



Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN  
Registrar-Recorder/County Clerk

June 12, 2018

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**APPROVE CONTRACT MODIFICATIONS WITH  
K&H FOR OUTGOING VOTE BY MAIL  
SERVICES UNDER THE VOTING SOLUTIONS FOR ALL PEOPLE (VSAP) PROJECT  
(ALL DISTRICTS) (3-VOTES)**

**SUBJECT**

The Registrar-Recorder/County Clerk (RR/CC) requests approval to modify Contract (#15-003) with K&H Printers-Lithographers, Inc. (K&H) to incorporate additional services and extend the contract term. These modifications will aid in the successful implementation of outgoing election mailing services under the Voting Solutions for All People (VSAP) project. K&H will perform said mailing services in Everett, Washington through 2019. Beginning March 2020, K&H will perform a substantial portion of the services at a facility in Los Angeles County.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Authorize the RR/CC, or designee, to amend Contract #15-003 with K&H to include new outgoing election mailing services including ballot printing, material printing, data processing, mail insertion, delivery and mailing services contingent upon receiving certification of the new VSAP Tally System from the Secretary of State (SOS) by August 30, 2018. Upon certification, the amendment will be effective June 12, 2018 through December 31, 2024 with two, one-year optional extensions, through December 31, 2026, for a maximum dollar amount of \$43,909,030, including extensions.
2. Delegate authority to the RR/CC, or designee, to prepare and execute future amendments to extend the contract for two (2) one-year option terms provided approval from County Counsel and Chief Executive Office is obtained.
3. Delegate authority to the RR/CC, or designee, to execute increases to the original contract sum by no more than ten percent (10%), granted your Board is notified at least 14 days prior to executing

this additional authority to accommodate unforeseen increases during the contracting period.

4. Delegate authority to the RR/CC, or designee, to issue written notice(s) of partial or total termination of the contract for convenience without further action by the Board of Supervisors provided approval from County Counsel and Chief Executive Office is obtained.

5. Delegate authority to RR/CC, or designee, to prepare and execute future amendments to reflect changes to new legislation or changes to County Policy Terms and Conditions.

## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

### Current Outgoing Vote by Mail Services

Any registered voter may vote using a Vote by Mail (VBM) ballot instead of going to the polls on Election Day. Voters can request to receive a VBM ballot for all elections or request a VBM ballot for a single election. Voters mark the VBM ballot and return it through the mail or at an authorized drop-off location during an election. There are over 2.2 million permanent VBM voters in Los Angeles County and that number is growing.

Currently, the RR/CC assembles all VBM packets at RR/CC headquarters. The VBM packet contains the following materials: (1) outgoing envelope, (2) pre-addressed return envelope, (3) secrecy sleeve, (4) InkaVote ballot (5) instruction book (English and translated versions) and (6) other material. Multiple vendors provide these materials before Election Day. The cost per voter for the current VBM materials and outbound services is \$1.43 (\$.81 materials, \$.42 insertion and \$.20 in staffing costs). These costs are spread across multiple vendors and contracts.

K&H assists with outgoing operations. They are responsible for obtaining envelopes, data processing, ink jetting services, inserting services and mail sorting for 2.2 million assembled (permanent) VBM packets to the U.S. Postal Service 29 days before Election Day. In addition, they provide ink jetting and inserting services for daily VBM request up until 4 days before Election Day.

Ordering and processing VBM material from multiple vendors is complex and challenging. The process begins with ordering large quantities of VBM materials in numerous languages, each of which must be approved by the RR/CC and external government authorities. Judicial rulings may result in supplemental orders, adding additional steps to an already complex process. Insertion of VBM materials into envelopes requires that all materials arrive at RR/CC headquarters several months prior to Election Day. The current mailing equipment is over 10 years old and requires maintenance due to occasional breakdowns. Storing VBM materials at the RR/CC Headquarters presents storage issues as available space at headquarters is filled to capacity during major elections. As the number of VBM voters continues to increase with each major election, space availability continues to present challenges. As indicated on the Secretary of State website, the total number of permanent VBM voters in Los Angeles County has increased for every election type since 1992.

### Voting Solutions for All People (VSAP)

VSAP (formerly known as the Voting Systems Assessment Project) was launched by the RR/CC in 2009 to address Los Angeles County's aging voting system and an increasingly large and complex electorate. VSAP is a five-phase plan aimed to modernize the County's voting systems and voting experience through a human-centered design approach that is publicly owned and operated.

Through the VSAP project, the VBM experience was redesigned and improved. These improvements include a full-face mark sense paper ballot with all contests, candidates and instructions are on the ballot. This new ballot creates a more user-friendly voting experience. Major improvements have also been made to the envelopes, secrecy sleeves and "I Voted" stickers. The operational demands of the new VBM experience cannot be supported in-house by the RR/CC without a significant increase in space and operational capacity.

#### Vendor Identification

To support the implementation of the new VBM experience, the RR/CC issued a Request for Information (RFI) #17-006 on August 4, 2017 to gather information on Vote by Mail ballots, materials, and outgoing mail services. The RR/CC received responses from six vendors. The RR/CC evaluation of the responses included research of mailing, insertion, ballot printing technology as well as site visits to assess vendor readiness and capacity. The RR/CC determined that our existing vendor, K&H, was best positioned and capable to provide all outgoing VBM materials and services.

K&H has been providing expert and experienced VBM election services since 1932 and is committed to providing timeliness and accuracy to multiple counties including Los Angeles County. K&H has extensive experience and ability to print and assemble mass quantities of all components of the new VBM packets, which provides a more efficient ballot sourcing strategy.

As part of our vetting process, the RR/CC contacted and visited other jurisdictions. K&H provides full services to San Diego and San Francisco, both of which provided excellent references. The feedback RRCC received was positive and provides additional assurance of K&H's ability to provide the expanded services. In addition, RRCC has vetted the production capacity of K&H's operation and determined that it can handle the County's volume. The systems and operations used by K&H are transparent and provide opportunities for close project oversight by RR/CC staff. Our staff will monitor the production of VBM ballots in person and remotely through production management software.

Following the Board Notification dated February 26, 2018, the RR/CC officially engaged negotiations with K&H. During these negotiations, our team laid the groundwork for implementing the new VSAP VBM project. These productive negotiations have resulted in a Contract that provides the expanded services needed, at a more cost-effective rate, to implement and support the new outgoing VSAP VBM project for November 2018 and beyond.

#### Cost Savings with New VSAP VBM Solution

Working closely with the RR/CC, K&H will act as a single, full-service provider responsible for the entire outgoing VBM process. This includes purchasing all materials, ink jetting, inserting, assembling, sealing and mailing of all VBM packets for an election.

The new cost per voter will range between \$.70 and \$1.26 based on the number of ballot cards required. General and primary elections will require more cards and will be on the higher end of that range. Special elections will be shorter and will cost about \$.70 per voter. Using the current InkaVote VBM system the RR/CC spends approximately \$1.43 cents per voter. During a major election, the new arrangement can save the County over \$374,000.

The new outgoing services for over 2.2 million VBM packets will be completed at the K&H mailing facility in Everett, Washington beginning with the November 6, 2018 election through 2019.

Beginning with the 2020 Primary and for all subsequent elections, services will be completed at a new mailing facility in Los Angeles County. An additional discount will become available following the completion of 20,000,000 VBM packets under this contract, creating increased cost savings.

