Proposer certifies that:

1. All statements and information prepared and submitted in response to this RFP are current, complete, and accurate.
2. The proposed solution meets all the requirements of this RFP.
3. The Proposer will comply with all Federal and State laws, rules and regulations that are in force currently or anytime during the term of a resulting contract.
4. The company or companies represented here is/are authorized dealer(s) in good standing of the products/services included in this response.
5. The Proposer and its principals are eligible to participate in this transaction and have not been subjected to suspension, debarment or similar ineligibility determined by any Federal, State, or local governmental entity and that the Proposer is in compliance with the County rules relating to procurement.
6. The Proposer is committed to do the work, if selected.
7. The Proposer will maintain any permits, licenses and certifications required to perform the work.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Original signature** of individual authorized to legally bind the Company / Date

|  |  |
| --- | --- |
| Name |  |
| Title, Company Name: |  |
| D&B Hoovers Company Profile Name *(if different than above)* |  |
| Mailing Address: |  |
|  |  |

# Cover Letter

The Proposer must provide the following information as part of the Cover Letter:

* A statement regarding the Proposer’s legal status, tax identification number and principal place of business with applicable W-9 forms (<http://www.irs.gov/pub/irs-pdf/fw9.pdf>) attached.
* A list of all Subcontractors, if any, that the Proposer will use to provide the products and services included in this RFP if the County selects the Proposer.
* An attestation that the Prime Contractor and Subcontractors have offices in and are incorporated or formed under the laws of the United States. No parent companies of the Prime Contractor and Subcontractors may be incorporated in prohibited countries. Parent companies may have other subsidiaries incorporated in prohibited countries, but any such subsidiaries must have no control of or influence on the Prime Contractor or Subcontractor. The list of prohibited countries is provided in Section E. Minimum Mandatory Qualifications.
* A statement that the Proposer agrees to develop and hold all software in the United States.
* For each proposed Subcontractor, the Proposer must attach a letter from the Subcontractor, signed by an individual authorized to legally bind the Subcontractor, with the following included in the letter:
  + - The Subcontractor’s legal status, tax identification number and principal place of business address
    - The name, title, phone number, e-mail address and mailing address of a person who is authorized to legally bind the Subcontractor to contractual obligations
    - A description of the work the Subcontractor will do
    - A commitment by the Subcontractor to do the work assigned to it in the Proposal if the Proposer is selected
    - A statement that the Subcontractor has read and understood this RFP and will comply with its requirements
    - A statement that the Subcontractor will maintain any permits, licenses and certifications required to perform its portion of the work
* **Provide all information in Table 1 for the Prime Vendor. Table 2 must be completed for each Subcontractor by duplicating the table as needed.**

1. Proposer Identifying Information – Prime Vendor

|  |  |
| --- | --- |
| Prime Vendor Profile | |
| **Company Name** |  |
| **Name of Parent Company** |  |
| **Type of Legal Entity (e.g., Corporation, Partnership, Limited Liability Company, etc.)** |  |
| **Company Headquarters City/State** |  |
| **Number of Full Time Employees** |  |
| **Number of Years in Business** |  |
| **Number of Years Proposer has been Providing the Type of Services/Specialty Specified in the RFP** |  |
| **Number of Employees Providing the Type of Services/Specialty Specified in the RFP** |  |

1. Proposer Identifying Information – Subcontractor (if applicable)

|  |  |
| --- | --- |
| Subcontractor Profile | |
| **Company Name** |  |
| **Name of Parent Company** |  |
| **Type of Legal Entity (e.g., Corporation, Partnership, Limited Liability Company, etc.)** |  |
| **Company Headquarters City/State** |  |
| **Number of Full Time Employees** |  |
| **Number of Years in Business** |  |
| **Number of Years Subcontractor has been Providing the Type of Services Specified in the RFP** |  |
| **Number of Employees Providing the Type of Services Specified in the RFP** |  |

|  |
| --- |
| **Instructions: Provide a Cover Letter that includes the information required above.** |

