augmented identity

State of Vermont
Department of Building and General Services
Office of Purchasing & Contracting

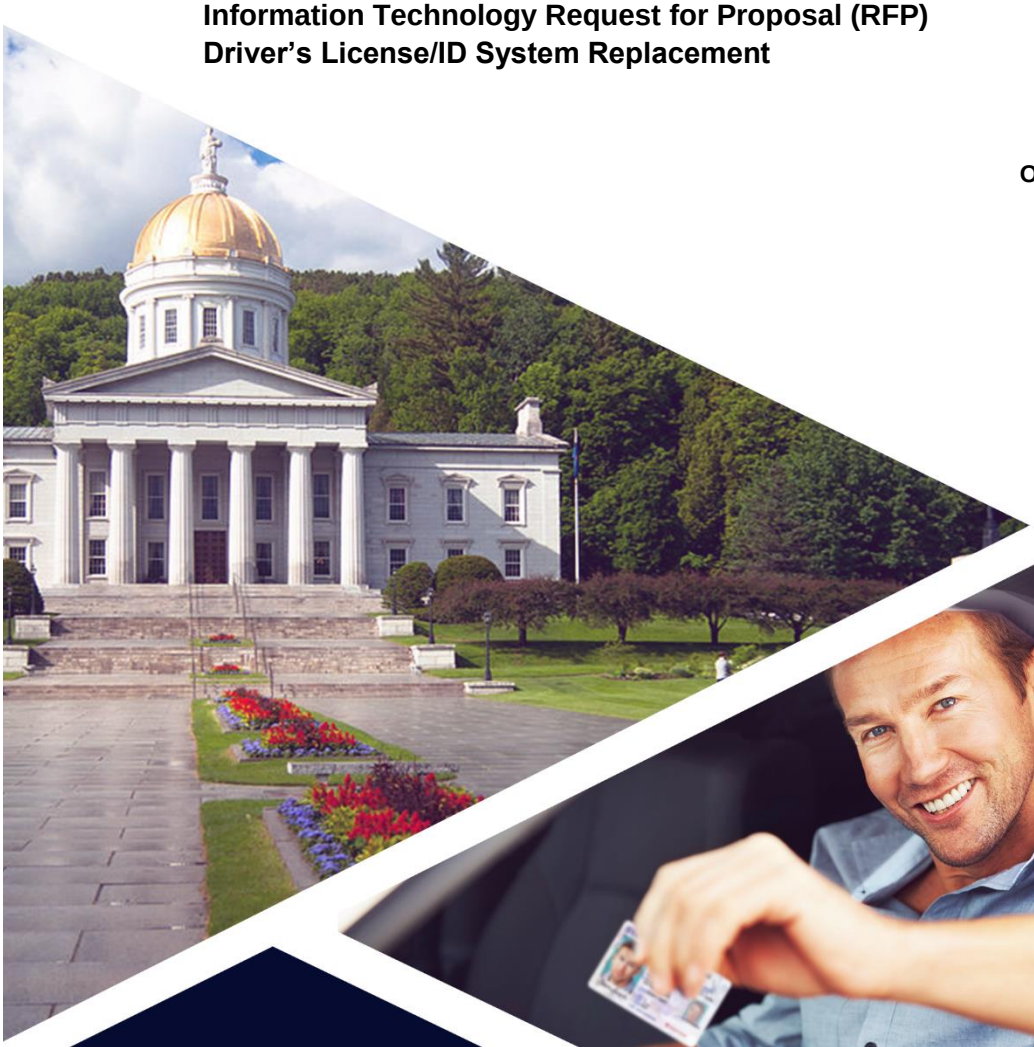
TECHNICAL PROPOSAL

In Response to:

Information Technology Request for Proposal (RFP)
Driver's License/ID System Replacement

Submission Date:
January 12, 2018
3:00 PM

Submitted to:
State of Vermont,
Office of Purchasing & Contracting,
109 State Street - 3rd Floor
Montpelier, VT
05609-3001



Submitted by:
Tony Lawrence,
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Idemia Identity & Security USA LLC
296 Concord Road, Suite 300
Billerica, Massachusetts 01821

IDEMIA

Confidential Notice

Certain information in this proposal is protected from disclosure to the public because it is a proprietary trade secret or confidential commercial or financial information of Idemia Identity & Security LLC or its affiliates (individually and collectively, "IDEMIA").

IDEMIA has endeavored to identify any such proprietary or confidential information with "**START CONFIDENTIAL INFORMATION**" and "**END CONFIDENTIAL INFORMATION**" before and after the respective relevant information on a page or pages of this proposal. IDEMIA's proposal includes all exhibits and appendices thereto, as well as all extrinsic documents and materials that may be identified and incorporated therein by specific reference. IDEMIA's proprietary information typically includes information related to proprietary security features and related designs, techniques and materials, formulas, manufacturing methods, business plans, pricing and other financial information, technology and product roadmaps, and customer lists and references. Subject to applicable law, such proprietary or confidential information may not be disclosed (pursuant to freedom of information legislation or otherwise), reproduced in whole or in part, or used for any purpose other than the recipient's evaluation of this proposal, without the prior written consent of an executive officer or the General Counsel of Idemia Identity & Security LLC.

We understand that the Grand Total Contract Price is subject to Public Information release. However, we deem all computation and supporting price information as CONFIDENTIAL and not subject to Public Information release.

Our Mission

To simplify, protect and secure the lives of the American people.

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Cover Letter

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IDEMIA

296 Concord Road Suite 300
Billerica, MA 01821
978-215-2400

Vermont Department of Motor Vehicles
Office of Purchasing and Contracting
109 State Street – 3rd Floor
Montpelier, VT 56909-3001

January 3, 2018

Subject: Response to Vermont Department of Motor Vehicles' Driver's License/ID System Replacement

Enclosure (1) – Confidential and Proprietary Table

Dear Mr. Fazekas,

The enclosed proposal from IDEMIA is in response to the Vermont Department of Motor Vehicles' (VT DMV) Driver's License/ID Card Issuance solution. The undersigned is authorized to legally bind MorphoTrust.

On December 31, 2017, MorphoTrust USA, LLC changed its name to Idemia Identity & Security USA LLC ("IDEMIA"). Please note that there has been no assignment, change to the corporate form, assets, locations, or capabilities of MorphoTrust and IDEMIA will maintain the same tax identification number. IDEMIA is part of a larger global identity and technology company with resources across the globe. As a company we are stronger than ever before as a result of our recent acquisition by Advent International and the subsequent merger of Morpho companies with Oberthur Technologies. This new entity creates a global leader in identity management that will enhance our partnership with the VT DMV. Unlike the previous acquisition by Safran, which required that we work under a restricting proxy agreement because of foreign ownership, this acquisition is by a U.S. company. The merger will enhance our abilities to share resources across operating entities in the U.S. and abroad to bring our customers, like the VT DMV, the best solution offerings available, on-time and on-budget through the support of the most financially stable company in the market with over $3 billion in annual revenue.

It is important to the VT DMV to have the right partner for this encompassing change in your organization. IDEMIA has helped 21 State Department of Motor Vehicles and Motor Vehicle agencies (DMVs/MVAs) convert from instant, over-the-counter issuance to a central issuance model. Most of our competitors have never done this and certainly not in the U.S. We have lessons-learned from each implementation that will make the transition easier for you and the citizens of Vermont, and will assure a successful project. Our experienced public relations/marketing team will work with the VT DMV's teams to incorporate best practices in communicating the benefits of the central issuance approach. Also, as time goes on, our proven track record of offering technology "firsts" such as Mobile Driver's License (mDL), Electronic Identification(eID), and Multi-State Commercial Driver's License (CDL) Facial Recognition, will allow the VT DMV to stay on the forefront of innovation

Enclosure (1) provides a table that identifies the sections from our proposal that we request be treated as proprietary and confidential and have identified the applicable grounds in State's Public Records Act, 1 V.S.A. § 315 et seq. which supports this treatment. We have also included a redacted copy of our response.

Sincerely,

Signature
Ed Casey
Chief Executive Officer

The table below provides the sections from our proposal that we request be treated as proprietary and confidential.

Enclosure (1) Confidential and Proprietary Table

The table below provides the sections from our proposal that we request be treated as proprietary and confidential and have identified the applicable grounds in State's Public Records Act, 1 V.S.A. § 315 et seq. which supports this treatment.

Location in Proposal	Exempt Requirements/Documents
Part 1 Item 3	Financial Statements provided as Attachment 1
Part 1 Item 5	References
Part 2 Item 1	Solution description
Part 2 Item 3	Description of technology and screenshots
Part 2 Item 4	Standard features and functions of the software
Part 2 Item 5	Description of system/software solution
Part 2 Item 6	Installation details
Part 2 Item 7	Installation details
Part 2 Item 8	Installation details
Part 2 Item 9	Roadmap provided as Attachment 2
Part 2 Item 10	Executive Summary provided as Attachment 3
Part 2 Item 11	Architecture
Part 2 Item 14	Workflow
Part 2 Item 16.M	Solution description and workflow
Part 2 Item 16.N	Solution description and process
Part 2 Item 16.O	Solution description and process
Part 2 Item 16.P	Screenshot
Part 3 Item 2	Solution description and screenshots
Part 3 Item 3	Solution description and screenshots
Part 3 Item 4	Solution description and screenshots
Part 3 Item 5	Screenshot
Part 3 Item 6	Solution description
Part 3 Item 8	Solution description and workflow
Part 3 Item 9	Solution description and screenshots
Part 3 Item 10	Solution description and screenshot
Part 3 Item 11	Solution description
Part 3 Item 14	Solution description and screenshot
Part 3 Item 15	Solution description
Part 3 Item 16	Solution description
Part 3 Item 17	Screenshot
Part 4 Item H1	Architecture Diagram
Part 4 Item A1	Solution Description
Part 4 Item S6	Solution Description
Part 4 Item S8	Solution Description
Part 4 Item S9	Solution Description
Part 4 Item S10	Solution Description
Part 4 Item S14	Solution description and screenshot
Part 4 Item 15	Solution description
Part 4 Item 16	Solution description
Part 4 Item 18	Solution description and Sample Training Plan provided as Attachment 9
Part 4 Item 20	Solution Description and Architecture
Part 4 Item 21	Solution Description and Screenshots
Part 4 Item 24	Solution description and Card Security Feature images
Part 4 Item 25	Solution description

Location in Proposal	Exempt Requirements/Documents
Part 4 Item 27	Solution Description and Screenshots
Part 4 Item 28	Solution Description and Screenshots
Part 4 Item 30	Solution Description and Screenshot
Part 4 Item 31	Solution Description and Screenshots
Part 4 Item 32	Screenshot
Part 4 Item 33	Screenshot
Part 4 Item 34	Solution Description and Screenshots
Part 4 Item 35	Screenshot
Part 4 Item 41	Screenshot
Part 4 Item 43	Screenshot
Part 4 Item 45	Solution Description and Screenshots
Part 4 Item 48	Solution Description and Screenshots
Part 4 Item 53	Architecture diagram
Part 4 Item 60	Solution Description
Part 4 Item 72	Solution Description and Architecture Diagram
Part 4 Item 76	Solution Description
Part 4 Item 83	Solution Description and Screenshots
Part 4 Item 84	Solution Description and Screenshots
Part 4 Item 87	Screenshot
Part 4 Item 89	Background check details
Part 4 Item 91	Program implementation details
Part 4 Item 97	Program implementation details
Part 4 Item 100	Training Methods
Part 4 Item 101	Training Methods
Part 4 Item 107	Operations staff
Part 5 Item 1	Program implementation details
Part 5 Item 4	Past program contract details
Part 5 Item 5	Program Manager PII
Part 6 Item 4	Program implementation details and work flow
Part 6 Item 5	Program implementation details provided in Attachment 6
Part 6 Item 6	Staff profiles and resumes included as Attachment 7
Part 7 Item 1	Technical Support details, diagrams and screenshots
Part 7 Item 2	Operations staff details
Part 8 Items 1 through 5	Pricing details
Attachment #1	Financial Statements
Attachment #2	Product Road Map
Attachment #3	Executive Summary Solution Description
Attachment #4	Project Implementation Description
Attachment #6	Project Implementation Description
Attachment #7	Staff Resumes
Attachment #8	Service Level Agreement Details
Attachment #9	Training Details

State's Public Records Act, 1 V.S.A. § 315 et seq. provides an exemption from disclosure for trade secrets. Pages in our Proposal have been marked as trade secret. Given the fierce competition in this industry, if this information were disclosed, it would cause substantial injury to the competitive position of the Company. MorphoTrust offers potential customers a variety of unique products and technologies which it has acquired or developed through its own research and development, and which we believe provides us an advantage over our competitors. The information is not generally known outside the business. We routinely execute confidentiality agreements as part of our contracts with customers. Information is also limited on a need to know basis within the business (e.g., engineers, key executives, sales operations, and legal).

We offer to our customer's proprietary technology not possessed by our competitors. A significant aspect of our proposals is that we offer systems and technology that can meet all their security and identity-related needs, without resorting to other vendors. The development of this technology provides us with a competitive advantage. Disclosure of this information would cause substantial harm. It would reveal our capabilities and shortcomings. It would also allow competitors to develop similar technologies and give them ideas as to how to improve existing products.