### New Tally System

Currently, all VBM ballots are tabulated at RR/CC headquarters in Norwalk using the MTS system. The MTS system was initially implemented in the 1960s. As part of the VSAP, a new Tally System has been co-developed with Digital Foundry under Enterprise Services Master Agreement Work Order No. 2016-010 to support the new ballots, including the VBM ballot. This new tally system for VBM was submitted to the Secretary of State for certification and is expected to be received by August 30, 2018 for the November 6, 2018 Election.

### **Implementation of Strategic Plan Goals**

This request supports the County Strategic Plan as follows:

Goal III. Realize Tomorrow's Government Today. Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency: Support implementation of technological enhancements and acquisitions that increase efficiency (e.g. infrastructure, software, hardware, applications) including replacement of legacy systems.

### **FISCAL IMPACT/FINANCING**

The total maximum cost over the term of the amendment is \$43,909,030. The Department has sufficient ongoing funding in the FY 2018-19 budget to fund year one at \$3.1M. Funding to finance potential incremental cost increases in the future years will be absorbed and/or requested through the annual budget process.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

Your Board is authorized to approve this Agreement pursuant to Government Code section 23004.

RR/CC has determined that this is not a Proposition A Contract because the services are provided on a part-time or intermittent basis, and therefore, provisions of the County's Living Wage Program do not apply.

Pursuant to the Elections Code, the Los Angeles County RR/CC is responsible and required to conduct federal, State and local elections and to ensure the availability of Vote by Mail ballots to voters for such elections (Elections Code section 3000 et seq.).

County Counsel has reviewed and approved this Board Letter. The Chief Information Office (CIO) has reviewed and approved this Board letter. The CIO determined this recommended action contains no new Information Technology (IT) specifics. Therefore, no formal CIO Analysis is required.

### **CONTRACTING PROCESS**

The current Contract with K&H #15-003, including options, expires on August 31, 2021 and was originally approved by your Board on August 11, 2015 as a result of a competitive Invitation for Bids solicitation. This modification and extension will ensure that the critical timelines associated with the

successful deployment of the new VBM model in 2018 can occur.

Future extension or expansion of these services will remain subject to competitive bidding.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The revised K&H scope of work for the processing of VBM materials and ballots will eliminate the need for multiple vendors and streamline the process by engaging a single, qualified vendor. It will transfer the work associated with supporting VBM outgoing operations offsite to a vendor operated facility, alleviating the mounting RR/CC space issue. It will reduce the number of temporary staff hours spent on each election to support outgoing mail services and will provide a cost savings to the County.

For all elections prior to the November 6, 2018 Election, K&H will continue providing existing services in the Board approved contract with K&H.

The VSAP Tally System development and the system certification process with the SOS is tentatively scheduled for completion on August 30, 2018 for use for the November 6, 2018 election. In the event that SOS certification of the new VSAP Tally System is not received for the November 6, 2018 election, the existing Board approved contract with K&H for outgoing VBM services will remain in effect.

**CONCLUSION**

Approval of the expanded services will allow for successful implementation of the new VSAP VBM system for the upcoming November 6, 2018 Gubernatorial General Election and all subsequent elections. It will be the first implementation of a new and improved voting experience offered as part of the VSAP project in a live election.

Respectfully submitted,



DEAN C. LOGAN

Registrar-Recorder/County Clerk

DCL:RF:APL:FP:VW:ca

Enclosures

**AMENDMENT NUMBER TWO**  
**TO AGREEMENT #15-003**  
**WITH**  
**K&H PRINTERS-LITHOGRAPHERS, INC.**  
**FOR**  
**OUTGOING VOTE BY MAIL ELECTION MAILING SERVICES**

**AMENDMENT NUMBER TWO  
TO AGREEMENT #15-003  
K&H PRINTERS-LITHOGRAPHERS, INC.  
FOR OUTGOING VOTE BY MAIL ELECTION MAILING SERVICES**

This Amendment Number One (“Amendment Number Two”) to Agreement Number 15-003 (“Agreement”) is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2018 by and between County of Los Angeles, a political subdivision of the State of California (“County”) and K&H Printers-Lithographers, Inc., (“Contractor”). County and Contractor are sometimes hereinafter referred to collectively as the “Parties” and each individually as a “Party.”

WHEREAS, the Agreement was originally entered into by and between County and K&H Printers-Lithographers, Inc. (“K&H”) on September 1, 2015 and approved by the County’s Board of Supervisors on August 11, 2015;

WHEREAS, that certain Amendment Number One dated May 11, 2016, the Agreement was further amended to, among other things, (i) revise the layout and design specifications of outgoing and return Vote by Mail envelopes; and (ii) replace Exhibit B (Pricing Schedule) with a new Exhibit B (Pricing Schedule) (Revised May 2016);

WHEREAS, County and Contractor wish to further amend the Agreement to, among other things, (i) extend the Initial Term of the Agreement through December 31, 2024, (ii) increase the Contract Sum, (iii); add new services to the Statement of Work and; (iv) revise the pricing sheet

WHEREAS, this Amendment Number Two is made pursuant to Paragraph 8.0 (Standard Terms and Conditions), subparagraph 8.1(Amendments) of the Agreement, the following amendments are made to the Agreement.

NOW THEREFORE, in consideration of the foregoing and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Agreement, is hereby amended as follows:

1. Paragraph 4.0 (Term of Contract) (Subparagraph 4.1), of the Agreement is hereby deleted in its entirety and replaced with a new Paragraph 4.0 (Term of Contract) (Subparagraph 4.1) as follows:

**4.0 TERM OF CONTRACT**

4.1 The “Term” of this Contract shall commence upon approval by County’s Board of Supervisors on September 1, 2015 and will run through December 31, 2024, with two, one-year optional extensions, through December 31, 2026 unless sooner terminated or extended, in whole or in part, as provided in this Contract.

2. Exhibit A (Statement of Work) of the Agreement is hereby deleted in its entirety and shall be replaced with a new Exhibit A (Statement of Work/Revised June 2018), contingent upon the following:
  - A. Written notice from the County of Los Angeles to the Contractor affirming the County's intent to adopt the new Exhibit A (Statement of Work) by July 16, 2018 AND;
  - B. Receiving certification of the new VSAP Tally System from the Secretary of State (SOS) for Vote by Mail by August 30, 2018.

Contractor will continue the current service structure as specified on the original Exhibit A (Statement of Work), executed on September 1, 2015, if SOS certification is not received. A true and correct copy of which is attached hereto and incorporated herein by this reference.

3. Paragraph 5.0 (Contract Sum), Subparagraph 5.1 of the Agreement is hereby deleted in its entirety, and in its place shall be inserted the following new Paragraph

5.0 (Contract Sum), Subparagraph 5.1 to read as follows:

5.0 CONTRACT SUM

5.1 "The Maximum Amount of this Contract shall be \$43,909,030 for the term of this Contract as set forth Paragraph 4.0 (Term of Contract), above.

4. Exhibit B (Pricing Schedule) (Revised May 2016) of the Agreement is hereby deleted in its entirety and shall be replaced with a new Exhibit B (Pricing Schedule) (Revised June 2018), a true and correct copy of which is attached hereto and incorporated herein by this reference.

Except as otherwise provided under this Amendment Number Two, the Agreement, and including all preambles and recitals set forth herein and therein, shall remain unchanged and in full force and effect.



**AMENDMENT NUMBER TWO  
TO AGREEMENT #15-003  
K&H PRINTERS-LITHOGRAPHERS, INC.  
FOR OUTGOING VOTE BY MAIL ELECTION MAILING SERVICES**

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment Number Two to be subscribed on its behalf by the Registrar-Recorder/County Clerk or his/her designee and the Contractor has subscribed the same through its duly authorized officer as of the day, month and year first above written. The persons signing on behalf of Contractor warrant under penalty of perjury that he or she is authorized to bind the Contractor.

