

THE COMMONWEALTH OF MASSACHUSETTS

# MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

## REGISTRY OF MOTOR VEHICLES DIVISION

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### Request for Response (RFR)

**Document Title: Driver's License/ID Card Production and Associated Services**

**Document Number: DOT-RMV\_DriverLicenseProcurement\_FY15\_001**

**10 October 2014**

Please Note: All Bidders are responsible for reviewing and adhering to all information, forms and requirements for the complete RFR package. This is only one document associated with the RFR (also referred to as Solicitation); the complete RFR can be found at [www.COMMBUYS.com](http://www.COMMBUYS.com). Bidders may also contact the COMMBUYS Helpdesk at [COMMBUYS@state.ma.us](mailto:COMMBUYS@state.ma.us) or the COMMBUYS Helpline at 1-888-MA-STATE. The Helpline is staffed from 8:00 AM to 5:00 PM Monday through Friday Eastern Standard or Daylight time, as applicable, except on Federal, State, and Suffolk county holidays.

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# 1 RFR INTRODUCTION AND GENERAL DESCRIPTION

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## 1.1 PROCUREMENT SCOPE

The Commonwealth of Massachusetts, Massachusetts Department of Transportation (MassDOT) Registry of Motor Vehicles Division (RMV) is soliciting Bidders for the acquisition of a Driver's License ID (DL/ID) card production solution and associated services, as described in this Request for Response (RFR).

DL/ID card production solution services include data capture, image capture, signature capture, and manufacturing of the DL/ID cards. Other services and equipment include facial recognition, document authentication, document imaging, knowledge and road test solutions, and kiosks.

## 1.2 BACKGROUND

The RMV maintains 30 local branches that are responsible for the administration of learner's permit tests; issuance renewal, duplication, and reinstatement of motor vehicle operator and commercial driver's licenses; registration of voters; registration of vehicles; issuance of titles; and management of the collection and security of all revenue, including collection of automobile sales taxes and fines.

In addition, there are currently five American Automobile Association of Southern New England (AAA) branch offices that are authorized to perform certain licensing transactions, including renewals and duplicates of driver's licenses and other Massachusetts Identification Documents (Mass ID's). It is anticipated that by the first quarter of Calendar Year (CY) 2015, RMV services will expand to an additional seven AAA branch offices. (See Appendix B for a map displaying branch locations).

The RMV provides driver's licenses for over 4.7 million licensed drivers in the Commonwealth and an additional 400,000 Mass ID's for residents needing a State-issued identity credential. The RMV has used contract services for the production of DL/ID card since the early 1990s. The RMV is also responsible for approximately 200,000 road tests for all classes of licenses annually.

## 1.3 CURRENT DL/ID OVERVIEW

The current contract is an all-inclusive cost-per-card arrangement whereby the contractor provides equipment and software products required for the DL/ID solution, issuance of the DL/ID cards, and service and maintenance to the equipment. The processes known as Facial Recognition, Gated Issuance, and Document Authentication are included in this contract. The RMV's DL/ID software application supports the complete DL/ID process, including the download of data from the RMV's existing mainframe-based system known as the Automated Licensing and Registration System (ALARS), which was implemented in 1986 and today processes 6 – 8 million transactions per day and collects \$1 billion annually.

Once the transaction issuing a DL/ID is complete, the RMV Division's DL/ID software application uploads the data and images to the RMV's mainframe. The RMV software runs on the current

vendor-provided workstation hardware using the current vendor-provided operating system and Application Program Interface (API) software. Data, image, and signature capture occur at RMV Division branch locations and other authorized locations as indicated.

The DL/ID software application also includes a document scanning solution that captures images of the documents submitted and delivers those images to the RMV's current enterprise document management solution (FileNet).

Under the current contract, the vast majority of DL/ID cards are centrally produced and delivered through the United States Postal Service (USPS). There is also a local option for producing an over-the-counter DL/ID card. The RMV currently produces approximately 1.5 million DL/ID cards annually; Bidders should assume a 2% average annual increase in the total amount of cards produced. DL/ID cards are currently produced using approximately 39 image file servers and 260 image workstations.

#### **1.4 MODERNIZATION OVERVIEW**

The RMV is currently undertaking a business and technology modernization effort referred to as the Registry of Motor Vehicles Modernization (RMVM) program. When completed, ALARS will be replaced by a robust and forward-looking operational system that will also enable the RMV to become a more customer-centric organization.

One of the major challenges in implementing this new system is transitioning from ALARS to the new integrated RMVM while maintaining both systems in synchronization. RMVM anticipates an incremental implementation of the new functionality using multiple releases during each Task Order, with completion forecasted for 2017.

This RFR addresses a portion of the RMVM effort, and the requirements related to RMVM will be noted as being part of "future"/ "F" requirements. Bidders shall consider, in their approach and ability to meet the requirements, that some of the requirements and processes detailed in Section 3 of this RFR will be part of the transition from the current to the modernized system. It is important to understand that aspects of the requirements will go through multiple phases of implementation and integration, including from the initial implementation and integration with the current system during the beginning of the contract and through the future implementation and integration with the RMVM program. It will be important for the awarded Bidder to coordinate with the RMVM team, because the interfaces between the Bidder's solution and the RMVM will be different from the interfaces to ALARS. Equally important, the Bidder shall propose products and services that complement and assist in implementing the RMVM program goals.

#### **1.5 NUMBER OF AWARDS**

The target maximum number of awarded Bidders is one. The Procurement Management Team (PMT) may award more or fewer contracts if it is in the best interests of the RMV to do so. The award is subject to approval by the Massachusetts Department of Transportation Board of Directors.



## 1.6 ACQUISITION METHODS

The acquisition method(s) to acquire goods and/or services from this Solicitation are Fee for Service.

## 1.7 CONTRACT DURATION

The initial term of this Contract is 5 year(s) with three 1-year option periods to be exercised by the RMV.

No goods may be ordered and no new leases, rentals, maintenance, or other agreements for services shall be executed after the Contract has expired.

## 1.8 ESTIMATED VALUE OF CONTRACT

Refer to the “Estimated Value (US\$)” and “Estimated Units” fields indicated on the Summary tab on CommBuys (<https://www.COMMBUYS.com/>) for this Solicitation. The Commonwealth makes no guarantee that any commodities or services will be purchased from any Contract resulting from this Solicitation. Any estimates or past procurement volumes referenced in this Solicitation are included only for the convenience of Bidders and are not to be relied upon as any indication of future purchase levels.

# 2 ESTIMATED PROCUREMENT CALENDAR

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## 2.1 TIMELINE

Event	Date
Solicitation Release Date	October 10, 2014
Physical Bidders Conference	October 21, 2014
Deadline for submission of written questions — Round 1	October 24, 2014
Official answers published on COMMBUYS – Round 1	October 31, 2014
Deadline for submission of written questions – Round 2	November 7, 2014
Official answers published on COMMBUYS – Round 2	November 17, 2014
Solicitation Close Date/Submission Deadline	December 12, 2014
Oral Presentations/Demonstrations	January 20–23, 2015
Notification of Award	February 6, 2015
Estimated Contract Start Date	April 1, 2015
Implementation Date	January 4, 2016

All times listed above are Eastern Standard/Daylight Savings (U.S.), as applicable. If there is a conflict between dates shown in the above procurement calendar and dates shown on the Solicitation’s Summary tab or Forum pages, the dates on the Solicitation’s Summary tab or Forum pages on COMMBUYS shall prevail. Bidders are responsible for checking the Solicitation’s Summary tab and related Forum pages on COMMBUYS for changes to this procurement.

## **2.2 BIDDERS CONFERENCE**

The RMV will hold a Bidders conference at 10:00 a.m. on Tuesday, October 21, 2014 at the RMV Headquarters, 25 Newport Avenue Extension, Quincy, MA. At the conference, the RMV will present information on the DL/ID card production and associated services within the RFR. The RMV will respond to questions asked by potential Bidders and/or other interested parties about the RFR. Attendance is optional. Refer to the COMMBUYS website (<https://www.COMMBUYS.com/>) for any updated information, including the location, time, and confirmation of the Bidders Conference.

## **2.3 WRITTEN QUESTIONS AND ANSWERS**

Bidders should submit written inquiries by email to:

[LicenseRFR@state.ma.us](mailto:LicenseRFR@state.ma.us)

There will be two rounds of questions and answers for this procurement. All questions must be submitted by 3:00 p.m. on the dates listed in the procurement timeline in section 2.1. All inquiries and answers will be posted on COMMBUYS for Bidder access. Individual bid clarifications must be made by email to the above address. This procedure is the sole means of communication with the PMT to request information concerning this RFR.

When submitting questions, all email inquiries should reference in the subject line of the email the Document ID number: DOT-RMV\_DriverLicenseProcurement\_FY15\_001.

## **2.4 ORAL PRESENTATION AND BEST AND FINAL OFFER (BAFO)**

The RMV reserves the right to invite the top three scoring Bidders or all Bidders to participate in oral presentations/demonstrations. The PMT will make every effort to find a mutually convenient time for the Bidder and the PMT. However, failure to appear at the scheduled time of the oral presentation may result in disqualification, reduction of points, or other action that the PMT deems appropriate. Bidders may also be invited to provide a Best and Final Offer (BAFO).

# **3 SPECIFICATIONS**

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## **3.1 REQUIREMENTS**

The technical and business requirements for this RFR are split into seven main sections:

- Branch Office
- Card Manufacturing and Specifications
- Facial Recognition
- Knowledge Test
- Road Test
- Kiosks
- Other Requirements

The Bidder shall provide a complete response to each of the mandatory and desirable specifications identified in each section. Mandatory requirements are noted with the letter “M,” and desirable requirements are noted with the letter “D” and shall be rated by the PMT using a sliding scale.

Requirements labeled with the letter “C” are identified as being current, and the Bidder shall be responsible for meeting those requirements upon award of the contract. Requirements labeled with the letter “F” are identified as being future, and the Bidder shall be responsible for meeting those requirements at a future point in time of this contract, as directed by the RMV. For those requirements labeled “C+F,” it is expected that the Bidder shall be capable of meeting both current and future requirements upon award of the contract and at any future point of the contract. Where the RFR requests the Bidder to perform a process, the Bidder shall provide a step-by-step detailed description of how each mandatory and/or desirable requirement will be met. Proposed solutions should include descriptions of all functionality, as well as system and performance capabilities and limitations.

### **3.1.1 Branch Office**

#### **3.1.1.1 Overview**

There are various processes implemented at RMV offices that are essential to DL/ID card creation. The processes related to this procurement include the following:

- Signature image capture
- Photo image capture
- Vision screening test
- Document image capture
- Document authentication

Details on these processes are presented below to provide prospective Bidders with a clear understanding of the DL/ID production process from the time a customer enters the RMV to the time he or she leaves with a temporary DL/ID. Process and workflow charts are available in Appendix A.

RMV workstations are located in each of the Branch Offices. These workstations are referred to as “All Purpose Workstations” (APW) and are capable of processing any transaction (license, registration, suspensions, or revocations, etc.).

**Note:** One of the current challenges for the RMV is the inability to operate the APW when one of the peripherals attached to the workstation is not functioning. In this circumstance, the APW has to be rebooted, which causes significant downtime, in turn affecting the RMV’s ability to complete the DL/ID-related processes. The Bidder’s proposed solution shall resolve this challenge. In addition, it is desirable that the Bidder also propose a mobile workstation solution whereby equipment required to perform DL/ID card functions in the Branch Office shall be easily transported to other RMV designated locations, and authorized personnel shall be able to perform the DL/ID functions at temporary and mobile locations.

### **Current Process**

At the beginning of the workday, the first workstation in a Branch Office that is started and logged onto with a special ID initiates automatic running of a start-of-day program. This program runs on the Branch Office server and establishes the day's business environment, expands the zip file containing the application run software, and removes any previously experienced day's business environments from the branch server.

After the start-of-day program runs, RMV clerks log into their workstations and begin processing DL/ID requests using RMV-supplied application software. Customers are directed to the workstation area, where they provide the RMV clerks with their completed applications and any other documentation. Depending on the type of transaction, the clerk will search for the customer by Massachusetts driver's license number, name, Social Security number, or out-of-state license number. If a record is found, the clerk proceeds with the transaction. If no record is found, the RMV clerk enters the new customer information to create a customer record. After the customer record has been created or updated, the clerk captures the customer's signature as the first part of a unified process of capturing signature and image. At this point, the RMV clerk first prompts the customer to sign on the signature pad, then reviews and accepts the signature, and finally forwards the signature to the RMV application software.

Next, the RMV clerk captures the customer's image. The captured image is electronically centered and cropped, then presented to the customer on the monitor for approval. If the customer accepts the image, the process is completed. If the customer does not accept the image, additional images are captured until the customer approves a photo. During this process, the clerk's screen will display the four most recent images captured. Once an acceptable image is captured, the current vendor's application forwards the image to the RMV application software, where it is bundled into a form (see Appendix E for data structure detail) that is saved on the Branch Office server and uploaded to ALARS. Next, the RMV clerk scans the customer's documents by placing the documents on a two-sided scanner or, for documents that have security features such as a driver's license or passport, via a specialized document authentication scanner. This prompts the current system to present the vendor's application with a Document Locator Number and other data that will be used to meta tag the scanned images. If the clerk has any doubt regarding the document's authenticity, he or she can mark the document as suspect. The documents are then amalgamated into a portfolio stored on the Branch Office server.

In some transactions, after a facial portrait and signature image are captured and all presented documents have been scanned and validated for authenticity, the customer completes a vision screening test. If a customer has a vision screening certificate, he or she can bypass the test. If not, the RMV clerk prompts the customer to use the vision screening device to complete a test, the vendor system records the type of test offered, and the clerk notes in ALARS whether or not the customer passed the test. After the customer has completed all of these steps, the RMV clerk prints a temporary DL/ID card for the customer.

In addition to the customer-facing processes within the Branch Office, customer records and images that were captured by the APW move through the RMV system to create the DL/ID card. The DL/ID card production process is described below.

Throughout the license transaction process, the demographic data and photo image/signature are sent to ALARS in near-real time. For those records that require the production of a new driver's license or ID, the system imposes a 90-minute delay—a configurable time delay—in case a customer returns to make a change to the information provided. At the end of the 90 minutes, or immediately in the case of a same-day issued DL/ID, ALARS forwards a “request to manufacture.” This is essentially an order that is sent to the card manufacture vendor for processing. The manufacture request contains all of the information the vendor needs to produce the applicable DL/ID.

The scanned documents are assembled into a portfolio (customer's record) using the batch number and the customer's unique surrogate key. The portfolio is stored locally on the Branch Office server. After business hours, all customer records and scanned documents from that day are batched and sent to FileNet. There is an exception for cases marked as “suspect” for authentication and/or for records marked incomplete; in these cases, the scanned documents are sent immediately to FileNet to be further investigated.

#### **3.1.1.2 Requirements**

The awarded Bidder shall be responsible for providing solutions that support four DL/ID processes within the Branch Office : photo image capture, signature capture, vision screening testing, and document scanning and authentication. In addition, the Bidder shall be responsible for providing and/or provisioning, installing, and maintaining the workstation equipment listed below (a detailed installation specification table is provided in Section 3.1.7.7):

- Personal computers with keyboard and mouse
- Clerk monitors
- Customer-facing monitors
- Digital cameras
- Photo backdrops
- Signature pads
- Document scanners
- Document authentication devices
- Vision test equipment
- Workstation printers
- Branch Office servers

The workstation equipment currently in the Branch Office has been procured and installed and is maintained by the current vendor. At the conclusion of the current DL/ID contract, all of the workstation equipment will be owned by the RMV. The awarded Bidder shall be responsible for the removal and disposal of the current workstation equipment, unless equipment is agreed to be repurposed by the RMV in accordance with

Commonwealth surplus property standards for the provisioning, coordination, installation, and management of the new workstation equipment.

**Note:** Per the table in Section 3.1.7.7, some of the workstation equipment will be purchased by the RMV—RMV reserves the right to lease or Tax Exempt Lease Purchase (TELP) the equipment—while the remaining equipment will be procured and provided by the winning Bidder. At the termination of the contract resulting from this RFR, title to any workstation equipment procured through the awarded Bidder will pass to the RMV.

In addition to the workstation hardware, a server computer is located at each Branch Office. This server is used for various purposes, including:

- Providing a staging area of the vendor application for document images to be sent to RMV's document management system asynchronously. The specifications for the staging area are provided in this section of the RFR.
- Containing the boot image of all workstations in the Branch Office.
- Providing a staging area for signatures and facial images after receiving these from the Bidder's DL/ID application program.
- Being available for the Bidder's application for any DL/ID functions related to the Branch Office.

The following sections provide a detailed list of all the Business and Technical Requirements for the current and future DL/ID application solutions within the Branch Office section of this RFR.

#### 3.1.1.2.1 Signature Capture

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.1.2.1.1	M	C+F	If directed by the RMV, the Bidder shall procure, implement, and support a signature image capture device with the following specifications: <ul style="list-style-type: none"> <li>• Windows 7 32-bit (current state) and future version of Windows 64-bit (future state) compatible.</li> <li>• Support chip and PIN functionality.</li> <li>• Can run both RMV and Credit Card Vendor software.</li> </ul>
3.1.1.2.1.2	M	C+F	The Bidder's solution shall display signature capture instructions on the customer monitor.
3.1.1.2.1.3	M	C+F	The Bidder's solution shall be able to display the customer's full name on the signature capture device and prompt the customer to sign his or her name.
3.1.1.2.1.4	M	C+F	The Bidder's solution shall be able to support the capture of right- and left-handed customers, as well as physically challenged customers.
3.1.1.2.1.5	M	C+F	The Bidder's solution shall allow the customer to cancel and re-sign his or her signature.
3.1.1.2.1.6	M	C+F	The Bidder's solution shall allow the RMV clerk to initiate a signature recapture for any reason.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.1.7	M	C+F	The Bidder's solution shall allow the RMV clerk to override the signature captured.
3.1.1.2.1.8	M	C+F	The Bidder's application shall capture and return a signature image of 300 dpi or higher.
3.1.1.2.1.9	M	C	The Bidder's application program shall share the use of the card reader device with other desktop applications (e.g., credit card authorization). The Bidder's application shall only use the signature capture portion of the device's application program interface.
3.1.1.2.1.10	M	F	The Bidder's application program shall share the use of the card reader/signature device with other non-vendor-supplied desktop applications (e.g., credit card authorization).
3.1.1.2.1.11	M	C+F	The Bidder's signature capture device shall have capabilities for multiple types of payments, i.e., debit/credit.
3.1.1.2.1.12	D	C+F	It is desirable for the Bidder's signature capture device to adapt to emerging technologies for payments, i.e., near field, etc.
3.1.1.2.1.13	M	C+F	The Bidder's signature capture device and solution shall comply with Europay, Mastercard, and Visa (EMV) standards for authenticating credit and debit card transactions.
3.1.1.2.1.14	D	C+F	It is desirable for the signature capture device to support point-to-point encryption (P2PE).

### 3.1.1.2.2 Photo Image Capture

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.2.1	M	C+F	The Bidder's solution shall be able to support the capture of high-quality images in a variety of lighting and working environments. This includes situations with natural light that varies throughout the day and instances with only artificial lighting. The Bidder's solution is expected to include a strobe of sufficient power to overcome other ambient lighting.
3.1.1.2.2.2	M	C+F	The Bidder's solution shall correctly render the customer's complexion, hair, and eye color in each lighting environment.
3.1.1.2.2.3	M	C+F	The Bidder's solution shall be able to electronically validate and confirm the quality of the facial image, confirm the face is in the correct orientation, confirm that the color correction is accurate, confirm that the image will enroll in the facial recognition database, and ensure that the image meets the International Civil Aviation Organization (ICAO) standard.
3.1.1.2.2.4	M	C+F	The Bidder's solution shall, at time of image capture, present the customer image on the clerk's screen in a manner that allows the clerk to check for alignment and cropping prior to finalizing the capture of the facial image.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.2.5	M	C+F	The Bidder's solution shall automatically crop the image in a manner that is appropriate for a driver's license and that meets the ICAO standard. The solution shall allow the RMV clerk to crop the picture manually if he or she chooses to do so.
3.1.1.2.2.6	M	C+F	The Bidder's solution shall allow the RMV clerk to recapture the customer's image.
3.1.1.2.2.7	M	C+F	The Bidder's solution shall display photo image capture instructions on the customer monitor.
3.1.1.2.2.8	M	C+F	The Bidder's solution shall display image(s) on a customer monitor to assist in the image selection.
3.1.1.2.2.9	M	C+F	The Bidder's solution shall display up to four images on both the clerk and customer monitors. These shall be the last four images taken. If additional images are captured, only the last four shall be temporarily retained and displayed.
3.1.1.2.2.10	M	C+F	The Bidder's solution shall allow the RMV clerk to override the image quality checks and accept the photo captured. The Bidder's solution shall be able to do a 1:1 comparison of the captured image with the "most recent prior" image as provided by the RMV application software. The software performing this comparison must be functionally identical to the software performing the 1:few match in the Facial Recognition application. The RMV clerk shall be able to override the results of this match. The Bidder's solution shall allow this feature to be disabled at a local configuration level.
3.1.1.2.2.11	M	C+F	The Bidder's solution shall confirm that the selected image has been captured, digitized, and locally stored. In circumstances where this process is not successful, the solution shall prompt the clerk to re-capture the image.
3.1.1.2.2.12	M	C+F	The Bidder shall propose a backdrop solution that allows for the capture of an image from a seated or standing position.
3.1.1.2.2.13	D	C+F	It is desirable that the Bidder's solution has the capability to provide virtual backdrop capability with near-100% reliability and with no degradation in the quality of the photo image, and that the background on the photo can be altered through software to other colors or patterns selected from a library of digitized backgrounds.
3.1.1.2.2.14	M	C	The Bidder shall procure, install, and support digital cameras to be used for the Branch Office photo capture process. Specifications for these cameras are: <ul style="list-style-type: none"> <li>• Mounted on the clerk's desktop.</li> <li>• 24-bit color.</li> <li>• USB connection to the workstation.</li> <li>• Image resolution presented in an aspect ratio of 400x360 with an ability to reconfigure to 800x720.</li> <li>• Minimum camera resolution of 5 megapixels to allow for 100% cropping in any direction.</li> </ul>
3.1.1.2.2.15	M	C	The Bidder shall package the photo image with the signature image and place it in an XML file that shall be transferred through an RMV application program in real time to a backend server.



Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.1.2.2.16	M	F	The Bidder shall package the photo image together with the signature image and place it in an XML file. The specification of the XML file is still undetermined. This file shall be transferred through an RMV application program in real time to a backend server.
3.1.1.2.2.17	M	C+F	<p>The Bidder shall procure, install, and support backdrops similar to those used today (see Appendix C). The current backdrops specification will continue to be used. There are two types of backdrops: wall mount and free standing. Specifications of these backdrops are:</p> <ul style="list-style-type: none"> <li>• Freestanding: <ul style="list-style-type: none"> <li>○ Height – 81 ¾ inches</li> <li>○ Width – 37 inches</li> </ul> </li> <li>• Feet on floor: <ul style="list-style-type: none"> <li>○ Length – 27.5 inches</li> <li>○ Width – 1 ¾ inches</li> </ul> </li> <li>• Wall Mounted: <ul style="list-style-type: none"> <li>○ Height – 55 ¾ inches</li> <li>○ Width – 37 inches</li> </ul> </li> </ul> <p>In order to meet ADA requirements, the automatic focus must allow the capture of subjects who are sixty (60) inches from the end of the camera. The camera must have the capability to adjust to a person's height (range of 42 inches to 90 inches).</p>

### 3.1.1.2.3 Vision Screening Test

Req #	Mandatory / Desirable	Current/ Future / C+F	Requirement
3.1.1.2.3.1	M	C+F	The Bidder's solution shall allow the RMV clerk to initiate and conduct a vision test from the workstation.
3.1.1.2.3.2	M	C+F	If a vision test is required, the Bidder's solution shall be started/called by the RMV application with input that indicates the type of test required and pertinent demographic information about the customer.
3.1.1.2.3.3	M	C+F	The Bidder's solution shall display the vision test on the RMV clerk workstation monitor and provide feedback to the RMV workstation acknowledging correct information is presented within the user display on the vision screening device.
3.1.1.2.3.4	M	C+F	The Bidder's solution shall allow the RMV clerk to record "Pass/Fail" during each phase of the vision test. The vision test solution shall allow the clerk to indicate whether a vision test certificate has been presented. Once the clerk has noted this, the Bidder's solution shall bypass the vision test.
3.1.1.2.3.5	D	C+F	It is desirable that when the clerk bypasses the test due to the presence of a vision certificate, the Bidder's solution will automatically check for the presence of said certificate during the document scanning process. The Bidder can assume that the vision certificate can be re-designed with a bar code to facilitate automatic recognition.

Req #	Mandatory / Desirable	Current/ Future / C+F	Requirement
3.1.1.2.3.6	M	C+F	<p>The Bidder's solution shall provide the following vision test capabilities:</p> <p>For non-CDL:</p> <ul style="list-style-type: none"> <li>• At least 20/40 distant visual acuity (Snellen) in either eye, with or without corrective lenses, or not less than 120 degrees combined horizontal/peripheral field of vision.</li> <li>• Between 20/50 – 20/70 distant visual acuity (Snellen) in either eye, with or without corrective lenses, and not less than 120 degrees combined horizontal peripheral field of vision.</li> <li>• For bioptic telescopic lens wearers: at least 20/40 distant visual acuity (Snellen) through the telescope, at least 20/100 distant visual acuity (Snellen) through the carrier lens, at least 20/100 distant visual acuity (Snellen) through the other lens, and not less than 120 degrees combined horizontal peripheral field of vision-single eye tests.</li> </ul> <p>For CDL:</p> <ul style="list-style-type: none"> <li>• Distant visual acuity of at least 20/40 (Snellen) in each eye without corrective lenses.</li> <li>• Visual acuity separately corrected to 20/40 (Snellen) or better with corrective lenses.</li> <li>• Distant binocular acuity of at least 20/40 (Snellen) in both eyes with or without corrective lenses.</li> <li>• Field of vision of at least 70 degrees in the horizontal meridian in each eye.</li> <li>• Ability to recognize the colors of traffic signals and devices showing standard red, green, and amber.</li> </ul>
3.1.1.2.3.7	M	C+F	The Bidder's solution shall display vision screening test instructions on the customer monitor.
3.1.1.2.3.8	M	C+F	The Bidder's solution shall create randomized vision tests for each customer.
3.1.1.2.3.9	M	C+F	The Bidder's solution shall return the vision test results to the driver's license application. This shall include the type of test administered, whether or not corrective lenses were used, the test results, and other data points as specified by the RMV.
3.1.1.2.3.10	M	C+F	<p>The Bidder shall provide, implement, and support vision testing that will be used to perform the Branch Office vision test process. Specifications for this equipment are:</p> <ul style="list-style-type: none"> <li>• USB connection to the workstation shall be as described below in section 3.1.1.2.6.</li> <li>• Administration shall be through the clerk's workstation monitor.</li> <li>• The workstation monitor shall display to the clerk the exact image presented through the vision test device to the customer, with positive feedback acknowledging whether the correct information is reported by the customer.</li> <li>• The vision test shall have a reset/reboot capability (either through a switch or through desktop software) and shall have the ability to reconnect itself to the workstation without requiring the reboot of the workstation or clerk intervention.</li> </ul>
3.1.1.2.3.11	D	C+F	It is desirable that the Bidder's solution be able to accommodate Monovision.

Req #	Mandatory / Desirable	Current/ Future / C+F	Requirement
3.1.1.2.3.12	M	C+F	The Bidder shall provide an eye vision screening solution that is made of an anti-microbial surface.

#### 3.1.1.2.4 Document Image Capture

Req #	Mandatory / Desirable	Current/ Future / C+F	Requirement
3.1.1.2.4.1	M	C+F	The Bidder's solution shall be able to capture all presented documents on the proposed scanning equipment.
3.1.1.2.4.2	M	C+F	It is desirable that the scanning process be undertaken in an efficient manner that utilizes a two-sided scanner with the capability to identify specifically marked bar-coded forms.
3.1.1.2.4.3	M	C+F	The Bidder's solution shall allow the RMV clerk to delete a scan and re-scan if the scanned image is not acceptable.
3.1.1.2.4.4	M	C+F	The Bidder's solution shall allow the clerk to mark any document in the portfolio as suspect.
3.1.1.2.4.5	M	C+F	The Bidder's solution shall display scanned document(s).
3.1.1.2.4.6	M	C+F	The Bidder's solution shall allow the RMV clerk to retrieve scanned documents at any time, locally.
3.1.1.2.4.7	D	C+F	It is desirable that the Bidder's solution be able to recognize when a blank page has been scanned and suppress the creation of a corresponding image.
3.1.1.2.4.8	M	C+F	The Bidder's solution shall combine all of the scanned documents into a single document portfolio. This portfolio and the individual documents shall be meta tagged with both the keys recorded by the RMV application and the document types that are determined by the Bidder's solution.
3.1.1.2.4.9	M	C+F	The Bidder's solution must forward all suspect scanned document portfolios to FileNet, or equivalent enterprise document management solution, in near-real time.
3.1.1.2.4.10	M	C+F	The Bidder's solution must forward all normal portfolios to FileNet, or equivalent enterprise document management solution, on an off-hour periodic schedule to be determined by the RMV. Any necessary intermediate steps to prepare the portfolio for ingestion into FileNet, or equivalent enterprise document management solution, are the responsibility of the Bidder. The Bidder shall provide robust accounting, tracking, and reconciliation of all portfolios and individual documents within the portfolio at every step of the proposed process. This process shall electronically and periodically (to mean at least daily) balance against both ALARS for the portfolio document locator number and internally to the Bidder's solution in order to identify any missing portfolios or documents.
3.1.1.2.4.11	D	C+F	It is desirable that the entire accounting, tracking, and reconciliation process be automated and presented in a form that is much easier to use than paper-based reports and that the

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			Bidder's proposed process is a proven solution demonstrated through past experience.
3.1.1.2.4.12	M	C+F	The Bidder shall procure, implement, and support document image scanners. These scanners shall be used to perform the Branch Office document capture process. The following are specifications of these scanners: <ul style="list-style-type: none"> <li>• Duplex, Sheet Fed, Color.</li> <li>• Automatic document feeder must be able to accept a minimum of 20 pages loaded concurrently.</li> <li>• USB connection to the workstation described below in section 3.1.1.2.6</li> <li>• Scanning speed minimum 26 ppm.</li> <li>• Minimum optical resolution of 600 dpi.</li> <li>• Minimum scan speed of 26 pages per minute.</li> <li>• TWAIN 2 complaint.</li> </ul>
3.1.1.2.4.13	M	C+F	Once the documents are scanned and validated, the Bidder shall move these document images, together with indexing information, to storage at the Branch Office server as described below in section 3.1.1.2.8. These documents shall be retrievable for viewing, as described in section 3.1.1.2.4.14, below.
3.1.1.2.4.14	M	C	The Bidder's solution shall provide two types of document delivery: expedited and normal. The Bidder shall schedule expedited documents to be sent within one hour and the normal documents to be sent overnight from the Branch Office server to be stored in FileNet, or equivalent enterprise document management solution.
3.1.1.2.4.15	M	F	The Bidder shall allow for sharing the use of the scanner by both the DL/ID card system and RMVM system through a common scanner driver that is TWAIN 2.x compliant.
3.1.1.2.4.17	M	F	The Bidder shall send all documents from the Branch Office server to be stored in FileNet, or equivalent enterprise document management solution in a near-real-time manner, subject to network bandwidth constraints.
3.1.1.2.4.18	M	F	The Bidder shall support additional document image interfaces with the RMV system as required.

### 3.1.1.2.5 Document Authentication

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.5.1	M	C+F	For all U.S. State-issued driver's license or ID documents or U.S. passports, the Bidder's solution shall be able to capture document images, identify the document type, validate its authenticity, and inform the RMV clerk that the document "passes" or is "suspect."
3.1.1.2.5.2	D	C+F	It is desirable that the Bidder's solution also authenticate additional identity documents, such as a military ID or a foreign nation's identification document, in accordance with ICAO standards.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.5.3	M	C+F	The Bidder shall provide a document authentication process that is efficient, accurate, and minimizes both "false positives" and missing documents.
3.1.1.2.5.4	D	C+F	It is desirable that the Bidder utilize a process that identifies newly issued documents quickly and accurately.
3.1.1.2.5.5	D	C+F	It is desirable that the Bidder utilize a process that statistically analyzes the document scanning results, both at Branch Office and RMV locations where the solution is deployed, to identify trends and changes in both the ability to authenticate certain features such as ID wearing out or new document types not present in the document library.
3.1.1.2.5.6	D	C+F	It is desirable that the Bidder utilize an electronic process for periodically updating the authentication library, and that this process is well founded and simple to administer from a central location.
3.1.1.2.5.7	M	C+F	The Bidder's solution shall allow the RMV clerk to override the "suspect" documentation authentication status. In these instances, the Bidder's solution shall maintain the original reason and image of the security feature(s) that failed to authenticate instances of known "false positives."
3.1.1.2.5.8	M	C+F	The Bidder's solution shall allow the RMV clerk to view all forensic images to assist the user in the determination as to whether or not the document is authentic.
3.1.1.2.5.9	M	C+F	The Bidder's solution shall allow the clerk to mark a document as suspect manually even when the software deems that the document is authentic.
3.1.1.2.5.10	M	C+F	The Bidder's solution shall include a capability for the RMV clerk to access an application to search and validate the authenticity of all documents in the Bidder's document library. This reference shall be well organized, with coherent and appropriate content.
3.1.1.2.5.11	M	C+F	The Bidder shall procure, implement, and support document authentication scanners. These scanners shall be used to capture document information and confirm authenticity of the document. Specifications for this equipment are: <ul style="list-style-type: none"> <li>Attached to PC workstations with information displayed at the clerk's monitor.</li> <li>Capture under a wide tolerance of natural and artificial lights.</li> </ul>
3.1.1.2.5.12	M	C+F	The Bidder shall provide an initial copy of a database containing information needed for authentication (e.g., State Driver ID security features). On an ongoing basis, the Bidder shall provide updates to the database in a timely manner (e.g., monthly) to ensure that the document authentication process will continue to be effective.

### 3.1.1.2.6 Workstation and Monitor Specifications

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.6.1	M	C+F	The Bidder shall implement and support the current PC workstation configuration procured by the RMV. The configuration shall include the CPU unit, keyboard, mouse, network connection, and attachments to all devices described in this section. Specifications for the PC workstation are: <ul style="list-style-type: none"> <li>Lenovo ThinkCentre M93p Tiny Personal Computer.</li> <li>8 x USB ports.</li> <li>Mouse and keyboard connection with PS/2 ports.</li> </ul> The Bidder shall implement and support future PC workstation configurations procured by the RMV through RMVM.
3.1.1.2.6.2	M	C	The Bidder's software shall run under the Microsoft Windows 7 Professional™ 32-bit operating system, which shall be the operating environment on the PC workstations.
3.1.1.2.6.3	M	F	When the RMVM system is implemented, the Bidder's software shall run under the "current" Windows operating system available at that time, as approved by the RMV.
3.1.1.2.6.4	M	C+F	The Bidder shall implement and support a clerk-facing monitor procured by RMV. The current specifications are below: <ul style="list-style-type: none"> <li>Lenovo LT2323p Wide 23-inch WLED Flat Panel.</li> </ul> Note: The specifications are subject to change.
3.1.1.2.6.5	M	C+F	The Bidder shall procure, implement, and support a customer-facing monitor, which shall be used to display photo images for customer review. Current specifications for the monitor are: <ul style="list-style-type: none"> <li>Lenovo LT2323p Wide 23-inch WLED Flat Panel.</li> </ul> Note: The specifications are subject to change.

### 3.1.1.2.7 Workstation Printer Specifications

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.7.1	M	C+F	The Bidder shall procure, install, and support all workstation printers. Specifications for workstation printers are: <ul style="list-style-type: none"> <li>Minimum of 3 trays.</li> <li>IP Network connected with unique RMV network ID.</li> <li>PCL6.</li> </ul>

### 3.1.1.2.8 Branch Office Server Specifications

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.8.1	M	C	The Bidder shall procure, install, and support Branch Office servers. Below are the specifications of the servers currently implemented in the Branch Offices: <ul style="list-style-type: none"> <li>HP Proliant DL360 G6, Windows Server 2008 R2 Standard,</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			<p>Microsoft Hyper-V virtualization, SCOM for systems management. (These products are all currently supported. If needed, they will be upgraded to currently supported releases at the time of implementation).</p> <ul style="list-style-type: none"> <li>RAID 5 disk drives.</li> <li>Rack mounted, located in a secure room inside the Branch Office.</li> <li>Network connected, accessible through the MassDOT internal network.</li> <li>Anti-virus</li> </ul> <p>As part of their response, the Bidder shall propose their recommendation for Branch Office servers.</p>
3.1.1.2.8.2	M	C+F	The Bidder's software shall use the Branch Office server as a staging device for document images captured. Refer to section 3.1.1.2.1.
3.1.1.2.8.3	M	F	When the RMVM system is implemented, the Bidder's software shall run under the "Current" Windows Server operating system available at that time. This may involve upgrading from current 32-bit to future 64-bit system.
3.1.1.2.8.4	M	C+F	The Bidder shall have the capability to remotely sign-on into the server to fix problems. The RMV will provide a secure network connection to the Bidder to enable this process. Remote login support shall use login credentials unique to the RMV.

### 3.1.1.2.9 Other Specifications

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.9.1	M	C+F	The Bidder's application programs shall utilize currently supported software (e.g., Windows operating system, device drivers). Programs shall be available in both 32- and 64-bit versions. Prior to the expiration of support of any such prerequisite software, the Bidder shall replace, test, and install a currently supported release.
3.1.1.2.9.2	M	C+F	For all Bidder-provided devices that are attached to workstation, the Bidder shall also provide both 32- and 64-bit drivers native to the Windows operating system.
3.1.1.2.9.3	M	C+F	For all Bidder-provided devices, the device shall be configured individually without affecting other devices on other workstations (e.g., no centralized configuration table).
3.1.1.2.9.4	M	C+F	The Bidder shall ensure that all Bidder-provided devices attached to the workstation have the capability to reset the device without having to reset the entire workstation or the DL/ID application.
3.1.1.2.9.5	M	C+F	The Bidder shall provide a base charge and per-workstation charge for additional RMV offices and/or AAA offices at the time of award and the same for additional offices through the life of the contract (See Section 3.3). In addition, Bidder shall provide lead time for the procurement, delivery and installation of equipment.
3.1.1.2.9.6	D	C+F	It is desirable that the Bidder also propose a mobile workstation solution. Equipment required to perform DL/ID card functions in the Branch Office should be easily transported to other RMV designated

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			locations, and authorized personnel should be able to perform DL/ID functions at temporary and mobile locations.
3.1.1.2.9.6	D	F	It is desirable for the RMV clerk be able to offer a customer satisfaction survey at the end of the transaction to capture customer feedback on their experience. A URL to access the survey would be printed on a transaction receipt given to the customer.

### 3.1.1.2.10 Reports

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.1.2.10.1	M	C+F	The Bidder shall propose a proven document authentication statistical analysis and reporting solution that provides certain operational reports. Reports shall include the following at a minimum: <ul style="list-style-type: none"> <li>• Document Authentication reports consisting of a daily detailed list of all DL/ID documents that failed authentication by type and issuer.</li> <li>• A daily and periodic list of overrides by clerk and by document type and issuer.</li> <li>• Periodic reports that demonstrate trends by document type, Branch Office, clerk, or the convergence of all three (or other factors that the Bidder has found to be relevant to identifying document authentication issues).</li> <li>• Daily and periodic report of documents scanned and stored.</li> </ul>
3.1.1.2.10.2	D	F	It is desirable that the Bidder develop a “Document Authentication Dashboard” that presents important statistics in a visual manner for management review.
3.1.1.2.10.3	D	F	It is desirable that the Bidder develop a “Document Authentication Dashboard” accessible via a website so that both Central Office and Branch Office managers can have access to the dashboard.
3.1.1.2.10.4	D	C+F	It is desirable that the Bidder utilize a process to collect, amalgamate, and analyze the document authentication data.
3.1.1.2.10.5	D	C+F	It is desirable that the Bidder, using the aforementioned process and others at its disposal, utilize a formal process to notify customers using their document authentication product of discovered issues and errors.
3.1.1.2.10.6	D	C+F	It is desirable that the Bidder utilize a proactive process to ensure both that “false positives” are minimized and that true fraudulent documents are being identified.
3.1.1.2.10.7	D	C+F	It is desirable that the Bidder propose a data warehouse solution for the capture of ad hoc reports.

## 3.1.2 Card Manufacturing and Specifications

### 3.1.2.1 Overview

Upon successful completion of the DL/ID card application process from a Branch Office, and once all related information is captured, the card manufacturing process begins.



Currently, there are two types of card manufacturing requests—normal and expedited. Normal requests require up to four days for manufacturing and delivery of a card to the customer. Expedited requests use local manufacturing (at a designated RMV location) and are delivered over the counter. For this procurement, the RMV would like to replace the current expedited local manufacturing process with a same-day issuance process whereby the DL/ID cards shall be manufactured within the awarded Bidder’s central manufacturing location and delivered to a RMV specified location within the business hours of the day requested.

For normal manufacturing requests, the cards are manufactured in a vendor manufacturing central location. Card requests are sent electronically, one at a time, from a central site to the card vendor using an RMV application program. This is done typically 90 minutes after the completion of the DL/ID transaction at the Branch Office. These requests contain photo images, signatures, and the demographic data needed for the creation of a DL/ID card. After the DL/ID cards are created, the vendor is responsible for ensuring that the customer receives the DL/ID card within 96 hours of receipt of the manufacture request from the RMV.

There are quality assurance activities in the manufacturing process to ensure validity and accuracy of the DL/ID cards. For this procurement, the RMV would like the Bidder’s solution to improve current processes to ensure accurate tracking of document status and the ability to respond, in real time, to customer inquiries. To that end, RMV is requiring three types of information from the awarded Bidder:

1. Reconciliation information for manufactured DL/ID cards.
2. Reports tracking document status through the manufacturing processes.
3. Intelligent Mail data used to track documents from handoff to USPS.

