

PA Department of Transportation

RFP # 3513R10 PennDOT Digital Driver License System



Gemalto Response
Technical Submittal - Redacted
Date: November 25, 2014

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II Technical Proposal

II-1 – Statement of the Problem

State in succinct terms your understanding of the problem presented or the service required by this RFP.

[Gemalto Response] PennDOT's current contract for a color photographic driver license and identification card system will be ending and will need to be replaced by July 27, 2016. Within the new contract, PennDOT wishes to enhance the digital driver license system using the latest technologies and techniques to improve product reliability, promote customer service, and enhance security.

Improve Product Reliability

In any new contract, the Commonwealth will be able to take benefit of new hardware to replace aging equipment in the field. This step alone adds to the ability to improve reliability while also being able to take advantage of any new features or benefits the new hardware may bring. To go a step further, the Commonwealth provided detailed requirements within the RFP to ensure performance of hardware, that spares are available in a short period of time if a replacement component is warranted, that support services are near in the event that any component or application requires attention, and that there is redundancy throughout the process to ensure uninterrupted service to the Commonwealth's citizens. The Commonwealth also covers the reliability requirements of the document (driver license, ID, etc.) itself.

Promote Customer Service

The migration to a new driving license system introduces the opportunity to improve customer and employee satisfaction. This improvement can be accomplished by increasing services and options for the handling of special cases, facilitated renewal processes, and more user-friendly automated tools and procedures for PennDOT employees. Within the RFP, PennDOT documented specific requirements for hardware performance and capabilities, system performance to ensure fast and efficient processing of customers, interface requirements to make it easy and efficient for employees to operate the application, and strict requirements with regards to service and support so that the entire system is minimally impacted by any issues that may arise.

Enhance Security

With additional threats around the world and an increasing demand on security from police departments, airport security, to insurance companies, the current ID documents must include the latest technologies and security mechanisms in order to establish a trust with the cardholder. The system and the credentials issued by this system must include the mechanisms and features to establish this trust. The Commonwealth is responding by requiring the Offeror to comply with the latest AAMVA standard for the credentials.

In addition, the Commonwealth is introducing two new significant process flows to further enhance

II-1 – Statement of the Problem

security within this new contract. The first is a Photo Upfront process to capture a customer's photo as a first step in the driving license process as way to reduce fraud. The second is a real-time 1:N check being performed prior to any product being issued over-the-counter. This 1:N check will be launched at the time of the Photo Upfront capture process.

Specific Requirements of the Solution

The RFP reflects what PennDOT has learned over the many years of this program and in previous contracts – what has worked and what has not worked. The RFP stands firm on many requirements. However, PennDOT is also allowing the vendor community to offer suggested approaches, processes, or technologies that may further enhance security, provide better customer service, and/or improve product reliability.

The Commonwealth is seeking an overall solution that includes:

- An image capture workstation solution that:
 - Will be deployed at the 97 Photo License Centers
 - Will retrieve the customer's information from the DL&C using a scanned 2-D barcode;
 - Will capture a customer's photo and signature;
 - Will perform 1:1 and 1:N facial recognition comparisons;
 - Will pose questions to the customer regarding the Organ Donor and Motor Voter programs and will capture the customer's responses;
 - Will upload captured information to specific backend systems or servers as defined in the RFP;
 - Will print out temporary or permanent documents and/or a receipt for the Motor Voter process;
 - Has an interface that promotes efficient navigation through the process;
- A duplicate workstation solution located in the 71 Driver License Centers that includes:
 - Interfacing with the DL&C to retrieve customer information, to retrieve the latest photo and signature on file, and to update that a duplicate credential was created (along with updating the CIS);
 - Produce a permanent credential over-the-counter
- A facial recognition and investigative solution that will provide:
 - The migration and biometric enrollment of ~50,000,000 images currently stored in the central image server;
 - Real-time 1:1 and 1:N image comparisons performed within 5 seconds of request;
 - A tool to create cases for facial recognition exceptions and allows investigators to access the images, perform visual and biometric comparisons, and adjudicate the cases;
- An issuance solution that includes:
 - The capability to produce ~4 Million credentials per year
 - An over-the-counter solution to produce ~85% of the total number of credentials;
 - A central issuance solution that will issue approximately 550,000 credentials annually;
 - The capability to manage credentials for the Department of Corrections that requires special handling;

II-1 – Statement of the Problem

- The design and production of DL/ID cards that:
 - Have an 8 year life and meet the durability requirements of the RFP
 - Is made of material supported by AAMVA standards
 - Has at least a minimum number of security features outlined in the RFP
 - Contain a magnetic stripe
- The design and production of other credentials such as Special IDs, Learner Permits, etc.
- A Motor Voter database and reporting system that will
 - Upload Motor Voter response data and customer signature images to DOS
 - Report statistics to PennDOT monthly, by county
 - Electronically transmit motor voter data to each of the 67 counties of the Commonwealth
- An inventory control and traceability solution for all card stock and secure laminates.
- A modern back-end IT database and application infrastructure that ensures
 - Secure storage of sensitive data
 - Highly-available access to services
 - performance and accessibility to critical data and services
- A disaster recovery approach to ensure continuity of services for
 - The Central Image Server
 - The Facial Recognition System, and
 - The Central Issuance Facility

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.

[Gemalto Response] Gemalto, Inc. is submitting a response to this RFP as the contracting entity/prime contractor. Marquis ID, a Gemalto Company is 100% wholly owned by us, its parent company, Gemalto, Inc. For purposes of this response, Marquis ID is our subcontractor. We believe that the combined experience of Gemalto, Inc. and our wholly owned subsidiary, Marquis ID will exceed the requirements of this RFP and prove a winning strategy for meeting the Commonwealth's needs.

Below we have provided a high level overview of the project including the deployment and support throughout the life of contract and a high level overview of Gemalto's secure credentialing solution.

Project Delivery

Within the cost per card is included all hardware and software for both the Backend IT systems as well as field offices. Complete field deployment to all PennDOT locations will be performed by Gemalto engineers and field technicians. A project plan covering the high level development and deployment of

II-2 – Management Summary

this project has been included in **Appendix 01** of this proposal.

The project begins with the Planning Phase, which involves creating a set of plans which will guide the project teams through the rest of the project. There are key plans that will be developed during this period that will assist in managing time, cost, change, risk, staffing, and the overall quality of the project deliverables. In addition, Gemalto will work with PennDOT to gather the detailed requirements, both Business and Technical Requirements, and provide specifications based on the requirements gathered.

Following the Planning Phase is the Executing Phase. During the first half of this phase, software customization and configuration, validation, and documentation are performed based on what was agreed upon during the creation of the Business and Technical Requirements. After development and validation, the solution will be deployed including a pilot phase, deployment into primary and disaster recovery data centers, the deployment of the central issuance facility, and finally Statewide implementation into all PennDOT locations.

Following the successful deployment of Pennsylvania's new system, the project will transition for Post Production Support and then the Closing Phase which manages the transition from solution deployment to Support and Maintenance for the life of the contract.

Support and Maintenance

Gemalto has included, within this proposal, a team of support and maintenance technicians to support the PennDOT field offices and meet the specified response times. In addition, Gemalto has included a call center for Level 1 technical support to act as a first level if any technical issues arise. The network of field technicians will also be utilized to support the secure distribution and delivery of serialized secure card bodies and consumables.

In addition, Gemalto will provide support in order to meet performance requirements for the Backend IT system for the life of the contract. Gemalto will capitalize on performance monitoring software and utilities to ensure that the solution meets PennDOT's performance requirements and specified response times for the life of the contract. Gemalto's backend IT systems have been designed to be easily saleable and expandable providing a solution that is able to adapt and grow with its customers.

Training

Training is key to the successful deployment and smooth transition to any project or system of this size. Gemalto has included a combination of Instructor Led Training (ILT), Web Based Training (WBT), and Train the Trainer sessions as well as training and user guides to ensure that all PennDOT staff and subcontractors will be able to effectively use their new software.

Cards

We will work together with the Commonwealth with the primary goal of creating a driver's license that is aesthetically pleasing, that is durable, and secure. Our goal is to provide a product whose authenticity can be trusted, and one your citizens are proud to possess.

II-2 – Management Summary

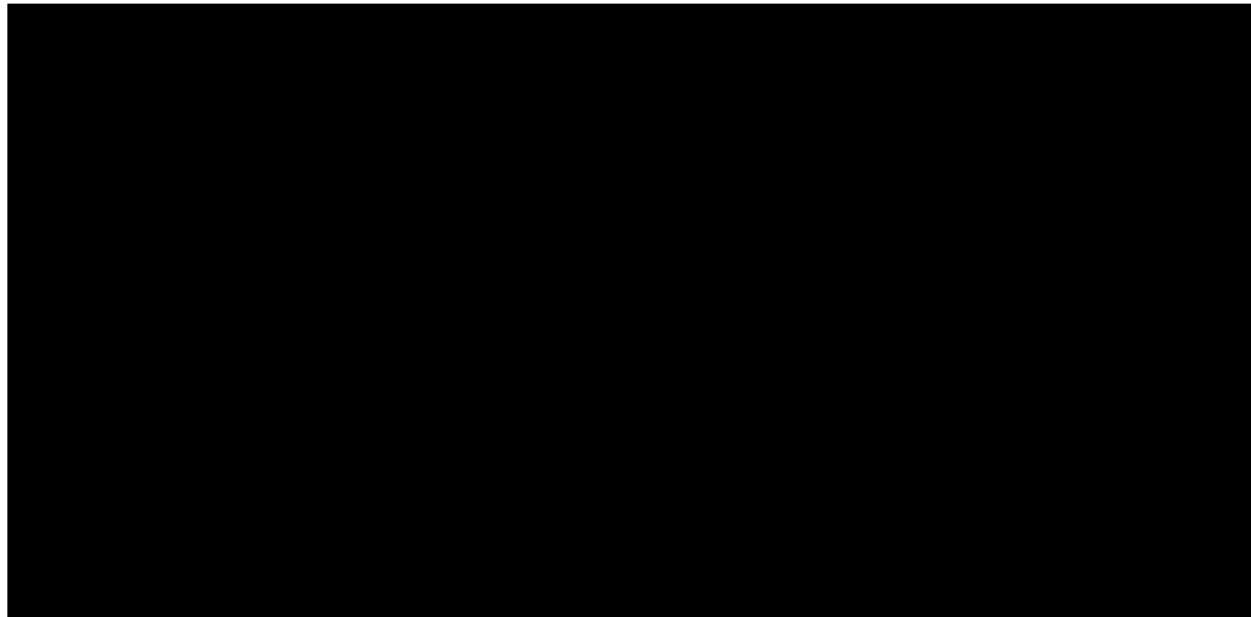
Gemalto produces secure documents by utilizing a combination of security features that provides different levels of security under different levels of analysis, and that also provides reasonable tradeoffs between accessibility and complexity. Gemalto selects a combination of different features that span overt, covert and forensic functions and act to complement each other in the document. We understand the importance of Level 1 features as the majority of the inspections are performed without the use of any tools. The front line needs to have features they can rely upon to differentiate the genuine from the counterfeit. When available for closer inspection, our Level 2 features provide a strong confidence level during authentication.

Gemalto will work with PennDOT through a Collaborative Design Forum (CDF) to develop a card Pennsylvanians will be proud to possess. The CDF includes workshops, discussions and approvals related to the card design deliverables in a structured and effective manner. Our experience indicates that such a forum can create a mind-set of collaborative working, which is important; with each party understanding the other's drivers and issues. Such collaboration will ensure mutual success in meeting the defined objectives and, in particular, in ensuring consistency across PennDOT documents.

Solution

Gemalto is proposing the Coesys Secure Credentialing System as "the Solution" to satisfy the requirements defined by the Solicitation. At a high level, the functionality of the Gemalto system proposed to PennDOT is illustrated by the figure below.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----



II-2 – Management Summary

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II-2 – Management Summary

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II-2 – Management Summary

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II-2 – Management Summary

-----[END GEMALTO CONFIDENTIAL INFORMATION]-----

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.

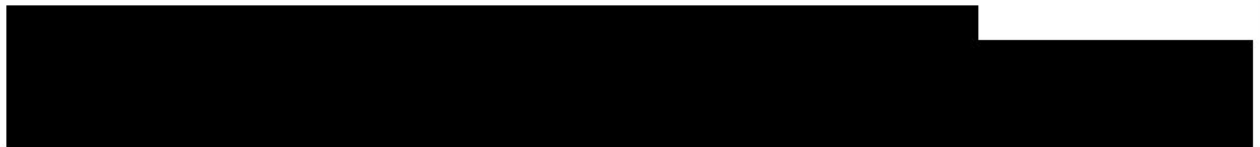
[Gemalto Response] Gemalto follows a methodology founded on the principles of the Project Management Institute (PMI). We have taken some of the core components of the classic approach and adapted it to suit the typical projects that we deploy which are similar to the project required for PennDOT which includes Image Capture, Verification, and Central/Over the Counter Issuance. This methodology represents over fifteen years of experience in the implementation of major projects. We have included a narrative description of our project/work plan in Appendix 01.

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.

[Gemalto Response] Below we have provided an overview of relevant experience delivering similar projects to AAMVA jurisdictions, including photo upfront implementations. Many of the key personnel proposed for PennDOT digital drivers license system, listed in Appendix 02, were directly involved in the deployment of the below contracts.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----



II-4 – Prior Experience

[REDACTED]

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II-4 – Prior Experience

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II-4 – Prior Experience

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II-4 – Prior Experience

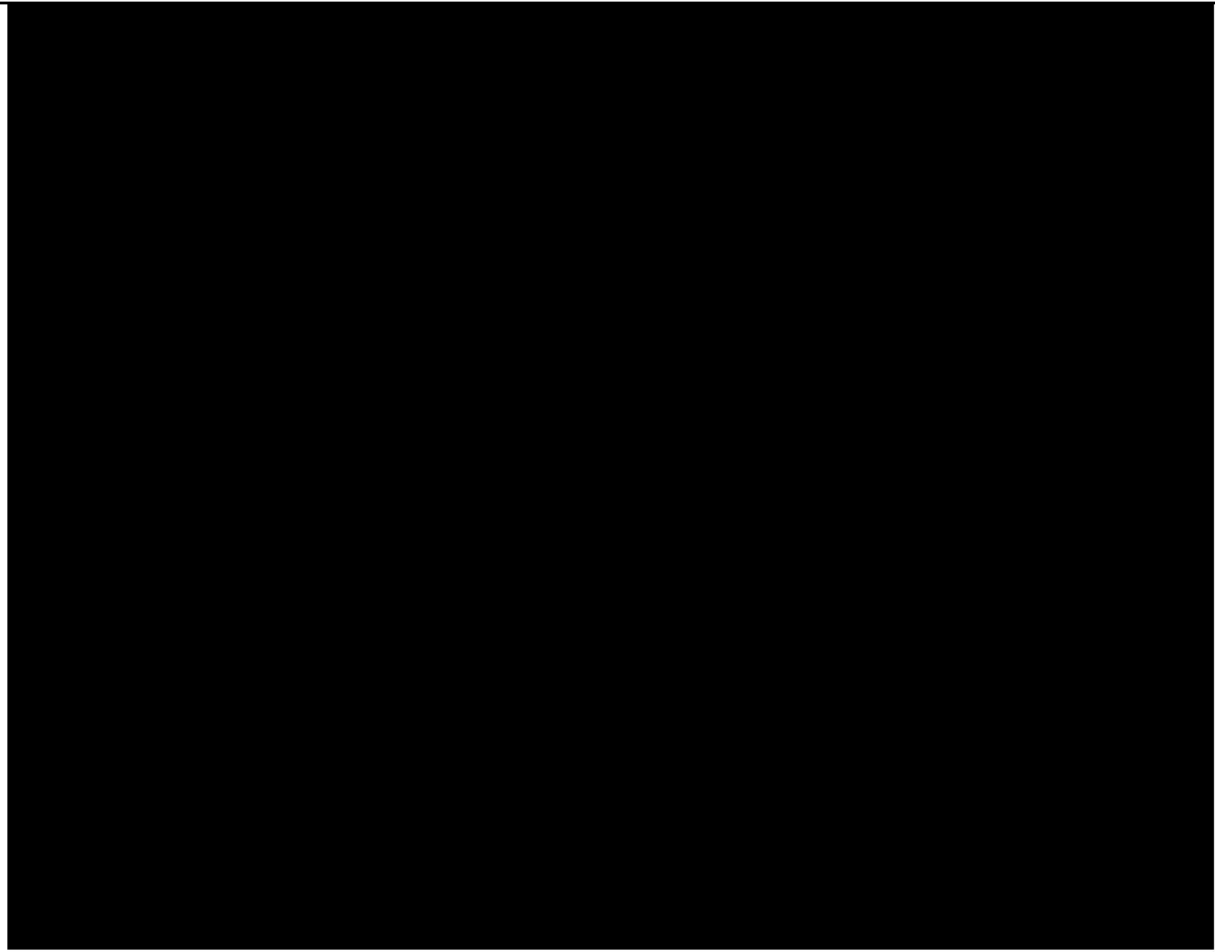
II-5 – Personnel

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 sub selected Offerors you intend to use and the services they will perform.

[Gemalto Response] Key Personnel resumes and their roles are included in Appendix 02 of this response. Please note that many of the key staff were involved in the projects listed in the response to "II-4 Prior Experience". In addition to the proposed key staff, validation, development, training, and deployment teams will be used for the delivery of this project. For the PennDOT Digital Drivers License System, Gemalto proposes the following key staff:

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

II-5 – Personnel



[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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II-5 – Personnel

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

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.

[Gemalto Response] Gemalto has included a training plan in Appendix 03. Please see Appendix 02 for details and experience of the training lead.

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.

[Gemalto Response] Gemalto is a large company with \$3.2 billion revenue in 2013. We have offices in more than 40 countries and over 12,000 employees. Along with the continued growth in the security market, Gemalto's stability and strong balance sheet are key reasons why we are trusted to deliver over 80 secure document programs for governments worldwide.

It should also be noted that Gemalto has a strong presence in the Commonwealth of Pennsylvania with approximately 400 people based in two facilities located in Montgomeryville, PA.

A link to our financial information can be found below:
<http://www.gemalto.com/investors/documents>

Gemalto's financial statements for the past three (3) years are included in Appendix 04.

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

II-7 – Financial Capability

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.

[Gemalto Response] Gemalto has structured its response based on the unmodified IT Contract Terms and Conditions as drafted by the Commonwealth and included with the RFP. Pursuant to Section II-8 of the RFP, we submit our contract objections as proposed changes (see Appendix 05), should the Commonwealth, in its discretion choose to negotiate these items. We have included an integrated markup of the IT Contract Terms and a corresponding summary in table format, with our rationale explained.

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 X, entitled "Diverse Business Participation for Non-Federally Funded Projects".

[Gemalto Response] Gemalto has not included A Diverse Business Participation Submittal within its offer as this requirement was removed per Addendum but will submit paper documentation by email to minorityparticipation@pa.gov within seven (7) days of a published selection.

Gemalto intends to include a Pennsylvania certified diverse business as a subcontractor assisting in the field deployment and support for the PennDOT Digital Drivers License System.

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.

[Gemalto Response] We have included our Cost Submittal in a separate sealed envelope within the sealed proposal, separate from the technical submittal. This cost submittal included:

- No assumptions
- Costs quoted on estimated quantities.
- Requirements within “A. Tasks A, B, C, D, E, F, G – Deliverable”
- Requirements within “A. Tasks A, B, C, D, E, F, G – Payment”
- Requirements within “B. H-1 – Additional Work”
- Requirements within “C. Task H2 through H-6”
- Requirements within “D. Task H-7”

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.

[Gemalto Response] Gemalto has included a signed Domestic Workforce Utilization Certification in Appendix 06 of this response.

IV-3 – Requirements

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.