**COUNTY OF LOS ANGELES**

\_\_\_\_\_  
DEAN C. LOGAN  
Registrar-Recorder/County Clerk

**K&H PRINTERS-LITHOGRAPHERS, INC.**

\_\_\_\_\_  
AUTHORIZED SIGNATURE

\_\_\_\_\_  
PRINT OR TYPE NAME

\_\_\_\_\_  
TITLE

\_\_\_\_\_  
Tax Identification Number

APPROVED AS TO FORM:  
MARY C. WICKHAM  
County Counsel

By \_\_\_\_\_  
Lucia Gonzalez  
Deputy County Counsel

## 1.0 PURPOSE

The purpose is to prepare, print and send mail ballots, as part of the outgoing election mailing process on an intermittent basis to Vote By Mail (VBM) voters before an election. These services are necessary for all scheduled elections and, on an as-needed basis, for special elections.

CONTRACTOR shall provide all of the following applicable services during the outgoing election mailing process: (1) print mail ballots (2) prepare materials; (3) inkjet equipment and staff to print election information onto return ballot envelopes; (3) insertion equipment and staff to insert materials into VBM packets (4) other mailing services (i.e., presort, storage, verification, and transport of VBM ballot envelope packets to the U.S. Postal Service [USPS] to meet their specification).

The RR/CC will begin planning and working with the Contractor up to 120 days before any election.

For a sample timeline of services, see Exhibit A, Attachment C (Sample Election Timeline)

## 2.0 BACKGROUND

### RR/CC Overview

The Los Angeles County RR/CC is responsible for the registration of voters, maintenance of voter files, conduct of federal, state, local and special elections and the verification of initiatives, referendums and recall petitions. Each year, the RR/CC participates in approximately 200 elections for schools, cities and special districts and has nearly 5,000 voting precincts established for countywide elections. The RR/CC is responsible for sending VBM ballots to voters, and processing them when they are returned. For more information go to [www.lavote.net](http://www.lavote.net)

### Vote By Mail Information

Registered voters can vote at the polls on Election Day or they can Vote by Mail. A permanent VBM voter will automatically receive a mail ballot on an ongoing basis for all elections they are eligible to vote. All voters also have the option to request a mail ballot for a single election. VBM applications are processed by the RR/CC continuously up to Election Day (i.e., emergency VBM ballots).

Out of the 5,121,994 registered voters in Los Angeles County, 2,176,828 million voters permanently receive a ballot by mail (as of April 2018). Mail ballots can be sent to over 2.1 million registered voters in a major election.

### 3.0 STATEMENT OF WORK DEFINITIONS

1. **“Ballot”** - Used by a voter to cast their vote in an election. The RR/CC utilizes a variable size marked sense paper ballot. A ballot can consist of multiple 2-sided ballot cards which varies by election.
2. **“CASS” (Coding Accuracy Support System)** - United States Postal Service (USPS) uses this system to evaluate the accuracy of software that corrects and matches street addresses. The CASS software will correct and standardize addresses, add missing address information, such as ZIP codes, cities, and states, to ensure the address is complete. The CASS software also performs delivery point validation to verify whether or not an address is a deliverable address and check against the USPS Locatable Address Conversion System to update addresses that have been renamed or renumbered.
3. **Contract/Agreement-** The entire Agreement executed between the County and Contractor including, but not limited to the terms and conditions, statement of work (SOW), appendices, exhibits, and attachments. The terms Contract and Agreement are used interchangeably.
4. **“DIMS”** - Refers to the RR/CC’s Election Management System (EMS) which is a system that manages all voter registration information.
5. **“Election Plan”** - A plan completed by the CONTRACTOR that accounts for each and every election task as described in Task 2 (Submitting an Election Plan). The plan will be used as a management tool to ensure the successful completion of all Tasks and Deliverables, according to mandated and time sensitive time frames.
6. **“Declared Vote By Mail Voter”-** If an election precinct has 250 or less registered voters on the 88th day prior to an election, that precinct may be declared a Vote By Mail precinct by the elections official due to the unavailability of voting locations and poll workers in small precincts. All voters in such designated precincts will automatically be sent a VBM ballot for that election.
7. **“E dates” (E- or E+)** - Refers to the number of days before the date of an election (E-) **OR** the numbers of day after an election (E+).
8. **“Elections” (i.e., Federal, Statewide, and local)** - A formal and organized process for electing a candidate.
9. **“Federal Election”** - Refers to the primary, general, or special election conducted to elect a President, Vice President, Member of the United States Senate or House of Representatives.

10. **“General Elections”** - Occurs in November of even numbered years (i.e., 2014, 2016, 2018, etc.).
11. **“Indicia”** - A design on the mail piece which indicates that the type of postage.
12. **“Insertion Materials”** - Refers to the materials inserted in the Outgoing Window Envelope. The materials include one of each of the following: ballot return envelope, official ballot, ballot secrecy sleeve, and other election materials, if needed.
13. **“Interface”**- Refers to the point of interaction with software, or computer hardware, or with peripheral devices such as a computer monitor or a keyboard.
14. **“Local election”** - Refers to a municipal, county, or district election.
15. **“Mass File”** - A data set of all Permanent VBM voters who receive a mail ballot on a permanent basis. Also known as the Perm File.
16. **“Military or Overseas Voter”** - Refers to a voter who is permanently or temporary residing out of the county for an election.
17. **“Permanent Vote By Mail Voter” (PVBM)** - Voters who have requested to receive a mail ballot for all elections in which they are eligible to vote.
18. **“Precinct”** - Refers to an election district.
19. **“Primary Election”** - Occurs in March of even numbered years (i.e., 2014, 2016, 2018; etc.).
20. **“Presorting”**- Refers to mail sorted by zip codes for 3rd class (nonprofit) mailing rate.
21. **“Registrar- Recorder/County Clerk” (RR/CC)** - The County of Los Angeles Department and staff responsible for the update and file maintenance of voter registration records and the conduct of elections in Los Angeles County. <https://www.lavote.net/>. RR/CC Headquarters is located at 12400 Imperial Highway, Norwalk, CA 90650.
22. **“Return Ballot Envelopes”** - Envelopes for the submission of VBM ballots to Election Officials. May also be referred to as Ballot Return Envelopes.
23. **“Sectional Center Facility” (SCF)** - A postal facility that serves as the processing and distribution center (P&DC) for Post Offices in a designated geographic area as defined by the first three digits of the ZIP Codes of those offices. Some SCFs serve more than one 3–digit ZIP Code range.

24. **“Scheduled Elections”** - Include the Primary and General Elections. The Primary Elections are scheduled in March of even numbered years. General Elections are scheduled in November of even numbered years.
25. **“Special Election”** - An unscheduled election conducted as requested where the RR/CC is notified by the Board of Supervisors of the County or Governor, no later than 61 days before a Special Election as to the services the County is to provide (Elections Code 10002). Special Elections are elections conducted when called, on as-needed basis.
26. **“Statewide Election”** - An election held throughout the State.
27. **“Uniform District Election Law” (UDEL)** (also known as Local and Municipal Consolidated Election) - An election conducted in November of odd number years (i.e., 2013, 2015, 2017; etc.).
28. **“USPS”** - Refers to the United States Postal Service. For more information, visit <https://www.usps.com/>.
29. **“Vote By Mail”**- (also known as absentee voting or VBM) - Refers to when a voter, rather than voting at their polling location on Election Day, requests, receives, votes and returns a ballot by mail.
30. **“Voter Registration File”** (also known as Voter File) - Refers to a file of all voter registration records in Los Angeles County. The files will include a variety of voter types: permanent, declared, military, overseas, foreign language voters, etc.
31. **“Window Envelope”**- A type of envelope with a cut-out in an envelope to show the voter’s address.