Facial Recognition and associated processes described in a separate section of this RFR occur concurrently with card manufacturing. If this process identifies erroneous or suspect cards that require intervention, the cards will be requested for manufacturing, but will also undergo further investigation by RMV staff and law enforcement.

The following table shows the number of DL/ID cards manufactured over the past six years:

Year	Number of Cards
2013	1,573,077
2012	1,506,689
2011	1,077,880
2010	1,369,213
2009	1,464,584
2008	1,469,097

The following are some major considerations for RMV’s new DL/ID Cards:

- Quality – The cards shall be of high quality. This means they need to be durable, error-free, readable, and of identical quality.
- Security – The cards need to be difficult to modify or duplicate and easy to authenticate. They also need to be manufactured in a highly secure environment.
- Usability – The cards need to be usable even under extreme conditions. In particular, the security features on the cards should not inhibit their readability.
- Improvements – The current set of RMV DL/ID cards has been in circulation for over 5 years. Although the design and production are proven, there are still areas for improvement. The new cards to be manufactured through this procurement should bring incremental enhancements to existing cards in terms of design, manufacturing, and quality assurance.
- Industry Standards Compliance – The cards must comply with current industry standards, including American Association of Motor Vehicle Administrators (AAMVA) Secure Card Principles 2014 and AAMVA 2013 DL/ID Card Design Standards, as well as comply to emerging compliance standards.
- Audit – From request through fulfillment, each card request can be tracked throughout its manufacture/delivery life-cycle.
- Real ID Act – RMV is currently evaluating the issuance of Real ID compliant cards. The card manufacturing process will need to accommodate Real ID card specifications.

The RMV currently produces nine different DL/ID Cards. They are as follows:

- Driver’s License, Horizontal
- Commercial Driver’s License, Horizontal
- Identification Card, Horizontal
- Liquor ID, Horizontal
- Driver’s License, Vertical (JOL)
- Driver’s License, Vertical (Under-21)
- Commercial Driver’s License, Vertical (Under-21)
- Identification Card, Vertical (Under-21)
- Inspector License, Vertical

Under the Real ID Act, there will be a need for Real ID-compliant DL/ID cards. There will be at least eight additional DL/ID Cards as follows:

- Driver’s License, Horizontal
- Commercial Driver’s License, Horizontal
- Identification Card, Horizontal
- Restriction Card, Horizontal
- Driver’s License, Vertical (JOL)
- Driver’s License, Vertical (Under-21)
- Commercial Driver’s License, Vertical (Under-21)
- Identification Card, Vertical (Under-21)

The RMVM might introduce additional card types, although this is yet to be determined. Thus, it is important that Bidders be flexible in their ability to produce DL/ID cards that can meet the most current Federal and State regulations and take advantage of new security technologies.

The awarded Bidder shall be responsible for providing all facilities, services, and equipment supporting the card manufacturing process described in this section.

### 3.1.2.2 Manufacturing Process Requirements

#### 3.1.2.2.1 Facilities

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.2.1.1	M	C+F	The Bidder shall provide a manufacturing facility within the continental United States for the production of RMV DL/ID Cards.
3.1.2.2.1.2	M	C+F	The Bidder shall be required to manufacture at their central facility all manufacture requests tagged for “same day delivery” that were delivered to them by a specified time in the workday, and deliver the manufactured product to RMV by bonded courier by close of business that day.
3.1.2.2.1.3	M	C+F	The Bidder shall provide detailed description and design of facilities from which RMV DL/ID cards shall be manufactured and issued.
3.1.2.2.1.4	M	C+F	The Bidder shall provide a secure and non-descript central manufacturing facility for the production of RMV DL/ID cards and shall be responsible for the facility.
3.1.2.2.1.5	M	C+F	The Bidder’s central production facility shall be a North America Security Products Organization (NASPO) certified facility.
3.1.2.2.1.6	M	C+F	The Bidder shall not relocate the facility without prior written approval from the RMV.
3.1.2.2.1.7	M	C+F	The Bidder’s facility shall be equipped with resources to produce the RMV requirement of approximately 48,500 DL/ID Cards per week.
3.1.2.2.1.8	M	C+F	In order to ensure the continuity of business, limit the length of production downtime, and prevent backlog in case of an emergency or disaster, the Bidder shall propose a detailed disaster recovery and business continuity plan that must include, but may not be limited to, off-site storage of all software necessary to operate all aspects of the system and the approximate time it would take to obtain equipment, software, materials, etc. to begin DL/ID production and completely recreate the manufacturing facility in the event the central manufacturing facility were damaged or destroyed. This plan must be reviewed and agreed to by the RMV, and any revisions must be coordinated with the RMV. In addition, the Bidder shall propose a backup facility that must utilize similar security methods, inventory controls, and quality assurance practices as the primary site.
3.1.2.2.1.9	M	C+F	The Bidder shall allow MassDOT to perform on-site audits of facilities, paid for by the Bidder.
3.1.2.2.1.10	M	C+F	The Bidder facility and backup facility shall be available for RMV personnel inspection. RMV personnel shall have the right to inspect the Bidder’s central manufacturing facility at any time during normal working hours during the life of the contract. The inspection shall include, but not be limited to, inspection of:

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			<ul style="list-style-type: none"> <li>DL/ID card quality.</li> <li>Security of the facility.</li> <li>Security of DL/ID card handling.</li> <li>Records and/or audit reports that document the contractor's personnel processes and procedures.</li> <li>Records and/or audit reports that document the general business procedures and inventory controls.</li> </ul>
3.1.2.2.1.11	M	C+F	The Bidder shall provide a list of all employees working within the manufacturing facility and/or associated with the DL/ID Card manufacturing process. This list shall be provided upon the initial start of the contract and be updated on a regular basis, as determined by the RMV, throughout the life of the contract.

### 3.1.2.2.2 Process

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.2.2.1	M	C+F	The Bidder shall provide the processes by which DL/ID cards shall be manufactured and issued. The process must be detailed using flowcharts.
3.1.2.2.2.2	M	C+F	The Bidder shall provide normal delivery of DL/ID cards. These cards shall be manufactured and mailed within 96 hours once the completed card request is received and has passed all prerequisite timers and approval as noted in the Facial Recognition section.
3.1.2.2.2.3	M	F	<p>The Bidder shall provide expedited same-day delivery DL/ID cards. These cards shall be manufactured centrally and delivered to a RMV-specified location within the same day that the DL/ID Card request is received.</p> <ul style="list-style-type: none"> <li>A cut-off time for same-day delivery requests shall be agreed upon between RMV and awarded Bidder.</li> </ul>
3.1.2.2.2.4	M	C+F	<p>The Bidder shall provide a card manufacture timer with the following capabilities:</p> <ul style="list-style-type: none"> <li>For any request just received, card manufacture shall wait until the timer expires or until further actions are taken.</li> <li>This timer shall be configurable by the user.</li> <li>This timer shall be specified in business days and shall start at the time a request is received and expire at the end of the specified number of business days (i.e., excluding weekends and holidays).</li> </ul>
3.1.2.2.2.5	M	C+F	The Bidder shall comply with USPS Coding Accuracy Support System (CASS) standards, regulations, and policies when delivering manufactured DL/ID Cards. The Bidder shall be able to obtain the best rate.
3.1.2.2.2.6	M	C+F	The Bidder shall provide reconciliation information for all completed manufacturing requests. Once the manufacturing process begins, controls and balances must be in place to ensure that all the DL/ID documents that were intended to be produced, are produced. The Bidder shall pass back to the RMV's mainframe licensing database, a reconciliation file for each day of the year, even if no manufacturing was accomplished on that day.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			The data in each reconciliation file must encompass only a single day's work. The Bidder shall provide two alternate electronic means of delivery for the reconciliation data. The primary means of delivery must be FTP. The alternate means must be an attachment to an e-mail. The electronic file must be delivered (and delivery confirmed) by 6:30 a.m. on the first RMV business day following the day to which the data applies. If this has not been achieved, the data must be delivered by courier prior to 9:30 a.m. the following day. Measurement of successful electronic delivery is the presence of a valid file at the RMV only. Absence of a successful transmission requires the use of a courier (See Appendix E).
3.1.2.2.2.7	M	C+F	The Bidder shall use running log data to track documents through the Bidder's processes. This file is to be supplied daily and contain an entry for every case where an event passes from one phase to another within the Bidder's processes (See Appendix E).
3.1.2.2.2.8	M	F	The Bidder shall use Intelligent Mail Barcodes to track documents from handoff to USPS and provide RMV with both a log file derivative of the electronic manifest and daily processing logs from their USPS manual download file (Scan Event Extract File).
3.1.2.2.2.9	M	C+F	The Bidder shall support the insertion of additional materials with the DL/ID card package sent to customers.
3.1.2.2.2.10	M	C+F	The Bidder shall mail all DL/ID cards in a special card carrier supplied by the Bidder. The Bidder is responsible for: <ul style="list-style-type: none"> <li>Placing the mailing address on the card carrier.</li> <li>Placing the card carrier in a window envelope, supplied by the Bidder for mailing.</li> </ul>
3.1.2.2.2.11	M	C+F	The Bidder's special card carrier shall have the capability of displaying a mailing address different from the residence address listed on the DL/ID card, which shall be included in the ISU0 manufacturing request transmitted from the RMV.
3.1.2.2.2.12	M	C+F	The Bidder's card manufacturing process shall be flexible in its ability to produce secure DL/ID cards and able to be upgraded to take advantage of new technologies, improved supply chain standards and best practices, or changes in business needs.
3.1.2.2.2.13	M	C+F	The Bidder shall agree to work with the RMV to implement new DL/ID cards as may be required by changes in laws, regulations, or procedures and to produce a new card design (including several rounds of modifications) within 20 days of a request.
3.1.2.2.2.14	M	C+F	The Bidder shall provide a time and cost estimate for implementing the new card or proposed change within 48 hours. This process must be undertaken at no charge to the RMV.
3.1.2.2.2.15	M	C+F	For each step of the card manufacturing process, the Bidder shall propose quality assurance methods to ensure that the quality of DL/ID cards produced meets RMV standards.
3.1.2.2.2.16	M	C+F	The Bidder's solution shall allow the RMV to cancel a DL/ID Card request that is either in queue or in process of being manufactured.
3.1.2.2.2.17	M	C+F	The Bidder shall properly shred and destroy immediately on-site, any DL/ID cards not acceptable to be delivered.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.2.18	M	C+F	The Bidder shall be aware of data field changes in RMVM and Real-ID standards and prepared for document design modifications resulting from these changes. The Appendix E-ISU1 Data Form is provided as guidance for expected lengths. Where possible (such as card carriers), the Bidder shall begin immediate use of the new field sizes.

3.1.2.2.3 Security

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.2.3.1	M	C+F	The Bidder shall be responsible for all alterations to the facility in order to meet RMV required security measures. The Bidder shall provide a detailed security plan for the central manufacturing facility, and the proposed security measures must include, but may not be limited to: <ul style="list-style-type: none"> <li>Controlled access limited to only authorized contractors and RMV personnel.</li> <li>Alarm systems tied into law enforcement or a private security agency.</li> <li>Secure storage of all DL/ID cards consumables and a description of security features.</li> <li>Use of inventory controls.</li> <li>Security cameras with stored and reviewed image data.</li> </ul>
3.1.2.2.3.2	M	C+F	The Bidder shall serve as the sole storage facility for all RMV consumables. The Bidder’s responsibility begins at the time that the consumables are created and includes transportation, storage, and use of the facility in DL/ID card manufacturing. The RMV DL/ID consumables must be protected from theft or loss during: <ul style="list-style-type: none"> <li>Storage.</li> <li>Manufacturing.</li> <li>Storage prior to shipment.</li> <li>Shipment.</li> </ul>
3.1.2.2.3.3	M	C+F	The Bidder’s central DL/ID card manufacturing site shall be adequately protected against fire and water damage. The site shall be self-sufficient in the event of a major power outage or other disruption. The self-sufficiency features should be of a temporary nature and allow for continued production of cards for the short-term (up to 24 hours). For disruptions beyond 24 hours, the provision of a self-sufficiency capability shall be utilized to ensure a smooth, uninterrupted transfer of production capacity to a backup facility.
3.1.2.2.3.4	M	C+F	Bidder’s central manufacturing facility shall be staffed and operated by Bidder personnel. All personnel shall undergo an annual criminal background check. Results shall be provided to the RMV for review. All costs associated with the background check are the responsibility of the Bidder. All new Bidder employees must also undergo a criminal background check, and employment is contingent on RMV approval. Staff shall not have been convicted of a crime of moral turpitude.
3.1.2.2.3.5	M	C+F	The Bidder’s staff and manufacturing site shall meet the requirements as articulated in both the Notice and Final Rule from the Department of Homeland Security under the Real ID Act (currently 6CFR Part 37; Docket No. DHS-2006-0030).
3.1.2.2.3.6	M	C+F	The Bidder shall conform to other security requirements, such as compliance with personally identifiable information laws and regulations. These are described in the Security section (3.1.7.3) of this RFR.
3.1.2.2.3.7	M	C+F	The Bidder shall store all security video footage for at least 90 days.

### 3.1.2.2.4 Reports

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.2.4.1	M	C+F	Once a card request has been issued by RMV, the Bidder shall provide capability for near-real-time inquiry into the status of the request in the production and delivery processes.
3.1.2.2.4.2	M	C+F	The Bidder shall provide a daily report giving details on all outstanding card requests and their status. At a minimum, this report must have the following characteristics: <ul style="list-style-type: none"> <li>All card requests must be accounted for. There shall not be any lost or missed requests.</li> <li>The status needs to be detailed and specific within the full manufacturing and mailing process.</li> <li>Card requests that are in a wait or pending state shall be highlighted with reasons for the wait and expected time for resolution.</li> </ul>
3.1.2.2.4.3	M	C+F	The Bidder shall provide an automated tracking capability on the card manufacturing supply chain process. This should include, but not be limited to: <ul style="list-style-type: none"> <li>A list of all suppliers for all card manufacturing materials.</li> <li>A cross reference of all suppliers against cards manufactured.</li> </ul> These capabilities shall be available both as a periodic batch report and as an on-line inquiry.
3.1.2.2.4.4	M	C+F	The Bidder shall provide a report showing the number of cards re-manufactured per month.
3.1.2.2.4.5	M	C+F	The Bidder shall be responsible for providing reports and updates to the RMV when the following occurs: <ul style="list-style-type: none"> <li>Personnel and staff changes.</li> <li>Employee is reprimanded or fired (RMV shall be notified immediately in this event).</li> <li>Security breaches (RMV shall be notified immediately, unless directed otherwise by law enforcement).</li> </ul>
3.1.2.2.4.6	M	C+F	The Bidder shall perform and provide Service Oriented Control (SOC 1 and SOC 2) reports to the RMV, as determined by the RMV.

### 3.1.2.3 Card Specifications

#### 3.1.2.3.1 Card Types and Design

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.3.1.1	M	C+F	The Bidder shall design and manufacture the 17 types of cards described above (9 current + 8 Real-ID compliant).
3.1.2.3.1.2	D	F	The Bidder shall accommodate additional DL/ID card types yet to be defined. These types shall be determined in the RMVM. Examples of future DL/ID cards include, but are not limited to: <ul style="list-style-type: none"> <li>Enhanced Driver License (EDL).</li> <li>Federal Motor Carrier Safety Association (FMCSA) Secure Learners Permit.</li> </ul>



Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.3.1.3	M	C+F	The Bidder shall design each card type to appear different, yet with a consistent Massachusetts RMV "look." Proposed designers shall have demonstrable, referenced experience with driver's license card design.
3.1.2.3.1.4	M	C+F	The Bidder shall conduct joint design sessions with RMV for each card type to reach a final decision on each card design. RMV shall provide final approval on all design specifications.
3.1.2.3.1.5	M	C+F	The Bidder shall manufacture cards that are durable enough to last eight years without replacement. If any card needs to be replaced during this period due to durability issues, the Bidder shall re-manufacture its replacement at no cost to RMV.
3.1.2.3.1.6	M	C+F	The Bidder shall manufacture cards that are readable under a wide range of weather and lighting conditions.
3.1.2.3.1.7	M	C+F	The Bidder shall have the flexibility to quickly change and adapt to different formats and specifications of any existing card types.
3.1.2.3.1.8	M	C+F	The Bidder shall provide the same design and manufacturing capabilities to other RMV-related card types, using the same contractual terms and conditions.

### 3.1.2.3.2 Card Contents

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.3.2.1	M	C+F	The Bidder shall manufacture cards that, at a minimum, contain all the information corresponding to the front and back of current cards.
3.1.2.3.2.2	M	C+F	The Bidder shall support the following types of photo images: <ul style="list-style-type: none"> <li>• Current images taken from cameras provided by the Bidder.</li> <li>• Existing images stored in FileNet, or equivalent enterprise document management solution, which span a period of 10 years. These images have resolutions of approximately 300 pixels wide and 270 pixels high.</li> <li>• Photo images from other sources with the same aspect ratio.</li> </ul>
3.1.2.3.2.3	M	C+F	The Bidder shall provide a minimum portrait area of 1.25" wide x 1.33" high, with a minimum resolution of 400 x 360 pixels.
3.1.2.3.2.4	M	C+F	The Bidder shall crop the RMV-provided portrait images and signatures to meet AAMVA DL/ID card design standards.
3.1.2.3.2.5	M	C+F	The Bidder shall provide 2D barcodes on cards that: <ul style="list-style-type: none"> <li>• Conform to current AAMVA PDF 417 standards.</li> <li>• Provide AAMVA PDF417 technical requirements to enable easy capture and decoding from any PDF 417 capable scanners.</li> </ul>
3.1.2.3.2.6	M	C+F	The Bidder shall conform to AAMVA current standards on displaying a name on the card: up to 40 characters for family name and up to 80 characters for a given name.
3.1.2.3.2.7	M	C+F	The Bidder shall update all DL/ID Cards if the Registrar's name changes, at no cost to the RMV.

3.1.2.3.3 Card Security

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.2.3.3.1	M	C+F	If a security feature is compromised, the Bidder shall replace the feature with another security feature on all cards, at no cost to RMV.
3.1.2.3.3.2	M	C+F	<p>The Bidder shall implement card security designs that comply with the Real ID Act's three levels of security requirements:</p> <ul style="list-style-type: none"> <li>• Level 1 – Examination done without tools or aids that involves easily identifiable visual or tactile features for rapid inspection at point of usage.</li> <li>• Level 2 – Examination that requires the use of a tool or instrument (e.g., UV light, magnifying glass, or scanner) to discern.</li> <li>• Level 3 – Inspection by forensic specialists conducting detailed examination that allows for more in-depth evaluation and may require special equipment to provide true certification.</li> </ul> <p>If the Bidder's DL/ID card security features are compromised, the Bidder shall replace those features at no cost to the RMV.</p>
3.1.2.3.3.3	M	C+F	<p>The Bidder shall implement card security designs that address AAMVA DL/ID card design's description of three categories of threats:</p> <ul style="list-style-type: none"> <li>• Category 1 – Counterfeiting threats.</li> <li>• Category 2 – Falsification threats.</li> <li>• Category 3 – Misuse attacks.</li> </ul>
3.1.2.3.3.4	M	C+F	The Bidder shall recommend a solution that shall maintain or increase current DL/ID card security while improving usability and readability of the card. RMV expects the Bidder to supply significant expertise in these matters. The Bidder shall propose and implement security features that are (at a minimum) as secure as those provided today.

3.1.2.3.4 Standard Compliance

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.2.3.4.1	M	C+F	The Bidder shall adhere to all mandatory requirements as described in the current version of the AAMVA DL/ID Card Design Standard at the time of design.
3.1.2.3.4.2	M	C+F	The Bidder shall adhere to all optional requirements as described in the current version of the AAMVA DL/ID Card Design Standard at the time of design, unless otherwise specified by RMV.
3.1.2.3.4.3	M	C+F	The Bidder shall manufacture cards that meet ISO 7810 ID-1 identity card physical characteristics standards unless otherwise specified by the RMV.
3.1.2.3.4.4	M	C+F	The Bidder shall adhere to the Department of Homeland Security's Real ID Act requirements as implemented by the Commonwealth of Massachusetts.