[Gemalto Response]

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----



IV – 3 – Requirements: A. Emergency Preparedness

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IV – 3 – Requirements: A. Emergency Preparedness

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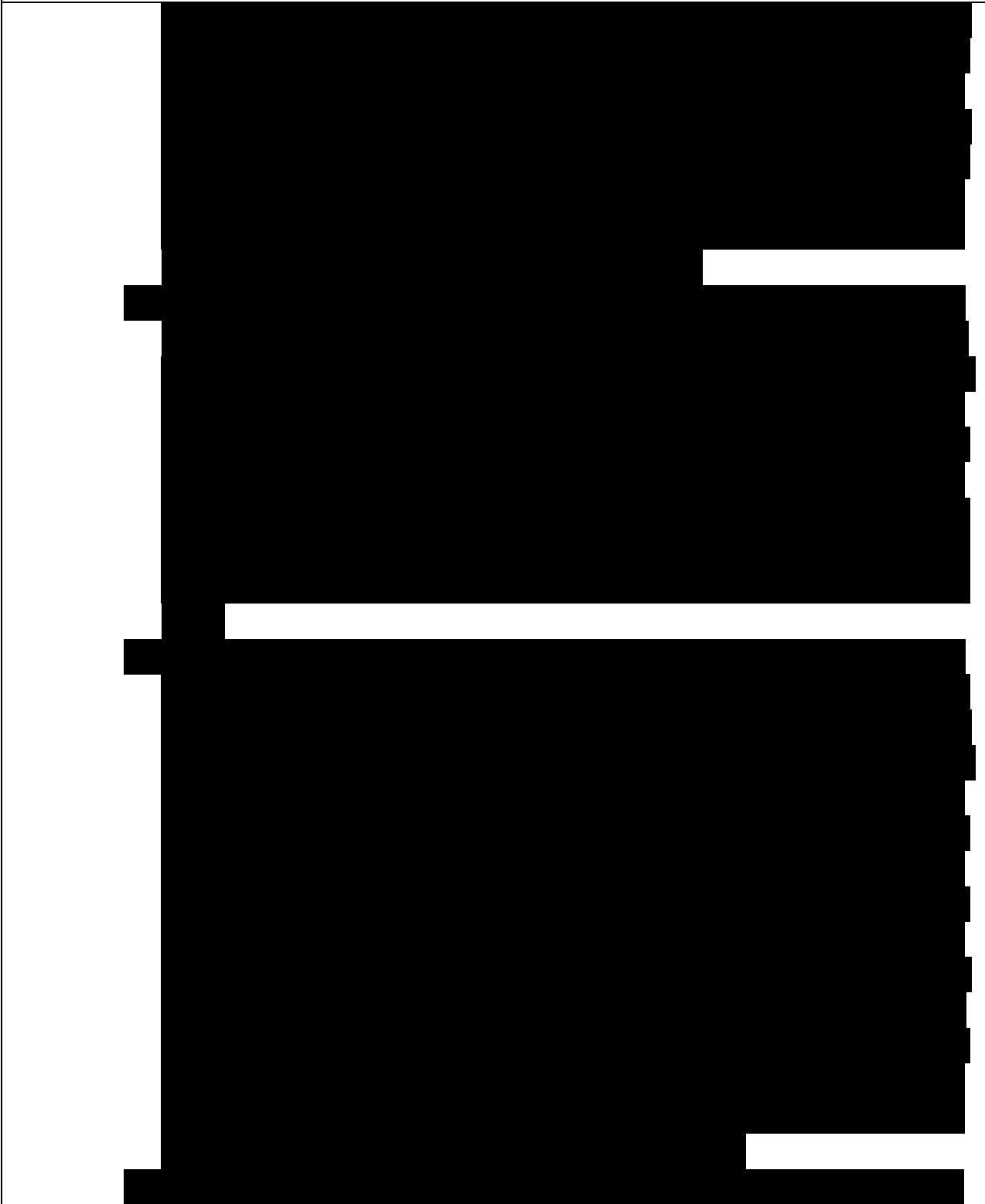
IV – 3 – Requirements: A. Emergency Preparedness

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IV – 3 – Requirements: A. Emergency Preparedness



IV – 3 – Requirements: A. Emergency Preparedness

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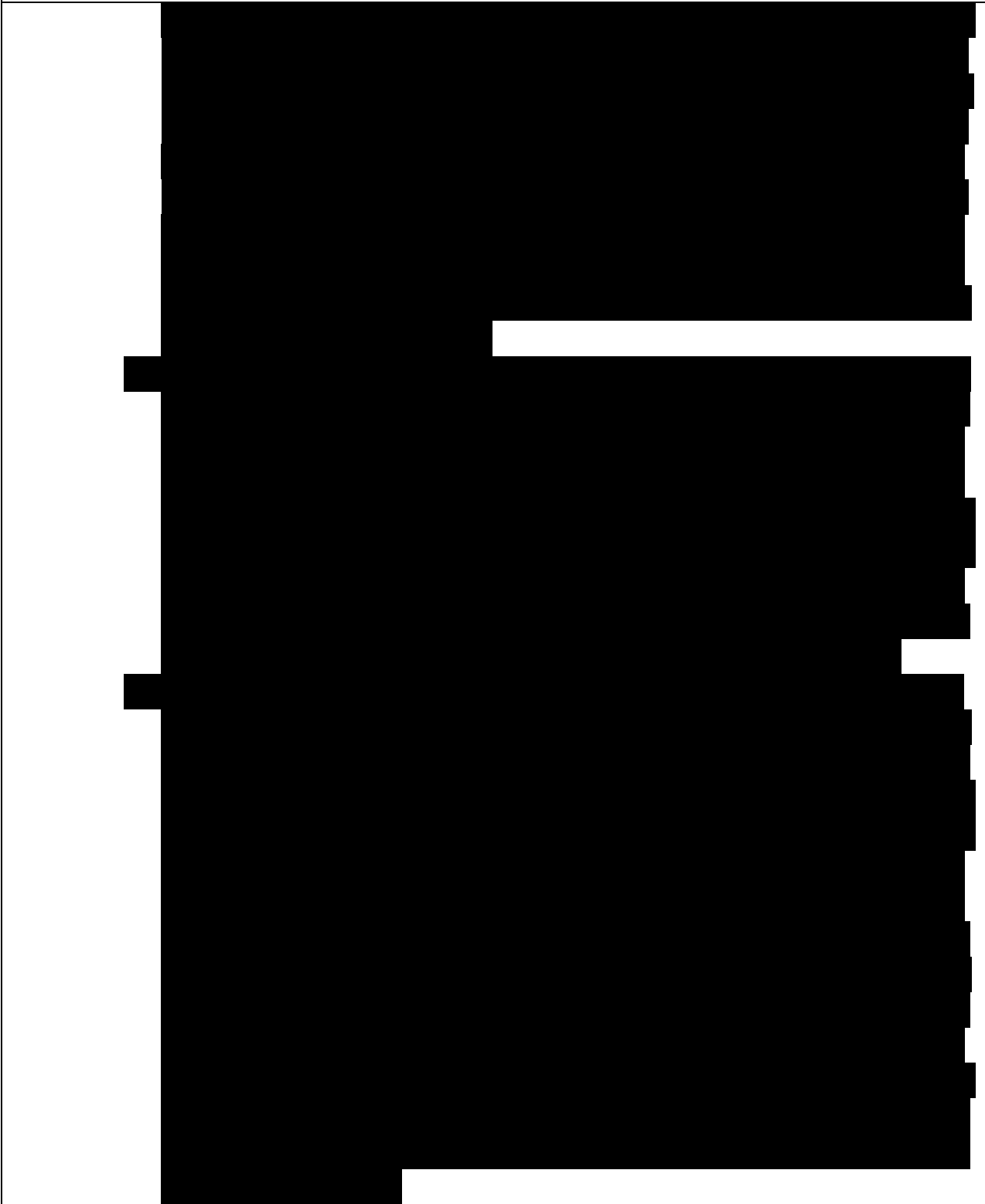
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IV – 3 – Requirements: A. Emergency Preparedness



IV – 3 – Requirements: A. Emergency Preparedness

[REDACTED]

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

IV – 3 – Requirements: B. Thoroughness of Responses

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.

[Gemalto Response] Gemalto has provided thorough, detailed responses for each of the requirements. We provided screenshots, samples, examples, process flows, or diagrams to better convey our intended solution wherever possible.

IV – 3 – Requirements: 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

IV – 3 – Requirements: C. Background Checks

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.

[Gemalto Response] Gemalto has strict policies in place regarding background checks given the number of certifications our facilities hold including NASPO and financial certifications such as VISA and MasterCard, for example. The background of all employees is meticulously investigated prior to employment. The following security checks are undertaken at the recruitment stage:

- Evidence of Individuals experience
- Evidence of individuals background and character (personal / professional references)
- Verification of identity
- Financial Check
- Criminal Record Check
- Verification of employment history (gaps in employment are investigated and risk assessed)
- Verification of education history

Gemalto also follows strict guidelines with regards to specific programs. For example, for those employees who work on the US Passport program, additional screening and checks are required. So, we are experienced in having programs in place comparable to the requirements listed in "C. Background Checks" and confirm that we understand the requirements listed in the section and that we will comply with these requirements should we be awarded the contract.

IV – 3 – Requirements: 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.

[Gemalto Response] Gemalto has read and understands the requirements for Project Management and will comply if selected. Resumes for the proposed Project Manager and Program Manager are included in Appendix 02.

IV – 3 – Requirements: 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.

[Gemalto Response] Gemalto understands that, if selected, we will be required to provide plans to PennDOT as described in Part IV- Work Statement and we will comply. We will utilize the critical path method to identify a project schedule to allow implementation prior to July 27, 2016 and we will update these plans through the life of the project so as to communicate the project progress.

IV – 3 – Requirements: 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.

[Gemalto Response] Gemalto understands and will attend and participate in the following:

- Project Execution Management Team
- Project Governance Committee meetings

IV – 3 – Requirements: 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.

IV – 3 – Requirements: G. Confirmation of Services and Invoicing

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

[Gemalto Response] Gemalto understands and will comply with this requirement should we be selected. All OS-501, supporting documentation, and invoicing requirements will be followed by Gemalto.

IV-4 – Tasks - Planning and Requirements Phase

Task A – Project Management Work Plan

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

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)

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task A – Project Management Work Plan - Project Management Deliverables" and, if selected, will comply with this requirement. A description of our approach and plans can be found in "Appendix 01 – GTO Project Plan".

Task A – Project Management Work Plan – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task A – Project Management Work Plan - Description" and, if selected, will comply with this requirement. A description of our approach and plans can be found in "Appendix 01 – GTO Project Plan". Our approach builds in the flexibility required to ensure that our methodology aligns with our clients while also satisfying the requirements of our Project Management Office (PMO).

Task A – Project Management – 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 (sub selected 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-1 Project Work Plan” and, if selected, will comply with this requirement. In order to illustrate our experience, we provided a description of our approach and a high level Project Work Plan within “Appendix 01 – GTO Project Plan”.

Task A – Project Management – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-2: Communications Management Plan” and, if selected, will comply with this requirement. Within our “Appendix 01 – GTO Project Plan” included in our response, we have a section titled “2.5 Project Communication” that provides some detail on how we manage project communication.

Task A – Project Management – 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.

Task A – Project Management – Task A-3: Change Control Management Plan

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-3: Change Control Management Plan” and, if selected, will comply with this requirement. Within our “Appendix 01 – GTO Project Plan” included in our response, we have a section titled “2.1 Project Control” that provides some detail on how we manage change control and any schedule changes, if required.

Task A – Project Management – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-4: Quality Management Plan” and, if selected, will comply with this requirement. Within our “Appendix 01 – GTO Project Plan” included in our response, we have a section titled “2.6 Quality Management” that provides some detail on how we manage quality control.

Task A – Project Management – 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.

Task A – Project Management – Task A-5: Risk and Issue Management Plan

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-5: Risk and Issue Management Plan” and, if selected, will comply with this requirement. Within our “Appendix 01 – GTO Project Plan” included in our response, we have a section titled “2.4 Risk Management” that provides some detail on how we manage risk and a section titled “2.3 Issue Management” that provides some detail on how we manage issues.

Task A – Project Management – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task A – Project Management – Task A-6: Data Conversion Plan" and, if selected, will comply with this requirement. Within our "Appendix 01 – GTO Project Plan" included in our response, we have accounted for the incorporation of this plan and within our response to "Task B-5 – Central Image Server – Conversion of Image Files", we included a high level approach to the data conversion.

Task A – Project Management – 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

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task A – Project Management – Task A-7: Consumables Handling Plan" and, if selected, will comply with this requirement. Within our "Appendix 01 – GTO Project Plan" included in our response, we have accounted for the incorporation of this plan. Given that Gemalto holds Visa, MasterCard, and other similar financial certifications, in addition to NASPO certification, we have very defined processes with regards to protection of consumables and we will leverage those defined processes and incorporate them into our plan.

Task A – Project Management – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-8: Testing Plan” and, if selected, will comply with this requirement. Within our “Appendix 01 – GTO Project Plan” included in our response, we have a section titled “4.5 Testing and Validation Strategy” that provides some detail on managing our approach to testing and validation. In addition, under the section of “Executing Phase”, we have several subsections that provide good description of our testing processes and procedures. These sections include “5.2 Software Validation (Testing)”, “5.5 Factory Acceptance Test”, and “5.7 Data Center Deployment and User Acceptance Test System”.

Task A – Project Management – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-9: Training Plan” and, if selected, will comply with this requirement. We have included a sample Training Plan in “Appendix 03 GTO Training Plan”.

Task A – Project Management – 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

Task A – Project Management – Task A–10: Statewide Implementation/Ramp-Up Transition Plan

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task A – Project Management – Task A-10: Statewide Implementation/Ramp-Up Transition Plan" and, if selected, will comply with this requirement. Within our "Appendix 01 – GTO Project Plan" included in our response, we have several sections that cover the plan itself, a description of our pilot plan approach can be found in "5.8 Pilot Phase", deployment of data centers can be found in "5.7 Data Center Deployment and User Acceptance Test System", and deployment to the offices can be found in "5.9 Statewide Implementation".

Task A – Project Management – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Task A-11: Site Survey - Facilities” and, if selected, will comply with this requirement. We have accounted for this in our project plan which can be found in “Appendix 01 – GTO Project Plan”.

Task A – Project Management – 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.

Task A – Project Management – Deliverable

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

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task A – Project Management – Deliverable” and, if selected, will comply with this requirement. We have accounted for this in our project plan which can be found in “Appendix 01 – GTO Project Plan”.

Task B – Requirements Documentation

Task B-1 – Photo Upfront

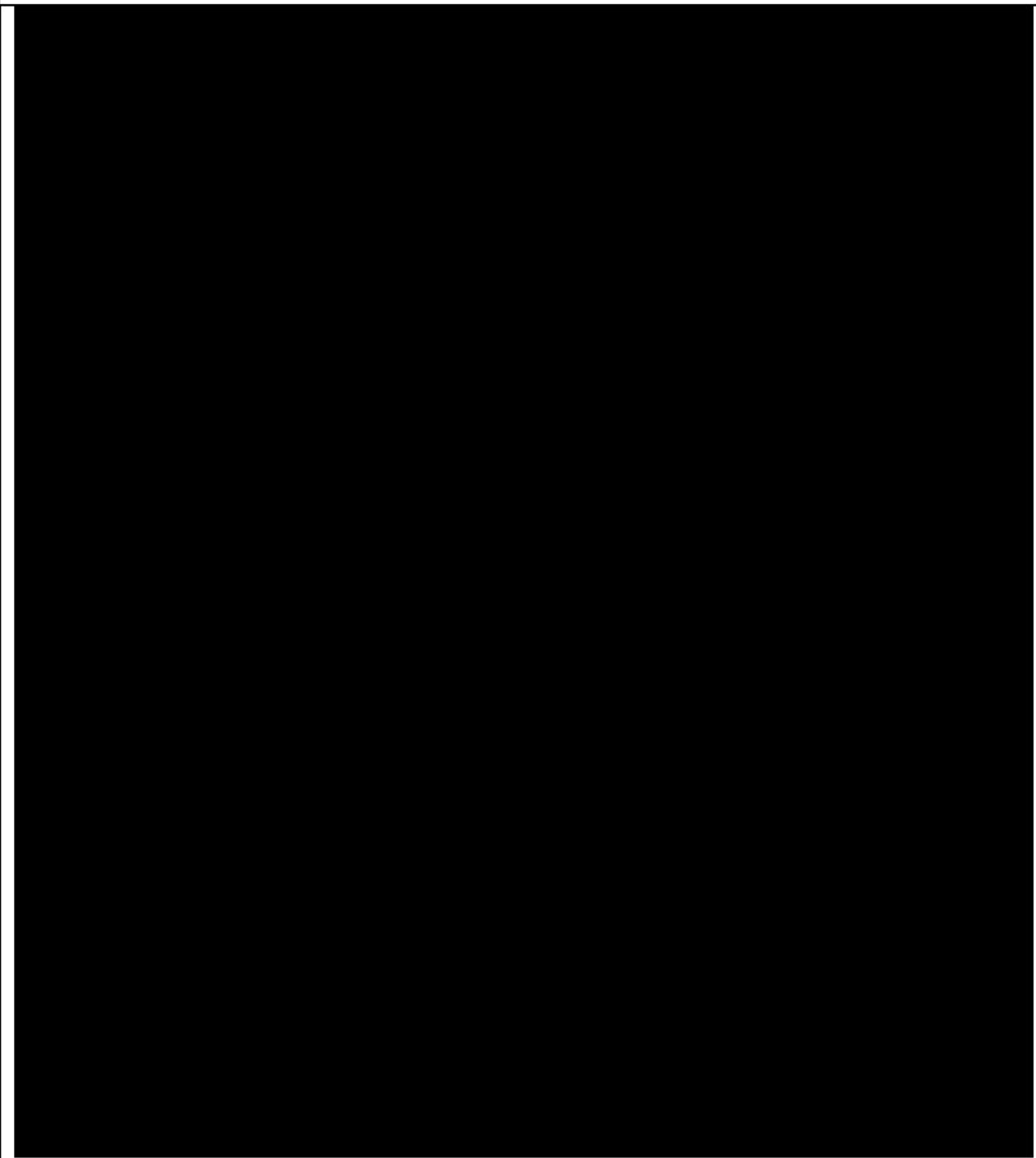
Offerors shall provide Photo Upfront solutions based on their experience and expertise in implementing similar processes and systems. Offerors, in their response to this RFP, should also provide evidence of their experience in implementing upfront photo processes for other organizations of a similar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

[Gemalto Response] Coesys Capture, our portrait capture and temporary document printing application, described in detail in response to the detailed requirements found in Task B-2, below, is the application that we propose to use as our primary Photo Upfront application. One of the key advantages to the Coesys Capture application is that it is a very modular application and can be configured to perform a subset of its full functionality. In this way, the Capture application can be installed on the DLC workstation(s), along with a camera tower, and capture an applicant's photo very efficiently.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

[REDACTED]

Task B-1 – Photo Upfront



Task B-1 – Photo Upfront

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Task B-1 – Photo Upfront

[Redacted content]

Task B-1 – Photo Upfront

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

We believe that PennDOT’s takeaway from this section should be that our Coesys Capture application is modular and flexible and will accommodate whatever scenario that PennDOT and Gemalto create together after we perform the site assessments.

Task B-2 – Image Capture Workstations

Task B-2 – Image Capture Workstations - General

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:

- Retrieving customer information from DL&C via a scanned 2-D barcode;
- Capturing a customer signature;
- Capturing a customer image;
- Performing real time 1:1 and/or 1:N facial recognition on any captured images;
- Allowing customers to view both Organ Donor and Motor Voter questions (when necessary);
- Capturing customer responses to Organ Donor and Motor Voter prompts;
- Uploading Motor Voter responses to DOS;
- Uploading the image file to the Central Image Server in real time;
- Printing the customer’s product (permanent or temporary); and
- Printing customer receipts for the Motor Voter process.

During the process, no customer images or data shall be stored on the workstation at any time.

The amount of space at Photo License Center facilities varies by facility. Included in Appendix K, Workstations, 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.

Any changes which may be required to the current workstations must be paid for by the selected Offeror and must meet ADA requirements.

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.

The selected Offeror shall have two card printers attached to any Image Capture Workstation

Task B-2 – Image Capture Workstations - General

that currently has two card printers (See Appendix L, Image Capture and Duplicate Workstation Quantities).

[Gemalto Response] Gemalto confirms that the image capture workstations included within this offer include all necessary hardware and software to perform the following requirements:

- Retrieving customer information from DL&C via a scanned 2-D barcode;
- Capturing a customer signature;
- Capturing a customer image;
- Performing real time 1:1 and/or 1:N facial recognition on any captured images;
- Allowing customers to view both Organ Donor and Motor Voter questions (when necessary);
- Capturing customer responses to Organ Donor and Motor Voter prompts;
- Uploading Motor Voter responses to DOS;
- Uploading the image file to the Central Image Server in real time;
- Printing the customer's product (permanent or temporary); and
- Printing customer receipts for the Motor Voter process.

The approximate layout for Pennsylvania's Image Capture Workstation with all peripherals is 24" x 60" but it can be reduced, if necessary, for smaller desks. For example, printers (card and motor voter receipt) can be mounted under a desk. Gemalto confirms that any changes required to the workstations for installation will be covered by Gemalto.

Gemalto's hardware and software meets ADA compliance requirements. Based on our experience, alignment with ADA design standards not only benefits individuals with disabilities, but also enhances the overall design, functionality, and value of our solution. In addition, all cables and cords are secured to ensure a clutter free workspace.

Gemalto confirms that all Image Capture Workstations with two card printers will be replaced with two card printers as required by PennDOT.

Task B-2 – Image Capture Workstations - Compliance

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.

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.

[Gemalto Response] Gemalto confirms that all equipment and accessories will meet or exceed current

Task B-2 – Image Capture Workstations - Compliance

OSHA standards in addition to the requirements of this RFP. In addition, all materials of a chemical nature provided for this RFP will meet the labeling and MSDS requirements of the Pennsylvania Worker and Community Right to Know Act 159 of 1984, P.L. 734, as amended, 35 P.S. Sections 7301-7320.

Task B-2 – Image Capture Workstations - Hardware


All Image Workstations must be of new manufacture and utilize current, available technology.

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.





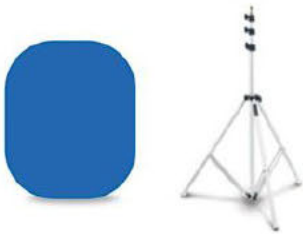
Offeror’s solution must include, at a minimum, a corresponding number of workstations per Center as are currently implemented (see Appendix L, Image Capture and Duplicate Workstation Quantities.)

The Offeror shall include representative hardware for its proposed solution in its proposal.





[Gemalto Response] Gemalto confirms that all hardware provided will be new and utilize current, available technology that meets or exceeds the specifications required to operate Gemalto’s solution for the duration of the contract. Below we have provided a list of representative hardware for our proposed solution.

Item #	Item Name	Description	Qty.
ICW	Image Capture Workstations	The items and quantities proposed by Gemalto to satisfy the RFP requirements for the “Image, Capture Workstations” are defined within this table.	
ICW 01	 <p>Workstation</p>	<p>Gemalto proposes the HP Elite 800 all in one PC Workstation that, in addition to the required features, above, includes:</p> <ul style="list-style-type: none"> • Intel Core i3 i3-4130 3.40 GHz processors • 4 GB Memory Technology DDR3 SDRAM • 500Gb HDD • Touch Screen 	155



Task B-2 – Image Capture Workstations - Compliance

<p>ICW 02</p>	 <p>Workstation Keyboard</p>	<p>Gemalto proposes the Lenovo ThinkPlus Enhanced Performance USB Keyboard.</p>	<p>155</p>
<p>ICW 03</p>	 <p>Workstation Optical Mouse</p>	<p>Gemalto proposes the standard 2-button mouse supplied with the workstation personal computer, which satisfies all requirements.</p>	<p>155</p>
<p>ICW 04</p>	 <p>Mouse Pad</p>	<p>Gemalto proposes the Belkin Mouse Pad (F8E089-BLK), Jersey/Rubber, for non-slip performance.</p>	<p>155</p>
<p>ICW 05</p>	 <p>Camera Tower</p>	<p>Gemalto proposes an integrated camera tower and stand that, in addition to the required features, above, includes:</p> <ul style="list-style-type: none"> • Secure camera mount and enclosure • 24.2 megapixel DSLR camera • Professional-grade flash • User-adjustable camera height and angle • Secure base plate 	<p>155</p>
<p>ICW 06</p>	 <p>Backdrop</p>	<p>Gemalto proposes a professional photo backdrop system consisting of:</p> <ul style="list-style-type: none"> • Color material – blue on one side, white on the opposite side • 35" wide x 42" tall when expanded • Internal self-expanding frame • Free-standing backdrop tripod stand, or • Mounting clips and additional mounting hardware for wall or ceiling attachment 	<p>155</p>

Task B-2 – Image Capture Workstations - Compliance

<p>ICW 07</p>	 <p>Signature Pad</p>	<p>Gemalto proposes the Wacom STU-530 digital signature capture pad with the following main features:</p> <ul style="list-style-type: none"> • 5" diagonal screen (4.3" x 2.6") • Tethered stylus (battery-free, cordless) • USB powered (no external power required) • Color LCD screen for enhanced user experience/interaction. • Sensor resolution: 2540lpi (not interpolated) 	<p>155</p>
<p>ICW 8</p>	 <p>1D/2D Barcode Scanner</p>	<p>Gemalto proposes the Motorola Symbol LS4208 1D/2D barcode scanner with the following main features:</p> <ul style="list-style-type: none"> • 1D and 2D barcode scanner • May be operated handheld, or resting in the 'gooseneck' stand (listed below) • Decoded barcode data supplied to the PC (no software required to decode the barcode) • USB (7' USB to handset) cable, included • The Motorola "Gooseneck" Intellistand 	<p>155</p>
<p>ICW 9</p>	 <p>Motor Voter Receipt Printer</p>	<p>Gemalto proposes the HP LaserJet Pro P1606DN B&W laser printer which has the following main features:</p> <ul style="list-style-type: none"> • Business-class B&W laser printer • Duplex or single-sided printing • 250-sheet input tray • 10-sheet priority feed slot • Energy Star(R) qualified, EPEAT(R) Silver • Dimensions (W x D x H): <ul style="list-style-type: none"> • Min: 15.24"x11.18"x9.69" • Max: 15.24"x18.16"x10.04in • 15.4lb • Networkable (Ethernet 10/100) 	<p>155</p>
<p>ICW 10</p>	 <p>Uninterruptible Power Supply</p>	<p>Gemalto proposes the HP T750G2 uninterruptable power supply with the following features:</p> <ul style="list-style-type: none"> • Intuitive front panel display • Enhanced Battery Management (EBM) • Prioritized shut-down • Hot-swappable battery • Network Transient Protection. • Serial and USB ports for data exchange with the host computer 	<p>155</p>

Task B-2 – Image Capture Workstations - Compliance

<p>ICW 11</p>	 <p>Surge Protector</p>	<p>Gemalto proposes the Belkin BE112230-08 12-outlet surge protector. The surge protector has 12 outlets, and an 8-foot cord. The unit has a surge suppression rating of 3780 joules to handle the strongest surges.</p>	<p>155</p>
<p>ICW 12</p>	 <p>Desktop Personalization Printer</p>	<p>Gemalto proposes the Datacard CD800 personalization printer with the following features: Direct-to-card dye-sublimation/resin thermal transfer 300 x 600 dots per inch for enhanced text, bar code and graphics printing; 300 x 1200 dots per inch for enhanced text and bar code printing Up to 185 cards/hour – dual sided YMCK-K printing with single sided lamination Card input hopper capacity – 100 (up to 200) Printer: 23.2 in. x 10.6 in. x 20.2 in. (589 mm X 270 mm X 513 mm) 36.96 lbs (16.8 kg) (depending on options)</p>	<p>310</p>

Task B-2 – Image Capture Workstations – Operating System

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.