Abbreviations

Abbreviation	Term
AAMVA	American Association of Motor Vehicle Administrators
ACID	Atomicity, Consistency, Isolation, Durability
AES	Advanced Encryption Standards
AICPA	American Institute of Certified Public Accountants
API	Application Programming Interface
ATO	Authorizations to Operate
BC/DR	Business Continuity/Disaster Recovery
CBP	Customs Border Protection
CCPF	Central Card Production Facility
CDL	Commercial Driver's License
CDM	Continuous Diagnostics and Mitigation
CM	Continuous Monitoring
CMDB	Configuration Management Database
CSR	Customer Service Representative
CWE	Common Weakness Enumeration
DEK	Data Encryption Key
DHS	Department of Homeland Security
DL/ID	Driver's License/Identification
DMV	Department of Motor Vehicles
DOB	Date of Birth
DR	Disaster Recovery
EDDL	Enhanced Digital Driver's License

Abbreviation	Term
EDL	Enhanced Driver's License
eID	Electronic Identification
ESF	Enhanced Security Feature
FISMA	Federal Information Security Management Act
FMS	Factory Management System
FRVT	Facial Recognition Vendor Test
GUI	Graphical User Interface
HP	Hewlett-Packard
HTML	Hypertext Markup Language
ICA	Information Capture Application
ICAO	International Civil Aviation Organization
ID	Identification
INCITS	International Committee for Information Technology Standards
IPSec	Internet Protocol Security
IR	Infrared
ISA	Interconnection Security Agreement
iSCSI	Internet Small Computer System Interface
ISO	International Standards Organization
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITSM	Information Technology Service Management
KIQ	Knowledge IQ
LDAP	Lightweight Directory Access Protocol
LDAPS	Lightweight Directory Access Protocol over SSL
mDL	Mobile Driver's License
MPLS	Multi-Label Protocol Switching
MRZ	Machine Readable Zone
MVA	Motor Vehicle Agency
NASPO	North American Security Products Organization
NIST	National Institute of Standards of Technology
NTFS	New Technology File System
NTP	Network Time Protocol
OFAC	Office of Foreign Assets and Control
OWASP	Open Web Application Security Project

Abbreviation	Term
PIA	Privacy Impact Assessments
PII	Personally Identifiable Information
PMBOK®	Project Management Body of Knowledge
PMI	Project Management Institute
PMP	Project Management Professional
PTA	Privacy Threshold Analyses
QA	Quality Assurance
RESTful APIs	RESTful Application Programing Interfaces
RFC	Request for Change
RFID	Radio-Frequency IDentification
RFP	Request for Proposal
RPO	Recovery Point Objectives
S2S	Server to Server
SAAS	Software as a Service
SAN	Storage Area Network
SDK	Software Development Kit
SDLC	Systems Development Life Cycle
SED	Self Encrypting Drive
SFTP	Secure File Transfer Protocol
SIEM	Security Incident and Event Management
SLA	Service Level Agreement
SME	Subject Matter Expert
SNMP	Simple Network Management Protocol
SOAP	Simple Object Access Protocol
SPI	Stateful Packet Inspection
SQL	Structured Query Language
sRGB	Standard Red, Green, and Blue
SSL	Secure Socket Layer
SSN	Social Security Number
SSRS	SQL Server Reporting Services
TDE	Transparent Data Encryption
TLS	Transport Layer Security
TOR	Top of Rack
TSA	Transportation Security Administration

Abbreviation	Term
UAT	User Acceptance Testing
UDP	Unified Data Protection
UES	Universal Enrollment Service
UPS	Uninterruptable Power Supply
USB	Universal Serial Bus
USPS	United States Postal Service
UV	Ultraviolet
VLAN	Virtual Local Area Network
VM	Virtual Machine
VPN	Virtual Private Network
WHTI	Western Hemisphere Travel Initiative

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About This Document

The below items have been provided with the proposal as noted in RFP paragraph 4.6 and as modified to respond to the RFP question and answers which required a Sample Training Plan to be submitted with the proposal. We have included this Sample Training Plan as Attachment #9.

✓ Required Number of Copies (7)

✓ Cover Letter

✓ Signed Certificate of Compliance (Exhibit A)

✓ State of Vermont Bidder Response Form and Attachments (Exhibit C)

- A Financial Statement (and a confidentiality statement if, the financial information is considered non-public) labeled Attachment #1.
- A Road Map labeled Attachment #2.
- Executive PowerPoint labeled Attachment #3.
- A proposed list of project phases, tasks and an implementation time-line labeled Attachment #4.
- Project Manager resume labeled Attachment #5.
- An Implementation plan labeled Attachment #6.
- Technical Resource Resumes labeled Attachment #7.
- Service Level Agreement (SLA) labeled Attachment #8.
- Sample Training Plan labeled Attachment #9

We have included a redacted proposal hardcopy and a USB with the redacted electronic file

We have included the pricing in a separate sealed envelope along with a USB containing the electronic pricing file

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Certificate of Compliance (Exhibit A)

We have provided our Certificate of Compliance (Exhibit A) on the following pages.

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EXHIBIT A

CERTIFICATE OF COMPLIANCE

For a bid to be considered valid, this form must be completed in its entirety, executed by a duly authorized representative of the bidder, and submitted as part of the response to the proposal.

A. **NON COLLUSION:** Bidder hereby certifies that the prices quoted have been arrived at without collusion and that no prior information concerning these prices has been received from or given to a competitive company. If there is sufficient evidence to warrant investigation of the bid/contract process by the Office of the Attorney General, bidder understands that this paragraph might be used as a basis for litigation.

B. **CONTRACT TERMS:** Bidder hereby acknowledges that is has read, understands and agrees to the terms of this RFP, including Attachment C: Standard State Provisions for Contracts and Grants, and any other contract attachments included with this RFP.

C. **FORM OF PAYMENT:** Does Bidder accept the Visa Purchasing Card as a form of payment?

__X__ Yes_____No

D. **WORKER CLASSIFICATION COMPLIANCE REQUIREMENT:** In accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), the following provisions and requirements apply to Bidder when the amount of its bid exceeds $250,000.00.

Self-Reporting. Bidder hereby self-reports the following information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification of workers, that occurred in the previous 12 months.

Summary of Detailed Information	Date of Notification	Outcome
NONE		

Subcontractor Reporting. Bidder hereby acknowledges and agrees that if it is a successful bidder, prior to execution of any contract resulting from this RFP, Bidder will provide to the State a list of all proposed subcontractors and subcontractors' subcontractors, together with the identity of those subcontractors' workers compensation insurance providers, and additional required or requested information, as applicable, in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), and Bidder will provide any update of such list to the State as additional subcontractors are hired. Bidder further acknowledges and agrees that the failure to submit subcontractor reporting in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54) will constitute non-compliance and may result in cancellation of contract and/or restriction from bidding on future state contracts.

E. Executive Order 05 – 16: Climate Change Considerations in State Procurements Certification

Bidder certifies to the following (Bidder may attach any desired explanation or substantiation. Please also note that Bidder may be asked to provide documentation for any applicable claims):

1. Bidder owns, leases or utilizes, for business purposes, space that has received:
   - ☒ Energy Star® Certification
   - ☒ LEED®, Green Globes®, or Living Buildings Challenge℠ Certification
   - ☐ Other internationally recognized building certification:

2. Bidder has received incentives or rebates from an Energy Efficiency Utility or Energy Efficiency Program in the last five years for energy efficient improvements made at bidder's place of business. Please explain:

Our landlord CBRE has received incentives from National Grid to replace LED lighting throughout our factory. We have also worked with architects and engineers to put in energy efficient equipment and lighting.

3. Please Check all that apply:
   - ☐ Bidder can claim on-site renewable power or anaerobic-digester power ("cow-power"). Or bidder consumes renewable electricity through voluntary purchase or offset, provided no such claimed power can be double-claimed by another party.
   - ☐ Bidder uses renewable biomass or bio-fuel for the purposes of thermal (heat) energy at its place of business.
   - ☒ Bidder's heating system has modern, high-efficiency units (boilers, furnaces, stoves, etc.), having reduced emissions of particulate matter and other air pollutants.
   - ☐ Bidder tracks its energy consumption and harmful greenhouse gas emissions. What tool is used to do this? _____
   - ☒ Bidder promotes the use of plug-in electric vehicles by providing electric vehicle charging, electric fleet vehicles, preferred parking, designated parking, purchase or lease incentives, etc..
   - ☐ Bidder offers employees an option for a fossil fuel divestment retirement account.
   - ☐ Bidder offers products or services that reduce waste, conserve water, or promote energy efficiency and conservation. Please explain:

IDEMIA is committed to providing eco-friendly products and facilities to help the environment. Our eco-friendly product portfolio and facilities reduce envronment impact in the following ways: Chlorine Free Documenent Manufacturing Material, Environmentally Efficient Waste Free Manufacturing, Low Impact Electronic Products, and Environmentally Friendly Billerica, Massachusetts Building (LEED Certification).

4. Please list any additional practices that promote clean energy and take action to address climate change:

There are no additional practices to list at this time for clean energy.

F. Acknowledge receipt of the following Addenda:

Addendum_____No.: Dated_____:_____

Addendum_____No.: Dated_____:_____

Addendum_____No.: Dated_____:_____

Bidder Name: Idemia Identity & Security USA LLC ("IDEMIA")

Contact Name: Tony Lawrence

Address: 296 Concord Road Suite 300

Fax Number: _____

Billerica, Massachusetts 01821

Telephone: 978-215-2713

E-Mail: Tony.Lawrence@us.idemia.com

By: _____
Signature of Bidder (or Representative)

Name: Ed Casey
(Type or Print)

END OF CERTIFICATE OF COMPLIANCE

State of Vermont Bidder Response Form (Exhibit C)

Please find our State of Vermont Bidder Response Form (Exhibit C) on the following page.

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Exhibit C

State of Vermont Bidder Response Form

Request for Proposal Name: **Driver's License/ID System Replacement**

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State of Vermont Bidder Response Form

Bidder Instructions:

Provide the information requested in this form and submit it to the State of Vermont as part of your Request for Proposal (RFP) response. All answers must be provided within the form unless otherwise specified.

Important: This form must be completed and submitted in response to this RFP for your proposal to be considered valid. The submission must also include the eight (8) additional artifacts requested within this form (denoted by underlined green font).

See the RFP for full instructions for submitting a bid. **Bids must be received by the due date and at the location specified on the cover page of the RFP.**

Direct any questions you have concerning this form or the RFP to:

Stephen Fazekas, Technology Procurement Administrator
State of Vermont
Office of Purchasing & Contracting
109 State Street
Montpelier VT 05609-3001
E-mail Address: Stephen.Fazekas@vermont.gov

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State of Vermont Bidder Response Form

Part 1: BIDDER PROFILE

IDEMIA has transitioned more Driver's License/Identification (DL/ID) programs to central issuance than all other companies combined. We have migrated 21 programs from over-the-counter operations to central issuance. We have the experience and familiarity needed to assure your success.

The Vermont Department of Motor Vehicles (VT DMV) will receive the industry's most modern DL/ID solution, enabling the most secure and customer-connected operation in the country with technologies that will serve the broad spectrum of current and future needs.

Our VT DMV Team, led by TJ Stamas, is very familiar with the locations of your offices, your workflow and current environment. They have the background to support the requirements of this Request for Proposal (RFP). With our "Service without Borders" approach, trained team members from outside the Vermont borders are ready to engage if needed. Our Program Management and Technical Teams are prepared, today, to assist you in achieving the vision laid out in your RFP.

IDEMIA offers public outreach assistance to help prepare the State workforce and your citizens for the change to central issuance of driver's licenses. This is a unique benefit of our many decades of experience in handling this important conversion and lessons - earned in how to assure a smooth transition. And, it's another example of our commitment to our partnership with the State of Vermont.

1. Complete the table below.

Item	Detail
Company Name:	Idemia Identity & Security USA LLC Special note: We are excited to announce that MorphoTrust USA LLC as well as other Morpho companies have been purchased by Boston-based Advent International and merged with Oberthur Technologies under the new company name, IDEMIA. This new entity enhances our status as a global

VERMONT

State of Vermont Bidder Response Form

	leader in identity management that will increase our partnership with not only the Division of Motor Vehicle (DMV), but the State of Vermont as a whole.
Physical Address:	296 Concord Road, Suite 300 Billerica, Massachusetts 01821
Postal Address:	296 Concord Road, Suite 300 Billerica, Massachusetts 01821
Business Website:	www.IDEMIA.com
Type of Entity (Legal Status):	Limited Liability Corporation
Primary Contact:	Tony Lawrence
Title:	Principal Proposal Manager
Email Address:	Tony.Lawrence@US.IDEMIA.com
Phone Number:	978-215-2713
Fax Number:	978-215-2406

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State of Vermont Bidder Response Form

2. Provide a brief overview of your company including number of years in business, number of employees, nature of business, and description of clients. Identify any parent corporation and/or subsidiaries.

OVERVIEW

On December 31, 2017, MorphoTrust USA, LLC changed its name to Idemia Identity & Security USA LLC ("IDEMIA"). Please note that there has been no assignment, change to the corporate form, assets, locations, or capabilities of MorphoTrust and IDEMIA will maintain the same tax identification number. IDEMIA is part of a larger global identity and technology company with resources across the globe.

In 2017, the Morpho group of entities, of which MorphoTrust was a member, was acquired by Advent International, a U.S. based, world-leading private equity firm for more than $2 billion. The result is an evolved company with a market-leading position in identity management and approximately $3 billion of revenue worldwide covering Identity Solutions (DL/ID), Digital ID, Smart Cards, Federal ID, Law Enforcement solutions, border protection, and more. As a result, the MorphoTrust division enjoys some of the highest levels of financial stability in the industry.

For over 60 years IDEMIA Identity and Security has been the industry leader in the U.S. driver's license market, delivering identity solutions and services to State DMV's and government agencies that enable trusted transactions—in person or online—wherever identity matters. **With over 1,900 employees and 37 U.S. driver's license contracts, the State of Vermont will benefit by working with a partner that is not only the most experienced DL/ID provider, but is also the only U.S.-owned company in the market. The State will receive the best avenue for future enhancements and innovations with a partner whose primary business has always been producing secure U.S. driver's licenses.**

The VT DMV will have low program risk with a partner who has successfully implemented hundreds of U.S. driver's license programs over 60 years, and has successfully transitioned 21 states to central issuance of driver's licenses. Identification is our business and we will keep your program current with exposure to the newest technology available.

NATURE OF BUSINESS

At IDEMIA, our mission is to create a safe and simple future where identity verification is indisputable and only you can assert your identity. VT DMV will benefit from our services as a trusted partner to U.S. government agencies for over 60 years with deep expertise in civil identity, public security, commercial markets and biometric identification and document authentication. These strengths, paired with our unparalleled relationships and pioneering approach to in-person identity resolution and proofing, make us the leading provider of best-in-class solutions for civil and commercial transactions.

Globalization, digitalization and mobility – all of these market drivers contribute to the evolving landscape of identity and security. By implementing IDEMIA's broad range of U.S. government-endorsed solutions, you can be assured that your citizens' identities are protected.

Our solutions produce 80% of U.S. driver's licenses, making us the most trusted identity document solution provider in the U.S. Other programs include U.S. passports and passport cards, border management, public safety, banking, and travel Transportation Security Administration (TSA). Our IdentoGO® centers provide over 1,200 convenient locations for fingerprinting and other identity-related services to over 4.5 million customers nationwide. We are leaders in the digital transformation of DL/ID cards and the development of mobile credentials. This range of experience offers the State a partner who understands the full range of identity protection you and your citizens expect.

INNOVATIONS

From the time the **first photo was added to a driver license in the U.S. over 60 years** ago, IDEMIA and its predecessor companies have continued to lead the markets we serve with countless "firsts," including many industry-changing innovations in secure driver's license issuance, biometrics, and enrollment services. We worked closely with VT DMV to implement several innovative "firsts" in the State including; Western Hemisphere Travel-Initiative (WHTI)-compliant Enhanced Driver's License (EDL) cards, facial recognition, REAL ID compliance, and the Drive Only program.