<Response>

# Table of Contents

|  |
| --- |
| **Instructions: Provide a Table of Contents for the Proposal. This should include all parts of the Proposal, including response forms and attachments, and should be identified by volume, section, and page number. The structure of the Proposal should match the structure of the Response Template for ease of Proposal evaluation. The Table of Contents should identify all sections, figures, charts, graphs, etc.** |

<Response>

# Executive Summary

|  |
| --- |
| **Instructions: Provide a brief (five (5) to ten (10) page) summary of the key aspects of the Proposer’s Technical Proposal. The Executive Summary should include an overview of the Proposer’s approach to deliver the scope described in this RFP, qualifications, experience, proposed team, and advantage of this Proposal to the County. The Executive Summary must not include any pricing information.** |

<Response>

# Minimum Mandatory Qualifications

Proposer must demonstrate compliance with the below Minimum Mandatory Qualifications. Proposers who do not meet the below Minimum Qualifications will be ineligible for further consideration in this solicitation.

The table below provides a summary of the requirements and indicates who within the proposed team must meet or agree to meet the Minimum Mandatory Qualification.

1. Summary of Minimum Mandatory Qualification Requirements

|  |  |  |  |
| --- | --- | --- | --- |
| Requirement | Prime Contractor | All Subcontractors | At Least One (Prime Contractor OR Subcontractor) |
| 1a. Country of Incorporation or Formation | M | M |  |
| 2a. Financial Strength | M and A |  |  |
| 3a. Systems Integration Experience |  |  | M |
| 4a. Voter Registration / Election Management System Experience |  |  | M |

***M*** *= Proposer must describe how it* ***meets*** *the requirement.*

***A*** *= Proposer must* ***agree to meet*** *the requirement.*

1. **The Prime Contractor and all of its proposed Subcontractors must meet the following requirement:**
   1. **Country of Incorporation:** The Prime Contractor and Subcontractors must have offices in and be incorporated or formed under the laws of the United States. All parent companies of the Prime Contractor and Subcontractors must not be incorporated or formed in prohibited countries. Parent companies may have other subsidiaries incorporated or formed in prohibited countries, but any such subsidiaries must have no control of or influence on the Prime Contractor or Subcontractor. The list of prohibited countries is provided in ‎Table 4 below:
2. List of U.S. Sanctioned Countries by the Federal Government

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. Balkans 2. Belarus 3. Burma 4. Burundi 5. Cambodia 6. Central African Republic | 1. China 2. Cuba 3. Democratic Republic of the Congo 4. Hong Kong 5. Iran 6. Iraq | 1. Guinea 2. Lebanon 3. Libya 4. Myanmar 5. Nicaragua 6. North Korea | 1. Serbia 2. Sierra Leone 3. Somalia 4. Sudan/Darfur 5. South Sudan | 1. Syria 2. Russia 3. Ukraine 4. Venezuela 5. Yemen 6. Zimbabwe |

|  |
| --- |
| **Instructions: Describe how Proposer meets the above Minimum Mandatory Qualification.** |

<Response>

1. **The Prime Contractor must meet and agree to meet the following requirement:**
   1. **Financial Strength:** The Prime Contractor must demonstrate adequate financial strength with assets in the United States (based on the County’s evaluation of company financial statements) and agree to obtain a performance bond in an amount to be determined by the County if the County deems the Prime Contractor has inadequate financial strength.

|  |
| --- |
| **Instructions: Describe how Proposer meets the above Minimum Mandatory Qualification.** |

<Response>

1. **Either the Prime Contractor or at least one of its proposed Subcontractors must meet the following requirement:**
   1. **Systems Integration Experience:** The Proposer must have previous experience in systems integration for at least two (2) large and complex technology projects within the last five (5) years. Characteristics of large and complex technology projects include, but are not limited to: third-party involvement was critical to the integration and neither the Prime Vendor nor the Subcontractor had control over the third-party resources; architecture requiring integration was not built with modern interface mechanisms; high number of interfaces required; high number of end users; high number of function points, etc.

|  |
| --- |
| **Instructions: Describe how Proposer meets the above Minimum Mandatory Qualification.** |