PennDOT will manage the security and Operating System patches for the Image Capture workstations.

[Gemalto Response] Gemalto understands that PennDOT will manage the security and OS patches for the Image Capture workstations which are currently built on the Windows 7 64 Bit Operating System.

Task B-2 – Image Capture Workstations – Software Updates

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. Any software changes and the timing of the

Task B-2 – Image Capture Workstations – Software Updates

download must be approved by PennDOT.

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.

[Gemalto Response] The application deployment and software updates will be managed with *Windows Intune; client management solutions* through which we can upload and publish software packages, updates, manage policy, and track computer inventory. *Windows Intune* will be used together with Microsoft System Center Configuration Manager (SCCM) to manage application deployments and software updates for the image capture workstations at all PennDOT offices.

Windows Intune client software is installed as part of the system image on each Intake and Image Capture Workstation at the time of deployment and installed manually when needed. Image Capture Workstations are manually enrolled into the *Windows Intune* service hosted at the Coesys Backend datacenter. *Windows Intune* allows us to deploy, install and update software on enrolled Image Capture Workstations. Two types of installation can be accomplished with *Windows Intune*; a Required Install which automatically installs or pushes the software to each managed Image Capture Workstation and an available install which deploys the software to the *Windows Intune* service so that the Capture workstations can receive the client updates manually or by automated scheduling.

Windows Intune provides hardware and software tracking capability so that reports can be created to identify installed software applications and hardware inventory to ensure the latest version of software is being used at each workstation. This data can be exported into other reporting tools, such as Microsoft Office Excel, for further analysis so you can view the information in the way that's most helpful for you.

Windows Intune will be used to push any software updates and upgrades for Coesys Capture out to each Image Capture Workstation after deployment, as needed. Gemalto confirms that all software updates and changes in addition to timing require PennDOT approval.

Task B-2 – Image Capture Workstations – Usability

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.

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.

[Gemalto Response] The management of the operations of the Image Capture Workstation is simple and does not require duplicate or repetitive key entry operations and can be managed by a left handed

Task B-2 – Image Capture Workstations – Usability

or right handed Photo Technician.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

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[REDACTED]

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[REDACTED]

[REDACTED]

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-2 – Image Capture Workstations – Peripherals

Shall be ergonomically satisfactory for comfort and fatigue-free use.

Shall be adjustable to accommodate multiple users' preferences.

Task B-2 – Image Capture Workstations – Peripherals

Shall be wired (not wireless) and not require batteries.

Shall be capable of being operated by either right or left handed individuals.

Must support physically disabled customers in wheelchairs.

[Gemalto Response] Gemalto confirms that all peripherals will with ergonomically satisfactory for comfort and fatigue-free use. The Lenovo ThinkPlus Enhanced Performance USB Keyboard has a detachable soft-to-the-touch wrist rest and three degrees of keyboard tilt adjustment to ensure ease of use. All peripherals included within this offer are wired and do not require batteries. In addition, all peripherals may be used in either a right handed or left handed operation. Gemalto's Image Capture Workstation supports both physically disabled customers and operators and is designed to be compliant with ADA requirements.

Task B-2 – Image Capture Workstations – Signature Capture Device

Must allow applicants to see their signature on the device as they are signing.

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.

The Image Capture Workstation shall generate a warning if the signature has not been properly taken, digitized and captured.

If a warning is issued, a positive non-repetitive routine shall occur to assure that all images are captured.

Must record an accurate representation of the customer's signature.

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.

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.

[Gemalto Response] Gemalto confirms compliance with all requirements for the Signature Capture Device. The Wacom STU-530 digital signature capture pad has a large screen for ease of use and allows for the capture of high resolution signatures.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-2 – Image Capture Workstations – Peripherals

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Gemalto confirms that it will work with PennDOT to address customer concerns and will make provisions for monitoring the quality of customer's signatures.

Task B-2 – Image Capture Workstations – Camera

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.

The depth of field shall be sufficient to allow the automatic focus system to capture an in-focus image.

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.

The camera shall be easily adjustable to capture the photo image of customers either standing or seated.

[Gemalto Response] Gemalto proposes a secure integrated camera tower with integrated 24Mp DSLR Nikon 5300 camera and professional strobe/flash and video capture capabilities.

Gemalto confirms that the depth of field is sufficient to capture properly auto focused images. The professional grade flash is adjustable for various lighting conditions. In addition, the capture software has an auto configuration to select the proper aperture, exposure, and flash level to ensure that high quality images are captured.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

[REDACTED]

Task B-2 – Image Capture Workstations – Peripherals

[REDACTED]

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-2 – Image Capture Workstations – Backdrop

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.

It must also be able to be either ceiling/wall hung or freestanding (depending on the needs of each center).

[Gemalto Response] Gemalto proposes a professional-grade reversible blue/white backdrop with a variety of mounting/stand options that meet this requirement. Gemalto confirms that the type and configuration of each backdrop will be confirmed as a result the final review of the Gemalto's site survey findings.

Task B-2 – Image Capture Workstations – Electrical System

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.

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

Task B-2 – Image Capture Workstations – Electrical System

equipment.

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.

Offerors shall discuss the ability of all components to operate normally under room temperature extremes.

The selected Offeror shall provide and maintain an uninterruptible power supply (UPS) for each Image Capture and Duplicate Workstation with the following minimum specifications:

- Maintain 1440 VA load for five (5) minutes;
- Full time surge suppression and Electromagnetic Interference (EMI)/Radiofrequency Interference (RFI) and Sine Wave filtering;
- 2 or more receptacles;
- Audible alarm, a minimum of six decibels above ambient noise level, for low battery;
- Indicator for off-line operation;
- Hot swappable battery;
- Network Management Card (NMC)

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.

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.

[Gemalto Response] Gemalto confirms that its Image Capture Workstation is designed to handle voltage fluctuations between 90 and 130 VAC and is UL 1778 2nd Edition and UL 497A safety compliant.

The proposed UPS, the HP T1500G3 has the following features:

- Voltage correction for fluctuations up to 20% without use of the battery;
- The “Line-interactive” design protects connected loads from outages, sags, surges, spikes, brownouts and over-voltage conditions;
- Pure sine wave output - Ensures connected load continues to receive a quality electrical waveform even during power outages;
- Hot swappable battery;
- Alarms (including pre-failure warning);
- Indicator light;
- Network Transient Protection;
- 5 minute runtime at full load;
- Prioritized shut-down (to be configured and agreed upon by PennDOT and Gemalto);

Task B-2 – Image Capture Workstations – Electrical System

- Operation from 32F to 104F;
- 4 receptacles.

Gemalto is confident that the proposed UPS will meet or exceed all of PennDOT's requirements.

Task B-2 – Image Capture Workstations – Bar Code Reader

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.

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.

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.

[Gemalto Response] Gemalto has included the Motorola Symbol LS4208 1D/2D barcode scanner within its offer. Coesys Capture is capable of pulling all data from the AAMVA PDF417 barcode and automatically populating demographic and user data according to the PennDOT's business requirements in order to minimize repetitive input by the Photo Technician. The auto populated data may be used to pull up information on the citizen including a photograph history for visual verification. The pulled data may also be used to trigger a change from one type of Photo License/ID card to another. Gemalto and PennDOT will define and agree on this process during the Business and Technical Requirements workshops between Gemalto and PennDOT

Task B-2 – Image Capture Workstations – Image Capture

The image file must not be stored on the Image Workstation, but rather transmitted, in real time, to the Central Image Server.

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 <http://www.aamva.org/DL-ID-Card-Design-Standard/>

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, automatically without Photo Technician intervention.

The location of the customer in the field of view of the camera shall be automatically

Task B-2 – Image Capture Workstations – Image Capture

adjusted.

The head area of the captured image shall be automatically cropped, centered and sized.

An override shall be available to the Photo Technician for the automatic cropping feature, if necessary.

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.

The customer's image shall be viewable on the monitor after capture, but before being transmitted to the Central Image Server.

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.

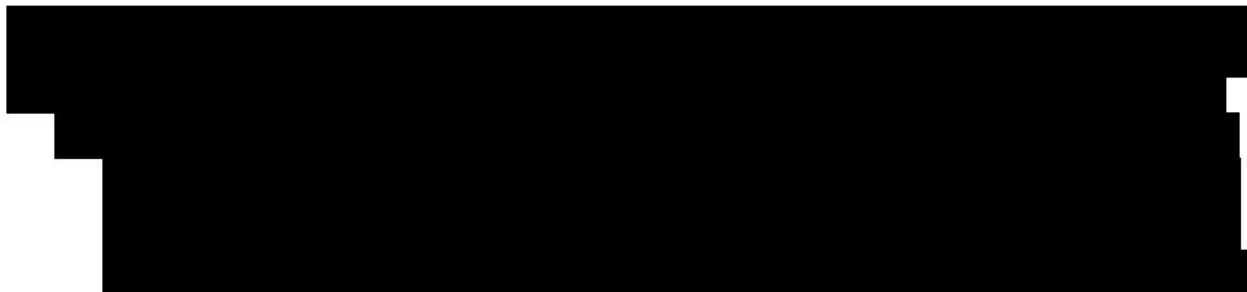
If the image is unacceptable to the customer, the Photo Technician shall be able to recapture photos until an acceptable image is captured.

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.

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.

[Gemalto Response] Gemalto confirms that all images will be transmitted during the image capture process and not stored on the Image Capture workstations. All captured photos are automatically checked for the more stringent ICAO standards and are AAMVA compliant.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----



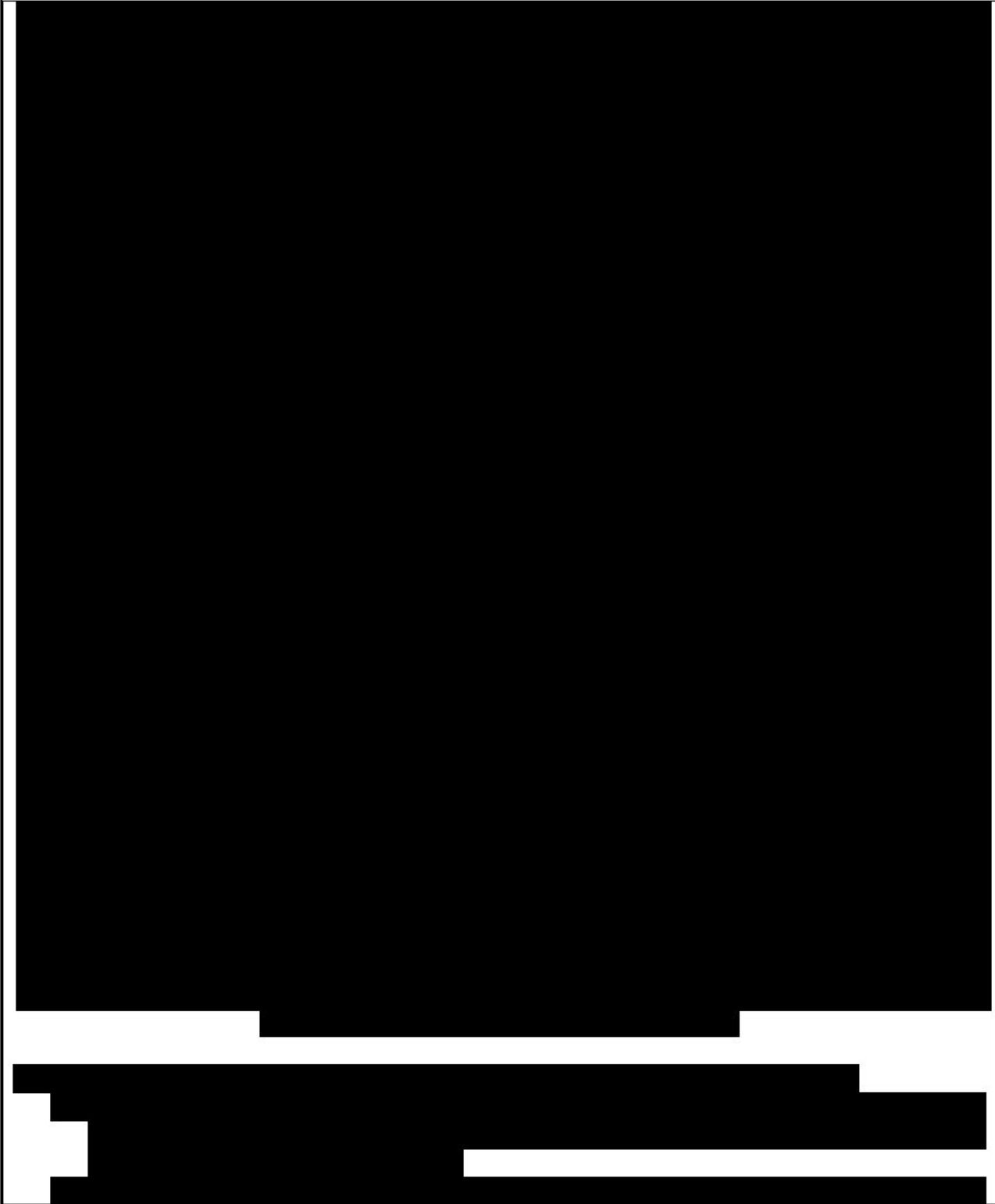
Task B-2 – Image Capture Workstations – Image Capture

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Task B-2 – Image Capture Workstations – Image Capture



Task B-2 – Image Capture Workstations – Image Capture

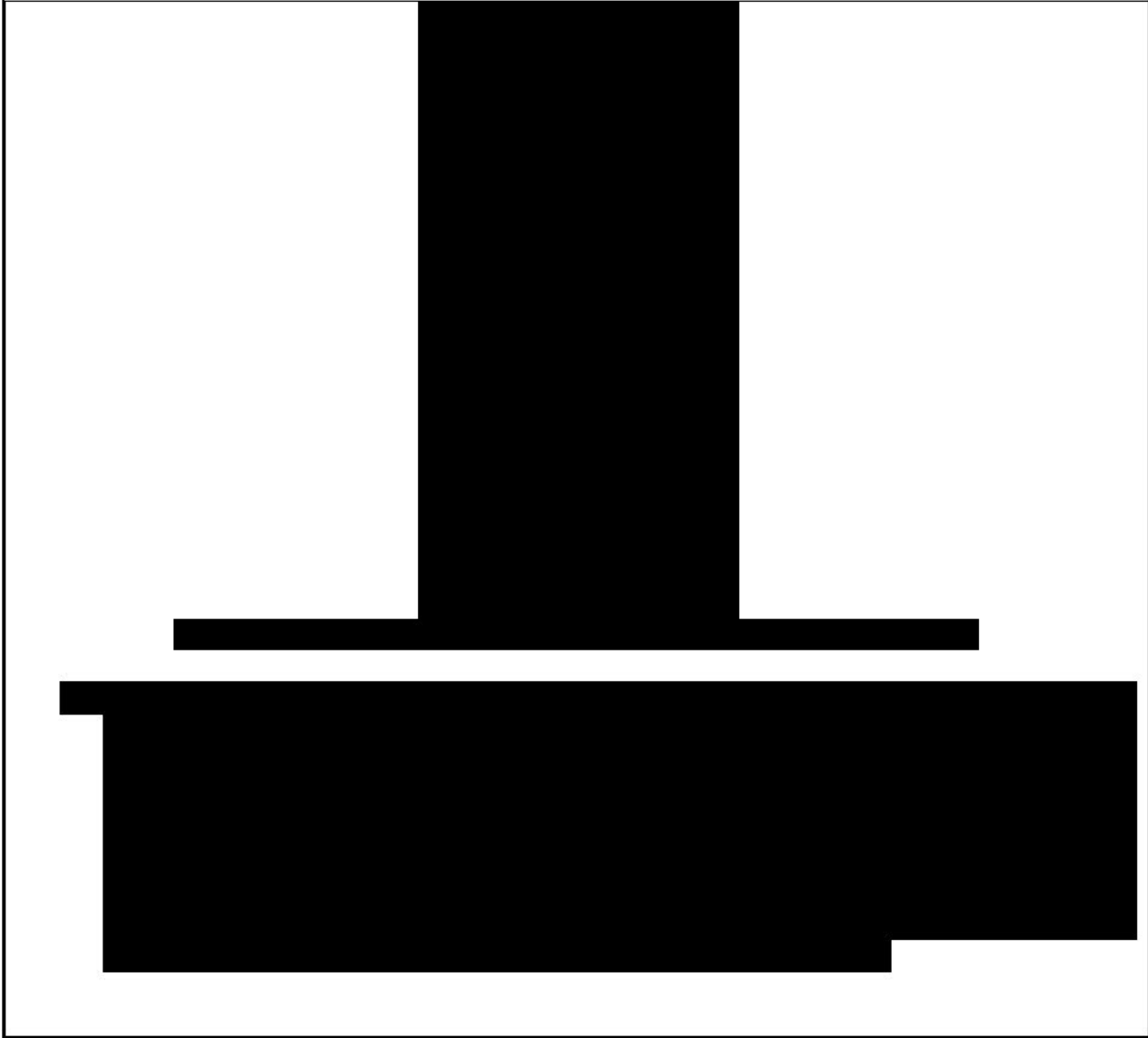
[Redacted text block]

[Redacted text block]

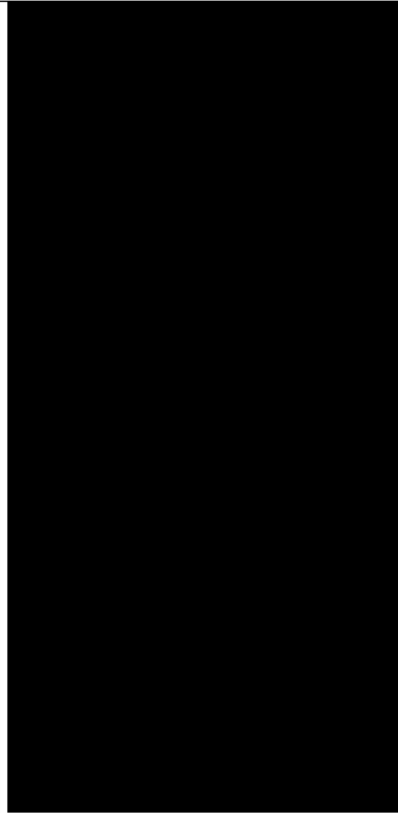
[Redacted text line]

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Task B-2 – Image Capture Workstations – Image Capture



Task B-2 – Image Capture Workstations – Image Capture



Task B-2 – Image Capture Workstations – Image Capture

[REDACTED]

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-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Gemalto confirms that it will make provisions for monitoring the quality of customer images and will work with PennDOT to proactively address customer concerns, within a reasonable timeframe.

Task B-2 – Image Capture Workstations – Display of Info to Customer

A customer facing screen shall be provided to allow customers to interact and view information, when necessary.

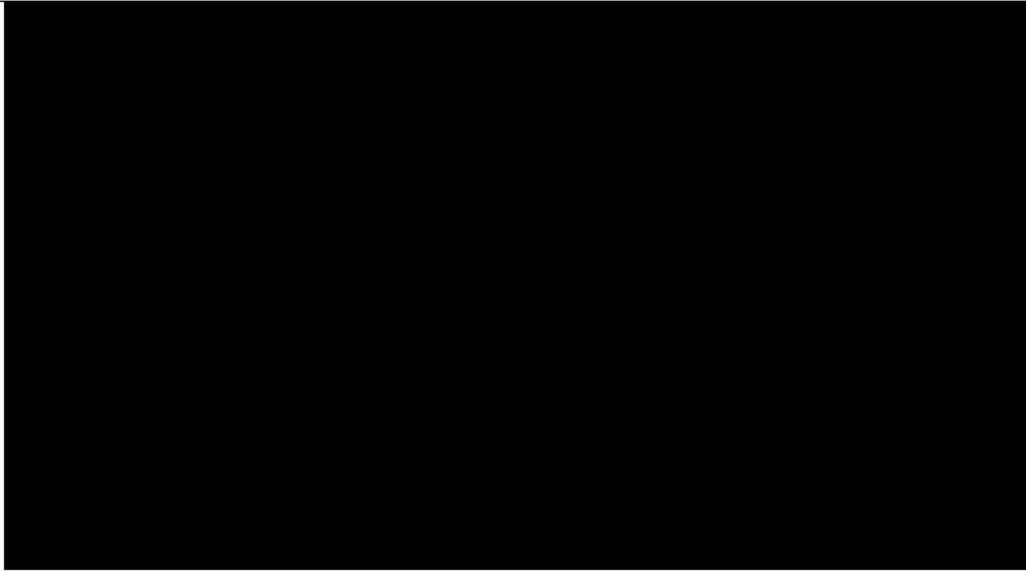
The customer facing screen shall automatically display or blank out as necessary. PennDOT will decide which screens will be displayed to the customer and when.