To deliver the complete solutions our customers require, IDEMIA's core competencies include in-depth domain knowledge of secure credentials, data management, workflow, business rules, system design, and integration. In addition, our competencies include software development, hardware evaluation, deployment, and maintenance services long after the contract is executed. We've successfully managed the delivery and ongoing support of complex systems large and small, for producing secure DL/ID's. We bring the same leadership and experience to our automated testing solutions and other added value solutions that we bring to the driver's license community.

Figure 1 illustrates IDEMIA's various achievements over our long history in the secure identification and document issuance field. Our value-added section indicates products that address improving mobility without sacrificing security. Our experience in workflow from other States who have migrated to central issuance will provide the VT DMV exposure to processes that have worked effectively for other States. This experience will translate into success for the VT DMV now and into the future.

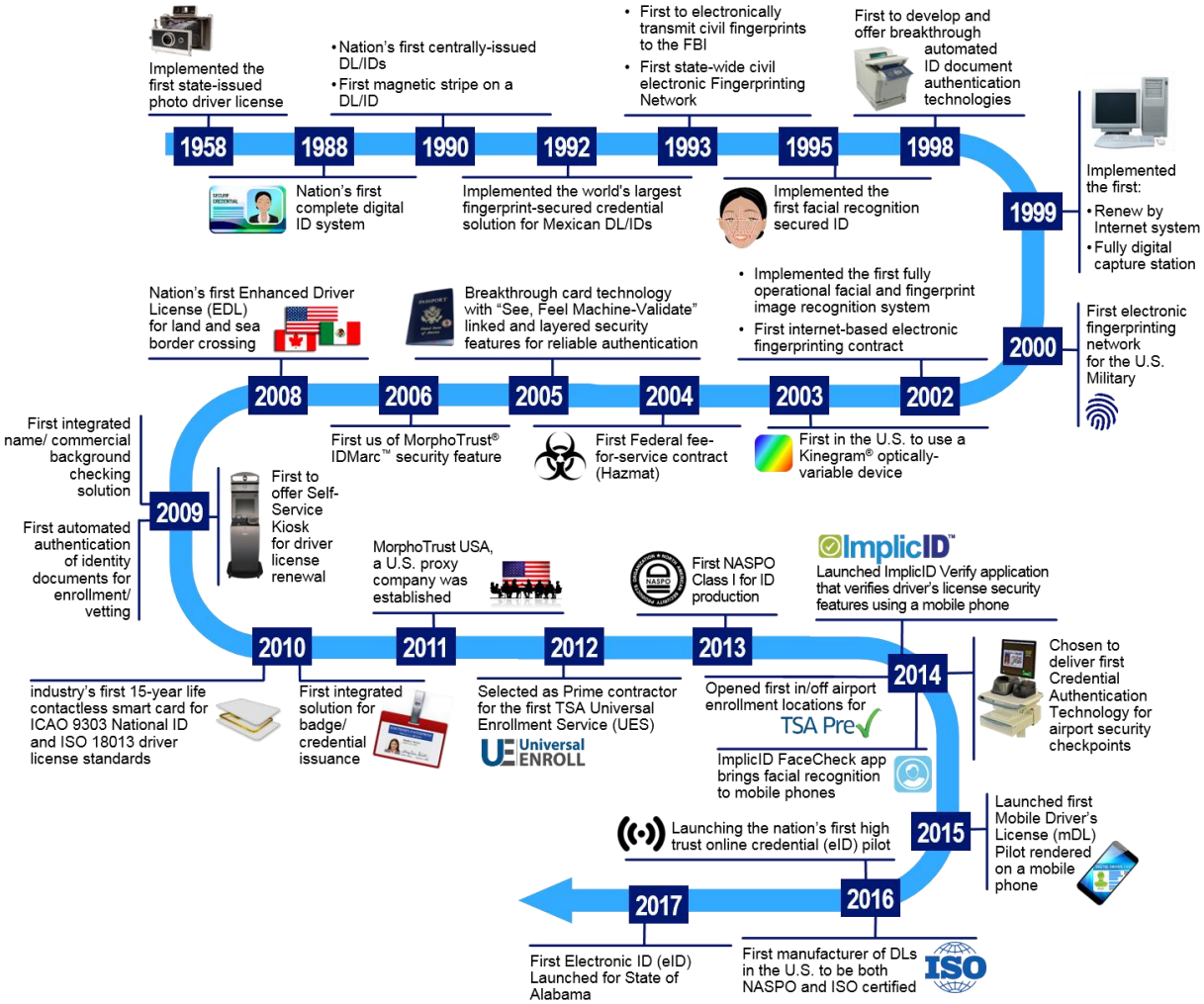

Figure 1. Guiding the Industry to Excellence for over 60 Years. IDEMIA's history of achievements in the driver's license solution industry has set the standards used today for the highest quality and most secure cards in the U.S. will work with your team, providing you access to the most current identification technology available.

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State of Vermont Bidder Response Form

Our innovative path continues with our DMV partners. As time goes on, the VT DMV and the Vermont's citizens will benefit from our additional technology "firsts" such as Mobile Driver's License (mDL) and Electronic Identification (eID). IDEMIA launched the first eID for the State of Alabama to secure online income tax filings in 2017. This year, we plan to issue the first mDL in the U.S. and will make this technology generally available to all our State DMV partners to implement according to their own timetables.

The VT DMV requires a partner who has continuously laid the foundation for the driver's license industry standards. Through our commitment to innovation, and our work with organizations such as American Association of Motor Vehicle Administrators (AAMVA), Department of Homeland Security (DHS), and North American Security Products Organization (NASPO), along with our in-depth knowledge of the VT DMV business processes, IDEMIA is uniquely qualified to be that partner to keep your driver's license related technology at the forefront of innovation and regulatory compliance now and in the future.

3. **Provide a Financial Statement* for your company and label it Attachment #1**. A confidentiality statement may be included if this financial information is considered non-public information. This requirement can be filled by:

1 VSA § 317(c)(7)

- [redacted]
- [redacted]
- [redacted]

[redacted]

[redacted]

[redacted]

VERMONT

State of Vermont Bidder Response Form

[redacted]

1 VSA § 317(c)(7)

[redacted]

4. Disclose any judgments, pending or expected litigation, or other real potential financial reversals, which might materially affect the viability or stability of your company or indicate below that no such condition is known to exist.

IDEMIA has no pending or expected litigation, or other real potential financial reversals, that would materially affect the viability or stability of our company.

5. Provide a list of three references similar in size and industry (preferably another governmental entity). References shall be clients who have implemented your Solution within the past 48 months.

IDEMIA is delighted to present the following three references to the VT DMV. Each of these solutions have been implemented within the past 48 months, are states that use central issuance for card production, and have varying modules of our latest technology solutions.

Start Confidential Information

Reference 1	Detail
Reference Company Name:	Connecticut Department of Motor Vehicles
Company Address:	60 State Street, Wethersfield, Connecticut 06161
Type of Industry:	Government
Contact Name:	Michael R. Bzdyra, Commissioner
Contact Phone Number:	860-263-5015

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Contact Email Address:	Michael.Bzdyra@ct.gov
Description of system(s) implemented:	In July of 2017, IDEMIA and the Connecticut Department of Motor Vehicles completed the rollout of a new DL/ID solution, the result of a competitive bid awarded to IDEMIA. The complete solution was deployed to 17 DMV locations, eight AAA locations and multiple DMV back office departments and support staff. The deployment included front office and back office solutions, similar to what is proposed within our response for the VT DMV. Facial recognition and a conversion from over-the-counter card production to central issuance were also included in the delivery. The Connecticut Department of Motor Vehicles now produces approximately 660,000 REAL ID compliant and Drive Only credentials annually from one of IDEMIA's secure Central Card Production Facilities (CCPF). The deployment included integration with the Connecticut State Police and Local Law Enforcement mobile devices to access images. The Connecticut Department of Motor Vehicles is currently participating in our Multi-State facial recognition solution with New York, New Jersey, and Maryland, to share images for Commercial Driver's License (CDL) drivers amongst all jurisdictions to verify a driver does not possess an identity in another state. IDEMIA also assisted the Connecticut Department of Motor Vehicles with oversight and administration of a six sigma process improvement discovery and implementation project resulting in over 50-percent reductions for customer wait times at branches throughout the State and other improved back office processing improvements.
Date of Implementation:	July 2017

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Reference 2	Detail
Reference Company Name:	Iowa Department of Transportation
Company Address:	6310 SE Convenience Boulevard, Ankeny, Iowa 50021
Type of Industry:	Government
Contact Name:	Mark Lowe
Contact Phone Number:	515-237-3121
Contact Email Address:	Mark.Lowe@dot.iowa.gov
Description of system(s) implemented:	The Iowa Department of Transportation has implemented the same components, and more, that will be part of the Vermont DL/ID system: central issuance of credentials, image capture, facial recognition, and document authentication. In January 2013, the Iowa Department of Transportation began producing REAL ID-compliant documents through an upgrade to IDEMIA's solution. The system is used by more than 200 users at 116 different locations. There are 140 permanent and mobile capture workstations. The system uses web service interfaces between the DL/ID program's image server, the image verification system, and the factory communications server. The Iowa Department of Transportation and IDEMIA have worked together on a mDL, that started with a pilot program in 2015 and has progressed into a full-scale development and deployment activity, which is ongoing. Solution highlights: • One-to-many investigative facial recognition system with issuance management that supports the gating of potential duplicate identities

	• Face recognition services includes over 10 million face templates and image records • Camera technology includes automatic image quality checking with 1:1 face recognition technology • Access is available 24/7 and supports all law enforcement agencies as searches are requested through the DMV
Date of Implementation:	Upgrade of the capture solution to incorporate Real ID compliance and other upgrades in January 2013

Reference 3	Detail
Reference Company Name:	New Jersey Motor Vehicle Commission
Company Address:	225 East State Street, Trenton NJ
Type of Industry:	Government
Contact Name:	Raymond Martinez
Contact Phone Number:	609-633-9033
Contact Email Address:	Raymond.Martinez@dot.state.nj.us
Description of system(s) implemented:	An Enhanced Digital Driver's Licensing (EDDL) contract was awarded to IDEMIA beginning January 31, 2010. IDEMIA has since delivered an EDDL Phase 1 over-the-counter solution that completed its deployment rollout during May, 2011. New Jersey Motor Vehicle Commission issues approximately 2.5 million DL/ID cards annually. IDEMIA deployed more than 195 image capture

	workstations with secure card printers at 39 office sites across the state. Pleased with the success of the initial phase of the project, the New Jersey Motor Vehicle Commission has selected two additional contract options, one for a Facial Recognition System and another for an IDEMIA-operated Central Print Facility. Both of these capabilities were delivered with an EDDL Phase 2 delivery along with IDEMIA's Anti-Fraud Service (facial recognition scrub) that was added to the project scope. The New Jersey Motor Vehicle Commission has identified specific business goals for its EDDL Phase 2 Facial Recognition and Central Print Farm capabilities. Central issuance benefits include: • Less costly overall than over-the-counter-based issuance • Higher security solution than over-the-counter-based issuance • Better security and tighter control of materials as opposed to on-site card blanks, laminates, etc.) • Provides time to check and verify individuals for possible fraud prior to providing permanent driver's license document • Mailing of document helps validate address In 2015, IDEMIA worked with the New Jersey Motor Vehicle Commission to upgrade their front office for compatibility with Windows 7. This included an upgrade to the capture solution to the latest technology.
Date of Implementation:	Initial implementation was in 2011, solution updates and upgrades were performed in 2013, 2015 and 2016.

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PART 2: BIDDER PROPOSAL/SOLUTION

1. Provide a description of the technology solution you are proposing.

To help VT DMV improve customer service, REAL ID compliance, and a new central issuance process while reducing risk and cost, we offer you our new front office and back office software – Web Enrollment and Issuance 360 Back Office – running on state-provided workstations in a resilient, secure, virtualized, high-availability IDEMIA supplied server environment. Based on the Microsoft stack and industry standard hardware, this configurable solution will provide you with the functionality required to effectively run your business by increasing uptime and streamlining your customers' experience as you transition from over-the-counter card production to central issuance – a big change for both you and your citizens.

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2. Provide a description of the capabilities of the technology solution you are proposing.

To provide a framework for providing this description, we will use the Scope of Work stated in the RFP, item #2, page 4, represented by the shaded text.

Information Capture Application (ICA): It is the intent of the State that data entry of identification information as well as all information necessary for identification issuance would be able to be captured within the bidder's software. We anticipate that there would be two ways in which information would be entered into the bidder's software; through direct data entry into the software for

new credentials or through an API call to DMV system information for renewals or reprints. It is the expectation that the information captured in the bidders software will be provide back to the State's Enterprise Data Environment in order to update other State systems including the Mainframe system (the State's system of record for licensing information).

Web Enrollment has the ability to act as the data entry point for issuances transactions. It provides two ways/types of entry:

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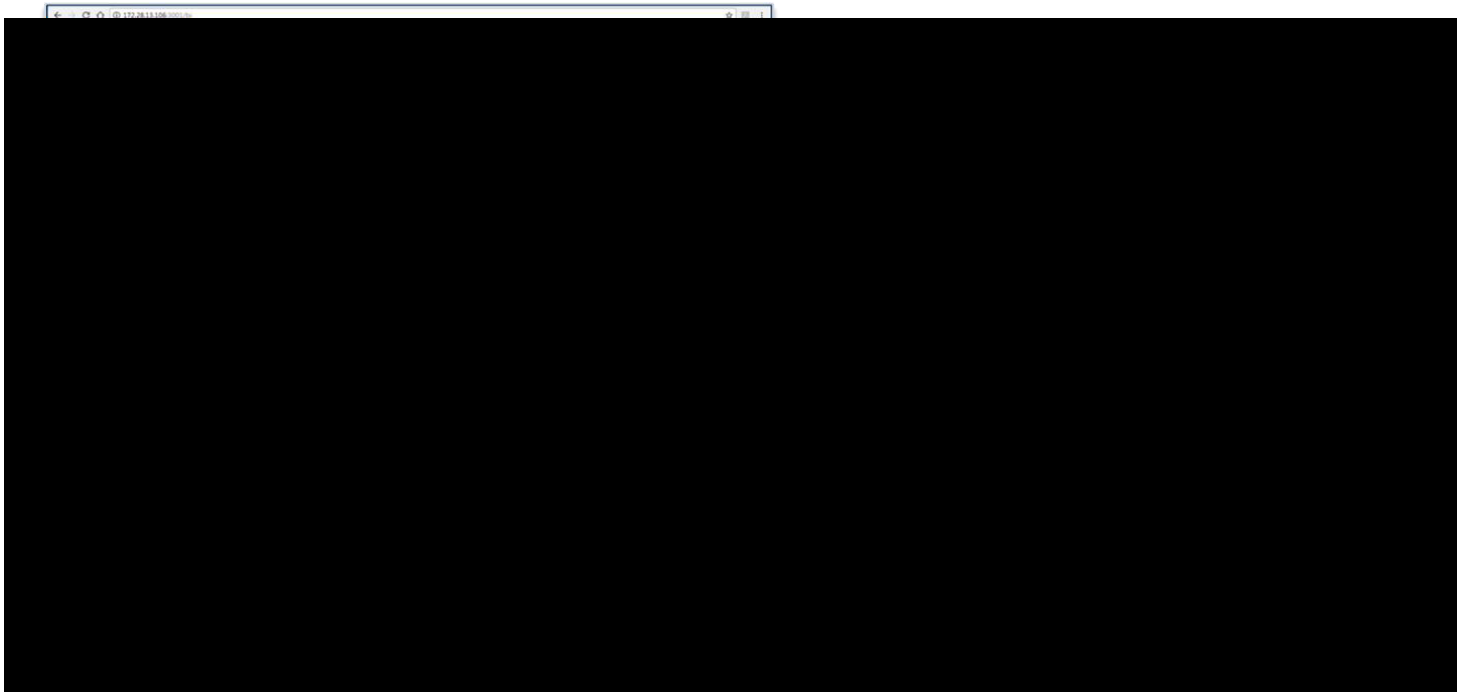

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3. If a proprietary software is being proposed, provide a description of the:

   A. Standard features and functions of the software:

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4. Give a brief description of the evolution of the system/software solution you are proposing. Include the date of the first installed site and major developments which have occurred (e.g. new versions, new modules, specific features).