<Response>

1. **Either the Prime Contractor or at least one of its proposed Subcontractors must meet each of the following requirements:**
   1. **Voter Registration / Election Management System Experience:** The Proposer must have experience developing, implementing, and/or maintaining voter registration or election management systems for at least two (2) clients within the last five (5) years. For this purpose, “voter registration or election management systems” refers to a system encompassing some or all the components that are in-scope for this solicitation. The resulting system must have been used in at least one (1) governmental or non-governmental election for each client.

|  |
| --- |
| **Instructions: Describe how Proposer meets the above Minimum Mandatory Qualification.** |

<Response>

# Proposer Qualifications

1. Proposer’s Background and Experience
   * 1. Team Experience and Plans for Collaboration

|  |
| --- |
| **The Proposer must provide the County with an understanding of the Proposer’s experience to provide relevant context about the organization that will be providing the products and services outlined in this RFP, as well as how the team will successfully collaborate while providing the products and services.**  **Instructions: Describe the Proposer’s relevant experience as it relates to projects similar to the products and services described in this RFP. Explain why this team was assembled in its current form — including the experience provided by each included organization and any experience the entities have working together. Discuss how this team will collaborate successfully to deliver the products and services outlined in this RFP.** |

<Response>

* + 1. Work Locations

|  |
| --- |
| The Key Personnel associated with the products and services outlined in this RFP must be available to participate in person for meetings as scheduled by the County during normal business hours, Monday through Friday 9:00 AM to 5:00 PM PST, except Federal, State, and County holidays. The County may modify this requirement as needed to accommodate County facility closures/access restriction due to the COVID-19 pandemic.  The Key Personnel associated with the products and services outlined in this RFP must be available to participate in meetings, either in person or remotely as determined by the County, outside of normal business hours, on weekends, and on holidays beginning on E-120 through Election Day for the first election in which the EMS is used and beginning on E-90 through Election Day in each subsequent election.  At no time shall the Proposer maintain, use, transmit or cause to be transmitted information governed by privacy laws and regulations or export control laws outside of the United States.  **Instructions:** Describe the locations where the Proposer proposes performing work associated with the Statements of Work of this RFP. If the location(s) for a specific task changes during the Contract term, provide a timeline reflecting where the task will be performed during each time period. Identify the Proposer’s expectations for space requirements at the County’s facilities, if any. |

<Response>

* + 1. Existing Business Relationships with the County of Los Angeles

|  |
| --- |
| **Instructions:** Describe any existing or recent (within the last five (5) years) business relationships the Proposer or any of its affiliates and proposed Subcontractors have with the County of Los Angeles. |

<Response>

F.2 Proposer’s References

|  |
| --- |
| Include at least three (3) references that clearly demonstrate the Proposer’s ability to perform the Statements of Work described in this RFP. The Proposer may not use itself, its parents, subsidiaries, or affiliates, or any of the other entities that are part of the Proposal as reference organizations. References must be for successful product implementations that are complete and scalable to the size of the County. References are not required to be for implementations of an EMS solution.  **Instructions: Provide the information requested in the Tables below. The Tables may be replicated if the Proposer would like to include more than three (3) references.** Do not change any of the pre-populated sections. Any changes to the pre-populated sections could lead to the disqualification of the Proposal. |

1. Reference 1

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROPOSER INFORMATION** | | | | | |
| Proposer Name: | | Proposer Contact Name: | | | |
| Proposer Contact Phone Number: | | | |
| **REFERENCE INFORMATION** | | | | | |
| Client Organization: | | Client Contact Name: | | | |
| Client Phone Number: | | | |
| Client Mailing Address: | | Client E-mail Address: | | | |
| **PROJECT INFORMATION** | | | | | |
| Total Proposer Staff: |  | | | |
| Project Objectives: | | | | | |
| Project Description: | | | | | |
| Proposer’s Involvement: | | | | | |
| **PROPOSER KEY PERSONNEL ASSIGNED TO PROJECT** | | | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| **PROJECT MEASUREMENTS** | | | | | |
| Operating Budget of Client Organization: | | # of Users: | | | |
|  | |  | | | |
| Original Value of Proposer’s Contract: | | Actual Total Contract Value: | | | |
| Reason(s) for Change in Value: | | | | | |
|  | |  | | | |
| Estimated Start & Completion Dates From: | |  | To: |  | |
| Actual Start & Completion Dates From: | |  | To: |  | |
| Reason(s) for Difference Between Estimated and Actual Dates: | | | | | |
|  | | | | | |
| If the Proposer performed the work as a subcontractor, the Proposer must describe the scope of subcontracted activities: | | | | | |

