

**REQUEST FOR PROPOSALS FOR  
PENNDOT DIGITAL DRIVER LICENSE SYSTEM**

**ISSUING OFFICE**

**PENNSYLVANIA DEPARTMENT OF TRANSPORTATION**

**RFP NUMBER**

**3513R10**

**DATE OF ISSUANCE**

**SEPTEMBER 10, 2014**

**REQUEST FOR PROPOSALS FOR  
PENNDOT DIGITAL DRIVER LICENSE SYSTEM**

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## CALENDAR OF EVENTS

The Commonwealth will make every effort to adhere to the following schedule:

Activity	Responsibility	Date
Deadline to submit Questions via email to <a href="mailto:PDRFPQUESTIONS@PA.GOV">PDRFPQUESTIONS@PA.GOV</a>	Potential Offerors	9/19/14
<b>Optional</b> Pre-proposal Conference: Pennsylvania Department of Transportation 400 North Street, 5 <sup>th</sup> Floor, Keystone Building, Bid Room Harrisburg, PA 17120	Issuing Office/Potential Offerors	9/26/14 at 1:00 pm
Answers to Potential Offeror questions posted to the DGS website ( <a href="http://www.dgsweb.state.pa.us/RTA/Search.aspx">http://www.dgsweb.state.pa.us/RTA/Search.aspx</a> ) no later than this date.	Issuing Office	10/3/14
Please monitor website for all communications regarding the RFP.	Potential Offerors	Regularly Until Proposal Due Date
*Sealed proposal must be received by the Issuing Office at: Pennsylvania Department of Transportation Bureau of Office Services Attention: Amanda Weaver 400 North Street, 5 <sup>th</sup> Floor, Keystone Building, Harrisburg, PA 17120	Offerors	No later than 2:00 pm on 10/16/2014

**\*Note:**

**Due to increased security requirements in the Commonwealth's mail processing operations, all incoming mail to the Keystone Building is routed, scanned and sorted at an off- site location prior to delivery. This includes overnight deliveries. Be aware when submitting bid documents via overnight delivery services, there is no guarantee that the bid documents will be received in the Issuing office when required. Bids which are received late will be rejected regardless of the reason for late arrival. Bidders are advised to allow extra time to ensure timely delivery.**

## PART I

### GENERAL INFORMATION

**I-1. Purpose.** This request for proposals (RFP) provides to those interested in submitting proposals for the subject procurement (“Offerors”) sufficient information to enable them to prepare and submit proposals for the Pennsylvania Department of Transportation’s (“PennDOT”) consideration on behalf of the Commonwealth of Pennsylvania (“Commonwealth”) to satisfy a need for PennDOT’s Digital Driver License System (“Project”).

**I-2. Issuing Office.** PennDOT (“Issuing Office”) has issued this RFP on behalf of the Commonwealth. The sole point of contact in the Commonwealth for this RFP shall be Amanda Weaver, 400 North Street, 5<sup>th</sup> Floor, Keystone Building, Harrisburg, PA, 17120, [amweaver@pa.gov](mailto:amweaver@pa.gov), the Issuing Officer for this RFP. Please refer all inquiries to the Issuing Officer.

**I-3. Scope.** This RFP contains instructions governing the requested proposals, including the requirements for the information and material to be included; a description of the service to be provided; requirements which Offerors must meet to be eligible for consideration; general evaluation criteria; and other requirements specific to this RFP.

**I-4. Problem Statement.** PennDOT is seeking a qualified Offeror to assist with the continued administration of a statewide color photographic driver license and identification card system. The digital photo license system is a complex, on-line, interactive system producing approximately 4 million license/ID products per year. PennDOT wishes to enhance the digital driver license system with the latest and proven industry techniques that will serve to improve product reliability and promote customer service. The selected Offeror will provide services including, but not limited to: the installation of sufficient imaging stations to adequately handle anticipated peak volumes; centralized photo license/ID card production operation to produce permanent and duplicate license/ID cards; and a system that has the ability to electronically capture digitized images and signatures that are electronically transmitted to a central database. Additional detail is provided in **Part IV** of this RFP.

**I-5. Type of Contract.** It is proposed that if the Issuing Office enters into a contract as a result of this RFP, it will be an **Established-Price With Escalation contract** containing IT Contract Terms and Conditions as shown in **Appendix B** and available at:

[http://www.dgsweb.state.pa.us/comod/CurrentForms/IT\\_Terms\\_and\\_Conditions.doc](http://www.dgsweb.state.pa.us/comod/CurrentForms/IT_Terms_and_Conditions.doc)

The Issuing Office, in its sole discretion, may undertake negotiations with Offerors whose proposals, in the judgment of the Issuing Office, show them to be qualified, responsible and capable of performing the Project.

**I-6. Rejection of Proposals.** The Issuing Office reserves the right, in its sole and complete discretion, to reject any proposal received as a result of this RFP.

**I-7. Incurring Costs.** The Issuing Office is not liable for any costs the Offeror incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

**I-8. Pre-proposal Conference.** The Issuing Office will hold a Pre-proposal conference as specified in the Calendar of Events. The purpose of this conference is to provide opportunity for clarification of the RFP. Offerors should forward all questions to the Issuing Office in accordance with **Part I, Section I-9** to ensure adequate time for analysis before the Issuing Office provides an answer. Offerors may also ask questions at the conference. In view of the limited facilities available for the conference, Offerors should limit their representation to **two (2)** individuals per Offeror. The Pre-proposal conference is for information only. Any answers furnished during the conference will not be official until they have been verified, in writing, by the Issuing Office. All questions and written answers will be posted on the Department of General Services' (DGS) website as an addendum to, and shall become part of, this RFP. Attendance at the Pre-proposal Conference is **optional**.

**I-9. Questions & Answers.** If an Offeror has any questions regarding this RFP, the Offeror must submit the questions by email (**with the subject line "RFP 3513R10 Question"**) to the Issuing Officer named in **Part I, Section I-2** of the RFP. If the Offeror has questions, they must be submitted via email **no later than** the date indicated on the Calendar of Events. The Offeror shall not attempt to contact the Issuing Officer by any other means. The Issuing Officer shall post the answers to the questions on the DGS website by the date stated on the Calendar of Events. An Offeror who submits a question *after* the deadline date for receipt of questions indicated on the Calendar of Events assumes the risk that its proposal will not be responsive or competitive because the Commonwealth is not able to respond before the proposal receipt date or in sufficient time for the Offeror to prepare a responsive or competitive proposal. When submitted after the deadline date for receipt of questions indicated on the Calendar of Events, the Issuing Officer *may* respond to questions of an administrative nature by directing the questioning Offeror to specific provisions in the RFP. To the extent that the Issuing Office decides to respond to a non-administrative question *after* the deadline date for receipt of questions indicated on the Calendar of Events, the answer must be provided to all Offerors through an addendum.

All questions and responses as posted on the DGS website are considered as an addendum to, and part of, this RFP in accordance with RFP **Part I, Section I-10**. Each Offeror shall be responsible to monitor the DGS website for new or revised RFP information. The Issuing Office shall not be bound by any verbal information nor shall it be bound by any written information that is not either contained within the RFP or formally issued as an addendum by the Issuing Office. The Issuing Office does not consider questions to be a protest of the specifications or of the solicitation. The required protest process is described in **Part I, Section I-26** of this RFP.

**I-10. Addenda to the RFP.** If the Issuing Office deems it necessary to revise any part of this RFP before the proposal response date, the Issuing Office will post an addendum to the DGS website at <http://www.dgsweb.state.pa.us/RTA/Search.aspx>. It is the Offeror's responsibility to periodically check the website for any new information or addenda to the RFP. Answers to the questions asked during the Questions & Answers period also will be posted to the website as an addendum to the RFP.

**I-11. Response Date.** To be considered for selection, hard copies of proposals must arrive at the Issuing Office on or before the time and date specified in the RFP Calendar of Events. The Issuing Office will **not** accept proposals via email or facsimile transmission. Offerors who send proposals by mail or other delivery service should allow sufficient delivery time to ensure timely receipt of their proposals. If, due to inclement weather, natural disaster, or any other cause, the Commonwealth office location to which proposals are to be returned is closed on the proposal response date, the deadline for submission will be automatically extended until the next Commonwealth business day on which the office is open, unless the Issuing Office otherwise notifies Offerors. The hour for submission of proposals shall remain the same. The Issuing Office will reject, unopened, any late proposals.

**I-12. Proposals.** To be considered, Offerors should submit a complete response to this RFP to the Issuing Office, using the format provided in **Part II**, providing **11 paper copies of the Technical Submittal and two (2) paper copies of the Cost Submittal and two (2) paper copies of the Small Diverse Business (SDB) participation submittal**. For each submittal type (i.e. Technical, Cost and Small Diverse Business), Offerors must submit at least one (1) copy bearing an original signature. In addition to the paper copies of the proposal components, Offerors shall submit two (2) **complete and exact** electronic copies of the proposal components on separate CDs or Flash drives in Microsoft Office or Microsoft Office-compatible format. The electronic copy must be a mirror image of the paper copy and any spreadsheets must be in Microsoft Excel. The Offerors may not lock or protect any cells or tabs. Offerors should ensure that there is no costing information in the technical submittal. Offerors should not reiterate technical information in the cost submittal. The CD or Flash drive should clearly identify the Offeror and include the name and version number of the virus scanning software that was used to scan the CD or Flash drive before it was submitted. The Offeror shall make no other distribution of its proposal to any other Offeror or Commonwealth official or Commonwealth consultant. Each proposal page should be numbered for ease of reference. An official authorized to bind the Offeror to its provisions must sign the proposal. If the official signs the Proposal Cover Sheet (**Appendix F** to this RFP) and the Proposal Cover Sheet is attached to the Offeror's proposal, the requirement will be met. For this RFP, the proposal must remain valid for **120** days or until a contract is fully executed. If the Issuing Office selects the Offeror's proposal for award, the contents of the selected Offeror's proposal will become, except to the extent the contents are changed through Best and Final Offers or negotiations, contractual obligations.

Each Offeror submitting a proposal specifically waives any right to withdraw or modify it, except that the Offeror may withdraw its proposal by written notice received at the Issuing Office's address for proposal delivery prior to the exact hour and date specified for proposal receipt. An Offeror or its authorized representative may withdraw its proposal in person prior to the exact hour and date set for proposal receipt, provided the withdrawing person provides appropriate identification and signs a receipt for the proposal. An Offeror may modify its submitted proposal prior to the exact hour and date set for proposal receipt only by submitting a new sealed proposal or sealed modification which complies with the RFP requirements.

**I-13. Economy of Preparation.** Offerors should prepare proposals simply and economically, providing a straightforward, concise description of the Offeror's ability to meet the requirements of the RFP. The proposal should not be more than 100 pages. This excludes table of contents, dividers, Offeror Appendices (both supportive and required which includes financial documents, resumes etc). Resumes should be limited to two (2) pages for each individual resume. Duplex printing is acceptable and suggested.

**I-14. Alternate Proposals.** The Issuing Office has identified the basic approach to meeting its requirements, allowing Offerors to be creative and propose their best solution to meeting these requirements. The Issuing Office will not accept alternate proposals.

**I-15. Discussions for Clarification.** Offerors may be required to make an oral or written clarification of their proposals to the Issuing Office to ensure thorough mutual understanding and Offeror responsiveness to the solicitation requirements. The Issuing Office will initiate requests for clarification. Clarifications may occur at any stage of the evaluation and selection process prior to contract execution.

**I-16. Prime Selected Offeror Responsibilities.** The contract will require the selected Offeror to assume responsibility for all services offered in its proposal whether it produces them itself or by subcontract. The Issuing Office will consider the selected Offeror to be the sole point of contact with regard to contractual matters.

**I-17. Proposal Contents.**

- A. Confidential Information. The Commonwealth is not requesting, and does not require, confidential proprietary information or trade secrets to be included as part of Offerors' submissions in order to evaluate proposals submitted in response to this RFP. Accordingly, except as provided herein, Offerors should not label proposal submissions as confidential or proprietary or trade secret protected. Any Offeror who determines that it must divulge such information as part of its proposal must submit the signed written statement described in subsection c. below and must additionally provide a redacted version of its proposal, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.
- B. Commonwealth Use. All material submitted with the proposal shall be considered the property of the Commonwealth of Pennsylvania and may be returned only at the Issuing Office's option. The Commonwealth has the right to use any or all ideas not protected by intellectual property rights that are presented in any proposal regardless of whether the proposal becomes part of a contract. Notwithstanding any Offeror copyright designations contained on proposals, the Commonwealth shall have the right to make copies and distribute proposals internally and to comply with public record or other disclosure requirements under the provisions of any Commonwealth or United States statute or regulation, or rule or order of any court of competent jurisdiction.
- C. Public Disclosure. After the award of a contract pursuant to this RFP, all proposal submissions are subject to disclosure in response to a request for public records made

under the Pennsylvania Right-to-Know-Law, 65 P.S. § 67.101, et seq. If a proposal submission contains confidential proprietary information or trade secrets, a signed written statement to this effect must be provided with the submission in accordance with 65 P.S. § 67.707(b) for the information to be considered exempt under 65 P.S. § 67.708(b)(11) from public records requests. If financial capability information is submitted in response to Part II of this RFP such financial capability information is exempt from public records disclosure under 65 P.S. § 67.708(b)(26).

**I-18. Best and Final Offers.**

- A. While not required, the Issuing Office reserves the right to conduct discussions with Offerors for the purpose of obtaining “best and final offers.” To obtain best and final offers from Offerors, the Issuing Office may do one or more of the following, in any combination and order:
1. Schedule oral presentations;
  2. Request revised proposals; and
  3. Enter into pre-selection negotiations.
- B. The following Offerors will **not** be invited by the Issuing Office to submit a Best and Final Offer:
1. Those Offerors, which the Issuing Office has determined to be not responsible or whose proposals the Issuing Office has determined to be not responsive.
  2. Those Offerors, which the Issuing Office has determined in accordance with **Part III, Section III-5**, from the submitted and gathered financial and other information, do not possess the financial capability, experience or qualifications to assure good faith performance of the contract.
  3. Those Offerors whose score for their technical submittal of the proposal is less than 70% of the total amount of technical points allotted to the technical criterion.

The issuing office may further limit participation in the best and final offers process to those remaining responsible offerors which the Issuing Office has, within its discretion, determined to be within the top competitive range of responsive proposals.

- C. The Evaluation Criteria found in **Part III, Section III-4**, shall also be used to evaluate the Best and Final offers.
- D. Price reductions offered through any reverse online auction shall have no effect upon the Offeror’s Technical Submittal. Dollar commitments to Small Diverse Businesses can be reduced only in the same percentage as the percent reduction in the total price offered through any reverse online auction or negotiations.

**I-19. News Releases.** Offerors shall not issue news releases, Internet postings, advertisements or any other public communications pertaining to this Project without prior written approval of the Issuing Office, and then only in coordination with the Issuing Office.

**I-20. Restriction of Contact.** From the issue date of this RFP until the Issuing Office selects a proposal for award, the Issuing Officer is the sole point of contact concerning this RFP. Any violation of this condition may be cause for the Issuing Office to reject the offending Offeror's proposal. If the Issuing Office later discovers that the Offeror has engaged in any violations of this condition, the Issuing Office may reject the offending Offeror's proposal or rescind its contract award. Offerors must agree not to distribute any part of their proposals beyond the Issuing Office. An Offeror who shares information contained in its proposal with other Commonwealth personnel and/or competing Offeror personnel may be disqualified.

**I-21. Issuing Office Participation.** Offerors shall provide all services, supplies, facilities, and other support necessary to complete the identified work, except as otherwise provided in this **Part I, Section I-21.**

**I-22. Term of Contract.** The term of the contract will commence on the Effective Date and will end 60 months after the effective date. The Issuing Office will fix the Effective Date after the contract has been fully executed by the selected Offeror and by the Commonwealth and all approvals required by Commonwealth contracting procedures have been obtained. The selected Offeror shall not start the performance of any work prior to the Effective Date of the contract and the Commonwealth shall not be liable to pay the selected Offeror for any service or work performed or expenses incurred before the Effective Date of the contract.

The Commonwealth's Contracting Officer may renew this contract upon the same terms and conditions, incrementally or in one-step, for a period of up to 60 months, by written notification to the selected Offeror by the Contracting Officer. Renewal of this contract may require review and approval as required by Commonwealth contracting procedures. Any renewal will be under the same terms and conditions.

The cost for the renewal submitted by the selected Offeror and approved by PennDOT for contract award may be negotiated for an increase up to a maximum of **2.5%** during each renewal term.

**I-23. Offeror's Representations and Authorizations.** By submitting its proposal, each Offeror understands, represents, and acknowledges that:

- A. All of the Offeror's information and representations in the proposal are material and important, and the Issuing Office may rely upon the contents of the proposal in awarding the contract(s). The Commonwealth shall treat any misstatement, omission or misrepresentation as fraudulent concealment of the true facts relating to the Proposal submission, punishable pursuant to 18 Pa. C.S. § 4904.

- B. The Offeror has arrived at the price(s) and amounts in its proposal independently and without consultation, communication, or agreement with any other Offeror or potential offeror.
- C. The Offeror has not disclosed the price(s), the amount of the proposal, nor the approximate price(s) or amount(s) of its proposal to any other firm or person who is an Offeror or potential offeror for this RFP, and the Offeror shall not disclose any of these items on or before the proposal submission deadline specified in the Calendar of Events of this RFP.
- D. The Offeror has not attempted, nor will it attempt, to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.
- E. The Offeror makes its proposal in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- F. To the best knowledge of the person signing the proposal for the Offeror, the Offeror, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last **four** years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as the Offeror has disclosed in its proposal.
- G. To the best of the knowledge of the person signing the proposal for the Offeror and except as the Offeror has otherwise disclosed in its proposal, the Offeror has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Offeror that is owed to the Commonwealth.
- H. The Offeror is not currently under suspension or debarment by the Commonwealth, any other state or the federal government, and if the Offeror cannot so certify, then it shall submit along with its proposal a written explanation of why it cannot make such certification.
- I. The Offeror has not made, under separate contract with the Issuing Office, any recommendations to the Issuing Office concerning the need for the services described in its proposal or the specifications for the services described in the proposal.
- J. Each Offeror, by submitting its proposal, authorizes Commonwealth agencies to release to the Commonwealth information concerning the Offeror's Pennsylvania taxes, unemployment compensation and workers' compensation liabilities.

- K. Until the selected Offeror receives a fully executed and approved written contract from the Issuing Office, there is no legal and valid contract, in law or in equity, and the Offeror shall not begin to perform.

**I-24. Notification of Selection.**

- A. **Contract Negotiations.** The Issuing Office will notify all Offerors in writing of the Offeror selected for contract negotiations after the Issuing Office has determined, taking into consideration all of the evaluation factors, the proposal that is the most advantageous to the Issuing Office.
- B. **Award.** Offerors whose proposals are not selected will be notified when contract negotiations have been successfully completed and the Issuing Office has received the final negotiated contract signed by the selected Offeror.

**I-25. Debriefing Conferences.** Upon notification of award, Offerors whose proposals were not selected will be given the opportunity to be debriefed. The Issuing Office will schedule the debriefing at a mutually agreeable time. The debriefing will not compare the Offeror with other Offerors, other than the position of the Offeror's proposal in relation to all other Offeror proposals. An Offeror's exercise of the opportunity to be debriefed does not constitute nor toll the time for filing a protest (See **Section I-27** of this RFP).

**I-26. RFP Protest Procedure.** Any protest arising from the award or non-award of a Contract by PennDOT as a result of this RFP must be filed in writing with the Secretary of the Department of Transportation and follow the procedures set forth in Section 1711.1 of the Procurement Code, 62 Pa.C.S. § 1711.1. A protest by a party not submitting a proposal must be filed within **seven (7)** days after the protesting party knew or should have known of the facts giving rise to the protest, but no later than the proposal submission deadline specified in the Calendar of Events of the RFP. Offerors may file a protest within **seven (7)** days after the protesting Offeror knew or should have known of the facts giving rise to the protest, but in no event may an Offeror file a protest later than **seven (7)** days after the date the notice of award of the contract is posted on the DGS website. The date of filing is the date of receipt of the protest. A protest must be filed in writing with the Issuing Office. To be timely, the protest must be received by 4:00 p.m. on the seventh (7<sup>th</sup>) day.