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5. List the total number of installations in the last 3 years by the year of installation.

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6. Provide the total number of current users for the proposed system and indicate what version they are using.

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7. Have you implemented the proposed solution for other government entities? If so, tell us who, when, and how that implementation went?

Yes. We have implemented the Issuance 360 solution for the government entities listed in Table 6.

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8. Provide a Road Map that outlines the company's short term and long term goals for the proposed solution/software and label it Attachment #2.

   Our Issuance 360 solution's short term and long term road map is provided in Attachment #2.

9. Provide a PowerPoint (minimum of 1 slide and maximum of 10 slides) that provides an Executive level summary of your proposal to the State. Label it Attachment #3.

We have provided an Executive level summary of our proposal in Attachment #3.

10. Describe any infrastructure, equipment, network or hardware *required* to implement and/or run the solution.

We offer the VT DMV the latest, most modern capture hardware and software and server solution to quickly and efficiently process Vermont citizens DL/ID issuances as shown in Figure 58.

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Figure 58. Resilient, highly available solution to maximize system availability

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FRONT OFFICE REQUIREMENTS

Our front office Web Enrollment capture solution as configured and proposed to the VT DMV requires the following components:

- Hardware
  - PC Workstation – state provided
  - Keyboard and Mouse – state provided
  - Monitor – state provided
  - Uninterruptible Power Supply with surge protection – state provided
  - Camera Tower – IDEMIA provided
  - Backdrop – IDEMIA provided
  - Touchscreen Customer Interaction Device and stylus – IDEMIA provided
  - Temporary Document Printer – state provided
  - Fingerprint reader for fast logon – IDEMIA provided
- Software
  - Windows operating system – state provided
  - Chrome, Firefox, or Internet Explorer browser
  - Zabbix workstation monitoring software – IDEMIA provided
  - Symantec Endpoint protection – state provided
- Networking
  - Connectivity to the state network

A fuller description of the individual items we are proposing is provided on the following pages and shown in Figure 59.

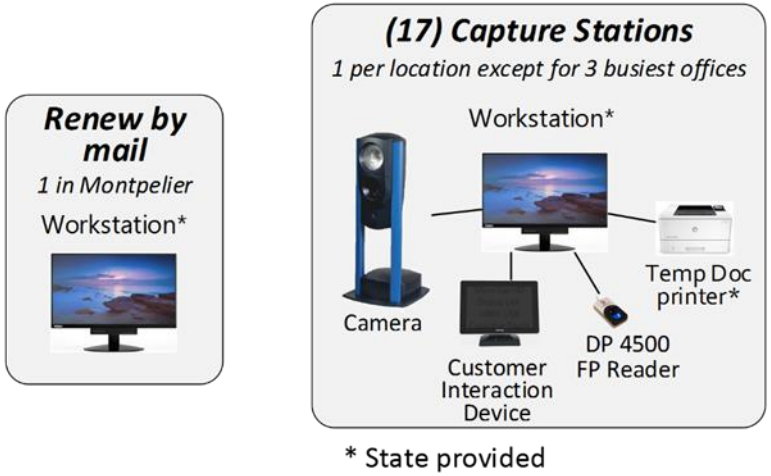

Figure 59. Modern devices to support an updated workflow

Table 7. Component List details the components of our image capture workstation and their corresponding end of life.

Table 7. Component List

Component	Brand and Model
Hardware	
Workstation, monitor and Uninterruptable Power Supply (UPS)	State provided
Temp doc printer	State provided
Image capture camera	IDEMIA Camera Tower, 120V
Signature pad	Mimo Magic Touch Deluxe Monitor
Temp Document Printer	State provided
Fingerprint Reader	Digital Persona U.are.U 4500
Photo backdrop	IDEMIA Photo Backdrop in blue
Software	

Operating System	Microsoft Windows 10 Pro (state provided)
Capture Software	IDEMIA Web Enrollment
Temporary Data Storage	Microsoft SQL Server 2014 Express
Data Encryption	EFS
Monitoring Software	Zabbix
Security	State provided

IDEMIA CAMERA TOWER

The IDEMIA Camera Tower (see Figure 60) is a high quality, professional grade solid-state digital color camera in attractive packaging that assures clear, consistent portrait colors. Featuring an image capture of over 18 megapixels, autofocus, and Standard Red, Green, Blue (sRGB) color system, it features a software driven autofocus lens system that focuses and centers on the customer's face autonomously and provides automatic readjustment as the customer shifts. Once calibrated, there is no need for the CSR to manually adjust the camera; the software makes all adjustments. This excellent capture capability is provided by the software-driven auto-focus functionality that is built upon the camera's contrast detection system. It has an automated focusing range of 7.9 inches to infinity. This functionality:

- Completely eliminates any need for manual adjustments with the height or the angle of the camera which would slow down applicant processing and add unnecessary wear and tear on the equipment – no tilting or movement ever required once installed.
- Captures the image of an applicant who is either standing or sitting, as in a wheelchair
- Captures subjects from about 42" to 90" in height automatically when the camera is mounted about 54" from the floor at a distance to the subject of 60" (generally that correlates to 72" to the backdrop) - a CSR touches a key on the keyboard or clicks a mouse to automatically capture a fully framed, cropped and focused picture of the applicant.

Figure 60. IDEMIA's reduced footprint Camera Tower's flat-mount base provides several inches of additional workspace to organize peripherals or add counter space.

MIMO MAGIC TOUCH DELUXE MONITOR – CUSTOMER INTERACTION DEVICE

Our signature capture features the Mimo Magic Touch Deluxe Monitor (see Figure 61). Not only can this monitor capture signatures, but it can also be used to implement future customer interaction enhancements such as motor votor or organ donation affidavits. The easy-to-read, multitouch display provides nearly instant response to customers. Along with the adjustable base to accommodate any customer this form factor strikes the right balance between convenience, reliablity and workspace.

Figure 61. Designed to be durable and reliable, this device acts as a customer-facing display for signature and direct input from the customer.

FINGERPRINT READER

The Crossmatch U.are.U 4500 Fingerprint Reader (see Figure 62) integrates multifactor authentication into IDEMIA Web Enrollment. It uses optical fingerprint scanning technology for superior image quality and product reliability.

Figure 62. Accurate Fingerprint Recognition. The simple, efficient reader is able to quickly encrypt and transfer fingerprint data.

The combination of the U.are.U 4500 Fingerprint Reader and Crossmatch's Altus software matching engine produces an unmatched ability to enroll and recognize even the most difficult fingerprints. Based on IDEMIA's actual in-production experience with the DigitalPersona product set, the VT DMV examiners would be able to login and authenticate their identity prior to the capture of the customer's image in less than 1 second.

AAMVA COMPLIANT BACKDROP

IDEMIA will provide backdrops of the appropriate shade that meet all AAMVA standards, subject to the VT DMV's approval. The proposed backdrop will be a consistent color throughout with no need for calibration strips or any special considerations. Our backdrops can be mounted to the wall, suspended from the ceiling, or operated from stands, depending on individual site requirements. All backdrops provided will accommodate applicants seated or standing and measuring between 3'6" (42 inches) and 7'6" (90 inches).

BACK OFFICE REQUIREMENTS

To provide for the highest level of system and application reliability, IDEMIA proposes a redundant, virtualized, high available server configuration in the VT DMV data center featuring load balanced server clusters that avoid any single point of failure, as shown in Figure 63. The environment's high-availability configuration eliminates downtime and service interruptions due to platform failures and ensures that data and images are always available when you need them.

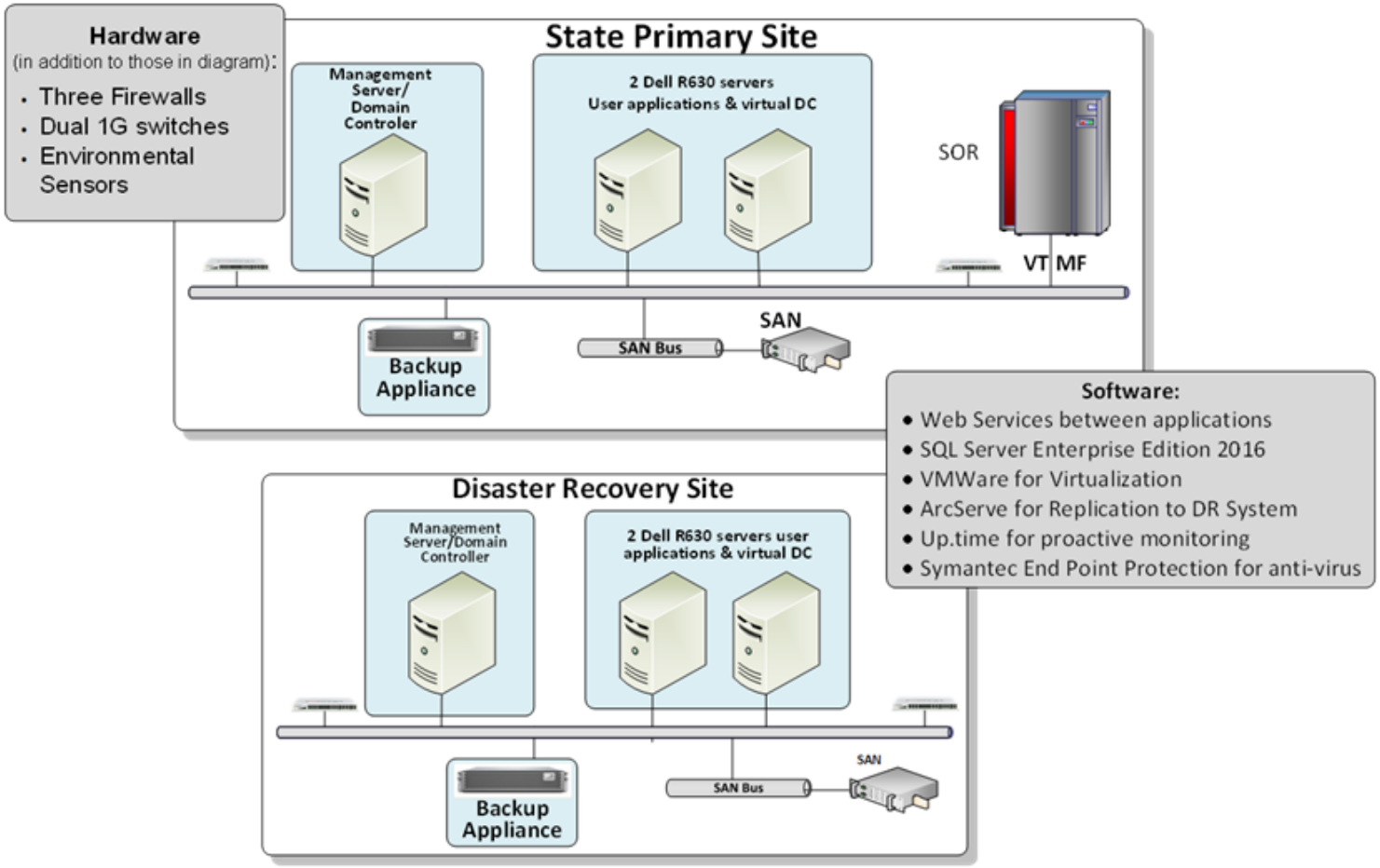

Figure 63. Enterprise level server solution to secure and protect VT DMV's citizen's information

Table 8 summarizes the design principles of our approach to providing the highest level of service and system availability to the VT DMV.

Table 8. A Resilient Environment for both Production and Recovery

Feature	Benefit to the DMV
Hypervisor Clustering	• Automatic restart of affected VMs.
Load Balancing	• The load balancer intelligently routes client requests to the right server, in a manner that maximizes performance and capacity utilization
Storage Area Network (SAN) Fabric Redundancy	• Multiple storage controllers, each with storage path redundancy to multiple fiber channel fabrics
Storage Array Hardware Redundancy	• Redundant power supplies and network connections • Data is mirrored and/or striped and can sustain at least one drive failure without data loss. • Extra drives which function as hot spares.
Network Redundancy	• Two physical Top of Rack (TOR) switches in an unstacked configuration to avoid outages caused by software (configuration) and hardware interruptions. • Two physical firewalls • Each firewall, host, and storage array will be connected to each TOR switch for redundancy.
Workload Anti-affinity	• VM load distribution rules are configured to prevent both of the redundant nodes of a particular component (web, database, domain controller, etc.) from being co-located on the same physical host server or storage volume.
VM Live-Migration	• A separate set of network interfaces will exist to support the live migration of VMs.
Fault Tolerance	• With VMware vSphere fault tolerance is a continuous data availability architecture that exactly replicates a VM on an alternate physical host if the main host server fails

Feature	Benefit to the DMV
Transaction support	• Every SQL Server database has a transaction log that records all transactions. The transaction log is a critical component of the database. If there is a failure, the DMV will need that log to bring the failed database back to a consistent state

Table 9 below provides a list of components (*or functional equivalent at time of deployment*) proposed to support the solution's server needs and the benefits they provide to VT DMV.