#### **4.0 THIRTEEN TASKS AND DELIVERABLES**

CONTRACTOR is responsible for a total of thirteen (13) Tasks in this Exhibit A (Statement of Work) for VBM Outgoing Election Mailing Services.

##### **TASK 1- KICK-OFF MEETING**

A mandatory kick-off meeting is required within thirty (30) days of the effective date of the Agreement. The meeting will be held at the RR/CC Headquarters located at 12400 Imperial Highway, Norwalk, CA 90650 or at an alternative location designated by the RR/CC.

During the kick-off meeting, the CONTRACTOR will provide an overview of its ballot printing, material preparation and mailing operation. The RR/CC will introduce

CONTRACTOR to RR/CC staff, respond to questions/answers, and to discuss the Tasks, Deliverables and associated timeframes.

In addition, CONTRACTOR shall provide training in the use of any production management systems to designated RR/CC Project Managers within 30 days of the Kick-off meeting.

*Task 1 Deliverable: A Kick-off meeting to occur within 30 days of the Effective Date of the Agreement.*

## TASK 2- ELECTION PLANNING AND MANAGEMENT

### **SUBTASK 2.1: SUBMITTING AN ELECTION PLAN**

CONTRACTOR will submit a comprehensive and detailed “Election Plan” for every election that must be approved by the RR/CC as described in Subtask 2.1 A through H below:

- A. For every election, the RR/CC will email the CONTRACTOR a “Request for Election Plan” for services for scheduled elections and on an as-needed basis for special elections.
- B. RR/CC will send the “Request for Election Plan:”
  1. Approximately 120 days before **(E-120)** the date of all scheduled elections.
  2. A minimum of 61 days before **(E-61)** the date of all special elections.
- C. The following (#1-13) will be included in the RR/CC’s “Request for Election Plan:”
  1. Name, date, and type of election;
  2. Start and end dates of services;
  3. Date and method Voter Files will be transferred to CONTRACTOR;
  4. Ballot Information including:
    - i. Size of the ballot card and an estimate of the ballot length
    - ii. Estimated total number of ballots to be produced
    - iii. Specifications and requirements for Ballot on Demand Stock
    - iv. Specifications and requirements for duplicate ballot stock

5. Date and method for transferring ballot files and generic material artwork to CONTRACTOR;
  6. Estimated total number of mail ballots to be processed and mailed to voters;
  7. Ballot order requests for ballot on demand stock, duplicate stock and ballot test decks. Requests will include quantity and delivery dates required;
  8. Generic Materials order requests for both packets produced by CONTRACTOR and materials delivered to RR/CC;
    - i. Additional miscellaneous generic materials may be requested for a specific election.
    - ii. Artwork, order quantity and timeline for these miscellaneous generic materials will be included.
  9. VBM category separations based on Los Angeles County Election Management System called the Data Information Management System (DIMS);
  10. Delivery dates of VBM packets to USPS;
  11. RR/CC's plan for onsite oversight of the printing and insertion process including but not limited to the oversight calendar, project managers, roles, responsibilities and contact information.
  12. RR/CC's administrative, operational, and technical contact information; and
  13. Election Plan Due Date.
- D. Upon receiving the "Request for Election Plan," the CONTRACTOR shall submit an "Election Plan" (in Microsoft Word) to include, but not limited to the following information (1-10):
1. A proposed timeline (start and end dates) all thirteen (13) tasks, subtasks, deliverables in the Statement of Work.
  2. A proposed schedule of meetings with the RR/CC staff, USPS and Subcontractor(s), if applicable. Include the title and purpose of the meetings.
  3. A list of proposed subcontractor(s) that will be used during the election and the specific services the subcontractor(s) will be providing,

including the name of the company, address, website, main contact person (email and phone number). For more specific details of subcontracting requirements, refer to the Contract 8.40, Subcontracting.

4. A Schedule for the extract to be pulled and processed.
  5. A validation that software has been upgraded with new codes for the different VBM categories.
  6. A plan detailing where completed VBM packets will be stored until the E-29 drop date. Plan shall also detail the security efforts that will be implemented to ensure the secure storage of completed VBM packets.
  7. A list of U.S Postal Service (USPS) Sectional Center Facilities and Network Distribution Centers (NDCs) where the assembled mail packets (i.e., Permanent Voter File) will be transported 29 days before **(E-29)** the date of an election or other date specified by the County.
  8. A copy of the Quality Control Plan (QCP) to ensure a high level of uninterrupted service during the election. Refer to Paragraph 5.0 (Quality Control Plan) for more details.
  9. A written cost estimate for all materials to be used in a specific election and estimated delivery date(s).
  10. Training plan for MARS users to ensure they RR/CC Project Managers can oversee production and run reports.
- E. RR/CC will review the “Election Plan” and submit changes to CONTRACTOR in track changes within 48 hours of receipt, unless otherwise approved by the RR/CC.
- F. CONTRACTOR shall review the changes requested by RR/CC and provide a revised draft within 48 hours, unless otherwise approved by the RR/CC.
- G. RR/CC shall have final review and approval of the “Election Plan.” RR/CC will monitor the CONTRACTOR’s progress based on the approved plan.
- H. The approved Election Plan may be updated and revised with RR/CC’s review and final approval.

***Subtask 2.1 Deliverable: An approved Election Plan for all elections upon receiving advanced notice from the RR/CC through the “Request for Election Plan.”***



## **SUBTASK 2.2: CONTRACTOR PROJECT MANAGEMENT**

CONTRACTOR will provide project management as described in A through D below:

- A. CONTRACTOR must provide at least three (3) Project Managers, 2 primary and 1 backup, responsible for the production and mailing of mail ballots. The RR/CC reserves the right to request for a new Project Manager, should operational performance not meet established expectations. Project Managers shall have at least four (4) years of experience within the last six (6) years providing outgoing mailing services for a jurisdiction with greater than 500,000 registered voters, preferably processing Official Election Mail. CONTRACTOR shall provide a copy of Project Manager's resumes.
- B. Manage project (activities and resources) and track project status. Provide access to MARS data and reports for production oversight.
- C. Any delay in execution of any task that may materially or substantially delay legally mandated processing deadlines shall be immediately reported to the RR/CC's Project Manager.
- D. For more information go to Contract, Paragraph 6.0 (Administration of Contract-County)

*Subtask 2.2 Deliverable: CONTRACTOR will provide Project Management services during the production and assembly of VBM packets.*

## **SUBTASK 2.3: RR/CC ONSITE PROJECT MANAGEMENT**

CONTRACTOR will facilitate the oversight of all production by RR/CC Project Managers as detailed below:

- A. RR/CC may designate up to two (2) RR/CC Project Managers to be onsite while any work is being done by CONTRACTOR for RR/CC, including time outside of normal business hours.
- B. CONTRACTOR will provide RR/CC Project Managers with access to all areas and operations where work for RR/CC is being performed by CONTRACTOR.
- C. CONTRACTOR will provide RR/CC Project Managers with access to all areas where RR/CC materials are being securely stored.
- D. CONTRACTOR Project Managers must be available to resolve and address any issues or concerns raised by RR/CC Project Managers.

