

**STATE OF WASHINGTON
OFFICE OF THE SECRETARY OF STATE**

REQUEST FOR PROPOSALS

RFP NO. 18-04

PROJECT TITLE: Elections Modernization Project (EMP)

BIDDER ELIGIBILITY: This procurement is open only to those Bidders that satisfy the minimum qualifications stated herein.

TABLE OF CONTENTS

Contents

1. INTRODUCTION.....	4
1.1 PURPOSE AND BACKGROUND	4
1.2 SCOPE	5
1.3 OBJECTIVES	9
1.4 MINIMUM QUALIFICATIONS	9
1.5 FUNDING.....	9
1.6 PERIOD OF PERFORMANCE	10
1.7 DEFINITIONS / ACRONYMS	10
2. GENERAL INFORMATION FOR BIDDERS	12
2.1 RFP COORDINATOR.....	12
2.2 ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES	12
2.3 PREPROPOSAL CONFERENCE	12
2.4 SUBMISSION OF PROPOSALS	13
2.5 PROPRIETARY INFORMATION/PUBLIC DISCLOSURE	13
2.6 REVISIONS TO THE RFP	14
2.7 ACCEPTANCE PERIOD.....	14
2.8 MOST FAVORABLE TERMS	14
2.9 CONTRACT AND GENERAL TERMS & CONDITIONS.....	14
2.10 COSTS TO PROPOSE.....	14
2.11 NO OBLIGATION TO CONTRACT.....	14
2.12 REJECTION OF PROPOSALS	14
2.13 MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION	14
2.14 COMMITMENT OF FUNDS	15
2.15 ELECTRONIC PAYMENT	15
2.16 INSURANCE AND WORKERS' COMPENSATION COVERAGE	15
2.17 RESULTING CONTRACT.....	15
2.18 RESPONSIVENESS	15
2.19 EVALUATION OF PROPOSALS	16
2.20 ORAL PRESENTATIONS MAY BE REQUIRED	17
2.21 NOTIFICATION TO BIDDERS	17
2.22 DEBRIEFING OF UNSUCCESSFUL BIDDERS	17
2.23 PROTEST PROCEDURE.....	17
2.24 OPPORTUNITY FOR DISCUSSION/NEGOTIATION AND/OR ORAL PRESENTATION	18
2.25 BEST AND FINAL OFFERS (BAFO)	18
3. PROPOSAL CONTENTS.....	19
3.1 CHECKLIST	19
3.2 BIDDER PROFILE (MANDATORY).....	20
3.3 REFERENCES (MANDATORY)	23
3.4 PARTNERS AND SUBCONTRACTORS (MANDATORY)	23
3.5 PARTNER/SUBCONTRACTOR PROFILE (MANDATORY)	24
3.6 PARTNER/SUBCONTRACTOR REFERENCES (MANDATORY).....	26
3.7 FUNCTIONAL REQUIREMENTS MATRIX (MANDATORY).....	27
3.8 TECHNICAL AND INTERFACE REQUIREMENTS MATRIX (MANDATORY)	28
4.0 IMPLEMENTATION APPROACH AND TIMELINE	28
4.1 CONCEPTUAL PROJECT SCHEDULE	29
4.2 HARDWARE AND SOFTWARE PREFERENCES	29
4.3 IMPLEMENTATION APPROACH QUESTIONNAIRE (SCORED)	29

5.0	ONGOING ANNUAL SOFTWARE MAINTENANCE AND SUPPORT APPROACH	33
6.0	COST WORKSHEETS	34

RFP EXHIBITS

Exhibit A	Functional Requirements Matrix
Exhibit B	Technical Requirements Matrix
Exhibit C	Cost Worksheet
Exhibit D	Sample Contract
Exhibit E	Use Cases
Exhibit F	Current System Diagram
Exhibit G	Future System Diagram (Conceptual)
Exhibit H	Certifications and Assurances & Wage Theft Certification
Exhibit I	Commitment File Record Format
Exhibit J	Death Master File Record Format
Exhibit K	Death Names Format
Exhibit L	Office of the Secretary of State Records Retention Schedule Version 1.1 (June 2015)
Exhibit M	State Government General Records Retention Schedule (SGGRRS) Version 6.0 (June 2016)
Exhibit N	WAMAS Information
Exhibit O	OCIO Policy 141.10 - Securing Information Technology Assets Standards
Exhibit P	OCIO Policy 183.30.10 Integration Services Governance Standards
Exhibit Q	State Integration Strategy Definitions / Guidelines
Exhibit R	OCIO Policy 186 – Commonly Used Software Product Retirement Policy
Exhibit S	OCIO Policy 183.10.30 - Service Oriented Architecture (SOA) Planning Design Standards
Exhibit T	OCIO Policy 300 – Statewide Migration to IPv6
Exhibit U	OCIO Policy 182.10.10 - Data Standards Framework
Exhibit V	OCIO Policy 187.10 – Metadata Standards
Exhibit W	OCIO Policy 183.20.10 - Identity Management User Authentication Standards
Exhibit X	OCIO Policy 151 - Information Technology Disaster Recovery Planning
Exhibit Y	OCIO Policy 188.10 - Minimum Accessibility Standard
Exhibit Z	ERIC File Format

1. INTRODUCTION

1.1 PURPOSE AND BACKGROUND

The Washington State Office of the Secretary of State (OSOS), along with the 39 County Auditors in Washington State, are initiating this RFP to solicit Proposals from firms interested in providing and implementing a modern Elections Management System (EMS) for Washington State.

The OSOS and counties (hereinafter “OSOS/Counties” or “Customers”) have collaborated to define requirements for a statewide EMS that meets or exceeds the requirements of Washington State stakeholders. The project has been named the Elections Modernization Project (EMP). All 39 counties have committed to using the new system.

Although currently stable and secure, Washington’s system is over ten years old and needs to be modernized in order to meet the challenges that we face today. Our current system challenges include:

- Limited ability to exchange data between elections and voter registration applications;
- Limited ability to address redundancy of data;
- Limited ability to synchronize our data between all systems and our 39 counties;
- Limited ability to adapt to changes in law or needs;
- Limited capabilities of both the hardware and software;
- Limited ability to offer access to services and information online and on mobile devices
- Multiple election management solutions/systems at the local/county level;
- Inability to set up and proof an election in multiple systems without having to enter data multiple times (WEI, EMS, on-line, ballot-on-demand).

The identified functional and technical/interface requirements address the current functionality as well as new functionality required to achieve future objectives and vision. Current solutions are maintained by a combination of vendors and public employees. The new system will have approximately 170 non-administrative users, including state and county users, and approximately 4 system administrators.

A comprehensive analysis of the business processes has been conducted to ensure the next generation voter registration system is aligned with state and county elections practices. The functional requirements were identified using stakeholder input to identify current business functions, data sharing opportunities, and desired future processes.

Operational Guiding Principles

The guiding principles of the EMP are:

- Multijurisdictional – it should be intrinsically multijurisdictional in design and operation;
- Adaptable – the proposed solution must be adaptable to future statutory, regulatory, policy, or technology changes as required to meet ongoing changes to OSOS/County’s needs;
- Data Synchronization – the proposed solution must synchronize specific data between systems maintained by OSOS, Counties, external departments, and other key stakeholders without duplication of entry of the data;
- Legal Requirements – the proposed solution must provide for compliance with all applicable federal, state, and local statutory requirements; and

- Usability – the proposed solution must verify that the system provides all the tools that the users require to perform a given task.

Information Technology Guiding Principles

The solution should support county and statewide voter registration and elections systems management needs for the next decade and beyond. Information technology guiding principles include:

- Database of Record – Establish a central statewide voter registration database of record, which serves the counties’ needs for both voter registration and elections management;
- Data Compliance – The system shall comply with current VIP, ERIC, IEEE and NIST standards;
- Product Roadmap – The underlying technology stack must consist of widely used components with a long-term viable product roadmap;
- Hosting – The solution must support a hosted deployment;
- Security – Design and implementation must be driven by a “security first” perspective, recognizing that trust in voter registration data and elections management systems is paramount;
- Integration - Shall provide specified integration(s) with WA DOL, WA DOC, WA DOH, and be easily extensible to accommodate future interfaces;
- Configuration Capability – Provide a robust ability for configuration over customization to enable rapid system changes; and
- Modern Architecture – The solution architecture must be a modern, robust, browser-based user interface, and a service-oriented back-end and an API-based integration tier.