Table 9. High Quality Server Components for Maximum Uptime

Component	Product	Purpose
Servers	2 Dell	• High availability for automatic failover
Monitoring Server	1 Dell	• Domain controller redundancy • Independent monitoring
Disk	Storage Array Network	• Tiered storage for high performance • Redundant data for automatic failover • Self-encrypted drives to protect data at rest
Backup Appliance	Dell server With dedicated storage	• Isolate backups for faster recoverability
Network	Fortinet Firewalls Fortinet switches	• Secure network connectivity • Encapsulation isolates traffic for greater security • Redundant equipment for automatic failover
Anti-virus	Symantec Endpoint Protection	• System protection with excellent logging and auditing
Replication	ArcServe	• Protection of data across entire high-availability and disaster recovery systems
Database	SQL Server Enterprise	• "Always on" for parallel data duplication

Virtualization	VMWare	• Maximizes uptime and facilitate high-availability

Table 10 below provides a list of the specific devices selected to support the architecture.

Table 10. Architecture Device List

Quantity	Component	Hardware/Software
Primary Production System		
2	Back Office Server Solutions	Dell R-series R630
1	Management Server	Dell R-series R430
1	Backup Appliance	Dell R-series R730xd
1	Storage Array Network	Fujitsu Eternus DX100
3	Switches	Fortinet FortiSwitch-524D
2	Firewalls	Fortinet FortiGate-300D
1	Rack	APC NetShelter SX Rack
	Environment Sensors	APC Temperature and Humidity Sensor
	Anti-virus	Symantec Endpoint Protection
	Monitoring	Uptime Infrastructure Monitor
	Database Management	Microsoft SQL Server
	Virtualization Software	VMWare
Disaster Recovery Solution		

Quantity	Component	Hardware/Software
2	Central Image Server Solutions	Dell R-series R630
1	Management Server	Dell R-series R430
1	Backup Appliance	Dell R-series R730xd
1	Storage Array Network	Fujitsu Eternus DX100
3	Switches	Fortinet FortiSwitch-524D
2	Firewalls	Fortinet FortiGate-300D
1	Rack	APC NetShelter SX Rack
	Environment Sensors	APC Temperature and Humidity Sensor
	Anti-virus	Symantec Endpoint Protection
	Monitoring	Uptime Infrastructure Monitor
	Database Management	Microsoft SQL Server
	Virtualization Software	VMWare

11. What is your recommended way to host this solution?

We propose an enterprise level solution that supports a redundant, virtualized, high available server configuration for production and User Acceptance Testing (UAT) to be hosted at VT DMV's data center and a disaster recovery environment in the State's disaster recovery facility in Berlin, Vermont with connectivity provided via the state network (Figure 64). All network/server components in the solution are configured for redundancy including edge routers, perimeter firewalls, local area network (LAN) switching, and virtualization platform. All hardware and software required to support the production and UAT environments will be provided by IDEMIA.

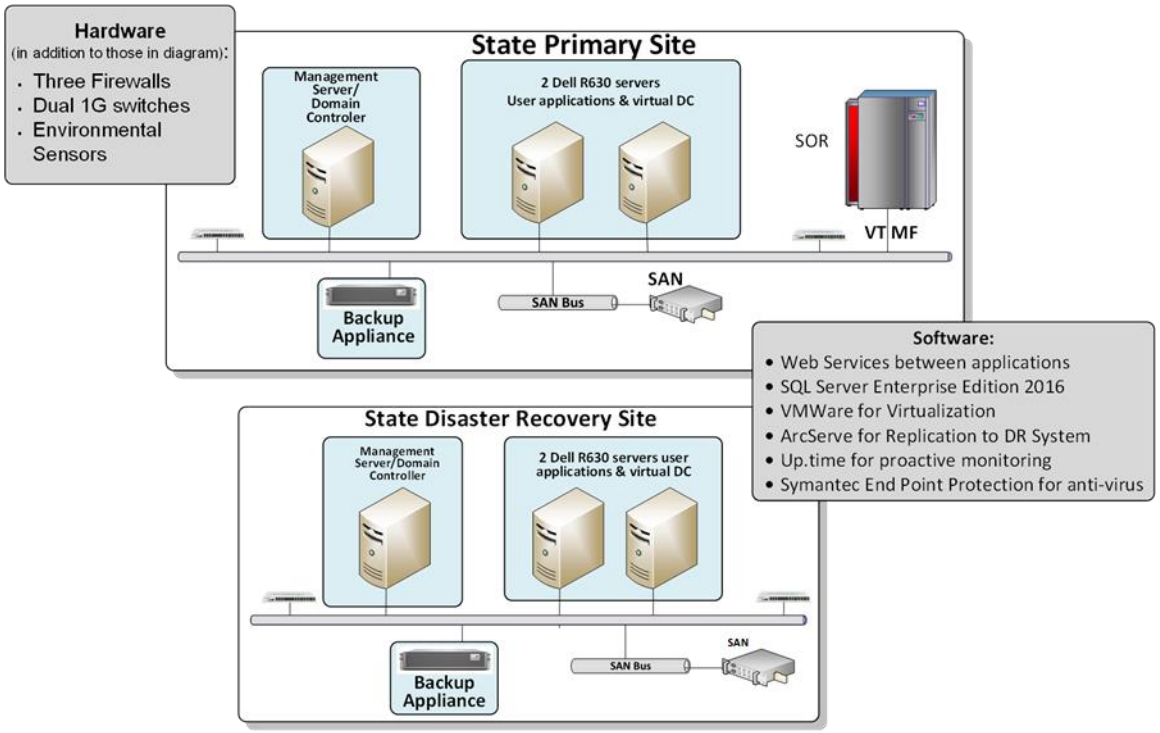

Figure 64. A resilient, proven, high-availability server architecture to support your business needs

An IDEMIA-hosted system with production and disaster recovery systems hosted at two IDEMIA locations is an option. We have provided hosted solutions for our automated driver's license testing customers for several years with great success. However, these systems handle less sensitive customer Personally Identifiable Information (PII) and fewer transactions than a full DL/ID issuance system. At this point in time, the hosting of full DL/ID issuance solutions is new to the industry, and some other vendors' states have experienced significant issues with poor system performance, statewide outages, and long lines. Furthermore, data security related to vendor hosting remains untested in production. We believe, at this time, that it is in the best interest of serving Vermont's citizens to provide an on premise solution for both production and disaster recovery. Down the road, IDEMIA hosting may be a viable consideration, once all data security and performance issues are fully examined and field tested.

Finally, to reduce cost, VT DMV could consider hosting our virtual machines on VT DMV's infrastructure. If we are selected as the

vendor of choice, we would be open to discussing this further if you see this as an option.

12. Describe how your solution can be integrated to other applications and if you offer a standard-based interface to enable integrations.

Issuance 360 Back Office provides a RESTful API to interface and communicate securely the exchange of image, customer, credential, and transaction data. We have also implemented many other interfaces and schemes to transfer data to older mainframes and other systems of record where Secure File Transfer Protocol (SFTP), file sharing, or other mechanisms were the only feasible means. However, of the 37 states we are currently deployed in, web services are the preferred method for data interchange among most of these programs. IDEMIA will work with the VT DMV's implementation team to facilitate the operation of the required interfaces.

13. Describe the workflow and specify the status data that is tracked and available to user

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End Confidential Information

14. Describe how you would close out this contract. For example, how would a transition to a new Bidder be structured, should you not win a rebid at the end of the contract term.

In the event that VT DMV awards the contract for services to another vendor, VT DMV and IDEMIA will work together on a detailed closeout plan. We recommend beginning to work on the plan at least 18 months prior to the contract end date. This plan is relevant only for a transition from service by IDEMIA to service by a new vendor. If service will continue from IDEMIA under a new contract, then a transition plan from the current to future IDEMIA system will be developed under the new contract.

Elements of the Transition and Closeout Plan will include:

- Transfer of assets to VT DMV
- Transfer of assets to IDEMIA
- Transfer of data from IDEMIA systems to VT DMV
- Removal of IDEMIA personnel from program
- Cessation of IDEMIA services
- Destruction of unused IDEMIA secure card materials
- Archival and retention of program documentation
- Extension of services
- Additional services

Transfer of data is risky when another company takes over. To ensure the existing records are converted without loss of data, the new company needs to have a comprehensive understanding of the existing database design. As part of the transition, if authorized by the VT DMV, we will:

- Provide documentation on the database design
- Conduct technical interchange sessions with the company to ensure they understand the documentation

The timing of the removal of our equipment in the VT DMV offices needs to be coordinated not just with the VT DMV but also with

the new company. Once the new company shares its installation schedule, we will ensure our staff is available to remove equipment on the required dates.

As with any complex public mission critical service, the VT DMV is keenly aware of the risk associated with change of vendors/technology and therefore may need to budget for and plan for risk contingencies in the event a new system fails to meet milestones or performance leading up to the contract transition period. IDEMIA understands VT DMV's core values and commitment to the highest level of customer service to the public. In the event that VT DMV awards the contract for services to another vendor, IDEMIA will be available to the VT DMV as a trusted partner to assist in contingency planning.

15. Respond to the following questions about the solution being proposed:

	Bidder Response/Explanation	
Question	**Yes or No**	
A. Does the solution use Service Oriented Architecture for integration?	Yes	Our solution is designed and implemented on a service-oriented architecture that presents functionality in a modular, scalable manner.
B. Does the solution use a Rules Engine for business rules?	No	Our base solution does not include a business rules engine. However, because our solution uses a service-oriented architecture for all business transactions, it could be extended to integrate with an external business rules engine. In our modernization solution, Driver 360, we have already leveraged this flexibility in order to integrate with InRule for other programs.
C. Does the solution use any Master Data Management?	No	Our base solution does not include master data management. However, because our solution uses a service-oriented architecture for all data access, it essentially provides a single, common point of access for

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Question	Bidder Response/Explanation	
	Yes or No	
		all data.
D. Does the solution use any Enterprise Content Management software?	No	Our solution does not include Enterprise Content Management software. However, we have successfully integrated with existing Enterprise Content Management products, including but not limited to: FileNet, LaserFiche, OnBase, and others.
E. Does the solution use any Case Management software?	Yes	Our facial recognition system includes case management features, including: separate work queues for screening, adjudication, and investigation workflows. The screening work queue is populated with exceptions from the photos captured each day. Investigators are trained on application functions, iterative search capabilities, photo comparison techniques, and case management workflows. All case management files are retained for future review, and accessible by authorized users. Lastly, because our solution uses a service-oriented architecture for all business transactions, it can be easily extended to integrate with an external case management solution.
F. Does the solution use any Business Intelligence software?	No	Our base solution does not use Business Intelligence software. However, we do make use of Microsoft Software as a Service (SAAS)/SSRS for data analytics and reporting. The 60 reports included in the base product can be customized for specific customer

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Question	Bidder Response/Explanation	
	Yes or No	
		requirements. Additional reports can also be added, as required. Our robust and extensible reporting capabilities allows our customer to monitor all transactions, and make intelligent business adjustments. Also, because our solution uses a service-oriented architecture for all business transactions, it can be easily extended to integrate with an external business intelligence solution.
G. Does the solution use any Database software?	Yes	Our solution uses Microsoft SQL Server for all data storage solutions. In the back office, we use SQL Server Enterprise Edition, using AlwaysOn for clustering, and Transparent Data Encryption (TDE) for data encryption. In the front office, we use SQL Server Express Edition to store applicant transactions while they are being processed. Once a given transaction is complete, all data associated with that transaction is purged from the front office database.
H. Does the solution use any Business Process Management software?	No	Our solution does not use any third-party Business Process Management solutions. However, our issuance management solution uses a workflow manager engine that allows customers to define and configure their workflows as required for their business processes. We also provide visual tools to allow customers to see the position of a customer transaction in a given issuance workflow.

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Question	Bidder Response/Explanation	
	Yes or No	
I. Is this a browser based solution and if so what browsers do you support?	Yes	Because our solution was designed and implemented using a Service Oriented Architecture with RESTful web services, we are able to implement browser-based User Interfaces for both our front office and back-office components. We currently support the latest versions of Internet Explorer, Firefox, and Chrome.
J. Does the solution include an API for integration?	Yes	Our solution provides web-service endpoints for all external integration. We will work with the VT DMV to determine precisely what interfaces are needed to ensure successful integration.
K. Does the solution use a facial recognition software and if so explain how this works? For example, are real-time or overnight results provided?	Yes	Facial recognition is an integral part of our solution. Our facial recognition software uses award winning technology to maximize automation of identifying potentially fraudulent records. It compares each newly captured image associated within the record (1: R, real-time) to prevent data errors and identity theft, followed by a full comparison against all images in the VT DMV image database (1:N, overnight) to thwart duplicate identity fraud. The system assigns and stores the numerical threshold in the applicant record, and results that don't meet the designated threshold populate a queue for manual review. The user screens of the facial recognition system have been optimized to enable quick glance status and easy navigation.

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Question	Bidder Response/Explanation	
	Yes or No	
		Typically run overnight, the 1:N search results populate pre-filtered queues. Configured to support VT DMV business practices, these queues contribute to the efficiency of daily reviews and investigations. Our solution leverages workflows and business rules to maximize automated processing with minimal manual efforts.
L. Does the solution provide tracking options and if so explain how this works?	Yes	Our proposed Issuance 360 Back Office solution tracks card production information related to an issuance request. The tracking options include: • System process being performed • Credentials produced • Date shipped • Process problems or failures • Data transfer failure either from DMV to the production facility or from the production facility to the card holder • Requested ship delivery method Authorized VT DMV users can inquire about credential status via configurable reporting dashboards or by looking up an individual applicant.

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Question	Bidder Response/Explanation	
	Yes or No	
M. Does the solution provide an automated process for DL/ID production, including standard processing times? If so provide high level description of this process.	Yes	**Start Confidential Information** [redacted] [redacted] [redacted]

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Question	Bidder Response/Explanation	
	Yes or No	
		[redacted]

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Question	Bidder Response/Explanation	
	Yes or No	
		[redacted]. **End confidential information**
N. Are there automated and manual processes available for expediting distribution and providing special handling for DL/ID? If so explain how this works	Yes	**Start Confidential Information** [redacted]

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Question	Bidder Response/Explanation	
	Yes or No	
		[redacted]

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Question	Bidder Response/Explanation	
	Yes or No	
		End confidential information
O. Is there an automated and manual processes available for stopping DL/ID from being produced and distributed - both before and after the transaction has been transmitted to the factory? If so explain how this works.	Yes	**Start Confidential Information** [redacted] **End confidential information**
P. Does the solution have auditing functionality that exists within the system? If so describe how the data can be retrieved and/or reported on.	Yes	Our proposed Issuance 360 Back Office product captures audit details for every activity that occurs with transactions and provides detailed query and reporting tools for authorized users to identify anomalies, assure

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Question	Bidder Response/Explanation	
	Yes or No	
		privacy compliance, investigate issues, etc. Users are provided with dedicated query and reporting tools to refine the audit data and details. Query features are shown in Figure 69. The results generate a list of actions and data changes for review by the user. **Start Confidential Information** [redacted] **End Confidential Information**

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PART 3: FUNCTIONAL REQUIREMENTS

The table below lists the State's Functional Requirements. Indicate the "Availability" for each requirement for your proposed solution. Use the "Bidder Comments" column to provide any additional information or explanations.