**I-27. Information Technology Policies.**

This RFP is subject to the Information Technology Policies (ITP's) issued by the Office of Administration, Office for Information Technology (OA-OIT). ITP's may be found at:

<http://www.portal.state.pa.us/portal/server.pt?open=512&objID=416&PageID=210791&mode=2>

All proposals must be submitted on the basis that all ITPs are applicable to this procurement. It is the responsibility of the Offeror to read and be familiar with the ITPs. Notwithstanding the foregoing, if the Offeror believes that any ITP is not applicable to this procurement, it must list all such ITPs in its technical submittal, and explain why it believes the ITP is not

applicable. The Issuing Office may, in its sole discretion, accept or reject any request that an ITP not be considered to be applicable to the procurement. The Offeror's failure to list an ITP will result in its waiving its right to do so later, unless the Issuing Office, in its sole discretion, determines that it would be in the best interest of the Commonwealth to waive the pertinent ITP.

## PART II

### PROPOSAL REQUIREMENTS

Offerors must submit their proposals in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Offerors should provide any other information thought to be relevant, but not applicable to the enumerated categories, as an appendix to the Proposal. All cost data relating to this proposal and all Small Diverse Business cost data should be kept separate from and not included in the Technical Submittal. Each Proposal shall consist of the following **three** separately sealed submittals:

- A. Technical Submittal, which shall be a response to RFP **Part II, Sections II-1 through II-8**;
- B. Diverse Business participation submittal, in response to RFP **Part II, Section II-9**; and
- C. Cost Submittal, in response to RFP **Part II, Section II-10**.

The Issuing Office reserves the right to request additional information which, in the Issuing Office's opinion, is necessary to assure that the Offeror's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Issuing Office may make investigations as deemed necessary to determine the ability of the Offeror to perform the Project, and the Offeror shall furnish to the Issuing Office all requested information and data. The Issuing Office reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Offeror fails to satisfy the Issuing Office that such Offeror is properly qualified to carry out the obligations of the RFP and to complete the Project as specified.

**II-1. Statement of the Problem.** State in succinct terms your understanding of the problem presented or the service required by this RFP.

**II-2. Management Summary.** Include a narrative description of the proposed effort and a list of the items to be delivered or services to be provided.

**II-3. Work Plan.** Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained. Indicate the number of person hours allocated to each task. Include a Program Evaluation and Review Technique (PERT) or similar type display, time related, showing each event. If more than one approach is apparent, comment on why you chose this approach.

**II-4. Prior Experience.** Include experience in providing hardware, software, design services and implementation services for any Over the Counter Digital Photo License systems, Real Time Facial Recognition systems and Central Image Systems. Experience shown should be work done

by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to must be identified and the name of the customer shown, including the name, address, and telephone number of the responsible official of the customer, company, or agency who may be contacted.

**II-5. Personnel.** Include the number of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work. Show where these personnel will be physically located during the time they are engaged in the Project. For key personnel such as a Program Manager, In-State Program/Project Manager, Technical Lead/Solution Architect, Central Image Server-FR/Database Lead, Development Team, and Trainer, include the employee's name and, through a resume or similar document, the Project personnel's education and experience in providing hardware, software, design services and implementation services for any Over the Counter Digital Photo License systems, Real Time Facial Recognition systems and Central Image Systems. Indicate the responsibilities each individual will have in this Project and how long each has been with your company. Identify by name any subselected Offerors you intend to use and the services they will perform.

**II-6. Training.** If appropriate, indicate recommended training of agency personnel. Include the agency personnel to be trained, the number to be trained, duration of the program, place of training, curricula, training materials to be used, number and frequency of sessions, and number and level of instructors.

**II-7. Financial Capability.** Describe your company's financial stability and economic capability to perform the contract requirements. Provide your company's financial statements (audited, if available) for the past three fiscal years. Financial statements must include the company's Balance Sheet and Income Statement or Profit/Loss Statements. Also include a Dun & Bradstreet comprehensive report, if available. If your company is a publicly traded company, please provide a link to your financial records on your company website in lieu of providing hardcopies. The Commonwealth reserves the right to request additional information it deems necessary to evaluate an Offeror's financial capability.

**II-8. Objections and Additions to IT Contract Terms and Conditions.** The Offeror will identify which, if any, of the terms and conditions (contained in **Appendix B**) it would like to negotiate and what additional terms and conditions the Offeror would like to add to the IT contract terms and conditions. The Offeror's failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office's sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for **Appendix B**. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror's, or any other, online guides or online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the IT contract terms and conditions set out in

**Appendix B.** The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in **Appendix B or to other provisions of the RFP as specifically identified above.**

**II-9. Diverse Business Participation Submittal.** Documentation of good faith efforts to solicit subcontractors that are diverse businesses (DBs) shall be made by the contractor and be subject to the concurrence of the Department. A list of the requirements constituting good faith efforts and additional information concerning DB participation in this contract is contained in **Appendix W**, entitled “Diverse Business Participation for Non-Federally Funded Projects”.

**II-10. Cost Submittal.** The information requested in this **Part II, Section II-10** shall constitute the Cost Submittal. The Cost Submittal shall be placed in a separate sealed envelope within the sealed proposal, separated from the technical submittal. The total proposed cost shall be broken down as described in this **Part II-10, Cost Submittal**, and **Appendix E, Cost Submittal**.

Offerors should **not** include any assumptions in their cost submittals. If the Offeror includes assumptions in its cost submittal, the Issuing Office may reject the proposal. Offerors should direct in writing to the Issuing Office pursuant to **Part I, Section I-9**, of this RFP any questions about whether a cost or other component is included or applies. All Offerors will then have the benefit of the Issuing Office’s written answer so that all proposals are submitted on the same basis.

Costs quoted in **Appendix E, Cost Submittal** shall be based on estimated quantities. Estimated quantities listed in **Appendix E, Cost Submittal**, are based on historical data and are not guaranteed to be a minimum or maximum of activity under the contract. Estimated quantities may be changed based on the need of the program. PennDOT reserves the right to request a change in quantities for any of the tasks as identified in **Appendix E, Cost Submittal**. The change in quantities may take place by way of the mutual exchange of letters signed by PennDOT’s contracting officer and the selected Offeror.

**A. Tasks A, B, C, D, E, F, G – Deliverable**

Offerors shall provide a Unit Cost for each deliverable as shown in **Appendix E, Cost Submittal**. The Unit Cost shall be all inclusive (i.e., labor, materials, travel, etc.) of costs necessary to provide services as described in **Tasks A, B, C, D, E, F, G**.

The **Cost Per Card** will automatically populate based the following formula:

Divide the Subtotal of **Tasks A, B, C, D, E, F, G** by the estimated number of Photo License/ID and/or Special ID Cards identified in **Appendix E, Cost Submittal**. The Cost Per Card will be used as the payment basis for **Tasks A, B, C, D, E, F, G**.

Offerors shall submit its proposal based on an estimate of 4,000,000 Photo License/ID and/or Special ID Cards to be issued in the beginning year of the contract with a 2% increase in the estimated Photo License/ID and/or Special ID Cards per year thereafter.

Refer to the next section “**Tasks A, B, C, D, E, F, G – Payment**” for additional information.

### **Task A, B, C, D, E, F, G – Payment**

The selected Offeror shall be paid on a Cost Per Card basis, after the system is implemented and begins producing Photo License/ID and/or Special ID Cards.

The selected Offeror will be paid the same Cost Per Card issued, regardless of Driver License/Identification Card type. This includes centrally issued products as well as Over-the-Counter (OTC) products. The selected Offeror will only be paid for Driver License/Identification Cards actually issued.

### **B. Task H-1 – Additional Work**

Offerors will need to provide a Blended Hourly Rate, as identified on the “Itemized Costs” of **Appendix E, Cost Submittal**. Offerors should note that the Blended Hourly Rate must show the maximum Blended Hourly Rate that will be used for the prime firm and all subcontractors.

1. **Blended Hourly Rate.** A Blended Hourly Rate is required for **Task H-1**. The Blended Hourly Rate must be all inclusive including, but not limited to, direct labor rate, profit, other direct costs, overhead, and travel and subsistence as described below. This will be the maximum Blended Hourly Rate the selected Offeror agrees to provide **key personnel**, as described and provided in **Part II-5**, of this RFP, for additional work for each year of the contract.
  - a) Direct Labor Rate per hour.
  - b) Profit percentage (%) – the profit percentage may not exceed 10%.
  - c) Other Direct Costs – includes costs that are not **100%** attributable to the service being completed, but are generally associated with the recurring management or support of the service.
  - d) General Overhead Costs – includes salaries, equipment and other costs related to headquarters management external to the service, but in support of the activity being completed.
  - e) **Travel and Subsistence.** Itemize transportation, lodging and meals per diem costs separately. Travel and subsistence costs must conform with the requirements of the most current version of Commonwealth Management Directive 230.10, *Travel and Subsistence Allowances*. The Issuing Office may accept higher rates normally paid by an Offeror, if those rates were approved by the Offeror’s officials and published prior to submitting this proposal to the Issuing Office.

2. Payment - Upon acceptance by the selected Offeror and PennDOT's Project Manager, a fully executed Purchase Order will be issued as the Notice to Proceed.
  - a) NO ADDITIONAL WORK CAN BEGIN WITHOUT BEING PROPERLY AUTHORIZED BY PENNDOT AND BEFORE A FULLY EXECUTED PURCHASE ORDER IS ISSUED BY PENNDOT AND RECEIVED BY THE SELECTED OFFEROR.

**C. Task H-2 through H-6**

Offerors will complete **Appendix E, Cost Submittal**, to include an all-inclusive "Unit Cost" for each **Task H-2 through H-6**. The Unit Cost shall be all inclusive of costs (i.e., labor, materials, travel, etc.) necessary to provide services as described in **Tasks H-2 through H-6**. The Blended Hourly Rate for **Task H-1** will not be used to perform services for **Tasks H-2 through H-6**.

**D. Task H-7**

Offerors will complete **Appendix E, Cost Submittal**, to include an all-inclusive "Unit Cost" for each **Task H-7**. The Unit Cost shall be all inclusive of costs (i.e., labor, materials, travel, etc.) necessary to provide services as described in **Task H-7**. The Blended Hourly Rate for **Task H-1** will not be used to perform services for **Task H-7**.

**The Issuing Office will reimburse the selected Offeror for work satisfactorily performed after execution of a written contract and the start of the contract term, in accordance with contract requirements, and only after the Issuing Office has issued a fully executed Purchase Order.**

**II-11. Domestic Workforce Utilization Certification.** Complete and sign the Domestic Workforce Utilization Certification contained in **Appendix D** of this RFP. Offerors who seek consideration for this criterion must submit in hardcopy the signed Domestic Workforce Utilization Certification Form in the same sealed envelope with the Technical Submittal.

## PART III

### CRITERIA FOR SELECTION

**III-1. Mandatory Responsiveness Requirements.** To be eligible for selection, a proposal must be:

- A. Timely received from an Offeror;
- B. Properly signed by the Offeror; and,
- C. Meet the requirements of **Appendix W**, “Diverse Business Participation for Non-Federally Funded Projects”.

**III-2. Technical Nonconforming Proposals.** The three (3) Mandatory Responsiveness Requirements set forth in **Section III-1** above (A-C) are the only RFP requirements that the Commonwealth will consider to be *non-waivable*. The Issuing Office reserves the right, in its sole discretion, to (1) waive any other technical or immaterial nonconformities in an Offeror’s proposal, (2) allow the Offeror to cure the nonconformity, or (3) consider the nonconformity in the scoring of the Offeror’s proposal.

**III-3. Evaluation.** The Issuing Office has selected a committee of qualified personnel to review and evaluate timely submitted proposals. Independent of the committee, BSBO will evaluate the Small Diverse Business participation submittal and provide the Issuing Office with a rating for this component of each proposal. The Issuing Office will notify in writing of its selection for negotiation the responsible Offeror whose proposal is determined to be the most advantageous to the Commonwealth as determined by the Issuing Office after taking into consideration all of the evaluation factors.

**III-4. Evaluation Criteria.** The following criteria will be used in evaluating each proposal:

- A. **Technical:** The Issuing Office has established the weight for the Technical criterion for this RFP as **70%** of the total points. Evaluation will be based upon the following in order of importance:
  - i.) **Soundness of Approach.** Emphasis here is on the techniques for collecting and analyzing data, sequence and relationship of major steps, and methods for managing the study/service. Of equal importance is whether the technical approach is completely responsive to all written specifications and requirements contained in the RFP and if it appears to meet PennDOT’s objectives.
  - ii.) **Selected Offeror Qualifications.** This refers to the ability of the selected Offeror to meet the terms of the RFP, especially the time constraint and the quality, relevancy, and recency of studies and projects completed by the selected Offeror. This also includes the selected Offeror’s financial ability to undertake a project of this size.

- iii.) **Personnel Qualifications.** This refers to the competence of professional personnel who would be assigned to the project by the selected Offeror. Qualifications of professional personnel will be measured experience and education, with particular reference to experience on studies/services similar to that described in the RFP. Particular emphasis is placed on the qualifications of the project manager.
- iv.) **Understanding the Problem.** This refers to the selected Offeror's understanding of PennDOT's objectives in asking for the services or undertaking the study, and of the nature and scope of the work involved. This also includes the Offeror's responsiveness to the RFP, including quality criteria.

The final Technical scores are determined by giving the maximum number of technical points available to the proposal with the highest raw technical score. The remaining proposals are rated by applying the Technical Scoring Formula set forth at the following webpage:

[http://www.portal.state.pa.us/portal/server.pt/community/rfp\\_scoring\\_formulas\\_overview/20124](http://www.portal.state.pa.us/portal/server.pt/community/rfp_scoring_formulas_overview/20124).

- B. **Cost:** The Issuing Office has established the weight for the Cost criterion for this RFP as **30%** of the total points. The cost criterion is rated by giving the proposal with the lowest total cost the maximum number of Cost points available. The remaining proposals are rated by applying the Cost Formula set forth at the following webpage:  
[http://www.portal.state.pa.us/portal/server.pt/community/rfp\\_scoring\\_formulas\\_overview/20124](http://www.portal.state.pa.us/portal/server.pt/community/rfp_scoring_formulas_overview/20124)
- C. **Domestic Workforce Utilization:** Any points received for the Domestic Workforce Utilization criterion are bonus points in addition to the total points for this RFP. The maximum amount of bonus points available for this criterion is 3% of the total points for this RFP.

To the extent permitted by the laws and treaties of the United States, each proposal will be scored for its commitment to use domestic workforce in the fulfillment of the contract. Maximum consideration will be given to those Offerors who will perform the contracted direct labor exclusively within the geographical boundaries of the United States or within the geographical boundaries of a country that is a party to the World Trade Organization Government Procurement Agreement. Those who propose to perform a portion of the direct labor outside of the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement will receive a correspondingly smaller score for this criterion. See the following webpage for the Domestic Workforce Utilization Formula:

[http://www.portal.state.pa.us/portal/server.pt/community/rfp\\_scoring\\_formulas\\_overview/20124](http://www.portal.state.pa.us/portal/server.pt/community/rfp_scoring_formulas_overview/20124). Offerors who seek consideration for this criterion must submit in hardcopy the signed Domestic Workforce Utilization Certification Form in the same sealed envelope with the Technical Submittal. The certification will be included as a contractual obligation when the contract is executed.

**III-5. Offeror Responsibility.** To be responsible, an Offeror must submit a responsive proposal and possess the capability to fully perform the contract requirements in all respects and the integrity and reliability to assure good faith performance of the contract.

In order for an Offeror to be considered responsible for this RFP and therefore eligible for selection for best and final offers or selection for contract negotiations:

- A. The total score for the technical submittal of the Offeror's proposal must be greater than or equal to **70%** of the **available technical points**; and
- B. The Offeror's financial information must demonstrate that the Offeror possesses the financial capability to assure good faith performance of the contract. The Issuing Office will review the Offeror's previous three financial statements, any additional information received from the Offeror, and any other publicly-available financial information concerning the Offeror, and assess each Offeror's financial capacity based on calculating and analyzing various financial ratios, and comparison with industry standards and trends.

An Offeror which fails to demonstrate sufficient financial capability to assure good faith performance of the contract as specified herein may be considered by the Issuing Office, in its sole discretion, for Best and Final Offers or contract negotiation contingent upon such Offeror providing contract performance security for the first contract year cost proposed by the Offeror in a form acceptable to the Issuing Office. Based on the financial condition of the Offeror, the Issuing Office may require a certified or bank (cashier's) check, letter of credit, or a performance bond conditioned upon the faithful performance of the contract by the Offeror. The required performance security must be issued or executed by a bank or surety company authorized to do business in the Commonwealth. The cost of the required performance security will be the sole responsibility of the Offeror and cannot increase the Offeror's cost proposal or the contract cost to the Commonwealth.

Further, the Issuing Office will award a contract only to an Offeror determined to be responsible in accordance with the most current version of Commonwealth Management Directive 215.9, Contractor Responsibility Program.

**III-6. Final Ranking and Award.**

- A. After any best and final offer process conducted, the Issuing Office will combine the evaluation committee's final technical scores, BSBO's final small diverse business participation scores, the final cost scores, and (when applicable) the domestic workforce utilization scores, in accordance with the relative weights assigned to these areas as set forth in this Part.
- B. The Issuing Office will rank responsible offerors according to the total overall score assigned to each, in descending order.

- C. The Issuing Office must select for contract negotiations the Offeror with the highest overall score; PROVIDED, HOWEVER, THAT AN AWARD WILL NOT BE MADE TO AN OFFEROR WHOSE PROPOSAL RECEIVED THE LOWEST TECHNICAL SCORE AND HAD THE LOWEST COST SCORE OF THE RESPONSIVE PROPOSALS RECEIVED FROM RESPONSIBLE OFFERORS. IN THE EVENT SUCH A PROPOSAL ACHIEVES THE HIGHEST OVERALL SCORE, IT SHALL BE ELIMINATED FROM CONSIDERATION AND AWARD SHALL BE MADE TO THE OFFEROR WITH THE NEXT HIGHEST OVERALL SCORE.
- D. The Issuing Office has the discretion to reject all proposals or cancel the request for proposals, at any time prior to the time a contract is fully executed, when it is in the best interests of the Commonwealth. The reasons for the rejection or cancellation shall be made part of the contract file.

## PART IV

### WORK STATEMENT

#### IV-1. Objectives.

- A. **General.** The Pennsylvania Department of Transportation (PennDOT) is seeking a qualified Offeror to assist with the continued administration of a statewide color photographic driver license and identification card system. The digital photo license system is a complex, on-line, interactive system producing approximately 4 million license/ID products per year. PennDOT wishes to enhance the digital driver license system with the latest and proven industry techniques that will serve to improve product reliability and promote customer service. The selected Offeror will provide service including but not limited to, the installation of sufficient imaging stations to adequately handle anticipated peak volumes, provide a centralized Photo License/ID card production operation to produce duplicate license/ID cards, and provide a system that has the ability to electronically capture digitized images and signatures that are electronically transmitted to a central database.
- B. **Specific.** The General Assembly of the Commonwealth of Pennsylvania has mandated by law in Section 1510 of the Vehicle Code, 75 Pa.C.S. Section 1510, that the Department administer a statewide color-photographic driver license and identification card system throughout the Commonwealth. The PennDOT has been charged with the administration of that system.