### 3.1.2.3.5 Quality Assurance

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.2.3.5.1	M	C+F	RMV will supply the Bidder a sample set of manufacturing requests at the start of the project. Using this sample set, the Bidder shall provide 12 DL/ID sample original card sets of each of the formats listed in section 3.1.2.3.1 for centralized and local facilities. Although the design might differ, the quality of the card shall be identical to the final product manufactured.
3.1.2.3.5.2	M	C+F	The Bidder shall provide 12 sample original card sets as described above, at various points in the project. At a minimum, these samples shall be provided: <ul style="list-style-type: none"> <li>• At the completion of card design.</li> <li>• At the start of card manufacturing.</li> <li>• Any time that the card design is changed.</li> </ul> RMV will accept or reject the samples based on quality. If rejected, the Bidder shall fix identified problems and resubmit the samples.
3.1.2.3.5.3	M	C+F	The Bidder shall provide, as part of this response, an evaluation of the proposed DL/ID card conducted by an independent laboratory that is a certified and RMV-approved testing organization. This evaluation shall consider, at a minimum: <ul style="list-style-type: none"> <li>• Physical construction of the card – e.g., lamination, material, durability, etc.</li> <li>• Quality of contents – e.g., portrait, signature, and bar code resolutions.</li> <li>• Security vulnerability – to alteration, duplication, and counterfeiting.</li> </ul>
3.1.2.3.5.4	M	C+F	The Bidder shall provide independent laboratory certification as described above, at various points in the project, but at a minimum: <ul style="list-style-type: none"> <li>• Prior to card manufacturing.</li> <li>• Any time that the card design is changed.</li> </ul>
3.1.2.3.5.5	M	C+F	The Bidder shall provide a set of demonstrable and verifiable quality assurance processes to be conducted prior to mailing out a card that ensures the accuracy and quality of the completed card.
3.1.2.3.5.6	M	C+F	All document proofs provided by the vendor (regardless of the media) must be of the same resolution as the proposed documents.

### 3.1.3 Facial Recognition

#### 3.1.3.1 Overview

This section addresses the Facial Recognition System and associated processes. Facial Recognition is integral to the RMV Driver’s Licensing process. The system automatically compares photo images captured from the Branch Office and other sources to RMV’s repository of past facial images in order to identify discrepancies. This activity serves the following purposes:

- Improves the accuracy of the DL/ID card manufacture process: Errors caused by inaccurate photo capture and data-associated input can be identified and rectified.

- Facilitates fraud detection: Law Enforcement can identify and investigate potentially fraudulent activities based on the captured information.

Although a Facial Recognition System is currently in place, the RMV, through this procurement, is looking for a vendor to provide a solution with added functionality and an enhanced system that is highly flexible, configurable, and dynamic in order to meet the current and future needs of both RMV staff and law enforcement. The proposed system and its associated processes shall operate effectively and securely, while prohibiting interruptions to the DL/ID Card Manufacturing process.

A high-level description of the desired Facial Recognition System and associated processes follows.

Once the card manufacturing process begins—i.e., the RMV has passed a message with customer image, demographic data, and manufacturing data to the awarded Bidder for card manufacturing—the Facial Recognition and associated processes shall commence. The captured information shall be enrolled into the Facial Recognition System and the matching process shall start. The following are to be performed:

- Identification: The facial image shall be matched against all other images registered to different identities (as defined by the RMV surrogate key) in the repository to identify any matches with other persons.
- Verification: The facial image shall be matched against other images registered to the same identity (as defined by the RMV surrogate key) to ensure all images registered to the same surrogate are of the same person.

In some instances, facial images shall also be captured and entered into the system on an ad hoc basis for matching with all stored images. This ad hoc function will be used by law enforcement to perform facial recognition scans on individual photos obtained by law enforcement.

All discrepancies identified shall be captured and placed in a list. Authorized users from both law enforcement and RMV will examine this information. Law enforcement will identify instances of potential fraud. RMV will determine error situations that need to be resolved.

A case management system shall be used to assist with these activities and the investigation and resolution processes. The case management system shall provide a repository for the user to package facial images, associated demographic data, notes, and workflow data into a secure electronic case folder that shall be viewable and printable throughout the life of the processes.

The awarded Bidder shall be responsible for providing, implementing, supporting, and operating a Facial Recognition System and associated processes, as described in this section. All equipment shall be located at the MassDOT data center.

### 3.1.3.2 Requirements

#### 3.1.3.2.1 Facial Recognition and Associated Processes

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.3.2.1.1	M	C+F	The Bidder shall provide and maintain an established and proven Facial Recognition application and database that shall contain all RMV-provided facial data.
3.1.3.2.1.2	M	C+F	There shall be no dependencies between the facial recognition activities and other card processes. Specifically, card manufacturing shall be able to commence without waiting for facial recognition outcomes.
3.1.3.2.1.3	M	C+F	The Bidder shall convert all enrolled facial images and related data from the RMV's current Facial Recognition and case management databases to the Bidder's database. There shall be no loss of data upon deployment of the Bidder's application.
3.1.3.2.1.4	M	C+F	<p>On an ongoing basis, the Bidder shall enroll all specified facial images and related demographic data provided by RMV. These data shall be provided through the following:</p> <ul style="list-style-type: none"> <li>• Card manufacturing requests originating from RMV on a real-time basis.</li> <li>• RMV non-production images from RMV in a batch file transfer basis.</li> <li>• Special cases of images delivered in a similar manner to RMV non-production images.</li> <li>• Ad hoc requests.</li> </ul> <p>For all requests, excluding ad hoc requests, enrollment shall occur within six hours after card manufacturing requests are received. For ad hoc requests, enrollments must be performed on a near-real-time basis.</p>
3.1.3.2.1.5	M	C+F	<p>There shall be a control mechanism to administer and coordinate Facial Recognition and Card Manufacturing processes. In response to an RMV card request, this mechanism shall perform the following:</p> <ul style="list-style-type: none"> <li>• Same-day card manufacture request shall be sent for card processing immediately and not await Facial Recognition results (this does not exempt requests from Facial Recognition processing).</li> <li>• Facial Recognition shall start immediately upon award and perform tasks described in this section, with the following possible outcomes: <ul style="list-style-type: none"> <li>○ Facial Recognition does not detect discrepancies.</li> <li>○ Facial Recognition identifies discrepancies.</li> <li>○ Facial Recognition does not result in any resolutions. The request shall wait until a facial recognition timer expires, then Facial Recognition shall automatically approve the request.</li> </ul> </li> <li>• A normal card manufacture request shall wait for a card manufacture timer to expire and then await the following outcomes: <ul style="list-style-type: none"> <li>○ Facial Recognition approves the request, and then card processing can start.</li> <li>○ Facial Recognition rejects the request, and then card processing shall be stopped.</li> </ul> </li> </ul>
3.1.3.2.1.6	M	C+F	<p>The Bidder shall provide a facial recognition timer, as described above, with the following capabilities:</p> <ul style="list-style-type: none"> <li>• For any outstanding request, if the timer expires and no facial recognition actions are taken, then the request shall</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			<p>be automatically approved.</p> <ul style="list-style-type: none"> <li>• This timer shall be configurable by the user.</li> <li>• This timer shall be specified in business time. It shall start when a request is received and expire at the end of the specified interval. This interval shall be measured in terms of business time (i.e., excluding weekends and holidays, but including business hours).</li> </ul>
3.1.3.2.1.7	M	C+F	Ad hoc requests shall not be permanently enrolled. Once the associated case is closed, the ad hoc request shall be removed automatically.
3.1.3.2.1.8	M	C+F	<p>The Bidder's Facial Recognition process shall perform the following types of matches:</p> <ul style="list-style-type: none"> <li>• Identification matches: These comparisons shall be performed through the 1: many matching, where the facial image shall be compared to all enrolled facial images to identify instances of potential multiple identities (as defined by the RMV surrogate key).</li> <li>• Validation matches: These comparisons shall be performed through the 1:few matching, where the facial image for a person is matched against previous images of the same identity (as defined by the RMV surrogate key) to identify the potential of more than one person on the same record.</li> </ul>
3.1.3.2.1.9	M	C+F	For 1:few matching, the Bidder shall use an algorithm that matches facial images in a cascading manner—i.e., each image shall match against the previously enrolled image for the same identity (as defined by the RMV surrogate key) and continue chronologically back to the first stored image.
3.1.3.2.1.10	M	C+F	<p>The Bidder shall provide the capabilities to maintain an exclusion list (also known as the White List). The White List shall be manually and externally defined and shall contain facial images that shall be excluded from the matching process. These capabilities shall include:</p> <ul style="list-style-type: none"> <li>• Defining an exclusion set by RMV surrogate key and maintaining comments for each entry.</li> <li>• Maintaining up to 10 additional columns on this list for updating and retrievals.</li> <li>• Searching and viewing contents of the exclusion list.</li> <li>• Maintaining and updating the exclusion list.</li> <li>• Providing ad hoc and batch reports.</li> <li>• Facility may be disabled as needed.</li> <li>• Placing an entry in the list shall cause all images associated with the surrogate key to become invisible to the facial recognition system.</li> <li>• Removing an entry from the list shall cause all images associated with the surrogate key to become visible to the facial recognition system.</li> <li>• Providing a detailed audit trail on all readings and update activities on this list.</li> </ul>
3.1.3.2.1.11	M	C+F	<p>The Bidder shall provide the capabilities to maintain an exception list that shall contain facial image groups that shall be excluded from matching each other (e.g., twins). These capabilities shall include:</p> <ul style="list-style-type: none"> <li>• As an outcome of a facial match with two or more identities, an authorized user can place these identities in an exception list.</li> <li>• All future matches involving these identities with each other shall be excluded from the result set.</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			<ul style="list-style-type: none"> <li>• Searching and viewing contents of this exception list.</li> <li>• Maintaining and updating this list.</li> <li>• Providing ad hoc and batch reports.</li> <li>• Providing a detailed audit trail on all readings and update activities on this list</li> </ul>
3.1.3.2.1.12	M	C+F	The Bidder shall provide facial recognition software that is configurable and adjustable. Each facial match shall result in a score. A configurable set of criteria, including threshold scores, shall be established to determine the match/no match outcome.
3.1.3.2.1.13	M	C+F	A frequent outcome of a Facial Recognition System is a determination that a multi-identity facial match has occurred because of data error (as opposed to any type of fraud). Business side staff rather than law enforcement shall resolve these situations. (Currently the Facial Recognition staff prints the documentation and faxes it in bulk to the business group.) The Bidder's solution shall provide at least one mechanism of forwarding all such situations and all their related documentation to the business side without the need of printing and faxing. The mechanisms may range from remote printing to the management of an electronic queue. All proposed mechanisms shall be external to the facial recognition system to the extent that the business group shall not need to log on to the facial system and shall not have clearance to access the facial recognition system for these purposes. In addition, the mechanism shall not impinge on the performance of the facial recognition system.
3.1.3.2.1.14	M	C+F	<p>Periodically, RMV needs to delete images from its records. The Bidder shall provide a solution for removal of such images from the facial recognition system. The data involved shall be transported from RMV to the Bidder via a file transfer mechanism. The data shall consist of 21 byte records formatted as follows:</p> <ul style="list-style-type: none"> <li>• 000-000 001 surrogate type.</li> <li>• 001-004 004 surrogate value.</li> <li>• 005-012 008 real-time clock stamp for image storage.</li> <li>• 013-019 007 internal to RMV.</li> <li>• 020-020 001 reason, EBCDIC 'D', 'A', 'P'.</li> </ul> <p>RMV shall deliver files of deleted image information periodically to the Bidder. For these purposes, periodically means at least weekly, and at RMV's discretion may mean as often as daily. Bidders shall use this information to move all identified images that are not involved in a facial recognition case to a quarantined area outside of facial recognition.</p> <p>Two configuration options are required for this process: (1) Configuration allows any images in the delete list that are in a pending match list at the time of the delete request to be either removed from the match list and treated as normal deletes or to be ignored by the deletion process; (2) Configuration allows images in the delete list with a reason of 'A' to be deleted or left active (note that this reason means that the individual's accumulation of images exceeded the active image limit and the oldest were auto-deleted).</p> <p>The Bidder should not assume that images in the provided deletion list are actually present on the facial recognition side. RMV may elect to send only lists with "new" deletions or to send always lists showing all deletions that have ever occurred.</p> <p>The Bidder shall return a 30-byte deletion status file formatted as follows:</p>

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
			<ul style="list-style-type: none"> <li>• 000-000 001 surrogate type.</li> <li>• 001-004 004 surrogate value.</li> <li>• 005-012 008 real-time clock stamp for image storage.</li> <li>• 013-020 008 date request was processed (YYYYMMDD).</li> <li>• 021-028 008 time request was processed (HHMMSShu).</li> <li>• 029-029 001 status (0=not found; 1=previously deleted; 2=deleted, 3=ignored, in active case; 4=ignored due to reason A).</li> </ul>
3.1.3.2.1.15	M	C+F	<p>The Bidder shall provide a work queue that is dynamically configurable by authorized users, including the following:</p> <ul style="list-style-type: none"> <li>• Selective or all items in the work queue can be deleted automatically after a specified number of business hours.</li> <li>• Selective (e.g., by Branch Office) or all items in the work queue can be held in the work queue at the minimum for a specified number of business hours.</li> </ul>
3.1.3.2.1.16	M	C+F	<p>The Bidder shall provide facilities for authorized users to manage the queues and enrolled facial images, including the following:</p> <ul style="list-style-type: none"> <li>• View and search enrollments and matches.</li> <li>• Perform interactive identification (1:many) and verification (1:few) facial recognition matches.</li> <li>• Delete unrelated matches from work queue.</li> <li>• Assign matches to new and/or existing cases.</li> <li>• Ability to create and support new queues (e.g., error queue).</li> <li>• Assign matches to other queues for further processing.</li> <li>• Print selected contents of the queues.</li> </ul>
3.1.3.2.1.17	M	C+F	<p>The Bidder's Facial Recognition System shall have security capabilities, including user authentication and role-based security functions. Refer to the Security Section 3.1.7.3 for detailed security requirements.</p>
3.1.3.2.1.18	M	C+F	<p>The Bidder shall provide a system with a browser-based user interface. All screen images within the interface shall be printable.</p>

### 3.1.3.2.2 Case Management

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.3.2.2.1	M	C+F	<p>The Bidder shall provide and maintain a Case Management System associated with the Facial Recognition System that, at a minimum:</p> <ul style="list-style-type: none"> <li>• Allows authorized users to create, search, update, merge, delete, and print cases.</li> <li>• Provides configurable case management items—e.g., status, comments.</li> <li>• Configures multiple case groups, with authorized access for each group.</li> </ul>
3.1.3.2.2.2	M	C+F	<p>The Bidder shall convert all case management and related data from the RMV's current case management database to the Bidder's database. There shall be no lost data upon deployment of the Bidder's application.</p>
3.1.3.2.2.3	M	C+F	<p>The Bidder's Case Management System shall have security capabilities, including user authentication and role-based security functions. Refer to the security section 3.17.3 for detailed security requirements.</p>



Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.3.2.2.4	M	C+F	The Bidder shall provide a system with a browser-based user interface. All screen images within the interface shall be printable.
3.1.3.2.2.5	M	C+F	The Bidder shall customize and configure the Case Management System to adopt to further RMV workflow requirements.
3.1.3.2.2.6	M	C+F	The Bidder shall maintain a detailed audit trail of: <ul style="list-style-type: none"> <li>All actions performed on the queues and cases, including activities, users, and date/time.</li> <li>All requests at each step of the Facial Recognition and Case Management process.</li> </ul>
3.1.3.2.2.7	M	C+F	The Bidder shall provide a reasonable response time for interactive case management functions and facial recognition queue/list processing, as described in the Service Level Agreement section. The Bidder shall ensure that 90% of all requests have a server response time of 2 seconds or less throughout the life of the contract.

### 3.1.3.2.3 Hardware/Software Specifications

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.3.2.3.1	M	C+F	The Bidder shall ensure that all equipment conforms to security requirements as specified in section 3.1.7.3.
3.1.3.2.3.2	M	C+F	The Bidder shall provide a solution that executes in either a Microsoft Windows or Linux operating environment. The operating environment and associated software must use a current and supported version.
3.1.3.2.3.3	M	C+F	The Bidder shall ensure that at any time, all component hardware and software versions it uses are current and supported for the duration of this contract. Any hardware and software changes and upgrades during the performance of the contract shall be provided and implemented at the Bidder's expense.
3.1.3.2.3.1	D	C+F	If the Bidder implements a disaster recovery facility, the Bidder shall adhere to MassDOT's disaster recovery policies and procedures. The Bidder shall also: <ul style="list-style-type: none"> <li>Participate in periodic disaster recovery testing.</li> <li>Upon disaster recovery, be responsible for switching Facial Recognition-related activities to the disaster recovery site.</li> <li>When the primary site is restored, move the Facial Recognition operations back to the primary site.</li> </ul>
3.1.3.2.3.5	M	C+F	The Bidder shall be responsible for the ongoing operations of the Facial Recognition hardware, software, and applications: <ul style="list-style-type: none"> <li>The Bidder shall comply with MassDOT and Massachusetts Office of Information Technology (MassIT) Data Center standards, policies, and practices as provided in Appendix L.</li> <li>The Bidder shall ensure operations of the Facial Recognition application in accordance with the Service Level Agreement, as provided in section 3.1.7.6.</li> <li>The Bidder shall be responsible for the integrity of all data stored in its Facial Recognition and Case Management databases.</li> </ul>

3.1.3.2.4 Reporting

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.3.2.4.1	M	C+F	The Bidder shall provide ad hoc and batch reporting functions on all audit trail records, including but not limited to: <ul style="list-style-type: none"> <li>• Selective or all activities against queues and cases.</li> <li>• Retrievals and update activities.</li> <li>• Authorized access by user role.</li> </ul>
3.1.3.2.4.2	M	C+F	The Bidder shall provide ad hoc and batch reporting functions, including but not limited to: <ul style="list-style-type: none"> <li>• Selective or all requests received and processed each day.</li> <li>• Selective or all cases created, processed, and closed each day.</li> <li>• Selective or all requests and cases awaiting processing.</li> <li>• Status and details of selective requests and cases.</li> <li>• Aging list report identifying all requests/cases that are stopped or on hold, with a status identifying the cause of stoppage.</li> </ul>
3.1.3.2.4.3	M	C+F	The Bidder shall provide data warehouse and on-demand, analytical reporting capabilities on facial recognition and case management activities.

**3.1.4 Knowledge Test**

**3.1.4.1 Overview**

Today, the RMV uses an internally developed application system to perform driver knowledge testing. The following driver knowledge tests are administered:

- Class D (passenger).
- Class M (motorcycle).
- CDL – general.
- CDL – endorsements.
- Professional Driving instructor.
- School Pupil Transport Certificate (7D).
- Driver Education Comprehension Assessment Test (DECAT).

The application system is run on automated test stations (ATS) that are located at RMV Branch Offices. The current machines are bulky and have a large footprint, which creates a crowded atmosphere.

As part of this procurement, RMV requires the Bidder to provide a comprehensive knowledge test system to replace the current application and a new ATS that shall meet the RMV’s goal of streamlining the footprint and modernizing the appearance of Branch Offices.

### 3.1.4.2 Requirements

#### 3.1.4.2.1 Knowledge Test Business Requirements

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.4.2.1.1	M	C+F	The Bidder shall procure, implement, and support a driver knowledge test system for RMV, including all hardware, software, and application components, as approved by the RMV.
3.1.4.2.1.2	M	C+F	The Bidder shall provide a system that includes the following types of tests with the flexibility to add additional exam types: <ul style="list-style-type: none"> <li>• Class D (Passenger).</li> <li>• Class M (Motorcycle).</li> <li>• CDL – General.</li> <li>• CDL – Endorsements.</li> <li>• Professional Driving Instructor.</li> <li>• School Pupil Transport Certificate (7D).</li> <li>• Driver Education Comprehension Assessment Test (DECAT).</li> </ul>
3.1.4.2.1.3	M	C+F	The Bidder's solution shall support a variety of currently supported languages for display, speech, and print. These languages are listed in Appendix H. In addition, the Bidder's solution shall be able to support the addition and deletion of other languages, as needed by the RMV. These languages shall be either displayed or printed left to right or right to left.
3.1.4.2.1.4	M	C+F	The Bidder's solution shall provide translation of the above languages from English. The Bidder shall provide capabilities that allow the RMV to easily compare and verify the translations to the original text.
3.1.4.2.1.5	D	C+F	It is desired that the Bidder's solution provide and maintain question pools based on test types with the following capabilities: <ul style="list-style-type: none"> <li>• Users shall be able to create additional pools as required.</li> <li>• Authorized users shall be able to list, modify, delete, and add questions to the pool.</li> <li>• For each test, questions shall be randomly selected from the corresponding pool.</li> </ul>
3.1.4.2.1.6	M	C+F	The Bidder's solution shall support three types of users: <ul style="list-style-type: none"> <li>• Applicant – the person performing the test.</li> <li>• Examiner – the person conducting the test.</li> <li>• Administrator – the person administering and managing the system.</li> </ul>
3.1.4.2.1.7	M	C+F	The Bidder's solution shall provide secure sign-on and sign-off functions for examiners and administrators.
3.1.4.2.1.8	M	C+F	The Bidder's solution shall conform to Commonwealth accessibility requirements, as described in the accessibility section of this RFR, for applicant, examiner and administrator workstations.
3.1.4.2.1.9	M	C+F	The Bidder's solution shall provide questions, with a selected language, through three types of media for an applicant: <ul style="list-style-type: none"> <li>• On-screen display of questions.</li> <li>• Audio announcement of questions.</li> <li>• Printed copy of questions.</li> </ul>
3.1.4.2.1.10	M	C+F	The Bidder's testing solution must include quick pass/fail functionality for all test types. The quick pass/fail threshold must be configurable by test type.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.4.2.1.11	M	C+F	The Bidder's solution shall allow the examiner to perform the following tasks, with an explanation for the action: <ul style="list-style-type: none"> <li>• Suspend a test that is in progress.</li> <li>• Resume a test that has been suspended.</li> <li>• Cancel a test that is in progress.</li> </ul>
3.1.4.2.1.12	M	C+F	The Bidder's solution shall allow the administrator to perform the following tasks: <ul style="list-style-type: none"> <li>• Manage the question pool.</li> <li>• Display status of all tests in progress.</li> <li>• Activate/deactivate test stations.</li> <li>• Manage all testing activities for all testing sites from a central location.</li> <li>• Perform real-time "shadowing" of an exam.</li> <li>• Easily identify which questions were answered correctly/incorrectly by exam type by user.</li> <li>• Print paper exams for tests in all languages.</li> <li>• Adjust the number of questions administered by test type.</li> <li>• Adjust the scoring threshold necessary to pass/fail an exam.</li> <li>• Adjust the time parameters of a test either globally or for a single exam.</li> </ul>
3.1.4.2.1.13	D	C+F	It is desirable that the Bidder's solution display the test on an examiner's screen in order for an examiner to conduct the test orally.
3.1.4.2.1.14	M	C+F	The Bidder's solution shall provide remote testing capabilities through the Internet. Authorized non-RMV locations shall be able to remotely access the system securely for examiners to conduct the test and applicants to perform the test.
3.1.4.2.1.15	M	C+F	The Bidder's solution shall be able to be initiated either through an interface from the license system or as a stand-alone application. All test results need to be transmitted to the license application.
3.1.4.2.1.16	M	C+F	The Bidder's solution shall use a browser-based user interface for all functions.
3.1.4.2.1.17	M	C+F	The Bidder shall conform to AAMVA 2005 Model or most current available for the CDL knowledge tests.
3.1.4.2.1.18	M	C+F	The Bidder's solution shall interface with RMV systems: <ul style="list-style-type: none"> <li>• At the start of the test, to retrieve the application's information from ALARS/RMVM.</li> <li>• At the end of the test, to provide test results to ALARS/RMVM.</li> </ul>
3.1.4.2.1.19	D	C+F	It is desirable that the Bidder provide real-time facial recognition on the Driver Knowledge ATS. This should be performed through 1:1 matching against the most current image stored on ALARS and used to verify the person taking the test. The Bidder shall store all images and associated data that failed the matching. Software performing the matching must be the same as the software performing 1:1 matching at the APW and 1:few in background facial recognition.
3.1.4.2.1.20	D	C+F	The Bidder's solution shall be able to offer a customer satisfaction survey at the end of the transaction to capture customer feedback on their experience with the tool.