1. Reference 2

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROPOSER INFORMATION** | | | | | |
| Proposer Name: | | Proposer Contact Name: | | | |
| Proposer Contact Phone Number: | | | |
| **REFERENCE INFORMATION** | | | | | |
| Client Organization: | | Client Contact Name: | | | |
| Client Phone Number: | | | |
| Client Mailing Address: | | Client E-mail Address: | | | |
| **PROJECT INFORMATION** | | | | | |
| Total Proposer Staff: |  | | | |
| Project Objectives: | | | | | |
| Project Description: | | | | | |
| Proposer’s Involvement: | | | | | |
| **PROPOSER KEY PERSONNEL ASSIGNED TO PROJECT** | | | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| **PROJECT MEASUREMENTS** | | | | | |
| Operating Budget of Client Organization: | | # of Users: | | | |
|  | |  | | | |
| Original Value of Proposer’s Contract: | | Actual Total Contract Value: | | | |
| Reason(s) for Change in Value: | | | | | |
|  | |  | | | |
| Estimated Start & Completion Dates From: | |  | To: |  | |
| Actual Start & Completion Dates From: | |  | To: |  | |
| Reason(s) for Difference Between Estimated and Actual Dates: | | | | | |
|  | | | | | |
| If the Proposer performed the work as a subcontractor, the Proposer must describe the scope of subcontracted activities: | | | | | |

1. Reference 3

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROPOSER INFORMATION** | | | | | |
| Proposer Name: | | Proposer Contact Name: | | | |
| Proposer Contact Phone Number: | | | |
| **REFERENCE INFORMATION** | | | | | |
| Client Organization: | | Client Contact Name: | | | |
| Client Phone Number: | | | |
| Client Mailing Address: | | Client E-mail Address: | | | |
| **PROJECT INFORMATION** | | | | | |
| Total Proposer Staff: |  | | | |
| Project Objectives: | | | | | |
| Project Description: | | | | | |
| Proposer’s Involvement: | | | | | |
| **PROPOSER KEY PERSONNEL ASSIGNED TO PROJECT** | | | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| **PROJECT MEASUREMENTS** | | | | | |
| Operating Budget of Client Organization: | | # of Users: | | | |
|  | |  | | | |
| Original Value of Proposer’s Contract: | | Actual Total Contract Value: | | | |
| Reason(s) for Change in Value: | | | | | |
|  | |  | | | |
| Estimated Start & Completion Dates From: | |  | To: |  | |
| Actual Start & Completion Dates From: | |  | To: |  | |
| Reason(s) for Difference Between Estimated and Actual Dates: | | | | | |
|  | | | | | |
| If the Proposer performed the work as a subcontractor, the Proposer must describe the scope of subcontracted activities: | | | | | |

Subcontractor References (If applicable)

|  |
| --- |
| If the Proposal includes the use of Subcontractor(s), include at least one (1) reference for each proposed Subcontractor. The referenced project must have a scope of work that is equivalent to the scope of work proposed for the Subcontractor in the Proposal. The reference should clearly demonstrate the Subcontractor’s ability to perform the relevant portion of the Proposal. The Subcontractor may not use itself or any of the other entities that are part of the Proposal as reference organizations.  **Instructions: Provide the information requested in the Table below. Replicate the Table if more than one (1) reference is desired.** Do not change any of the pre-populated sections. Any changes to the pre-populated sections could lead to the disqualification of the Proposal. |