Within PennDOT, the Bureau of Driver Licensing, located at the Riverfront Office Center at 1101 South Front Street in Harrisburg, Pennsylvania, has direct responsibility for issuing photographic driver licenses, non-driver identification cards and temporary driving credentials, such as learners' permits, temporary licenses and ID cards. PennDOT is also responsible for the capture of Organ Donor information for customers and issuing certain Special ID cards for other agencies.

PennDOT is also responsible, by law, for the capture of Motor Voter applicant information and transmission to the Department of State (DOS). With the enactment of the Pennsylvania Voter Registration Act of 1995 (PVRA), the Department of State ensures that each of the 67 counties of the Commonwealth receive voter registration information derived from PennDOT captured data. This data must be sent to the counties electronically.

PennDOT serves upwards of 8,800,000 drivers in the Commonwealth, as well as others seeking Photo or Special IDs, through a unique service process utilizing Driver License Centers and Photo License Centers.

Driver License Centers serve customers by performing the testing and processing operations necessary to evaluate prospective drivers before licensing. They process paperwork for initial issuance of Driver License/Identification products, perform

necessary verifications, assist out of state customers moving to PA and other evaluations, such as knowledge tests and driving exams. They also issue learner's permits and duplicate/replacement Driver License/Identification. Last year at the Commonwealth's Driver License Centers, PennDOT provided nearly 250,000 Learner's Permit credentials and over 100,000 replacement Driver License/Identification products. PennDOT currently has 71 Driver License Centers located throughout the Commonwealth, although this quantity may change during the life of the contract. Every Driver License Center includes a Photo License Center.

Photo License Centers are used to capture customer images and provide temporary or permanent products to customers via Over-The-Counter (OTC), or instant, issuance. Last year, PennDOT issued nearly 4,000,000 Photo License/IDs through both central and OTC issuance at Photo License Centers. There are currently 99 Photo License Centers located throughout the Commonwealth, although this quantity sometimes changes and may do so during the life of the contract. PennDOT has Photo License Centers that are co-located with Driver License Centers as well as standalone Photo License Centers, some of these being co-located with private businesses.

PennDOT currently has a partnership with UniqueSource Products and Services ("UniqueSource") to provide staff to operate the Image Capture Workstations in the Photo License Centers. This partnership is expected to continue through the life of the contract.

**IV-2. Nature and Scope of the Project.** PennDOT is currently seeking proposals for all relevant hardware, software and services to provide the following:

- Shift to a Photo Upfront model in which a customer image is captured before being processed for any type of driver license product or service.
- A Facial Recognition system to perform 1:1 or 1:N (depending on context) facial recognition comparisons, in real time, any time a new customer image is captured. This includes the system issuing a temporary credential, rather than permanent, any time there is a possible match detected.
  - The system must also include adjudication software to allow potential matches to be vetted by PennDOT.
  - In addition, current PennDOT images must be migrated and enrolled in Facial Recognition templates.
- A minimum of 155 Image Capture Workstations at the Commonwealth's 99 Photo Centers to capture customer images and provide credentials OTC.
  - These must also include a solution for capturing and electronically transmitting Motor Voter data to the Department of State. In addition, a Motor Voter receipt must also be issued to the customer.
- A Central Issuance Facility for producing centralized duplicates, permanent new issuance and Department of Corrections Driver License/Identification permanent products.
  - This includes mailing the products to the end customer or PennDOT, as required.

- A Central Image Server for the storage of, at the time of this RFPs issuance, approximately 50,000,000 customer images. PennDOT anticipates this number to grow by approximately 2,700,000 images per year.
  - This includes migrating PennDOT's current images stored in the Central Image Server.
- Card design and development services for Pennsylvania's various card types (see **Appendix J, Pennsylvania Driver License ID Products (04-2012)** including security features.
- All consumables required to produce Photo License/Identification cards through both OTC and Central issuance.
  - This includes a serialized tracking system for any secure materials such as card stock, laminate, etc. from shipment to use and/or destruction.
- Implementation services for all selected Offeror provided systems, including both hardware and software.
- Training for PennDOT, Unique Source and other agencies, as necessary, on the implementation of any selected Offeror installed systems.
- Maintenance and support for any selected Offeror provided/managed hardware and software for the life of the contract.
- All hardware, software and services to fully implement the solution and transition from the Commonwealth's current selected Offeror by July 27, 2016.

### **IV-3. Requirements.**

#### **A. Emergency Preparedness.**

To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the Commonwealth have planned for such an emergency and put contingencies in place to provide needed goods and services.

1. Describe how you anticipate such a crisis will impact your operations.
2. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:
  - a) Employee training (describe your organization's training plan, and how frequently your plan will be shared with employees)
  - b) Identified essential business functions and key employees (within your organization) necessary to carry them out
  - c) Contingency plans for:

- i.) How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness.
  - ii.) How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.
- d) How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc.
- e) How and when your emergency plan will be tested, and if the plan will be tested by a third-party.
- B. PennDOT has identified requirements and deliverables for the comprehensive solution described above. Offerors are expected to provide thorough, detailed responses to address each requirement and/or deliverable or, where applicable, indicate where they will be unable to do so. Wherever possible, Offerors should include ancillary materials such as screenshots, samples, examples, process flows or diagrams which might better help convey its intended solution.
- C. **Background Checks** – All employees must complete a name-based nationwide criminal background check before beginning work for this contract. In addition to the requirements established in **Appendix B, IT Terms and Conditions**, the selected Offeror will also be responsible for the following, at no cost to the Department:
1. It will be the responsibility of the selected Offeror to ensure any employee, prior to performing work under the contract arising from this RFP, obtain a fingerprint-based Federal Bureau of Investigation criminal history records check (CHRC) to determine if they have been convicted of a criminal offense. These checks must be coordinated through PennDOT. There is a fee associated with the CHRC and PennDOT will invoice the selected Offeror for actual fees incurred for obtaining the CHRC.
  2. Criteria for not passing the criminal background check are the following:
    - i. Any felony conviction within the last 10 years;
    - ii. Any conviction involving fraudulent activities;
    - iii. Any offenses set forth in 49 CFR 1572.103; and/or,
    - iv. Any violations identified in state or federal law or regulation as may be applicable.
  3. Selected Offeror must maintain a record of the results of the name based criminal background checks for 3 years past the contract end date. If a criminal conviction is found, the selected Offeror shall furnish the facts of the offense to PennDOT and secure PennDOT approval before the individual begins work on any aspect of the project. PennDOT takes the position that a person convicted of a criminal offense

need not be barred from employment by the selected Offeror in all cases and each case will be considered on its individual merits.

4. Selected Offeror employees transporting equipment and/or supplies shall use vehicles which can be locked and in which the equipment and supplies can't be viewed from outside the vehicle.

D. **Project Management**

1. **Project Manager** – The selected Offeror shall provide a dedicated Project Manager to monitor all aspects of the project. The selected Offeror Project Manager will be expected to be involved in every detail of the project from start to finish. High level oversight will not be acceptable. The requirements listed in this document are not meant to be the final requirements of the project. The selected Offeror Project Manager should expect to follow project phases from project initiation through acceptance, including requirements gathering and analysis. The selected Offeror Project Manager should be prepared and capable of facilitating requirements gathering meetings with PennDOT staff. The selected Offeror project manager needs to be involved in the technical details of the design, development, and testing phases of the project, and should not expect the technical lead to fully manage those activities.
2. **Program Manager** – The selected Offeror shall also provide a dedicated Program Manager for the life of the contract. The Program Manager will be responsible for managing the Central Issuance Facility located in the Harrisburg, PA area. The Program Manager will be responsible for making sure that the Central Issuance Facility meets the required production and quality standards, as well as the management of the contract and day to day operations. The Program Manager will be the single point of contact for PennDOT concerning all aspects of the contract. The Program Manager must be easily accessible and available 24 hours per day-7 days per week-365 days per year. To meet this requirement, it is PennDOT's preference that the Program Manager keep an office within a 25 mile radius of the Central Issuance Facility.

- E. **Plans** – The selected Offeror shall be responsible for providing plans to PennDOT as described in this **Part IV – Work Statement**. **The selected Offeror must utilize the critical path method to identify a project schedule that will allow for all requirements to be implemented prior to July 27, 2016.** All plans must be updated throughout the life of the project and will be considered the prime indicator of project progress.

- F. **Meeting Participation** – In addition to status reports as described in **Part IV-5 – Reports and Project Control** below, the selected Offeror will be responsible for participating in:

1. **Project Execution Management Team (PEMT)** – PEMT meetings are weekly status meetings, led by PennDOT. The selected Offeror Project Manager, and other

personnel if necessary, shall be responsible for attending these meetings to provide project status updates to key PennDOT personnel.

2. **Project Governance Committee (PGC)** – The selected Offeror Project Manager shall be required to participate in Monthly PGC meetings throughout the project. PGC is the executive level status meeting for the Commonwealth in which decisions having major impact on projects can be made. If necessary, the selected Offeror may be required to present at the PGC meeting.

#### G. Confirmation of Services and Invoicing

1. The selected Offeror must submit a signed Confirmation of Service, OS-501 (**Appendix G**) to PennDOT's Project Manager to confirm services have been rendered. All supporting invoice documentation should be submitted with the OS-501. This shall be done monthly.
  - i. The selected Offeror must submit to PennDOT all products produced and postage incurred within 30 days following the end of the month in which the cards and postage were processed on the OS-501.
  - ii. The selected Offeror must show any credits owed to PennDOT on the OS-501.
  - iii. The OS-501 must contain a supporting document that shows the quantity of issued Driver License/Identification cards, by type, and the unit charge.
2. PennDOT's Project Manager will review for accuracy and determine if the OS-501 is approved or if it requires revisions. PennDOT's Project Manager will sign the OS-501 as acceptance of the service and will forward to PennDOT's Receiver for entry of Goods Receipts (GRs). The Receiver will sign the OS-501 upon completion of the GR entries.
3. Once the OS-501 contains all three (3) signatures (i.e., selected Offeror, Project Manager, and Receiver), the selected Offeror will receive a copy for their records.
4. The fully signed OS-501 is PennDOT's approval for the selected Offeror to create an invoice that contains the information on the OS-501 and mail the invoice to the "Bill To" address as shown on the fully executed Purchase Order. All charges on a submitted invoice must be directly related to work performed on all identified tasks. More information regarding invoice requirements may be found at:

[http://www.budget.state.pa.us/portal/server.pt/community/vendor\\_services/10661/procurement\\_vendor\\_information/560980](http://www.budget.state.pa.us/portal/server.pt/community/vendor_services/10661/procurement_vendor_information/560980)

#### IV-4. Tasks.

#### PLANNING AND REQUIREMENTS PHASE

The tasks below represent the deliverables that PennDOT anticipates the selected Offeror providing during the development and implementation of the project and are meant to serve as a guideline. The selected Offeror should amend this list as necessary to provide a true representation of what deliverables PennDOT can expect to receive from the selected Offeror. It is expected that the selected Offeror will identify dates for delivery on the following sub-plans that make up the overall Project Management Work Plan.

## **TASK A – PROJECT MANAGEMENT WORK PLAN**

**Project Management Deliverables.** All project management products shall adhere to the selected Offeror’s quality of service standards and guarantees provided in the response to this RFP. During the term of the Contract, the selected Offeror shall be required to maintain the Project Management Plan and have each plan made available to PennDOT upon request, at no additional cost to PennDOT. The Project Management Deliverables are as follows:

- Project Work Plan (Task A-1)
- Communications Management Plan (Task A-2)
- Change Control Management Plan (Task A-3)
- Quality Management Plan (Task A-4)
- Risk and Issue Management Plan (Task A-5)
- Data Conversion Plan (Task A-6)
- Consumables Handling Plan (Task A-7)
- Testing Plan (Task A-8)
- Training Plan (Task A-9)
- Statewide Implementation/Ramp-Up Transition Plan (Task A-10)
- Site Survey – Facilities (Task A-11)

**Description.** Project management involves planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives. PennDOT’s Bureau of Driver Licensing (BDL) also promotes consistency, uniformity and continual improvement in project management within PennDOT, supports communication to stakeholders, and assists with issue/change/risk management and capacity planning for PennDOT resources. The selected Offeror will be responsible for maintaining and providing updates on a weekly or monthly basis and as requested by the Department.

Project Management is composed of several different types of activities such as:

- Planning the work (tasks, subtasks, activities, milestones) needed to meet the project objectives, schedule and budget, and tracking to the baseline.
- Developing/executing a change management plan.
- Assessing/controlling issues and risks.
- Estimating, allocating and monitoring activity of project resources.
- Directing activity and controlling project execution.
- Reporting status and tracking progress against the project plan.
- Developing/executing a quality management plan.

- Developing/executing a communication plan.
- Conducting After Action Reviews (AAR).

PennDOT will assign a Project Manager who will coordinate PennDOT's responsibilities and provide oversight, monitoring, and verification of all project activities. The selected Offeror shall be responsible to complete all work and meet all requirements identified in the executed contract. The selected Offeror shall be responsible to complete the work to conditions of satisfaction for quality, accuracy, and completeness to be approved by PennDOT. Refer to **Appendix Q, PennDOT Project Management Handbook**, for the Project Management methodology which must be followed and **Appendix R, PGC Status Report Template**, for the template required for Project Management Reporting.

**Task A-1: Project Work Plan.** The selected Offeror shall develop a Project Work Plan by incorporating input from all parties as deemed necessary to establish the overall direction and goals of the project.

At a minimum, the following documents shall be incorporated into the Project Work Plan:

- Project Scope Document.
- Stakeholder expectations.
- Project expectations, goals, and benefits.
- Dependencies and interrelationships.

Project Work Plan to include activities/tasks for:

- Issue Management.
- Risk Management.
- Change Control Management.
- Communication Management.
- Project Execution System Development Life Cycle (SDLC).
- Quality Management.
- Project Close-Out.

The selected Offeror shall update the project plan as changes occur to the Project Work Plan activities to reflect project progress, to manage schedule and resource variances, and to take appropriate corrective action. Tasks, sub-tasks, activities or sub-activities must be tracked through the PennDOT standard scheduling tool - Clarity.

The selected Offeror shall prepare a complete Critical Path Method (CPM) schedule that adheres to and incorporates all contract requirements, shows work being completed on or before the Completion Dates, and meets any specified Milestone Date(s). The selected Offeror shall incorporate in the schedule coordination with all entities (subselected Offerors, etc.) and contracts that could impact the project schedule. The schedule shall also indicate when any special

materials and equipment are needed to allow for procurement planning, and will indicate constraints (i.e., dependency relationships) between activities.

The selected Offeror shall be responsible for managing the day-to-day operation of the project. This includes, but is not limited to the development, maintenance and execution for the following activities of the project plan which incorporates selected Offeror and PennDOT activities, sub-activities, milestones and assigned resources for the project.

The Project Work Plan shall be subject to review and approval by the core Project Management Team and Project Managers group.

**Task A-2: Communications Management Plan.** The purpose of Communication Management is to create and implement a communications strategy and plan for the project.

The selected Offeror is responsible for developing and implementing a communications management strategy and managing communications within the scope of the project.

An effective Communication Management strategy involves the following:

- Developing communications principles and objectives;
- Conducting internal and external stakeholder analysis;
- Developing and managing a Communication Management Plan;
- Developing and delivering targeted project communications; and
- Collecting, analyzing, and responding to feedback on Communication Management activities.

**Task A-3: Change Control Management Plan.** Proactively managing scope is a critical element of effective project management. Scope creep (the gradual and incremental expansion of scope) is a common cause of project failure.

The objectives of this task are:

- To define and manage the scope of project work so that it complies with the project requirements and budget;
- To establish the strategy/process for change request evaluation with respect to impact on schedule, budget and resources, critical success factors and project objectives;
- To develop, implement, manage, and monitor the processes for managing project issues and change requests;
- To provide a description of proposed change control tools; and
- To establish an approach to change request implementation.

Scope management, in addition to monitoring the scope of work of a project, also

includes the maintenance and validation of contract terms and conditions. Changes to the project scope may in turn impact the project schedule, cost, quality, and approved work products.

The selected Offeror is responsible for adhering to change control standards, policies, and procedures and effectively managing and coordinating project changes. All change requests will be reviewed, prioritized and approved by PennDOT.

**Task A-4: Quality Management Plan.** Quality management involves the development and execution of the Quality Management Plan, which enables the project to satisfy PennDOT's needs and expectations. Quality Management permeates all project activities and includes essential contributions to and from project management and risk management. Quality Management establishes policy and functions that promote excellence through the application of established procedures, standards, and tools throughout the project's life cycle. The objectives of this activity are to establish and execute the quality processes.

The main goal of quality management is to produce a high quality solution that:

- Incorporates best practices;
- Enables quality to become a component of creating deliverables; and
- Establishes and monitors PennDOT's goals throughout the project's life-cycle and aligns relevant characteristics of selected Offeror's services to meet PennDOT's goals.

**Task A-5: Risk and Issue Management Plan.** A risk is an event or action that has a chance of occurring that may result in a negative effect on the project. Risk Management is the systematic process of identifying, analyzing, and responding to project risk. Once an identified risk has occurred, it becomes an issue and is handled through the issue management process described earlier.

The objectives of the Risk Management task are:

- Develop an effective risk management plan to identify, categorize, quantify, prioritize, and respond to project risks with mitigation strategies;
- Select and execute risk responses; and
- Determine whether the implemented risk responses are achieving the desired objective and provide corrective action if necessary.

The selected Offeror is responsible for developing and implementing a risk management strategy and managing risks for the Digital Driver License project.

All risks and issues that have been encountered shall be included in the documentation provided for the weekly status meetings and the monthly Governance Committee meetings.

Issue management is the systematic process of identifying and resolving project issues that may arise from any project activity. Action items may become issues if they are not resolved timely or effectively. Issues can affect the project work plans if not addressed properly and timely. Issue Management Process includes:

- Identify/define/document the issue;
- Log the issue for tracking;
- Identify severity/priority of the issue;
- Evaluate/document potential impact to project;
- Identify/document/present options for resolution;
- Identify pros/cons of proposed options for resolution;
- Determine level of escalation required for resolution;
- Determine appropriate communication scope and strategy; and
- Implement and document the resolution of the Issue.

The selected Offeror shall document and manage all projects issues across all project activities.

**Task A-6: Data Conversion Plan.** Data Conversion refers to the planning and processes necessary to migrate data from an existing system to another system without a loss or degradation of data. The purpose of the Data Conversion plan is to outline a strategy for the migration of existing, PennDOT legacy data to the new, selected Offeror's provided systems.

The Data Conversion Plan should include tasks, roles and responsibilities for analyzing current, legacy data and the strategy and method(s) for migrating that data to the new Digital Driver License system(s), including Central Image System data and enrollment of current images in new Facial Recognition System templates.

**Task A-7: Consumables Handling Plan.** The Digital Driver License project involves the handling of highly secure materials, such as laminate and card stock, and confidential personal information, such as laminate used in the card printing process. Tracking these materials and accounting for their use or destruction is imperative to ensure that they do not become lost or used for fraudulent activities. As such, the selected Offeror must provide a consumables handling plan which meets the requirements of this RFP and ensures:

- Safe handling procedures of any secure materials by the selected Offeror; and
- Secure, trackable transportation of all secure materials to and from and PennDOT, selected Offeror or Sub-Contractor facilities

The destruction of any used or unused secure materials from the Digital Driver License system

**Task A-8: Testing Plan.** Documenting the testing scope and activities for all

aspects of the systems as well as a timeline of when those activities will occur is imperative to ensure that the system is thoroughly vetted before being released into production.

Any testing described in this RFP shall be inclusive of all systems, including those housed at both the Centers and in any PennDOT or selected Offeror operated facilities.

The selected Offeror shall develop, implement, and maintain a Test Plan, subject to PennDOT approval, in accordance with industry standards to manage testing and defect tracking for the purpose of providing an efficient error correcting process to be used in system and user acceptance testing (UAT).