- E. CONTRACTOR will provide RR/CC Project Managers with office workspace while onsite.
- F. RR/CC may designate up to two (2) additional RR/CC Project Managers who will oversee production remotely.
- G. CONTRACTOR will provide all RR/CC Project Managers with access to the MARS production oversight system.

*Subtask 2.3 Deliverable: CONTRACTOR will facilitate production oversight by RR/CC Project Managers.*

### **TASK 3- GENERIC MATERIALS**

CONTRACTOR shall be responsible for manufacturing or procuring envelopes, secrecy sleeves, "I Voted" stickers and any additional miscellaneous generic materials as requested according to the designs provided by the RR/CC and in the languages required for a given election. The quantity and artwork for generic materials will vary from election to election and will be included in the Request for Election Plan. CONTRACTOR shall assist in finalizing the design of mail envelopes. This process shall begin after the Election Plan is approved:

1. Approximately 120 days before **(E-120)** the date of all scheduled elections.
2. A minimum of 61 days before **(E-61)** the date of all special elections.

#### **SUBTASK 3.1: Providing Envelopes**

CONTRACTOR shall manufacture election specific envelopes approved by the RR/CC Project Manager and detailed in the Election Plan.

*Subtask 3.1 Deliverable: The CONTRACTOR will provide a written cost estimate and sample stock paper to the RR/CC for testing prior to production of envelopes.*

#### **SUBTASK 3.2: Designing USPS Approved Envelopes**

The CONTRACTOR is responsible for assisting the RR/CC in finalizing election specific envelopes.

- A. CONTRACTOR will work with the RR/CC and USPS Mail Piece Design Analysts (MDA) to finalize the design of both the outgoing window envelopes and return ballot envelopes for each and every election, as design specifications are subject to change for each election. The design (artwork, election logo, layout, dimensions weight) must meet the USPS Standards.

B. RR/CC shall have final review and approval of the envelope design and layout.

*Subtask 3.2 Deliverable: The CONTRACTOR will assist in finalizing envelopes design according to RR/CC and USPS specifications.*

### **SUBTASK 3.3: Additional Generic Materials**

CONTRACTOR shall manufacture generic materials including secrecy sleeve, "I Voted" sticker and miscellaneous generic materials included in the Request for Election Plan.

- A. Upon receiving the artwork and quantity in the "Request for Election Plan," the CONTRACTOR must provide RR/CC with a written cost estimate for manufacturing generic materials.
- B. Prior to the manufacturing generic materials, CONTRACTOR must provide RR/CC with sample paper stock used to manufacturing the generic materials for RR/CC to test and approve prior to production.

*Subtask 3.3 Deliverable: The CONTRACTOR will provide a written cost estimate and samples to the RR/CC of additional generic materials.*

### **SUBTASK 3.4: Generic Material RR/CC Stock**

A portion of the ordered generic materials will be shipped to the RR/CC's VBM Division located at 12400 Imperial Highway, Norwalk, CA 90650. The quantity and schedule for the generic materials ordered will be included in the Request for Election Plan. CONTRACTOR shall provide RR/CC with the shipping company's information, tracking number for the delivery order and estimated date of delivery.

*Subtask 3.4 Deliverable: The CONTRACTOR will deliver generic materials on or before the delivery due dates.*

## **TASK 4- BALLOT PRODUCTION**

CONTRACTOR shall be responsible for producing mail ballots, blank ballot stock, and paper for duplicates. Ballots will be produced according to the ballot files provided by the RR/CC and the specifications in the Election Plan.

#### **SUBTASK 4.1: Ballot Images File Transfer and Proofing**

The CONTRACTOR shall produce ballots according to the ballot files provided by the RR/CC and the specifications detailed in the Election Plan.

- A. Files will be in PDF format and will be generated according to precinct, language and political party for primary elections.
- B. CONTRACTOR will facilitate the file transfer of ballot images through a secure File Transfer Protocol (FTP) or other means as detailed in the Election Plan.
- C. Within 48 hours of receiving the ballot images, CONTRACTOR will provide ballot proofs for every ballot file via secure electronic transfer. Proofs will include original ballot image as well as any additional features added to the ballot by the CONTRACTOR including but not limited to stubs and orientation markings.
- D. RR/CC will review proofs for accuracy and provide written approval within 48 hours of receiving proofs.
- E. If proofs are not approved, CONTRACTOR will resubmit revised proofs within 12 hours of receiving notice from the RR/CC.
- F. Ballot manufacturing will not begin until proofs are approved for printing by the RR/CC.

*Subtask 4.1 Deliverable: The CONTRACTOR will facilitate the transfer of ballot files and provide ballot proofs.*

#### **SUBTASK 4.2: Mail Ballot Production**

CONTRACTOR shall produce official mail ballots which will be included in VBM packets. CONTRACTOR shall produce ballots according to the following:

- A. CONTRACTOR shall meet certification standards on file with the California Secretary of State to produce ballots from ballot images generated by the RR/CC. Any discrepancies in production standards will be immediately reported by CONTRACTOR to RR/CC.
- B. CONTRACTOR shall produce ballots using 80# stock or an alternative stock as requested by the RR/CC in the Request for Election Plan.
- C. CONTRACTOR shall produce ballots in either an 8.5" or 10.5" width and a length between 11" and 17" as requested by the RR/CC in the Request for Election Plan. Only one ballot size will be used for a specific election.
- D. CONTRACTOR shall produce the correct ballot for each voter according to their precinct, political party and language preference as indicated in the voter files provided by the RR/CC.

*Subtask 4.2 Deliverable: The CONTRACTOR will produce official mail ballots.*

**SUBTASK 4.3: Ballot Test Decks**

CONTRACTOR shall produce Ballot Test Decks as requested by the RR/CC in the Request for Election Plan. CONTRACTOR shall produce Ballot Test Decks according to the following:

- A. CONTRACTOR shall meet certification standards on file with the California Secretary of State to produce ballots from ballot images generated by the RR/CC. Any discrepancies in production standards will be immediately reported by CONTRACTOR to RR/CC.
- B. Ballot Test Decks shall be of the same size, weight and physical specification as the official mail ballots produced for a particular election. Test Decks will be produced without the perforated stub.
- C. CONTRACTOR shall produce the Ballot Test Decks from Ballot Test Deck Files provided by the RR/CC.
- D. Ballot Test Deck shall be delivered within ten (10) days of receiving the Ballot Test Deck files.
- E. The quantity of ballots in the Ballot Test Deck and the delivery date of the Ballot Test Deck Files shall be included in the Request for Election Plan provided by the RR/CC.
- F. RR/CC shall be responsible for shipping costs for test ballots.

*Subtask 4.3 Deliverable: The CONTRACTOR will produce a Ballot Test Deck.*

**SUBTASK 4.4: Produce Ballot on Demand Stock**

CONTRACTOR shall produce official ballot stock to be used by the RR/CC's ballot on demand system according to the following:

- A. CONTRACTOR shall meet certification standards on file with the Secretary of State for the production of ballot on demand stock.
- B. Ballot on demand stock shall be of the same size, weight and physical specification as the official mail ballots produced for a particular election.
- C. Images and requirements for Ballot on Demand Stock will be provided in the Request for Election Plan provided by the RR/CC.

- D. The quantity of ballot on demand stock and the delivery date will be included in the Request for Election Plan provided by the RR/CC.
- E. RR/CC shall be responsible for shipping costs for ballot on demand stock.