[Gemalto Response]

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

[REDACTED]

Task B-2 – Image Capture Workstations – Display of Info to Customer



-----[END GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-2 – Image Capture Workstations – Organ Donor

The workstation must allow the customer to view questions regarding their participation as an organ donor on a customer facing screen.

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.

The workstation must allow for the customer to re-answer the questions on a question by question basis, if the customer answers in error.

[Gemalto Response] Gemalto complies with this requirement. The Wacom signature pad will be used to display information to customer, including their participation as an organ donor, as well as capture the applicant's selection. Applicants will be able to confirm their selection or re-answer, on a question by question basis, if a mistake was made. If an applicant makes an incorrect selection and then confirms their incorrect selection, the Photo Technician can select "back" within the Coesys Capture tab and re-trigger the process.

Gemalto confirms that the captured customer response will be stored with the customer's image within the backend of the solution and their selection will be used indicate if an organ donor designation will be printed in their DL/ID.

Task B-2 – Image Capture Workstations – Motor Voter

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.

Applicant voting registration application responses must be transmitted to the DOS via the requirements described in Task B-4, Motor Voter.

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.

[Gemalto Response] Gemalto complies with this requirement. The Wacom signature pad will be used to display information to customer, including their answers regarding their voter registration application, as well as capture the applicant's selection. Applicant voting registration responses will be transmitted to the DOS according to the requirements described in Task B-4. Applicants will be able to confirm their selection or re-answer, on a question by question basis, if a mistake was made. If an applicant makes an incorrect selection and then confirms their incorrect selection, the Photo Technician can select "back" within the Coesys Capture tab and re-trigger the process.

Task B-2 – Image Capture Workstations – Central Image Server

The Image Capture Workstation must interface with the Central Image Server.

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.

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.

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.

[Gemalto Response] Gemalto confirms that the Image Capture Workstation will interface with the Central Image Server and will be sent in real time. Coesys Capture, the component of our solution residing on the Image Capture Workstation, communicates via secure web services to Coesys Backend.

All communications between the Image Capture Workstations and central system will be verified and confirmed to ensure that no data is lost. If the transferred files are not confirmed, the ICW will re-send the information until successful transfer has occurred and has been verified. All data is transferred immediately after it is captured. If connectivity is lost, captured data is encrypted and locally stored until connectivity is restored then immediately deleted.

Task B-2 – Image Capture Workstations – DL&C System

The Image Capture Workstation must be capable of interfacing with PennDOT's DL&C system to send and receive information.

[Gemalto Response] Gemalto confirms our compliance with this requirement. Both Coesys Capture and Coesys Backend are designed to integrate with existing customer business applications and systems as well as interface with PennDOT-authorized 3rd party systems and services, if required. This is typically achieved using web services that will be defined, during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-2 – Image Capture Workstations – Printer

Printer noise level shall not exceed 75 decibels.

The Workstations shall be capable of printing any Driver License/Identification Card type as described in Appendix J, Pennsylvania Driver License ID Products (04-2012).

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.

[Gemalto Response] Gemalto complies with this requirement. The proposed CD800 desktop card printer is capable of printing all Drivers License/ID cards described in Appendix J.

The CD800 will print both the front and back of the card without needing to be flipped by the technician in addition to laminating the card and encoding the magnetic stripe.

Gemalto confirms that the CD800 noise will not exceed 75 decibels.

Task B-2 – Image Capture Workstations – Performance Requirements

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.

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.

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.

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.

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.

[Gemalto Response] Gemalto confirms our compliance with this requirement.

- The Image Capture Workstations are capable of producing the finished Photo License within two (2) minutes from the time the Photo Technician pressed the print key. Card print time is dependent on the amount of the card (% coverage) that will be personalized in addition to the card design. The CD800 is capable of printing a comparable card in less than 30 seconds with color printing on the front of the card and black printing on the back with lamination and magnetic stripe encoding.
- The Duplicate Workstations will alert the Photo Technician when materials need to be added and the time for changing materials will be less than five (5) minutes per hour.
- The Image Capture Workstations are capable of processing a new customer within 20 seconds of pressing the print key for the previous customer.
- For the Image Capture workstations, warm up time will be less than ten (10) minutes and shutdown time will be less than five (5) minutes.
- The Image Capture Workstations with two (2) attached printers will remain operational if one printer is turned off or becomes inoperable.

Task B-2 – Image Capture Workstations – Security

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.

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.

[Gemalto Response] Gemalto confirms that the workstations will have their own log on procedure using pre-assigned Photo Technician access codes and a password which will be assigned by Unique Source.

Gemalto confirms that Unique Source will be allowed to administer access to the system including performing any of the following actions in under five (5) minutes:

- Add new users;
- Removing users; and
- Unlocking accounts.

The access methods for Unique Source in addition to applicable security policy will be defined and agreed upon during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-2 – Image Capture Workstations – Reporting

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.

The final form of, and data elements contained in, these reports shall be agreed on by the selected Offeror and PennDOT.

[Gemalto Response] Gemalto confirms that, at a minimum, the following information will be kept for reporting purposes:

- DL/IDs/Special ID's produced;
- Type of document issued;
- Issuance site;
- Date/Time of issuance;
- Photo Technician;
- Workstation; and
- Any other criteria required by PennDOT.

Task B-2 – Image Capture Workstations – Reporting

The specific criteria and report types will be defined and agreed upon during the during the Business and Technical Requirements workshops between Gemalto and PennDOT. All reporting for proposed system is logged by the Coesys Backend and is discussed in further detail, including sample reports, in the response to “Task B-5 – Central Image Server – Reporting”

Task B-2 – Image Capture Workstations – Moving Workstations

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.

[Gemalto Response] Gemalto understands this requirement and will provide pricing for moving an Image Capture Workstation, temporarily or permanently, within the same Photo License Center or to another location in the Cost Proposal.

Task B-2 – Image Capture Workstations – Spare Image Capture Workstations

In certain circumstances, the selected Offeror may be required to supply an extra Image Capture Workstation for emergency situations.

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.

The Offeror shall also price out the cost for adding a new, permanent Image Capture Workstation in its Cost Proposal.

[Gemalto Response] Gemalto understands this requirement and will comply. A strategic supply of spare equipment will be stored within our service depot for the replacement of broken equipment and for emergency situations. Gemalto will provide temporary workstations to PennDOT within five (5) business days of PennDOT's request at no cost to the Commonwealth. The number of spares to be temporarily available to PennDOT at any one point will be agreed upon during the during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Gemalto will provide pricing to add an addition permanent workstation within our Pricing Proposal.

Task B-2 – Image Capture Workstations – Valid Without Photo Workstation

PennDOT provides Photo License/ID Cards to those customers who have a legitimate claim for a valid without photo product (See Appendix M, Current Issuance Processes, 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 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.

The system shall be capable of "flipping" to a standard Image Capture Workstation for times that PennDOT requires additional capacity.

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.

This system shall be located at the Bureau of Driver Licensing at the Riverfront Office Center.

[Gemalto Response] Gemalto understands this requirement and will comply. Gemalto will provide an Image Capture Workstation, located at the Riverfront Office Center, with a scanner to capture customer signatures for valid without photo License/ID Cards. Valid without photo License/ID cards can be printed over the counted with the desktop card printers or centrally issued. This workstation will not be dedicated to valid without photo issuances and can be used for standard issuances when PennDOT requires additional capacity.

Gemalto will provide envelopes and a label printer along with all necessary software required to issue and mail valid without photo license/ID Cards. The details and exact requirements for valid without photo license/ID cards will be discussed and agreed upon during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-2 – Image Capture Workstations – Ownership

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.

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.

[Gemalto Response] Gemalto understands this requirement and will comply. Gemalto will maintain ownership of the Image Capture Workstations for the duration of the contract and will replaced stolen or damaged equipment within 24 hours of being notified by PennDOT.

Task B-3 – Duplicate Workstations

Task B-3 – Duplicate Workstations - General

Each Duplicate workstation shall include all hardware and software necessary to produce over-the-counter (OTC) duplicates.

This includes:

- Receiving the customer information from DL&C
- Retrieving the most recent image and signature on file for the customer from the Central Image System
- Marrying the DL&C and CIS information
- Producing a permanent product over the counter
- Updating DL&C and the CIS to reflect a duplicate was created

[Gemalto Response] Gemalto confirms that all hardware and software necessary to produce over the counter duplicates are included within this offer. The proposed duplicate workstations shall be capable of performing the following tasks:

- Receiving the customer information from DL&C
- Retrieving the most recent image and signature on file for the customer from the Central Image System
- Marrying the DL&C and CIS information
- Producing a permanent product over the counter
- Updating DL&C and the CIS to reflect a duplicate was created

In addition, Gemalto's hardware and software meets ADA compliance requirements. Based on our experience, alignment with ADA design standards not only benefits individuals with disabilities, but also enhances the overall design, functionality, and value of our solution. In addition, all cables and cords are secured to ensure a clutter free workspace.

Task B-3 – Duplicate Workstations - Compliance

Solution must meet compliance requirements described for Image Capture Workstations.

[Gemalto Response] Gemalto confirms that all equipment and accessories will meet or exceed current OSHA standards in addition to the requirements of this RFP. In addition, all materials of a chemical nature provided for this RFP will meet the labeling and MSDS requirements of the Pennsylvania Worker and Community Right to Know Act 159 of 1984, P.L. 734, as amended, 35 P.S. Sections 7301-7320.

Task B-3 – Duplicate Workstations - Hardware

All Duplicate Workstation hardware must be of new manufacture and utilize current, available technology.



Offeror's solution must be adequate for each DLC to meet the anticipated volume of production for replacement Driver License/Identification cards (see Appendix N, Driver Licensing Product Quantities 2013, for 2013 data). For a list of current DLCs and number of Duplicate workstations, see Appendix L, Page 43 of 83

Image Capture and Duplicate Workstation Quantities.





The Offeror shall include representative hardware for its proposed solution in its proposal.

Operating System




[Gemalto Response] Gemalto confirms that all hardware provided will be new and utilize current, available technology that meets or exceeds the specifications required to operate Gemalto's solution for the duration of the contract. Our solution will be adequate for each DLC to meet the anticipated volumes listed in Appendix N of PennDOT's RFP. Below we have provided a list of representative hardware for the Duplicate Workstations included in our proposed solution.

Item #	Item Name	Description	Qty.
DW	Duplicate Workstations	The items and quantities proposed by Gemalto to satisfy the RFP requirements for the "Duplicate Capture Workstations" are defined within this table.	
DW 01	 <p>Workstation</p>	<p>Gemalto proposes the HP Elite 800 all in one PC Workstation that, in addition to the required features, above, includes:</p> <ul style="list-style-type: none"> • Intel Core i3 i3-4130 3.40 GHz processors • 4 GB Memory Technology DDR3 SDRAM • 500Gb HDD • Touch Screen 	75
DW 02	 <p>Workstation Keyboard</p>	Gemalto proposes the Lenovo ThinkPlus Enhanced Performance USB Keyboard.	75

Task B-3 – Duplicate Workstations - Hardware

<p>DW 03</p>	 <p>Workstation Optical Mouse</p>	<p>Gemalto proposes the standard 2-button mouse supplied with the workstation personal computer, which satisfies all requirements.</p>	<p>75</p>
<p>DW 04</p>	 <p>Mouse Pad</p>	<p>Gemalto proposes the Belkin Mouse Pad (F8E089-BLK), Jersey/Rubber, for non-slip performance.</p>	<p>75</p>
<p>DW 05</p>	 <p>1D/2D Barcode Scanner</p>	<p>Gemalto proposes the Motorola Symbol LS4208 1D/2D barcode scanner with the following main features:</p> <ul style="list-style-type: none"> • 1D and 2D barcode scanner • May be operated handheld, or resting in the 'gooseneck' stand (listed below) • Decoded barcode data supplied to the PC (no software required to decode the barcode) • USB (7' USB to handset) cable, included <p>The Motorola "Gooseneck" Intellistand</p>	<p>75</p>
<p>DW 06</p>	 <p>Motor Voter Receipt Printer</p>	<p>Gemalto proposes the HP LaserJet Pro P1606DN B&W laser printer which has the following main features:</p> <ul style="list-style-type: none"> • Business-class B&W laser printer • Duplex or single-sided printing • 250-sheet input tray • 10-sheet priority feed slot • Energy Star(R) qualified, EPEAT(R) Silver • Dimensions (W x D x H): <ul style="list-style-type: none"> • Min: 15.24"x11.18"x9.69" • Max: 15.24"x18.16"x10.04in • 15.4lb • Networkable (Ethernet 10/100) 	<p>75</p>

Task B-3 – Duplicate Workstations - Hardware

<p>DW 07</p>	 <p>Uninterruptible Power Supply</p>	<p>Gemalto proposes the HP T750G2 uninterruptible power supply with the following features:</p> <ul style="list-style-type: none"> • Intuitive front panel display • Enhanced Battery Management (EBM) • Prioritized shut-down • Hot-swappable battery • Network Transient Protection. • Serial and USB ports for data exchange with the host computer 	<p>75</p>
<p>DW 08</p>	 <p>Surge Protector</p>	<p>Gemalto proposes the Belkin BE112230-08 12-outlet surge protector. The surge protector has 12 outlets, and a 8-foot cord. The unit has a surge suppression rating of 3780 joules to handle the strongest surges.</p> <ul style="list-style-type: none"> • 	<p>75</p>
<p>DW 09</p>	 <p>Desktop Personalization Printer</p>	<p>Gemalto proposes the Datacard CD800 personalization printer with the following features:</p> <ul style="list-style-type: none"> • Direct-to-card dye-sublimation/resin thermal transfer • 300 x 600 dots per inch for enhanced text, bar code and graphics printing; 300 x 1200 dots per inch for enhanced text and bar code printing • Up to 185 cards/hour – dual sided YMCK-K printing with single sided lamination • Card input hopper capacity – 100 (up to 200) • Printer: 23.2 in. x 10.6 in. x 20.2 in. (589 mm X 270 mm X 513 mm) • 36.96 lbs (16.8 kg) (depending on options) 	<p>75</p>

Task B-3 – Duplicate Workstations – Operating System

Solution must meet Operating system requirements as described for Image Capture Workstations.

[Gemalto Response] Gemalto understands that PennDOT will manage the security and OS patches for the Image Capture workstations which are currently built on the Windows 7 64 Bit Operating System.

Task B-3 – Duplicate Workstations – Software Updates

Solution must meet Software Update requirements as described for Image Capture Workstations.

[Gemalto Response] The application deployment and software updates will be managed with *Windows Intune; client management solutions* through which we can upload and publish software packages, updates, manage policy, and track computer inventory. *Windows Intune* will be used together with Microsoft System Center Configuration Manager (SCCM) to manage application deployments and software updates for the image capture workstations at all PennDOT offices.

Windows Intune client software is installed as part of the system image on each Duplicate Workstation at the time of deployment and installed manually when needed. Capture workstations are manually enrolled into the *Windows Intune* service hosted at the Coesys Backend datacenter. *Windows Intune* allows us to deploy, install and update software on enrolled Duplicate Workstations. Two types of installation can be accomplished with *Windows Intune*; a Required Install which automatically installs or pushes the software to each managed capture workstation and an available install which deploys the software to the *Windows Intune* service so that the Duplicate Workstations can receive the client updates manually or by automated scheduling.

Windows Intune provides hardware and software tracking capability so that reports can be created to identify installed software applications and hardware inventory to ensure the latest version of software is being used at each workstation. This data can be exported into other reporting tools, such as Microsoft Office Excel, for further analysis so you can view the information in the way that's most helpful for you.

Windows Intune will be used to push any software updates and upgrades for Coesys Capture out to each Duplicate Workstation after deployment, as needed. Gemalto confirms that all software updates and changes in addition to timing require PennDOT approval.

Task B-3 – Duplicate Workstations – Usability

Solution must meet Usability requirements as described for Image Capture Workstations.

[Gemalto Response] The management of the operations of the Duplicate Workstation is simple and does not require duplicate or repetitive key entry operations and can be managed by a left handed or right handed Photo Technician.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-3 – Duplicate Workstations – Peripherals

Solution must meet Peripherals requirements as described for Image Capture Workstations.

[Gemalto Response] Gemalto confirms that all peripherals will with ergonomically satisfactory for comfort and fatigue-free use. The Lenovo ThinkPlus Enhanced Performance USB Keyboard has a detachable soft-to-the-touch wrist rest and three degrees of keyboard tilt adjustment to ensure ease of use. All peripherals included within this offer are wired and do not require batteries. In addition, all peripherals may be used in either a right handed or left handed operation. Gemalto's proposed Duplicate Workstation supports both physically disabled customers and operators and is designed to be compliant with ADA requirements.

Task B-3 – Duplicate Workstations – Electrical System Requirements

Solution must meet Electrical System requirements as described for Image Capture Workstations.

Gemalto confirms that its Duplicate Workstation is designed to handle voltage fluctuations between 90 and 130 VAC and is UL 1778 2nd Edition and UL 497A safety compliant.

The proposed UPS, the HP T1500G3 has the following features:

- Voltage correction for fluctuations up to 20% without use of the battery;
- The "Line-interactive" design protects connected loads from outages, sags, surges, spikes, brownouts and over-voltage conditions;
- Pure sine wave output - Ensures connected load continues to receive a quality electrical waveform even during power outages;
- Hot swappable battery;
- Alarms (including pre-failure warning);
- Indicator light;
- Network Transient Protection;
- 5 minute runtime at full load;
- Prioritized shut-down (to be configured and agreed upon by PennDOT and Gemalto);
- Operation from 32F to 104F;
- 4 receptacles.

Gemalto is confident that the proposed UPS will meet or exceed all of PennDOT's requirements.

Task B-3 – Duplicate Workstations – Printer

Solution must meet Printer requirements as described for Image Capture Workstations.

[Gemalto Response] Gemalto complies with this requirement. The proposed CD800 desktop card printer is capable of printing all Drivers License/ID cards described in Appendix J.

The CD800 will print both the front and back of the card without needing to be flipped by the Technician in addition to laminating the card and encoding the magnetic stripe.

Gemalto confirms that the CD800 noise will not exceed 75 decibels.

Task B-3 – Duplicate Workstations – Performance Requirements

Solution must meet Performance requirements as described for Image Capture Workstations.

[Gemalto Response] Gemalto confirms our compliance with this requirement.

- The Duplicate Workstations are capable of producing the finished Photo License within two (2) minutes from the time the Photo Technician pressed the print key. Card print time is dependent on the amount of the card (% coverage) that will be personalized in addition to the card design. The CD800 is capable of printing a comparable card in less than 30 seconds with color printing on the front of the card and black printing on the back with lamination and magnetic stripe encoding.
- The Duplicate Workstations will alert the Photo Technician when materials need to be added and the time for changing materials will be less than five (5) minutes per hour.
- The Image Capture Workstations are capable of processing a new customer within 20 seconds of pressing the print key for the previous customer.
- For the Image Capture workstations, warm up time will be less than ten (10) minutes and shutdown time will be less than five (5) minutes.

The Image Capture Workstations with two (2) attached printers will remain operational if one printer is turned off or becomes inoperable.

Task B-3 – Duplicate Workstations – Card Type Selection

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.

[Gemalto Response] Gemalto confirms that the Duplicate Workstations shall be able to automatically select the correct Photo License/ID card design based on information received from the Mainframe.

Task B-3 – Duplicate Workstations – Security

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.

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.

Since the Duplicate Workstation shall be connected to the PennDOT mainframe, it must also have a network log-on procedure.

[Gemalto Response] Gemalto confirms that the Duplicate Workstations will have their own log on procedure using pre-assigned Photo Technician access codes and a password which will be assigned by Unique Source. Gemalto confirms that Unique Source will be allowed to administer access to the system including performing any of the following actions in under five (5) minutes:

- Add new users;
- Removing users; and
- Unlocking accounts.

The access methods for Unique Source in addition so applicable security policy will be defined and agreed upon during the during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-3 – Duplicate Workstations – Reporting

Solution must meet Reporting requirements described for Image Capture Workstations.

[Gemalto Response] Gemalto confirms that, at a minimum, the following information will be kept for reporting purposes:

- DL/IDs/Special ID's produced;
- Type of document issued;
- Issuance site;
- Date/Time of issuance;
- Photo Technician;
- Workstation; and
- Any other criteria required by PennDOT.

The specific criteria and report types will be defined and agreed upon during the during the Business and Technical Requirements workshops between Gemalto and PennDOT. All reporting for proposed system is logged by the Coesys Backend and is discussed in further detail, including sample reports, in the response to "Task B-5 – Central Image Server – Reporting"

Task B-3 – Duplicate Workstations – Current Image Files

OTC Duplicates shall always be produced from current Image Files and shall never involve capturing a new Photo and/or signature image.

[Gemalto Response] Gemalto confirms that OTC Duplicates will always be produced using current Image Files and shall never involve capturing a new Photo and/or signature image.

Task B-3 – Duplicate Workstations – Interface with PennDOT Mainframe

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.

[Gemalto Response] Gemalto confirms that the Duplicate workstations will be compatible and will interface with PennDOT's existing mainframe computer system (DL&C). In addition, all data transmitted to the PennDOT mainframe will be in real time. At no point will customer data be stored on Duplicate Workstations.

Both Coesys Capture and the Coesys Backend are designed to integrate with existing customer business applications and systems as well as interface with PennDOT-authorized 3rd party systems and services, as required. This is typically achieved using web services that will be refined, and/or defined, during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-3 – Duplicate Workstations – Interface with Central Image Server

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. The Duplicate workstation will be compatible and will interface with the Central Image Server in order to retrieve the customers' current image and signature on file.

Task B-3 – Duplicate Workstations – Moving Workstations

Solution must meet Moving Workstations requirements as described for Image Capture Workstations.

[Gemalto Response] Gemalto understands this requirement and will provide pricing for moving a Duplicate Workstation, temporarily or permanently, within the same Photo License Center or to another location in the Cost Proposal.

Task B-3 – Duplicate Workstations – Ownership

Solution must meet Ownership requirements as described for Image Capture Workstations.

[Gemalto Response] Gemalto understands this requirement and will comply. Gemalto will maintain ownership of the Duplicate Workstations for the duration of the contract and will replaced stolen or damaged equipment within 24 hours of being notified by PennDOT.

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

Task B-4 – Motor Voter – Image Capture Workstation

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.

Task B-4 – Motor Voter – Image Capture Workstation

[Gemalto Response] Gemalto confirms that the Motor Voter process will be included within Gemalto's offer. The Image Capture Workstation shall walk the citizens through the questions in the application process. Gemalto will work with PennDOT and DOS to develop a more satisfactory set of questions if required during the life of the contract, at no charge to the Commonwealth.