### 3.1.4.2.2 Technical Specifications

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.4.2.2.1	M	C+F	The Bidder shall procure, install, and maintain test stations at RMV Branch Office locations at the start of this contract.
3.1.4.2.2.2	M	C+F	The Bidder shall provide test stations with the following specifications: <ul style="list-style-type: none"> <li>• Touch screen monitor.</li> <li>• 3.5 mm audio jacks, with volume control.</li> <li>• Windows operating system.</li> </ul>
3.1.4.2.2.3	D	C+F	It is desirable that the Bidder's solution provide test stations with a webcam for Facial Recognition processing. (Reference 3.1.4.2.1.19)
3.1.4.2.2.4	M	C+F	The Bidder shall procure, install, and support all servers required in this section. This equipment shall reside at a RMV specified data center located within the Commonwealth data center.
3.1.4.2.2.5	M	C+F	The Bidder shall provide servers with the following specifications: <ul style="list-style-type: none"> <li>• Windows server (current release).</li> <li>• SQL Server if a database is needed (current release).</li> </ul>
3.1.4.2.2.6	M	C+F	The Bidder shall provide XML-based message and file formats for data exchange with RMV's Driver's License application servers.

### 3.1.4.2.3 Reports

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.4.2.3.1	M	C+F	The Bidder shall provide scheduled reports, including: <ul style="list-style-type: none"> <li>• Daily test activities by location/examiner.</li> <li>• Pass/fail rates by location/examiner/question/exam type.</li> <li>• Customer/Location and Machine Tested.</li> <li>• Trends; i.e., duration of tests that took under three minutes; specific questions consistently answered correctly.</li> </ul>
3.1.4.2.3.2	M	C+F	The Bidder shall provide a data warehouse containing all driver test data. The Bidder shall also provide a reporting and analysis tool for RMV to perform ad hoc reports.

## 3.1.5 Road Test

### 3.1.5.1 Overview

The RMV performs four types of road tests:

- Class D (Passenger) and Class M (Motorcycle) Driver's License. These tests are administered at RMV-sponsored locations by RMV personnel. An estimated 180,000 road tests are performed each year.
- Commercial Driver's License (CDL). These tests are administered by a Massachusetts Police CDL Road Test unit. An estimated 10,000 road tests are performed each year.

- CDL School Bus License/Endorsement Certification. These tests are administered by the Department of Public Utilities. An estimated 2,000 road tests are performed each year.
- Some Class M road tests are also administered by selected training schools, testing to a motorcycle safety foundation standard or equivalent. An estimated 8,000 road tests are performed each year.

Currently, these tests are conducted with limited automated tools and involve a paper-intensive process. A pilot project is underway using ruggedized laptops to assist with CDL road tests. Upon completion of the pilot and at the start of the contract for this procurement, RMV will be ready to streamline and improve all road-testing processes such that test examiners shall use a mobile computing solution to plan, conduct, and report road tests.

The objectives for the Bidder’s solution are:

1. The system must be easy to learn and use by a large number of road test examiners.
2. System security must ensure that personal data cannot be retrieved by unauthorized users.
3. Devices must accommodate various harsh conditions where examiners conduct tests.
4. The system must provide a consistent user interface and consistent testing process for the different types of users and different types of road tests.
5. The system must be flexible, and easily extended to provide additional functions in the future through the RMVM system.

The Bidder shall provide a detailed description of a mobile road-testing computing solution that complies with the RMV requirements described below.

### 3.1.5.2 Requirements

#### 3.1.5.2.1 Road Test Business Requirements

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.5.2.1.1	M	C+F	The Bidder shall procure, implement, and support a tablet computer for each driver test examiner for administering the test. These tablets shall be ruggedized, readable under bright lights or in sunlight, and lightweight.
3.1.5.2.1.2	M	C+F	The Bidder shall provide, implement, and support a driver test system that the examiner can access using the tablet computer, with a friendly and intuitive user interface. The driver test system shall include the following types of skill tests: <ul style="list-style-type: none"> <li>• Class D (Passenger).</li> <li>• Class M (Motorcycle).</li> <li>• CDL and Endorsement.</li> <li>• CDL School Bus.</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.5.2.1.3	M	C+F	The Bidder shall provide capabilities for examiners to securely sign on and sign off the tablet and the driver test system.
3.1.5.2.1.4	M	C+F	The Bidder shall provide a function for examiners to retrieve daily test schedules at the start of each day automatically upon sign-on. This daily schedule resides on ALARS and shall be downloadable to the tablet through a wireless network connection.
3.1.5.2.1.5	D	C+F	It is desirable that the Bidder provide a function to update the examiner's daily test schedule automatically throughout the day, if it has been changed on the RMV Driver's License application on ALARS.
3.1.5.2.1.6	M	C+F	The Bidder shall provide a function for the examiner to identify the applicant and update his or her record at the start of each driving test.
3.1.5.2.1.7	M	C+F	The Bidder shall provide a function for the examiner to verify the sponsor's identity via real-time interactions with RMV's Driver's License application on ALARS.
3.1.5.2.1.8	M	C+F	The Bidder shall provide a function for the examiner to perform the road test using a set of preset road test routes. These road tests will be determined by the RMV and updated periodically.
3.1.5.2.1.9	M	C+F	The Bidder shall provide a function to automatically and dynamically change the road test to another pre-defined route based on traffic conditions.
3.1.5.2.1.10	M	C+F	The Bidder shall provide a function for the examiner to override the road test route.
3.1.5.2.1.11	M	C+F	The Bidder shall provide functions for the examiner to interactively score individual test items on the driving test while in progress and automatically present the total score at the end of the test.
3.1.5.2.1.12	M	C+F	Once a test is completed, the Bidder shall provide a function to automatically transmit the results to the RMV's Driver's License system on ALARS.
3.1.5.2.1.13	D	C+F	It is desirable that, once a test is completed, the Bidder will optionally provide a function for the examiner to accept credit or debit card payment for multiple transactions through the driver test system, using the tablet.
3.1.5.2.1.14	D	C+F	It is desirable that, once a test is completed, the Bidder will optionally provide a function to send a transaction receipt to the applicant's email address.
3.1.5.2.1.15	M	C+F	The Bidder shall provide an administrator role for the driver test system. This role shall have, at a minimum, the following functions: <ul style="list-style-type: none"> <li>• Create and maintain a minimum of three driver test routes for each type of driver test and by location.</li> <li>• Monitor all driving tests in process on a real-time basis.</li> <li>• Perform the security administration and reporting functions as required in the Security Section of the RFR.</li> </ul>
3.1.5.2.1.16	M	C+F	The Bidder's solution shall send a file to the RMV Driver's License system in real time. The file shall provide detailed information of each driving test that occurred that day. For each test, it shall contain, at a minimum: <ul style="list-style-type: none"> <li>• Applicant's identifier.</li> <li>• PDF file containing an image of the score sheet, with testing score for each item on the test, as well as the route.</li> </ul>

Req #	Mandatory/Desirable	Current/Future/C+F	Requirement
3.1.5.2.1.17	M	C+F	The Bidder shall provide a driver test system that can operate in offline mode with reduced functionality, for locations with limited Wi-Fi networks. In offline mode, the system shall either perform the following or employ other methods to resolve network limitations: <ul style="list-style-type: none"> <li>Download required data from RMV's Driver's License system at the start of each day, through a docking station with a wired connection at an office.</li> <li>Operate the driver test system throughout the day with no wireless connection.</li> <li>Upload required data to RMV's Driver's License system at the end of each day, through a docking station with a wired connection at an office.</li> </ul>
3.1.5.2.1.18	M	C+F	The Bidder shall provide this solution in compliance to RMV accessibility requirements, as described in the Accessibility Standards section.
3.1.5.2.1.19	M	F	The Bidder's solution shall provide the flexibility of adding new services to support future RMVM functions.
3.1.5.2.1.20	M	C+F	The Bidder's solution shall accommodate system failures; for example, if the tablet shuts down during a test, the test scores that were already recorded shall be recoverable.
3.1.5.2.1.21	M	C+F	The Bidder's solution shall have the capability to provide road test score results to customers via email or other media.
3.1.5.2.1.22	D	C+F	It is desirable that the Bidder provide a mobile printing solution.
3.1.5.2.1.23	D	C+F	The Bidder's solution shall be able to offer a customer satisfaction survey at the end of the transaction to capture customer feedback on their experience.

### 3.1.5.2.2 Technical Specifications

Req #	Mandatory/Desirable	Current/Future / C+F	Requirement
3.1.5.2.2.1	M	C+F	The Bidder shall procure, install, and maintain not less than 100 tablets at the start of this contract. The Bidder shall also provide for the duration of this contract replacements for any of these tablets that becomes damaged or broken or is lost.
3.1.5.2.2.2	M	C+F	The Bidder shall provide tablets with the following specifications: <ul style="list-style-type: none"> <li>Minimum 10-inch screen size.</li> <li>Directly readable under strong sunlight (preferably 500 nits or higher).</li> <li>Screen resolution of 1280x800 or higher.</li> <li>Wireless network access through Verizon Cellular 4G LTE connection.</li> <li>GPS capabilities.</li> <li>Battery life of a minimum of 10 hours while running the Driver Test application.</li> </ul>
3.1.5.2.2.3	M	C+F	The Bidder shall provide a tablet that can withstand rough use, by providing either a ruggedized tablet or a rugged cover. The tablet solution shall meet the following standards: <ul style="list-style-type: none"> <li>IP 65.</li> <li>MIL-STD-810G.</li> </ul>
3.1.5.2.2.4	M	C+F	The Bidder shall procure, install, and support all servers required for this solution. Refer to section 3.1.7.7.



Req #	Mandatory/Desirable	Current/Future / C+F	Requirement
3.1.5.2.2.5	M	C+F	The Bidder shall provide XML-based message and file formats for real-time and batch data exchange with RMV's Driver's License application servers.
3.1.5.2.2.6	M	C+F	The Bidder shall ensure that no unauthorized applications can be installed on the tablets.

### 3.1.5.2.3 Reporting

Req #	Mandatory/Desirable	Current/Future / C+F	Requirement
3.1.5.2.3.1	M	C+F	The Bidder shall provide scheduled reports, including: <ul style="list-style-type: none"> <li>Daily, weekly, monthly, and annual activities by location/examiner.</li> <li>Pass/Fail rates by location/examiner.</li> </ul>
3.1.5.2.3.2	M	C+F	The Bidder shall provide a data warehouse containing all driver test data. The Bidder shall also provide a reporting and analysis tool for RMV to perform ad hoc reports.

## 3.1.6 Kiosks

### 3.1.6.1 Overview

The RMV is committed to expanding its self-service offerings to improve operational efficiency and further enhance the customer experience. The RMV is currently piloting in some of its branches eight self-service kiosks that allow customers to renew their license/ID or request a duplicate on their own. The kiosks provide a simple and secure alternative to conducting business at a branch counter.

Through this procurement, RMV is looking for a Bidder to expand its existing kiosk pilot program to additional sites both within and outside of branch locations. Bidders shall provide a detailed description of a kiosk solution that can perform the aforementioned functions as well as any other available functions that can be performed in a Branch Office or through the RMV website. In particular, the RMV is looking for the Bidders kiosk solution to interface with the Branch Office queuing system and with future RMVM system. This interface will allow for customer self-service check-in functionality.

In addition, it is desirable that the Bidder also propose a mobile kiosk solution that is easily transported to RMV designated locations.

At the start of this procurement's contract, the Bidder may be required to replace the pilot program kiosks that will already be installed at Branch Offices. The Bidder shall implement the additional kiosks at Branch Offices and at public locations as required by the RMV.

RMV requirements for the kiosk solution are specified below.

### 3.1.6.2 Requirements

#### 3.1.6.2.1 Kiosk Business Requirements

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.6.2.1.1	M	C+F	The Bidder shall provide and maintain a kiosk solution that is able to perform the DL/ID Branch Office functions being currently being offered through the RMV kiosk pilot: <ul style="list-style-type: none"> <li>• Driver's License Renewal.</li> <li>• Massachusetts ID Renewal.</li> <li>• Duplication of current Driver's License.</li> <li>• Duplication of Massachusetts ID.</li> </ul>
3.1.6.2.1.2	D	C+F	It is desirable that the Bidder's solution be able to perform additional Branch Office DL/ID and other RMV transactional functions, i.e. registration renewal, change of address, certified driving records.
3.1.6.2.1.3	M	F	The Bidders kiosk solution shall interface with Branch Office queueing system and RMVM system. This will be for instances of customer self-service check-in.
3.1.6.2.1.4	M	C+F	The Bidder shall replace, if directed by the RMV, the eight kiosks from the current pilot program and shall install new kiosks for both test and production environments. The bidder shall initially provide: <ul style="list-style-type: none"> <li>• 8 kiosks for production environment.</li> <li>• 1 kiosk for testing environment.</li> </ul>
3.1.6.2.1.5	M	C+F	The Bidder's solution shall consist of a self-serving stand-alone kiosk that can be contained within both RMV Branch Offices and in a non-RMV Branch Office setting.
3.1.6.2.1.6	M	C+F	The Bidder's solution shall prompt the customer to choose which DL/ID function they would like to perform.
3.1.6.2.1.7	M	C+F	The Bidder's solution shall be able to capture customer signature and photo image and scan identifying documents.
3.1.6.2.1.8	M	C+F	The Bidder's solution shall be able to instruct the customer for self-service image capture and allow a configurable amount of opportunities to capture the customer image. The customer shall be able to choose the image to be used on the DL/ID.
3.1.6.2.1.9	D	C+F	It is desirable that the Bidder's solution is capable of utilizing a virtual backdrop while capturing photo images.
3.1.6.2.1.10	D	C+F	It is desirable that the Bidder's solution has the ability to administer a vision screening test.
3.1.6.2.1.11	M	C+F	The Bidder's solution shall provide an audio replay function.
3.1.6.2.1.12	M	C+F	The Bidder's solution shall be able to verify the identity of the customer by performing 1:1 Facial Recognition in real time.
3.1.6.2.1.13	M	C+F	The Bidder's solution shall be able to accept both credit and debit card payments.
3.1.6.2.1.14	M	C+F	The Bidder's solution shall be able to print temporary DL/ID and payment receipts after the completion of each transaction.
3.1.6.2.1.15	M	C+F	The Bidder's solution shall be able to run during RMV Branch Office business hours for those machines located inside the Branch Office. For machines outside the Branch Office location, machines must be able to run 24/7.
3.1.6.2.1.16	M	C+F	The Bidder's solution shall comply with accessibility requirements described in the accessibility section of this RFR.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.6.2.1.17	M	C+F	The Bidder's solution shall support a variety of currently supported languages for display and speech. These languages are listed in Appendix H. In addition, the Bidder's solution shall be able to support the addition and deletion of other languages, as needed by the RMV. These languages shall be displayed either left to right, or right to left. The bidder's solution shall provide for translation of these languages from English. The bidder shall provide capabilities for RMV to verify the translation.
3.1.6.2.1.18	M	C+F	The Bidder's solution shall be able to offer a customer satisfaction survey at the end of the transaction to capture customer feedback on their experience with the tool.

### 3.1.6.2.2 Technical Specifications

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.6.2.2.1	M	C+F	The Bidder shall provide a kiosk solution with the following specifications: <ul style="list-style-type: none"> <li>• Touch screen monitor.</li> <li>• Keyboard.</li> <li>• 3.5-mm audio jacks, with volume control.</li> <li>• Windows operating system.</li> <li>• Bar Code Reader for scanning 2D barcodes on existing DL/ID documents.</li> <li>• Receipt printer to print payment receipts/interim DL/ID documents, as well as failed transaction receipts.</li> <li>• Device for signature capture and credit/debit card transactions.</li> <li>• Trackball/Button.</li> <li>• Speakers.</li> </ul>
3.1.6.2.2.2	M	C+F	The Bidder's solution shall be ruggedized and secure to withstand varying RMV and non-RMV environments.
3.1.6.2.2.3	M	C+F	The Bidder's solution shall hide all cabling and secure all cabling and interface ports.
3.1.6.2.2.4	M	C+F	The Bidder's solution shall have real-time connectivity to ALARS/RMVM.
3.1.6.2.2.5	M	C+F	The Bidder's solution shall not store data locally.
3.1.6.2.2.6	M	C+F	The Bidder's solution shall be able to capture image quality to the specifications and standards of the Branch Office photo-imaging solution.
3.1.6.2.2.7	M	C+F	The Bidder's solution shall have a real-time notification function if any supplies (e.g., paper stock) fall below a predefined threshold.

### 3.1.6.2.3 Kiosk Security

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.6.2.3.1	M	C+F	The Bidder shall conform to other security requirements, such as compliance with personally identifiable information requirements, as described in security section (3.1.7.7) of this RFR.
3.1.6.2.3.2	M	C+F	The Bidder's solution shall provide the capability for an authorized user to remotely sign into the kiosk machine and perform inquiry and administration functions.
3.1.6.2.3.3	M	C+F	The Bidder's solution shall provide the capability to provide an alert when a facial recognition fails to verify the customer. Facial images shall be displayed on an administrator's screen, and he or she shall have the option to disable the kiosk remotely.
3.1.6.2.3.4	M	C+F	The Bidder shall provide visual privacy to protect confidential data.

### 3.1.6.2.4 Reporting

Req #	Mandatory/ Desirable	Current/ Future / C+F	Requirement
3.1.6.2.4.1	M	C+F	<p>The Bidder shall provide reports on the following at a minimum:</p> <ul style="list-style-type: none"> <li>• Number and type of transactions successfully completed.</li> <li>• Number and type of transactions that failed.</li> <li>• Transaction Status.</li> <li>• Transaction History.</li> <li>• Customer Satisfaction Surveys.</li> <li>• Image quality check report.</li> <li>• Eligibility check 1 report.</li> <li>• Scheduled commands status report.</li> </ul> <p>The Bidder shall provide other reports as required by the RMV.</p>
3.1.6.2.4.2	M	C+F	The Bidder shall provide a data warehouse containing all kiosk transaction data. The Bidder shall also provide a reporting and analysis tool for RMV to perform ad hoc reports.

## 3.1.7 Other Requirements

### 3.1.7.1 Training

#### 3.1.7.1.1 Overview

This section addresses the RMV's requirement for a Bidder to provide a training plan and training content that incorporate industry best practices and are tailored to the RMV. The development of the training plan shall be undertaken and ultimately completed as a joint effort between the awarded Bidder and the RMV's Training Department. The training plan and materials shall consider the full life of this procurement from initial implementation and future implementations of RMVM

program through the end of the contract and be easily consumable by RMV’s estimated 600 training staff and users. The training courses shall be interactive, utilizing role playing and user environment scenarios. In addition, to enhance knowledge consumption and user learning experience and to assist the RMV with a continuing learning experience, the Bidder shall provide eLearning modules, videos, and reference guides; job aids on using the new equipment; and participant guides.