In order to meet the critical needs of data security related to elections data, the central statewide voter registration database of record must reside in a state-selected data center. OSOS and the Counties envision an environment that not only has a redundant back-up site at a (second) state data center, but also allows for an optional, local server in select counties. All instances must maintain real-time synchronization with the central database. Bidders are encouraged to propose an Elections Management System architecture that best meets the envisioned environment reflected in Exhibit G. Bidders may propose a different architecture as long as it does not reduce current functionality.

1.2 SCOPE

Phase 1 Scope - Minimum Viable Product (MVP) – to be deployed for use by 4/2/2019

- The definition of MVP herein is:
 - A centralized elections & voter registration management system (EMS/VR) with redundancy (as described in Exhibit G)
 - A deployed infrastructure which meets the minimum requirement of a state-hosted / on-premises voter registration database
 - A Graphical User Interface (GUI) for the EMS/VR
 - Replication of current interfaces (see Table 1)
 - New interfaces, if required, to connect to Phase 2 systems

Diagram 1: Future MVP conceptual model

Envisioned Future State

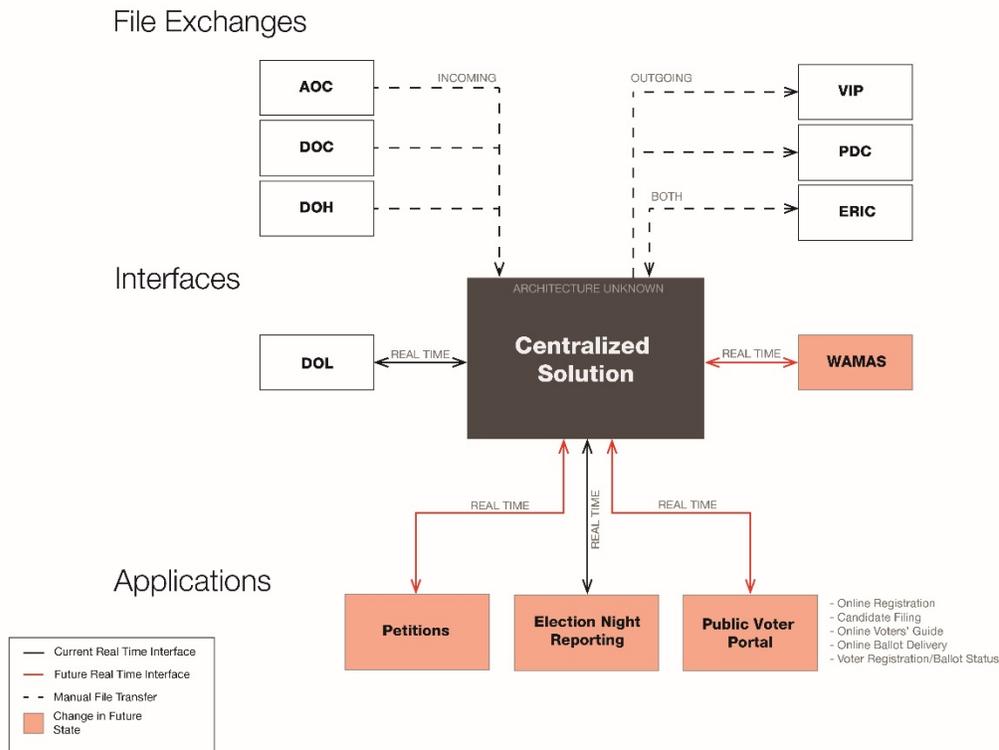


Table 1. Phase 1 interface inventory list

Interface Partner	Description
Department of Licensing (DOL) Interface	<p>DOL provides two web service interfaces.</p> <p>VoterVerificationService - This service provides identity verification based on Social Security Number.</p> <p>ADRSservice - This service provides:</p> <ol style="list-style-type: none"> 1. Identity verification based on Driver’s License Number; 2. Signature images based on Driver’s License Number; 3. Motor voter records, which are voter registration packets transferred from the Driver’s License Offices in various locations throughout the state. <p>In addition to the above web services, DOL also provides a weekly text file that contains select drivers’ data, which is deposited on DOL’s secure FTP site.</p> <p><i>Note:</i> these DOL web services will be replaced with new connections with the full implementation of the DRIVES program.</p>

Interface Partner	Description
Social Security Master Death List Interface	<p>The Social Security Administration (SSA) sends to Digital Archives on a monthly basis a list of every death recorded in the Social Security Master Death list (SSDM) in the previous month. The file layout is defined in Exhibit J.</p> <p>SSA deposits a .csv file on a secure file transfer protocol (SFTP) website monthly. OSOS places that file onto a secure internal FTP site and uploads into the VRDB using a tool created in-house.</p>
Department of Health Interface	<p>The Washington Department of Health (DOH) sends a file of every death recorded in the state in the previous month or year. The file layout is defined in Exhibit K.</p> <p>DOH deposits an electronic .csv file on a secure FTP website monthly. OSOS retrieves this file and uploads into the VRDB using a tool created in-house.</p>
Department of Corrections Interface	<p>The Washington Department of Corrections (DOC) sends the OSOS Election Division on a monthly basis, a file of every individual currently under DOC supervision. The file layout is defined in Exhibit I.</p> <p>DOC deposits an electronic flat file on a secure FTP website monthly; OSOS Elections Division retrieves this file and uploads into the VRDB using a tool created in-house.</p> <p>The upload tool filters out an individuals under certain type codes who appear on the DOC supervision list but are still eligible to vote under Washington State law.</p>
Administrator of the Courts Interface	<p>OSOS creates 39 text files (one for each county) of all active voters in a county. OSOS provides the files to the Department of Enterprise Services (DES). DES combines those text files with DOL data. New files are sent to courts each year.</p>
ERIC Interface	<p>OSOS creates three .xml files as defined in Exhibit Z on a monthly basis. OSOS staff anonymize the files and upload them using a secure FTP website. ERIC staff process uploaded files and make a Cross-State, Deceased, In-State Duplicates, In-State Updates, National Change of Address (NCOA), and Eligible but Unregistered report available when requested. Anonymized files are uploaded each month.</p> <p>OSOS retrieves the ERIC Report files and uploads them into the VRDB using a tool created in-house (Deceased, In-State Duplicates) or by transmitting them electronically to county staff for research (Cross-State, In-State Updates, NCOA). The Eligible but Unregistered list is provided to a mailing vendor for printing and mailing outreach postcards, typically once a year in September.</p>

Interface Partner	Description
County Mail Sorting equipment	The proposed solution shall provide the capability to interface with County Mail Sorting equipment. <ul style="list-style-type: none"> ○ Currently ES&S, Pitney Bowes, Tritex, and Cowart Gagnon are providing ballot sorting (also known as mail sorting) equipment to ten counties in the State of Washington. <ul style="list-style-type: none"> ▪ Clark - Pitney Bowes Olympus II ▪ King - Pitney Bowes Vantage ▪ Kitsap - Pitney Bowes SRSD ▪ Pierce - Pitney Bowes ▪ Spokane - Tritex Correct Elect ▪ Thurston - Tritex/Cowart Gagnon ▪ Whatcom – ES&S ▪ Whitman – ES&S ▪ Yakima - Pitney Bowes Reliant
Future Interfaces – Delivery Date TBD	
County Signature Verification equipment	The proposed solution shall provide the capability to interface with County Signature Verification equipment.
Secure payment processing system	The proposed solution shall provide the capability to interface with a secure payment processing system capable of credit card, cash, check, and other payments.
WAMAS	Interface with WAMAS - Washington Master Address Services. See Exhibit N for additional detail.
DOL DRIVES	Modernized system at DOL. Anticipated go-live date Q4 2018.

Phase 2 Scope – to be deployed for use by 12/31/2019, if not available when Phase 1 deployed.