*Subtask 4.4 Deliverable: The CONTRACTOR will produce ballot on demand stock.*

#### **SUBTASK 4.5: Duplicate Paper Stock**

CONTRACTOR shall produce paper stock to be used by the RR/CC in the reproduction of ballots according to the following:

- A. Duplicate Paper Stock shall be of the same size, weight and physical specification as the official mail ballots produced for a particular election.
- B. Images and requirements for Duplicate Paper Stock will be provided in the Request for Election Plan provided by the RR/CC.
- C. The quantity of Duplicate Paper Stock and the delivery date will be included in the Request for Election Plan provided by the RR/CC.
- D. RR/CC shall be responsible for shipping costs for duplicate paper stock.

*Subtask 4.5 Deliverable: The CONTRACTOR will produce Duplicate Paper Stock*

#### **TASK 5- INKJET PRINTING**

CONTRACTOR must provide inkjet printing services for Return Ballot Envelopes as described below.

#### **SUBTASK 5.1: EXTRACTING AND PROCESSING THE VOTER REGISTRATION FILE**

CONTRACTOR will extract and process the County's electronic voter registration file which will be provided to the CONTRACTOR in an electronic media in a fixed field format. The information contains voter specific variable information for each registered voter in Los Angeles County. The data will be used to print barcode and voter specific data on the return ballot envelopes at the RR/CC Headquarters.

- A. Initial Mass File: The RR/CC will provide the initial electronic voter registration file of Permanent VBM Voters by in accordance to the following time line:
  - 1. For the scheduled elections, the Permanent VBM voter registration file may be sent to the CONTRACTOR up to approximately 78 days (**E-78**) before the date of the election or as specified by the RR/CC.

2. For Special Elections, the Permanent VBM voter registration file may be sent up to approximately 78 **(E-78)** before the date of an election, or as specified by the RR/CC.
  3. For Military and Overseas Voters, the voter registration file will be provided to the CONTRACTOR at least 60 days **(E-60)** before the date of an election, unless specified by the RR/CC.
- B. *Daily file(s)*: The RR/CC will provide daily file(s) on a daily basis by 1:00 P.M. from 29 through 4 days **(E-29 to E-4)** before the date of an election.
- C. CONTRACTOR will compare the extracted data from the mass/daily file(s) and verify the address information of each record against the USPS CASS database. The purpose of this data comparison is to ensure that the voter's address is complete and correct.
1. Each time, a mass or daily file(s) is/are provided to the CONTRACTOR. CONTRACTOR shall provide the RR/CC (i.e., Project Director/Manager/ Monitor) with a report for review and resolution, consisting of records with address changes, undeliverable addresses, and duplicate addresses via e-mail in a Microsoft-excel and/or pdf format, as specified by the RR/CC.
  2. RR/CC will identify and approve the records for printing and records which will require further research. RR/CC will research questionable records and provide the CONTRACTOR with an approved mass/daily file(s) for printing, as soon as the review is completed.
- D. When the CONTRACTOR processes the mass/daily file(s), the CONTRACTOR must provide the RR/CC with an electronic report (i.e., pdf, Microsoft-Excel, or Microsoft word) and shall break down the VBM file quantity into designated categories (e.g., party, ballot group, language), etc. in a format as specified by the RR/CC. Upon processing of the VBM file, a complete list of categories will be provided by the RR/CC to the CONTRACTOR in the RR/CC designated format.
- E. CONTRACTOR shall be responsible for immediately notifying the Project Director, Manager, and Monitor of all problems (hardware and software). CONTRACTOR shall ensure that any technical issues with inserter machines are addressed and repaired, even if it is after hours, or on weekends.

*Task 5.1 Deliverable:* Extract the mass/daily file(s) that will be used to print on the back of the return ballot envelopes.

## **SUBTASK 5.2: VARIABLE DATA SPECIFICATIONS FOR RETURN BALLOT ENVELOPES**

CONTRACTOR will print variable data onto return envelopes. The specifications for this data will be included in the Request for Election Plan. This data includes the voter's name and address which will be printed on the envelope, so that the name and address will show through the window when it is inserted into the outer window envelope.

*Task 5.2 Deliverable:* CONTRACTOR will provide inkjet printing in accordance with printing specifications.

## **TASK 6- PRESORTING SERVICES FOR VBM BALLOT PACKETS**

The CONTRACTOR will provide presorting services for the completed VBM Ballot Packets.

- A. Mass file: The CONTRACTOR will produce VBM Ballot Packets in USPS postal presort order. Completed packets will be produced according to zip code for Standard A non-profit mailing and postage savings.
- B. CONTRACTOR will organize completed "mass file" VBM Ballot Packets, and place them in mailer trays to accommodate postal processing delivery and obtain the lowest available postage rate.
- C. Daily requests: CONTRACTOR will mail the VBM Ballot Packets at a 1st class rate. Ballots will be post marked with a Los Angeles source. In cases where volume is large enough, daily requests will be produced to be mailed via Standard A non-profit rate.
- D. RR/CC will use an indicia printed on the VBM Ballot packet as a postage stamp for the mailing of VBM Ballot packets. Therefore, CONTRACTOR shall not be responsible for applying any postage stamp (metering) on VBM Ballot packets.

*Task 6 Deliverable:* CONTRACTOR will produce completed VBM Ballot Packets in mailing order according to zip code.



## TASK 7- INSERTION SERVICES

The CONTRACTOR will provide insertion services to assemble VBM packets as described below:

1. CONTRACTOR may begin inserting services only after Project Director and/or Project Manager's final approval to begin inserter services and after testing is completed.
2. The inserting services will begin up to 78 days before the date of an election through Election Day (**E-78 until E-0**), as specified by the RR/CC in the Election Plan.
  - i. **Military and Overseas File:** Insertion of the Military and Overseas file may begin up to 78 days (**E-78**) before the date of an election.
  - ii. **Permanent VBM file:** Insertion of the Permanent VBM file may begin up to 78 days (**E-78**) before the date of an election.
  - iii. **Daily file(s):** Insertion of the daily file(s) will begin on a daily basis from 29 days before an election up to Election Day (**E-29 to E-0**). Inserting must be completed within 24 hours from the time the RR/CC gives the file to the CONTRACTOR.
3. CONTRACTOR shall implement quality control measures to ensure that they have the correct quantity and types of election material for insertion.
4. CONTRACTOR shall ensure there will be no shortage of VBM materials.
5. CONTRACTOR will provide inserting services for Permanent VBM voters, Military and Overseas voters, one-time requests and Declared VBM voters.
6. On completion of the insertion of election materials into the outgoing envelope, the outgoing window will be sealed and be referred to as the VBM ballot packet.
7. Spoiled Election Materials: During the manufacturing process, some materials including ballots, envelopes and inserts will be spoiled and need to be replaced. The vendor will track every spoil, record it to the database, shred the spoiled product and replace it. This will be done at no cost to the County, other than the consumption of generic materials such as envelopes and inserts.

8. RR/CC will monitor operations will raise observed issues with CONTRACTOR Project Managers. Issues must be addressed within 24 hours to minimize interruptions. Unresolved issues will be escalated appropriately and may result in a pause in operations as determined by RR/CC and CONTRACTOR. See Exhibit C (Contract Discrepancy Report (CDR) & Performance Requirement Summary (PRS) Chart).
9. CONTRACTOR shall be responsible for immediately notifying the Project Director, Manager, and Monitor of all problems (hardware and software). CONTRACTOR shall ensure that any technical issues with inserter machines are addressed and repaired, even if it is after hours, or on weekends.
10. In the event, additional inserter(s) are required to ensure uninterrupted service for the County's operation the CONTRACTOR may utilize available equipment and capacity within the CONTRACTOR's equipment fleet. The CONTRACTOR must immediately notify RR/CC Project Managers of the cause and outcomes in these instances.