The Bidder shall be responsible for providing “train-the-trainer” and direct participant training services for all equipment and services provided to the RMV in this procurement. The train-the-trainer training shall be a separate class from the direct participant training class and include examples and scenarios and a Leader’s Guide. Equipment subject matter experts shall be present during all the train-the-trainer classes. The Bidder shall provide RMV trainer evaluations before RMV trainers are to begin training the materials to RMV staff and users.

In instances such as facial recognition applications, where there are a limited number of RMV users, the Bidder shall be responsible for training the RMV participants directly.

The following are the requisite sections of this RFR for which the Bidder shall be responsible for training:

1. Branch Office Equipment and Services
2. Facial Recognition
3. Knowledge Test Solution
4. Road Test Solution
5. Kiosks

With the goal of better serving RMV customers, the Bidder shall propose a draft training plan that ensures RMV employees can effectively utilize the new equipment, services, and workflow. The tables below outline a list of requirements for a respective Bidder’s training plan.

#### 3.1.7.1.2 Training Business Requirements

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.1.2.1	M	C+F	The Bidder shall provide training throughout the life of the contract, which shall include refresher trainings and any additional training, as determined by the RMV.
3.1.7.1.2.2	M	C+F	The Bidder shall be responsible for training the following RMV Staff: <ul style="list-style-type: none"> <li>• RMV trainers.</li> <li>• RMV Operational Staff and Administrators.</li> <li>• RMV Enforcement Services.</li> <li>• IT technical staff (Help Desk, server/network, Development, etc.)</li> <li>• Other RMV-approved users.</li> </ul>
3.1.7.1.2.3	M	C+F	The Bidder shall provide a training plan that includes: <ul style="list-style-type: none"> <li>• Length of training (estimated number of hours for training).</li> <li>• Implementation/roll out plan of training.</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			<ul style="list-style-type: none"> <li>Method of training.</li> <li>Facility requirements for training.</li> <li>Detailed outline and description of training session.</li> <li>List of training materials and samples.</li> <li>Description of any self-guided training modules that may reside on the system.</li> </ul> <p>The plan shall include training for RMV training, administrative and operations staff, as well as IT technicians.</p>
3.1.7.1.2.4	M	C+F	The Bidder shall provide training on all Bidder-provided hardware and software and customize content for the relevant RMV-approved audience.
3.1.7.1.2.5	M	C+F	<p>The Bidder's training plan shall include the following documentation for RMV training, administrative, and operational staff:</p> <ul style="list-style-type: none"> <li>DL/ID equipment and system operation.</li> <li>Trouble shooting and monitoring.</li> <li>Preventative maintenance tasks.</li> <li>DL/ID usage, audit trail, other reporting.</li> <li>Ad hoc reporting.</li> <li>Facial recognition.</li> <li>New kiosks New Knowledge Test Solution.</li> <li>New Road Test Solution</li> <li>Provide test identity documents for document authentication training to demonstrate documents that come up valid and documents that fail. It is expected that this will be provided to each trainer with 10 sets of examples.</li> </ul>
3.1.7.1.2.6	M	C+F	The Bidder's training plan shall incorporate technical concepts such as architecture, detailed design, security design, data model, operations procedures, and backup and recovery.
3.1.7.1.2.7	M	C+F	The Bidder shall conduct training at designated RMV regional training sites.
3.1.7.1.2.8	D	C+F	<p>It is desirable that the Bidder have off-site facilities to conduct training, whether RMV- or Bidder-led, for each region. The off-site facility should be able to:</p> <ul style="list-style-type: none"> <li>Accommodate at least 15 RMV staff at a time.</li> <li>Replicate the RMV user environment.</li> <li>Coordinate with IT on how to connect workstations and server support.</li> </ul>
3.1.7.1.2.9	M	C+F	The Bidder shall develop a training curriculum and content on customer service techniques appropriate to all RMV staff.
3.1.7.1.2.10	M	C+F	The Bidder shall conduct pilot training courses before implementation.
3.1.7.1.2.11	M	C+F	The Bidder shall provide training manuals and reference guides that are printed and assembled by the Bidder. Reference guides and books shall be spiral bound and durable.
3.1.7.1.2.12	M	C+F	The bidder shall provide an initial Training Database that consists of test data to be used for training exercises. The Bidder's training database shall be able to interface with RMV network.
3.1.7.1.2.13	M	C+F	The Bidder shall provide the RMV with the native files of all training materials. These materials shall be provided in Microsoft Word 2010.
3.1.7.1.2.14	M	C+F	The Bidder shall provide browser-based eLearning training modules and videos (e.g., 3-5 minute YouTube clips) that are easily accessible to RMV staff.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.1.2.15	M	C+F	The Bidder shall provide Document Authentication training in both the use of equipment and fraudulent document identification.
3.1.7.1.2.16	M	C+F	The Bidder shall provide direct training to RMV staff users on the Facial Recognition application, Case Management, Kiosk, Knowledge test solution, road test Solution, etc.
3.1.7.1.2.17	M	C+F	The Bidder's training program, materials, and locations shall conform to all ADA and MassIT accessibility standards.

### 3.1.7.2 Quality Assurance, User Acceptance Test, and Testing Environments

RMV requires rigorous quality assurance and user acceptance processes prior to deploying a system for production use. This acceptance process examines both the functional and the technical aspects of the system. This section describes the requirements for user acceptance tests (UAT), quality assurance (QA), and user acceptance tests (UAT) testing.

#### 3.1.7.2.1 Quality Assurance and User Acceptance Testing

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.2.1.1	M	C+F	The Bidder shall create a Functional Requirements Traceability Matrix list during the requirements definition phase of the project. This matrix shall specify all the detailed business functional requirements of the application. The Bidder shall also maintain and update the list as requirements are updated on an ongoing basis. RMV will review and approve the contents and correctness of this list. The application components include the following: <ul style="list-style-type: none"> <li>• Branch Office DL/ID card processing.</li> <li>• Document Authentication.</li> <li>• DL/ID card manufacturing.</li> <li>• Facial recognition and associated processes.</li> <li>• Driver knowledge test.</li> <li>• Driver road test.</li> <li>• Kiosks.</li> <li>• Mobile workstations.</li> </ul>
3.1.7.2.1.2	M	C+F	The Bidder shall create a non-functional requirements list during the requirements definition phase of the project. This matrix shall specify all the technical and architectural requirements of the application, with all the components described above. The Bidder shall also maintain and update the list on an ongoing basis as requirements are updated. The RMV will review and approve the contents and correctness of this list.
3.1.7.2.1.3	M	C	Prior to deployment of application components to production, the Bidder shall assist the RMV with conducting user acceptance and quality assurance testing. Initially the deployed application shall interact with RMV's ALARS Driver's License system. The Bidder shall perform, at a minimum, the following tasks: <ul style="list-style-type: none"> <li>• Create a UAT test plan that is approved by the RMV.</li> <li>• Provide a testing environment that conforms to RMV and MassIT Security standards, which includes all applications and equipment for UAT that interacts with ALARS and ALARS MDI.</li> <li>• Define, create, and load obfuscated test data.</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			<ul style="list-style-type: none"> <li>Monitor user acceptance test activities.</li> <li>Review outputs from the test against the Functional Requirements Traceability Matrix.</li> <li>Perform corrective actions to fix all defects.</li> </ul>
3.1.7.2.1.4	M	C	<p>Prior to deployment of application components, the Bidder shall execute a series of Operational Acceptance Tests. Initially the deployed application shall interact with RMV's current ALARS Driver's License system; however, the proposed solution will need to be able to interact with the future ALARS MDI system. The Bidder shall perform, at a minimum, the following tasks:</p> <ul style="list-style-type: none"> <li>Provide a testing environment that is similar to the production environment but where data is obfuscated, and interacts with ALARS.</li> <li>Execute performance tests that simulate production transaction volumes, and measure capacity usage and response times.</li> <li>Execute security penetration tests to identify any security exposures.</li> <li>Execute a series of operations tests, including backup/recovery, alerts, fail-over, and other operation activities.</li> <li>Review outputs from the test with non-functional requirements list with RMV.</li> </ul> <p>Perform corrective actions to fix all defects.</p>
3.1.7.2.1.5	M	F	<p>Prior to deployment of the Driver License component of RMV MDI, the Bidder shall perform similar UAT, QA, and Operational Acceptance test activities as described in requirement 3.1.7.2.1.3 and 3.1.7.2.1.4, with interface to the RMV MDI system.</p>
3.1.7.2.1.6	M	C+F	<p>On an ongoing basis, whenever major changes are made to any component of application system, the Bidder shall assist RMV in performing regression tests, with activities similar to QA, User and Operational Acceptance Tests described above.</p>
3.1.7.2.1.7	M	C+F	<p>The Bidder shall use the following RMV provided issue tracking tools:</p> <ul style="list-style-type: none"> <li>Issue Tracker.</li> <li>Rational Team Concert.</li> </ul>
3.1.7.2.1.8	M	C+F	<p>As part of QA test, the Bidder shall process and deliver, to the RMV, up to 500 sample DL/ID card manufacture requests. Each sample shall be a complete manufacture request (from request to insertion into envelope).</p>

### 3.1.7.2.2 Production and Non Production Environments

To facilitate testing and training activities, the Bidder shall create and maintain a number of non-production environments. The following are requirements for these environments.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.2.2.1	M	C+F	<p>The Bidder shall provide and support a pre-production environment that is identical to the production server-side environment. The pre-production environment shall be used to test any major changes to the application prior to production deployment. It will consist of</p>



Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			server applications, client applications, servers, devices, and attachments for the following applications and interfaces: <ul style="list-style-type: none"> <li>• Branch Office DL/ID card processing.</li> <li>• Document Authentication.</li> <li>• Facial recognition and associated processes.</li> <li>• Driver knowledge test.</li> <li>• Driver road test.</li> <li>• Kiosk.</li> <li>• Mobile workstations.</li> <li>• Interfaces to test DL/ID card manufacturing.</li> <li>• Interface to ALARS or RMVM system.</li> </ul>
3.1.7.2.2.2	M	C+F	The Bidder shall provide and support additional test environments as needed. The test environments shall be used in multi-release situations where more than one set of development/test activities is needed. This will be the case when the initial release of the application with ALARS integration is deployed and for subsequent releases, including when RMVM integration is in process. The test environments can be used to perform functional (system) and UAT tests on new releases or updates.
3.1.7.2.2.3	D	C+F	It is desirable for the Bidder to provide customer user ability testing on kiosk and knowledge test solutions.
3.1.7.2.2.4	M	C+F	The Bidder shall define, create, and maintain one or more sets of obfuscated test data that shall be used for user acceptance test, operational acceptance test, regression test, and training purposes.
3.1.7.2.2.5	M	C+F	The Bidder shall support a test card manufacturing system. This system shall manufacture test DL/ID cards based on test data provided through non-production environments.

### 3.1.7.3 Security

#### 3.1.7.3.1 Overview

The DL/ID card operation involves the processing of personally identifiable information (PII). PII typically originates from customer interactions at Branch Offices and self-service kiosks, propagates through vendor and RMV servers, and transmits to the vendor location for card manufacturing. PII is also referenced and used by various applications described in this RFR, including Facial Recognition, Knowledge Test, and Road Test.

In addition, some instances (e.g., kiosks) will involve credit/debit card information that is acquired, processed, stored, and transmitted. This information needs to be safeguarded through compliance with current and future Payment Card Industry (PCI) standards.

The RMV considers the security of customer information to be of the highest importance. In order to simplify PII security measures, RMV has adopted the following standards as the minimum acceptable standards:

1. ISO 27000 series – Specifically: ISO 27001:2013 and 27002:2013.
2. PCI DSS 3.0 – For card payment solutions.

3. NIST – Specifically: Special Publication 800-53 Revision 4 with Moderate controls.
4. HITECH – For health-related solutions.
5. MGL 93H- Security Breaches.
6. DPPA- Driver Privacy Protection Act ("DPPA"), 18 U.S.C. §2721.

This section specifies the requirements for security compliance to the above standards.

This RFR includes multiple solution components – Branch Office, Card Manufacturing, Facial Recognition, Knowledge Test, Road Test, and Kiosk. All of these components have security requirements for user authentication, authorization, and administration. The Bidder shall implement, operate, and support all of these security functions.

### 3.1.7.3.2 Industry Standards

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.3.2.1	M	C+F	The Bidder shall not disclose any PII information (as defined by NIST and USDA/NRCS) provided by RMV without written RMV authorization.
3.1.7.3.2.2	M	C+F	For all locations, Bidder-supported computer systems and Bidder application programs that acquire, process, transmit, and/or store PII information, the Bidder shall implement the following controls: <ul style="list-style-type: none"> <li>• NIST 800-53 Revision 4.</li> <li>• ISO27002-2013.</li> </ul> For RMV locations, environmental controls will be implemented by the RMV.
3.1.7.3.2.3	M	C+F	For all locations, Bidder-supported computer systems, and Bidder application programs that acquire, process, transmit, and/or store payment card information, the Bidder shall conform to the following standards: <ul style="list-style-type: none"> <li>• Payment Card Industry (PCI) Data Security Standard – Version 3.0 – applies to the overall program (<a href="https://www.pcisecuritystandards.org/documents/PCI_DSS_v3.pdf">https://www.pcisecuritystandards.org/documents/PCI_DSS_v3.pdf</a>).</li> <li>• Payment Application Data Security Standard – Version 3.0 – applies to applications that store, process or transmit credit card information (<a href="https://www.pcisecuritystandards.org/documents/PA-DSS_v3.pdf">https://www.pcisecuritystandards.org/documents/PA-DSS_v3.pdf</a>).</li> </ul> Point of Interaction (POI) Modular Security Requirements – Version 4.0 - (aka PED-DSS) – governs the credit card scanner ( <a href="https://www.pcisecuritystandards.org/documents/PCI_PTS_POI_SRs_v4_Final.pdf">https://www.pcisecuritystandards.org/documents/PCI_PTS_POI_SRs_v4_Final.pdf</a> ).
3.1.7.3.2.5	M	C+F	The Bidder shall perform at its own expense annual compliance audits for the following standards and review the results with the RMV: <ul style="list-style-type: none"> <li>• NIST 800-53 Revision 4.</li> <li>• ISO27002-2013.</li> <li>• PCI V3.</li> <li>• MGL 93H.</li> <li>• DPPA.</li> </ul> The Bidder shall continually conform to the most current PCI version standard released at no additional cost to the RMV.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			Audits shall be conducted by independent certified audit firms, as approved by the RMV. The Bidder shall take corrective actions on all non-compliant items within a timeframe agreed upon between the Bidder and the RMV. Self-assessments are not sufficient to meet this requirement.
3.1.7.3.2.6	M	C+F	The Bidder shall allow, and provide for at its own expense, the RMV audit department or RMV authorized vendor, to perform annual audits of its manufacturing sites.

### 3.1.7.3.3 Authentication, Administration, and Authorization

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.3.3.1	M	C+F	The Bidder shall provide authentication functions for the solution components of this procurement. Users that require authentication include: <ul style="list-style-type: none"> <li>• RMV business users.</li> <li>• Business administrators.</li> <li>• System administrators.</li> <li>• Other RMV-authorized users.</li> </ul>
3.1.7.3.3.2	D	C+F	It is desirable that the Bidder provide a two-factor authentication method that shall not include tokenization.
3.1.7.3.3.3	M	C+F	The Bidder shall provide role-based authorization for the solution components. User access authorities for selected business functions and data are determined by the different roles defined for the application.
3.1.7.3.3.1	M	C+F	The Bidder shall provide security administration functions that allow RMV authorized security administrators to perform: <ul style="list-style-type: none"> <li>• Add/delete user to role.</li> <li>• Suspend/activate user.</li> <li>• Reset password.</li> <li>• Other security administration functions.</li> </ul>
3.1.7.3.3.5	M	C+F	The Bidder shall provide security audit and report capabilities on: <ul style="list-style-type: none"> <li>• Update accesses.</li> <li>• Read accesses.</li> <li>• Administrative actions.</li> </ul>
3.1.7.3.3.6	D	C+F	It is desirable that the Bidder provide a self-administration portal where authorized users can manage their security credentials, such as reset passwords.
3.1.7.3.3.7	M	F	The Bidder shall provide a single sign-on system for all the solution components, e.g., the same user administrator for skills test and road test can use the same security credentials for authentication and authorization.
3.1.7.3.3.8	M	C+F	The Bidder's security solution shall utilize RMV's Active Directory to provide a single repository for all security information.
3.1.7.3.3.9	M	C+F	The Bidder shall provide security administration, operation and support functions for all solution components: <ul style="list-style-type: none"> <li>• Administration – add/update/delete users, reset passwords, etc.</li> <li>• Operation – backup/recover security data, monitor security exposures, provide security reports.</li> <li>• Support – user support for security-related issues and problems.</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.3.3.10	M	C+F	The Bidder shall require all consultants and staff performing under the resultant contract from this RFR to sign all IT security forms and abide by rules within, as designated by the RMV. During the life of the contract, the Bidder's consultants and staff shall sign additional IT security forms as changes to laws, regulations, and standards of the Commonwealth and Federal Government permit.
3.1.7.3.3.11	M	C+F	The Bidder's solution shall support transmitting audit log data to a Qradar log collection system.

#### 3.1.7.4 Accessibility

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.4.1	M	C+F	The Bidder shall comply with ADA and the following MassIT accessibility policies: <ul style="list-style-type: none"> <li>IT Acquisition Accessibility Compliance Program.</li> <li>Enterprise IT Accessibility Standards.</li> <li>Web Content Accessibility Guidelines (WCAG) 2.0 Level AA</li> </ul> For reference, the Bidder can access these policies and standards at <a href="http://www.mass.gov/accessibility">www.mass.gov/accessibility</a> .
3.1.7.4.2	M	C+F	The Bidder shall provide accessible electronic deliverables. For purposes of this provision "accessible" shall be construed to mean accessible and usable by people with disabilities, including use with assistive technologies. For the purposes of this provision, the term "electronic deliverables" includes, but is not limited to, any or all of the following: pamphlets, presentations, specifications, cost estimates, studies, reports, web pages, and applications. Deliverables, or components thereof, such as plans, drawings, schedules, field notes, measurements or calculations that cannot reasonably be made accessible will be exempt from these requirements, subject to review and approval by the RMV. Prior to delivery, the Bidder shall be responsible for confirming deliverable compliance with the Accessible Electronic Deliverable Requirements. The Bidder shall be responsible for curing each instance of non-compliance identified by the RMV with the foregoing accessibility requirements at no additional cost.

#### 3.1.7.5 Public Outreach

Req #	Mandatory/ Desirable	Current / Future/ C+F	Requirement
3.1.7.5.1	M	C+F	The Bidder shall provide public outreach materials to assist the RMV with announcing and explaining the latest designs of Massachusetts DL/ID cards to the public. These materials shall include, but shall not be limited to, posters and brochures.

Req #	Mandatory/ Desirable	Current / Future/ C+F	Requirement
3.1.7.5.2	M	C+F	<p>The Bidder shall contribute, with mutual agreement from the RMV, funding to produce and distribute public outreach materials. The funding shall go toward design, production, postage, and mailing of public outreach materials to business stakeholders such as:</p> <ul style="list-style-type: none"> <li>• Alcohol points of service.</li> <li>• Banks.</li> <li>• Notaries.</li> <li>• Real estate agents.</li> <li>• Pharmacies.</li> </ul>

### 3.1.7.6 Service Level Agreements

#### 3.1.7.6.1 Overview

The Bidder shall include in its proposal a detailed repair and maintenance plan that proposes maintenance service for the DL/ID solution under this RFR to ensure that all branches and satellite offices will remain operative during normal business hours.