*If Phase 2 elements can be safely deployed in the Phase 1 timeline, that would be preferred. If not, Phase 2 solution(s) must interface with Phase 1 systems and be delivered by year-end 2019.

- Public site (currently known as MyVote), providing personalized election information including:
 - Ballot Drop Box and Vote Center Locations
 - Ballot Status
 - Online Voters' Guide
 - Elections in Which I Voted
 - Districts and Elected Officials
 - Online Markable Ballot
 - Online Voter Registration
 - Offices Open for Election
 - Online Candidate Filing
 - Candidate Statement Submission
 - Lists of Candidates Who Have Filed
- Initiative Filing & Petition Signature Check
- Election Night Results Reporting & Mobile App
- GIS Integration with WAMAS
- Optional County Redundant Sites of EMS/VR

The following items/functions are out of scope for this project:

- County-printed ballot creation and tabulation systems
- County website maintenance and support

1.3 OBJECTIVES

The objective of this procurement is to purchase and implement a new system which will be thoroughly tested for quality and available for use in both state and county elections by the timeline specified herein. The system must:

- Be delivered on-time and on-budget;
- Offer a measurable improvement in the following:
 - Adaptability and flexibility to nimbly incorporate future statutory, regulatory, policy or technology changes
 - Data interoperability
 - Data synchronization between systems
 - Compliance with all federal, state, and local statutory (legal) requirements
 - Usability, efficiency and reduced effort for end users
 - Reliability and security of operations and technology
 - Reporting integrity and ad hoc reporting
- In production, allow for application changes to be configured, tested, and migrated within 90 days from requirements analysis;
- Implement a standardized data model;
- Provide or allow for security at all layers of the solution, providing access to only authorized users;
- Implement strong intrusion protection mechanisms for voter data that comply with federal, NIST and applicable cyber security requirements, and Washington Office of the Chief Information Officer (OCIO) security policies;
- Have the capability and flexibility to evolve with advances in technology;
- Ensure compliance with the HAVA requirement that both the State and local (County) election officials have immediate access to the voter registration list; and
- Develop a permanent operational support model that maximizes limited resources and reduces maintenance costs to the state.

1.4 MINIMUM QUALIFICATIONS

- Bidder and any subcontractors must be licensed to do business in the state of Washington;
- Bidder must have a current Unified Business Identifier (UBI) number;
- Bidder (and/or any sub-contractors) must be able to demonstrate implementation experience with elections management and voter registration systems;
- Bidder and subcontractors must be able to provide three references each for their products and services; and

1.5 FUNDING

OSOS and the Counties have existing funds available, and the legislature has appropriated additional

funding for the EMP. The overall budget for the project is \$9,483,000 and includes:

- Planning
- Software/hardware procurement
- Build and implementation (B&I)
- Organizational Change Management (OCM)
- Testing
- Training
- Independent QA
- Independent Verification and Validation (IV&V)
- Go-Live Support

Any contract awarded as a result of this procurement is contingent upon the availability of funding. Only a portion of the overall budget is available for services sought through this procurement.

1.6 PERIOD OF PERFORMANCE

The desired period of performance of any contract resulting from this RFP is expected to begin on or about June 2018. Project close-out and acceptance, not including maintenance and support, is estimated to occur by December 31, 2019.

1.7 DEFINITIONS / ACRONYMS

Key acronyms are defined below. Also, definitions for key terms are listed.

- AOC – Administrative Office of the Courts
- ASB – Apparent Successful Bidder
- B&I – Build and Implementation phases of the system implementation project.
- Bidder/Vendor – Individual or company submitting a Proposal in order to obtain a contract with OSOS.
- CASS – Coding Accuracy Support System (CASS)
- Contractor – Individual or company whose Proposal has been accepted by OSOS and is awarded a fully executed, written contract.
- DOC – Department of Corrections
- DOH – Department of Health
- DOL – Department of Licensing
- EAC – Election Assistance Commission
- EMP – Elections Modernization Project
- EMS/VR - Elections Management System / Voter Registration [system]
- ERIC – Electronic Registration Information Center
- ESC – Executive Steering Committee for the Elections Modernization Project
- FEDRAMP - The Federal Risk and Authorization Management Program
- HAVA – Help America Vote Act
- MVP – Minimum Viable Product
- NIST - National Institute of Standards and Technology
- EDP – Enhanced Desirable Product
- OCM – Organizational Change Management

- OFM – Office of Financial Management
- OSOS/Counties – The combined stakeholder group encompassing both the Secretary of State’s Office staff and the 39 counties in Washington State who will use the system.
- OCIO – Washington State Office of the Chief Information Officer
- Proposal – A formal offer submitted in response to this solicitation.
- Request for Proposals (RFP) – Formal procurement document in which a service or need is identified but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the Bidder community to suggest various approaches to meet the need at a given price.
- VRDB – Voter Registration Database
- WEI – Washington Election Information System
- WAMAS - Washington Master Address Services

The rest of this page is intentionally left blank.

2. GENERAL INFORMATION FOR BIDDERS

2.1 RFP COORDINATOR

The RFP Coordinator is the sole point of contact in OSOS for this procurement. All communication between the Bidder and OSOS upon receipt of this RFP shall be with the RFP Coordinator, as follows:

Name	Janell Stewart
Mailing Address	PO Box 40224, Olympia, WA 98504
Phone Number	360-704-5263
Fax Number	360-704-7830
E-Mail Address	contracts@sos.wa.gov

Any other communication will be considered unofficial and non-binding. Bidders are to rely only upon written statements issued by the RFP Coordinator. Communication directed to parties other than the RFP Coordinator may result in disqualification of the Bidder.

2.2 ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Issue Request for Proposals	February 2, 2018
Bidder Preproposal Conference	February 12, 2018
Last day for questions regarding RFP	February 16, 2018
Place complete list of Q&A on WEBS and OSOS web site	February 23, 2018
Last day for amendment to RFP	February 27, 2018
Last day for complaints	March 5, 2018
Proposals due	March 12, 2018
Contract(s) negotiations and BAFO period	March 13 – May 15, 2018
Oral presentations, scripted demos and IT panel interviews (if required)	TBD
Announce Apparent Successful Bidder (ASB) and notify unsuccessful Bidders	TBD
Hold debriefing conferences (if requested)	TBD
Begin contract work	June 1, 2018

OSOS/Counties reserve the right to revise the schedule above.

2.3 PREPROPOSAL CONFERENCE

An elective preproposal conference is scheduled to be held from 1:30 PM – 3:30 PM on February 12, 2018, at 520 Union Ave SE (the OSOS Elections Division) in Olympia, Washington. All prospective Bidders are encouraged to attend either in person or by telephone. Written questions may be submitted in advance to the RFP Coordinator. OSOS shall be bound only by its written answers to questions. Any verbal responses given at the preproposal conference shall be considered unofficial. A copy of official preproposal questions and answers will be placed on WEBS and the OSOS web site. This conference is not mandatory. The conference room does have Wi-Fi access. Metered street parking is available.

Parking and meeting space are limited, so we request that no more than 1-2 representatives per firm attend in person.

2.4 SUBMISSION OF PROPOSALS

Bidders are required to submit an electronic copy of their proposal via email; attachments to the e-mail shall be in Microsoft Office (Word/Excel), PDF, or other standard electronic format. Attachments A/B/C must be returned in Excel (.xls) or other standard electronic spreadsheet format.

Proposals must be received by the due date in Section 2.2.

The maximum file size at OSOS is 20MB. Please send your proposal, including all exhibits required, within a single email submittal if possible. If your submittal exceeds 20MB, you may break up your response into multiple emails as needed. Please clearly indicate how many emails you are sending. Bidders are advised not to submit any items with .exe extensions or use any .7z products to zip submitted items.

Late Proposals will not be accepted and will be automatically disqualified from further consideration. All Proposals and any accompanying documentation become the property of OSOS and will not be returned.

Proposals must address all of the solicitation requirements. Do not respond by referencing material presented elsewhere. Failure to respond to any portion may result in rejection of the Proposal as non-responsive.

2.5 PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Materials submitted in response to this competitive procurement shall become the property of OSOS.