Task B-4 – Motor Voter – Image Capture Workstation

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.

[Gemalto Response] Gemalto confirms that the Image Capture Workstation shall allow the Photo Technician to assist the applicant with political party selection. Up to 999 political parties will be integrated by Gemalto into the overall solution. Gemalto will include a mechanism to note if the Photo Technician assists the applicant within the appropriate tab of Coesys Capture.

Task B-4 – Motor Voter – Image Capture Workstation

Every two (2) years, the selected Offeror will be required to modify the list of political parties at no additional cost to the Commonwealth.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task B-4 – Motor Voter – Image Capture Workstation" and, if selected, will comply with this requirement.

Task B-4 – Motor Voter – Image Capture Workstation

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.

[Gemalto Response] Gemalto has read and understood each of the requirements regarding "Task B-4 – Motor Voter – Image Capture Workstation" and, if selected, will comply with this requirement.

Task B-4 – Motor Voter – Image Capture Workstation

If the applicant does make an application to register to vote, a receipt must be printed for the applicant via selected Offeror supplied hardware.

[Gemalto Response] Gemalto has read and understood each of the requirements regarding “Task B-4 – Motor Voter – Image Capture Workstation” and, if selected, will comply with this requirement. Please note that each ICW is equipped with a B&W laser printer, as described in response to Task B-2 ICW, to support this requirement.

Task B-4 – Motor Voter – Image Capture Workstation

The motor/voter information shall be transmitted to the Central Image Server in real time.

[Gemalto Response] Gemalto has read and understood each of the requirements regarding “Task B-4 – Motor Voter – Image Capture Workstation” and, if selected, will comply with this requirement.

Task B-4 – Motor Voter – Data

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.

[Gemalto Response] Gemalto has read and understood each of the requirements regarding “Task B-4 – Motor Voter – Data” and, if selected, will comply with this requirement.

Task B-4 – Motor Voter – Data

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. The existing DOS voter registration and signature files will be migrated into the new Motor Voter system by Gemalto.

Task B-4 – Motor Voter – Data

PennDOT is responsible for the collection and electronic transmission of motor voter applicant data. DOS requires the following information for the Voter Registration Application process, as required by law:

- a. Last name;
- b. First name;
- c. Middle initial;
- d. Suffix;
- e. Address of residence;
- f. Mailing address;
- g. County of residence;
- h. Date of birth;
- i. Race (if provided by applicant) ;
- j. Political party;
- k. Phone number (if provided by applicant);
- l. Date of application; and
- m. The digitized signature image.

[Gemalto Response] Gemalto understand and will comply with this requirement. The following information will be collected by Gemalto during the Motor Voter enrollment process, as required by law:

- Last name;
- First name;
- Middle initial;
- Suffix;
- Address of residence;
- Mailing address;
- County of residence;
- Date of birth;
- Race (if provided by applicant) ;
- Political party;
- Phone number (if provided by applicant);
- Date of application; and
- The digitized signature image.

The collected information will be electronically transmitted as required by PennDOT. The data exchange methods and protocols will be defined and agreed upon during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-4 – Motor Voter – Data

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. Archived Motor Voter data will be stored for a minimum of five (5) years and will be made available to the DOS within seven (7) business days of the request, at no cost to PennDOT.

Task B-4 – Motor Voter – Distribution of Data

The selected Offeror shall provide voter registration information to the DOS electronically.

[Gemalto Response] Gemalto has read and understood each of the requirements regarding “Task B-4 – Motor Voter – Distribution of Data” and, if selected, will comply with this requirement.

Task B-4 – Motor Voter – Distribution of Data

The selected Offeror shall sort the Voter Registration data by County and Customer’s last name.

[Gemalto Response] Gemalto understands and will comply with this requirement. Voter Registration data will be sorted by County and the Customer’s last name.

Task B-4 – Motor Voter – Distribution of Data

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.

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.

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. Two (2) batch files will be uploaded to the DOS, three times per week at the times specified by PennDOT. The format and data in each batch file will be defined by PennDOT and DOS. In addition to the batch file containing Initial Registration Applications, Gemalto will provide, as a supplement, a separate .zip file containing all signature files associated with the uploaded applicant information.

Task B-4 – Motor Voter – Reporting

The selected Offeror shall provide DOS with monthly and annual reports of the number of Voter Registration Applications, by county and political party.

[Gemalto Response]] Gemalto has read and understood each of the requirements regarding “Task B-4 – Motor Voter – Reporting” and, if selected, will comply with this requirement.

Task B-4 – Motor Voter – Reporting

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. A Motor Voter statistics report will be delivered by Gemalto to PennDOT within five (5) calendar days from the end of the preceding month. The final design of the report will be defined and approved by PennDOT during the Business and Technical Requirements workshops.

Task B-4 – Motor Voter – Support

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.

[Gemalto Response] Gemalto has read and understood the requirement “Task B-4 – Motor Voter – Support” and, if selected, will comply with this requirement.

Task B-4 – Motor Voter – Invoicing

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.

[Gemalto Response] Gemalto has read and understood each of the requirements contained in “Task B-4 – Motor Voter – Invoicing” and, if selected, will comply with this requirement.

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.

Task B-5 – Central Image Server – Conversion of Image Files

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. All existing central image files will be migrated with no degradation of quality.

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Task B-5 – Central Image Server – Conversion of Image Files

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-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-5 – Central Image Server – Hardware/Software Requirements

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.

All hardware and software must be new and consist of current, available, supported technology.

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.

The system must be capable of notifying operations personnel, both visually and audibly, of any failures or errors.

[Gemalto Response] Gemalto understands and complies with this requirement. Drawing from our extensive experience in the design, development, deployment, and operation of many ID card and driver license programs, the solution proposed for PennDOT features a multi-tiered architecture bringing multiple benefits.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

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Task B-5 – Central Image Server – Hardware/Software Requirements

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Task B-5 – Central Image Server – Hardware/Software Requirements

[REDACTED]

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-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Gemalto confirms that the system will be capable of notifying operations personnel, both visually and audibly, of any failures or errors. Performance monitoring will put in place for the Backend IT system to ensure any issues that may arise are quickly discovered and addressed.

Task B-5 – Central Image Server – Operating System

The operating system for the Central Image Server must be, at a minimum, Microsoft Windows Server 2008 R2.

[Gemalto Response] Gemalto complies. The proposed Central Image Server is fully compatible with Microsoft Window Server 2008 R2 version in a standalone and load balanced environments. Our solution and associated components have also been validated with Microsoft Windows Server 2012 R2 version in our development and test environments.

Task B-5 – Central Image Server – Interface

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.

The selected Offeror shall supply an industry standard Application Programming Interface

Task B-5 – Central Image Server – Interface

which is in widespread commercial use for query and retrieval to and from the Central Image Server.

The Offeror shall state what this interface is in its proposal.

[Gemalto Response] Gemalto proposes utilizing Windows Communication Foundation (WCF) for building service-oriented applications. Using WCF, data is sent as asynchronous messages (messages sent intermittently instead of a continuous stream) from one service endpoint to another. A service endpoint can be part of a continuously available service hosted by web servers, or it can be a service hosted in an application, Gemalto can support both IIS Hosting and Windows Service Hosting for WCF hosting service. The messages transferred utilizing this protocol between application endpoints can be as simple as a single character or word sent as XML, or as complex as a stream of binary data.

Task B-5 – Central Image Server – Data Storage and Image File

The Central Image Server must store and back up all Image Files.

The Central Image Server shall perform backups automatically.

The selected Offeror shall use a relational database structure for the Central Image Server.

The system shall store the applicant photo images in color, applicant signatures in black & white, and text data.

The photo image and signature must be stored in JPEG, or other PennDOT approved, format, using the latest AAMVA standards. They may be compressed.

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.

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).

All images and signatures shall be stored from the date of capture.

The system must allow for the deletion of image files, at the request of and at no cost to PennDOT.

[Gemalto Response] Gemalto understands and will comply with this requirement. The Central Image Server will store, from the date of capture, and automatically backup all Image Files including applicant photos in color, black and white signature files, and any associated text. As described in the following requirement, Gemalto will utilize an Entity-Relationship Data Model.

Task B-5 – Central Image Server – Data Storage and Image File

Gemalto confirms that the image will be stored in JPEG or another PennDOT approved format and will be AAMVA compliant. The image storage specifications will be defined and agreed upon during the Business and Technical Requirements workshops between Gemalto and PennDOT. Gemalto's solution is designed to be flexible with regards to file formatting and database architecture and schema due to the wide variety of requirements from State to State.

Gemalto confirms that the photo images and signature will be both separately stored and separately accessible. Image files will be indexed with the 8 – digit DL/ID number and special IDs will be indexed using their 8 – digit alphanumeric number as required by PennDOT. In addition, the index file will not be compressed. Also, Gemalto will provide a mechanism for the deletion of image files for PennDOT at no cost to the Commonwealth.

Task B-5 – Central Image Server – Data Model

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.

[Gemalto Response] In Section I-17 "Proposal Contents", PennDOT states that "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." Since the Commonwealth is not requesting, or requiring, confidential information in our response we can provide the following high-level description of the Coesys Credentialing System's data model.

Gemalto proposes using the popular and widely used Entity-Relationship Data Model. This model is comprised of entities (a piece of data such as a signature file) and the relationships (how and to what that piece of data is connected to) of the entity. The relationships define the dependencies and requirements between various components.

Task B-5 – Central Image Server – Digital Image Exchange

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. If selected, Gemalto will integrate PennDOT's new system with the AAMVA Digital Image Access and Exchange.

Task B-5 – Central Image Server – Networking

The Image Files shall be transmitted over PennDOT furnished communication lines to the

Task B-5 – Central Image Server – Networking

Central Image Server.

[Gemalto Response] Gemalto acknowledges that the Image Files shall be transmitted over PennDOT-furnished communication lines to the Central Image Server (i.e. Coesys Backend).

Task B-5 – Central Image Server – Communication with Mainframe

On a daily basis, the Central Image Server shall electronically transmit data from each Driver License/Identification card issued to PennDOT's mainframe.

The exact data, format and timing of the update will be determined by PennDOT.

In the future, the Mainframe may need to retrieve images from the Central Image Server to print on PennDOT products. See Interface requirements above.

[Gemalto Response] Gemalto understands and will comply with this requirement. The Central Image Server will electronically transmit data from each card issuance to PennDOT's mainframe on a daily basis. The data, format, and update frequency will be defined by PennDOT and agreed upon during the Business and Technical Requirements workshops. Future needs, such as retrieving images prior to printing the cards should also be discussed during the Business and Technical Requirement workshops.

Task B-5 – Central Image Server – Response Time

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.

[Gemalto Response] Gemalto confirms that the Coesys Backend servers will be provisioned and maintained in order to begin transferring the requested data within five seconds of receiving each request, regardless of the number of retrieval requests received.

As part of this continuous performance monitoring process during the Support and Maintenance phase of the contract, Gemalto will participate in regular performance and forecasting reviews with PennDOT in order ensure that Gemalto is aware of and prepared for any expected increases in demand. In addition, to these Performance Review meetings, system performance data is always available to authorized PennDOT users in order to view performance data at any time.

System upgrades scope and scheduling will be discussed, planned and scheduled with PennDOT staff during the course of the contract so as to coordinate upgrade activities and service availability. Any and all upgrades required to maintain the five second response requirement will be provided by Gemalto at no cost to the Commonwealth.

Task B-5 – Central Image Server – Upgrades

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.

These upgrades, if required, shall be provided at no additional cost to PennDOT.

[Gemalto Response] Gemalto understands and will comply with this requirement. Gemalto confirms that the Coesys Backend servers will be provisioned and maintained in order to begin transferring the requested data within five seconds of receiving each request, regardless of the number of retrieval requests received.

Task B-5 – Central Image Server – Central Image System Availability

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.

Any maintenance window for the Central Image Server must be approved by PennDOT.

[Gemalto Response] Gemalto complies with this requirement and proposes high availability system architecture for Central Image Server that will be hosted within the PennDOT datacenter. The highly available system will be implemented in accordance with industry best practices and with fail-over capabilities in all ways from redundant server hardware components, and redundant connections to software configurations. Any maintenance windows for the Central Image Server will be approved by PennDOT prior to performing any work.

Task B-5 – Central Image Server – Reporting

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.

[Gemalto Response] The Coesys Backend logs a comprehensive set of application/user activity event data encompassing the entire Issuance Request Lifecycle. Coesys Backend is responsible for the secure storage (i.e. integrity of the application and user activity log data and access rights/restrictions), and query and reporting functionality of this data.

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Task B-5 – Central Image Server – Reporting

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Task B-5 – Central Image Server – Reporting

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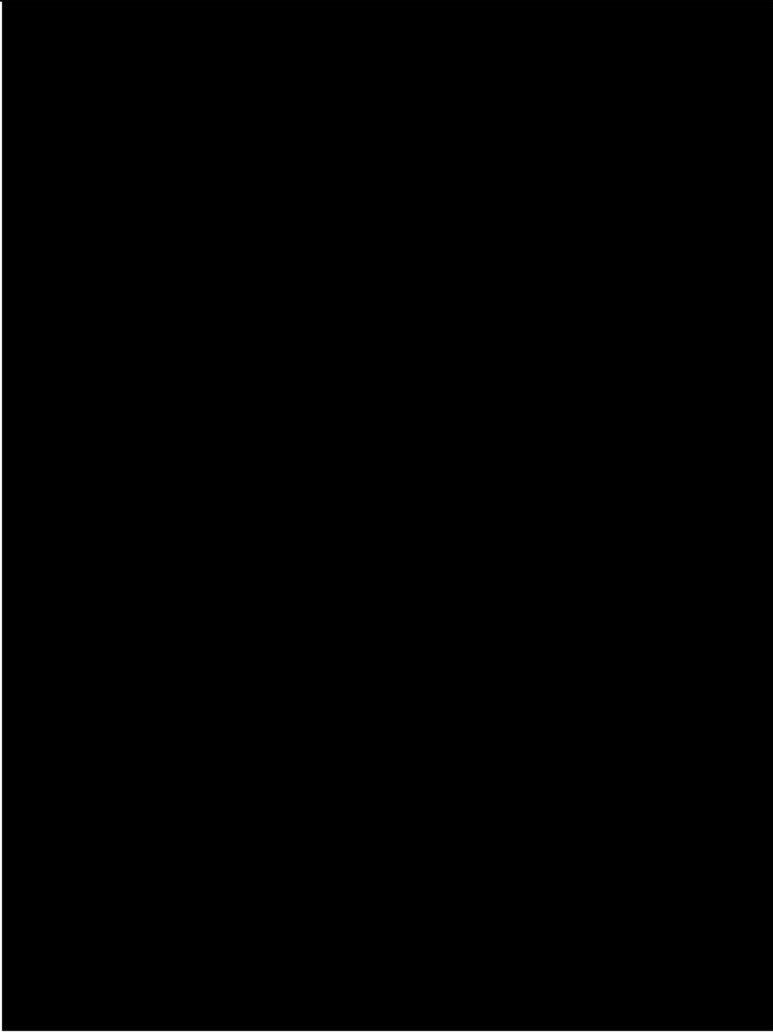
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Task B-5 – Central Image Server – Reporting



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Task B-5 – Central Image Server – Reporting

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-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-5 – Central Image Server – Location

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 Offeror, will decide which site will be primary and which will serve as the Disaster Recovery location.

[Gemalto Response] Gemalto confirms that two datacenters will be provided to PennDOT for the Central Image Server. The proposed primary system will reside in the Commonwealth Technology Center in Harrisburg. The proposed backup location is within a secure datacenter located in Pittsburgh, PA. Gemalto would be happy to explore closer backup locations or use the proposed Pittsburgh center as the primary environment. The locations of the primary and disaster recovery datacenters will be discussed and agreed upon during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-6 – JNET

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.

[Gemalto Response] Gemalto confirms that Pennsylvania's JNET will have 24/7/365 access to the Central Image Server. In addition, JNET traffic will be capable of being routed to the disaster recovery site in order to minimize traffic to primary site, if determined necessary by PennDOT.

Gemalto's secure credentialing solution is designed to integrate with existing customer business applications and systems as well as interface with PennDOT-authorized 3rd party systems and services, as required. This is typically achieved using web services. The Interface with JNET that will be refined, and/or defined, during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Gemalto will meet the requirement of routing traffic to the DR site by implementing the GSLB (Global

Task B-6 – JNET

Server Load Balancing) solution in which both the PennDOT and Gemalto datacenters are equipped with the GSLB's. These GSLBs will be configured to redirect the JNet traffic from PennDOT datacenter to Gemalto datacenter when pre-defined traffic load limit is reached on PennDOT datacenter Central Image servers.

The Disaster Recovery Central Image database is continuously synchronized in real time with the Production Central Image database. The database synchronization is bi-directional, means any changes on the DR Image database will be replicated to Production Central Image database and vice versa. This will insure that the results returned from the DR site will be the same as results returned from the primary data center.

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.

Task B-7 – Facial Recognition System – Hardware/Software

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.

All hardware must be of new manufacture and be current, available, supported technology and include, but not be limited to:

- Facial recognition system processing and data storage hardware to support the enrollment, 1-1 and 1-N searching of all images.
- 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.
- Manual Review software for vetting potential matches and performing ad-hoc queries and comparisons of both internal and external images.

Task B-7 – Facial Recognition System – Hardware/Software

[Gemalto Response] Gemalto confirms that it will provide all hardware and software necessary to implement the proposed facial recognition solution, Coesys Review, in order to meet the requirements of this RFP for the life of the contract. All hardware will be new and current, available, and supported technology, including the following items:

- Facial recognition system processing and data storage hardware to support the enrollment, 1-1, and 1-N searching of images.
- Facial recognition system processing and data storage hardware to support the enrollment, 1-1, and real time 1-N searching of on-going acquired images for the contract period.
- Manual Review software for vetting potential patches and performing ad-hoc queries and comparisons of both internal and external images.

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Task B-7 – Facial Recognition System – Hardware/Software



-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-7 – Facial Recognition System – Location

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 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.

[Gemalto Response] Gemalto confirms that two datacenters will be provided to PennDOT. The Facial Recognition System will be hosted in the same location as the Central Image Server. The proposed primary system will reside in the Commonwealth Technology Center in Harrisburg. The proposed backup location is within a secure datacenter located in Pittsburgh, PA. Gemalto would be happy to explore closer backup locations or use the proposed Pittsburgh center as the primary environment. The locations of the primary and disaster recovery datacenters will be discussed and agreed upon during the Business and Technical Requirements workshops between Gemalto and PennDOT.

Task B-7 – Facial Recognition System – Enrolling of Current Images

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.

[Gemalto Response] Gemalto confirms that it will enroll the existing 50,000,000 images in PennDOT's database into the new facial recognition system.

At the beginning of the project, Gemalto will 'enroll' the approximately 50 million images that currently exist in the PennDOT Central Image Server into the Coesys Review FRS gallery. Enrollment is the process of analyzing a digital image and calculating a biometric template that will be stored and used for all future biometric comparisons (1:N, N:N). The details of this process will be confirmed during the Business and Technical Requirements (BTR) workshops during the Project Initiation phase. At a high

Task B-7 – Facial Recognition System – Enrolling of Current Images

level, however, Gemalto will make use of any metadata that is made available by PennDOT for each image that can be used for indexing/referencing so that a link may be maintained between the biometric template and the image. In the course of normal operations of PennDOT (excluding covert issuances), newly-captured portrait images will be automatically enrolled into the FRS, unless they are required to be omitted for security and/or policy reasons.

Gemalto will provide the necessary software tools and computing resources during the Bulk Enrollment phase to efficiently manage the enrollment process as well as manage the investigation of any images which fail to enroll. In the course of normal operations, if an image fails to enroll, a message will be sent both to the PCS workstation operator as well as generate a biometric exception that can be managed administratively on the back-end.

Task B-7 – Facial Recognition System – Enrolling of Future Images

The system must enroll all future images captured by PennDOT via any Photo License/ID Card processes in Facial Recognition templates.

[Gemalto Response] Gemalto understand this requirement and confirms that it will automatically enroll all future captured images into the new Facial Recognition System during the Capture process.

Task B-7 – Facial Recognition System – Image Comparisons

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. Automatic 1:1 and 1:N comparisons will be made during the enrollment process, in real time, between captured images and images stored in the central image server.

Task B-7 – Facial Recognition System – Matching Threshold

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.

[Gemalto Response] Gemalto understands and complies with this requirement. Thresholds are easily configurable and adjustable for both automatic 1:1 and 1:N comparisons performed during enrollment as well as during manual case creation and searches performed in Coesys Review, Gemalto's case management application.

Task B-7 – Facial Recognition System – Matching Threshold

During the enrollment of PennDOT's existing 50 million images, a small batch of approximately 1,000 images will be enrolled into a test database which is then tested and enrollment parameters are tuned accordingly. This process is repeated until acceptable confidence levels are achieved in the test database. The time required to tune the enrollment process into the FRS database is dependent on the quality of the existing images. Once the enrollment parameters have been tuned using the test database and sample data set and an acceptable confidence level has been established, the existing database is ready to be enrolled.

Gemalto confirms that it will work with PennDOT during the initial enrollment as well as during the life of the contract to adjust, if necessary, matching thresholds and tuning parameters to ensure the effectiveness of the tool. Please note that FRS engine tuning and threshold both determine the effectiveness of the Facial Recognition System. FRS engine tuning is typically performed during initial enrollment and affects the entire system while matching thresholds may be adjusted individually or system wide easily throughout the life of the contract.

Task B-7 – Facial Recognition System – Temporary Products

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.

[Gemalto Response] Gemalto understands and complies with this requirement. When a captured applicant photo exceeds the allowable threshold, a flag will be created. This flag will modify the issuance request from a permanent DL to temporary DL while forwarding the case to the Risk Management Office and creating a case within Coesys Review. Gemalto will work with PennDOT to clearly define the requirements for matches and issuing temporary documents during the Business and Technical Requirements workshops.

Task B-7 – Facial Recognition System – RMO Notification

The system must notify PennDOT's Risk Management Office of potential matches (those higher than the allowable threshold).

[Gemalto Response] Gemalto understands and complies with the requirement. PennDOT's Risk Management Office will be automatically notified of potential matches. Coesys Review automatically creates cases for any comparisons with potential matches.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-7 – Facial Recognition System – RMO Notification

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-7 – Facial Recognition System – Performance

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.

[Gemalto Response] Gemalto understands and complies with this requirement. Our Facial Recognition System has been designed to be easily scalable in order to ensure that 1:1 and 1:N comparison results are returned within five (5) seconds of the request for the life of the project.

Gemalto's Facial Recognition System has been designed to account for differences in lighting, quality, and angle. During the enrollment of the existing database, parameters will be tuned to account for differences in image quality to ensure a fully functional and robust biometric solution.