The test plan must include all of the following:

- Unit testing – on-going development testing (selected Offeror);
- Integration testing – all the pieces work together (selected Offeror and PennDOT);
- Usability testing – user friendly, intuitive application (selected Offeror and PennDOT);
- Functional testing – test scenarios against requirements (selected Offeror and PennDOT);
- Performance testing – stress and load (selected Offeror) – Selected Offeror must also provide the mechanism to create load and stress conditions;
- Testing of external interfaces – communication with other applications, databases, etc. (selected Offeror and PennDOT);
- Continuous regression testing – on-going to determine impact of changes (selected Offeror and PennDOT); and
- The Test Plan must include a schedule for when software or other changes will be deployed to the test system and testers must receive documentation of the changes.

**Task A-9: Training Plan.** A training plan documents the scope of all training to be provided by the selected Offeror to PennDOT, the content of that training as well as a timeline of training activities

Each proposal shall include a detailed training plan for the Image Capture and Duplicate Workstations and Facial Recognition System training to be conducted.

Each training plan must include, at minimum:

- A description of the training, including its duration;
- The number of participants per session;
- The qualifications of the training instructors;
- A detailed list of the tasks a photo technician must perform daily to issue a Photo License/ID card; and
- The evaluation criteria of Photo Technicians, in order to identify their level of competency in operating the workstation.

**Task A-10: Statewide Implementation/Ramp-Up Transition Plan.** This should address a phased, Commonwealth-wide rollout of all hardware/software to Driver License Centers/Photo License Centers as well as installation of any backend hardware/software in remote facilities.

The selected Offeror must prepare an implementation plan which addresses every aspect of the system. This plan must ensure that all systems shall be installed prior to July 27, 2016.

- In addition to the Statewide Implementation/Ramp-Up Transition Plan, if the Selected Offeror is not the incumbent for the current contract, the Selected Offeror will be required by PennDOT to ensure a seamless transition with no interruption of services.
- Ramp-Up Transition activities will be the responsibility of the Selected Offeror and shall be provided at no additional cost to PennDOT.
- The Selected Offeror shall be fully prepared to work with the incumbent of the current contract to ensure a seamless transition into the new contract. The Selected Offeror shall meet with appropriate PennDOT personnel in a timeframe as directed by PennDOT to gain a thorough understanding of how operations must be transitioned to the Selected Offeror. In the event that changes to the Selected Offeror's Ramp-Up Plan are identified as a result of the meeting, the Selected Offeror must revise and resubmit the Ramp-Up Plan to PennDOT for final review and approval by PennDOT.
- The Selected Offeror must maintain open communications with PennDOT on any issue involved with meeting the transition requirements and the full implementation date.
- PennDOT will provide a transition period that may instruct the Selected Offeror to:
  - Begin a transition in service at any time during the contract term upon written notification from PennDOT in order to provide for the smooth transfer of service;
  - Working with the incumbent of the current contract;
  - Participation in testing and troubleshooting to ensure transition of all images and any other data from the incumbent to the Selected Offeror;
  - Ensure that the removal of all systems hardware from the Driver License Centers and Photo license Centers on dates specified by PennDOT and agreed upon by the incumbent;
  - Upon request from PennDOT, the Selected Offeror shall supply a complete list of all hardware and other equipment used for PennDOT's Digital Driver License System/Program. A brief description of how each

piece of equipment will be used and whether any data stored on the equipment is sensitive. This includes equipment located at PennDOT sites or the Selected Offeror's sites.

The Statewide Implement/Ramp-Up Transition Plan must include:

- Personnel responsible for each task;
- Plan for conducting site surveys of PennDOT Driver License Centers;
- A detailed project management plan outlining both delivery and installation of necessary equipment;
- A plan which includes a phased-in implementation approach, by region, for the Center DL and Image Capture Workstations;
- A plan outlining the installation and go-live of all Central Issuance components;
- A plan for the installation and go-live of all Central Image Server components;
- A plan for the installation and go-live of all Facial Recognition System components; and
- The selected Offeror must also provide plans to address the migration of data to the new systems. This includes migrating all images to the new Central Image Server and enrolling all images in Facial Recognition templates in the Facial Recognition system. See Data Conversion Plan.

**Task A-11: Site Survey – Facilities** - In order to accurately document requirements for DLCs/PLCs, a site survey must be conducted to assess each individual facility.

The selected Offeror must provide a detailed site survey and assessment prior to installation of equipment for each PennDOT Driver License Center and Photo License Center. Because each Driver License and Photo License Center may be slightly different, it is important that the selected Offeror get an accurate estimate as to how hardware can be installed at each location.

Site survey report must include, at a minimum:

- Facility floor plan;
- Facility layout;
- Appropriate measurements;
- Photos;
- Electrical requirements;
- Cabling requirements;
- Recommendations for workflow changes;
- Security concerns;
- Number of DL and PL Workstations needed; and
- Other recommendations or concerns.

**Deliverable:** The Project Management Plan including, but not limited to, individual plans defined above in **Tasks A1 – A11**, shall be the first deliverable for the project. This

deliverable must be completed by the selected Offeror and submitted to PennDOT within 90 days of the Valid From Start Date established on the Notice to Proceed. PennDOT shall have a minimum of fifteen (15) business days to review and approve selected Offeror’s Project Management Plan. The Project Management Plan must be approved by PennDOT prior to commencing work on any other deliverables. Payment for this deliverable will be made as part of the “Cost Per Card” as described in **Part II-10, Cost Submittal**, of this RFP.

<b>Task A Deliverables Summary</b>		
<b>Task</b>	<b>Sub-Task</b>	<b>Deliverable</b>
<b>TASK A</b>	<b>A-1 – Project Work Plan</b>	<b>Project Management Plan</b>
	<b>A-2 – Communications Management Plan</b>	
	<b>A-3 – Change Control Management Plan</b>	
	<b>A-4 – Quality Management Plan</b>	
	<b>A-5 – Risk and Issue Management Plan</b>	
	<b>A-6 – Data Conversion Plan</b>	
	<b>A-7 - Consumables Handling Plan</b>	
	<b>A-8 – Testing Plan</b>	
	<b>A-9 – Training Plan</b>	
	<b>A-10 – Statewide Implementation/Ramp-Up Transition Plan</b>	
	<b>A-11 – Site Survey – Facilities</b>	

**TASK B – REQUIREMENTS DOCUMENTATION**

The following are PennDOT’s identified requirements for the comprehensive solution described above. Offerors are expected to provide thorough, detailed responses to address each requirement or, where applicable, indicate where they will be unable to do so. Wherever possible, Offerors should include ancillary materials such as screenshots, samples, examples, process flows or diagrams which might better help convey its intended solution. The Requirements Documentation for all solution components shall include but not be limited to the following:

**Task B-1 – Photo Upfront**

As described previously, PennDOT has two types of Centers: a Driver License Center and a Photo License Center. Under PennDOT’s current process, the DLC does not take any customer images; capturing a customer image does not occur until the customer moves to the PLC (see **Appendix M, Current Issuance Processes**).

With the implementation of the selected Offeror’s solution, PennDOT wishes to implement a new process which will capture a customer’s image at the DLC as the first step in any driver licensing process and move along with the customer throughout the process until product issuance. Capturing a customer's photo as the first step in the process will aid against fraud by allowing photos to be incorporated on additional documents, such as Learner's Permits and receipts, 1:N facial recognition to be run

immediately to confirm identity and visual verifications to be incorporated throughout the issuance process.

Offerors shall provide Photo Upfront solutions based on their experience and expertise in implementing similar processes and systems. Offerors, in their response to this RFP, should also provide evidence of their experience in implementing upfront photo processes for other organizations of a similar or larger size than the Commonwealth.

### **Task B-2 – Image Capture Workstations**

The Photo License Centers require Image Capture Workstations capable of capturing customer images and producing permanent or temporary Photo License/ID Cards via OTC issuance.

<b>General</b>	
	<p>Each Image Capture Workstation must include all hardware and software necessary to produce Photo License/ID Cards for over-the-counter (instant) issuance of either permanent or temporary products. This includes:</p> <ul style="list-style-type: none"><li>Retrieving customer information from DL&amp;C via a scanned 2-D barcode;</li><li>Capturing a customer signature;</li><li>Capturing a customer image;</li><li>Performing real time 1:1 and/or 1:N facial recognition on any captured images;</li><li>Allowing customers to view both Organ Donor and Motor Voter questions (when necessary);</li><li>Capturing customer responses to Organ Donor and Motor Voter prompts;</li><li>Uploading Motor Voter responses to DOS;</li><li>Uploading the image file to the Central Image Server in real time;</li><li>Printing the customer’s product (permanent or temporary); and</li><li>Printing customer receipts for the Motor Voter process.</li></ul> <p>During the process, no customer images or data shall be stored on the workstation at any time.</p> <p>The amount of space at Photo License Center facilities varies by facility. Included in <b>Appendix K, Workstations</b>, are examples of both a typical workstation and the smallest workstation currently used by PennDOT. The Offeror shall specify in its proposal the outside dimensions of its Image Workstation hardware and the size of counter/furniture required to ensure the proposed solution can be accommodated across the Commonwealth.</p> <p>Any changes which may be required to the current workstations must be paid</p>

	<p>for by the selected Offeror and must meet ADA requirements.</p> <p>The Workstations shall be designed in such a way as to keep cable clutter to a minimum and not represent a hazard to either the customers or the Photo Technicians.</p> <p>The selected Offeror shall have two card printers attached to any Image Capture Workstation that currently has two card printers (See <b>Appendix L, Image Capture and Duplicate Workstation Quantities</b>).</p>
<b>Compliance</b>	
	<p>All equipment and accessories shall meet or exceed all current OSHA standards and all current standards of the industry in addition to the requirements specified in this RFP.</p> <p>All materials of a chemical nature that are provided in accordance with this RFP must meet the Labeling and Material Safety Data Sheet requirements of the Pennsylvania Worker and Community Right-to-Know Act, Act 159 of 1984, P.L. 734, as amended, 35 P.S. Sections 7301-7320.</p>
<b>Hardware</b>	
	<p>All Image Workstations must be of new manufacture and utilize current, available technology.</p> <p>Offeror shall propose Workstations that meet or exceed specifications required to operate the Offeror's solution which meets all requirements specified in this RFP for the duration of the contract.</p> <p>Offeror's solution must include, at a minimum, a corresponding number of workstations per Center as are currently implemented (see <b>Appendix L, Image Capture and Duplicate Workstation Quantities</b>.)</p> <p>The Offeror shall include representative hardware for its proposed solution in its proposal.</p>
<b>Operating System</b>	
	<p>PennDOT will supply and maintain the base PennDOT workstation image currently built on the Windows 7 64 Bit Operating System for the selected Offeror provided Image Capture Workstations.</p> <p>PennDOT will manage the security and Operating System patches for the Image Capture workstations.</p>
<b>Software Updates</b>	
	<p>The selected Offeror must provide a mechanism for the Image Capture Workstation to automatically download, when necessary, from the Central Image Server, the latest version of the Image Capture Workstation software.</p>

	<p>Any software changes and the timing of the download must be approved by PennDOT.</p> <p>Once a new version of the software is approved for installation, selected Offeror must track the installation by workstation to ensure that every workstation is operating with the latest version of the software. The reporting frequency of the installation information will be determined on a case-by-case basis by PennDOT.</p>
<b>Usability</b>	
	<p>The interface of the Image Capture Workstation for the purposes of Photo License/ID Card issuance must not require duplicate or repetitive key entry operations by Photo Technicians.</p> <p>The Image Capture Workstation shall be capable of being operated by either a left handed or right handed Photo Technician from behind a desk or counter while seated.</p>
<b>Peripherals (Monitor, Keyboard, Mouse, Signature Capture Device, etc)</b>	
	<p>Shall be ergonomically satisfactory for comfort and fatigue-free use.</p> <p>Shall be adjustable to accommodate multiple users' preferences.</p> <p>Shall be wired (not wireless) and not require batteries.</p> <p>Shall be capable of being operated by either right or left handed individuals.</p> <p>Must support physically disabled customers in wheelchairs.</p>
<b>Signature Capture Device</b>	
	<p>Must allow applicants to see their signature on the device as they are signing.</p> <p>Must allow the signature to be viewable on the Photo Technician's monitor after capture. If the signature is unacceptable, the system must allow a new signature to be captured until an acceptable signature is captured.</p> <p>The Image Capture Workstation shall generate a warning if the signature has not been properly taken, digitized and captured.</p> <p>If a warning is issued, a positive non-repetitive routine shall occur to assure that all images are captured.</p> <p>Must record an accurate representation of the customer's signature.</p> <p>The software must not compress a customer's signature on the Driver License/Identification Card or make it unrecognizable as the customer's signature in any way.</p>

	<p>The selected Offeror shall make provisions for monitoring the quality of the customer signatures and will work with PennDOT in proactively addressing customer concerns, within a reasonable timeframe.</p>
<p><b>Camera</b></p>	
	<p>The Image Capture Workstation shall use a color video camera. The camera shall be capable of capturing digital color photos with an automatic focus system.</p> <p>The depth of field shall be sufficient to allow the automatic focus system to capture an in-focus image.</p> <p>The camera shall compensate for lighting conditions to provide adequate illumination of the customer. It shall compensate for ambient light conditions, applicants of various complexions and minimize glare cause by eyeglasses or contact lenses worn by the customer.</p> <p>The camera shall be easily adjustable to capture the photo image of customers either standing or seated.</p>
<p><b>Backdrop</b></p>	
	<p>If a backdrop is necessary for the Offeror's solution, it must be blue. The backdrop shall not be colored white. Must be approved by PennDOT.</p> <p>It must also be able to be either ceiling/wall hung or freestanding (depending on the needs of each center).</p>
<p><b>Electrical System</b></p>	
	<p>The Image Capture Workstation, including all associated electrical equipment, shall be designed and built in such a manner that a voltage fluctuation with a low of 90 and a high of 130 volts AC will not affect performance.</p> <p>All electrical equipment shall operate on a regular 120 volts, 60 cycle AC, be equipped with a grounded plug and meet Underwriters Laboratory Standards for similar or identical equipment.</p> <p>All equipment proposed shall be designed so that voltage fluctuations shall be compensated for by an automatic voltage control unit provided by the selected Offeror.</p> <p>Offerors shall discuss the ability of all components to operate normally under room temperature extremes.</p> <p>The selected Offeror shall provide and maintain an uninterruptible power supply (UPS) for each Image Capture and Duplicate Workstation with the following minimum specifications:</p>

	<ul style="list-style-type: none"> <li>• Maintain 1440 VA load for five (5) minutes;</li> <li>• Full time surge suppression and Electromagnetic Interference (EMI)/Radiofrequency Interference (RFI) and Sine Wave filtering;</li> <li>• 2 or more receptacles;</li> <li>• Audible alarm, a minimum of six decibels above ambient noise level, for low battery;</li> <li>• Indicator for off-line operation;</li> <li>• Hot swappable battery;</li> <li>• Network Management Card (NMC)</li> </ul> <p>The selected Offeror, at its option, may consolidate several Image Capture Workstations onto one UPS as long as they maintain a five (5) minute backup time for the combined load.</p> <p>In order to have a smooth shutdown, the selected Offeror's operating system and/or UPS shall have auto shutdown capabilities that will initiate a shutdown sequence. This shutdown sequence shall be mutually agreed to by PennDOT and the selected Offeror.</p>
<b>Bar Code Reader</b>	
	<p>The Image Capture Workstation must be capable of reading a 2-D bar code on the customer's barcoded document and using the data contained therein for monitor display and for printing the customer's demographic data on the Photo License/ID Card.</p> <p>In addition, when a Photo Technician scans a customer's barcoded document via the selected Offeror's barcode reader, the workstation must display the last captured image of the applicant for visual verification purposes.</p> <p>The Image Capture Workstation shall be able to automatically change from one type of Photo License/ID card to another dependent upon the barcode scanned.</p>
<b>Image Capture</b>	
	<p>The image file must not be stored on the Image Workstation, but rather transmitted, in real time, to the Central Image Server.</p> <p>All images captured must adhere to the most recent AAMVA Driver License/Identification Card Design Standards, section A.7.8.1 Portrait. AAMVA Driver License/Identification Card Standards are available at <a href="http://www.aamva.org/DL-ID-Card-Design-Standard/">http://www.aamva.org/DL-ID-Card-Design-Standard/</a></p> <p>All images shall closely match the same head area of the customer, e.g. all faces shall be about the same size and centered in the area captured,</p>

	<p>automatically without Photo Technician intervention.</p> <p>The location of the customer in the field of view of the camera shall be automatically adjusted.</p> <p>The head area of the captured image shall be automatically cropped, centered and sized.</p> <p>An override shall be available to the Photo Technician for the automatic cropping feature, if necessary.</p> <p>The customer's image shall be displayed on the monitor before capture, preferably as a live video image, so as to allow for proper centering. The Photo Technician shall then be able to "freeze" the live video to capture an image.</p> <p>The customer's image shall be viewable on the monitor after capture, but before being transmitted to the Central Image Server.</p> <p>The Image Capture Workstation shall generate a warning if the image has not been properly taken, digitized and captured. If a warning is issued, a positive follow up routine shall occur to assure that all images are captured.</p> <p>If the image is unacceptable to the customer, the Photo Technician shall be able to recapture photos until an acceptable image is captured.</p> <p>The system must be capable of displaying the last four (4) captured images on both the main (Photo Technician) and secondary (customer facing) screens so that the customer can choose their desired image. The images must be distinguished in some manner acceptable to PennDOT, for example 1 through 4 or A through D, so that the customer can easily convey their choice to the Photo Technician. The system must be capable of utilizing the customer image chosen as the image for the Photo License/ID Card.</p> <p>The selected Offeror shall make provisions for monitoring the quality of the customer images and will work with PennDOT in proactively addressing customer concerns, within a reasonable timeframe.</p>
<b>Display of Information to Customer</b>	
	<p>A customer facing screen shall be provided to allow customers to interact and view information, when necessary.</p> <p>The customer facing screen shall automatically display or blank out as necessary. PennDOT will decide which screens will be displayed to the customer and when.</p>
<b>Organ Donor</b>	

	<p>The workstation must allow the customer to view questions regarding their participation as an organ donor on a customer facing screen.</p> <p>It must also provide some method for the customer to answer those questions and capture the customer responses. The captured responses shall be stored with the customer's image file and be used to indicate an organ donor designation on the customer's product, if applicable.</p> <p>The workstation must allow for the customer to re-answer the questions on a question by question basis, if the customer answers in error.</p>
<b>Motor Voter</b>	
	<p>The workstation must allow the applicant to view questions regarding their voting registration application on an applicant facing screen. It must also provide some method for the applicant to answer those questions and capture the applicant responses.</p> <p>Applicant voting registration application responses must be transmitted to the DOS via the requirements described in Task B-4, Motor Voter.</p> <p>The workstation must allow for the applicant to re-answer any questions on a question by question basis, for instances in which he/she answers in error.</p>
<b>Central Image Server</b>	
	<p>The Image Capture Workstation must interface with the Central Image Server.</p> <p>All data transmitted to the Central Image Server must be sent in real time. No customer data shall be stored on the Image Capture Workstation at any time.</p> <p>The Offeror shall specify in its Proposal what quality procedures it will put in place to guarantee that no Image Files are lost between the Image Capture Workstations and the Central Image Server.</p> <p>The selected Offeror must verify/error check each transaction to ensure that both the customer data has been uploaded to the Central Image Server and the product was printed successfully. If, for any reason, either of these transactions fail a visual warning must be displayed to the Photo Technician.</p>
<b>DL&amp;C System</b>	
	<p>The Image Capture Workstation must be the capable of interfacing with PennDOT's DL&amp;C system to send and receive information.</p>
<b>Printer</b>	
	<p>Printer noise level shall not exceed 75 decibels.</p> <p>The Workstations shall be capable of printing any Driver License/Identification</p>