1. Subcontractor Reference 1

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SUBCONTRACTOR INFORMATION** | | | | | |
| Subcontractor Name: | | Subcontractor Contact Name: | | | |
| Subcontractor Contact Phone Number: | | | |
| **REFERENCE INFORMATION** | | | | | |
| Client Organization: | | Client Contact Name: | | | |
| Client Phone Number: | | | |
| Client Mailing Address: | | Client E-mail Address: | | | |
| **PROJECT INFORMATION** | | | | | |
| Total Subcontractor Staff: |  | | | |
| Project Objectives: | | | | | |
| Project Description: | | | | | |
| Subcontractor’s Involvement: | | | | | |
| **SUBCONTRACTOR KEY PERSONNEL ASSIGNED TO PROJECT** | | | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| Name: (Add more rows as needed) | | Role: (Add more rows as needed) | | | |
| **PROJECT MEASUREMENTS** | | | | | |
| Operating Budget of Client Organization: | | # of Users: | | | |
|  | |  | | | |
| Original Value of Proposer’s Contract: | | Actual Total Contract Value: | | | |
| Reason(s) for Change in Value: | | | | | |
|  | |  | | | |
| Estimated Start & Completion Dates From: | |  | To: |  | |
| Actual Start & Completion Dates From: | |  | To: |  | |
| Reason(s) for Difference Between Estimated and Actual Dates: | | | | | |

F.3 Proposer’s Financial Capability

* + 1. Financial Information

|  |
| --- |
| The Proposer must submit an Independent Auditor’s Report and audited financial statements, including any management letters associated with the Auditor’s Report with the applicable notes for the last three (3) fiscal years, balance sheet, income statement and statement of changes in financial position.  If the Proposer is a corporation that is required to report to the Securities and Exchange Commission (SEC), it must submit its two (2) most recent SEC Form 10-K Annual Reports. If any change in ownership is anticipated in the twelve (12) months following the Proposal due date, the Proposer must describe the circumstances of such change and indicate when the change is likely to occur.  Additional information may be requested regarding financial stability for the Proposer and any Subcontractors proposed.  **Instructions:** Supply evidence of financial stability sufficient to demonstrate reasonable stability and solvency appropriate to the requirements of this solicitation. Provide (as part of the Technical Proposal) on a separate USB labeled “Financial Information Section F.3,” the Proposer’s most current financial statements and any applicable SEC Form 10-K, all as described above. Financial statements will be kept confidential to the best of the County’s ability if each page is stamped confidential.  Include below a Table of Contents of all the materials contained on the USB. |

<Response>

F.4 Proposer’s Pending Litigation and Judgments

|  |
| --- |
| The Proposer must inform the County of any pending litigation or judgments in which it is involved that are relevant to the scope of this RFP or which may impact potential performance if awarded the resultant contract.  **Instructions: Identify by name, case, and court jurisdiction any litigation still pending in which the Proposer is involved and judgments against the Proposer in the past ten (10) years that are relevant to the scope of this RFP. Provide a statement describing the size and scope of any pending or threatened litigation against the Proposer or principals of the Proposer that is relevant to the scope of this RFP,** or which may impact potential performance if awarded the resultant contract**.** |

<Response>

# Proposer Team Organization and Staffing

1. Implementation Project Organization and Staffing Plan

|  |
| --- |
| The Proposer must describe the Project organization and staffing plan that will execute the proposed approach and create the required deliverables. The Project organization should be a balanced complement of Proposer and County resources. The Staffing plan and associated organization chart must detail the number of personnel, levels, roles, responsibilities, and team reporting relationships within the Proposer’s Team. This section must include details of the Proposer’s team, proposed use of Subcontractors and the Proposer’s expectations of County resources. This section should include a visual representation of the Proposer’s Team and its relationship to the County staff organization with reporting structures.  Key Personnel for the Project identified in the Proposal are considered to be critical resources and are therefore expected to be the major participants in all solicitation (e.g., finalist presentations) and Project activities. (See Section G.3 Proposer’s Key Personnel for a definition of roles considered Key Personnel.) If the Proposer is selected, its Key Personnel cannot be replaced without prior County approval during the life cycle of the Project.  **Instructions:** Provide a Staffing Plan and associated organization chart detailing the number of personnel, levels, roles and responsibilities and team reporting relationships within the Proposer’s Team. The Staffing Plan should suggest an approach for key County staff to work “shoulder-to-shoulder” with the Proposer’s staff. The Staffing Plan also should identify all Key Personnel for the Proposer and their proposed Project roles. |