Task B-7 – Facial Recognition System – Manual Review Application

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 Task H-7 for information pertaining to access by additional users.

Access to the application shall be managed by username and login.

[Gemalto Response] Gemalto understands and complies with this requirement. Coesys Review, Gemalto's biometric case management software is included within our offer. Gemalto confirms that access will be provided for 29 concurrent users managed by username and password.

Task B-7 – Facial Recognition System – Review

The system shall allow for the manual review of potential matches identified by the Facial

Task B-7 – Facial Recognition System – Review

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.

[Gemalto Response] Gemalto understands and complies with this requirement. Coesys Review is the case management application within Gemalto's solution. Its primary purpose is to provide authorized users with the functionality to review cases generated by biometric or administrative exceptions encountered while processing an Issuance Request.

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Task B-7 – Facial Recognition System – Review

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Task B-7 – Facial Recognition System – Search

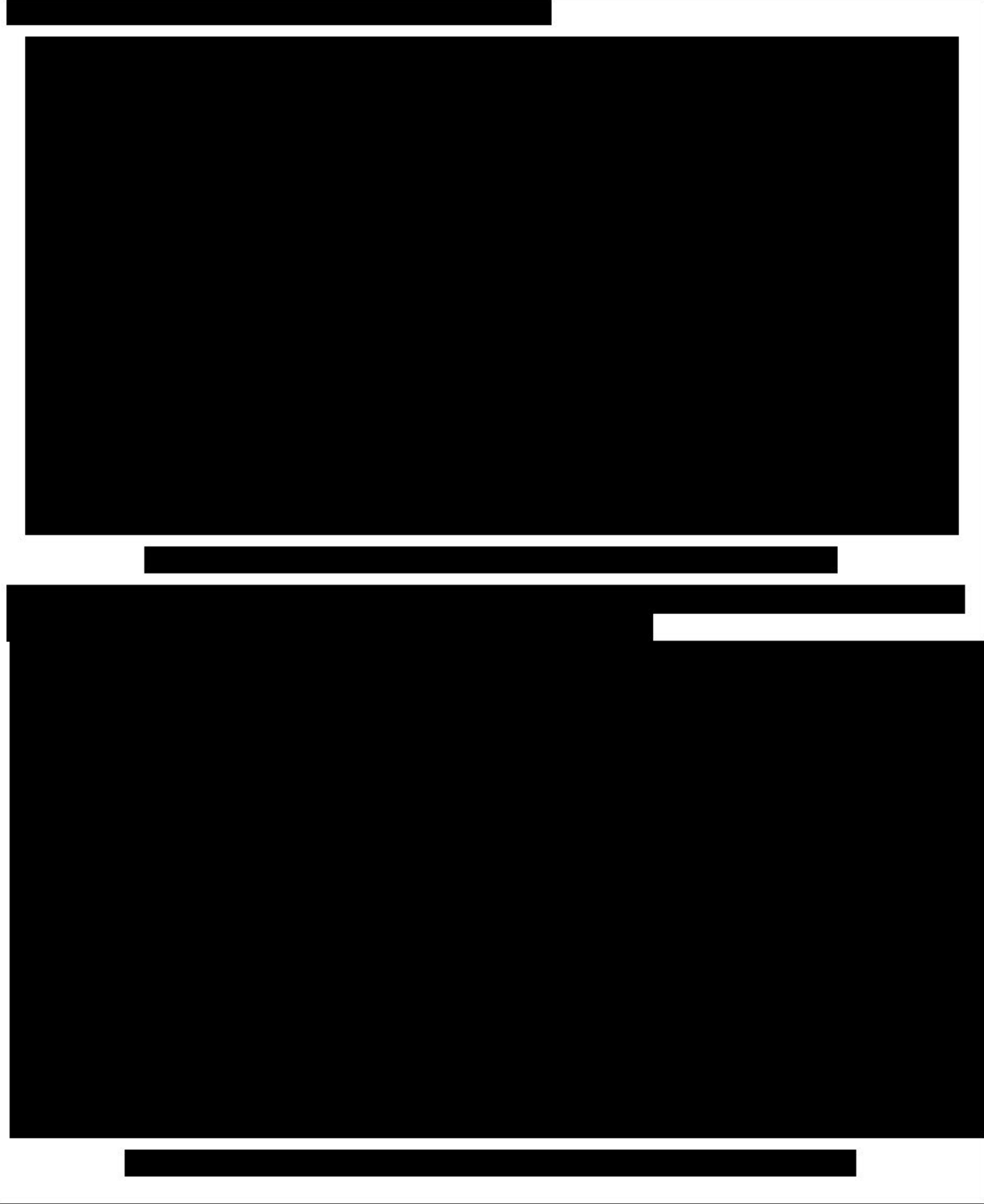
The system must allow for searching by any demographic element displayed on a Driver License/Identification.

[Gemalto Response]

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Task B-7 – Facial Recognition System – Search



Task B-7 – Facial Recognition System – Search

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Task B-7 – Facial Recognition System – Manipulating Images

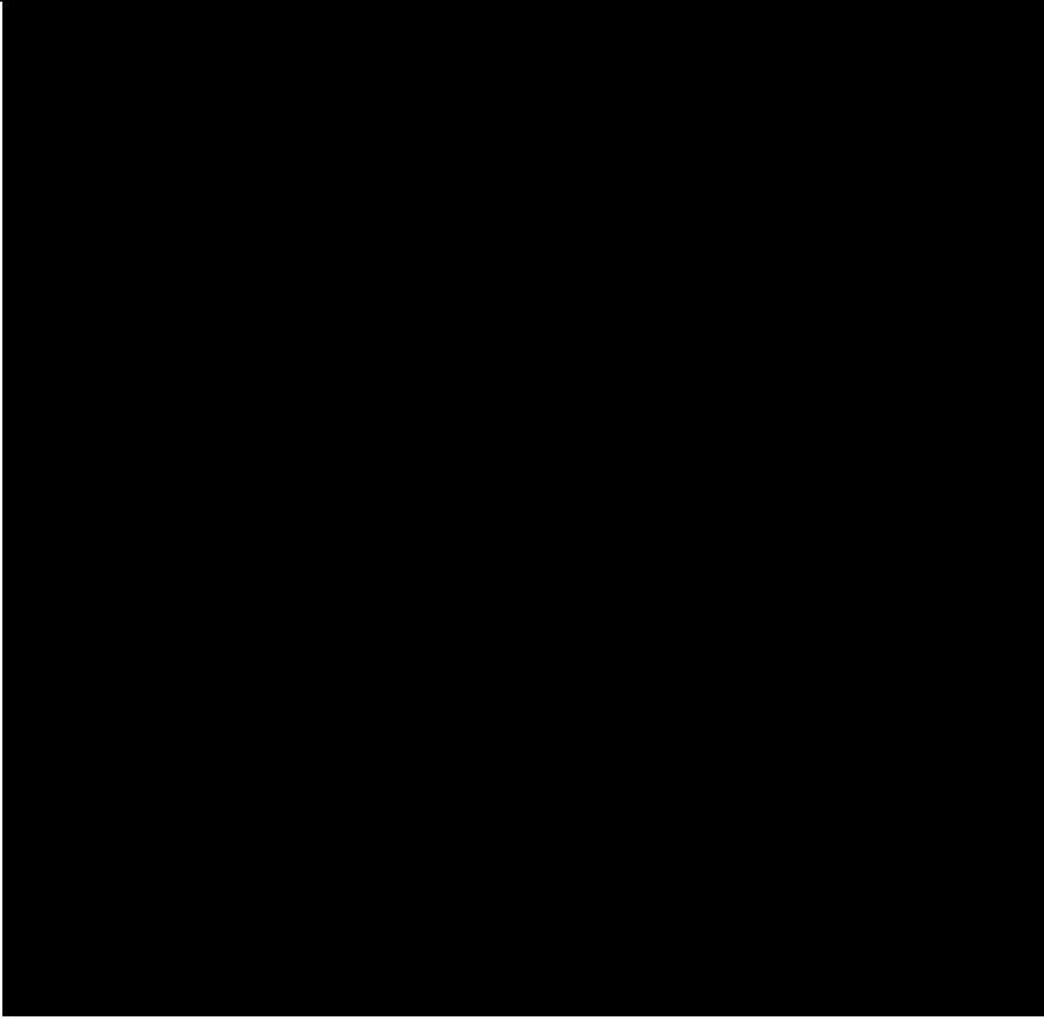
Images must be able to be easily manipulated so as to make comparisons between separate images easier for the operator. This includes features such as zooming in on images, comparing images side by side, tilting images and the like.

[Gemalto Response] Gemalto understands and complies with this requirement. The following tools are included for the manipulation and review of images and illustrated below.

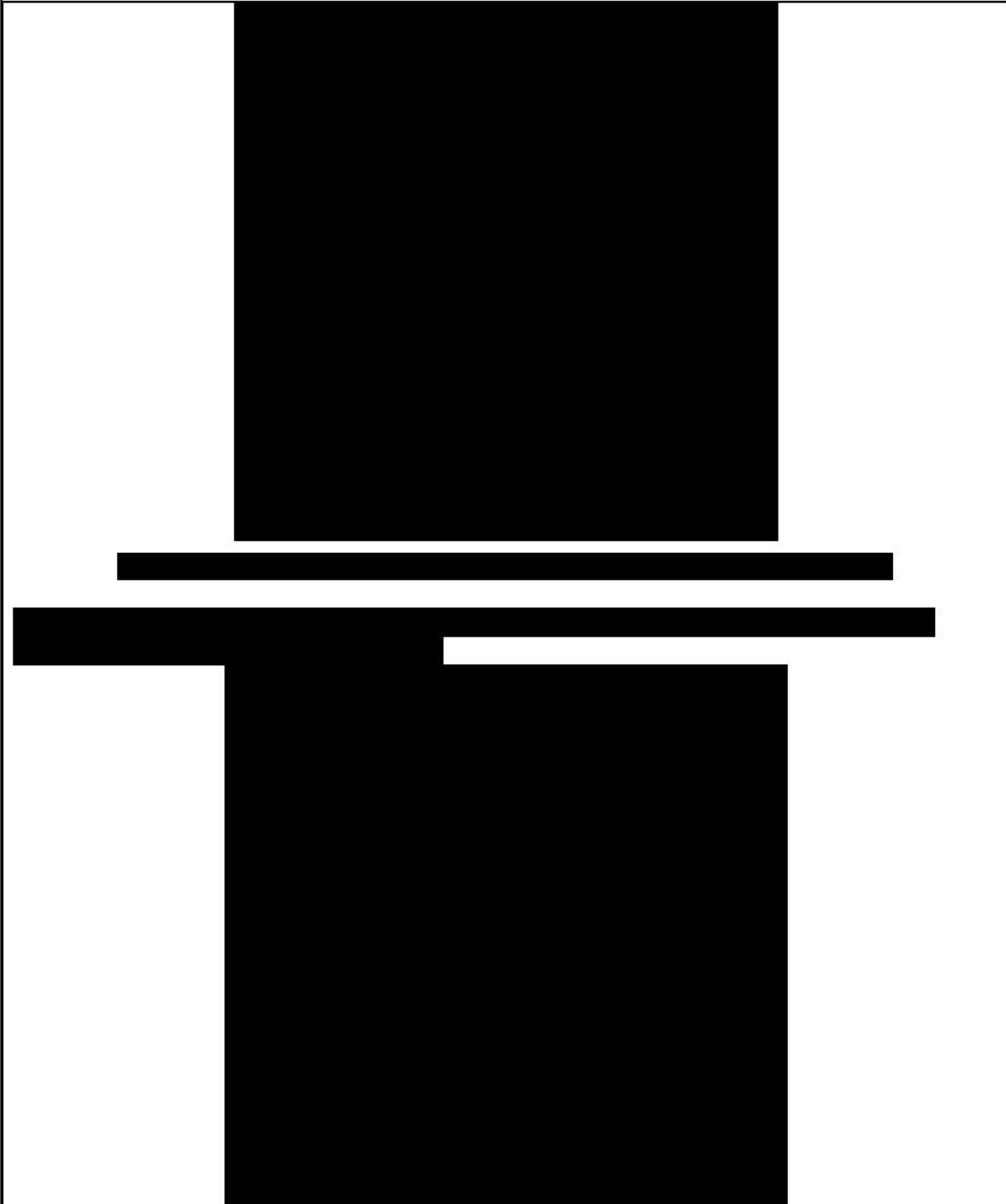
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Task B-7 – Facial Recognition System – Search



Task B-7 – Facial Recognition System – Search



Task B-7 – Facial Recognition System – Search

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Task B-7 – Facial Recognition System – Comparison

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.

The system shall allow the details (demographic information) of search results to be easily accessed by the operator.

The operator must be able to compare images and view details without losing search results and having to research.

[Gemalto Response] Gemalto understands and complies with this requirement. During the course of a case investigation, a user may need to add or remove candidates to or from a case and perform Manual Biometric Comparisons on one or more or all of the candidates in the case.

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Task B-7 – Facial Recognition System – Search

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Task B-7 – Facial Recognition System – Search

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Task B-7 – Facial Recognition System – Adjudication

The system must allow for system identified matches to be either confirmed or overturned by the operator.

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.

If overturned, the system must allow for the case to be "released" and the customer's product to continue being processed.

[Gemalto Response] Gemalto understands and complies with this requirement. Once a case has been generated, the following typical workflow is followed.

- An authorized Coesys Review user (Supervisor) assigns each case to an appropriate Investigator.
 - The case is removed from the Supervisor's worklist (queue), and places in the assignee's worklist (queue).
- Investigators perform their tasks, documenting comments, observations, attaching additional information (uploaded files, etc.), re-assigning to other Investigators for their review/comment, and ultimately choose set the status of the Case to either
 - Resolved ("result is not suspect". This determination allows the issuance to proceed), or
 - Permanent Hold ("result is suspect". This determination will cause Coesys Backend to place the Issuance itself on Permanent Hold)

Once a determination is made on the Case, the result (Resolved, or Permanent Hold) Coesys Backend executes its workflow logic to perform any post-case actions. These actions are configurable, including the ability to notify specific users/administrators of the Permanent Hold and communicate this result to a non-Gemalto web service. If fraud is determined, and report can then be generated and exported as required by PennDOT. Gemalto will work with PennDOT during the Business and Technical Requirements workshops do clearly define the requirements for reports where fraud is confirmed.

Task B-7 – Facial Recognition System – Manual Enrollment

The system must allow for images to be manually uploaded to the system for analysis.

It must accept common image formats, such as jpeg, bitmap and tiff, for uploading.

The system must allow for the running a 1:N comparison of the uploaded image against all other images in the Facial Recognition system.

The system must also allow images from the Central Image Server to be selected for 1:N facial recognition comparisons.

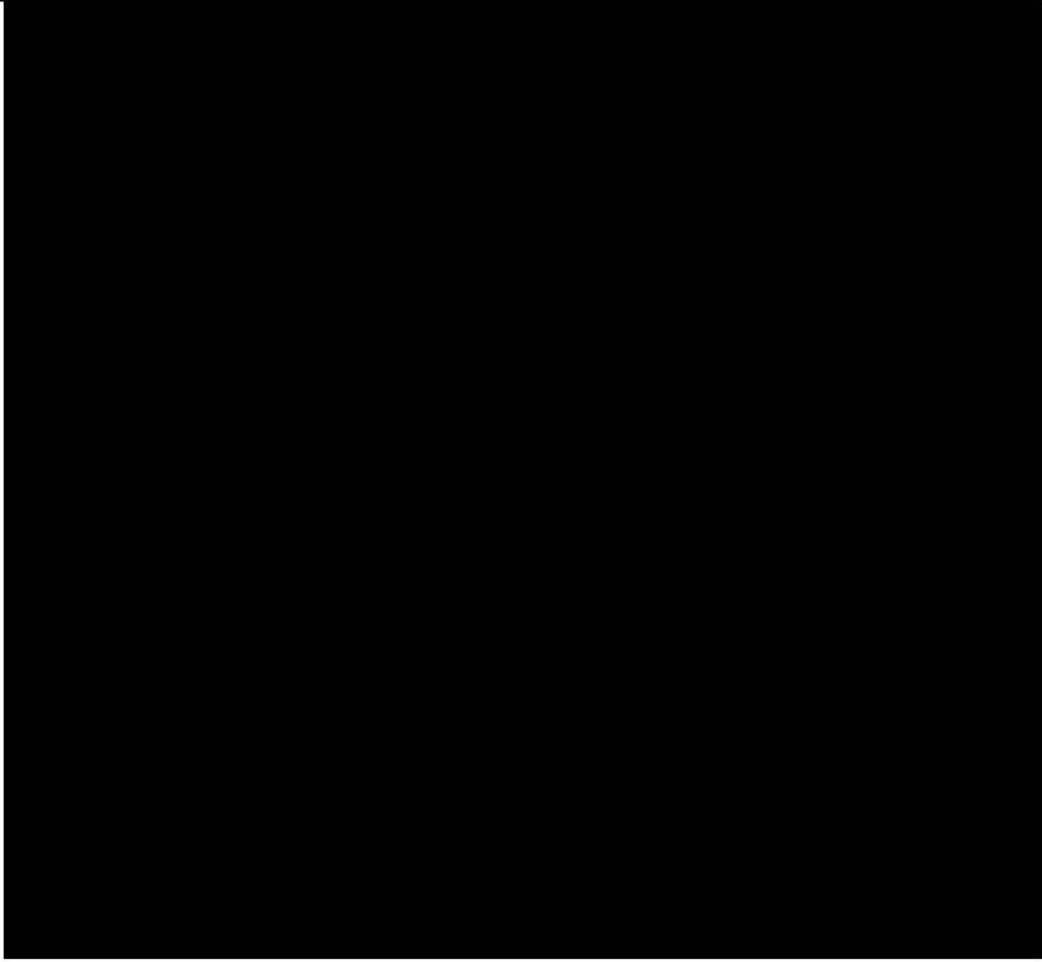
[Gemalto Response] Users have the ability to manually upload images as new candidates to existing cases under investigation or as a subject for a new investigation. The process and user interfaces are nearly identical between adding images to an existing case or as a subject of a new case. The example below is an example of creating a new case based on an artist's sketch of a person of interest that is uploaded as the subject of a new case.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-7 – Facial Recognition System – Manual Enrollment



Task B-7 – Facial Recognition System – Manual Enrollment



-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-7 – Facial Recognition System – Image Suppression

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.

[Gemalto Response] Gemalto understand and complies with this requirement. Any special cases, such as images in the PennDOT Central Image Server which are linked to “covert” Issuances that should be skipped for biometric enrollment for security and/or policy reasons will be omitted in the initial enrollment activity and any subsequent enrollment actions. Gemalto will work with PennDOT to clearly define the requirements for Image Suppression and covert issuances during the Business and Technical Requirements workshops between Gemalto and PennDOT. Manual Image Suppression will be integrated into the overall solution in an operator friendly process. This process is typically custom developed for each customer due to widely varying requirements from State to State.

Task B-7 – Facial Recognition System – Reporting

The Offeror must describe any standard or ad-hoc reports the system is capable of generating.

[Gemalto Response] Coesys Review (the FRS Case investigation and flag management application) supports, at a minimum, logging of the following user activities:

- Login, Logout, Failed Login to application
- Administrative – Case Accepted, Case Release back to Queue, Case Resolved, Permanent Hold
- Manual 1:N Searches
- Manual addition of Candidate (Photo) (by searching DPL or by file upload)
- Create, Print or Download of Dossier (Case record)
- (Optional) Supervisor confirmation (requires Supervisor application log-in) of any/all Case Resolution Status (Resolved, Hold, etc.)

The specific criteria and report types will be defined and agreed upon during the during the Business and Technical Requirements workshops between Gemalto and PennDOT. All reporting for proposed system is logged by the Coesys Backend and is discussed in further detail, including sample reports, in the response to “Task B-5 – Central Image Server – Reporting”

Task B-8 – Central Issuance Facility

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.

Task B-8 – Central Issuance Facilities – Duplicates

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.

Once the selected Offeror receives this file from PennDOT, it shall produce, quality check and mail the duplicate Photo License/ID cards 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 message shall be determined by PennDOT.

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.

The selected Offeror must be able to produce and distribute these Duplicate Driver License/Identifications within the 2 day processing timeframe.

[Gemalto Response] Gemalto understands and complies with this requirement. Gemalto will produce Duplicate DL/ID's from a daily production file provided by PennDOT through the Duplicate Process. Gemalto will produce, quality check, and mail the Duplicate DL/ID's within the 2 day processing timeframe required by PennDOT. Gemalto has adequately sized its central issuance capacity to account for PennDOT's needs in addition to expected growth. Upon the completion of card production and mailing for Duplicates, Gemalto will notify PennDOT in a format and transmission method to be determined by PennDOT during the Business and Technical Workshops between PennDOT and Gemalto.

Task B-8 – Central Issuance Facilities – New Issuance

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 Page 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

Task B-8 – Central Issuance Facilities – New Issuance

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.

[Gemalto Response] Gemalto understands and complies with this requirement. Gemalto will produce New Issuance DL/ID's from a daily production file provided by PennDOT through the New Issuance Process. Gemalto will produce, quality check, and mail the New Issuance DL/ID's within the 2 day processing timeframe required by PennDOT. Gemalto has adequately sized its central issuance capacity to account for PennDOT's needs in addition to expected growth. Upon the completion of card production and mailing for New Issuance DL/ID's, Gemalto will notify PennDOT in a format and transmission method to be determined by PennDOT during the Business and Technical Workshops between PennDOT and Gemalto.

Task B-8 – Central Issuance Facilities – Department of Corrections Driver License/Identification Cards

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

Task B-8 – Central Issuance Facilities – Department of Corrections Driver License/Identification Cards

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 them to the PennDOT Risk Management Office.

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.

The selected Offeror must adhere to the 2 day processing time frame for DOC Driver License/Identifications Cards.

[Gemalto Response] Gemalto understands and complies with this requirement. Gemalto will produce Department of Corrections DI/ID's from a daily production file provided by PennDOT through a zipped file. Gemalto will produce, quality check, and provide the DL/ID's within the 2 day processing timeframe required by PennDOT. Before the cards are produced, Gemalto will run the files through the Coesys Review facial recognition engine. Any matches will be flagged and sent to the PennDOT Risk Management Office. Gemalto has adequately sized its central issuance capacity to account for PennDOT's needs in addition to expected growth.

Task B-8 – Central Issuance Facilities – FR No-Match Issuance

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 be run against all other photos in the facial recognition system looking for potential matches. (see Facial Recognition Requirements).

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.

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.

The selected Offeror shall be responsible for producing these No-Match products within the 2 day timeframe and other requirements stated for Central Issuance.