*Task 7 Deliverable: Provide insertion services for election materials into window envelopes.*

#### **TASK 8- MAIL VERIFICATION SERVICES FOR VBM BALLOT PACKETS**

The CONTRACTOR will provide mail verification services for the completed VBM Ballot Packets according USPS standards (i.e., address layout, weight and size of packet) with local USPS representatives at the mailing house by E-29.

- A. The CONTRACTOR will be required to contact the USPS and set an appointment for the mail verification of VBM Ballot Packets on-site at the production facility where ballot printing and VBM packet assembly services are provided prior to delivery of VBM mail to the USPS Sectional Center Facilities in preparation for mailing, as agreed upon in the Election Plan.

*Task 8 Deliverable: CONTRACTOR will provide mail verification for all completed "mass file" and military and overseas VBM Ballot Packets.*

#### **TASK 9- STORAGE OF COMPLETED VBM BALLOT PACKETS**

The CONTRACTOR shall be required to arrange for the secure storage of completed VBM Ballot Packets as detailed in the Election Plan.

- A. Storage of VBM ballots is primarily required for the Mass File.

1. Storage of completed VBM Ballot Packets is not required for “daily files(s)” that are produced between E-29 to E-4. The daily VBM Ballot Packets will be mailed to voters first class within 24 hours of receiving the file.

The CONTRACTOR shall provide the RR/CC the ability to access, monitor and track completed VBM ballot packets.

*Task 9 Deliverable: CONTRACTOR will arrange for the storage of completed VBM Ballot Packets.*

### **TASK 10- TRANSPORT OF MASS FILE TO U.S. POSTAL SERVICE**

The CONTRACTOR will be required to contact the USPS and set an appointment for the mail delivery of VBM Ballot Packets to designated USPS Sectional Center Facilities and Network Distribution Centers as detailed in the Election Plan.

*Task 10 Deliverable: CONTRACTOR shall transport mass file to the USPS by E-29.*

### **TASK 11- CRITIQUE SESSION**

- A. On the last day services are provided, the RR/CC will schedule a Critique session to discuss the election, production levels, and issues/concern and suggestions/recommendations to enhance the current process.

*Task 11 Deliverable: Participate in the Critique Session.*

### **TASK 12- REPORTS AND RECORDS**

The CONTRACTOR is responsible for providing various daily production reports as specified by the RR/CC including the exception report, upload summary report, envelope print log, file delivery log, daily envelope spoilage report; daily presorting production reports (by zip code, quantity, and number of pallets). A sample of requested reports will be discussed during the Kick-Off Meeting.

*Deliverable 12: CONTRACTOR provides various reports as specified by the RR/CC.*

### **TASK 13- RR/CC TECHNICAL SYSTEMS AND INTERFACE REQUIREMENTS**

The RR/CC currently operates a Microsoft Windows 2012 domain server environment using TCP/IP and Ethernet as the primary network protocol. The RR/CC utilizes software from Microsoft, including Microsoft Office, Microsoft Project, Microsoft Visio, Microsoft Windows XP, Vista, & Windows 7 for desktops,

Microsoft Windows Server 2003 and 2012 for servers, and Microsoft SQL Server 2008 and 2012 for database applications. The RR/CC reserves the right to upgrade to the most current version of Microsoft software listed above and shall notify CONTRACTOR of planned upgrades six months from commencement of such upgrades.

Any custom software and associated hardware software drivers identified by CONTRACTOR as not compatible with any planned upgrades shall be modified at CONTRACTOR'S expense in order to become compatible. CONTRACTOR shall provide all Deliverables and other work hereunder so as to remain compatible with RR/CC's existing IT infrastructure. Since the VBM processing interfaces with the RR/CC's election management system, the CONTRACTOR will be required to work with the RR/CC to create the necessary interface, if required.

## **5.0 QUALITY CONTROL PLAN**

The CONTRACTOR must establish and utilize a comprehensive Quality Control Plan (QCP) along with the Election Plan to assure the County a consistently high level of service throughout the term of the Contract. Changes to the QCP can be suggested for RR/CC's review and approval. Upon approval of changes, CONTRACTOR shall update the QCP and resubmit the plan to the County Contract Project Manager. The plan shall include, but may not be limited to the following:

- 5.1 An inspection system covering all services listed in Exhibit C (Contract Discrepancy Report (CDR) & Performance Requirements Summary Chart) of the Agreement. It must specify the activities to be inspected on both a scheduled or unscheduled basis, how often inspections will be accomplished, and the title of the individual(s) who will perform the inspection.
- 5.2 A record of all inspections conducted by the CONTRACTOR, any corrective action taken, the time a problem was first identified, a clear description of the problem, and the time elapsed between identification and completed corrective action.
- 5.3 A method of ensuring uninterrupted service to RR/CC in the event of a strike of the CONTRACTOR's employees or any other unusual occurrence which would result in the CONTRACTOR being unable to perform the contracted work.

## **6.0 QUALITY ASSURANCE PLAN**

The County will evaluate the CONTRACTOR's performance under this Contract using the quality assurance procedures as defined in Paragraph 8 (Standard Terms and Conditions, Sub-paragraph 8.15, County's Quality Assurance Plan) of this Contract.

## **6.1 Meetings**

### **A. Initial Meeting for each election**

At least 80 days prior to the Election, contractor will schedule a meeting with RR/CC to review schedule and scope.

## **6.2 Contract Discrepancy Report**

Verbal notification of a Contract discrepancy will be made to the Contract Project Manager as soon as possible whenever a Contract discrepancy is identified.

The County Contract Project Manager will determine whether a formal Contract Discrepancy Report & Performance Requirements Summary (PRS) Chart (Exhibit C) shall be issued. Upon receipt of this document, the CONTRACTOR is required to respond in writing to the County Contract Project Manager within 4 hours, acknowledging the reported discrepancies or presenting contrary evidence. A plan for correction of all deficiencies identified in the Contract Discrepancy Report shall be submitted to the County Contract Project Manager within 1 workday. The problem shall be resolved as soon as possible or within fifteen (15) business days or a time period mutually agreed upon by the County and the CONTRACTOR.

## **7.0 LOCATION OF SERVICES**

CONTRACTOR shall perform the tasks required in Section 4 Tasks and Deliverables at their Everett, WA plant or alternative location of their choosing with approval from the RR/CC.

Beginning with the 2020 election cycle and for all subsequent elections, CONTRACTOR shall perform Tasks 5 – 9 of Section 4 - Tasks and Deliverables at a facility within the County of Los Angeles. This Los Angeles County facility will be fully secured and operated by the CONTRACTOR. All work performed at this facility will continue to be based on Section 4 Tasks and Deliverables. CONTRACTOR must ensure that quality standards are maintained at any facilities used in providing services under this statement of work.

If a location within the County of Los Angeles cannot be secured, CONTRACTOR may propose an alternative location in the Los Angeles County area. RR/CC will have final approval of the facility where Tasks 5 – 9 of Section 4 – Tasks and Deliverables are completed by CONTRACTOR.

## **8.0 GREEN INITIATIVES**

8.1 CONTRACTOR shall make reasonable efforts to initiate “green” practices for environmental and energy conservation benefits.

8.2 CONTRACTOR shall notify County’s Project Manager of CONTRACTOR’s new green initiatives prior to the contract commencement.