	<p>Card type as described in <b>Appendix J, Pennsylvania Driver License ID Products (04-2012)</b>.</p> <p>The Image Capture Workstation shall print the front and back of the Driver License/Identification, apply laminations and encode the magnetic stripe without intervention. No flipping of the card by the Photo Technician or placing of separately printed labels on the Driver License/Identification by the Photo Technician will be allowed.</p>
<b>Performance Requirements</b>	
	<p>The Image Capture Workstation shall be capable of producing the finished Photo License/ID Card within two(2) minutes from the time the Photo Technician presses the key to print the card, regardless of the number of print requests in queue.</p> <p>The Image Capture Workstation shall produce a warning to notify the Photo Technician when materials need to be changed or added. The time for adding and/or changing materials shall not exceed five(5) minutes per hour.</p> <p>The Image Capture Workstation shall be capable of processing the next customer after the previous applicant's images have been sent to the printer for printing. The system must allow the Photo Technician to begin processing the next applicant within 20 seconds of pressing the print key for the previous customer.</p> <p>The warm up time from a cold start at the beginning of the day for the Image Workstation to be ready to completely process a driver license shall not exceed ten (10) minutes. The time to close down and secure the Image Workstation at the end of the day shall not exceed five (5) minutes.</p> <p>If an Image Capture Workstation has two (2) printers attached, the system shall continue to operate with only one printer if one is turned off or becomes inoperable.</p>
<b>Security</b>	
	<p>The Image Capture Workstation shall have its own log-on procedure, using a pre-assigned Photo Technician access code and password, to allow production of Photo License/ID cards. Both the password and user ID shall be assigned by Unique Source.</p> <p>The Image Capture Workstation must allow for Unique Source to administer access to the system including adding new users, removing users and unlocking accounts. Performing any of these administrative activities shall not exceed five (5) minutes for the system to process.</p>
<b>Reporting</b>	

	<p>The selected Offeror shall keep an account of all Driver License/Identification Cards and Special IDs produced by type, site, date/time, Photo Technician, Workstation and any other criteria as specified by PennDOT for reporting purposes.</p> <p>The final form of, and data elements contained in, these reports shall be agreed on by the selected Offeror and PennDOT.</p>
<b>Moving Workstations</b>	
	<p>PennDOT may request that the selected Offeror move Image Capture Workstations temporarily, or permanently, within the same Photo License Center or to another Photo License Center location. The Offeror shall price these services in its Cost Proposal.</p>
<b>Spare Image Capture Workstations</b>	
	<p>In certain circumstances, the selected Offeror may be required to supply an extra Image Capture Workstation for emergency situations.</p> <p>If an Image Capture Workstation is temporarily required, it shall be supplied by the selected Offeror at no additional cost to PennDOT within five (5) business days of PennDOT's request.</p> <p>The Offeror shall also price out the cost for adding a new, permanent Image Capture Workstation in its Cost Proposal.</p>
<b>Valid without Photo Workstation</b>	
	<p>PennDOT provides Photo License/ID Cards to those customers who have a legitimate claim for a valid without photo product (See <b>Appendix M, Current Issuance Processes</b>, for Valid without Photo process). To serve this purpose, the selected Offeror shall provide an Image Capture Workstation equipped with a scanner, to capture customer signature, for Valid Without Photo Photo License/ID Cards for those customers who send in their application. Additionally, at PennDOT's discretion, a valid without photo license or ID card may be printed through the Central Issuance Facility.</p> <p>The system shall be capable of "flipping" to a standard Image Capture Workstation for times that PennDOT requires additional capacity.</p> <p>The selected Offeror shall also provide a label printer and appropriate software to print an addressed envelope for the Valid Without Photo customer or design and supply windowed envelopes clearly showing the customer's name and address. If a windowed envelope is used, the Photo License/ID Card must not be visible.</p> <p>This system shall be located at the Bureau of Driver Licensing at the Riverfront Office Center.</p>
<b>Ownership</b>	

	<p>The Image Capture Workstation and all unused supplies shall remain the property of the selected Offeror. Insurance coverage and applicable taxes for said Image Workstation and supplies shall be the responsibility of the selected Offeror.</p> <p>If an Image Capture Workstation and/or its components are stolen or physically damaged, they shall be replaced by the selected Offeror within 24 hours from being notified by PennDOT, at no additional cost to PennDOT.</p>
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### Task B-3 – Duplicate Workstations

One of the ways that customers can request a duplicate or replacement Driver License/Identification Card for a lost credential is in person at a DLC. To accommodate these requests, each DLC must have the capability to produce duplicate, over the counter Driver License/Identifications for customers in need of a replacement credential.

Issuing an OTC duplicate requires that the Duplicate Workstation communicate with both the Mainframe, to receive a 3270 print stream, and the Central Image System, to receive the customer's image and signature on file. The Duplicate Workstation must then marry the mainframe data and the images and produce the finished Driver License/Identification Card. Once produced, the Duplicate Workstation must, in real time, update the Central Image System to reflect the issuance of the OTC Duplicate.

General	
	<p>Each Duplicate workstation shall include all hardware and software necessary to produce over-the-counter (OTC) duplicates.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Receiving the customer information from DL&amp;C</li> <li>• Retrieving the most recent image and signature on file for the customer from the Central Image System</li> <li>• Marrying the DL&amp;C and CIS information</li> <li>• Producing a permanent product over the counter</li> <li>• Updating DL&amp;C and the CIS to reflect a duplicate was created</li> </ul>
Compliance	
	<p>Solution must meet compliance requirements described for Image Capture Workstations.</p>
Hardware	
	<p>All Duplicate Workstation hardware must be of new manufacture and utilize current, available technology.</p> <p>Offeror's solution must be adequate for each DLC to meet the anticipated volume of production for replacement Driver License/Identification cards (see <b>Appendix N, Driver Licensing Product Quantities 2013</b>, for 2013 data). For a list of current DLCs and number of Duplicate workstations, see <b>Appendix L</b>,</p>

	<p><b>Image Capture and Duplicate Workstation Quantities.</b></p> <p>The Offeror shall include representative hardware for its proposed solution in its proposal.</p>
<b>Operating System</b>	
	Solution must meet Operating system requirements as described for Image Capture Workstations.
<b>Software Updates</b>	
	Solution must meet Software Update requirements as described for Image Capture Workstations.
<b>Usability</b>	
	Solution must meet Usability requirements as described for Image Capture Workstations.
<b>Peripherals (Monitor, Keyboard, Mouse, Signature Capture Device, etc)</b>	
	Solution must meet Peripherals requirements as described for Image Capture Workstations.
<b>Electrical System Requirements</b>	
	Solution must meet Electrical System requirements as described for Image Capture Workstations.
<b>Printer</b>	
	Solution must meet Printer requirements as described for Image Capture Workstations.
<b>Performance Requirements</b>	
	Solution must meet Performance requirements as described for Image Capture Workstations.
<b>Card Type Selection</b>	
	The Duplicate Workstation shall be able to automatically select one of a variable number of Photo License/ID Card designs based on the information received from the Mainframe.
<b>Security</b>	
	<p>The Duplicate workstation shall have its own log-on procedure, using a pre-assigned operator access code or password, to allow production of OTC duplicates. These passwords will be issued by individual operator. PennDOT will assign these passwords.</p> <p>The Image Workstation must allow for PennDOT to administer access to the system including adding new users, removing users and unlocking accounts. Performing any of these administrative activities shall not exceed 5 minutes for the system to process.</p> <p>Since the Duplicate Workstation shall be connected to the PennDOT mainframe, it must also have a network log-on procedure.</p>
<b>Reporting</b>	
	Solution must meet Reporting requirements described for Image Capture Workstations.

<b>Current Image Files</b>	
	OTC Duplicates shall always be produced from current Image Files and shall never involve capturing a new Photo and/or signature image.
<b>Interface with PennDOT Mainframe</b>	
	The Duplicate Workstation shall be compatible with and interface with PennDOT's existing mainframe computer system (DL&C). If the proposed solution requires upgrades to existing mainframe resources, communication facilities or mainframe software, this must be made evident and explained in the proposal.  All data transmitted to the PennDOT Mainframe must be in real time. No customer data shall be stored on the Duplicate Workstation at any time.
<b>Interface with Central Image Server</b>	
	The Duplicate Workstation shall be compatible with and interface with the Central Image Server to retrieve the customer's current image and signature on file.
<b>Moving Workstations</b>	
	Solution must meet Moving Workstations requirements as described for Image Capture Workstations.
<b>Ownership</b>	
	Solution must meet Ownership requirements as described for Image Capture Workstations.

#### **Task B-4 – Motor Voter**

The selected Offeror shall be responsible for furnishing motor/voter question screens, saving the data, sorted by county and last name, and uploading it to the Central Image Server. The motor/voter data and customer signature must also be electronically forwarded to the DOS.

The voter registration data, including the digitized signature must be archived for a period of at least five (5) years, for reference and withdrawal, upon request from DOS.

Proposals shall include a description of:

- The equipment, both hardware and software, the selected Offeror will use to sort and transfer Voter Registration Applications to the DOS.
- The process/program used to sort the Voter Registration Applications alphabetically by county, by last name.
- Uploading the Voter Registration Applications via batch files to the DOS 3 times per week as described in this Part IV.
- Archiving the data for reference and withdraw upon demand

<b>Image Capture Workstation</b>	
	As part of the Image Capture Workstation procedure, the applicant is asked via the monitor whether s/he would like to make application to register to vote. If

	the applicant does want to apply, the Image Capture Workstation shall step him/her through the application process. Although the questions and their order are already in use, the selected Offeror may be required to work with PennDOT and DOS to develop a more satisfactory set of questions. If changes are required at the onset of the contract, the selected Offeror shall make such changes at no additional cost to the Commonwealth. See Appendix U for the current list of questions and screens used.
	The Image Capture Workstation shall allow the Photo Technician to assist the applicant with political party selection when the customer chooses "other." A list of up to 999 (there are currently 87 total parties) other parties shall be programmed into the software by the selected Offeror including updates of the screen(s) listing major political parties. If a Photo Technician does assist the applicant, a notation of this assistance must be made part of the motor/voter data file.
	Every two (2) years, the selected Offeror will be required to modify the list of political parties at no additional cost to the Commonwealth.
	The motor/voter process is only offered to applicants who will be at least eighteen (18) years of age at the time of the next election. PennDOT will provide the election dates to the selected Offeror and the Image Capture Workstation software must calculate the applicant's age to determine whether an applicant should be shown the motor/voter questions.
	If the applicant does make an application to register to vote, a receipt must be printed for the applicant via selected Offeror supplied hardware.
	The motor/voter information shall be transmitted to the Central Image Server in real time.
<b>Data</b>	
	PennDOT is responsible for the capture of Voter Registration Application information at PennDOT's Image Capture Workstations and transmitting that information to the DOS. The Voter Registration Application information is sorted for the DOS by county and last name and transmitted to the 67 counties of the Commonwealth for county of applicant residence. This is a priority process for the DOS and is the final and key process in the electronic Voter Registration Application System.
	The selected Offeror shall be responsible for converting current DOS voter registration and signature files into the new system. As of January 2014 the DOS maintains 12,414,493 million signature files – including cancelled voters.
	PennDOT is responsible for the collection and electronic transmission of motor voter applicant data. DOS requires the following information for the Voter

	<p>Registration Application process, as required by law:</p> <ol style="list-style-type: none"> <li>a. Last name;</li> <li>b. First name;</li> <li>c. Middle initial;</li> <li>d. Suffix;</li> <li>e. Address of residence;</li> <li>f. Mailing address;</li> <li>g. County of residence;</li> <li>h. Date of birth;</li> <li>i. Race (if provided by applicant) ;</li> <li>j. Political party;</li> <li>k. Phone number (if provided by applicant);</li> <li>l. Date of application; and</li> <li>m. The digitized signature image.</li> </ol>
	<p>All data must be backed up electronically, off premises. The archived data must be retained for a minimum of five (5) years. Upon request, the selected Offeror shall make archived data available to the DOS, within seven (7) business days of the request, at no cost to PennDOT.</p>
<b>Distribution of Data</b>	
	<p>The selected Offeror shall provide voter registration information to the DOS electronically.</p>
	<p>The selected Offeror shall sort the Voter Registration data by County and Customer's last name.</p>
	<p>The selected Offeror shall be responsible for uploading 2 batch files to DOS. The format and data contained in each batch file shall be identified and approved by PennDOT and the DOS.</p> <p>One (1) batch file will include Initial Registration Applications. This file will be uploaded to the DOS three times per week: every Tuesday, Thursday and Saturday at 12:30am.</p> <p>In addition, as a supplement to each batch file, the selected Offeror must include a separate .zip file containing all signature files associated with the correspondingly uploaded applicant files.</p>
	<p>All Voter Registration Applications received at the Photo License Centers on the day of the voter registration deadline preceding any election shall be sent to the DOS on that same date of deadline to ensure distribution to the appropriate county within two (2) business days.</p>

<b>Reporting</b>	
	The selected Offeror shall provide DOS with monthly and annual reports of the number of Voter Registration Applications, by county and political party.
	A report on motor/voter statistics shall be delivered to PennDOT within five (5) calendar days from the end of the preceding month. The final design of this report must be approved by PennDOT.
<b>Support</b>	
	On the day of any general, municipal, special or primary election, the selected Offeror shall be available during the hours of 7:00 a.m. until 8:00 p.m., to access the voter registration database and provide resolution to voter registration related questions or problems received by the DOS or PennDOT.
<b>Invoicing</b>	
	The selected Offeror shall invoice PennDOT for each processed Voter Registration Application. The selected Offeror shall produce a monthly report detailing Voter Registration Applications by county. Each county shall receive the report on its particular motor voter status/activity. The DOS will receive the reports for all Voter Registration Applications broken down by county. The format of the invoice must be approved by PennDOT and the DOS. The form of the report must be approved by the DOS.

### **Task B-5 – Central Image Server**

All image files and driver and voter registration application data shall be the sole property of the Commonwealth, PennDOT, DOS or applicable agency.

Per the Drivers Privacy Protection Act, 18 USC 2721, the information contained in the Central Image Server is classified as Personally Identifiable Information and shall not be knowingly disclosed or shared by the selected Offeror for any reason, under penalty of law. As such, the selected Offeror shall not sell, publish, share or otherwise distribute any images or data without PennDOT's written approval.

<b>Conversion of Image Files</b>	
	The selected Offeror shall convert the present central image files, approximately 50,000,000 at the time of this RFP's issuance, to the selected Offeror's Central Image Server. The image files must be converted with no degradation of quality.
	The selected Offeror shall provide its conversion strategy prior to go-live that

	addresses a phased in rollout implementation.
<b>Hardware/Software Requirements</b>	
	<p>Selected Offeror must provide all hardware and software required to host its proposed Central Image Server for the life of the contract. This includes any hardware and/or software required to communicate with additional selected Offeror systems (such as Facial Recognition) or PennDOT systems.</p> <p>All hardware and software must be new and consist of current, available, supported technology.</p> <p>The system must be scalable to accommodate the anticipated growth in records over the life of the contract. Currently, there are approximately 50,000,000 image files stored in the Central Image Server. That number is anticipated to grow by approximately 2,700,000 images per year. This is only an estimate and the actual volume of growth may vary.</p> <p>The system must be capable of notifying operations personnel, both visually and audibly, of any failures or errors.</p>
<b>Operating System</b>	
	The operating system for the Central Image Server must be, at a minimum, Microsoft Windows Server 2008 R2.
<b>Interface</b>	
	<p>In the future, PennDOT may use the images stored on the Central Image Server for additional products. As such, these images must be available to and easily accessible by PennDOT.</p> <p>The selected Offeror shall supply an industry standard Application Programming Interface which is in widespread commercial use for query and retrieval to and from the Central Image Server.</p> <p>The Offeror shall state what this interface is in its proposal.</p>
<b>Data Storage and Image File</b>	
	<p>The Central Image Server must store and back up all Image Files.</p> <p>The Central Image Server shall perform backups automatically.</p> <p>The selected Offeror shall use a relational database structure for the Central Image Server.</p> <p>The system shall store the applicant photo images in color, applicant signatures in black &amp; white, and text data.</p> <p>The photo image and signature must be stored in JPEG, or other PennDOT approved, format, using the latest AAMVA standards. They may be</p>

	<p>compressed.</p> <p>The photo image and signature must be stored and accessible separately. Each image file shall be indexed with the 8 digit Driver License/Identification number, while Special IDs shall be indexed using their 8 digit alphanumeric number, for retrieval purposes. The file index must not be compressed.</p> <p>As part of the image file, the selected Offeror shall always keep the original issue date, the original production date, location and, if applicable, the duplicate issue date(s) and the duplicate production date(s) and location(s).</p> <p>All images and signatures shall be stored from the date of capture.</p> <p>The system must allow for the deletion of image files, at the request of and at no cost to PennDOT.</p>
<b>Data Model</b>	
	<p>The Offeror shall, in its Proposal, describe the data model it plans to use. During the life of the contract, PennDOT must approve any changes to the data model.</p>
<b>Digital Image Exchange</b>	
	<p>PennDOT currently utilizes AAMVA Digital Image Access and Exchange for view only access to both Pennsylvania and Out of State customers. As such, the Offeror must participate in AAMVA Digital Image Access and Exchange.</p>
<b>Networking</b>	
	<p>The Image Files shall be transmitted over PennDOT furnished communication lines to the Central Image Server.</p>
<b>Communication with Mainframe</b>	
	<p>On a daily basis, the Central Image Server shall electronically transmit data from each Driver License/Identification card issued to PennDOT's mainframe.</p> <p>The exact data, format and timing of the update will be determined by PennDOT.</p> <p>In the future, the Mainframe may need to retrieve images from the Central Image Server to print on PennDOT products. See Interface requirements above.</p>
<b>Response Time</b>	
	<p>The total time from the time the Image File transmit request is received by the Central Image Server to the time that the Central Image Server begins transferring the file shall not exceed five seconds, regardless of the number of retrieval requests received.</p>

<b>Upgrades</b>	
	<p>The selected Offeror shall be responsible for any upgrades to selected Offeror managed hardware and/or software necessary to maintain the five second response time, regardless of the number of retrieval requests received.</p> <p>These upgrades, if required, shall be provided at no additional cost to PennDOT.</p>
<b>Central Image System Availability</b>	
	<p>The Central Image Server must be available 24 hours a day, 7 days a week, regardless of maintenance, back up or any other function either being performed by or on the Central Image Server.</p> <p>Any maintenance window for the Central Image Server must be approved by PennDOT.</p>
<b>Reporting</b>	
	<p>The selected Offeror shall state in its proposal how its reporting system will work and what standard or ad-hoc reports the system shall be capable of generating.</p>
<b>Location</b>	
	<p>For redundancy, two data centers for the Central Image Server must be provided by the selected Offeror and located at two separate facilities. One facility must be located at the Commonwealth Technology Center in Harrisburg, and the other must be off site at a location within Pennsylvania chosen and maintained by the selected Offeror. Either location can be the primary data center while the other shall be the redundant data center for disaster recovery purposes (see Disaster Recovery Requirements.) PennDOT, with input from the selected selected Offeror, will decide which site will be primary and which will serve as the Disaster Recovery location.</p>

### **Task B-6 - JNET**

Pennsylvania's Justice Network (JNET), utilized by the Pennsylvania State Police (PSP), shall have 24 hours per day-7 days per week-365 days per year access to the Central Image Server.

Current estimated JNET usage is approximately 26,000 users retrieving approximately 14,800,000 images yearly. This usage is anticipated to grow approximately 5% each year.

JNET traffic shall be capable of being routed through the disaster recovery site to minimize traffic on the main server for the Centers, if determined by PennDOT.

## Task B-7 – Facial Recognition System

PennDOT has determined that, to better mitigate fraud, a facial recognition comparison must be executed at the time any image is captured rather than in a batch process overnight. For new customers, the system must perform a 1:N comparison between the captured image and all other images in the Central Image System. For existing customers, the system must perform a 1:1 comparison between the captured image and the customer's other, previously captured images.