[Gemalto Response] Gemalto understands and complies with this requirement. Gemalto will produce FR No Match DI/ID's for issuances which were flagged but determined to not be a match by the

Task B-8 – Central Issuance Facilities – FR No-Match Issuance

PennDOT Risk Management Office. Gemalto will produce, quality check, and mail the No-Match DL/ID's within the 2 day processing timeframe required by PennDOT. Gemalto has adequately sized its central issuance capacity to account for PennDOT's needs in addition to expected growth. Upon the completion of card production and mailing for No-Match DL/ID's, Gemalto will notify PennDOT in a format and transmission method to be determined by PennDOT during the Business and Technical Workshops between PennDOT and Gemalto.

Task B-8 – Central Issuance Facilities – Production Time

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.

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.

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 determined by PennDOT.

[Gemalto Response] Gemalto understands and will comply with this requirement. Centrally produced DL/ID's will be produced, quality checked, and mailed within the 2-day timeframe required by PennDOT. If for any reason the 2-day requirement has been exceeded, Gemalto will immediately notify PennDOT. Gemalto will provide PennDOT daily production reports indicating which DL/ID's have been produced that day. The format and content of the reports will be defined by PennDOT during the Business and Technical Requirements workshops between Gemalto and PennDOT.

In addition to the daily production reports, Coesys' Backend reporting system is capable of producing production reports as illustrated below. These reports will be accessible through the web based Coesys Backend's administration module.

Examples of our standardized reports specific to the central factory are provided below. **Please note that all aspects of the reporting system in Gemalto's Secure Credentialing Solution are completely customizable and are catered to each unique customers' business requirements.** The Reporting capabilities extend far beyond production and reports are available on other portions of the proposed system.

The specific criteria and report types will be defined and agreed upon during the during the Business and Technical Requirements workshops between Gemalto and PennDOT. All reporting for proposed system is logged by the Coesys Backend and is discussed in further detail, including sample production reports, in the response to "Task B-5 – Central Image Server – Reporting".

Task B-8 – Central Issuance Facilities – Mailing

The selected Offeror shall insert, postmark and send the Driver License/Identification Cards. The cards shall be sent via 1st class mail using a selected Offeror provided, postage paid envelope.

PennDOT will reimburse the selected Offeror for the actual cost of postage.

The selected Offeror shall take advantage of all available postal discounts to reduce postage costs.

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.

Postage will not be reimbursed for Driver License/Identification Cards replaced for not meeting the requirements of this RFP.

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.

The carrier and/or envelope shall have the name and address, which corresponds to the Driver License/Identification Card, printed on it.

If a windowed envelope is used, the Driver License/Identification Card shall not be visible.

The return address on the envelope will be determined by PennDOT.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task B-8 – Central Issuance Facilities - Mailing" and, if selected, will comply with this requirement. Included in Gemalto's offer is Datacard's inline mailing and fulfillment module which will automatically insert and apply postage to the DL/ID cards. Gemalto will capitalize on CASS (Coding Accuracy Support System) in accordance with USPS standards in order to achieve the lowest possible postage. All invoicing, fulfillment, and mailing will be performed in accordance with PennDOT's requirements.

Task B-8 – Central Issuance Facilities – Look and Feel

The centrally issued products shall be identical in look and feel to those produced on the Image Capture Workstations.

[Gemalto Response]

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-8 – Central Issuance Facilities – Look and Feel

[REDACTED]

[REDACTED]

[REDACTED]

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-8 – Central Issuance Facilities – Central Issuance Facility

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.

The Central Issuance Facility must be located in the greater Harrisburg area, convenient to PennDOT.

The Central Issuance Facility must meet current ANSI/NASPO SA 2013 standards for security.

[Gemalto Response] Gemalto understands and complies with this requirement. The hardware, software, personnel, and Central Issuance Facility used to produce the central issuance DL/ID cards will be provided by Gemalto.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

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Task B-8 – Central Issuance Facilities – Central Issuance Facility

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Task B-8 – Central Issuance Facilities – Central Issuance Facility

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-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-8 – Central Issuance Facilities – Ownership

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.

[Gemalto Response] Gemalto understands and complies with this requirement. Gemalto is fully responsible for the Central Issuance Facility including all personnel, the security of the facility, and all equipment including hardware, software, and consumables.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

[REDACTED]

Task B-8 – Central Issuance Facilities – Ownership

[Redacted content]

Task B-8 – Central Issuance Facilities – Ownership



-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

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.

Task B-9 – Disaster Recovery – Plan

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.

[Gemalto Response] Gemalto has included a high level Disaster Recovery Plan in Appendix 07 of this response.

Task B-9 – Disaster Recovery – Testing

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.

[Gemalto Response] Gemalto understands and will comply with this requirement. Included in our Disaster Recovery Plan will be testing to be done at least twice per year. Testing will require PennDOT signoff and approval to ensure that the system is always ready and to provide evidence of testing.

Task B-9 – Disaster Recovery – JNET

The disaster recovery site must also be capable of being utilized for all JNET traffic accessing the Central Image Server and Facial Recognition system.

[Gemalto Response] Gemalto understands and complies with this requirement. As described in the response to Task B-6, The Disaster Recovery Site will be capable of being utilized for all JNET traffic through load balancing.

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/>.

Task B-10 – DL/ID and SID Cards – DL/ID Card Body Specifications

The product material for the DL/ID card shall adhere to AAMVA standards.

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.

[Gemalto Response] Gemalto confirms that our product material for the Commonwealth's DL/ID cards adhere to AAMVA standards.

Gemalto will supply composite card bodies constructed of layers of PET (Polyethylene Terephthalate Film) and PVC (Polyvinyl Chloride). This is a highly durable blend of plastics that support requirements of the Commonwealth. This card body is also an excellent composition for receiving security printing, as well as a color portrait image.

All cards issued by the Commonwealth, both centrally and over-the-counter, will be identical in structure.

Task B-10 – DL/ID and SID Cards – DL/ID Card Lamination/Coating

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.

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.

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.

The back of the card, aside from the magnetic stripe, may also contain a protective laminate

Task B-10 – DL/ID and SID Cards – DL/ID Card Lamination/Coating

or coating. The Offeror shall provide separate pricing for this feature if it can be provided.

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.

[Gemalto Response] Gemalto will utilize equipment that applies a protective laminates to each card immediately after printing the personalization information. All outer laminates applied by this equipment will be at least 1 mil thick and protect the information applied during the personalization process, primarily the demographic information (text) and photo and signature. For the PennDOT Digital Drivers License System, Gemalto has included high security holographic serialized laminates.

Gemalto internally tests to standards the bonding of these outer laminates to our card bodies and assures the Commonwealth that any attempt to remove it by a fraudster will show obvious signs of tampering, even under casual inspection.

The personalization equipment selected for the Pennsylvania DL/ID project is the Datacard CD800. This printer has an internal mechanism that prevents bowing, a phenomenon that occurs when applying laminate to only one side of a card body. The mechanism, Debow, will be installed on the equipment for this project and will alleviate the need for a second laminate application

During the personalization of each card, there is a one-step process used to include the application of lamination and does not require any Photo Technician intervention.

Task B-10 – DL/ID and SID Cards – DL/ID Card Durability

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.

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.

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.

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 should include not just durability but also product consistency and customer satisfaction. Offeror shall provide written results of the quality assurance tests used.

[Gemalto Response] Gemalto confirms that our composite card bodies last for more than the Commonwealth's requirement of eight years. As mentioned earlier, Gemalto will supply composite card

Task B-10 – DL/ID and SID Cards – DL/ID Card Durability

bodies constructed of PET (Polyethylene Terephthalate Film) and PVC (Polyvinyl Chloride). We subject our cards to all standardized testing parameters and they exceed the qualification levels for an eight year card life thereby supporting the Commonwealth's requirement for durability. Should the Commonwealth wish to extend the validity period of the credential in the future, this card structure will support it.

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

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Task B-10 – DL/ID and SID Cards – DL/ID Card Durability

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Task B-10 – DL/ID and SID Cards – DL/ID Card Durability

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-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-10 – DL/ID and SID Cards – DL/ID Card Product Quality

All elements of the DL/ID or Special ID must be printed clearly and accurately.

The signature printed on the DL/ID Card must be an accurate, clear representation of that signed by the customer.

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.

[Gemalto Response] All elements of the documents produced by Gemalto will be clearly printed. As stated previously, the background security features are printed using offset lithography and silk screen presses giving unparalleled clarity and detail. The selected personalization printers will apply clear

Task B-10 – DL/ID and SID Cards – DL/ID Card Product Quality

representation of the cardholder's photo, signature, and demographic data.

As mentioned in the previous response, Gemalto maintains quality and consistency during production in all manufacturing stages. Representative sampling of each batch of cards produced is taken and these cards are subjected to Gemalto's internal testing protocol which exceeds both ISO and ANSI parameters.

Gemalto assures each card will be printed with specific attention to quality. During the acceptance process of the printed cards, Gemalto and PennDOT will agree upon quality measures through the creation of an acceptance catalog. This catalog will serve as a living document, and will be continually updated throughout the project.

For each location, Gemalto will provide a guide for proper maintenance of the printers like storage of the printing ribbons, installation of ribbons into printers, and use of cleaning materials to maintain high quality printing. Our field technicians will examine the quality of the documents being produced on each visit to an office and will compare the quality of the documents being produced to optimal sample documents and will remedy the situation should there be a difference. We will also support any of the equipment reported to producing documents below the expected quality levels.

Task B-10 – DL/ID and SID Cards – DL/ID Card Security

Card materials, including card stock and laminate, must be serialized.

The DL/ID must include, at a minimum, three level one security features, three level two security features and one level three security feature.

Offerors must specify in their cost proposal, the cost of each individual security feature available to PennDOT (a la carte).

Exact security features shall be decided on collaboratively between the selected Offeror and PennDOT.

PennDOT approves the final security features for the Photo License/ID card.

The selected Offeror must allow for an upgraded security plan and replacing with equivalent card security features every 2 years, if desired by PennDOT.

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.

Each Photo License/ID Card issued shall be constructed of such material and designed so that

Task B-10 – DL/ID and SID Cards – DL/ID Card Security

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.

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 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.

[Gemalto Response]

-----[BEGINNING GEMALTO CONFIDENTIAL INFORMATION]-----

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Task B-10 – DL/ID and SID Cards – DL/ID Card Security

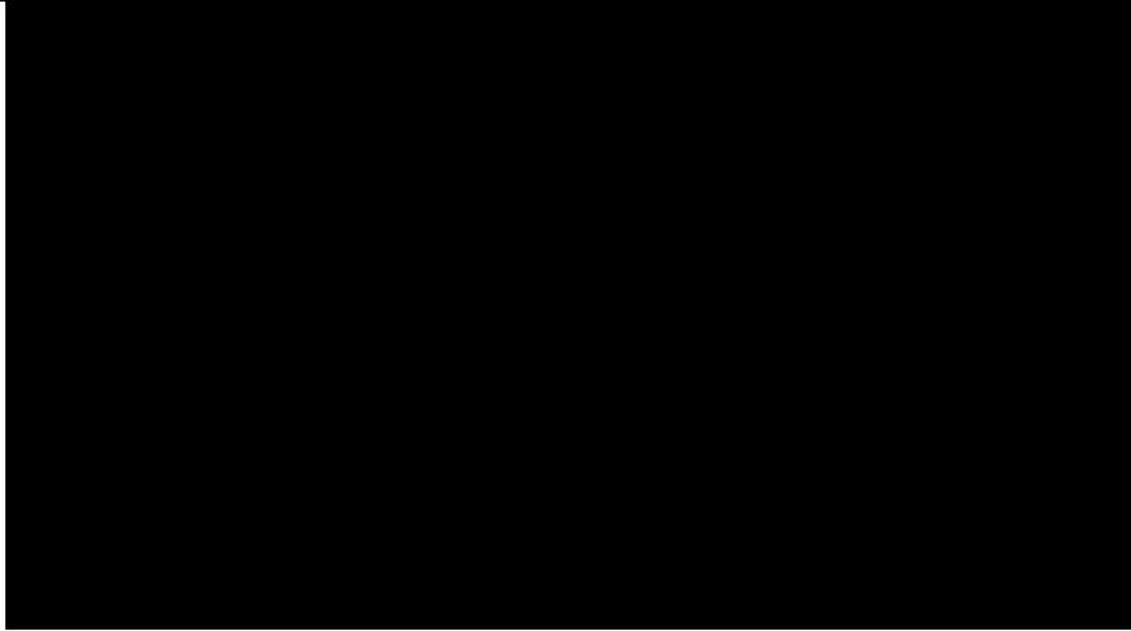
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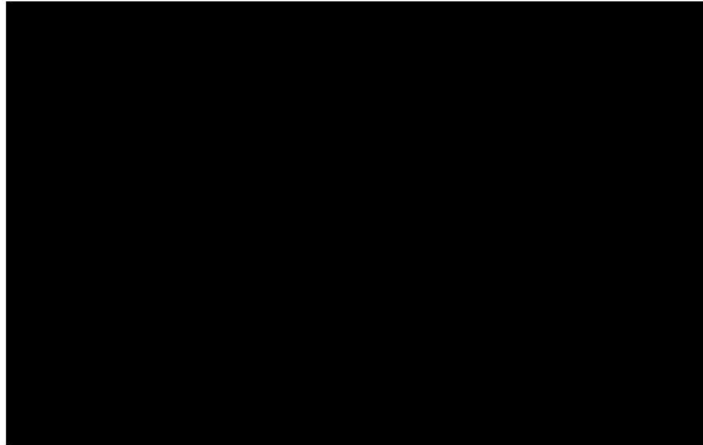
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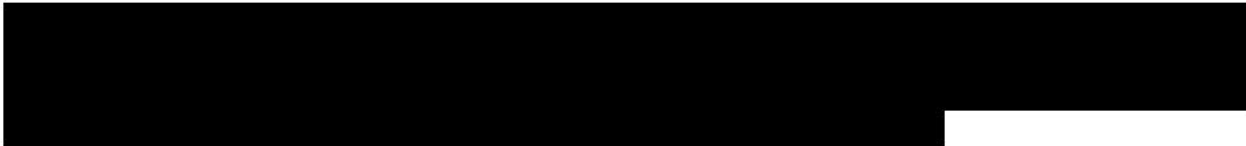
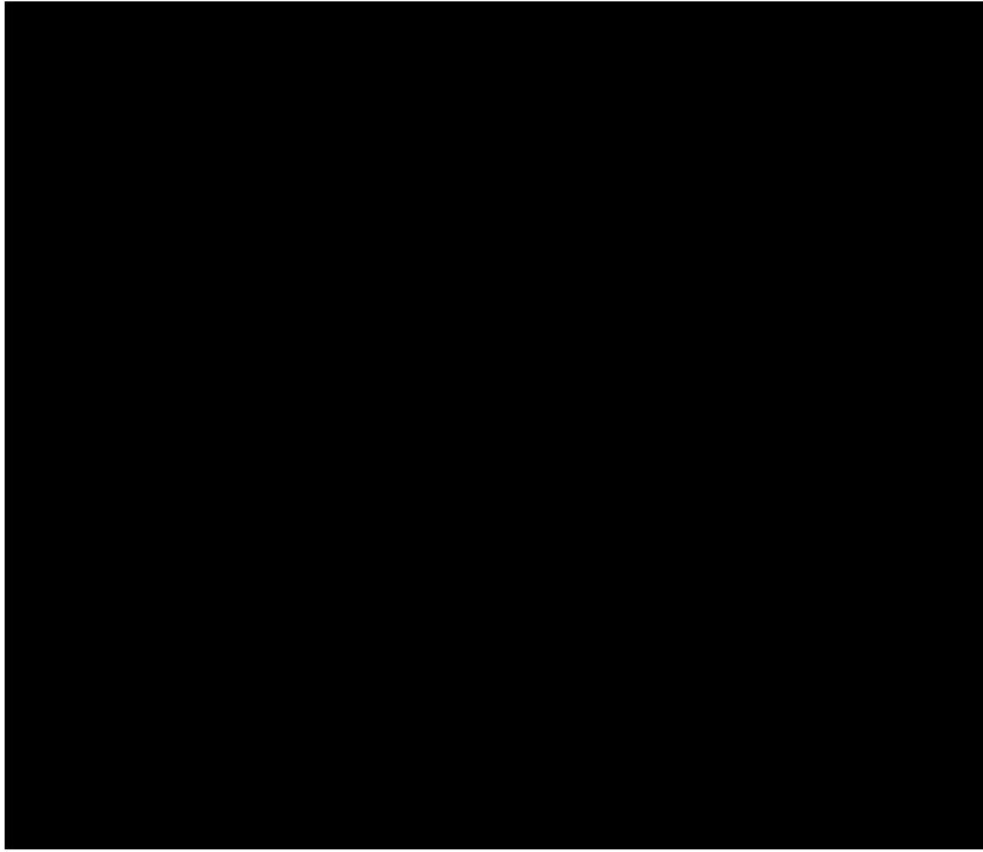
Task B-10 – DL/ID and SID Cards – DL/ID Card Security



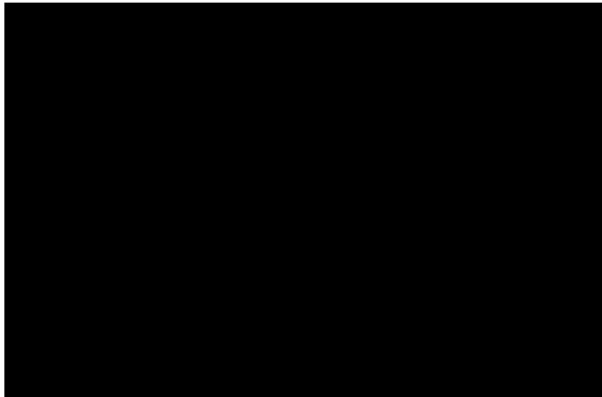
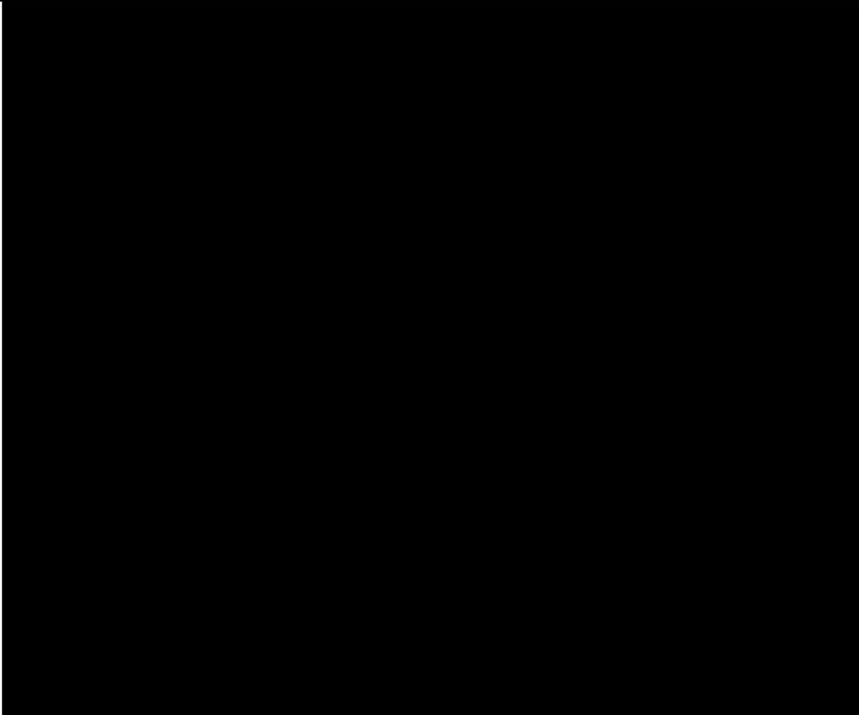
Task B-10 – DL/ID and SID Cards – DL/ID Card Security



Task B-10 – DL/ID and SID Cards – DL/ID Card Security



Task B-10 – DL/ID and SID Cards – DL/ID Card Security



Task B-10 – DL/ID and SID Cards – DL/ID Card Security

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Task B-10 – DL/ID and SID Cards – DL/ID Card Security

[Redacted content]

Task B-10 – DL/ID and SID Cards – DL/ID Card Security

[REDACTED]

-----[END OF GEMALTO CONFIDENTIAL INFORMATION]-----

Task B-10 – DL/ID and SID Cards – DL/ID Card Magnetic Stripe

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.

The magnetic stripes shall be encoded per AAMVA specifications, unless otherwise directed by PennDOT.

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.

[Gemalto Response] Gemalto will apply a 3 track magnetic stripe to the reverse of each card per ISO/IEC 7811-2:2001 standard and map the data encoded onto this stripe per the AAMVA specifications, unless directed otherwise by PennDOT. Gemalto has a clear understanding of the information required with each track, its content and format.

As discussed in previous responses this will take place during personalization with the proposed Datacard CD800 card printer. Here, each track of the magnetic stripe will be encoded with the owner's information, which is simultaneously printed on the face of the card. The CD800 will perform the verification and assure the encoded data reflects exactly what is printed on the face of the card.

Task B-10 – DL/ID and SID Cards – DL/ID Card Body Elements

Card shall be in horizontal or vertical format, as directed by PennDOT. Front of card data

Task B-10 – DL/ID and SID Cards – DL/ID Card Body Elements

must include (if applicable): -Color "Above the shoulder" image of customer approximately 1" wide by 1 1/4" tall; -If a valid without photo license, a message indicating such must be present instead of an image of the applicant; -Signature (captured from signature pad); -Customer's full name; -DOB; -Address; -Height; -Sex; -Eye Color; -Photo License Center Location number; -Classification, Restriction, Endorsement Codes; -Issued and Expiration dates; -Organ Donor Designation; -Veterans Designation; -Duplicate Indicator; -DL or ID number; -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 -Unique Banner (color dependent upon card type): including "Pennsylvania" in a customized font and the state website URL.

Back of DL card must include, at minimum: -Classes, Endorsements and Restrictions: Code and decode; -Card Serial Number;

-1D Barcode containing the customer's DL/ID number; -2D barcode - containing customer information printed on front of card (AAMVA compliant, unless otherwise directed by PennDOT); -Magnetic Stripe - containing customer information on front of card on tracks 1,2 and 3 (AAMVA compliant, unless otherwise directed by PennDOT); and -PennDOT identified message to cardholders (currently that if they move, they must contact PennDOT within 15 days, but subject to change).

For example of current DL/ID cards see Appendix J, Pennsylvania Driver License ID Products (04-2012).

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.

[Gemalto Response] Gemalto has offered a unique design opportunity by having high security printed horizontal and vertical DL/ID and Special IDs in one card offering, as outlined in the earlier response to questions found in Task B-10 – DL/ID and SID Cards - DL/ID Card Security.