A - Feature is available in the core ("out-of-the-box") solution.
D - Feature is currently under development (indicate anticipated date of availability in the Bidder comments column).
C - Feature is not available in the core solution, but can provided with customization.
N - Feature is not available.

Requirement Number	Functional Requirement Description	Availability
1	The Bidder shall describe the typical duration and process for the login process upon first boot and when switching between users. VT DMV's goal is to maximize efficiency and deter multiple users from sharing one (1) user session to minimize downtime.	A
Bidder Response	To maintain the proper levels of security, the new system will follow the same manner in use today. After the system boots up, the CSR logs into the machine with a username and password. The user is then authenticated against the state domain (AOT). Once a CSR has passed those security checks, s/he can use the proposed fingerprint reader for quick login (shown in Figure 70). In our experience, the VT DMV can expect a time of approximately 15 seconds once the application is available following a PC/Windows boot/login and about 8 seconds to log out and log back in. **FINGERPRINT READER** The Digital Persona U.are.U 4500 Fingerprint Reader (see Figure 70) integrates multifactor authentication into IDEMIA Web Enrollment. It uses optical fingerprint scanning technology for superior image quality and product reliability.	

	 Figure 70. Accurate Fingerprint Recognition. The simple, efficient reader is able to quickly encrypt and transfer fingerprint data.	
2	The Bidder shall provide a list of search parameters available with the proposed system, for example: DL/ID number, First name, Last name, DOB, Zip Code etc. and should also include wildcard searches for partial data entry.	A
Bidder Response	Our solution provides the ability to search using various criteria including, but not limited to, DL/ID number, first name, last name, DOB, and zip code. It also supports the use of wildcards for partial data entry. **Start Confidential Information** [redacted]	

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3	The Bidder's solution shall provide both the ability for automated and manual flagging functionality. Flagging a record should trigger an automated email to the designated staff, preventing permanent card request from being sent to the central issuance facility until further review and approval by authorized users.	A
Bidder Response	Our solution provides for both automated and manual flagging of records. Flagged records are automatically prevented from being sent to the central issuance facility until further review and approval by authorized users. **Start Confidential Information** [redacted]	

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4	The Bidder's solution shall provide the ability to display messages and check boxes for customers to make selections such as, Organ donation, voter registration (yes/no Q's).	A
Bidder Response	**Start Confidential Information** [redacted] [redacted] [redacted]	

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	End Confidential Information
5	The Bidder's solution shall provide an option allowing employees to select "Unable to Sign" for those applicants who are unable/not required to provide a signature. A
Bidder Response	As shown in Figure 80, a CSR can use a checkbox to select "Unable to Sign" for those applicants who are unable/not required to provide a signature. This feature is a standard, configurable part of Web Enrollment. **Start Confidential Information**

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	[redacted] **End Confidential Information**	
6	The Bidder's solution shall allow for images to be exempt from FR checks (IE: When undercover DL/ID's are produced).	A
Bidder Response	Our solution allows images to be exempt from Facial Recognition checks which is especially useful in situations when undercover DL/ID's are produced. **Start Confidential Information** [redacted]	

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7	The Bidder's solution shall initially enroll all existing legacy images for FR comparison prior to UAT.	A
Bidder Response	Our solution will enroll all existing legacy images for FR comparison prior to UAT using the process described in our response to requirement Part 3 #8. Automatic enrollment of images into the facial recognition system takes place during the migration of data from the Image Server into the Back Office database. For the purposes of detecting mismatched and duplicate images and the possibility of internal error or potential fraud, we recommend using a process called a scrub. The scrub performs a many-to-many comparison of all images in the database to all others. Because you have previously used our facial recognition software and have a known good population of images, we recommend conducting a shorter, partial scrub, using a specified date that coincides with the date when FR was disabled. The facial recognition system will compare only those images that are new since that date.	

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	Because we know your data and have experience working with your current system, we anticipate the smoothest data migration for your new system.	
8	The Bidder must confirm that they will migrate all existing customer historical data and images from our legacy solution into the system prior to testing and again before going into production.	A
Bidder Response	We will migrate all existing customer historical data and images from your current solution into our new solution prior to testing and again before going into production using our proven data migration process as outlined below. **Start Confidential Information** [redacted] [redacted] [redacted] [redacted]	

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	[redacted] **End Confidential Information**	
9	The Bidder's solution must provide both standard and ad hoc reporting capabilities; Bidders shall provide sample reports as part of their proposal as well as describe capabilities for ad hoc reporting.	A
Bidder Response	We provide both standard and ad hoc reporting capabilities. Different VT DMV users and teams have different information and reporting needs. Our "one-size-doesn't-fit-all" approach to reporting gives VT DMV maximum flexibility to use the best tool for the job. Our reports offering leverages our longstanding experience in the DMV market by transforming data into actionable, meaningful information.	

VT DMV staff makes thousands of decisions every day across your organization. From examiners at the counter to business leaders in the back-office, each person uses the data at hand to determine the best way to do his or her job. Changing data into useful information starts first with understanding the business environment and the scope of problems to be solved. The first step begins with business analysts and report designers working hand-in-hand to provide a solution that allows you to:

- Improve financial accuracy by better understanding and controlling costs
- Protect credential integrity by detecting and preventing fraud
- Understand cross functional patterns to better plan and allocate resources
- More effectively serve internal and external customers by sharing appropriate VT DMV data

"The right reporting, analytics and information delivery capabilities can be transformational for an organization. Possessing timely data and the proper reporting and analytic capabilities enhances the ability to make evidence-based decisions. Having multiple information delivery options allows for the flexibility to get the information when and where it's needed."

"The Importance of the Right Reporting, Analytics, and Information Delivery"

~Michael Faloney

Director, RSM US LLP

The right information to the right people at the right time

The complexities of your business environment and the ways you work towards satisfying your customers are not a one-size fits all process. Therefore, we provide a solution that offers different ways to address your information needs:

- Dashboards – for ad hoc, interactive, random inquiry with the ability to drill-down for a more granular view of information
- Standard reports – for regularly scheduled, repeated business requirements
- End-user inquiry – for filtering reports with the most common parameters and selection criteria
- Ad hoc reporting tools – for custom report modification and/or creation

We believe that providing you with maximum flexibility and choice to answer your questions and solve your most

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	pressing business problems positions you to best respond to changes in your business environment. Our solution is tailored to meet your business needs. When we develop reports, we turn first to business analysts and second to report designers. Leading with an understanding of the business problem we are trying to solve, our report designers equip VT DMV staff with the tool best suited to do their job – whether it be an interactive dashboard, an end user query, or a standard report. We optimize each aspect of the system for quick, easy, and meaningful access. **Start Confidential Information** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]

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	[redacted] **End Confidential Information**	
11	The Bidder's solution shall print and ship cards from the central issuance facility no later than three (3) business days following transmission of DL/ID card data from VT DMV to the central issuance facility. • Shipped means transferred to the shipping provider, not transferred to a third-party mail processing contractor.	A
Bidder Response	Our proposed solution will print and ship cards from the central issuance facility no later than three (3) business days following transmission of DL/ID card data from VT DMV to the central issuance facility. **Start Confidential Information**	

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12	The Bidder's solution shall use next day service for shipping cards that are not printed and shipped within three business days, at no additional cost.	A
Bidder Response	As noted in item 11 above our standard processing times support routine printing and shipping of credentials to VT DMV customers within 3 business days from receiving the print request. In the rare instance a card or cards are not shipped within three business days, we will use next-day shipping to deliver the card/cards **at no additional cos**t.	
13	The Bidder's solution shall provide renewal capabilities via the internet.	C
Bidder Response	For online renewal capabilities, we propose following the Renew by Mail workflow specified in Appendix 2-1. To provide a one-stop shop for your citizens, we propose hosting it on the VT DMV Express website with the state providing eligibility verification and the payment processing component.	
14	The Bidder's solution shall inform the user on the screen when a photo failure has occurred. The error message must identify the cause of the failure in clear and non-technical verbiage.	A
Bidder Response	**Start Confidential Information** [redacted]	

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	End Confidential Information	
15	The Bidder's solution shall provide a camera system that provides maximum automation, minimum user involvement and capture high quality digital images.	A

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Bidder Response	The camera system we propose, our reduced footprint Camera Tower (see Figure 115), provides maximum automation, minimum user involvement and captures high quality digital images. The IDEMIA Camera Tower is a high quality, professional grade solid-state digital color camera in an attractive packaging that assures clear, consistent portrait colors. **Figure 115. IDEMIA's reduced footprint Camera Tower's flat-mount base provides several inches of additional workspace to organize peripherals or add counter space.** **Start Confidential Information** [redacted]

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17	The Bidder's solution must allow users real-time access regarding the tracking of credential transactions that should include but not limited to: • System process being performed • Credentials produced • Status of credential transaction • Date shipped • Process problems or failures • Data transfer failure	
Bidder Response	Real-time information that users have access to includes but is not limited to the system process being performed, the credentials produced, the status of the credential transaction, the date shipped, the process problems or failures or data failures. Issuance 360 Back Office provides central production status fields that show where a credential is in the production process including from the point of the credential transaction to its mailing and the steps along the way providing real-time status of its production. Because this information is part of the applicant record, it can be reported on using dashboards, scheduled, or ad hoc reports. As shown in Figure 116 authorized users can easily locate information about the applicant, the transaction, and the issuance. **Start Confidential Information**	

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	[redacted] **End Confidential Information**

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PART 4: NON- FUNCTIONAL REQUIREMENTS

The tables below list the State's Non-Functional Requirements. Indicate if your proposed solution complies in the "Comply" column.

Yes = the solution complies with the stated requirement as standard functionality with minimal configuration of base product.

No = the solution does not comply with the stated requirement. Or would require customization of the software. Customizations must be quoted separately

N/A = Not applicable to this offering

Describe how the requirement is met in the "Bidder Description of Compliance" column.

4.1 Hosting

ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
H1	Any technical solution must be hosted in a data center.	Yes	We propose an enterprise level solution that supports a redundant, virtualized, high available server configuration for production and UAT to be hosted at VT DMV's data center and a disaster recovery environment in the State's disaster recovery facility in Berlin, Vermont with connectivity provided via the state network (see Figure 117). All network/server components in the solution are configured for redundancy including edge routers, perimeter firewalls, Local Area Network (LAN) switching, and virtualization platform. All hardware and software required to support the production and UAT environments will be provided by IDEMIA. We considered proposing a solution with production and disaster recovery systems hosted at 2 IDEMIA locations. Certainly, this is an option. However, we advise against it. At this point in time, the hosting of DMV solutions is new to the industry, and some states have experienced significant issues

			with poor system performance, statewide outages, and long lines. Furthermore, data security related to vendor hosting remains untested in production. We believe that it is in the best interest of serving Vermont's citizens to provide an on premise solution for both production and disaster recovery. Finally, to reduce cost, VT DMV could consider hosting our virtual machines on VT DMV's infrastructure. If we are selected as the vendor of choice, we would be willing to discuss this further as an option. **Start Confidential Information** [redacted] **End Confidential Information**

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H2	Any hosting provider must provide for back-up and disaster recovery models and plans as needed for the solution.	N/A	We recommend an on premise solution.
H3	Any hosting provider will abide by ITIL best practices for change requests, incident management, problem management and service desk.	N/A	We recommend an on premise solution.

4.2 Application Solution

ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
A1	Any solutions vendor must provide for the backup/recover, data retention and disaster recovery of a contracted/hosted application solution.	Yes	**Start Confidential Information** [redacted]

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			[redacted]

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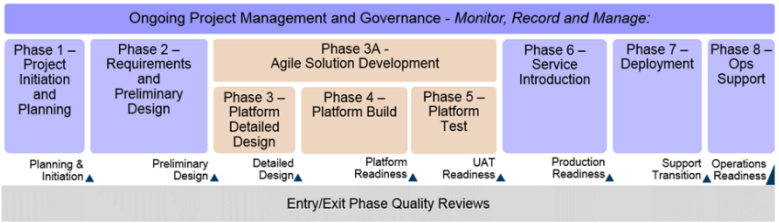
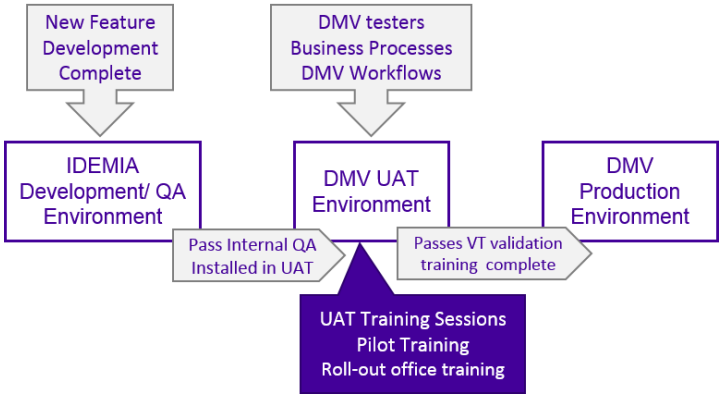
ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
			[redacted] **End Confidential Information**
A2	Any solutions vendor must provide for application management and design standard of all technology platforms and environments for the application solution (Development, Staging, Productions, DR, etc.)	Yes	An experienced program delivery team following clear repeatable processes is essential to minimize the risk for a complex effort like the VT DMV's program. IDEMIA provides a comprehensive delivery methodology with rigorous, repeatable processes, as well as a team with the experience to deliver complex solutions. Our Systems Development Life Cycle (SDLC) is a documented approach that is based on the experience gained delivering complex business solutions for over 60 years. IDEMIA's experience, together with leading industry standards including Project Management Institute's® (PMI's) Project Management Body of Knowledge® (PMBOK) Guide, Agile software development techniques, and the

ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
			Information Technology Infrastructure Library (ITIL) IT service management practices, are embedded in our SDLC. A high-level illustration of the SDLC that governs our approach is shown in Figure 118.  **Figure 118. We rely on our SDLC, and the development of a comprehensive Project Management Plan that adapts this method for each program we deliver.** While all phases of the SDLC are important and required, requirements development is arguably the most critical to project success. At the beginning of the project, we will focus on the development and refinement of a Requirements Traceability Matrix capturing all the business requirements through collaborative sessions with stakeholders, and this matrix will serve as the basis for application and system development, testing, and acceptance. IDEMIA provides three separate environments—UAT and Production on in-state servers, and a separate development environment on IDEMIA support systems housed in our support center to support requested customizations—to facilitate the smooth rollout and training of new solution

ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
			features to the VT DMV's users. Figure 119 depicts our system environment setup.  **Figure 119: IDEMIA's System Environment Setup. IDEMIA's environment provides the VT DMV with all the tools they need to successfully test and rollout new features including training their operators.** IDEMIA maintains a development/internal Quality Assurance environment with identical production hardware and software regardless of placement of hosted solution. IDEMIA will provide the production and dual UAT environment in the data center (back-end) and VT DMV UAT area (front-end). The UAT system environment is the functional equivalent of the production environment. These systems will remain throughout the life of the contract to allow for progressive testing of any bug fixes, change requests, or additional enhancements required by the VT DMV.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
			It is standard practice for all IDEMIA deliverables to be deployed in our in-house dedicated Quality Assurance system before moving changes to the UAT system at the data center. Once system testing at IDEMIA's Quality Assurance environment is completed and approved by IDEMIA Quality Assurance and the VT DMV, the IDEMIA Integration Engineering team will work with the VT DMV to install and test in your environment prior to formal UAT. Any defects found during this phase will be documented, investigated, and resolved by the IDEMIA team in the agreed-to timeframes. The VT DMV will use the UAT environment to test and verify all enhancements upgrades, changes, or bug fixes independently prior to moving any environment changes into production. UAT validates that all elements of the system are integrated, overall end-to-end system functionality and performance is achieved, and all system components are exercised and conform to the VT DMV system requirements, RFP requirements, system security and technical specifications, and documentation content. The UAT phase concludes with VT DMV signoff—UAT Acceptance—approval that the system meets the State's functional, standard performance, stress, and load requirements and is approved for implementation. In the event of a problem with the upgrade, patch, fix, or other system updates, IDEMIA will have a documented plan to restore the previous version or release in order to keep facilities in production.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
A3	Any solutions vendor must engage the State of Vermont using Service Level Agreements for system and application performance, incident reporting and maintenance.	Yes	IDEMIA is experienced working with State of Vermont and not only meeting but exceeding our current SLAs. During the current contract, IDEMIA has consistently demonstrated our ability to meet all requests for assistance and warranty support. For example, ***over the last 12 months, our mean time to repair has been 2 hours and 20 minutes – far below the current SLA of 6 hours.*** IDEMIA uses multiple SLAs to measure and evaluate our operations and maintenance performance. From your first contact with us, we attempt to respond within 15 minutes. If within 45 minutes, your problem is not resolved over the phone or via remote login, we escalate the issue to a field service technician who will arrive on-site within 4 hours. IDEMIA will continue to provide the exceptional service you have come to expect, and your offices will operate with reliability and a high percentage of uptime. Our overall system reliability, complemented by active monitoring, high responsiveness, escalation procedures, and timely closing of rare issues will provide the high service levels sought by your staff and citizens.
A4	The State owns any data they enter, migrate, or transmit into the solution and the vendor shall allow the State to pull or copy this data at any time free of charge.	Yes	IDEMIA understands that all customer data is owned by the State, and IDEMIA will allow the State access to the data at any time free of charge.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Compliance
A5	As a contract deliverable, the vendor shall supply an up-to-date data dictionary that represents all data respective of the solution it will provide. The data dictionary must contain the following attributes: 1. The technology (RDBMS platform) that hosts the data source, i.e. Oracle, SQL Server, MySQL, DB2, etc. 2. The location where the data source is hosted 3. Thorough descriptions of each table in the data source 4. Thorough descriptions of each column within each table in the data source. In addition to business definitions, column descriptions must include the following detail: schema names; file group names (if applicable); data types; lengths; primary and foreign key constrains; applied formatting; applied calculations; applied aggregations; NULL-ability; default values.	Yes	Issuance 360 Back Office uses Microsoft SQL Server 2016. Information about where the data source is hosted is included in the Infrastructure and Security Specification document. Although we do not publish detailed descriptions referenced in items three and four, our Solution Architect will work with you to create a data dictionary to provide mapping definition of all data elements. Furthermore, our standard report offering provides logical views of the data for interactive access or export to different file formats.

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4.3 Security

As a solution vendor, you must have documented and implemented security practices for the following and have a process to audit/monitor for adherence. Indicate "Yes" or "No" in the "Comply" column or "N/A" if the requirement is not applicable to this offering. Use the "Vendor Description of Applicable Security Processes" column to describe how you meet the requirement and the "Audit/Monitor" column to indicate how you monitor for compliance.

ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
S1	Input validation	Yes	We validate web services inputs from all sources. Any errors or discrepancies are rejected. In any interactive environment such as a web application, the user will need to re-enter the data.	Hewlett-Packard (HP) Fortify remediation Code reviews
S2	Output encoding	Yes	Browser based outputs are properly Hypertext Markup Language (HTML) encoded to prevent vulnerabilities such as cross-site scripting.	HP Fortify remediation Code reviews
S3	Authentication and password management	Yes	IDEMIA products integrate with your existing Active Directory incorporating all of its security features into our applications. Active Directory supports long password strings or passcodes, enforcement of password complexity, password reuse and expiration, Advanced Encryption Standards (AES) encryption of stored password. Server-to-server communications are authenticated using X.509 PKI certificates	IDEMIA requires a one-way trust relationship with the VT DMV's Active Directory and complies with VT DMV policies. Therefore, monitoring of password management is an VT DMV responsibility.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			while workstations normally use Kerberos authentication.	
S4	Session management	Yes	All user access to the application is controlled by Active Directory. We use Active Directory features as a base for session management through group policy settings which is kept in sync with Windows operating system settings. Secure sessions require confidentiality, data integrity and authenticity to ensure that the session data is secure from tampering. IDEMIA secures the transmission of session data using message level encryption. Any session data stored on the client or server is encrypted using whole disk encryption and container encryption. Sessions can only be initiated by known clients and all clients are authenticated using X.509 certificates or Kerberos.	Quarterly inspection of Active Directory and application logs
S5	Access control	Yes	Role-based authentication for VT DMV examiners, supervisors, and administrators integrates with your existing Active Directory implementation. Our solution has multiple customizable security levels that	IDEMIA requires a one-way trust relationship with the VT DMV's Active Directory and complies with VT DMV policies therefore monitoring of password

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			can be assigned to functions of our various applications. In addition to role-based support our products also support the following access restrictions: • Based on access control groups assigned to Active Directory user IDs • Based on time of day via Active Directory • Based on IP address through router/firewall configuration • Metadata in messages	management is a VT DMV responsibility already in place.
S6	Cryptographic practices	Yes	**Start Confidential Information** [redacted]	Quarterly check by authorized system administrators to ensure that encryption is functioning as required

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			[redacted] **End Confidential Information**	
S7	Error handling and logging	Yes	Issuance 360 Back Office implements a multi-factored error handling mechanism, providing the ability to send email notifications, store error information in a database, and logs the error to the internal logging subsystem. In this way, a full snapshot of the error condition is preserved for analysis, and any responsible parties are quickly notified. PII is never stored in error logs—an internal identifier is used to reference transactions or records impacted by a system error or processing issue. Our central image server system provides functionality to log and store detailed audit data. The Issuance 360 Back Office system maintains an extensive timestamped audit trail of user and system interface action. It supports audit trails for all types of system and data access whether that is a user login, a data field edit, an image capture,	Quarterly check by authorized system administrators to ensure that logging and audit trails are functioning as required. For factories annual certifications by: • NASPO • ISO 14298

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			document scan, production of a temporary document, an override or generating a report. Our standard reporting capability allows VT DMV auditors or supervisors with appropriate permissions to generate reports on any user action of interest. Our central issuance card factories also maintain full audit logs of all logins and activities.	
S8	Data protection from unauthorized use, modification, disclosure or destruction (accidental or intentional).	Yes	**Start Confidential Information** [redacted] [redacted]	Yearly, mandatory security refresher training for all employees. Yearly background checks for personnel who have access to program data We background check all employees every 5 years if not subject to the annual checks above.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			[redacted] **End Confidential Information**	
S9	Communication security	Yes	**Start Confidential Information** [redacted]	Quarterly check of firewall configuration and spot checking of firewall logs for unauthorized activity

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			[redacted]. **End Confidential Information**	
S10	System configuration	Yes	IDEMIA has developed a flexible, scalable architecture that will integrate seamlessly into the VT DMV's current environment. **Start Confidential Information** [redacted]	AICPA SOC-2 Type 2 annual audit of systems in IDEMIA environment We use the same processes in your VT DMV environment.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] **End Confidential Information**	

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
S11	Database security	Yes	No users have direct access to the database storage systems. As a matter of standard business practice, all data stored by IDEMIA solution components requires hardware and database level encryption. SQL Server TDE provides database encryption.	Quarterly checking by authorized system administers to ensure encryption functions as required
S12	File management	Yes	Our solution uses Windows Access Control Lists to restrict access to all files and folders. Additionally, we encrypt all files using two layers of encryption. Depending on the nature of the application and data we use either whole disk encryption in conjunction with container encryption or SQL Server TDE with self-encrypting drives. All transient files are stored in encrypted containers until deleted.	Quarterly inspection of file system permissions Spot checking that transient files are being deleted
S13	Memory management	Yes	We use HP Fortify to detect potential Buffer Overflow conditions and remediate any issues prior to deployment.	All HP Fortify reports are checked by Quality Assurance.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
S14	Fraud detection	Yes	Our solution facilities the identification of fraud by applicants and employees. Detecting Fraud by Applicants: IDEMIA supports VT DMV in ensuring their drivers licenses and identity cards can't be acquired dishonestly for use in identity theft or other fraudulent activities. At the front-end, we allow prior enrollment images of an individual to be displayed for visual confirmation of identity and a 1:1 comparison check of the most recent historical image. Post-enrollment and prior to issuance of a card, the system performs nightly facial recognition to identify applicants that do not appear to match previous enrollment images or match enrollment images of a different record. Nightly matches are entered into work queues for fraud investigators to look more closely at those applicants to determine if there was a data error or an incident of fraud. **Start Confidential Information** [redacted]	We provide either standard reports or the ability to create custom reports such that the VT DMV can review employee activities. VT DMV investigators are responsible for following up on any facial recognition alerts.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			[redacted] **End Confidential Information**	
S15	General coding practices	Yes	All of our source code is scanned for software vulnerabilities, including cross-site scripting and SQL injection using HP Fortify.	All HP Fortify reports are checked by Quality Assurance.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			HP Fortify supports a number of public standards regarding vulnerabilities, including Open Web Application Security Project (OWASP), SANS Institute, Common Weakness Enumeration (CWE) and Federal Information Security Management Act (FISMA). We check against these standards and remediate any issues before deployment.	
S16	POA&M management	Yes	We employ rigorous best practice standards when it comes to protecting customer data as evidenced by our responses to VT DMV's security requirements. We have multiple corporate policies in place with annual training refreshers on data and security best practices. A Plan of Action and Milestones which incorporates security issues will be developed and followed along with project tasks with schedules, timelines, and dependencies.	The milestones are reviewed at periodic status meetings with VT DMV.
S17	Risk Assessment Practices including but not limited to vulnerability assessment and pen testing	Yes	Card Production Facilities: We follow the risk management guidelines in our NASPO and ISO 14298 standards to which are factories are certified. This covers all	We review our NASPO and ISO risk assessments and policies annually for our annual recertification.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
			physical access, supply chain logistics, secure materials handling and logical aspects of protecting our card production facilities and materials. VT DMV Delivered Solution: IDEMIA uses Nexpose to scan the system for vulnerabilities. All critical and severe vulnerabilities are remediated. Nexpose is one of the tools that we use to ensure that we deliver secure solutions to our customers.	Nexpose is used in our preparation for system deployment and all reports are checked by Quality Assurance.
S18	Incident response planning and testing	Yes	Card Production Facilities: We follow the incident response planning guidelines in our NASPO and ISO 14298 standards to which are factories are certified. VT DMV Delivered Solution: IDEMIA, together with the DMV, will develop an incident response plan to help detect an attack and have procedures in place to minimize or contain the damage. The plan begins with being aware of the data security regulations that affect the VT DMV's data security gaps.	We review our NASPO and ISO incident response planning and policies annually for our annual recertification. VT DMV will sign off on incident response plan.

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ID #	Non-Functional Requirement Description	Comply	Vendor's Description of Applicable Security Processes	Audit/Monitor Process
S19	System Security Plan delivery	Yes	IDEMIA will deliver a System Security Plan based upon IDEMIA standard business practices regarding protecting VT DMV sensitive data including applicant PII. The System Security Plan will cover such topics as: • Secure storage of data • Secure transmission of data • Incident response plans • Encryption • Central Issuance Factory Security • IDEMIA employee Background Checks	VT DMV will sign off on receipt of system security plan.

4.4 Other Non-Functional Requirements

For each requirement listed, indicate if and how you comply or type "N/A" if it is not applicable to your offering.

Requirement Number	Non-Functional Requirement Description	Comply
1	Bidders shall propose a solution that has the ability to securely interface with the DMV's Enterprise Data Management system and customer, credential, and transaction data.	Yes
Bidder Response	We protect all data in motion considered sensitive (including PII) using standard transport security and message security techniques. For transport security, we use Transport Layer Security (TLS) protocols with 2048-bit encrypted X.509 mutual certificates.	