If a match is identified that exceeds the allowable threshold, the customer will be given a temporary product while the potential match is investigated by the PennDOT's Risk Management Office (RMO). If the RMO determines no fraud is present, it can release the case and have the customer's permanent product be created and distributed via the selected Offeror managed Central Issuance facility. If fraud is detected, the RMO can export and submit the case to the Pennsylvania State Police.

<b>Hardware/Software</b>	
	<p>The selected Offeror must provide all hardware and software necessary to implement its proposed facial recognition solution to meet the requirements of this RFP for the life of the contract.</p> <p>All hardware must be of new manufacture and be current, available, supported technology and include, but not be limited to:</p> <ul style="list-style-type: none"><li>• Facial recognition system processing and data storage hardware to support the enrollment, 1-1 and 1-N searching of all images.</li><li>• Facial recognition system processing and data storage hardware to support the enrollment, real time 1-1 and real time 1-N searching of on-going acquired images for the contract period.</li><li>• Manual Review software for vetting potential matches and performing ad-hoc queries and comparisons of both internal and external images.</li></ul>
<b>Location</b>	
	<p>For redundancy, two data centers for the Facial Recognition System must be provided by the selected Offeror and located at two separate facilities. One facility must be located at the Commonwealth Technology Center, and the other must be off site at a location within Pennsylvania chosen and maintained by the selected selected Offeror. Either location can be the primary data center while the other shall be the redundant data center for disaster recovery purposes (see Disaster Recovery Requirements.) PennDOT, with input from the selected Offeror, will decide which site will be primary and which will serve as the Disaster Recovery location.</p>
<b>Enrolling of Current Images</b>	
	<p>The selected Offeror must enroll all current PennDOT images stored in the Central Image Server, approximately 50,000,000 images at the time of this RFP's issuance, in Facial Recognition templates.</p>
<b>Enrollment of Future Images</b>	

	The system must enroll all future images captured by PennDOT via any Photo License/ID Card processes in Facial Recognition templates.
<b>Image Comparisons</b>	
	The system must be capable of performing both 1:1 and 1:N image comparisons between captured images and those stored in the Central Image Server.  These comparisons must be done in real time, at the time an image is captured.
<b>Matching Threshold</b>	
	The threshold for what constitutes a "match" shall be configurable and easily adjustable by PennDOT.  The selected Offeror shall work with PennDOT to determine, and adjust if necessary, the match threshold so as to maximize the effectiveness of the tool while minimizing false positives, at no cost to PennDOT.
<b>Temporary Products</b>	
	Any time that a match exceeding the matching threshold is detected, the system must prevent the Drive License or Image Capture Workstation from issuing a permanent product and, instead, issue a temporary product while referring the potential match to PennDOT's Risk Management Office.
<b>RMO Notification</b>	
	The system must notify PennDOT's Risk Management Office of potential matches (those higher than the allowable threshold).
<b>Performance</b>	
	The system must be capable of performing either a 1:1 or 1:N comparison within five (5) seconds of receiving the request.  The system must be able to handle images of various quality, lighting and subject angle, within reason. Minor variations in images is to be expected and the selected Offeror's proposed system must be able to handle such variations.
<b>Manual Review Application</b>	
	The selected Offeror shall provide an application for manual review of both match and no-match cases.  The selected Offeror shall provide access for 29 concurrent users of the manual review application.  Refer to <b>Task H-7</b> for information pertaining to access by additional users.  Access to the application shall be managed by username and login.
<b>Review</b>	
	The system shall allow for the manual review of potential matches identified by the Facial Recognition system (cases).  The potential matches must be provided in a "queue" with operators able to select either the next available case or a specific case.

	Cases should also be assignable to specific users, if necessary.
<b>Search</b>	
	The system must allow for searching by any demographic element displayed on a Driver License/Identification.
<b>Manipulating Images</b>	
	Images must be able to be easily manipulated so as to make comparisons between separate images easier for the operator. This includes features such as zooming in on images, comparing images side by side, tilting images and the like.
<b>Comparison</b>	
	<p>The system shall allow search results to be compared to each other, to an uploaded image (manually enrolled) or to an image from the Central Image Server.</p> <p>The system shall allow the details (demographic information) of search results to be easily accessed by the operator.</p> <p>The operator must be able to compare images and view details without losing search results and having to research.</p>
<b>Adjudication</b>	
	<p>The system must allow for system identified matches to be either confirmed or overturned by the operator.</p> <p>If confirmed, the system must permit the operator to stop the customer's product from continuing through the workflow. If fraud is confirmed, the operator must be able to export the fraudulent case for submitting to the proper recipient.</p> <p>If overturned, the system must allow for the case to be "released" and the customer's product to continue being processed.</p>
<b>Manual Enrollment</b>	
	<p>The system must allow for images to be manually uploaded to the system for analysis.</p> <p>It must accept common image formats, such as jpeg, bitmap and tiff, for uploading.</p> <p>The system must allow for the running a 1:N comparison of the uploaded image against all other images in the Facial Recognition system.</p> <p>The system must also allow images from the Central Image Server to be selected for 1:N facial recognition comparisons.</p>
<b>Image Suppression</b>	
	Authorized operators must be able to manually select images for suppression and exclusion from being enrolled in the Facial Recognition system. This will

	prevent the image from being included in any facial recognition comparisons. Manual image suppression must be an operator friendly process.
<b>Reporting</b>	
	The Offeror must describe any standard or ad-hoc reports the system is capable of generating.

### **Task B-8 – Central Issuance Facilities**

Although PennDOT provides permanent Photo License/ID products over the counter, in some situations the credentials are centrally produced at a selected Offeror provided Central Issuance Facility. These situations include duplicates (customers can request duplicates either online, via mail or through PennDOT Partners in addition to at DLCs), New Issuance, Department of Corrections Driver License/Identification Cards and Facial Recognition No-Match cases. Unless otherwise directed, the selected Offeror is responsible for producing and mailing the permanent Driver License/Identification cards to the customer.

<b>Duplicates</b>	
	In addition to OTC Duplicates, PennDOT also provides for customers to request duplicates by mail or online and have them mailed directly to them. These are Centralized Duplicates and shall be provided by the selected Offeror at its Central Issuance Facility.
	<p>On a daily basis, PennDOT will supply the selected Offeror with demographic files of those customers who want their duplicate Photo License/ID card issued through the Centralized Duplicate Process.</p> <p>Once the selected Offeror receives this file from PennDOT, it shall produce, quality check and mail the duplicate Photo License/ID cards requested.</p> <p>Upon production, the selected Offeror shall be responsible for returning a message to PennDOT indicating the products produced. The format and transmission method of this message shall be determined by PennDOT.</p> <p>Selected Offeror must have adequate capacity to produce, at the time of this RFP's issuance, approximately 154,000 centralized duplicates per year. This is only an estimate and actual centralized new issuance card production volume may vary.</p> <p>The selected Offeror must be able to produce and distribute these Duplicate Driver License/Identifications within the 2 day processing timeframe.</p>
<b>New Issuance</b>	
	PennDOT issues temporary products for new customers that fall within the threshold to be reviewed by the Risk Management Office over the counter at Photo License Centers and then, if approved by PennDOT, produces the

permanent product centrally and mails it to the customer.

On a daily basis, PennDOT will supply the selected Offeror with a demographic file or files of those customers who have received a new, temporary credential and need to receive their permanent product from the selected Offeror's Central Issuance Facility.

Once the selected Offeror receives this file from PennDOT, it shall produce, quality check and mail the permanent Photo License/ID Cards for new issuance requested.

Upon production, the selected Offeror shall be responsible for returning a message to PennDOT indicating the products produced. The format and transmission method of this file shall be determined by PennDOT.

The selected Offeror must be able to accommodate the anticipated volume of new issuance credentials through its Central Issuance facility. At the time of this RFP's issuance, there were approximately 390,000 centralized new issuance credentials issued over the last year. This is only an estimate and actual centralized new issuance card production volume may vary.

The selected Offeror must be able to produce and mail these products within the 2 day processing timeframe.

**Department of Corrections Driver License/Identification Cardss**

PennDOT produces Department of Correction (DOC) Driver License/Identifications Cards for inmates via the Central Issuance process.

On a daily basis, PennDOT will provide a zipped file, which includes the portrait, signature, duplicate file and renewal/new issuance file, to be picked up by the selected Offeror that contains duplicate and renewal/new issuance DOC Driver License/Identification Cards to be processed via Central Issuance. The selected Offeror must then run the Driver License/Identification Cards provided in the file(s) through Facial Recognition and, if no matches are identified, produce the finished DOC cards. If potential matches are identified, they must be referred to the PennDOT Risk Management Office (RMO) for analysis. For a flow of this process see **Appendix M, Current Issuance Processes**.

When the DOC Driver License/Identification Cards are run through facial recognition, the image must be retained on the Central Image Server and included in future facial recognition comparisons.

For Driver License/Identification Cards provided via the DOC process, the selected Offeror must, instead of mailing the cards to the individual, return

	<p>them to the PennDOT Risk Management Office.</p> <p>Selected Offeror must have adequate capacity to produce approximately, at the time of this RFP's issuance, 12,000 centralized DOC Driver License/Identifications per year. This is only an estimate and actual centralized new issuance card production volume may vary or the program may be expanded.</p> <p>The selected Offeror must adhere to the 2 day processing time frame for DOC Driver License/Identifications Cards.</p>
<b>FR No-Match Issuance</b>	
	<p>Each time a customer's photo is captured during the Driver License/Identification Card issuance process, it will be run through a facial recognition comparison against all current photos on the customer's existing record, looking for potential no matches to current photos on the record. The customer's photo will also been run against all other photos in the facial recognition system looking for potential matches. (see Facial Recognition Requirements).</p> <p>If there is a potential match against another record in facial recognition system or potential no match against existing photos on the customer's record, the system will issue a temporary product and refer the match to the PennDOT Risk Management Office for review.</p> <p>When the Risk Management Office determines that the match is invalid, it will release the customer's product for production through the selected Offeror's Central Issuance facility.</p> <p>The selected Offeror shall be responsible for producing these No-Match products within the 2 day timeframe and other requirements stated for Central Issuance.</p>
<b>Production Time</b>	
	<p>Timely processing of centralized Driver License/Identification Cards is critical to providing PennDOT's customers with a valid product. As such the selected Offeror shall have two business days to produce, quality check and mail the Driver License/Identification Cards once it receives the file from PennDOT.</p> <p>The selected Offeror shall for no reason exceed the two business day standard. If the selected Offeror does exceed the two business day standard, it must notify PennDOT immediately.</p> <p>On a daily basis and after processing, the selected Offeror must return a file to PennDOT indicating which Photo License/Identification Cards have been produced and mailed that day. The format and content of this file shall be</p>

	determined by PennDOT.
<b>Mailing</b>	
	<p>The selected Offeror shall insert, postmark and send the Driver License/Identification Cards.</p> <p>The cards shall be sent via 1st class mail using a selected Offeror provided, postage paid envelope.</p> <p>PennDOT will reimburse the selected Offeror for the actual cost of postage.</p> <p>The selected Offeror shall take advantage of all available postal discounts to reduce postage costs.</p> <p>The selected Offeror shall bill PennDOT for postage costs via a line item separate from the cost of the Photo License/Identification Cards on the invoice.</p> <p>Postage will not be reimbursed for Driver License/Identification Cards replaced for not meeting the requirements of this RFP.</p> <p>The cost of the envelope and Driver License/Identification Card carrier shall be included in the Offeror's price per Driver License/Identification Card issued.</p> <p>The carrier and/or envelope shall have the name and address, which corresponds to the Driver License/Identification Card, printed on it.</p> <p>If a windowed envelope is used, the Driver License/Identification Card shall not be visible.</p> <p>The return address on the envelope will be determined by PennDOT.</p>
<b>Look and Feel</b>	
	The centrally issued products shall be identical in look and feel to those produced on the Image Capture Workstations.
<b>Central Issuance Facility</b>	
	<p>The selected Offeror shall supply the hardware, software and personnel to operate the Central Issuance Facility manufacturing process and produce central issuance Driver License/Identification Cards.</p> <p>The Central Issuance Facility must be located in the greater Harrisburg area, convenient to PennDOT.</p>

	The Central Issuance Facility must meet current ANSI/NASPO SA 2013 standards for security.
<b>Ownership</b>	
	The selected Offeror shall be fully responsible for the Central Issuance Facility. This includes all personnel required to run the facility, security of the facility, as well as all equipment, including hardware, software and consumables.

**Task B-9 – Disaster Recovery**

The selected Offeror shall coordinate with PennDOT to make disaster recovery part of the Central Image Server, Facial Recognition System and Central Issuance Facility operations.

<b>Plan</b>	
	Each Offeror shall provide, as part of its RFP response, a detailed disaster recovery plan for the Central Image Server and Facial Recognition System.  The Offeror's plan must include an alternate site for the Disaster Recovery system with the ability to have PennDOT conducting business within 24 hours of a disaster scenario. This plan must also account for the central issuance process and describe how any disruptions at the Central Issuance Facility would be addressed to continue producing credentials within the previously described two (2) day timeframe.
<b>Testing</b>	
	The plan shall include evidence that it has been tested and shall include a regular test plan that will be implemented, at a minimum, twice per year and be coordinated with PennDOT.
<b>JNET</b>	
	The disaster recovery site must also be capable of being utilized for all JNET traffic accessing the Central Image Server and Facial Recognition system.

**Task B-10 – Driver License/Identification and Special Identification (DL/ID and SID) Cards**

Although the table below describes requirements which the selected Offeror must be able to accommodate, the specific designs of the DL/ID card types, including security features, will be identified collaboratively between PennDOT and the selected Offeror during the planning phase upon award of the contract, with the final designs to be approved by PennDOT.

For examples of the DL/ID Card Types currently issued by PennDOT see **Appendix J, Pennsylvania Driver License ID Products (04-2012)**.

If determined by PennDOT, the selected Offeror must be capable of producing a DL/ID Card that is fully compliant with AAMVA standards. The current AAMVA standards are available at <http://www.aamva.org/DL-ID-Card-Design-Standard/>.

<b>1. DL/ID Card Body Specifications</b>	
	<p>The product material for the DL/ID card shall adhere to AAMVA standards.</p> <p>The Product material used shall be the same regardless of whether the DL/ID cards are produced Over The Counter or via the Central Issuance facility.</p>
<b>Lamination/Coating</b>	
	<p>All DL/ID cards and Special IDs (Photo License/IDs) shall have a laminate or a protective coating applied to the front of the card which is at least 1 mil thick and meets both the durability and security requirements of this RFP.</p> <p>The laminate or protective coating shall bond to the Photo License/ID card surface in such a way that any attempt to remove it shall be readily apparent upon a visual inspection.</p> <p>The back of the Photo License/ID does not need to be coated or laminated if it can survive the eight year life of the card and can meet the card durability requirements of this RFP.</p> <p>The back of the card, aside from the magnetic stripe, may also contain a protective laminate or coating. The Offeror shall provide separate pricing for this feature if it can be provided.</p> <p>Printing of the DL/ID, lamination or coating and die cutting, if required, must be a one step process with no Photo Technician intervention necessary.</p>
<b>Card Durability</b>	
	<p>The DL/ID card must be able to last for eight years. Although the present DL/ID card is issued for four years, PennDOT may extend issuance to a longer increment in the future.</p> <p>The color digitized image and any printed matter must remain stable and survive intact under conditions of strenuous wear and tear. Neither the image nor any print shall significantly deteriorate or discolor during the 8 year life of the DL/ID card.</p> <p>Offerors must submit proposed, sample Photo License/ID Cards to an independent testing laboratory for evaluation of their material composition. The Offeror's samples must be tested per American National Standards Institute's (ANSI) latest Card Durability Test Methods (ANSI 322-2008: Card Durability Test Methods.) See also, Card Security below.</p> <p>Offerors shall identify the quality assurance approach that will be used to ensure and monitor the integrity of all DL/ID cards issued. This approach</p>

	<p>should include not just durability but also product consistency and customer satisfaction. Offeror shall provide written results of the quality assurance tests used.</p>
<p><b>Product Quality</b></p>	
	<p>All elements of the DL/ID or Special ID must be printed clearly and accurately.</p> <p>The signature printed on the DL/ID Card must be an accurate, clear representation of that signed by the customer.</p> <p>Offerors shall identify the approach that will be used to monitor the overall quality of licenses that are issued. Methods that will measure customer satisfaction with the photo image, generic visual consistency and durability should be included.</p>
<p><b>Card Security</b></p>	
	<p>Card materials, including card stock and laminate, must be serialized.</p> <p>The DL/ID must include, at a minimum, three level one security features, three level two security features and one level three security feature.</p> <p>Offerors must specify in their cost proposal, the cost of each individual security feature available to PennDOT (a la carte).</p> <p>Exact security features shall be decided on collaboratively between the selected Offeror and PennDOT.</p> <p>PennDOT approves the final security features for the Photo License/ID card.</p> <p>The selected Offeror must allow for an upgraded security plan and replacing with equivalent card security features every 2 years, if desired by PennDOT.</p> <p>All elements printed onto the DL/ID, including the customer's image, signature and demographic data, shall adhere to the imaging material in such a way that any attempt to remove them would be readily apparent.</p> <p>Each Photo License/ID Card issued shall be constructed of such material and designed so that any attempt to reproduce or alter it would be readily apparent. Offerors shall submit detailed information on those characteristics, materials and features which are provided in its proposed Photo License/ID Card for adequate protection against various forms of counterfeiting, alteration of data, duplication of the entire Photo License/ID Card, substituting of a customer's photo, etc.</p> <p>The Offeror shall submit sample Photo License/ID Cards, as specified in these RFP requirements, to an independent testing laboratory for evaluation of the Photo License/ID Card material and security. The samples shall be tested per</p>

	ANSI INCITS 322-2008 Card Durability Test Methods. If the proposed samples submitted cannot fulfill the security requirements of this RFP, PennDOT may reject the proposal solely on this basis. As part the response to the RFP, Offeror shall submit both a sample card and a laboratory evaluation.
<b>Magnetic Stripe</b>	
	<p>A magnetic stripe shall be affixed to the back of the DL/ID card as described in ISO/IEC 7811-2:2001 and shall not separate from the card.</p> <p>The magnetic stripes shall be encoded per AAMVA specifications, unless otherwise directed by PennDOT.</p> <p>The selected Offeror's system must encode the three tracks of data in the printer system, without the possibility of mismatching the information on the magnetic stripe with the demographic information that appears on the front of the DL/ID. The Offerors shall describe what provisions through equipment and software it proposes to use to verify the accuracy of the encoded magnetic data on each DL/ID card.</p>
<b>DL/ID Card Body Elements</b>	
	<p>Card shall be in horizontal or vertical format, as directed by PennDOT.</p> <p>Front of card data must include (if applicable):</p> <ul style="list-style-type: none"> <li>-Color "Above the shoulder" image of customer approximately 1" wide by 1 1/4" tall;</li> <li>-If a valid without photo license, a message indicating such must be present instead of an image of the applicant;</li> <li>-Signature (captured from signature pad);</li> <li>-Customer's full name;</li> <li>-DOB;</li> <li>-Address;</li> <li>-Height;</li> <li>-Sex;</li> <li>-Eye Color;</li> <li>-Photo License Center Location number;</li> <li>-Classification, Restriction, Endorsement Codes;</li> <li>-Issued and Expiration dates;</li> <li>-Organ Donor Designation;</li> <li>-Veterans Designation;</li> <li>-Duplicate Indicator;</li> <li>-DL or ID number;</li> <li>-Under 18/21 indicator(s): This card type must be in vertical format. It also must indicate the date till which customer is 18 and/or 21; and</li> <li>-Unique Banner (color dependent upon card type): including "Pennsylvania" in a customized font and the state website URL.</li> </ul> <p>Back of DL card must include, at minimum:</p> <ul style="list-style-type: none"> <li>-Classes, Endorsements and Restrictions: Code and decode;</li> <li>-Card Serial Number;</li> </ul>