## **9.0 PERFORMANCE REQUIREMENTS SUMMARY**

A Performance Requirements Summary (PRS) chart, Exhibit A, Attachment C, listing required services that will be monitored by the County during the term of this Contract is an important monitoring tool for the County. The chart should:

- reference section of the contract;
- list required services;
- indicate method of monitoring; and
- indicate the deductions/fees to be assessed for each service that is not satisfactory

All listings of services used in the Performance Requirements Summary (PRS) are intended to be completely consistent with the Contract and the SOW, and are not meant in any case to create, extend, revise, or expand any obligation of CONTRACTOR beyond that defined in the Contract and the SOW. In any case of apparent inconsistency between services as stated in the Contract and the SOW and this PRS, the meaning apparent in the Contract and the SOW will prevail. If any service seems to be created in this PRS which is not clearly and forthrightly set forth in the Contract and the SOW, that apparent service will be null and void and place no requirement on CONTRACTOR.

# STATEMENT OF WORK

## EXHIBITS

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CONTRACT DISCREPANCY REPORT

TO:

FROM:

DATES: Prepared: \_\_\_\_\_
Returned by Contractor: \_\_\_\_\_
Action Completed: \_\_\_\_\_

DISCREPANCY PROBLEMS: \_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

Signature of County Representative

Date

CONTRACTOR RESPONSE (Cause and Corrective Action): \_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

Signature of Contractor Representative

Date

COUNTY EVALUATION OF CONTRACTOR RESPONSE: \_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

Signature of Contractor Representative

Date

COUNTY ACTIONS: \_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_

CONTRACTOR NOTIFIED OF ACTION:

County Representative's Signature and Date \_\_\_\_\_

Contractor Representative's Signature and Date \_\_\_\_\_



**PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART  
VOTE BY MAIL OUTGOING ELECTION MAILING SERVICES**

<b>SPECIFIC PERFORMANCE REFERENCE</b>	<b>SERVICE</b>	<b>MONITORING METHOD</b>	<b>DEDUCTIONS/FEEES TO BE ASSESSED</b>
Statement of Work (SOW): Task 1 (Kick-off Meeting)	Attend mandatory kick-off meeting.	Sign-in Sheet	\$1,000
SOW: Task 2 (Election Planning & Management)	Contractor shall submit a comprehensive election plan upon request from the RR/CC prior to all elections by the due date.	Submittal of Plan	\$500 per occurrence
SOW: Subtask 3.2 (Designing USPS Approved Envelopes)	Contractor will design envelopes to RR/CC and USPS specifications and notify the RR/CC of any problems or delays in the design and/or approval of envelopes.	Inspection & Observation	\$500 per occurrence
SOW: Subtask 3.3: (Additional Generic Materials)	Contractor shall manufacture generic materials including the secrecy sleeve, "I Voted" sticker and miscellaneous materials included in the Election Plan	Inspection & Observation	\$500 per occurrence
SOW: Subtask 3.4 Generic Materials RR/CC Stock)	Contractor shall deliver generic materials on or before the delivery due dates.	Inspection & Observation	\$500 per occurrence

**EXHIBIT 2**

<b>SPECIFIC PERFORMANCE REFERENCE</b>	<b>SERVICE</b>	<b>MONITORING METHOD</b>	<b>DEDUCTIONS/FEES TO BE ASSESSED</b>
SOW: Subtask 4.1 (Ballot Images File Transfer and Proofing)	Contractor will facilitate the transfer of ballot files and provide ballot proofs.	Inspection & Observation	\$500 per occurrence
SOW: Subtask 4.2 (Mail Ballot Production)	Contractor will produce official mail ballots	Inspection & Observation	\$500 per occurrence
SOW: Subtask 4.3 (Ballot Test Decks)	Contractor will produce and deliver Ballot Test Deck	Inspection & Observation	\$500 per occurrence
SOW: Subtask 4.4 (Produce Ballot on Demand Stock)	Contractor shall produce and deliver ballot on demand stock	Inspection & Observation	\$500 per occurrence
SOW: Subtask 4.5 (Duplicate Paper Stock)	Contractor shall produce and deliver Duplicate Paper Stock	Inspection & Observation	\$500 per occurrence

**EXHIBIT 2**

SPECIFIC PERFORMANCE REFERENCE	SERVICE	MONITORING METHOD	DEDUCTIONS/FEES TO BE ASSESSED
SOW: Subtask 5.1 (Extracting and Processing the Voter Registration File)	Contractor shall extract the mass/daily file(s) that will be used to print on the return ballot envelopes.	Inspection & Observation	\$500 per occurrence
SOW: Subtask 5.2 (Variable Data Specifications for Return Ballot Envelopes)	Contractor shall provide inkjet printing in accordance with printing specifications.	Inspection & Observation	\$500 per occurrence
SOW: Task 6 (Presorting Services for VBM Ballot Packages)	Contractor shall produce completed VBM Ballot Packets in mailing order according to zip code.	Inspection & Observation	\$500 per occurrence
SOW: Task 7 (Insertion Services)	Contractor shall provide insertion services for election materials into window envelopes.	Inspection & Observation	\$500 per occurrence
SOW: Task 8 (Mail Verification Services)	Contractor will provide mail verification for all completed "mass file" and military and overseas VBM packets.	Inspection & Observation	\$500 per occurrence
SOW: Task 9 (Storage of Completed VBM Ballot Packets)	Contractor shall arrange for the storage of completed VBM ballot packets and detailed in the Election Plan.	Inspection & Observation	\$500 per occurrence

**EXHIBIT 2**

SPECIFIC PERFORMANCE REFERENCE	SERVICE	MONITORING METHOD	DEDUCTIONS/FEEES TO BE ASSESSED
SOW: Task 10 (Transport of Mass File to U.S. Postal Service)	Contractor shall transport mass file to the USPS by E-29	Inspection & Observation	\$500 per occurrence
SOW: Task 11 (Critique Session)	Contractor shall participate in the Critique Session.	Observation Sign-in Sheet	\$1,000 per occurrence
<i>SOW: Task 12 (Reports and Records)</i>	<i>Contractor shall provide the RR/CC with required reports daily and on an as needed basis.</i>	<i>Submittal of Reports</i>	<i>\$500 per occurrence</i>
SOW: Paragraph 6.1 (Meetings)	Contractor shall attend all scheduled meetings.	Observation Sign-in Sheet	\$500 per occurrence
SOW Task 2.1 (Subcontracting)	Contractor shall obtain RR/CC's written approval prior to subcontracting any work.	Inspection & Observation	\$500 per occurrence
SOW: Paragraph 6.2 (Contract Discrepancy Report)	Upon receipt of a formal Contract Discrepancy Report, Contractor shall submit a plan for correction of all deficiencies identified in writing to County Contract Project Manager within fifteen (15) days.	Inspection & Discrepancy Report	\$500 per occurrence

**EXHIBIT 2**

<b>SPECIFIC PERFORMANCE REFERENCE</b>	<b>SERVICE</b>	<b>MONITORING METHOD</b>	<b>DEDUCTIONS/FEEES TO BE ASSESSED</b>
Pricing/Invoicing	Contractor shall provide the RR/CC with a detailed line item invoice of services conducted in accordance to the contract. Quantity and price of each line item must be correct, including taxes.	Submittal of Invoicing	\$200 per occurrence

**EXHIBIT B: PRICING SCHEDULE  
OUTGOING VOTE BY MAIL ELECTION MAILING SERVICES  
(Revised June 2018)**