<Response>

G.2 Maintenance and Support Organization and Staffing Plan

|  |
| --- |
| The Proposer must describe the Maintenance and Support (M&S) Organization and Staffing Plan required to support the EMS Solution as defined in this RFP. This section must include details of the Proposer’s team, proposed use of Subcontractors and the Proposer’s expectations of County resources. This section should include a visual representation of the Proposer and its relationship to the County staff organization with reporting structures. The Plan also must include the number of resources (both business and technical), anticipated role and responsibilities, level of participation (density of time on M&S activities) and necessary capabilities/skills.  Key Personnel for M&S are considered to be the central resources and are therefore expected to be the major participants in all solicitation (e.g., finalist presentations) and M&S activities. If the Proposer is selected, its Key Personnel for M&S cannot be replaced without prior County approval during the life cycle of Maintenance and Support.  **Instructions:** Provide a Staffing Plan and associated organization chart detailing the number of personnel, levels, roles and responsibilities, and team reporting relationships for M&S. Identify all Key Personnel for M&S for the Proposer, personnel for the County and their proposed roles. |

<Response>

G.3 Proposer’s Key Personnel

‎Table 9 provides Key Personnel positions specific to the EMS Project, corresponding roles and responsibilities and minimum qualifications for each. These roles are considered essential to the work being performed as defined in the Implementation Statement of Work. **Key Personnel are to be dedicated full-time to the County in their role unless otherwise noted in the following table or agreed to by the County.** The Proposer must ensure Key Personnel have, and maintain, relevant current license(s) and/or certification(s).

1. Proposer’s Key Personnel Roles for the EMS Project

| Title | Roles and Responsibilities | Qualifications |
| --- | --- | --- |
| **Engagement Director** | * Serves as the primary point of contact with County leadership, governance bodies and other staff for activities related to contract administration, overall project management and scheduling, correspondence between the County and the Prime Contractor, dispute resolution and status reporting to County for the duration of the Contract * Is authorized to commit the resources of the Prime Contractor in matters pertaining to the implementation performance of the Contract * Is responsible for addressing any issues that cannot be resolved with the Prime Contractor’s Project Manager * Is responsible for all Subcontractor relationships | * Five (5) years direct project oversight and authority over projects in excess of ten (10) million dollars * Experience managing subcontractor relationships on at least two (2) successful large and complex projects * Special consideration will be given to those who have previously managed integrated projects that have included voter data   *(Does not need to be dedicated 100% to the EMS Project)* |
| **Project Manager** | * Provides onsite management of the Project and is the chief liaison for County during the Project * Is authorized to make day-to-day Project decisions * Is responsible for facilitating the Project by using the project management processes, organizing the Project and managing the teamwork activities consistent with the approved Project Control Document * Is responsible for scheduling and reporting Project activities, coordinating use of personnel resources, identifying risks and issues, and solving problems and facilitating implementation of the EMS Solution * Hosts weekly onsite status meetings, participates in monthly executive status meetings, and hosts or participates in (as needed) ad-hoc meetings * Assigns Contractor staff to the above meetings as appropriate * Develops and distributes an agenda and minutes for each weekly status meeting * Provides expert guidance ensuring that all requirements as defined by the County are correctly implemented in the EMS Solution * Advises the County regarding best practices and recommends modifications to business processes, which improve the overall operations * Develops and maintains thorough project planning documentation that includes, but is not limited to, Project Control Document, including a fully resourced Project schedule * Immediately notifies the EMS Program Manager of any deviation from agreed-upon scope, schedule, budget, or level of quality | * Current Project Management Professional (PMP) certification from the Project Management Institute (PMI), or equivalent * A total of five (5) years of demonstrated experience in:   + - Project Management of a project that encompassed the full system development life cycle from initiation through post implementation with a public sector client in the U.S. and/or     - Account management for a public sector client in the U.S., including a minimum of three (3) years of elections-related system experience * Preference will be given to candidates with experience managing elections-related projects. |
| **Solution Architect** | * Is responsible for the technical aspects of the EMS Solution for all in-scope components * Drives the solution architecture and mapping of required functionality to solution design * Establishes documentation and coding standards for the Project team and ensures the team adheres to the standards | * Five (5) years of demonstrated experience as a solutions architect for an enterprise solution * Preference will be given to candidates with experience with elections-related systems |
| **Elections Subject Matter Expert** | * Is responsible for providing voter registration- and elections-related expertise to the Project in terms of interpretation of requirements, development of design (where needed) and implementation of the EMS Solution | * Five (5) years of demonstrated experience with election-related systems * Preference will be given for candidates with experience with implementing voter registration and election management systems   *(Does not need to be dedicated 100% to EMS after implementation of the EMS Solution begins)* |
| **VoteCal Certification Lead** | * Is responsible for leading the effort to achieve VoteCal certification from the CA SOS | * Two (2) years of demonstrated experience with certification efforts at the state level * Five (5) years of experience designing and implementing complex integrations   *(Does not need to be dedicated 100% to the EMS Project)* |
| **Testing Lead** | * Is responsible for overall EMS testing strategy and schedule * Accountable for testing quality and effectiveness * Responsible for identifying, configuring, and maintaining testing tools, including:   + - Automated testing tools     - Requirements to Test Case to Results traceability     - Defect tracking * Serves as the owner (within the implementation team) of all test environments – responsible for ensuring their completeness, currency, and stability during the testing period * Oversees the development and periodic refresh of realistic test data across all testing environments * Oversees the development of test conditions, test scenarios and test scripts * Coordinates, manages, and executes all testing activities – including integration testing and coordination of County testers * Oversees and manages the resolution of bugs/issues resulting from testing activities | * Five (5) years of demonstrated experience with planning and executing testing programs * Expert understanding of EMS testing methodologies   *(Does not need to be dedicated 100% to the EMS Project)* |
| **Training Lead** | * Is responsible for planning and executing a training program for all aspects of the EMS Solution for all in-scope components * Leads execution of the agreed-upon training program, ensuring timely reporting on training completion rates and results * Collaborates with organizational change management efforts undertaken by the Contractor or the County * Identifies and manages the resolution of training issues | * Five (5) years of demonstrated experience with planning and executing training programs * Preference will be given for candidates experienced in training programs for voter registration, election management systems, or voting systems   *(Does not need to be dedicated 100% to the EMS Project)* |