	<p>-1D Barcode containing the customer's DL/ID number;</p> <p>-2D barcode - containing customer information printed on front of card (AAMVA compliant, unless otherwise directed by PennDOT);</p> <p>-Magnetic Stripe - containing customer information on front of card on tracks 1,2 and 3 (AAMVA compliant, unless otherwise directed by PennDOT); and</p> <p>-PennDOT identified message to cardholders (currently that if they move, they must contact PennDOT within 15 days, but subject to change).</p> <p>For example of current DL/ID cards see <b>Appendix J, Pennsylvania Driver License ID Products (04-2012)</b>.</p> <p>The selected Offeror shall give PennDOT the capability of adding and deleting card types. The selected Offeror shall allow PennDOT to add up to 4 card types over the life of the contract at no cost to PennDOT.</p>
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<b>2. Special IDs</b>	
	<p>PennDOT currently produces identification cards that are not official PennDOT driver licenses or non-driver identification cards. These special identification cards (Special IDs) (asbestos inspector, lead inspector, etc) are made for various Commonwealth agencies using PennDOT's infrastructure. The selected Offeror shall be paid the same price per finished Special ID as it is for DL/ID cards.</p> <p>The current Special IDs are shown in <b>Appendix J, Pennsylvania Driver License ID Products (04-2012)</b>. The final formats for the Special IDs will be collaboratively decided upon by PennDOT and the selected Offeror. The final formats for the special IDs shall be approved by PennDOT.</p>
<b>Learner's Permits</b>	
	<p>Currently, PennDOT produces Learner's Permits via the Driver License Centers. In the future, with changing processes and requirements, PennDOT may have a need for the selected Offeror to issue Learner's Permits with a customer photo. The selected Offeror must be capable of producing this type of photo Learner's Permit if determined by PennDOT.</p>
<b>DL/ID Card Informational Materials</b>	
	<p>The selected Offeror shall develop and provide a brochure for law enforcement describing Pennsylvania's new DL/ID Cards and their security features. In addition, the selected Offeror shall develop a brochure to be distributed to PennDOT's partners and the general public, describing the look of the new products. The selected Offeror shall deliver these materials to PennDOT in a common digital format ready for printing.</p> <p>All proposals shall include a full description of the recommended type of materials to be developed.</p>

**Task B-11 - Consumables**

<b>Ease of Use</b>	
	<p>The printer ink ribbons/rolls must be preloaded in a cassette or other easily loadable form so that Workstation operators do not have to do any threading of the ribbon when changing print media.</p>
<b>Supply</b>	
	<p>The selected Offeror shall require the final stage supplier to provide and ship to the selected Offeror no more than a two (2) month supply of the high security laminate and card stock.</p> <p>Card stock and laminate shall be stored in each Photo License Center in a PennDOT provided safe measuring approximately 22 3/4"x17 1/2"x21 1/4" and printer ribbons shall be kept in a secured room. The selected Offeror must ensure that the quantity of consumables supplied does not exceed what will fit in the safes currently used in the Centers.</p> <p>The selected Offeror shall keep each Photo License Center supplied with a minimum of one week and a maximum of two week supply (based on average customer volumes per center) of any high security material and a four (4) week supply of all other necessary equipment and supplies. All supplies shall be delivered by a secure carrier, at no charge to PennDOT, to Photo License Center locations throughout the Commonwealth.</p> <p>The selected Offeror must guarantee that no Photo License Center will run out of any material needed to produce a Photo License/ID Card, except in cases of strike or other circumstances beyond the control of the selected Offeror, including force majeure.</p>
<b>Tracking/Inventory</b>	
	<p>The selected Offeror must control and document the use of any high security laminate, card stock or equipment to the satisfaction of PennDOT.</p> <p>Consumables must be traceable from raw material through fulfillment. This includes accounting for all consumables through the entire process from receipt from the manufacturer, to distribution to the Photo License Centers, to its use in a product and, if applicable, to selected Offeror destruction of leftover materials.</p> <p>Card stock and laminate must be shipped separately. In no circumstances should secure materials of different types be shipped in the same package.</p> <p>The inventory/tracking must include serialized consumables. Each consumable must be traceable to the product it was used to create.</p> <p>Inventory control records shall be balanced against the selected Offeror's</p>

	<p>accounting records of each card and laminate used.</p> <p>All reports shall be maintained on a monthly, yearly, year to date and life of contract basis and shall be accessible by PennDOT or UniqueSource staff, as specified by PennDOT.</p> <p>The selected Offeror must allow the inventory system to be audited by PennDOT.</p> <p>The Offeror shall explain in its proposal how its inventory system will work from receipt through destruction of leftover materials.</p>
<b>Distribution</b>	
	<p>The selected Offeror shall ensure that each shipment received from the final stage supplier includes a packaging slip or other detail of the property being delivered. Under no circumstances shall the selected Offeror accept delivery of any carton whose seal has been broken.</p> <p>Shipment from the final stage supplier to the selected Offeror shall be made by a secured carrier, in a locked and sealed vehicle, with return receipts.</p> <p>The selected Offeror shall distribute only complete and sealed units of the high security materials to the Centers.</p> <p>The selected Offeror must require either Unique Source Products &amp; Services or PennDOT staff to verify receipt of all distributions at the time and place of delivery and must require a signed receipt by authorized Unique Source Products &amp; Services or PennDOT personnel for all deliveries.</p> <p>Distribution of all security sensitive supplies shall be performed by PennDOT approved and authorized shipment method.</p> <p>All distributions and transfers shall be made on a signature release basis. Records of all such distribution shall be maintained by the selected Offeror and shall be made available for inspection or audit by PennDOT.</p>
<b>Disposal</b>	
	<p>The selected Offeror shall be responsible for the auditing and disposal of all secure and confidential materials, such as security laminate, card stock and used media, used in the production of a DL/ID Card. These materials may be either used or unused.</p> <p>The selected Offeror shall be responsible for ensuring that the secured materials are disposed of in such a fashion as that no usable product could be created from them or information contained be used for fraud or identity theft. The disposal process must be developed collaboratively with and</p>

	approved by PennDOT.  The selected Offeror shall maintain auditing and disposal records and make them available to PennDOT and authorized investigators during normal business hours, upon request.
<b>Ownership</b>	
	The selected Offeror shall be responsible for the cost of all consumables supplied by the selected Offeror. Regardless of proper use, improper use, waste or defects, the selected Offeror shall only be compensated for completed Photo License/ID Cards. PennDOT and UniqueSource shall exercise reasonable care in the handling of the consumables.
<b>Suppliers</b>	
	<p>The selected Offeror shall work collaboratively with suppliers in developing mutually established requirements that meet PennDOT's needs and specifications.</p> <p>The selected Offeror shall be flexible in working with both PennDOT and appropriate suppliers if PennDOT's process or product changes or if a supplier recommends a change.</p> <p>The selected Offeror shall proactively work with suppliers to improve performance, lower costs and increase the value of the relationship to both the selected Offeror and PennDOT.</p> <p>The selected Offeror shall work immediately and proactively with all suppliers in correcting any deficiencies identified in the product or any component of the digital driver license system, including all components of the Image Capture Workstation, Central Image Server or Facial Recognition System.</p> <p>Any changes in supplies, materials and/or suppliers must be approved and coordinated with PennDOT.</p>

### **Task B-12 - Networking**

General – PennDOT will provide all network hardware and network connectivity including switches, routers and other network associated hardware.

PennDOT will provide the network connectivity from the 97 Photo License Centers and the 71 Driver License Centers to the PennDOT Core Network, located at the Commonwealth Technology Center via Virtual Route Forwarder. This connection will be a shared Multi-Protocol Layer Switching T1 for both Driver and Photo License Center data traffic.

PennDOT will provide and maintain network connectivity to both the CTC and selected Offeror provided, off-site data center.

PennDOT will manage all network connectivity from the PLC and DLC to the Commonwealth Technology Center and the selected Offeror’s data center.

Selected Offeror Access – PennDOT will provide the selected Offeror, via the PennDOT Virtual Private Network solution, remote access to any selected Offeror provided workstations or hardware at CTC if required for remote support of the selected Offeror’s systems.

***Deliverable:*** The Requirements Documentation is comprised of, but not limited to, individual plans defined above in **Tasks B1 – B12**. The Requirements Documentations must be approved by PennDOT prior to commencing work on any other deliverables. Payment for this deliverable will be made as part of the “Cost Per Card” as described in **Part II-10, Cost Submittal**, of this RFP.

<b>Task B Deliverables Summary</b>		
<b>Task</b>	<b>Sub-Task</b>	<b>Deliverable</b>
<b>TASK B</b>	<b>B-1 – Photo Upfront</b>	<b>Requirements Documentation</b>
	<b>B-2 – Image Capture Workstations</b>	
	<b>B-3 – Duplicate Workstations</b>	
	<b>B-4 – Motor Voter</b>	
	<b>B-5 – Central Image Server</b>	
	<b>B-6 - JNET</b>	
	<b>B-7 – Facial Recognition System</b>	
	<b>B-8 – Central Issuance Facilities</b>	
	<b>B-9 – Disaster Recovery</b>	
	<b>B-10 – Driver License/Identification and Special Identification (DL/ID and SID) Cards</b>	
	<b>B-11 - Consumables</b>	
	<b>B-12 - Networking</b>	

**DESIGN PHASE**

**TASK C – SYSTEM INTERFACE DESIGN SPECIFICATIONS**

It is PennDOT’s expectation that these specifications be part of the Offeror’s proposed solution. Upon award, PennDOT and the selected Offeror will work together to ensure the final specifications meets PennDOT’s needs. The selected Offeror will be required to submit the specifications to PennDOT for review and approval prior to Implementation.

**Task C-1 – System Interface Design Specifications**

- User Interface – Documenting any user interfaces of the systems.
- System-to-System – Documenting any interfaces between systems.

**Task C-2 – Technical Architecture Design and Specifications** – for all servers and workstations including both functional and technical specifications for the following:

- Photo Upfront Solution Design Specifications
- Image Capture Workstation Design Specifications
- Duplicate Workstation Design Specifications
- Motor Voter Design Specification
- Central Image System and Back-Up Design Specifications
- JNET Specifications
- Facial Recognition System Design Specifications
- Central Issuance Facility Design Specifications
- Disaster Recovery Design Specifications

**Task C-3 – Database Design Specification** – Documenting the data model for any databases necessary to implement the proposed solution.

**Task C-4 – Card Design Document – All card types and Special IDs** – Documenting the final design of all Driver License card types and Special IDs.

**Task C-5 –Informational Brochure Design Document – Law Enforcement** – A final, print-ready document outlining the new Driver License/ID Cards and key security features for Law Enforcement.

**Task C-6 – Informational Brochure Design Document – PennDOT Business Partners** – A final, print-ready document outlining the look and feel of the new Driver License/ID Cards.

**Deliverable:** The System Interface Design Specifications is comprised of, but not limited to, individual plans defined above in **Tasks C1 – C6**. The System Interface Design Specifications must be approved by PennDOT prior to commencing work on any other deliverables. Payment for this deliverable will be made as part of the “Cost Per Card” as described in **Part II-10, Cost Submittal**, of this RFP.

<b>Task C Deliverables Summary</b>		
<b>Task</b>	<b>Sub-Task</b>	<b>Deliverable</b>
<b>TASK C</b>	<b>C-1 – System Interface Design Specifications</b>	<b>System Interface Design Specifications</b>
	<b>C-2 – Technical Architecture Design and Specifications</b>	
	<b>C-3 – Database Design Specification</b>	
	<b>C-4 – Card Design Document – All card types and Special IDs</b>	
	<b>C-5 –Informational Brochure Design Document – Law Enforcement</b>	

**TESTING PHASE**

**TASK C - TESTING**

The selected Offeror is required to provide two complete test systems; System Test (SYST) and User Acceptance Testing (UAT).

The SYST system must be installed at a selected Offeror location and must be accessible to selected Offeror quality assurance employees. Any development, enhancements, upgrades, changes, etc. must be thoroughly tested by the selected Offeror before releasing to PennDOT for user acceptance testing.

The UAT system must be installed at the PennDOT Riverfront Office Center and must be accessible to PennDOT employees around the State that will be responsible for testing any enhancements, upgrades, or changes prior to moving the changes into the PennDOT production environment.

This system will be used for the initial user acceptance testing and prior to full system implementation, but must also be available for on-going testing and training for the life of the contract.

Test Plan	
	<p>Any testing described in this RFP shall be inclusive of all systems, including those housed at both the Centers and in any PennDOT or selected Offeror operated facilities.</p> <p>The selected Offeror shall develop, implement, and maintain a Test Plan, subject to PennDOT approval, in accordance with industry standards to manage testing and defect tracking for the purpose of providing an efficient error correcting process to be used in system and user acceptance testing (UAT)</p> <p>The test plan must include all of the following:</p> <ul style="list-style-type: none"> <li>• Unit testing – on-going development testing (selected Offeror);</li> <li>• Integration testing – all the pieces work together (selected Offeror and PennDOT);</li> <li>• Usability testing – user friendly, intuitive application (selected Offeror and PennDOT);</li> <li>• Functional testing – test scenarios against requirements (selected Offeror and PennDOT);</li> <li>• Performance testing – stress and load (selected Offeror);               <ul style="list-style-type: none"> <li>○ The selected Offeror must also provide the mechanism to create load and stress conditions.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Testing of external interfaces – communication with other applications, databases, etc. (selected Offeror and PennDOT); and</li> <li>• Continuous regression testing – on-going to determine impact of changes (selected Offeror and PennDOT).</li> </ul> <p>The Test Plan must include a schedule for when software or other changes will be deployed to the test system and testers must receive documentation of the changes.</p> <p>PennDOT requires a minimum of 4 weeks’ notice to schedule resources for UAT.</p>
<b>Test Scripts</b>	
	<p>The selected Offeror must provide and execute a test script, subject to PennDOT approval, prior to the implementation of equipment, configuration changes and/or software to the UAT system. PennDOT conducts testing of new equipment and/or software in UAT before any such changes are installed in production.</p> <p>Full regression testing by the selected Offeror on the QA system will be expected before any change is deployed to the UAT system.</p>
<b>Documentation for Testing</b>	
	<p>Updated user, and/or administrator manuals are to be supplied prior to the testing and acceptance phases of the project.</p> <p>Selected Offeror must supply written test cases for PennDOT resources to use during UAT.</p>
<b>User Acceptance Testing</b>	
	<p>All systems, including the Central Image Server, Facial Recognition System and PennDOT mainframe interface software, must be installed and functional in time for PennDOT to conduct acceptance testing.</p> <p>The User Acceptance Testing (UAT) must be planned and coordinated jointly by the selected Offeror and PennDOT project stakeholders.</p> <p>The selected Offeror must use standard defect tracking tools to track all feedback from testers. Final UAT shall end when the system has met the standard of performance for a period of 15 consecutive working days, as determined by the PennDOT Project Manager in conjunction with PennDOT testers.</p> <p>A test image capture workstation must be provided, including all hardware and software to allow for full end-to-end testing.</p> <p>Prior to final sign-off of user acceptance testing, all stated requirements for functionality must be in place, tested, and working free of bugs or defects, and all system performance testing must be complete and must meet required performance</p>

	measures.
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**Test Materials**

	It is the selected Offeror’s responsibility to provide test materials at no additional cost to PennDOT. This includes, but is not limited to, printer ribbons, laminate and card materials for testing the end-to-end process through both the Centers and Central Issuance facilities.
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**End-To End Integration Testing**

	<p>The test plan must be designed to exercise the entire system including all features and functions. This includes both Central Issuance as well as batch functions as PennDOT has a robust integration of batch processing with the various systems. Before acceptance of the system, PennDOT needs to verify that all the features and functions have been delivered and operate as set forth in the contract. Individual pieces can be tested as they become available, but complete end-to-end system testing is required prior to go live.</p> <p>Both the selected Offeror and PennDOT personnel will operate the system to assure its complete functionality and compatibility with the PennDOT Communications Network.</p>
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**Performance Testing**

	<p>Performance testing shall end when the system has met the standard of performance for a period of ten (10) consecutive calendar days. The standard of performance shall mean the system operates in conformance with the selected Offeror technical and functional specifications, in conformance with this contract, and in conformance to the mutually agreed test criteria.</p> <p>If the System fails during a ten (10) day period, the selected Offeror will re-start performance testing. The testing shall continue on a day-by-day basis until the standard of performance is met, without downtime, for a total of ten (10) calendar days. This must be accomplished within forty-five (45) consecutive calendar days.</p> <p>The selected Offeror is to provide the mechanism to create load and stress conditions. Metrics and results of the load and stress testing must be provided to PennDOT for review and approval.</p>
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**Upgrades, Patches, Fixes or Other System Updates**

	<p>Ongoing changes to the selected Offeror’s systems or hardware must be documented, tested and approved by PennDOT. Any changes during the life of the contract fall under the testing criteria listed above.</p> <p>Implementation or release of selected Offeror changes to any of the selected Offeror’s software or hardware must be scheduled and approved by PennDOT.</p> <p>A pilot process of up to four (4) sites may be used to ensure reliability of the upgrade, patch, fix, or other system updates. PennDOT will determine the need for deployment to pilot sites depending on the scope of the change.</p> <p>In the event of a problem with the upgrade, patch, fix, or other system updates, the selected Offeror shall have a plan to immediately restore the previous version or release in order to keep facilities in production.</p> <p>When updates are necessary, the selected Offeror must provide a daily report indicating all systems or hardware that:</p> <ol style="list-style-type: none"> <li>1. Need to be updated;</li> <li>2. Have been updated successfully; and</li> <li>3. Remain to be updated.</li> </ol> <p>This daily report must be provided until all systems or hardware that need to be updated, have been updated.</p>
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***Deliverable:*** The Testing Requirements must be approved by PennDOT prior to commencing work on any other deliverables. Payment for this deliverable will be made as part of the “Cost Per Card” as described in **Part II-10, Cost Submittal**, of this RFP.

**TRAINING PHASE**

**TASK E - TRAINING**

The selected Offeror shall provide all training as described in this Task E of this RFP. Selected Offeror shall be responsible for all expenses incurred for training activities. The cost of all training shall be included in the Offeror’s cost per Photo License/ID proposal.