All Proposals received shall remain confidential until the contract, if any, resulting from this RFP is executed; thereafter, the Proposals shall be deemed public records as defined under the Public Records Act, Chapter 42.56 RCW.

Any information in the Proposal that the Bidder desires to claim as proprietary and exempt from disclosure under the provisions of RCW 42.56.270 must be clearly designated. The page number, and the particular exception from disclosure upon which the Bidder is making the claim, must be clearly identified. Each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on the lower right hand corner of the page.

OSOS/Counties will consider a Bidder's request for exemption from disclosure; however, OSOS/Counties will make a decision predicated upon chapter 42.56 RCW and chapter 143-06 of the Washington Administrative Code. Marking the entire Proposal exempt from disclosure will not be honored. The Bidder must be reasonable in designating information as confidential. If any information is marked as proprietary in the Proposal, such information will not be made available until the affected Bidder has been given an opportunity to seek a court injunction against the requested disclosure.

A charge will be made for copying and shipping, as outlined in RCW 42.56.120 or in OSOS' rules and statutes. No fee shall be charged for inspection of contract files, but twenty-four (24) hours' notice to the RFP Coordinator is required. All requests for information should be directed to the RFP Coordinator.

2.6 REVISIONS TO THE RFP

Any amendments or revisions to this RFP, including any questions and answers, will be published on WEBS and the OSOS website. The website address is: www.sos.wa.gov/office/procurements.aspx.

OSOS reserves the right to cancel or reissue the RFP, in whole or in part, prior to execution of a contract.

2.7 ACCEPTANCE PERIOD

Bidder, by submitting a Proposal, agrees to hold open its offer for at least 90 days after submission of the Proposal.

2.8 MOST FAVORABLE TERMS

OSOS/Counties reserve the right to make an award without further discussion of the Proposal submitted. Therefore, the Proposal should be submitted initially on the most favorable terms which the Bidder can propose. OSOS/Counties does reserve the right to contact a Bidder for clarification of its Proposal.

Bidders should be prepared to accept this RFP for incorporation into any resulting contract. The Contract may incorporate some or all of the Bidder's Proposal. The Proposal will become a part of the official procurement file on this matter, without obligation to OSOS/Counties.

2.9 CONTRACT AND GENERAL TERMS & CONDITIONS

The apparently successful bidder will be expected to enter into a contract which is substantially the same as the OSOS sample contract (including its General Terms and Conditions) attached to this RFP as Exhibit D. In no event is a Bidder to submit its own standard contract terms and conditions in response to this RFP. The Bidder may submit exceptions as allowed in the Certifications and Assurances form attached to this RFP in Exhibit H. All exceptions to the contract terms and conditions must be submitted as an attachment to the Certifications and Assurances form. OSOS/Counties will review requested exceptions and accept or reject the same at its sole discretion.

2.10 COSTS TO PROPOSE

OSOS/Counties will not be liable for any costs incurred by the Bidder in relation to its Proposal, presentation, or any other activities related to an RFP response.

2.11 NO OBLIGATION TO CONTRACT

This RFP does not obligate the State of Washington or OSOS/Counties to contract for services specified herein.

2.12 REJECTION OF PROPOSALS

OSOS reserves the right, at its sole discretion, to reject any and all Proposals received.

2.13 MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION

The State of Washington encourages participation by firms certified by the Office of Minority and

Women's Business Enterprises (OMWBE). Participation may be either on a direct basis in response to this RFP or on a subcontractor basis. However, no preference will be included in the evaluation of Proposals, no minimum level of MWBE participation shall be required as a condition for receiving an award, and Proposals will not be rejected or considered non-responsive on that basis.

2.14 COMMITMENT OF FUNDS

The Secretary of State or her delegate are the only individuals who may legally commit OSOS/Counties to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

2.15 ELECTRONIC PAYMENT

The State of Washington prefers to utilize electronic payments. The Contractor will be provided a form to authorize such payment method.

2.16 INSURANCE AND WORKERS' COMPENSATION COVERAGE

Should a contract be awarded pursuant to this RFP, the Contractor will be required to provide insurance coverage as described in Exhibit D to this RFP. The Contractor must also comply with all applicable workers' compensation, occupational disease, and occupational health and safety laws, statutes, and regulations.

2.17 RESULTING CONTRACT

This RFP and any addenda, the Proposer's RFP response, including any amendments, a best and final offer (if any), and any clarification question responses may be incorporated by reference in any resulting contract.

The resulting contract will be deliverables-based, and no items or work products will be pre-paid. Any items delivered will be paid upon successful delivery, and after a review period by the customer to determine if the deliverable meets all the requirements specified in the Statement of Work. The review period by the customer may not exceed 30 days after the vendor delivers the work product and presents an invoice to the customer.

Vendors who propose contract terms that include any form of pre-payment may be deemed non-responsive to this RFP.

2.18 RESPONSIVENESS

A "**Responsible offeror**" is an offeror who meets the elements demonstrating ability, integrity, and performance set out in RCW 39.26.160(2) and RFP 18-04.

A "**Responsive offeror**" is an offeror who has submitted an offer which meets all the minimum mandatory requirements and specifications for the products and solicited in RFP 18-04.

OSOS/Counties will classify all Proposals as either "responsive" or "nonresponsive". OSOS/Counties may deem a Proposal nonresponsive if: (1) any of the required information is not provided; (2) the submitted price is found to be excessive or inadequate as measured by the RFP criteria; or (3) the Proposal does not meet RFP requirements and specifications OSOS/Counties may find any Proposal to

be nonresponsive at any time during the procurement process. If OSOS/Counties deems a Proposal nonresponsive, it will not be considered further.

2.19 EVALUATION OF PROPOSALS

Responsive and responsible Proposals will be evaluated based on stated criteria. Evaluation may include discussion, negotiation, or a best and final offer. In evaluating against stated criteria, evaluators may consider such factors as accepted industry standards and a comparative evaluation of other Proposals in terms of differing price and quality. The evaluation process will be used to determine the most advantageous offering to OSOS/Counties.

Responsive Proposals will be evaluated in accordance with the requirements stated in this RFP and any addenda issued. The ESC will evaluate the Proposals. Demonstrations, IT panel interviews, and presentations may be utilized, in selecting the Apparent Successful Bidder. OSOS/Counties, at its sole discretion, may select the Bidders whose written proposals best meet the goals and objectives of the project to provide demonstrations and participate on the IT panel.

OSOS/Counties will only consider those Bidders who pass or satisfy the criteria for each stage.

Table 2: Evaluation Criteria and Scoring Method

Stage	Description	Scoring Method	Criteria/Notes
0	RFP Completeness	Pass/Fail	All required submittals must be complete.
1	Bidder Profile Review	Pass/Fail	Review includes preliminary financial viability review.
2	Functional and Technical Requirements	Tally of response codes	Evaluators will tally and review responses and response codes.
2	Implementation Approach, Annual Software Support and Maintenance Approach	Scored (200 points maximum)	Bidders may advance to oral presentations based on evaluation of functional, technical, and implementation portions of Proposals.
3	Cost of Ownership / Cost Worksheet	Scored (100 points maximum)	Review and evaluation of costs/cost worksheet (Exhibit C).
4	Bidder financial health analysis	Pass/Fail	Bidder may be required to provide additional financial information.
5	Oral interviews, including demonstrations or IT panel evaluations	Scored (200 points maximum)	Mandatory, if requested.
6	Reference Checks	Scored (100 points maximum)	Evaluators may use references at any point in the procurement and contracting process. Bidder may be deemed non-responsible based upon any negative or unsatisfactory response.
7	Contract Negotiations / Announce ASB	Pass/Fail	Failure to satisfactorily complete contract negotiations, including Security Design Review and any BAFO process, may be grounds for rejection of Proposal.

2.20 ORAL PRESENTATIONS MAY BE REQUIRED

Oral presentations may be utilized to select the winning Proposal. The ESC, at its sole discretion, may select top scoring finalists from the written evaluation for an oral presentation and product demonstration. OSOS/Counties will contact the top-scoring firm(s) regarding scheduling any such presentation. Commitments made by Bidder during the oral presentation, if any, will be considered binding. The score from the oral presentation will be considered independently, and will help determine the apparent successful bidder.