|  |
| --- |
| The Proposer must identify Key Personnel for the products and services outlined in this RFP. Any Key Personnel from Subcontractor organizations must also be identified, if applicable. For each member of Key Personnel, include:   * Organization name * Staff name * Title in the organization * Proposed role on the project * Role in the last three (3) projects * Summary of work experience related to the project * Summary of experience working with other proposed Key Personnel and Subcontractor staff (if applicable)   This section also should detail the past work each listed person has had with the other organizations or their staff.  **Instructions: Complete the following Table detailing the Key Personnel identified for the products and services outlined in this RFP. Duplicate the table as necessary.** Do not change any of the pre-populated sections. Any changes to the pre-populated sections could lead to the disqualification of the Proposal. |

1. Proposer’s Key Personnel

|  |  |
| --- | --- |
| **REQUIRED INFORMATION** | **PROPOSER RESPONSE** |
| 1. Organization Name |  |
| 1. Staff Name |  |
| 1. Title in the Organization |  |
| 1. Proposed Role on the Project |  |
| 1. Role in the Last Three (3) Projects |  |
| 1. Summary of Work Experience Relevant to the Project |  |
| 1. Summary of experience working with other proposed Key Personnel and Subcontractor staff (if applicable) |  |

<Response>

G.4 Staff Experience

The Proposer must provide two (2) completed Staff Experience references for each identified and proposed Key Personnel as indicated in this RFP (including both the Proposer and Subcontractor staff). If references are available for multiple projects with a similar project scope, size and complexity, the County would prefer Public Sector or Public Agency references.

It is the Proposer’s sole responsibility to ensure that the client organization’s name, the client point of contact’s name, phone number, and e-mail address is accurate for each reference.

The County may disqualify a Proposer if references fail to substantiate the Key Personnel’s experience and qualifications, or the County is unable to reach any point of contact with reasonable effort (provided that three attempts to contact such person during normal working hours shall be deemed to be reasonable effort) within three business days. It is the Proposer’s responsibility to inform each point of contact to be available during normal working hours (9 AM – 5 PM PST).