The Bidder shall be responsible for the following:

1. DL/ID solution (Branch Office equipment, document authentication, servers, software, and manufacturing)
2. Knowledge testing equipment and solution
3. Road Test equipment and solution
4. Kiosks and kiosks solution
5. Solution hardware (client and server) and software
6. Facial Recognition System

The Bidder shall propose the following maintenance requirements:

- The number of service representatives available and their office locations
- Identification of preventive maintenance procedures required for both the RMV and the Bidder
- A justified frequency schedule for preventive maintenance by the Bidder
- A description of how parts supply and back up equipment availability shall be assured for all Branch Office and satellite locations
- A detailed explanation of anticipated response times for unscheduled and emergency service needs for the DL/ID Solution system
- Reliability data or industry-recognized independent user ratings on all equipment being proposed
- Suggestions for alternatives to onsite maintenance

3.1.7.6.2 Requirements

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.6.2.1	M	C+F	The Bidder shall provide preventative maintenance on all equipment and DL/ID solution system proposed. Preventive maintenance shall be performed outside normal operating hours at a time mutually agreed to by RMV and the Bidder and at no additional cost to the RMV.
3.1.7.6.2.2	M	C+F	The Bidder's DL/ID solution shall be available for use not less than 99.9% of the time, based on a 24/7/365 schedule. Any equipment and system outages/downtime due to preventative maintenance will not be counted toward availability measurements.
3.1.7.6.2.3	M	C+F	The Bidder shall ensure that 90% of all requests have a server response time of 2 seconds or less for the life of the contract.
3.1.7.6.2.4	M	C+F	The Bidder's DL/ID solution shall be designed and developed to support a high degree of fail-safe processing. In particular, RMV Branch Office's and Satellite Offices shall not experience significant outages or instances of downtime. If outages occur, the system shall be brought back in time specified in requirements 3.1.7.6.2.7 and 3.1.7.6.2.8.
3.1.7.6.2.5	M	C+F	Bidder shall install and maintain a full disaster recovery system for all DL/ID solution system servers. The Disaster Recovery servers shall be kept in sync with primary and secondary database servers at all times, in real time. All servers used as part of the Bidder solution shall be configured for automatic failover to minimize system downtime.
3.1.7.6.2.6	M	C+F	The Bidder shall provide a single point of notification for all maintenance problems 24/7/365. A customer service representative telephone number and email that operates 24/7/365 shall be provided. No help desk functions shall be outsourced outside of the United States.
3.1.7.6.2.7	M	C+F	<p>During RMV business hours, upon notification from the RMV to the Bidder that Branch Office, Road Test and Knowledge Test equipment; and Kiosks are inoperable and a maintenance call request is required, the Bidder shall:</p> <ul style="list-style-type: none"> <li>• Respond to the call within 15 minutes during RMV business hours;</li> <li>• Be on site within four (4) hours of that maintenance call regardless of the day of the week;</li> <li>• Repair or replace equipment within two (2) hours, for cumulative total of six (6) hours.</li> </ul> <p>RMV working hours are generally between 8:00 AM to 5:30 PM, Eastern Standard Time, Monday through Friday, and 8:00 AM and to 1:00 PM, Eastern Standard Time on Saturday.</p>
3.1.7.6.2.8	M	C+F	<p>The Bidder shall provide remote diagnostics and repair capabilities for software and system problem assistance and resolution related to DL/ID Card Solution and Facial Recognition Systems. The Bidder shall:</p> <ul style="list-style-type: none"> <li>• Respond to service call within 15 minutes during RMV business hours</li> <li>• Resolve the issue or have business workaround in place in no more than 4 hours if the system is still available for use.</li> <li>• Resolve the issue or have business workaround in place in no more than 2 hours if the failover is not</li> </ul>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
			working and the system is not available for use. Bidder shall provide emergency support 24 hours per day, 7 days per week for the DL/ID Solution and Facial Recognition systems.
3.1.7.6.2.9	M	C+F	At the completion of a service request, the Bidder shall provide the Branch Office or Satellite Office and Network Control a signed report indicating the following: <ul style="list-style-type: none"> <li>• Date and time notified</li> <li>• Date and time of arrival or response to</li> <li>• Type and model number(s) of equipment serviced, replaced and removed; or DL/ID solution system problem/issue</li> <li>• Date and time when the equipment and/or solution system was returned to operation</li> <li>• Description of the malfunction or issue</li> <li>• Signature of the contractor representative</li> <li>• Signature of the RMV representative.</li> </ul>
3.1.7.6.2.10	M	C+F	The Bidder shall provide appropriate downtime and response time alert tools and monitoring capabilities.
3.1.7.6.2.11	M	C+F	Bidder shall conduct analysis to determine cause of failure and provide a plan to prevent failure, in any instance that the Bidder is unable to satisfy agreed upon service levels. The Bidder shall provide this plan within 10 days of the failure.
3.1.7.6.2.12	M	C+F	Bidder shall provide monthly reports related service level incidents.
3.1.7.6.2.13	M	C+F	At the time of installation all equipment proposed shall be new and in current manufacture. All proposed software is the current production release. In the event materials, supplies, or the system software are improved, the RMV shall be notified of such improvements and given the option of accepting the improvements free of charge. Any upgrades or improvements to the software supporting the equipment included in this procurement and any other application software the Bidder has proposed shall be provided to the RMV, at their option, free of charge
3.1.7.6.2.14	M	C+F	The Bidder shall provide RMV with an irrevocable, perpetual non-exclusive, royalty free license to use, copy, reproduce, and modify the software. Further, the Bidder shall provide RMV all software enhancements; improvements; updated versions; releases and upgrades for the life of the contract, unless it is determined by the RMV that such alterations would hinder the functionality of the deliverables.
3.1.7.6.2.15	M	C+F	The Bidder shall be responsible for accurate inventory tracking of all equipment from initial installation and through any service replacements. The Bidder shall provide a report to the RMV each month on maintenance performed on any equipment by: <ul style="list-style-type: none"> <li>• Equipment name.</li> <li>• Serial number.</li> <li>• Identification of problem.</li> <li>• Problem type.</li> <li>• Location of the equipment.</li> <li>• Cumulative failure rate of components systemwide.</li> </ul> <p>In addition, the Bidder shall have an inventory tracking solution that is compatible to Maximo and/or equivalent asset management software.</p>

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.6.2.16	M	C+F	If a repair or maintenance problem is systemic, i.e., occurring system wide, the Bidder shall provide a system-wide solution, which may include Statewide upgrade or replacement of all equipment, servers, and software.
3.1.7.6.2.17	M	C+F	The Bidder shall maintain a suitable quantity of each type of equipment to be used as replacement units or spares, as needed for service calls. The Bidder shall be responsible for the replacement of any cables that fail or break during normal operating conditions, including those in Kiosks, Knowledge Test and Road Test equipment.
3.1.7.6.2.18	M	C+F	If reported problems are not resolved within the required response times, the Bidder shall be deemed in default of these standards of performance. In such an instance, the Bidder and RMV will determine if it is necessary to provide an alternative solution that allows operations to continue.
3.1.7.6.2.19	M	C+F	<p>The amount of total Branch Office downtime, during normal business hour operations, shall not exceed more than 4 hours within a calendar month period. Downtime is defined as when the Branch Office is unable to process DL/ID applications, during normal business hours, and an RMV-approved workaround is not available. Downtime will start when RMV notifies the Bidder's help desk until the Branch Office is returned to working order. The service call shall be jointly diagnosed between RMV and the awarded Bidder to determine whom is responsible.</p> <p>The RMV shall receive a credit, equal to 1/12 of the annual maintenance charge, for any component of the system that is not operative for less than the acceptable availability time of normal working hours within any 30-day period. The RMV's records will be conclusive in determining this percentage. All time shall be measured in hours and minutes.</p>
3.1.7.6.2.20	M	C+F	The Bidder's DL/ID Card Manufacturing process shall be able to produce approximately 1.5 million DL/IDs annually without building a backlog. The Bidder shall produce DL/IDs and place them either directly in the U.S. Mail or deliver them to a mutually agreed Presort Service Vendor within sixteen (16) work hours of the latter of the manufacturing request date (for those requests that enroll into facial recognition and are not matched to another image) or the release date of the ISU0/ISU1 manufacturing request. The Bidder will not be paid for any DL/ID cards manufactured during any business day in which any DL/ID cards are manufactured and placed either directly in the U.S. Mail or delivered to a mutually agreed Presort Service Vendor later than thirty two (32) work hours from the latter of the manufacturing request date (for those requests that enroll into facial recognition and are not matched to another image) or the release date of the ISU0/ISU1 manufacturing request. The amount shall be determined by multiplying the number of cards produced during that day by the per card costs established by the Contract. Payment of penalty will not relieve the Contractor of its obligation to meet the requirements of the Contract with regard to card quality and remanufacturing levels.



Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.6.2.21	M	C+F	As part of the of this service level agreement, no more than 250 of the DL/ID cards manufactured within a 20 business day period may be returned for re-manufacture for any case other than tampering, willful destruction or attempted alteration by third parties. If more than 250 of the DL/ID cards manufactured within 20 business days (excluding DL/ID remanufactured cards) are returned for re-manufacture, the Bidder shall not be paid for any cards manufactured during that time period. If within 20 business days, more than 25 DL/ID cards are returned for re-manufacture due to deterioration or unsuitability for original purpose no payment shall be made to the Bidder for cards produced during that time period. Consistent and/or chronic quality control problems will result in the RMV invoking penalties as negotiated in the final contract.

### 3.1.7.7 Procurement, Installation and Support

#### 3.1.7.7.1 Overview

With this procurement, the Bidder shall provide various software and hardware to be installed at multiple locations. This section clarifies the Bidder's responsibilities for the equipment that shall reside at RMV-specified locations. This excludes all equipment at the Bidder's card manufacturing site. The following table identifies all the equipment to be implemented:

Devices	Bidder Procure	Bidder Install	Bidder Support
Document Imaging Scanner	Y	Y	Y
Photo Imaging	Y	Y	Y
Signature Capture	Y***	Y	Y
Vision Testing	Y	Y	Y
Document Authentication	Y	Y	Y
PC Workstations	N	Y*	Y*
RMV Clerk Monitor	N	Y*	Y*
Customer-facing Monitor	Y	Y	Y
Workstation Printer	Y	Y	Y
Branch Office Server	Y	Y	Y
Application Servers**	Y	Y	Y
Kiosks	Y***	Y	Y
Mobile Workstations	Y	Y	Y
Road Test Solution	Y	Y	Y
Knowledge Test Solution	Y	Y	Y

\* With assistance from RMV

\*\* Bidder-specified

\*\*\* As determined by RMV

### 3.1.7.7.2 Requirements

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.7.2.1	M	C+F	For devices identified "Bidder Procure" in the above table, the Bidder shall: <ul style="list-style-type: none"> <li>• Purchase these devices for RMV.</li> <li>• Purchase all associated system software and hardware components required for these devices.</li> <li>• At the termination of this contract, remove and dispose of these devices.</li> <li>• At the termination of this contract, transfer/migrate data and permanently destroy all RMV data on these devices.</li> </ul>
3.1.7.7.2.2	M	C+F	For devices identified "Bidder Install" in the above table, the Bidder shall: <ul style="list-style-type: none"> <li>• Assemble and build these devices to the specifications for this contract.</li> <li>• Install these devices at the locations they reside.</li> <li>• Load and configure the appropriate system and Bidder's application software for devices that have additional RMV hardware and software items and work with RMV to install and integrate these components.</li> <li>• Connect and integrate these devices with other solution components as required.</li> <li>• Test and deploy these devices.</li> </ul>
3.1.7.7.2.3	M	C+F	For devices identified "Bidder Support" in the above table, the Bidder shall provide ongoing support and maintenance of these devices, per defined service level agreements, for the duration of the contract.
3.1.7.7.2.4	M	C+F	The Bidder shall install all application servers that support multiple locations centrally at MassDOT's data center.
3.1.7.7.2.5	M	C+F	The Bidder shall provide secure remote access capabilities to all computers (servers, workstations, kiosks, and knowledge and road test solutions) for system maintenance, problem identification, and resolution purposes. These capabilities shall utilize MassDOT's networking capabilities and comply with MassDOT's security policies.
3.1.7.7.2.6	M	C+F	The Bidder shall ensure that at all times, all system and third-party software (e.g., operating systems, device drivers) utilize a current and supported release. If required, the Bidder shall provide software upgrades at no cost to RMV throughout the duration of this contract.
3.1.7.7.2.7	M	C+F	The Bidder's solution shall use Microsoft Windows-based operating and database software on all servers – specifically Microsoft Windows Server and Microsoft SQL Server.
3.1.7.7.2.8	M	C+F	The Bidder's solution shall provide automated software distribution and installation facilities for all computers (servers, workstations, kiosks, and tablets).
3.1.7.7.2.9	M	C+F	The Bidder's solution shall provide lights-out operations for operations on servers, including start-up, shutdown, restart, backup, recovery, and batch processes.

Req #	Mandatory/ Desirable	Current/ Future/ C+F	Requirement
3.1.7.7.2.10	M	C+F	The Bidder's solution shall ensure data integrity of its servers by providing automated backup capabilities and point-in-time recovery of databases. The RMV uses EMC NetWorker as its primary backup and recovery tool.
3.1.7.7.2.11	M	C+F	The Bidder's solution shall integrate with RMV's SCOM and provide alert capabilities on all servers that identify and notify RMV of any problems with availability, resource usage, and security for both the operating system and application systems.
3.1.7.7.2.12	M	C+F	The Bidder's solution shall be designed and developed to support high-availability processing. In particular, Branch Offices should not experience frequent unplanned outages. When outages occur, the system shall be brought back in service in an expedient manner, per the Service Level Agreement in section 3.17.6. The Bidder shall implement a system that facilitates this environment.
3.1.7.7.2.13	M	C+F	The Bidder's solution shall provide flexibility through scaling (e.g., by adding devices, servers, or communication paths). There shall not be any inherent limitations in the scalability of the application or operating systems. The system shall scale as the number of RMV services increases, as the number of activities supported by the system increases, as the number of people using the system to do their work increases, and as the data storage requirement increases. The system shall scale for both capacity and performance.
3.1.7.7.2.14	D	C+F	MassDOT is currently planning a disaster recovery facility. It is desired that the Bidder provide, install, and support identical hardware and software at MassDOT's disaster recovery data center to be located in Springfield, Massachusetts.
3.1.7.7.2.15	M	C+F	The Bidder shall provide regular and on-demand in-person support for devices located at off-premises (e.g., kiosks), per the Service Level Agreement.
3.1.7.7.2.16	M	C+F	The Bidder's shall provide Levels 2 and 3 Help Desk support for all system and operational problems, as described in the Service Level Agreement.

### 3.2 STRATEGIES/APPROACH

To achieve the overall objectives of this RFR, the RMV requires knowledge and expertise, as well as project management advice and assistance to complete this effort. All tasks require the Bidder to plan for, execute, and provide management support.

The Bidder shall provide a clear and concise written description of its strategy and approach to this project, based on the information below, including, but not limited to: types of activities, deliverables, major milestones, document control, governance, and assumptions surrounding resources (including RMV resources). In their response, Bidders shall consider the initial implementation with the current system and future implementations as part of the RMVM program. The Bidder shall submit a narrative explaining its approach to project scope, schedule, and cost control methodology.

### **3.2.1 Project Management**

The Bidder shall provide a project management plan that: (1) outlines how the Bidder's project team will deliver the service; and (2) defines how the project will be executed, monitored, and controlled. RMV expects this plan to be "the roadmap" for the Bidder's project; it will guide Bidder execution and control of the project. The primary uses of the project plan are to document planning assumptions and decisions; facilitate communication among stakeholders; and document approved scope, cost, and schedule baselines.

The Bidder also shall propose a project management strategy for the implementation of the new DL/ID solution.

The project management plan shall include, but shall not be limited to, the following:

- Detailed work plan.
- Communications management plan.
- Cost management plan.
- Process improvement plan.
- Change control plan.
- Quality management plan.
- Requirements management plan.
- Risk management plan.
- Schedule management plan.
- Scope management plan.
- Stakeholder management plan.
- Project schedule.
- Risk Register.
- Enterprise Project Structure.
- Contract Information Sheet.
- Outcome Statement.
- Operational Acceptance Plan.
- Customer Acceptance Forms.

### **3.2.2 Project Work Plan**

The Bidder shall propose the necessary project management and project staff to work on-site at the RMV in collaboration with RMV project staff to develop a functional and detailed design of all proposed solutions. The Bidder shall document the functional and detailed design of all software product applications and receive written RMV approval prior to initiating system development. The Bidder's project work plan shall include:

- A description of the project organization.
- A breakdown and detailed description of the different phases of the project:
  - Requirements Definition.
  - System design.
  - System configuration and customization.
  - Functional and Integration Testing.
  - User Acceptance Testing.

- Performance Threshold Testing.
- Deployment.
- Ongoing support and maintenance.
- Identification of key activities, milestones, etc.
  - Site inspections and preparation including pictures of each site.
  - Training.
  - Implementation of hardware and software products.
- Expected dependencies that exist within the project plan.
- A schedule depicting the different phases of the project.
- A Gantt chart illustrating a high-level timeline for the project, including task start and end dates and dependencies, and delegation of duties to each party for each of the tasks, including staffing requirements expected of the RMV.

The awarded Bidder shall define any outstanding specifications of the final project plan and deliverables, in cooperation with RMV, immediately following the full execution of the Contract. This final project plan shall include the implementation of regular project progress reports to the RMV.

### **3.2.3 Staffing Plan**

The Bidder shall provide information on potential personnel, with names, resumes, skill levels, available to work at the start of this contract. Individuals designated to support this contract shall be agreed upon by the RMV and cannot be substituted or replaced without the written agreement of the RMV.

Bidders shall provide a detailed staffing plan for key personnel that includes the following information:

- Management and subcontractor personnel who shall be involved in developing, operating, or managing any part of the program.
- Names and titles of key personnel, along with a comprehensive description of their roles, responsibilities, qualifications, certifications, work experience, and shared work experience.
- The percentage of work time that each key person shall allocate to the program.
- The locations where key persons shall primarily work.

The Bidder shall identify the “Program Executive,” who shall be assigned exclusive and primary responsibility for working with RMV representatives to ensure the successful and timely implementation of the contract. The Bidder shall provide and otherwise demonstrate assurance that the Program Executive is authorized to commit the Bidder’s resources toward full performance of the services covered under this RFR.

The Bidder shall propose a Project Manager to oversee and manage all contract activities and serve as the central point of contact for all work, products, services, and issues. The Project Manager shall be available on-site at the RMV, at a location to be determined, throughout the initial implementation of the project. The Project Manager shall have experience in similar projects and installations, and it is mandatory that he or she have PMP certification. At any

point during the duration of the contract, the Project Manager shall not be replaced without prior notice and approval of the RMV.

In addition, the Bidder shall propose a Deployment Manager, Lead Developer, and System Engineer as key personnel.

The Bidder shall describe the roles, responsibilities, and reporting relationships of all personnel performing work under the contract and include the following information: A description, with organizational charts, of the Bidder's management structure, systems, organization, and communications channels; this description shall highlight contract management and identify the persons who will coordinate activities with the RMV.

#### **3.2.4 Technical Architecture**

The Bidder shall provide detailed technical architectures for all components of the proposed DL/ID solution. These shall be represented through, but not limited to, graphics and diagrams. Technical architecture documents/plans shall cover the following topics:

- Concepts and approaches in formulating the technical solution.
- Description of the architecture and its components.
- Detailed specification of hardware and software configurations, including centrally located servers and equipment at all offices and other locations.
- Network configurations and topologies – including wide-area network, local-area network, and wireless network required to interconnect all the solution components.
- Strategies for operational, reporting, and analytical data.
- Technical solutions for administration and operation of the system.
- Technical solutions for RMV security requirements.

#### **3.2.5 Card Manufacturing**

The Bidder shall provide a detailed description of its Card Manufacturing solution and how it will meet the requirements in section 3.1.2 (Card Manufacturing and Specifications). It is important that the Bidder's descriptions clearly describe both the facilities and the processes by which DL/ID cards shall be manufactured and issued. Processes shall be detailed through the use of both narrative descriptions and flowcharts.

#### **3.2.6 Card Design and Security**

The Bidder shall provide its recommendations for card design specifications for the different RMV DL/ID card types. The following topics shall be covered:

- Design considerations and tradeoffs between usability and security.
- Physical card attributes.
- Card content design, including photo, signature, and barcode and describing security features for each card to include:
  - How these features address RMV, AAMVA, and Real-ID security requirements.
  - Strengths and weaknesses of each feature.
  - The Bidder's experience with the proposed security feature.

### 3.2.7 Transition Plan

The Bidder shall provide a Transition Plan as part of the response to this RFR that describes the approach, processes, procedures, and controls that shall be used to ensure that operations will not be adversely affected during transition from the vendor that is presently providing support to the RMV.

The successful Bidder shall submit its final Transition Plan within 20 calendar days after contract award. The Plan shall be consistent with and further detail the approach contained in the Bidder's quote. When approved by the RMV, the plan shall be incorporated into the contract as a compliance document.

Additionally, the awarded Bidder shall produce an "end of contract" transition plan and begin documenting and submitting that plan to the RMV no later than nine months before the end of the contract performance. Bidders shall include transition plan activities as part of the cost of the contract.

### 3.3 COMPENSATION STRUCTURE

Compensation will be based on the three sections as specified below:

**Section 1 – Fixed Based Cost (Cost per Card):** The Bidder shall provide a cost per card figure based on all of the components of the DL/ID Solution and Associated Services (equipment, hardware/software, servers, applications, services, card manufacturing, labor, operations and maintenance, transition plan, etc.) within this RFR. The list and estimated initial quantities of the equipment are detailed in Appendix J. The Bidder's cost per card price shall demonstrate, in detail, how the Bidder arrived at the cost per card for each component and the overall total cost per card. The Bidder can assume:

- 2% annual average increase in the number of cards to be manufactured.
- As noted in Section 3.1.7.7., Kiosks and Signature Capture devices will be procured, as determined by the RMV. Bidder shall still include in the fixed-based cost the cost per card of these components, based on initial quantities requested. RMV will then have the option to decide if the equipment shall be procured under this RFR and included in final cost per card.

**Section 2 – Variable Cost Items (Unit Costs and Hourly Services):** The Bidder shall propose individual pricing for all equipment under this RFR to be procured, as determined by the RMV, above the quantity identified in the fixed based cost, for the duration of this contract. In addition, the Bidder shall include cost of services, both hourly and blended rates, that exceed the scope of this RFR, and such hourly rate shall remain fixed and will be binding upon the Bidder for the term of the contract.