2.21 NOTIFICATION TO BIDDERS

Bidders not selected for further negotiation or award will be notified via e-mail.

2.22 DEBRIEFING OF UNSUCCESSFUL BIDDERS

Upon request, a debriefing conference will be scheduled with an unsuccessful Bidder. The request for a debriefing conference must be received by the RFP Coordinator within 3 business days following notification to unsuccessful Bidders. Any debriefing will be held within 3 business days of the request.

Discussion will be limited to a critique of the requesting Bidder's Proposal. Comparisons between Proposals or evaluations of the other Proposals will not be allowed. Debriefing conferences may be conducted in person or by telephone, and will be scheduled for a maximum of 1 hour.

2.23 PROTEST PROCEDURE

The protest procedure is available to Bidders who submitted a Proposal in response to this RFP and participated in a debriefing conference. Protests that do not follow the procedures outlined below will not be considered. This protest procedure constitutes the sole administrative remedy available to Bidders under this procurement.

All protests must be in writing and signed by the protesting party or an authorized agent. Protests must be dated, and received by the OSOS RFP Coordinator within 5 business days following the Bidder's debriefing conference. A signed protest may be submitted electronically, but should be followed by hardcopy with an original signature. It must state the grounds for the protest, with specific facts and complete statements of the action(s) being protested. It should also describe the requested relief or corrective action.

Only protests stipulating an issue of fact concerning the following subjects shall be considered:

- A matter of bias, discrimination or conflict of interest on the part of the evaluator.
- Errors in computing the score.
- Non-compliance with procedures described in the procurement document or OSOS policy.

Protests not based on procedural elements will not be considered. Protests will be rejected as without merit if they address issues such as: 1) an evaluator's professional judgment on the quality of a Proposal, or 2) OSOS' assessment of its own and/or other agencies needs or requirements.

Upon receipt of a protest, a protest review will be held by OSOS. An OSOS designee delegated by the

Assistant Secretary of State or Elections Director who was not involved in the procurement will consider the record and all available facts and issue a decision within five business days of receipt of the protest. If additional time is required, the protesting party will be notified of the delay.

In the event a protest may affect the interest of another Bidder which submitted a Proposal, such Bidder will be given an opportunity to submit its views and any relevant information on the protest to the RFP Coordinator.

The final determination of the protest shall:

- Find the protest lacking in merit and uphold the action; or
- Find only technical or harmless errors in the process, determine there has been substantial compliance, and reject the protest; or
- Find merit in the protest and provide options which may include:
 - Correcting the errors and re-evaluating Proposals,
 - Initiating a new solicitation process, and/or
 - Making other findings and taking other courses of action as appropriate.

If protest is determined to be without merit, a contract will be executed with the apparently successful bidder. If the protest is determined to have merit, one of the alternatives noted in the preceding paragraph will be taken.

2.24 OPPORTUNITY FOR DISCUSSION/NEGOTIATION AND/OR ORAL PRESENTATION

Prior to the identification of an Apparent Successful Bidder, OSOS/Counties may, at its sole discretion, initiate discussions with top scoring Bidder(s) for clarification or negotiation. Top scoring Bidders may also be asked to make oral presentations to clarify their RFP response or further define their offer. Should OSOS/Counties elect to hold oral presentations, the top scoring Bidder(s) will be contacted to schedule a date, time, and location for the presentation. Bidder cut-off may be based on several considerations including responsiveness, qualifications, competitiveness, suitability of the products and services offered, cost and economy, ability of the vendor to perform, and so on.

2.25 BEST AND FINAL OFFERS (BAFO)

Bidders are encouraged to submit their most competitive offer, but there is a potential for a best and final (BAFO) process. This section defines the BAFO process.

Once a Proposal has been submitted, Bidders will not be allowed to make material changes to those Proposals unless they receive a request for a BAFO from OSOS/Counties. The circumstances under which a BAFO may be requested are described in this Section.

The notice will be in writing and will set a specific time and date certain by which the BAFO must be submitted to OSOS. The BAFO notice may set additional conditions and requirements for the submission of the BAFO. The notice will advise Bidders that the BAFO shall be in writing and that upon the closing date for submission, OSOS intends to select a lowest Responsive and Responsible Bidder. The BAFO notice will be posted on WEBS. At OSOS/Counties' discretion, prior to the BAFO submission closing date, OSOS/Counties may engage in discussion with responsive and responsible Bidders regarding how Bidders can make their Proposals more responsive to the selection criteria in the RFP. All Bidders shall

be accorded fair and equal treatment with respect to any opportunity for discussion and revision of Proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining BAFOs. In conducting discussions, there shall be no disclosure of any information derived from Proposals submitted by competing Bidders.

For purposes of the BAFO, Bidders may make such changes to their original bids as they believe appropriate to enhance their potential for selection and award under the selection criteria set forth in the RFP and BAFO notice. Changes to the original bid must be clearly identified in the re-submitted Proposal using the track changes function in Microsoft Word or other standard electronic format.

Evaluation of BAFOs and selection of a successful Bidder will be based upon the evaluation criteria set out in the RFP. Terms proposed as part of a BAFO must be substantially in accordance with the terms requested in this RFP and may not materially alter the requirements of the RFP.

Proposers are not required to submit a BAFO, and may instead submit a written response stating that their Proposal remains as originally submitted.

Proposer(s) may be requested to make an oral presentation regarding their BAFO. The evaluators will have full discretion to accept or reject any information submitted in a BAFO.

BAFO discussions shall not disclose the content or pricing of another Bidder.

If a BAFO process is initiated, all Bidders will be eligible for a debriefing conference.

Following negotiations, OSOS may require that a Bidder submit a signed Contract as a BAFO pending OSOS' acceptance.

All Bidder communications concerning this RFP shall become a public record pursuant to Chapter 42.56 Revised Code of Washington (RCW).

3. PROPOSAL CONTENTS

Items in this section marked "mandatory" must be included as part of the Proposal to be considered responsive; however, these items are not scored. Items marked "scored" are those that are awarded points as part of the evaluation conducted by the evaluation team.

3.1 CHECKLIST

Proposals must provide information in the order specified below, and with the same headings. This will not only be helpful to the evaluators, but should assist the Bidder in preparing a complete Proposal.

For your convenience, below is a checklist of all files which must be returned to be fully responsive:

	Attachments	Naming Convention
1	Administrative Proposal: 3.1 Letter of Submittal	BIDDERNAME_ADMIN_18-04

	Attachments	Naming Convention
	3.2 Bidder Profile with Financial Attachments 3.3 References 3.4 Subcontractors 3.5 Partner / Sub Profile with Financial Attachments 3.6 Partner / Sub References	
2	Financial Submittals (Prime / Subs)	BIDDERNAME_FINANCIAL_18-04 BIDDERNAME_SUBNAME_FINANCIAL_18-04
3	Implementation Approach	BIDDERNAME_IMPLEMENTATION_18-04
4	Work Plans (one .pdf and one .mpp)	BIDDERNAME_WORKPLAN_18-04.PDF BIDDERNAME_WORKPLAN_18-04.MPP
5	Annual Software Maintenance Approach	BIDDERNAME_MAINT_18-04
6	EXHIBIT A: Functional Requirements Matrix	BIDDERNAME_FUNCTIONAL_18-04
7	EXHIBIT B: Technical Requirements Matrix	BIDDERNAME_TECH_18-04
8	EXHIBIT C: Cost Worksheet	BIDDERNAME_COST_18-04
9	EXHIBIT D: Sample Contract	BIDDERNAME_CONTRACT_18-04
10	EXHIBIT H: Certifications and Assurances / Wage Theft Certification	BIDDERNAME_CERTS_18-04

3.2 BIDDER PROFILE (MANDATORY)

Company Information		
Legal company name and address	Indicate entity type (LLC, Inc, Corp., etc.):	
	Indicate state of registration/incorporation:	
RFP Point of Contact	Name: _____ Address: <i>(if different from above)</i> Email: _____ Phone: _____	
Wash. Dept. of Revenue Registration No.		
Federal Tax ID No. (TIN) If TIN is a Social Security number, provide only the last four digits.		
Is your firm certified as a minority or woman owned business with OMWBE? Is your firm a certified small business?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, provide OMWBE/other certification no.	
Is your firm certified as veteran-owned with the Washington State Department of Veterans Affairs?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, provide WSDVA certification no.	
Number of current employees:		

Company Information	
Number of employees who have experience implementing the proposed solution:	
Number of years in business:	
Headquarters in the USA?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Number of years providing the proposed solution – including the current release and any prior releases of the same product. Bidder must be able to articulate experience in terms of impacted voters, relevance to the Washington project, complexity of conversion activities, and similar timelines.	
Quantity and type of customers (e.g. public sector) currently using the proposed solution:	
How long have you provided services to your longest tenured client?	
If the Bidder or any subcontractor contracted with the state of Washington (or any county in the state) during the past 24 months, indicate the name of the county/agency, the contract number and project description and/or other information available to identify the contract.	
If the Bidder's staff or subcontractor's staff was an employee of the state of Washington during the past 24 months, or is currently a Washington state employee, identify the individual by name, job title or position held and separation date.	