**Instructions:** Complete the Staff Experience form shown in ‎Table 11 below for each member of Key Personnel. Duplicate Table 11 in its entirety, once per each individual included in the proposed Key Personnel. Do not change any of the pre-populated sections. Any changes to the pre-populated sections could lead to the disqualification of the Proposal.

1. Staff Experience

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Team Member Name: | | |  | | | | | | | |
| **Description of Skill Sets and Experience** | | |  | | | | | | | |
| **Proposed Project Role** | | |  | | | **Subcontractor (Y/N)?** | | | |  |
| **Years’ Experience in Proposed Role:** | | |  | | | | | | | |
| **REFERENCES** | | | | | | | | | | |
| **REFERENCE 1** | | | | | | | | | | |
| **Client Organization** | |  | | | | | | | | |
| **Client Point of Contact** | |  | | | | | | | | |
| **Client Mailing Address** | |  | | | | | | | | |
| **Client Phone Number** | |  | | | | | | | | |
| **Client E-mail Address** | |  | | | | | | | | |
| **Project Name and Description** | |  | | | | | | | | |
| # of Employees | |  | | | Public Sector (Y/N)? | |  | | | |
| **Date/Duration of Team Member’s Involvement** | | **Start (MM/YYYY)** |  | | **End (MM/YYYY)** | |  | | | |
| **Design & Development (Y/N)?** | |  | | | **Implementation (Y/N)?** | |  | **M&S (Y/N)?** |  | |
| **Team Member’s Role on the Project** | |  | | | | | | | | |
| **REFERENCE 2** | | | | | | | | | | |
| **Client Organization** | |  | | | | | | | | |
| **Client Point of Contact** | |  | | | | | | | | |
| **Client Mailing Address** | |  | | | | | | | | |
| **Client Phone Number** | |  | | | | | | | | |
| **Client E-mail Address** | |  | | | | | | | | |
| **Project Name and Description** | |  | | | | | | | | |
| # of Employees | |  | | | Public Sector (Y/N)? | |  | | | |
| **Date/Duration of Team Member’s Involvement** | | **Start (MM/YYYY)** |  | | **End (MM/YYYY)** | |  | | | |
| **Design & Development (Y/N)?** | |  | **Manufacturing (Y/N)?** |  | **Implementation (Y/N)?** | |  | **M&S (Y/N)?** |  | |
| **Team Member’s Role on the Project** | |  | | | | | | | | |
| INDIVIDUAL QUALIFICATIONS | | | | | | | | | | |
| **Certifications (if applicable)** | | | | | | | | | | |
| PMI/PMP | Member ID#: | | | | | | | | | |
|  | Earned Date: | | | Expiration Date: | | | | | | |
| Other | Member ID#: | | | | | | | | | |
|  | Earned Date: | | | Expiration Date: | | | | | | |
|  |  | | |  | | | | | | |

<Response>

G.5 Resumes

|  |
| --- |
| The Proposer must attach professional resumes of all Proposer personnel included in the organization charts (submitted above in Section G.1 and G.2) to this section of the Technical Proposal.  Each resume must demonstrate experience relevant to the position proposed. The resume should include work on projects cited under the Proposer’s corporate experience, and the specific functions performed on such projects.  **Instructions:** Provide a resume for each individual included in the submitted organization charts. |

<Response>

G.6 Staff Management and Contingency Plan

|  |
| --- |
| The Proposer must describe policies and procedures regarding hiring, professional development, and human resource management, including processes for ensuring that the EMS Project will not be affected by fluctuations in the Proposer’s staffing and other project assignments. The response also should include a discussion of the Proposer’s management of Subcontractor staffing.  The Proposer must provide a contingency plan that shows the ability and process to add more staff, if needed, to ensure it can meet the Project’s deliverable due date(s) and implementation dates.  The Proposer must provide a description of its plan to monitor the Project, and how a determination to deploy contingency staff will be made. The Proposer’s response also must describe any variation relative to M&S services to be provided after the Project.  **Instructions:** Provide a description of the Proposer’s Staff Management approach, for both Proposer’s staff and for Subcontractors’ staff. Provide a Staff Contingency Plan. |

<Response>