**Section 3- Optional Cost Items (Desirables):** The Bidder shall propose pricing for any desirable requirements that the Bidder is capable of meeting. The RMV will have the option of procuring these equipment and services, as needed.

### **3.4 ENVIRONMENT SPECIFICATIONS**

#### **3.4.1 Executive Order 515**

Products and services purchased by State agencies must comply with Executive Order 515, issued October 27, 2009. Under this Executive Order, Executive Departments are required to reduce their impact on the environment and enhance public health by procuring environmentally preferable products and services (EPPs) whenever such products and services perform to satisfactory standards and represent best value, consistent with 801 CMR 21.00. In line with this directive, all contracts, whether departmental or Statewide, must comply with the specifications and guidelines established by the Operational Services Division (OSD) and the EPP Program. EPPs are considered to be products and services that help to conserve natural resources, reduce waste, protect public health and the environment, and promote the use of clean technologies, recycled materials, and less toxic products. Questions concerning the Executive Order or the appropriate specifications may be directed to OSD's EPP Procurement Program, [www.mass.gov/epp](http://www.mass.gov/epp). The Order can be seen at [http://www.mass.gov/Agov3/docs/Executive%20Orders/executive\\_order\\_515.pdf](http://www.mass.gov/Agov3/docs/Executive%20Orders/executive_order_515.pdf).

## **4 BIDDER EXPERIENCE AND QUALIFICATIONS**

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### **4.1 COMPANY EXPERIENCE**

Bidders shall document their experience relevant to the planning, design, development, management, operation, and oversight of motor vehicle DL/ID card production and associated services. Bidders shall describe all previous, current, and pending contracts held by the Bidder and its team members that are similar to the scope of services called for in this RFR. At a minimum, descriptions shall include the following details:

- Contract duration and effective dates.
- Name, title, address, and telephone number of persons who may be contacted by the RMV for authentication of all of the information submitted and as a reference; for State projects, provide the name and address of the State official where the Bidder operated a DL/ID card issuance system.
- Any contract termination or extension, liquidated damages, penalties, litigation, and disputes relating to such contract.
- Any other appropriate information related to the development, implementation, and operation of the identified program.

### **4.2 BIDDER QUALIFICATIONS**

Each Bidder shall submit client references demonstrating that it has been in the DL/ID services business in the United States for at least four consecutive years preceding this RFR and has provided client products and services of similar scope and size to products and services that are specified in this RFR. These qualifications must cover: (1) the central manufacturing of a similar



DL/ID, (2) document authentication, (3) document imaging and the central storage of documents, (4) implementing and executing a Facial Recognition solution, (5) implementing and executing road and knowledge test solutions, and (6) implementing a kiosk solution. The Bidder must present documentation that not only demonstrates specific capability in each of these six areas, but also business outcomes that are specific to the client. Client references can be different for each of the six specifically requested areas.

The Bidder shall indicate whether any client has experienced a central manufacturing backlog of more than seven days in the past five years. For each instance of such a backlog, the Bidder shall provide client contact information and outline the specific set of circumstances that led to the backlog, how long the backlog continued, and its ultimate resolution.

### **4.3 FINANCIAL STABILITY INCLUDING BANKRUPTCY, LITIGATION, AND CONTRACT DEFAULTS**

The Bidder shall provide:

- Most current audited annual financial statements.
- Gross annual revenue for most recently completed fiscal year.
- Last bankruptcy and current/pending litigation.
- Defaults on contracts or legal debarments

## **5 OTHER TERMS**

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### **Liquidated Damages:**

The Bidder shall agree that in the event that the awarded Bidder is unable to deliver on time any of the mandatory requirements under this RFR and an agreed to Project Schedule, the awarded Bidder shall be liable to the RMV for Liquidated Damages. RMV will work with the awarded Bidder to establish project milestones that will be used to gauge the overall progress of the project. There will be no damages assessed for missing intermediate project milestones. However, the final implementation of all DL/ID solution components shall be completed on or before January 21, 2016, which is the expiration date of the current vendor contract. If all system components are not fully implemented and operational by this date, the Bidder will be responsible to RMV for all increased card costs incurred by RMV, and for damages for each day the DL/ID solution is not fully implemented as follows:

- \$2,000 per day after January 21, 2016

### **License Agreement:**

The Bidder shall provide the RMV with an irrevocable, perpetual non-exclusive, royalty free license to use, copy, reproduce, and modify the software. Further, the Bidder shall provide the RMV all software enhancements; improvements; updated versions; releases; and upgrades for up to the life of the contract, unless it is determined by the RMV that such alterations would hinder the functionality of the deliverables.

**Source Materials:**

Source Materials shall be provided to the RMV during software configuration and implementation. The RMV will own all rights, title, and interest in and to the Source Materials for the ultimate RMV-owned deliverables and shall not be restricted with respect to the use thereof.

**Escrow Agreement:**

The Bidder and the RMV shall enter into a negotiated Escrow Agreement for all Source Materials, whereby the RMV remains the beneficiary during the Term of the Contract, any extensions thereto, and during the period of Warranty. The Bidder shall assume all costs related to obtaining and maintaining the Escrow Agreement.

**MassDOT Statement of Work:**

During contract negotiations, the awarded Bidder shall have to complete the MassDOT Statement of Work document as negotiated upon award.

**Liability Insurance:**

The awarded Bidder, at the awarded Bidders expense, shall maintain insurance policies required under the resulting contract of this RFR, for the term of the Contract. Awarded Bidders failure to maintain required insurance, or failure to provide the RMV with satisfactory evidence thereof, shall constitute a material breach of contract for which the RMV shall have the option to terminate the Contract without incurring any liability for breach thereof.

The awarded Bidder shall provide the RMV with evidence of such continuing insurance coverage for the term of the Contract, as follows:

1. The RMV and the Commonwealth of Massachusetts shall be named as additional insureds on policies providing General Liability coverage.
2. All insurance policies required hereunder shall be provided by an insurance company which is licensed to do business in Massachusetts.
3. Certificates of Insurance shall be provided to the RMV as evidence of insurance, unless the RMV, in its sole discretion, requests in writing a copy of the Insurance Policy issued by the insurance carrier; and in contemplation of such event, awarded Bidder hereby authorizes the insurance carrier named in the Certificate of Insurance to issue a copy of the Policy directly to the RMV upon request.
4. The awarded Bidder shall provide such evidence of insurance upon notice and acceptance of the award of the Contract. Bidder is responsible for providing renewed evidence of such insurance coverage, within ten (10) business days of the renewal of each policy.
5. In the event that awarded Bidder changes insurance carriers during the term of the Contract, evidence of replacement coverage shall be provided to the RMV within five (5) business days from the effective date of such replacement policy.
6. Upon written request by the RMV, at any time during the term of the Contract, the awarded Bidder may be required to furnish a copy of the Certificates of Insurance, at the awarded Bidders expense, as proof of required coverage; and such proof of coverage shall be provided within five (5) business days from the awarded Bidders receipt of such written request.

7. The awarded Bidder shall require its insurance carrier(s) to notify the RMV by certified mail, or by overnight mail service that provides tracking of delivery, if the awarded Bidder has failed to pay any premium payment, or if there is any change, lapse, or termination of coverage.
8. The types and amounts of insurance required are as follows:  
 Bodily Injury and Property Damage Insurance(\$500,000/\$1,000,000): Policies of Bodily Injury Liability and Property Damage Liability Insurance, of the types specified herein each with limits of liability of not less than \$500,000 for all damages arising out of bodily injury, including death at any time resulting therefrom, sustained by one person in any one accident, and, subject to that limit for each person, not less than \$1,000,000 for all damages arising out of bodily injury, including death at any time resulting therefrom, sustained by two or more persons in any one accident, and not less than \$1,000,000 for all damages arising out of injury to or destruction of property in any one accident.

## 6 AUDIT

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During the term of this Agreement and for a period of six years thereafter, Massachusetts Department of Transportation Registry of Motor Vehicles, its auditors, the Operational Services Division, the Office of the Inspector General, or other authorized representatives shall be afforded access at reasonable times to Bidder’s accounting records, including sales information on any system, reports or files, in order to audit all records relating to goods sold or services performed pursuant to this Agreement. If such an audit indicates that the Bidder has materially overcharged Massachusetts Department of Transportation Registry of Motor Vehicles, then the Bidder shall remit the overcharged amount and be responsible for payment of any costs associated with the audit.

## 7 EVALUATION CRITERIA

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RMV intends to make a single award for the DL/ID Card Production and Associates Services to the Bidder who is deemed most qualified and offers the best value based on the evaluation criteria provided below:

Criteria	Percentage of Total Score
Requirements	20%
Strategies and Approaches	20%
Bidder Experience	15%
Cost	25%
Supplier Diversity	10%
Oral Presentation/Demo	10%

The RMV shall have final and binding decision making authority regarding any questions concerning the interpretation of specifications, the acceptability and quality of products furnished and/or work performed, as well as a determination that a bid is disqualified.

A mandatory specification is one that must be met in order for a response to be considered responsive and is identified in the requirements through the use of the terminology “shall,” “M,” or other similar language. Other desired features and functionality that are strongly preferred by the RMV, but not required, are noted as “desirable” and/or “D” items.

Any response that fails to meet a mandatory specification of this RFR may be considered non-responsive and disqualified unless the RMV, in its discretion, determines that the non-compliance is insubstantial and can be corrected. In these cases, the RMV may allow the Bidder to make minor corrections to its technical and business response. In the event that the RMV and the awarded Bidder cannot or do not enter into a contract, the RMV reserves the right to enter into a contract with the next highest scoring Bidder.

Bidder scores will be used to rank Bidders and will determine which Bidders will proceed to subsequent stages of the evaluation and/or enter into negotiations with the RMV to receive a Contract award.

## **8 HOW TO SUBMIT A PAPER RESPONSE**

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### **8.1 RESPONSE SUBMISSION**

Bidders shall submit their response by the RFR due date in sealed packaging that is clearly marked with the RFR reference number “DOT-RMV\_DriverLicenseProcurement\_FY15\_001”, to the following address:

Massachusetts Department of Transportation  
Registry of Motor Vehicles  
25 Newport Avenue Extension  
Quincy, Massachusetts 02171  
ATTN: Robert D. Peters/Director, Driver Licensing  
E-Mail: LicenseRFR@state.ma.us

Bidders shall submit one original signed copy and eight duplicate copies of the Technical/Qualifications Response in a sealed envelope or package. Bidders shall submit two copies of the Cost Proposal in a separately sealed envelope or package, clearly labeled “cost proposal.”

#### **Deadline for Responses**

Responses are due no later than **December 12, 2014 at 3:00 PM** and shall be mailed to the address listed above.

**LATE RESPONSES WILL NOT BE CONSIDERED.**

### **8.2 RESPONSE SUBMITTAL REQUIREMENTS**

The Proposal shall contain concise written material and drawings to enable a clear understanding and evaluation of both the capabilities of the Bidder and the characteristics and benefits of the Proposal. Legibility, clarity, and completeness of the technical approach are essential. Proposals shall consist of text, drawings, graphs, photographs, and tables, as needed, to describe clearly

the Bidder's approach and ability to meet requirements. An 8½ by 11-inch single-spaced, 11-point minimum font format is preferred for typed pages, drawings, and schedules. Include a page number, number of total pages, and identify the Bidder in the page footer.

By submitting a response, the Bidder agrees that if the RMV makes an award to the Bidder, the Bidder shall begin Contract negotiations within 10 business days. The Contract may be modified as deemed necessary or desirable by the RMV. Certain portions of the final Contract shall be completed in accordance with the terms of the successful response. In addition, it is anticipated that all terms of the successful response will be incorporated in the final Contract by reference, and the response itself will become part of the executed documents.

Bidders are responsible for ensuring that the complete proposal is delivered on time and to the correct location. Late submissions will not be considered. Proposals submitted by electronic mail or facsimile transmission will not be considered. Preparation and delivery of the proposal shall be at the Bidder's sole expense. The time of receipt shall be considered when the proposal has been officially documented by the RMV as having been received at the location designated above. The RMV accepts no responsibility for mislabeled packages or for any damage that may occur to the packages due to shipping or handling prior to receipt by the RMV. The original documents shall not be bound. Each additional copy of the proposal shall be bound separately.

### **8.3 BIDDER RESPONSES**

The Bidder's responses shall be organized as described below. Bidder responses (originals and each copy) shall include a Letter of Transmittal and Required Forms. The Letter and Required Forms must be completed and signed by an individual(s) authorized to legally bind the Bidder.

Each Section of the Proposal shall be clearly tabbed and labeled as follows:

#### **8.3.1 Letter of Transmittal**

The Letter of Transmittal shall include the name, title, address, email address, and telephone number of (a) one individual who can respond to requests for additional information, and (b) one individual who is authorized to negotiate and execute a contract on the Bidder's behalf. Each Bidder shall also provide appropriate evidence that such individual is authorized to sign the proposal on behalf of the Bidder, has the authority to bind the Bidder, and is authorized to make the representations contained in the proposal, as well as any additional binding commitments related to the proposal.

#### **8.3.2 Required Forms**

Bidders shall complete all forms and return with their bids, except as noted below; do not omit any forms. The following forms are mandatory:

- MassDOT Standard Contract Form (three originals must be submitted with the bid)
- MassDOT Terms and Conditions
- MassDOT W-9
- Contractor Authorized Signature Verification Form (**page 2 must be notarized**)
- Authorization for Electronic Fund Payment (**to be submitted upon contract award**).
- Business Reference Form (**Can be used for Bidder References**)

- Supplier Diversity Program (SDP) Plan
- Prompt Pay Discount
- Environmental Plan Submission
- Executive Order 504 Contractor Certification Form

### **8.3.3 Statement of Qualifications**

The Statement of Qualifications will be organized as follows:

- Bidder Experience and Qualifications
- Management and Key Personnel
- Supplier Diversity Program
- Financial stability, bankruptcy, litigation, and contract defaults
- Resumes of Key Personnel

#### **Bidder Experience and Qualifications**

Each Bidder shall provide between 4 – 5 examples using the criteria described in section 4.1 and 4.2 of this RFR. Bidders shall not provide examples/references of previous or current contracts with MassDOT and/or the RMV.

#### **Management and Key Personnel**

Bidders shall submit the following:

- An overall Project Organization Chart(s) as well as clear identification of the roles and responsibilities of each key team member. The organization chart should identify the number and type of positions required to complete each phase of the project successfully.
- Description of any unique or special qualifications the Bidder’s organization will offer in support of the project.
- An affirmative statement that the key personnel listed in the proposal are expected to be available for the periods necessary to fulfill its responsibilities when the project is awarded.
- Summary biographies and resumes (3-page maximum per individual) for key personnel. Include educational backgrounds, certifications, and the individual’s experience in similar types of work. At a minimum, the personnel performing the following roles must be identified:
  - Program Manager/Executive
  - Project Manager
  - Deployment Manager
  - Lead Developer
  - System Engineer
- Include information on whether the key personnel have participated in a matter for which a debarment, settlement agreement, or compliance agreements have been

entered into within the past three years. If not applicable to any proposed personnel, make an affirmative statement that no key personnel have participated in a matter for which a debarment, settlement agreement, or compliance agreements has been entered into within the past three years.

- Identify specifically how management will be involved in schedule issues and past practices employed to manage schedule risk and recover lost time.
- Provide a list of all other work in progress or completed for any Agency, Department, or Authority of the Commonwealth in the past five years, and the name, address, phone number, and email address of the client Project Manager.
- Identify the participation of any certified M/W/DBE and Service Disabled Veterans Owned Enterprises on the Bidder's team. For a listing of certified M/W/DBE and Service Disabled Veterans Owned Enterprises, contact the Commonwealth of Massachusetts Supplier Diversity Office at <http://www.mass.gov/SDO>.

#### **Supplier Diversity Program ("SDP"):**

Bidders are strongly encouraged to use Women Owned, Minority Owned and Service Disabled Veterans Owned Business Enterprises as subcontractors, suppliers and/or consultants. Bidders will be evaluated on their demonstrated commitment to provide opportunities for M/WBE participation including the total percentage of the proposal price to be supplied by qualified M/WBEs. It is anticipated that good faith and best efforts will result in awarding 10% of the Contract value to M/WBEs and Service Disabled Veteran Owned Businesses.

Massachusetts Executive Order 524 established a policy to promote the award of State Contracts in a manner that develops and strengthens M/W/DBEs and Service Disabled Veteran Owned Enterprise Programs (pursuant to Executive Order 546). As a result, M/W/DBEs and Service Disabled Veteran owned businesses are strongly encouraged to submit bid responses to this RFR, as prime vendors, joint venture partners, or subcontractors. All Bidders, regardless of their certification status, are required to submit a completed SDP Plan Form as part of their response for evaluation. It is required that Supplier Diversity Program participation accounts for no less than 10% of the total points in the evaluation. Higher evaluation points may be awarded to SDP Plans that show more commitments for use of certified vendors in the primary industry directly related to the scope of the RFR, subcontracting expenditures, and partnerships for the purpose of contracting with MassDOT.

The Selection Committee requires Bidders to make a significant commitment to partner with certified Minority and Women Owned Businesses and Service Disabled Veteran owned businesses in order to be awarded a contract. A certified Bidder may not list itself (or an affiliate) as being a Supplier Diversity Program partner to its own company. In addition, a narrative statement can be included to supplement the SDP Plan Form providing further details of the SDP commitments. The submission of this narrative statement does not replace the requirement to submit the SDP Plan Form. Bidders must submit one form for each M/W/DBE and Service Disabled Veteran owned business SDP Relationship. Note that

no Bidder will be awarded a contract unless and until the Bidder agrees to commit to at least one of the following three SDP Components:

- **Subcontracting:** If the Bidder commits to Subcontracting in its SDP plan, then the Bidder must commit to subcontract a specific dollar amount, or a minimum percentage of dollars earned through an awarded contract, with a SDP-certified company or a company that has applied for SDP certification. Although this is only one of several options to meet the requirements for participation in the Supplier Diversity Program, the Bidder's submission of subcontracting commitments may be weighted most heavily. The PMT will set timelines for progress reviews (either quarterly or semi-annually) for the purpose of compliance and tracking of submitted commitments. Note that all subcontracting partnerships require inclusion of that contract between the Bidder and the M/W/DBE and Service Disabled Veterans Owned Enterprises subcontractor in the Bidder's bid package.
- **Ancillary Uses of Certified M/W/DBE and Service Disabled Veterans Owned Enterprises Firm(s):** If a Bidder commits to Ancillary Uses of Certified M/W/DBE and Service Disabled Veterans Owned Enterprises firm(s) (or companies that have applied for certification) in its SDP plan, then the Bidder must include dollar or percentage expenditure commitments for use of these firm(s) with or without the use of written commitments between the Bidder and the M/W/DBE and Service Disabled Veterans Owned Enterprises firm(s). A description of the ancillary uses of certified M/W/DBE and Service Disabled Veterans Owned Enterprises, if any, must be included on the SDP Plan Form.
- **Growth and Development:** If a Bidder commits to Growth and Development in its SDP plan, then the Bidder must submit a plan for education, training, mentoring, resource sharing, joint activities, and assistance that would increase industry capacity and the pool of qualified SDO-certified companies.

Once an SDP Plan is submitted, negotiated, and approved, the RMV then will monitor the awarded Bidder's performance.

Resources available to assist Bidders in finding potential M/W/DBE and Service Disabled Veterans Owned Enterprises partners can be found at: [www.mass.gov/sdp](http://www.mass.gov/sdp).

#### **Financial stability, bankruptcy, litigation, and contract defaults**

Bidders shall submit the following:

- Most current audited annual financial statements
- Details of its last bankruptcy, if any
- Details of any current/pending litigation within the past 10 years
- Details of any Defaults or Terminations on contracts within the past 10 years



#### **8.3.4 Technical Response**

Bidders shall submit a comprehensive technical response with their bid proposal that describes in detail how the Bidder's proposed solution will meet the specifications provided in Section 3. The response should be organized in the following order:

- Introduction and understanding of RFR request
- Requirements compliance and response to requirements
- Technical Strategies/Approach
- Sample DL/ID Cards (See Appendix F for instructions)

#### **8.3.5 Cost Proposal**

Bidders shall provide a cost proposal in accordance with specifications in section 3.3.

### **8.4 ENVIRONMENTAL RESPONSE SUBMISSION COMPLIANCE**

In an effort to promote greater use of recycled and environmentally preferable products and minimize waste, all responses submitted should comply with the following guidelines:

1. All copies should be printed double sided.
2. All submittals and copies should be printed on recycled paper with a minimum post-consumer content of 30% or on tree-free paper (i.e., paper made from raw materials other than trees, such as kenaf). To document the use of such paper, a photocopy of the ream cover/wrapper should be included with the response.
3. Unless absolutely necessary, all responses and copies should minimize or eliminate use of non-recyclable or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Three ringed binders, glued materials, paper clips, and staples are acceptable.
4. Bidders should submit materials in a format that allows for easy removal and recycling of paper materials.
5. Bidders are encouraged to use other products that contain recycled content in their response documents. Such products may include, but are not limited to, folders, binders, paper clips, diskettes, envelopes, boxes, etc. Where appropriate, Bidders should note which products in their responses are made with recycled materials.
6. Unnecessary samples, attachments, or documents not specifically asked for should not be submitted.