Company Information	
<p>Has there been any material litigation against the Bidder within last five (5) years that the Bidder should reasonably believe could adversely affect its ability to meet requirements pursuant to this RFP or have a material adverse effect on the Bidder's financial condition? If YES, list each litigation separately and explain the relevant details.</p>	
<p>Provide a statement and any relevant details addressing whether the Bidder:</p> <ol style="list-style-type: none"> a) is presently debarred, suspended or proposed for debarment by any federal or state department or agency. b) has within the past three (3) years been convicted of (or had a civil judgement rendered against Bidder) for fraud, theft, forgery or falsification. c) has within a three (3) year period preceding the RFP had one or more public transactions (federal, state, or local) terminated for cause or default. 	
<p>Bidder will provide financial information to validate Bidder's financial stability and financial viability. At a minimum, the Bidder will provide:</p> <ul style="list-style-type: none"> • Audited financial statements (including auditor's opinion and footnotes) for the most recent two fiscal years. • Unaudited, interim financial statements to bring financial information current within 6 months of submission of the bid. <p>At a later stage of the bid review process, the Bidder may be asked to provide additional financial data about the bidder, subcontractors (if any), related entities and investors/financial backers. Examples include:</p> <ul style="list-style-type: none"> • Financial Statements (audited or unaudited) • IRS filings • Regulatory filings <p>Please provide financial statements as an appendix to this Bidder Profile using naming convention BIDDERTNAME_FINANCIAL_18-04.</p>	

3.3 REFERENCES (MANDATORY)

Provide a minimum of **three (3) state, county, or local government elections domain references** for which the prime Bidder has delivered goods and/or services **similar in scope, size or type** to those described in this RFP. OSOS/Counties will be contacting these references and by providing this contact information Bidder grants permission to OSOS/Counties to contact them. Do not include current OSOS or County staff as references. OSOS/Counties will make two attempts to reach these references to complete a brief survey. OSOS/Counties may, at its discretion, contact other clients of Bidder not listed as references. Please provide a list of all elections software clients with a contact name and phone number for the past 5 years.

Please provide the following in the “Project Description” field for each of the references submitted:

- Dates of engagement (start & end)
- Project description and scope
- Products installed/implemented
- Impacted voters
- Timeline and duration of project
- Services provided
- Project outcomes
- Challenges encountered and how addressed

Reference 1	Project Description
Entity Name: Contact Name: Contact Phone: Contact Email:	
Reference 2	Project Description
Entity Name: Contact Name: Contact Phone: Contact Email:	
Reference 3	Project Description
Entity Name: Contact Name: Contact Phone: Contact Email:	

3.4 PARTNERS AND SUBCONTRACTORS (MANDATORY)

If applicable, identify any and all partner companies and/or subcontractors who will perform services in fulfillment of contract requirements. State the nature of services to be performed and include a federal tax identification number (TIN) for each subcontractor.

The Bidder, by including subcontractor(s) as part of the signed Proposal, agrees to assume responsibility for contract obligations and any liability for all actions of such subcontractors. OSOS/Counties reserves the right to approve or reject any proposed subcontractor. OSOS intends to contract with one bidder to ensure consistency of service delivery and accountability.

Subcontractor Name	TIN (or last 4 of SSN)	Certification Status (Minority, Woman, Veteran, other)	Services to be provided by subcontractor

Subcontractor experience may be considered when determining if Bidder meets the minimum requirements in Section 1.4, Minimum Qualifications. Bidder must complete section 3.5 PARTNER/SUBCONTRACTOR PROFILE as well as 3.6 PARTNER/SUBCONTRACTOR REFERENCES for every partner and/or subcontractor included in the Bidder's proposal.

3.5 PARTNER/SUBCONTRACTOR PROFILE (MANDATORY)

Company Information		
Legal company name and address	Indicate entity type (LLC, Inc, Corp., etc.):	
	Indicate state of registration/incorporation:	
RFP Point of Contact	Name: _____ Address: <i>(if different from above)</i> Email: _____ Phone: _____	
Wash. Dept. of Revenue Registration No.		
Federal Tax ID No. (TIN) If TIN is a Social Security number, provide only the last four digits.		
Is your firm certified as a minority or woman owned business with OMWBE? Is your firm a certified small business?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, provide OMWBE/other certification no.	
Is your firm certified as veteran-owned with the Washington State Department of Veterans Affairs?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, provide WSDVA certification no.	
Number of current employees:		
Number of employees who have experience implementing the proposed solution:		
Number of years in business:		
Headquarters in the USA?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Number of years providing the proposed solution – including the current release and any prior releases of the same product. Bidder must be able to articulate experience in terms		

Company Information	
of impacted voters, relevance to the Washington project, complexity of conversion activities, and similar timelines.	
Please highlight any experience where the bidder and sub-contractor have worked together:	
Quantity and type of customers (e.g. public sector) currently using the proposed solution:	
How long have you provided services to your longest tenured client?	
If the Bidder or any subcontractor contracted with the state of Washington (or any county in the state) during the past 24 months, indicate the name of the county/agency, the contract number and project description and/or other information available to identify the contract.	
If the Bidder's staff or subcontractor's staff was an employee of the state of Washington during the past 24 months, or is currently a Washington state employee, identify the individual by name, job title or position held and separation date.	
Has there been any material litigation against the Bidder within last five (5) years that the Bidder should reasonably believe could adversely affect its ability to meet requirements pursuant to this RFP or have a material adverse effect on the Bidder's financial condition? If YES, list each litigation separately and explain the relevant details.	
Provide a statement and any relevant details addressing whether the Bidder: <ul style="list-style-type: none"> d) is presently debarred, suspended or proposed for debarment by any federal or state department or agency. e) has within the past three (3) years been convicted of (or had a civil judgement rendered against Bidder) for fraud, theft, forgery or falsification. 	

Company Information	
<p>f) has within a three (3) year period preceding the RFP had one or more public transactions (federal, state, or local) terminated for cause or default.</p>	
<p>Bidder will provide financial information to validate Bidder’s financial stability and financial viability. At a minimum, the Bidder will provide:</p> <ul style="list-style-type: none"> • Audited financial statements (including auditor’s opinion and footnotes) for the most recent two fiscal years. • Unaudited, interim financial statements to bring financial information current within 6 months of submission of the bid. <p>At a later stage of the bid review process, the Bidder may be asked to provide additional financial data about the bidder, subcontractors (if any), related entities and investors/financial backers. Examples include:</p> <ul style="list-style-type: none"> • Financial Statements (audited or unaudited) • IRS filings • Regulatory filings <p>Please provide financial statements as an appendix to this Bidder Profile using naming convention BIDDERNAME_SUBNAME_FINANCIAL_RFP18-04.</p>	

3.6 PARTNER/SUBCONTRACTOR REFERENCES (MANDATORY)

Provide a minimum of **three (3) state, county, or local government elections domain references** for which the Partner/Subcontractor has delivered goods and/or services **similar in scope, size or type** to those described in this RFP. OSOS/Counties will be contacting these references and by providing this contact information Bidder grants permission to OSOS/Counties to contact them. Do not include current OSOS staff as references. References will be contacted for the top scoring Proposals only. OSOS/Counties will make two attempts to reach these references to complete a brief survey. OSOS may, at its discretion, contact other clients of Bidder not listed as references.