All of the required personalization elements listed in this question will be applied to the card during the personalization process. All AAMVA required demographic fields; (Section 4.2 of AAMVA DL/ID CDS) will be applied to the front of each DL/ID. Further, any optional elements (Section 4.3 of AAMVA DL/ID CDS) requested by the Commonwealth will also be capture and applied to each card.

As evident in the proposed back image artwork in our response to Task B-10 – DL/ID and SID Cards – DL/ID Card Security, Gemalto has applied the required message to each card holder to notify PennDOT within the 15 day period if they should move residences.

Gemalto will remain flexible with the Commonwealth for adding and deleting up to 4 card types over the life of the contract at no cost to PennDOT.

Task B-10 – DL/ID and SID Cards – Special IDs

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.

The current Special IDs are shown in Appendix J, Pennsylvania Driver License ID Products (04-2012). 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.

[Gemalto Response] As part of the Collaborative Design Forum, Gemalto will define the foundation card bodies that will be used for Driver Licenses, ID Cards, and these special identification card types. We approach it this way because there is a clear distinction between the card designs to distinguish between the types. The Driver License and ID Card designs will be close in design and will carry more advanced security features. The other design will be simpler in its design. We approach it this way because we want it to be easy to distinguish between the cards while making it easy for law enforcement and other entities to validate the authenticity of the credential.

Further distinction can occur during the graphical personalization process where we can add colors, text, etc, to further distinguish one type of card from another.

Task B-10 – DL/ID and SID Cards – Learner's Permits

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.

[Gemalto Response] As stated in the previous response, during the Collaborative Design Forum, Gemalto and the Commonwealth will define all designs, including those that the Commonwealth may have a future need to issue such as Learner's Permits.

Task B-10 – DL/ID and SID Cards – DL/ID Card Informational Materials

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

Task B-10 – DL/ID and SID Cards – DL/ID Card Informational Materials

PennDOT in a common digital format ready for printing.

All proposals shall include a full description of the recommended type of materials to be developed.

[Gemalto Response] Gemalto routinely prepares educational brochures for our customers. The design of the Commonwealth's brochure will be the result of the Collaborative Design Forum. The Commonwealth can expect high quality graphics produced through offset lithography that provide an educational review of the Commonwealth's new DL/IDs. Utilizing one sheet of paper, printed on both sides, Gemalto will provide a 3-fold brochure that provides an overview of the new card images, information on security features, and any additional educational information the Commonwealth would like to share with the intended audience.

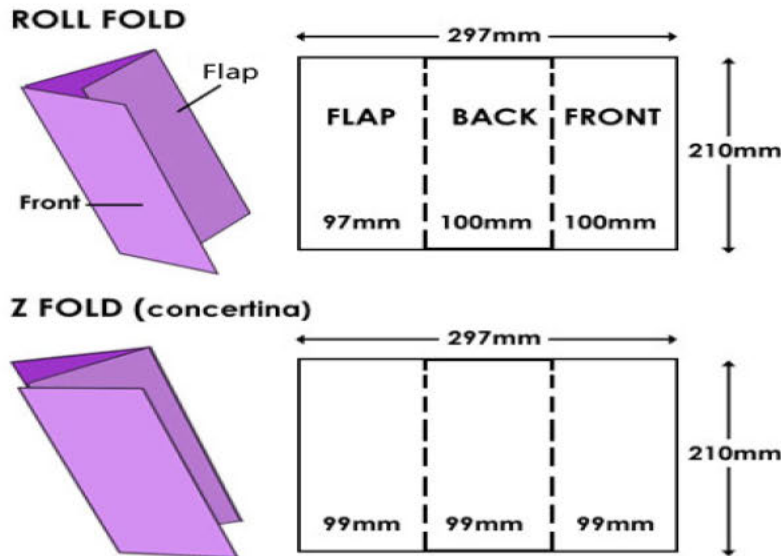


Figure 36: Informational Brochure

Task B-11 – Consumables

Task B-11 – Consumables – Ease of Use

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.

[Gemalto Response] Gemalto understands this requirement. Changing the supplies on the CD800 is a

quick and easy process. Ink ribbons are quickly and easily replaced on a re-usable integrated cassette so that operators do not have to thread cartridges within the printer. Please visit the below link which illustrates the ease of consumable replacement within the Datacard CD800.

<http://www.datacard.com/videos/card-printer-maintenance>

Task B-11 – Consumables – Supply

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.

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.

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.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task B-11 – Consumables - Supply" and, if selected, will comply with this requirement. We will maintain no more than a two (2) month supply of card stock and secure laminates. The inventory tracking system will automatically alert the appropriate parties of low supplies and will enable the distribution system to effectively and efficiently operate maintaining each field office with a minimum of one week and maximum of two week supply. Gemalto guarantees that no Photo License Centers will run out of materials except for the mentioned exceptions.

All secure consumables will be securely delivered to each field office at no additional cost to the Commonwealth.

Task B-11 – Consumables – Tracking/Inventory

Task B-11 – Consumables – Tracking/Inventory

The selected Offeror must control and document the use of any high security laminate, card stock or equipment to the satisfaction of PennDOT.

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.

Card stock and laminate must be shipped separately. In no circumstances should secure materials of different types be shipped in the same package.

The inventory/tracking must include serialized consumables. Each consumable must be traceable to the product it was used to create.

Inventory control records shall be balanced against the selected Offeror's accounting records of each card and laminate used.

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.

The selected Offeror must allow the inventory system to be audited by PennDOT.

The Offeror shall explain in its proposal how its inventory system will work from receipt through destruction of leftover materials.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task B-11 – Consumables – Tracking/Inventory" and, if selected, will comply with this requirement. Gemalto confirms that card stock and secure laminates will be traceable from raw material through fulfillment through the use of serialized barcodes and never shipped together. The inventory/tracking records will be made available through reports as required by PennDOT.

Both the card body and laminates will have barcode serial numbers applied during the manufacturing process. As each package leaves the factory, it will be scanned out and scanned in until it arrives at its final destination. Coesys Backend manages the inventory tracking and auditing records. Both laminates and card bodies will be tracked until the moment they are issued when the CD800 printer uses its integrated scanners to, automatically and without Photo Technician intervention, identify the specific laminate and card body and link those to the specific card issuance. Secure materials that are to be destroyed will be tracked using the same process until the point of destruction.

Task B-11 – Consumables – Distribution

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

Task B-11 – Consumables – Distribution

broken.

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.

The selected Offeror shall distribute only complete and sealed units of the high security materials to the Centers.

The selected Offeror must require either Unique Source Products & 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 & Services or PennDOT personnel for all deliveries.

Distribution of all security sensitive supplies shall be performed by PennDOT approved and authorized shipment method.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task B-11 – Consumables - Distribution” and, if selected, will comply with this requirement. The distribution of all sensitive materials will be performed in accordance with PennDOT’s requirements and recorded as required by the Commonwealth.

Task B-11 – Consumables – Disposal

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.

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 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task B-11 – Consumables - Disposal” and, if selected, will comply with this requirement. All secure materials will be tracked, and audited, and securely destroyed as required by PennDOT and all associated records will be made available to PennDOT upon request. Gemalto confirms that all secure materials will be destroyed in a manner such that they will be unusable for potential fraud or identity theft.

Task B-11 – Consumables – Ownership

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task B-11 – Consumables - Ownership” and, if selected, will comply with this requirement. Gemalto will provide the cost for all consumables supplied.

Task B-11 – Consumables – Suppliers

The selected Offeror shall work collaboratively with suppliers in developing mutually established requirements that meet PennDOT's needs and specifications.

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.

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.

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.

Any changes in supplies, materials and/or suppliers must be approved and coordinated with PennDOT.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task B-11 – Consumables” and, if selected, will comply with this requirement. We will work collaboratively with supplies and be flexible with both PennDOT and suppliers. Gemalto will proactively work with suppliers to improve performance and lower cost and will work immediately and proactively to address any issues with the system. Gemalto confirms that any changes in supplies, material, or suppliers must be approved by PennDOT.

Task B-12 – Networking

Task B-12 – Networking – 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.

Task B Deliverables Summary

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

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task B-12 – Networking Deliverable” and, if selected, will comply with this requirement and provide the required documentation during the Business and Technical Requirements Workshops between PennDOT and Gemalto

Task C – System Interface Design Specifications

Task C-1 – System Interface Design Specifications

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

[Gemalto Response] Gemalto has read and understood the requirement regarding “TaskC-1 – System Interface Design Specifications” and, if selected, will comply with this requirement and will deliver PennDOT with User Interfaces and System to System Interface Design Specifications during the Business and Technical Requirements Workshops between PennDOT and Gemalto

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

[Gemalto Response] Gemalto has read and understood the requirement regarding “TaskC-2 – Technical Architecture Design and Specifications” and, if selected, will comply with this requirement and will deliver PennDOT with the following specification during the Business and Technical Requirements Workshops between PennDOT and Gemalto:

- • 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C-3 – Database Design Specifications” and, if selected, will comply with this requirement and will deliver PennDOT with all required documentation for the data model on all applicable databases during the Business and Technical Requirements Workshops between PennDOT and Gemalto:

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C-4 - Card Design Document” and, if selected, will comply with this requirement and will deliver PennDOT with documentation of the card design for all card types and Special IDs during the Card Design Forum (CDF) between PennDOT and Gemalto:

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C-5 – Informational Brochure Design Document – Law Enforcement” and, if selected, will comply with this requirement and will deliver PennDOT with a print ready document outlining the new DL/ID cards and key security features as described in the response to this requirement in B-10.

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

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C-5 – Informational Brochure Design Document – PennDOT Business Partners” and, if selected, will comply with this requirement and will deliver PennDOT with a print ready document outlining the new DL/ID cards and key security features as described in the response to this requirement in B-10.

Task C – System Interface Design Specifications - Deliverables

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.

Task C Deliverables Summary

Task	Sub-Task	Deliverable
TASK C	C-1 – System Interface Design Specifications	System Interface Design Specifications
	C-2 – Technical Architecture Design and Specifications	
	C-3 – Database Design Specification	
	C-4 – Card Design Document – All card types and Special IDs	
	C-5 – Informational Brochure Design Document – Law Enforcement	
	C-6 – Informational Brochure Design Document – PennDOT Business Partners	

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C-1 thru 6 – System Interface Design Specifications” and, if selected, will comply with this requirement and provide the required documentation during the Business and Technical Requirements Workshops between PennDOT and Gemalto

Task C – Testing

Task C - Testing – Test Plan

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);
 - The 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); and
- Continuous regression testing – on-going to determine impact of changes (selected Offeror and PennDOT).

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.

PennDOT requires a minimum of 4 weeks' notice to schedule resources for UAT.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C – Testing – Test Plan” and, if selected, will comply with this requirement. The Test plan will be integrated into the overall project plan detailed in Appendix 01.

Task C - Testing – Test Scripts

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

Task C - Testing – Test Scripts

any such changes are installed in production.

Full regression testing by the selected Offeror on the QA system will be expected before any change is deployed to the UAT system.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C – Testing – Test Scripts” and, if selected, will comply with this requirement.

Task C - Testing – Documentation for Testing

Updated user, and/or administrator manuals are to be supplied prior to the testing and acceptance phases of the project.

Selected Offeror must supply written test cases for PennDOT resources to use during UAT.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C – Testing – Documentation for Testing” and, if selected, will comply with this requirement.

Task C - Testing – User Acceptance Testing

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.

The User Acceptance Testing (UAT) must be planned and coordinated jointly by the selected Offeror and PennDOT project stakeholders.

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.

A test image capture workstation must be provided, including all hardware and software to allow for full end-to-end testing.

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 measures.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task C – Testing – User Acceptance Testing” and, if selected, will comply with this requirement.

Task C - Testing – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task C – Testing – Test Materials" and, if selected, will comply with this requirement. Testing materials for full end-to-end testing will be provided at no cost to PennDOT.

Task C - Testing – End-To End Integration Testing

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.

Both the selected Offeror and PennDOT personnel will operate the system to assure its complete functionality and compatibility with the PennDOT Communications Network.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task C – Testing – End-To-End Integration Testing" and, if selected, will comply with this requirement.

Task C - Testing – Performance Testing

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.

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.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task C – Testing – Performance Testing" and, if selected, will comply with this requirement.

Task C - Testing – Upgrades, Patches, Fixes or Other System Updates

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.

Implementation or release of selected Offeror changes to any of the selected Offeror's software or hardware must be scheduled and approved by PennDOT.

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.

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.

When updates are necessary, the selected Offeror must provide a daily report indicating all systems or hardware that:

1. Need to be updated;
2. Have been updated successfully; and
3. Remain to be updated.

This daily report must be provided until all systems or hardware that need to be updated, have been updated.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task C – Testing – Upgrades, Patches, Fixes, or Other System Updates" and, if selected, will comply with this requirement.

Task C - Testing – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task C – Testing – Deliverable" and, if selected, will comply with this requirement. The Testing Requirements will be provided to PennDOT during the Business and Technical Requirements Workshops between Gemalto and PennDOT.

Task E – Training

Task E - Training – Image Capture, Duplicate Workstation and Photo Upfront Initial Training

Selected Offeror shall provide thorough training sessions for approximately 450 UniqueSource Products & Services staff on the full use of the Image Capture Workstation and Photo License/ID issuance process.

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 software.

The training shall integrate with the selected Offeror’s implementation plan.

The training for a Center's employees must occur no more than two (2) weeks prior to the installation of workstations at that Center.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task E – Training – Image Capture, Duplicate Workstation, and Photo Upfront Initial Training” and, if selected, will comply with this requirement.

Task E - Training – Facial Recognition Initial Training

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task E – Training – Facial Recognition Initial Training” and, if selected, will comply with this requirement.

Task E - Training – Image Capture, Duplicate Workstation and Photo Upfront Implementation Training

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task E – Training – Image Capture, Duplicate Workstation, and Photo Upfront Implementation Training” and, if selected, will comply with this requirement.

Task E - Training – Training Plan

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task E – Training – Training Plan” and, if selected, will comply with this requirement. A high level training plan has been included in Appendix 03. Qualifications of the training lead are included in the Key Personnel Resumes in Appendix -02.

Task E - Training – Training Materials

The Offeror shall include samples of the training materials to be used for all UniqueSource Products & Services/PennDOT trainings (Initial, Implementation, "Train the Trainer" and Facial Recognition)

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.

Task E - Training – Training Materials

The selected Offeror will provide all training materials used in any trainings for PennDOT and Unique Source staff to PennDOT.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task E – Training – Image Capture, Duplicate Workstation, and Photo Upfront Initial Training” and, if selected, will comply with this requirement. Sample training materials have been included in Appendix 10.

Task E - Training – Workstation

The selected Offeror shall provide, at a minimum, one (1) physical, operator’s manual for each Workstation provided.

The operator's manual shall include all information required for operating the Workstation, issuing a Photo License/ID card and troubleshooting the Workstation.

Each operator's manual shall be provided in a 3-ring binder to allow for easy replacement or updating of its contents.

The Offeror must include a sample operator's manual along with its response.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task E – Training – Workstation” and, if selected, will comply with this requirement. A sample user guides for Coesys Capture has been included in Appendix 11.

Task E - Training – Facial Recognition

The selected Offeror shall provide a digital copy of the Facial Recognition System users' manual.

The selected Offeror shall provide a digital copy of the Facial Recognition System administrative manual.

The Offeror shall include a sample of its Facial Recognition System manuals with its response.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task E – Training – Facial Recognition” and, if selected, will comply with this requirement. A sample user guides for Coesys Review has been included in Appendix 12.

Task E - Training – Workstation Refresher Training

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 & Services and PennDOT participants at no cost to PennDOT within a reasonable timeframe prior to implementation.

The selected Offeror must also provide updates for the users manuals, both in digital and physical copy.

[Gemalto Response] [Gemalto Response] Gemalto has read and understood the requirement regarding "Task E – Training – Workstation Refresher Training" and, if selected, will comply with this requirement. Refresher training and updated user manuals will be provided to PennDOT for any significant changes made to the workstation during the life of the contract.

Task E - Training – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task E – Training – Deliverable" and, if selected, will comply with this requirement. All training requirement deliverables will be provided to PennDOT during the Business and Technical Requirement Workshops between Gemalto and PennDOT.

Task F – Implementation

Task F-1 – Implementation – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task F-1 – Implementation – Implementation Plan” and, if selected, will comply with this requirement.

Task F-2 - Implementation – 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-2 - Implementation – Site Survey

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task F-2 – Implementation – Site Survey” and, if selected, will comply with this requirement. Site surveys will include, at a minimum, the following information:

- 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.

Task F-3 - Implementation – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task F-3 – Implementation – Installation” and, if selected, will comply with this requirement.

Task F-4 - Implementation – Phase 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).

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task F-4 – Implementation – Phase Rollout” and, if selected, will comply with this requirement. Gemalto will work with PennDOT during the Business and Technical Requirement Workshops to collaboratively develop an approved, phased, implementation approach.

Task F - Implementation – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task F – Implementation – Deliverable” and, if selected, will comply with this requirement. All deliverables related to implementation will be developed with and provided to PennDOT for approval during the Business and Technical Requirements Workshops.

Task G – Maintenance and Support

Task G-1 – Maintenance and Support – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task G-1 – Maintenance and Support – Remedial Maintenance" and, if selected, will comply with this requirement.

Task G-2 – Maintenance and Support – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task G-2 – Maintenance and Support Hardware Maintenance” and, if selected, will comply with this requirement

Task G-3 – Maintenance and Support – Preventive 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task G-3 – Maintenance and Support – Preventive Maintenance” and, if selected, will comply with this requirement

Task G-4 – Maintenance and Support - 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.

Task G-4 – Maintenance and Support - Support

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task G-4 – Maintenance and Support – Support” and, if selected, will comply with this requirement. Gemalto has included a call center with a response time of under 15 minutes within this offer in addition to a team of field technicians strategically positions throughout Pennsylvania in order to comply with the two (2) hour on site response window.

Task G – Maintenance and Support - Deliverables

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task G – Maintenance and Support – Deliverables” and, if selected, will comply with this requirement

Task H – Additional Work

Task H-1 – Additional Work – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task H-1 – Additional Work – Work Order Requirements" and, if selected, will comply with this requirement.

Task H-2 – Reinstalling or Relocating Duplicate Image Workstation

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task H-2 – Reinstalling or Relocating Duplicate Image Workstations” and, if selected, will comply with this requirement. Gemalto will provide costs for the following item:

- Reinstalling or Relocating Duplicate Image Workstation

Pricing for Reinstalling or Relocating a Duplicate Image Workstation is provided in the Cost Submittal.

Task H-3 – Reinstalling or Relocating Standard Image Workstation

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task H-3 – Reinstalling or Relocating Standard Image Workstations” and, if selected, will comply with this requirement. Gemalto will provide costs for the following item:

- Reinstalling or Relocating Standard Image Workstation

Pricing for Reinstalling or Relocating a Standard Image Workstation is provided in the Cost Submittal.

Task H-4 – Adding Standard Image Capture Workstation with 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task H-4 – Adding Standard Image Capture Workstation with Hardware and Software” and, if selected, will comply with

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

this requirement. Gemalto will provide costs for the following item:

- Adding Standard Image Capture Workstation with Hardware and Software

Pricing for Adding a Standard Image Workstation with Hardware and Software is provided in the Cost Submittal.

Task H-5 – Adding Duplicate Image Workstation with 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task H-5 – Adding Duplicate Image Capture Workstation with Hardware and Software” and, if selected, will comply with this requirement. Gemalto will provide costs for the following item:

- Adding Duplicate Image Capture Workstation with Hardware and Software

Pricing for Adding a Duplicate Image Workstation with Hardware and Software is provided in the Cost Submittal.

Task H-6 – Additional Biometric Identifier Licenses

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task H6 – Additional Biometric Identifier Licenses” and, if selected, will comply with this requirement. Gemalto will provide costs for the following item:

- Additional Biometric Identifier Licenses

Pricing for Additional Biometric Identifier Licenses is provided in the Cost Submittal.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task H7 – Additional Users” and, if selected, will comply with this requirement. Gemalto will provide costs for the following item:

- Additional Users

Pricing for Additional Users is provided in the Cost Submittal.

Task I – 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

Task I – End of Contract Responsibilities

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; o 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; o 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%3Bentportlets.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, o 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding "Task I – End of Contract Responsibilities" and, if selected, will comply with this requirement.

IV-5 – Reports and Project Control

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Task Plan” and, if selected, will comply with this requirement. A work plan for each deliverable including allotted time will be provided to PennDOT. A PERT or GANTT chart will be used to show the relationships between the project, task, and required time. Gemalto will provide this during the Creation of the Business and Technical Requirements in the Planning Phase of the project.

Status Report – 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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Status Report – Weekly Status Report” and, if selected, will comply with this requirement. Gemalto will provide weekly status reports identifying upcoming activities, current issues, and risks (including the responsible party and mitigation strategy) for the overall project. As described in the overall Project Plan, Gemalto will provide PennDOT with a communication plan to clearly define the requirements for, among other things, Weekly Status Reports.

Status Report – 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.

Status Report – Monthly Status Report

[Gemalto Response] Gemalto has read and understood the requirement regarding “Status Report – Monthly Status Report” and, if selected, will comply with this requirement. Gemalto will provide monthly status reports identifying upcoming activities, current issues, and risks (including the responsible party and mitigation strategy) for the overall project like the Weekly Status Reports but in a summary format for each month. As described in the overall Project Plan, Gemalto will provide PennDOT with a communication plan to clearly define the requirements for, among other things, Monthly Status Reports.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding “Problem Identification” and, if selected, will comply with this requirement. As described in the overall Project Plan, Gemalto will provide PennDOT with a communication plan to clearly define the requirements for, among other things, Problem Identification Reports. In addition, Gemalto will provide PennDOT with a risk management plan to clearly define the process for identifying issues and appropriately addressing them.

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.

[Gemalto Response] Gemalto has read and understood the requirement regarding the “Final Report” and, if selected, will comply with this requirement.

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ABOUT GEMALTO. Gemalto (Euronext NL0000400653 GTO) is the world leader in digital security with 2013 annual revenues of \$3.2 billion and more than 12,000 employees operating out of 85 offices and 13 R&D centers, located in 43 countries. We are at the heart of the rapidly evolving digital society. Billions of people worldwide increasingly want the freedom to communicate, travel, shop, bank, entertain and work – anytime, everywhere – in ways that are enjoyable and safe. Gemalto delivers on their expanding needs for personal mobile services, payment security, authenticated cloud access, identity and privacy protection, eHealthcare and eGovernment efficiency, convenient ticketing and dependable machine-to-machine (M2M) applications. Gemalto develops secure embedded software and secure products which we design and personalize. Our platforms and services manage these secure products, the confidential data they contain and the trusted end-user services they enable. Our innovations enable our clients to offer trusted and convenient digital services to billions of individuals. For more information, please visit <http://www.gemalto.com/govt>, www.facebook.com/gemalto, or Follow us on Twitter @Gemalto_NA