Image Capture, Duplicate Workstation and Photo Upfront Initial Training	
	<p>Selected Offeror shall provide thorough training sessions for approximately 450 UniqueSource Products &amp; Services staff on the full use of the Image Capture Workstation and Photo License/ID issuance process.</p> <p>Selected Offeror shall provide thorough training sessions for approximately 350 PennDOT staff on the full use of the selected Offeror provided Duplicate Workstation hardware and software as well as any Photo Upfront hardware and</p>

	<p>software.</p> <p>The training shall integrate with the selected Offeror's implementation plan.</p> <p>The training for a Center's employees must occur no more than two (2) weeks prior to the installation of workstations at that Center.</p> <p>PennDOT shall provide classrooms for the initial training at a minimum of six (6) locations throughout the Commonwealth with the locations to be determined at a later date.</p>
<b>Facial Recognition Initial Training</b>	
	<p>Selected Offeror shall provide comprehensive training on the operation of the Facial Recognition software to approximately 50 PennDOT and other agency users that will utilize the Facial Recognition software.</p>
<b>Image Capture, Duplicate Workstation and Photo Upfront Implementation Training</b>	
	<p>The selected Offeror shall provide four(4) hours of training and support at each Driver License Center or Photo License Center the first day of operations following the installation of the workstations.</p>
<b>Training Plan</b>	
	<p>Each proposal shall include a detailed training plan for the Image Capture and Duplicate Workstations and Facial Recognition System training to be conducted.</p> <p>Each training plan must include, at minimum:</p> <ul style="list-style-type: none"> <li>• A description of the training, including its duration;</li> <li>• The number of participants per session;</li> <li>• The qualifications of the training instructors;</li> <li>• A detailed list of the tasks a photo technician must perform daily to issue a Photo License/ID card; and</li> <li>• The evaluation criteria of Photo Technicians, in order to identify their level of competency in operating the workstation.</li> </ul>
<b>Training Materials</b>	
	<p>The Offeror shall include samples of the training materials to be used for all UniqueSource Products &amp; Services/PennDOT trainings (Initial, Implementation, "Train the Trainer" and Facial Recognition)</p> <p>The Offeror may use representative training materials that have been created for other clients, provided that the Offeror agrees to customize the materials for PennDOT's needs upon award of the contract.</p> <p>The selected Offeror will provide all training materials used in any trainings for PennDOT and Unique Source staff to PennDOT.</p>
<b>Workstation</b>	

	<p>The selected Offeror shall provide, at a minimum, one (1) physical, operator’s manual for each Workstation provided.</p> <p>The operator's manual shall include all information required for operating the Workstation, issuing a Photo License/ID card and troubleshooting the Workstation.</p> <p>Each operator's manual shall be provided in a 3-ring binder to allow for easy replacement or updating of its contents.</p> <p>The Offeror must include a sample operator's manual along with its response.</p> <p>The Offeror may use operations materials developed for other clients provided that the Offeror agrees to customize the materials for PennDOT's needs upon award of the contract.</p>
<b>Facial Recognition</b>	
	<p>The selected Offeror shall provide a digital copy of the Facial Recognition System users' manual.</p> <p>The selected Offeror shall provide a digital copy of the Facial Recognition System administrative manual.</p> <p>The Offeror shall include a sample of its Facial Recognition System manuals with its response.</p>
<b>Workstation Refresher Training</b>	
	<p>If significant changes are made to any aspect of the workstation during the life of the contract, the selected Offeror shall provide "refresher" training sessions for UniqueSource Products &amp; Services and PennDOT participants at no cost to PennDOT within a reasonable timeframe prior to implementation.</p> <p>The selected Offeror must also provide updates for the users manuals, both in digital and physical copy.</p>
<b>Facial Recognition Refresher Training</b>	
	<p>If significant changes are made to the Facial Recognition software during the life of the contract, the selected Offeror shall provide "refresher" training sessions for participants at no cost to PennDOT within a reasonable timeframe.</p> <p>The selected Offeror must also provide updates for the user and administrative manuals in digital copy.</p>

***Deliverable:*** The Training Requirements must be approved by PennDOT prior to commencing work on any other deliverables. Payment for this deliverable will be made as part of the “Cost Per Card” as described in **Part II-10, Cost Submittal**, of this RFP.

**TASK F - IMPLEMENTATION**

The selected Offeror must ensure that the approved system be fully functional and be fully installed prior to July 27, 2016. The implementation plan must address every aspect of the system as described in this **Part V – Work Statement** of the RFP.

### **Task F-1 – Implementation Plan**

The plan must include, but not be limited to the following:

1. Personnel responsible for each task;
2. Plan for conducting site surveys of PennDOT Driver License Centers;
3. A detailed project management plan outlining both delivery and installation of necessary equipment;
4. A plan which includes a phased-in implementation approach, by region, for the Center DL and Image Capture Workstations;
5. A plan outlining the installation and go-live of all Central Issuance components;
6. A plan for the installation and go-live of all Central Image Server components;
7. A plan for the installation and go-live of all Facial Recognition System components; and
8. A plan to address the migration of data to the new systems. This includes, but is not limited to, migrating all images to the new Central Image Server and enrolling all images in Facial Recognition templates in the Facial Recognition system.

### **Task F-2 – Site Survey**

The selected Offeror must provide a detailed site survey and assessment prior to installation of equipment for each PennDOT Driver License Center and Photo License Center. Because each Driver License and Photo License Center may be slightly different, it is important that the selected Offeror get an accurate estimate as to how hardware can be installed at each location.

The site survey report must include, at a minimum:

1. Facility floor plan;
2. Facility layout;
3. Appropriate measurements;
4. Photos;
5. Electrical requirements;
6. Cabling requirements;
7. Recommendations for workflow changes;
8. Security concerns;
9. Number of DL and PL Workstations needed; and
10. Other recommendations or concerns.

### **Task F-3 – Installation**

The selected Offeror shall include a detailed check-off list to be used when installing the Workstations at the Centers as part of its proposal. The detailed check-off list shall be provided to PennDOT for review and approval prior to beginning the installations.

At the time of implementation and installation, all equipment (i.e., software and hardware) must be fully functional with no issues.

Installations must occur during non-business hours, unless otherwise directed by PennDOT.

The selected Offeror shall be responsible to make all necessary adjustments, repairs and replacements to maintain the equipment in this condition for the life of the contract, at no additional cost to PennDOT.

All equipment shall be installed in accordance with the specifications contained in the original equipment manufacturer's (OEM) installation instructions as well as be installed by professional personnel trained in the installation of such equipment.

Workstation equipment shall be installed a minimum of 6" off the ground.

The selected Offeror shall clearly and legibly mark all cables at both ends.

#### **Task F-4 – Phased Rollout**

The successful selected Offeror must work with PennDOT to collaboratively develop an approved, phased, implementation approach for workstations and equipment at the approximately 97 Commonwealth Photo Centers

Image Capture and Duplicate Workstations at the Driver License and Photo License Centers must be installed with a phased rollout approach.

The rollout will be by region, with the Southeast region being the last region to go live. Refer to **Appendix P, DL Center map (8-10)**.

**Deliverable:** The Implementation Requirements are comprised of, but not limited to, individual plans defined above in **Tasks F1 – F4**. The Implementation Requirements must be approved by PennDOT prior to commencing work on any other deliverables. Payment for this deliverable will be made as part of the “Cost Per Card” as described in **Part II-10, Cost Submittal**, of this RFP.

## **MAINTENANCE AND SUPPORT**

### **TASK G – MAINTENANCE AND SUPPORT**

The selected Offeror shall provide remedial and preventative maintenance for the Workstation hardware/software, Facial Recognition hardware/software and the Central

Image Server, including all parts and labor, at no additional cost to PennDOT during the term of the contract.

Offerors must plan on at least 312 business days per year in Pennsylvania. Pennsylvania currently recognizes 11 holidays per year, but not all Centers close on the same day.

Center operating hours and days vary widely and cover a range from 7:30am to 6pm Monday through Saturday. Occasionally, the Department may authorize hours outside of the normal operating hours. The selected Offeror must be available for support and maintenance if required. See **Appendix O - Driver License and Photo Center Hours** for an example of the 2014 schedule and holidays.

Telephone, on-site remedial and preventative maintenance must be available during Center working hours for the length of the contract. At the discretion of PennDOT, the required period of maintenance may be changed for a Center, the Central Image Server or the Facial Recognition System.

**NOTE: The selected Offeror will be responsible for meeting any and all requirements as defined in Tasks A – F throughout the life of the contract. To ensure the requirements are met, the selected Offeror shall do the following, including but not limited to: providing, maintaining and updating any plans, documentation, consumables, etc. No separate payment will be made to meet these requirements.**

#### **Task G-1 – Remedial Maintenance**

During the contract period, the selected Offeror shall render maintenance to keep all selected Offeror-provided hardware and software in good working order, or restore it to such.

The maintenance shall include preventative and remedial maintenance, installation of safety changes and installation of engineering changes based upon the specific needs of the individual item of hardware and/or software.

The maintenance shall also include the repair, replacement or exchange of equipment when deemed necessary to restore it to good working order. For purposes of this RFP, hardware and/or software restored to good working condition shall be defined as hardware and/or software that shall perform all functions as prescribed in this RFP, the selected Offeror's proposal and the manufacturer's published specifications for such hardware and/or software as originally manufactured.

The selected Offeror shall supply technical bulletins and updated user guides when applicable including providing updated software documentation upon delivery of updated software releases.

At the discretion of PennDOT, the selected Offeror shall supply PennDOT with updates, improvements, enhancements or modifications to its software. The selected Offeror shall ensure that any updated software is compatible with the application software originally installed by the selected Offeror and accepted by PennDOT.

The selected Offeror shall correct or replace the software and/or remedy any programming error which is attributable to the selected Offeror.

The selected Offeror shall place in an escrow account, the Source Code for software as well as any updates, improvements, enhancements or modifications to the Source Code for software, on terms acceptable to PennDOT.

The selected Offeror shall service the software in a professional manner with qualified personnel.

The selected Offeror shall exert its best efforts to perform all fault isolation and problem determination, including both hardware and software problem diagnosis, attributed to the hardware and software covered under the contract.

#### **Task G-2 – Hardware Maintenance**

Hardware maintenance shall include lubrication, adjustments and replacement of maintenance parts deemed necessary. Maintenance parts may or may not be manufactured by the original hardware manufacturer, may be altered by the selected Offeror to enhance maintainability, but must be acceptable to the original hardware manufacturer and new or certified as new. All maintenance parts shall be furnished and replaced at the location of the hardware by the selected Offeror. Any parts that are replaced shall become the property of the selected Offeror.

In the event that a material, supply or equipment change/improvement causes the obsolescence of part or all of a workstation, the Central Image Server or Facial Recognition System, new item(s) shall be supplied to PennDOT at no additional charge.

#### **Task G-3 – Preventative Maintenance**

The selected Offeror shall be responsible for conducting preventive maintenance on any provided equipment. The preventive or scheduled maintenance shall be performed at intervals mutually agreeable to the selected Offeror and PennDOT. The Offeror shall specify in its proposal the type, frequency and duration of the preventive maintenance required for the Workstations, Central Image Server and Facial Recognition System. PennDOT shall specify when the preventive maintenance shall be performed, subject to change and agreeable to both parties.

If applicable, the selected Offeror shall provide periodic cleaning of printers at the request of PennDOT, in conjunction with calls for remedial maintenance and/or in accordance with the preventive maintenance schedule.

#### **Task G-4 – Support**

During the life of the contract, a single toll-free telephone number shall be provided by the selected Offeror for Photo Technicians and PennDOT employees to contact the selected Offeror concerning service and supplies.

Telephone support must be available during all Center operational hours.

Properly placed service calls shall receive a response from selected Offeror personnel knowledgeable of the reported issue within 15 minutes. During implementation and up to three (3) days after, the response to a service call must be within 10 minutes. If the problem cannot be resolved by “walking the operator through” the required procedure, the selected Offeror shall respond on site during working hours within two (2) hours of the initial call made by the Photo Technician or PennDOT employee.

The selected Offeror must contact PennDOT immediately if telephone support becomes unavailable.

***Deliverable:*** Maintenance and Support shall be provided as defined above in **Tasks G1 – G4**. Payment for this deliverable will be made as part of the “Cost Per Card” as described in **Part II-10, Cost Submittal**, of this RFP.

### **ADDITIONAL WORK**

#### **TASK H – ADDITIONAL WORK**

PennDOT may require additional work to be done by the selected Offeror that has not been specifically described in this RFP, such as changes in the look/appearance of the card product, adding or deleting additional data elements, etc.

#### **Task H-1 – Additional Work**

The additional work may be accomplished through the use of a Work Order and the Blended Hourly Rate as shown on the final accepted **Appendix E – Cost Submittal** from the selected Offeror as follows:

#### **WORK ORDER REQUIREMENTS**

1. The selected Offeror will be required to perform work in **Task H** through the use of Work Orders negotiated by PennDOT’s Project Manager and the selected Offeror throughout the term of the Contract. PennDOT’s Project Manager will initiate a Work Order by following the steps outlined in the Work Order Requirements (see **Appendix H**).

2. Each Work Order shall be consecutively numbered and identify the name of each individual that will perform the work required to complete the scope of work outlined on the Work Order. The Blended Hourly Rate may be negotiated for each Work Order but will not exceed the maximum Blended Hourly Rate as provided on the selected Offeror's **Appendix E – Cost Submittal**, which will be incorporated and made part of this contract.
3. The work to be completed through a Work Order may be deliverable based and/or establish payment benchmarks. All Work Orders containing a Scope of Work that is accepted by PennDOT, shall contain specific deliverable(s). Work Orders shall clearly define each deliverable and payment terms to be made upon completion and acceptance by PennDOT for the defined deliverable (refer to **Part IV-3 – Requirements** for invoice information). Benchmarks will be identified during negotiation when a single Work Order provides for more than one (1) clearly defined benchmark. Each identified benchmark within a Work Order will be considered a separate deliverable with payment made upon completion and acceptance by PennDOT of the identified benchmark.
4. A Work Order Authorization Page (see **Appendix I** for sample) is required to be signed by the selected Offeror and PennDOT's Project Manager.
5. Upon acceptance by the selected Offeror and PennDOT's Project Manager, a fully executed Purchase Order will be issued as the Notice to Proceed.
  - a) NO WORK CAN BE AUTHORIZED BEFORE A FULLY EXECUTED PURCHASE ORDER IS ISSUED BY PENNDOT AND RECEIVED BY THE SELECTED OFFEROR.
6. The cost of each Work Order will draw down from the maximum contract amount.
7. Work specified in Work Orders may be done concurrently.

**Task H-2 through H-6 – Reinstall, Relocation, and Addition of Hardware and Software**

The following five (5) items are considered additional work which may be requested at any time by PennDOT. The selected Offeror will be responsible for providing all necessary items to complete any one (1) of the five (5) items. Offerors costs shall be all inclusive of costs necessary to provide services for each item as shown on the **Appendix E, Cost Submittal**. Refer to Section II-10, Cost Submittal for additional information.

**H-2** – Reinstalling or Relocating Duplicate Image Workstation.

**H-3** – Reinstalling or Relocating Standard Image Workstation.

**H-4** – Adding Standard Image Capture Workstation with Hardware and Software.

**H-5** – Adding Duplicate Image Workstation with Hardware and Software.

## **H-6 – Additional Biometric Identifier Licenses.**

### **Task H-7 – Additional Users**

As described in **Task B-7, Facial Recognition System**, additional users (i.e., PSP) may require access to the system. Providing access to users outside of PennDOT may be requested by PennDOT at any time throughout the life of the contract. The selected Offeror will be responsible for providing all necessary items to provide the access. Offerors costs shall be all inclusive of costs necessary to provide services for each item as shown on the **Appendix E, Cost Submittal**. Refer to Section II-10, Cost Submittal for additional information.

## **END OF CONTRACT RESPONSIBILITIES**

### **TASK I – END OF CONTRACT RESPONSIBILITIES**

At the end of this contract, in the event that the Digital Driver License Systems services are to be provided by a new contractor (i.e., not the incumbent for this contract), a ramp-down approach (Transition) will be required from the Selected Offeror to ensure a seamless transition with no interruption of services. The Selected Offeror shall be fully prepared to work with the new contractor at the end of the current contract to ensure a seamless transition into the new contract.

- The Selected Offeror shall meet with appropriate PennDOT personnel in a timeframe as directed by PennDOT to gain a thorough understanding of how operations must be transitioned to a new contractor, and to develop a transition plan and associated cost breakdown, to be submitted to PennDOT for review and approval. In the event that changes to the Ramp-Down Plan are identified as a result of the meeting, the Selected Offeror must revise and resubmit the Ramp-Down Plan for final review and approval by PennDOT.
- The Selected Offeror must maintain open communications with PennDOT on any issue involved with meeting the transition requirements and the full implementation date.
- PennDOT will provide a transition period that may instruct the Selected Offeror to:
  - Begin a transition in service at any time during the contract term upon written notification from PennDOT in order to provide for the smooth transfer of service;
  - Provide hard and/or soft copies of any data or materials owned by PennDOT, which may be in the possession of the Selected Offeror. This includes, but is not limited to, any systems documentation, product documentation, process flows, and business

processes. Copies of this data or materials are to be provided to PennDOT within the first 30 days of the Ramp-Down period;

- Participation in testing and troubleshooting to ensure transition of all images and any other data from the Selected Offeror to the new contractor;
- Remove all systems hardware from PennDOT Driver License Centers and Photo license Centers on specific dates specified by PennDOT and agreed upon by the Selected Offeror;
- Upon request from PennDOT, the Selected Offeror shall supply a complete list of all hardware and other equipment used for PennDOT's Digital Driver License System/Program and a brief description of how each piece of equipment was used and whether any data stored on the equipment is sensitive. This includes equipment located at PennDOT sites or the Selected Offeror's sites. Upon termination of the contract, the Selected Offeror is responsible for the wiping, degaussing, and disposal of equipment as per Commonwealth policy, "ITB-SYM009-Commonwealth of Pennsylvania Data Cleansing Policy." Furthermore, all equipment that is replaced and removed as part of Ramp-Down will be "cleaned" per the Commonwealth standards as required by the following prior to destruction:

[http://www.portal.state.pa.us/portal/server.pt/gateway/PTARGS\\_0\\_2\\_155884\\_416\\_0\\_43/http%3B/entportlets.state.pa.us/ITPRetrieve/Retrieve.aspx?FileName=itp\\_sym009.pdf&DOCTYPE=pdf](http://www.portal.state.pa.us/portal/server.pt/gateway/PTARGS_0_2_155884_416_0_43/http%3B/entportlets.state.pa.us/ITPRetrieve/Retrieve.aspx?FileName=itp_sym009.pdf&DOCTYPE=pdf)

- PennDOT may require the Selected Offeror to validate proper data cleansing and disposal of equipment; and,
- Provide disposal service or transfer plan for all remaining product stock, used and unused, for the production of Pennsylvania drivers' licenses and photo identification cards.

During this transition, the selected Offeror's volume of Photo License/ID Cards will decrease.

As part of transition, and at a timeframe as directed by PennDOT, the selected Offeror shall provide for the transfer of all image files to an image database of PennDOT's choosing. This includes providing any custom software required for reading the image files. The image files shall be easily converted to standard formats, of PennDOT's choosing, such as PICT, TIFF, etc.

The selected Offeror shall disclose the Data Model used and complete record format of the image database for use by the Commonwealth for any purpose the Commonwealth deems necessary.

**IV-5. Reports and Project Control. All reports as specified elsewhere in this RFP.**

- A. **Task Plan.** A work plan for each task that identifies the work elements of each task, the resources assigned to the task, and the time allotted to each element and the deliverable items to be produced. Where appropriate, a PERT or GANTT chart display should be used to show project, task, and time relationship.
- B. **Status Report.** Periodic progress report covering activities, problems and recommendations. This report should be keyed to the work plan the Offeror developed in its proposal, as amended or approved by the Issuing Office.

1. **Weekly Status Report** – The selected Offeror must create and provide a weekly status report. This should include accomplishments over the last reporting period, upcoming activities, current issues and risks and overall project status.

For each issue or risk, the selected Offeror must identify the party responsible for mitigating that risk and the mitigation strategy to deal with it as well as the anticipated time to solve the risk/issue.

2. **Monthly Status Report** – The Monthly Status Report must outline the status of the project and include accomplishments, upcoming activities, current issues and risks and overall project status, like the Weekly Status Report, but in a summary fashion for the month. It must also tie these activities back to the Work Breakdown Structure to give a sense of overall project health and status. The selected Offeror may need to present this report at PennDOT Project Governance Committee meetings.

- C. **Problem Identification Report.** An “as required” report, identifying problem areas. The report should describe the problem and its impact on the overall project and on each affected task. It should list possible courses of action with advantages and disadvantages of each, and include Offeror recommendations with supporting rationale.

- D. **Final Report.** The selected Offeror shall draft copies of the final report to permit PennDOT’s Project Manager to satisfy itself as to the report’s completeness and factual accuracy. PennDOT’s Project Manager will provide a format for the final report. The format should specify the content of the final report in detail comparable to the following:

1. Abstract or summarize the result of the study or service in terminology that will be meaningful to management and others generally familiar with the subject areas.
2. Describe data collection and analytical and other techniques used during the study.
3. Summarize findings, conclusions and recommendations developed in each task.
4. Include all supporting documentation; e.g., flow-charts, forms, questionnaires, etc.
5. Recommend a time-phased work plan for implementing the recommendations.

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