Please provide the following in the “Project Description” field for each of the references submitted:

- Dates of engagement (start & end)
- Project description and scope
- Products installed/implemented
- Impacted voters

- Timeline and duration of project
- Services provided
- Project outcomes
- Challenges encountered and how addressed

Reference 1	Project Description
Entity Name: Contact Name: Contact Phone: Contact Email:	
Reference 2	Project Description
Entity Name: Contact Name: Contact Phone: Contact Email:	
Reference 3	Project Description
Entity Name: Contact Name: Contact Phone: Contact Email:	

3.7 FUNCTIONAL REQUIREMENTS MATRIX (MANDATORY)

Exhibit A: Functional Requirements Matrix must be completed in its entirety and submitted to the RFP coordinator in Microsoft Excel or other standard electronic spreadsheet format using naming convention BIDDERNAME_EXHIBIT_A_18-04.

The vision for the functional requirements is that the entire system will work together in a seamless manner for the user. It is OSOS/Counties' goal to have the Minimum Viable Product (MVP) functionality deployed by April 2, 2019. In-scope items not central to the Minimum Viable Product can be deployed at a later date in 2019.

The response codes for "Whether" and "How" a requirement will be met will be tallied to evaluate how well the proposed solution aligns with the requirements. OSOS/Counties reserve the right to change any of the response codes provided by the Bidder if they determine that the Bidder selected an incorrect response code.

Response Code: Whether	Definition
F – Fully met	Requirement will be fully and completely met.
P – Partially met	Requirement will be partially met.
N – Not met	Requirement will not be met.

For each requirement with a response code of F/P/N (above) Bidder will select one of the following Response Codes which specifies "How" the requirement will be satisfied.

Response Code: How	Definition
O - Out of the box	Requirement can be met out-of-the-box without additional development in bidder's proposed solution. Functionality available via configuration of preferences or settings available in bidder's proposed solution is considered out-of-the-box.
I - Integrated	Requirement met via a partner/subcontractor product which has been fully and seamlessly integrated with bidder's proposed solution.
T - Third Party	Requirement met through integration with 3rd party software product, defined here as an open source or publicly available product over which bidder has limited or no control. A good example is Melissa data.
C - Customization	Requirement will be met via customization, development or enhancement of source code and/or components.

3.8 TECHNICAL AND INTERFACE REQUIREMENTS MATRIX (MANDATORY)

Exhibit B: Technical Requirements Matrix must be completed in its entirety and submitted to the RFP coordinator in Microsoft Excel format using naming convention BIDDERTNAME_EXHIBIT_B_18-04.

4.0 IMPLEMENTATION APPROACH AND TIMELINE

Please respond to each of the questions below. Use this narrative response opportunity to detail your approach to the requirements. If applicable, responses should reference RFP requirement numbers from the matrices.

Responses in this section should be tightly focused on specific business processes and requirements, instead of generic or high-level marketing descriptions.

Bidders should describe the rationale for their approach to data migration, build/configuration, testing, and training. Bidders should also list any assumptions.

The table below is a conceptual timeline for the execution of EMP activities. Please note:

- Our overarching goal is to have a fully implemented solution that provides ample time to stabilize prior to the 2020 election calendar cycle.
- OSOS/Counties must not experience any loss of functionality during the project timeline.
- Bidder will ideally be able to complete and deliver the Phase 1 (Minimum Viable Product) scope outlined in section 1.2 by the date the desired date of April 2, 2019.
- Bidder may incorporate any or all Phase 2 scope elements into the MVP go-live date.
- If Bidder cannot incorporate Phase II scope by the MVP delivery date, it must be prepared to interface with existing OSOS and County applications in Phase 1.
- Bidder must deliver any remaining Phase 2 scope into its solution by year-end 2019; the state intends to sunset existing applications as part of this project.
- If the Bidder cannot implement the MVP by the desired 2019 date and/or cannot implement the entire solution by the year-end, Bidders may propose alternative timelines and scope.

4.1 CONCEPTUAL PROJECT SCHEDULE

Task Name	Start	Finish
Elections Modernization Project	6/4/2018	12/31/2019
Project Initiation	6/4/18	6/15/18
Requirements Verification and Analysis	6/18/18	8/3/18
Database Conversion and Migration – Phase 1 (MVP)	7/16/18	3/29/19
Application Configuration / Build – Phase 1 (MVP)	8/6/18	2/14/19
Unit Testing – Phase 1 (MVP)	9/10/18	9/14/18
User Acceptance Testing – Phase 1 (MVP)	11/12/18	11/9/18
Organizational Change Management documentation and planning	6/1/18	1/24/19
User Training Planning and Execution – Phase 1 (MVP)	2/25/19	3/15/19
Mock Election and Disaster Recovery Test – Phase 1 (MVP)	3/18/19	4/5/19
Final Conversion and Install – Phase 1 (MVP)	2/22/19	3/29/19
Go-Live – Phase 1 (MVP) Delivery Date	4/2/19	4/2/19
Stabilization – Phase 1 (MVP)	4/2/19	4/30/19
Application Configuration / Build – Phase 2	8/6/18	2/14/19
Unit Testing – Phase 2	2/5/19	5/1/19
User Acceptance Testing – Phase 2	5/10/19	8/1/19
User Training Planning and Execution – Phase 2	8/1/19	8/30/19
Go-Live – Phase 2	9/1/19	9/1/19
Project transition and close-out	9/1/19	12/31/19
Maintenance and Support	1/2020	+ 5 years

4.2 HARDWARE AND SOFTWARE PREFERENCES

The system diagram found in Exhibit F illustrates the current environment. The system diagram found in Exhibit G illustrates a conceptual future state environment.

The hardware and software costs of the proposed environment required to support the Bidder's solution will be calculated by the state. This cost will be factored into the overall cost of the project, and may impact the amount of funding available for the Bidder's proposed solution.

Currently, OSOS is utilizing Microsoft software and HP server hardware. County equipment and software varies across the state. These products are preferred for this initiative, but not required.

4.3 IMPLEMENTATION APPROACH QUESTIONNAIRE (SCORED)

The implementation approach submittal must not exceed 50 pages. Provide responses to the questions below in a separate document using naming convention BIDDENAME_IMPLEMENTATION_18-04.

- A. Please describe your implementation approach and proposal. Include a concise summary of the products to be utilized. Describe at a high level how these proposed products and services

address the requirements presented in the RFP (Exhibit A and B). Please briefly cite examples of where Bidder's approach has been utilized on similar projects. Provide details and a robust description of voter registration solutions implemented as well as details on elections management solutions implemented.

- B. Bidder shall provide an integrated project plan (Work Breakdown Structure) for this initiative. Please be sure to clarify what scope will be delivered in Phase 1. Describe the schedule and method for project status updates. Provide the integrated project plan in both Adobe (.pdf) and Microsoft Project file (.mpp) using naming convention BIDDERTNAME_WORKPLAN_18-04. The integrated project plan does not count toward the 50 page limit for the implementation approach submittal.
- C. Please briefly describe your proposed project organization structure. Include all necessary roles for the implementation. Please describe your approach to building a collaborative team. Explain who will be onsite and when. Describe the experience of your project manager and technical staff. Include any relevant public sector experience for all Bidder team members.
 - 1. Note: OSOS and the Counties have very few resources to contribute to implementation. Bidders should clearly define what resources would be required from the state and/or county.
- D. Please document the architecture of the proposed solution, supported by descriptions and diagrams. If Bidder plans to deliver functionality in two phases as indicated in this RFP (Phase 1 and Phase 2 delivery), include both architecture diagrams.
 - 1. Include: security, integration, infrastructure, database, and application. Please describe your approach to load balancing and/or clustering for extended scalability and performance, transaction processing, report processing, security, and auditing. Describe how the architecture will accommodate our requirement that the central database reside at a state-specified location (data center).
 - 2. Describe the programming platform, framework, and runtime environment, and how those as well as the database address our guiding principles.
 - 3. Describe the redundancy measures that will be put in place for maximum up-time.
 - 4. Explain how you would provide and support optional county-located redundant sites. Include details of exactly how all instances will synchronize data real-time. Please provide a description of your approach for those counties who desire a local (county) instance as depicted in Exhibit G. Bidders should describe how this impacts its implementation approach, if at all. Bidders should also describe any additional effort required for the ongoing software maintenance and support required for the county option, including any task required of county staff to ensure the local instance of the

solution and the local database remain in sync with the centralized solution. (Note: this item is out of scope for this contract)

5. The Bidder shall describe how the database and application server environments can be scaled up by adding server resources.
 6. Please provide your approach for addressing and ensuring Disaster Recovery. Explain how the system will continue to function during outages (application, hardware, network, and infrastructure).
 7. Provide a list of items in the proposed solution that are not part of Bidder's prior implementations.
 8. Please list all third party components with as much detail as possible.
- E. What hardware and software is required for the solution? Include components to be installed and configured on any development, test automation, quality assurance and production environments, and the timing of when those environments are required during the project. Identify any hardware and software to be provided by OSOS and its County partners, versus hardware and software provided by the Bidder as part of the solution.
- F. Describe what is configurable in the proposed solution and how that configurability is achieved (e.g. table based, scripting, code generation, rules engine, other).
- G. Describe your development approach. If a component must be custom-developed to deliver the proposed solution, please detail how the proposed solution will be developed.
1. Please describe your internal process of configuration management and ensuring the quality of code propagation between environments. Help us understand how you will maintain the integrity of our environments.
- H. Describe in detail your approach to migration of data from the state and county databases to the central target database.
1. Include your strategy for testing and data validation.
 2. Please explain your process for migrating existing voter registration card images and existing voter signature images – as well as transactional database history from county systems.
 3. *Note:* the OSOS has begun building data models of many of the databases to be converted. These will be made available to Bidders who advance to Stage 5.
- I. Bidder shall provide an explanation of how it will successfully analyze, develop, test and deliver all interfaces or file transfers. Include all external as well as internal interfaces and the resources required by OSOS/Counties, as well as other external resources that would be required.
- J. Describe the network configuration required for the proposed technical solution. Detail recommended bandwidth requirements to support state and public use of the solution. Please explain how requirements will be gathered and documented for the proposed solution to work with state and county networks. Describe how Bidder will interact with OSOS/County project team members, WaTech Central Technology Services, WaTech OCS, OCIO, as well as any other

entity required by federal, state, and/or local laws and regulations during the network design phase to ensure the selected system is compatible with the state's network.

- K. Describe your testing approach. How will testing be designed and utilized throughout the development and implementation process. Include system testing and user acceptance testing (UAT), at a minimum. Describe all OSOS/County resources required during the testing phase. Explain how the application supports automated testing. Define the term. Describe how the automated testing solution will be utilized and maintained through any development iterations.
- L. Explain how the proposed solution leverages single sign-on across all components of the solution, and how the proposed solution allows authorized users to cancel user sessions.
- M. Bidder shall provide an approach that details how the proposed solution will manage system access. Bidder shall describe security at all layers of the solution, including, but not limited to:
 - 1. Application Level Security (two-factor authentication, encryption to/from database)
 - 2. Server Level Security
 - 3. Database Level Security
 - 4. Data Exchange (Interface) Security
 - 5. Network Security
- N. Describe how your proposed solution meets or exceeds all requirements of the State of Washington OCIO Policy 141.10, *Securing Information Technology Assets* (Exhibit O). Describe how your solution follows NIST SP 800-63 standards for Digital Identity Guidelines. Note: If requested by OSOS, Bidders must work with the Washington State Office of Cyber Security to complete a Security Design Review.
- O. Describe how encryption shall be implemented for data at-rest and in-motion.
- P. Describe how User Access Management will be handled for different user types/roles
 - 1. Describe how User Access Management will be handled in a public, non-county environment – such as a Voting Center (public library) on Election Day, including days prior to the election.
 - 2. Describe how encryption shall be implemented in a public, non-county environment.
 - 3. Describe how User Access Management stays in compliance with OCIO policy 183.20.10.
- Q. Describe how accessibility testing will be done, to make sure your solution is in compliance with WCAG 2.0 standards. Public-facing portions of the system must be mobile friendly, meet or exceed Web Content Accessibility Guidelines (WCAG) 2.0 level AA, and be available in another language identified by the user.
- R. Describe the organizational change management (OCM) process that you typically recommend for projects of this type. Explain the roles and responsibilities: vendor, state, county, and end-user.
 - 1. Describe how the training of stakeholders will be accomplished, including the types of training events and courses to be used. (The state does not have a strong preference and desires innovative models). Share a sample schedule for training, required

resources and logistics, as well as all deliverables and criteria for successful trained users.

2. Following go-live, describe your plan for providing training and election support during the first two elections for the state and all 39 counties.

5.0 ONGOING ANNUAL SOFTWARE MAINTENANCE AND SUPPORT APPROACH

Bidder shall provide an approach for ongoing software maintenance and change management (change control), as well as support services provided by the Bidder to maintain the proposed solution.

Bidder shall also provide a price that includes all support, maintenance, changes, enhancements, and management of the support for a minimum five (5) year and six (6) month period, commencing approximately January 1, 2020. Bidder shall provide the price estimate in Exhibit C.

Bidder shall describe, at a minimum, how the Bidder will support OSOS and the 39 Counties with the following items:

- Tier 2 Help Desk support
- Application Monitoring and Management
- Incident Management
- Change Management for fixes (Change Control)
- Change Management for system enhancements (Change Control)
- Change Management for new releases of the proposed solution including any changes due to technology changes
- All system design as well as documentation and traceability to requirements
- Service Level Monitoring and Reporting
- User Training during Maintenance and Support Period
- Upgrades

The table below illustrates Bidder (Vendor), OSOS/State, and County role expectations. Bidder shall describe any additional services required for ongoing maintenance and support of the solution. Bidder should describe any additional proposed maintenance services. Bidder must identify the resources required from OSOS or counties to support proposed maintenance approach.

A note about OCM: each of the stakeholder groups below will have a unique but critical role to play in OCM. Ongoing OCM related to upgrades, updates, or significant changes will also require a collaborative approach. Thus, OCM is listed as a duty of each stakeholder group.

Vendor Role	OSOS / State role	County role
<ul style="list-style-type: none"> • Tier 2 Help Desk (advanced) • Application support and maintenance • Enhancements / Fixes • OCM (vendor role) • Go-live at-the-elbow support • Provide enhancement specifications 	<ul style="list-style-type: none"> • State desktop • Tier 1 Help Desk • Tier 2 escalations • End-user training • Super-user training • Go-live at-the-elbow support (in the field) • OCM (state role) 	<ul style="list-style-type: none"> • County desktop (existing, new, recycle) • PC imaging • Keep up with Operating System upgrades required by App • OCM (county role)

Vendor Role	OSOS / State role	County role
<ul style="list-style-type: none"> • Quarterly back-up/recovery testing • SLA adherence / response time for incidents / premium support • Report card with support stats • Assigned/named resources 	<ul style="list-style-type: none"> • Liaison with vendor • Service management / SLA on behalf of counties • Facilitate user group(s) • Approve enhancement specifications • Facilitate ESC (governance) • Product roadmap (i.e., quarterly release management) • Oversight of back-up / recovery tests @ vendor • Provide infrastructure support to OSOS data center(s) • Network/bandwidth support 	<ul style="list-style-type: none"> • Input to enhancement specifications • Engage in user groups • Input to enhancement prioritization • County website support / maintenance • Network / bandwidth support

Provide your response to this required section in a document with naming convention BIDDENAME_ASWM_18-04.

6.0 COST WORKSHEETS

Exhibit C: Cost Worksheet must be completed in its entirety and submitted to the RFP coordinator in Microsoft Excel format using naming convention BIDDENAME_COST_18-04.

The rest of this page is intentionally left blank.