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Requirement Number	Non-Functional Requirement Description	Comply
	For message security, we use one of two methods depending on whether the communication is solely within a Windows domain or not. Within an Active Directory domain, we use a standard form of Windows AES-256 Kerberos-based message encryption. When data moves between different Windows domains or if no Windows domain is present, we use X.509 2048-bit encrypted mutual certificates for message encryption. This method has the advantage of providing ID of the endpoints, so both ends of the communication channel know with whom they are exchanging data. We employ the same approach for data in motion and data at rest in related environments, such as in backup systems and disaster recovery environments.	
2	Bidder shall propose a solution that has the ability to securely interface with external systems such as: Problem Driver Pointer System (PDPS), Systematic Alien Verification for Entitlements (SAVE), Commercial Driver's License Information System (CDLIS), Social Security Online Verification (SSOLV)	Yes
Bidder Response	Our solution proposes continued secure use of the state's infrastructure and UNI Server for the above external interfaces. Because our solution does not offer a native interface, we must rely on external sources. We are developing an External Interface Gateway product for our Mainframe Modernization Solution, Driver 360, but it will not be available for use outside of Driver 360 until the 2019 timeframe and its costs have not been determined at this point. Therefore, we recommend continued use of your current PDPS, SAVE, CDLIS, and SSOLV interfaces. The CSR would start at the ICA, and for transactions where these functions are required, such as an out of state license transfer, s/he would toggle to the mainframe to perform the checks. Upon completion the CSR would toggle back and continue the workflow.	
3	The Bidder's proposed solution software shall support the current 64-bit Windows 10 operating system.	Yes
Bidder Response	Our front office and administrative applications are browser-based, supporting the latest versions of Internet Explorer, Firefox, and Chrome. They support both Windows 7 and Windows 10 with an upgrade path between	

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Requirement Number	Non-Functional Requirement Description	Comply
	them. Understanding your environment, we will deploy the capture stations on the current 64-bit Windows 10 operating system.	
4	The Bidder's issuance solution shall be compatible with Microsoft SQL Server and Windows Server 2016 R2.	Yes
Bidder Response	We will deliver Issuance 360 Back Office on Microsoft SQL Server and Windows Server 2016 R2.	
5	The Bidder's solution shall provide Active Directory integration with Active Directory is 2012 R2 or higher.	Yes
Bidder Response	Our solutions make extensive use of Active Directory and supports 2012 R2 or higher. Our deployment and support models require our own domain. We would require a one-way trust to integrate with the VT DMV's domain. We are able to establish an interface with the VT DMV's Active Directory which can be used for user authentication. Issuance 360 Back Office is configured with a read-only interface to the VT DMV's Active Directory and can be used as the primary source of user authentication. The current Active Directory integration uses Lightweight Directory Access Protocol over SSL (LDAPS). It can be configured to use LDAP if LDAPS is not supported. Groups can be configured in VT DMV's Active Directory to direct levels of access within the Issuance 360 Back Office, or all authorization can be done from within the application and the VT DMV's Active Directory only used for user authentication. The precise groups, roles, and permissions matrix for the VT DMV will be customized during the configuration meetings that take place after contract award.	
6	The Bidder's solution shall provide an architecture and design specification including a network diagram.	Yes
Bidder Response	During the requirements analysis and design phase of the project we will work with you to document your solution. This standard document set includes:	

Requirement Number	Non-Functional Requirement Description	Comply
	• Product Specification • Product Configuration Document • Interface Control Document • Infrastructure and Security Configuration Document (including a network diagram).	
7	The Bidder's solution must be capable of supporting up to 300 concurrent users without any impact to system performance.	Yes
Bidder Response	Our solution is sized properly to handle the volume of issuances required by the state for both the ability to capture images and perform back office functions.	
8	The Bidder's shall list any PC requirements, including memory needed to access Bidder software.	Yes
Bidder Response	Our solution uses commercially available PCs running the Microsoft Windows operating system. Table 15 lists the minimum workstation requirements to run any of our browser-based applications.	

Table 15. Minimum Workstation Specifications

Specification	Description
Processor	Intel i5 or greater
RAM	4GB
Available Storage	1GB
USB Ports	7
Operating System	Windows 10 Pro
Security	Trusted Platform Module (TPM)

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Requirement Number	Non-Functional Requirement Description	Comply
	Symantec End Point Protection	
9	The Bidder's solution hardware shall be new, currently available, not refurbished, or obsolete at the time of installation and must be guaranteed for the life of the contract.	Yes
Bidder Response	At the time of installation IDEMIA will provide new, currently available, not refurbished, and not obsolete hardware. It will be guaranteed for the life of the contract.	
10	The Bidder shall provide the End of Life Cycle for proposed hardware and software.	Yes
Bidder Response	We offer VT DMV the latest, most modern capture hardware and software to quickly and efficiently process Vermont citizens DL/ID issuances. Shown in Figure 122, the proposed solution consists of a state provided workstation, a software driven autofocus camera, a touchscreen Customer Interaction Device, a fingerprint reader for quick login, and a state provided laser printer for temporary document printing. The workstation will run Windows 10 and Zabbix monitoring software, and we recommend that state provide Symantec End Point Protection or the equivalent on the workstations. To continue providing mail in renewal for your citizens as you do today, you will need only a workstation. No additional peripherals are required, and these credentials will be printed at the central issuance factory along with the day's issuances.	

Requirement Number	Non-Functional Requirement Description	Comply

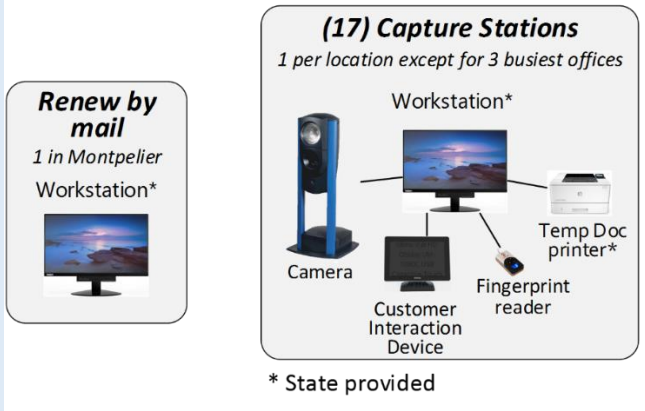

Figure 122. Modern high-quality peripherals make CSRS productive.

Table 16 lists the software required for the workstations.

Table 16: End of Support for proposed Workstation Software

Software Purpose	Software	End of Support
Operating System	Microsoft Windows 10 Pro	Oct 13, 2025
Capture Software	IDEMIA Web Enrollment	No known current end of support plans
Temporary Data Storage	Microsoft SQL Server 2014 Express	No known current end of support plans
Data Encryption	EFS	No known current end of support plans
Monitoring Software	Zabbix	No known current end of support plans

Requirement Number	Non-Functional Requirement Description	Comply
	Table 17 details the components of our image capture workstation and their corresponding end of life. **Table 17. Image Capture Workstations Components and End of Life** (see table below)	
11	Bidders are encouraged to present options that reduce the workstation footprint (the number of peripherals, cables, and required surface area for all components) while still effectively producing credentials and completing transactions.	Yes
Bidder Response	**WEB ENROLLMENT AND SHARED PERIPHERALS** One of the engineering design objectives for Web Enrollment is to help reduce the cost and size of the footprint of the capture solution by providing the ability to share peripherals. We propose one camera per capture station. In offices where there are two capture stations, we can easily configure them to share a camera or printer, thus reducing counter space. As web service based devices, sharing is not limited by the number of workstations, nor by its location. Multiple workstations can share the same device, and that device can be located completely across the room. In addition to sharing cameras and printers, other devices, such as document scanners and authentication devices can also be shared. Web Enrollment provides great flexibility to optimize your workflow and counter space and to leverage your investment.	

Component	Brand and Model Number	End of Support
Camera	IDEMIA Camera Tower, 120V	No end of support plans
Customer Interaction Device	Mimo Magic Touch Deluxe Monitor 10.1” touchscreen display	No known current end of support plans
Fingerprint Reader	Digital Persona U.are.U 4500	No known current end of support plans

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Requirement Number	Non-Functional Requirement Description	Comply
	REDUCED FOOTPRINT CAMERA TOWER – SAME GREAT FEATURES BUT SMALLER PACKAGE IDEMIA now offers all of its automated, high quality digital imaging in a new compact, reduced footprint camera tower. The new footprint is just 10” x 11” saving 73 square inches of counterspace over your current camera tower. Our latest camera tower (see Figure 123) frees up counterspace equivalent to the size of a license plate. **Figure 123. IDEMIA’s reduced footprint Camera Tower’s flat-mount base provides several inches of additional workspace to organize peripherals or frees up counter space.**	

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Requirement Number	Non-Functional Requirement Description	Comply
12	The Bidder shall propose a hardware set-up that accommodates offices with varying layouts and configurations; especially offices with multiple workstations that share cameras, document scanners, and printers.	Yes
Bidder Response	Our capture station is designed to be flexible and accommodate varying layouts throughout the VT offices. As mentioned above, one of the engineering design objectives for Web Enrollment is to help reduce the cost and the footprint of the capture solution by providing the ability to share peripherals. We have proposed one camera per capture station. In offices where there are two capture stations, they can easily be configured to share a camera or printer. For example, you are also not limited by the number of workstations sharing a camera, nor by its location. As web services based devices, multiple workstations can share the same camera, and the camera can be completely across the room. Other devices, such as document scanners and authentication devices can also be shared. Web Enrollment provides great flexibility to optimize your workflow and to leverage your investment. Camera tower height can be adjusted from 28” to 38” inches to accommodate tables and counters at varying heights from the floor. The other peripherals can be placed as needed to accommodate the workflow. Our backdrops can be mounted to the wall, suspended from the ceiling, or operated from stands, depending on individual site requirements. We can additionally provide paint specifications to allow the mixing of paint for use as a backdrop space on a smooth office wall, should that be desired by the VT DMV in any location.	
13	The Bidder’s solution shall include ongoing support and maintenance for all workstations (computers, peripherals, cables, and power supplies), travel time and expenses, and other routine support costs.	Yes
Bidder Response	Our solution includes all costs associated with ongoing support and maintenance of the proposed equipment travel time and expenses, and other routine support. We will maintain support for all proposed peripherals by providing trained service technicians with fully stocked vehicles who are able to respond on-site to repair or replace defective products. Preventative maintenance visits will take place on a 6-month cycle. All tasks will be performed one location at a	

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Requirement Number	Non-Functional Requirement Description	Comply
	time for each IDEMIA-provided component. The schedule for preventative maintenance will be coordinated with the branch supervisors unless otherwise requested by the VT DMV and will occur on a basis so as not to interfere with normal office operations.	
14	The Bidder's Signature pad hardware shall not require batteries.	Yes
Bidder Response	The proposed signature pad hardware is USB powered and does not require batteries. For signature capture, we propose the customer-facing Mimo Monitor's Magic Touch Deluxe HD 10.1" Capacitive touch LCD display, shown in Figure 124, and a tethered stylus. Situated on the counter, it will act as the point of interaction with the capture application not only for signature capture, but also for future motor voter and organ donor registration. This device is far more than just a signature pad. To help enhance your customer experience and stream line applicant processing, it provides great flexibility to interact with customer in a simple and intuitive manner – providing instructions, photos, or other images to applicants, or displaying forms, pull down lists, check boxes, and free form text for your customers to provide their own answers. Its compact size and packaging make it well suited for VT DMV applications. We propose EDL customers use it for knowledge based authentication responses. 	

Requirement Number	Non-Functional Requirement Description	Comply

Figure 124. The Mimo Magic Touch Deluxe Monitor touchscreen display provides flexibility beyond that of an ordinary signature pad.

It sits in a sturdy adjustable base dock which can tilt to suit the signature habits of people of varying heights and equally accommodates left-handed and right-handed signers. It can also be removed from the dock, if necessary, as shown in Figure 125, to accommodate those who, due to physical limitations, are unable to reach the counter. Table 18 lists the features and benefits of the Mimo touchscreen display.

Figure 125. Accommodate those who can't reach the counter by bringing the signature device to them.

Table 18. Mimo Magic Touch Deluxe Monitor Features and Benefits.

Feature	Benefit to the VT DMV
1366x768 10.1-inch capacitive touch LCD display	Achieves the best balance between form factor and available work/counter space.

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Requirement Number	Non-Functional Requirement Description	Comply
	16ms response time — Nearly instant response time for natural signing experience for the user 300:1 contrast ratio — Easy to read using a wide range of text sizes, fonts, and images 10 point multi-touch display — Improved customer interaction with a nimble, sensitive, and accurate touchscreen response Sturdy, adjustable dock/base — Durability prevents the need for replacement Can be adjusted to accommodate the needs for all VT DMV customers USB Powered — Works on both desktop and laptop computers No special video card required USB Powered—no additional power required, minimizing the footprint	
15	The Bidder shall produce cards at a secure US based manufacturing facility. Provide location of primary and secondary facility for the Card Production Services	Yes
Bidder Response	**Start Confidential Information** [redacted] [redacted]	

End Confidential Information

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Requirement Number	Non-Functional Requirement Description	Comply
16	The Bidder shall provide an overview of security procedures for protecting card integrity.	Yes
Bidder Response	**Start Confidential Information** [redacted] [redacted] [redacted]

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] [redacted] [redacted] [redacted] **End Confidential Information**	
17	The Bidder shall provide a minimum of 15 on-site/in person trainings.	Yes
Bidder Response	We will provide the minimum 15 on-site/in person training sessions to the State's staff. Front office training provided by IDEMIA's dedicated staff involves training to provide exposure to the new system for the VT DMV's CSRs for UAT), Pilot, and Rollout. The Front office training will include a full day of Go-Live support for both Pilot and Rollout. Back Office training will also be provided on-site to the appropriate staff during Back Office UAT. Providing training in an office environment reduces travel requirements, aids in creating a comfortable learning environment, and will place the end user at ease with the new solution. Your on-site training will include all training materials, quick reference guides, and hands-on exercises used to create real-life situations enabling the VT DMV's users to become comfortable with the solution quickly.	
18	The Bidder shall develop and implement a training plan that specifies the approach and steps to be taken by the Bidder to ensure that the knowledge, skills and abilities necessary to operate the System are transferred to VT DMV operations.	Yes
Bidder Response	IDEMIA will provide a comprehensive training plan. As per the VT DMV's answer to question number 7, we have included a draft Training Plan as Attachment #9 to this RFP response.	

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	[redacted]	
19	The Bidders shall provide training materials.	Yes

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Bidder Response	As part of our standard deliverables we will provide all required training materials for the DL/ID system. Our training team is involved during the Development and Quality Assurance Testing phase to provide training materials for each specific part of the credential issuance process. Training materials include the participant guide, training aides, and quick reference guides. The final versions will be delivered with full rights for the State to reproduce it for internal use. Training material will be validated when IDEMIA trains the VT DMV staff who will be performing UAT. If any discrepancies in the materials are discovered at any time or arise as a result of updates, upgrades, or fixes, we provide documentation or material changes **at no additional cost** to the VT DMV.	
20	The Bidder's solution must include all software patches and critical updates required to meet the state's functional and technical requirements above shall be included throughout the life of the contract at no additional cost, including any Bidder or third party software. All updates and patches shall be performed outside normal business hours.	Yes
Bidder Response	IDEMIA will include all software patches and critical updates required to meet the state's functional and technical requirements and will be included throughout the life of the contract **at no additional cost**. This includes any IDEMIA or third-party software. We will perform updates and patches outside of normal business hours. Testing and deployment of all upgrades and patches proceeds through three phases. 1. Development Testing 2. Quality Assurance Testing 3. UAT **Start Confidential Information** [redacted]	

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21	The Bidder shall identify all anticipated or potential future software and hardware upgrades and describe their upgrade process, specifically addressing their deployment and installation process. The Bidder shall also identify any cost-sharing benefits or policies for upgrading.	Yes
Bidder Response	**Start Confidential Information** [redacted]	

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	[redacted]	
	End Confidential Information	
22	Bidder shall be responsible for ensuring hardware and consumables are available to meet the requirements of this contract.	Yes
Bidder Response	As we do today, we will continue to be responsible for all IDEMIA supplied hardware, software and consumables required to support the VT DMV's operations relating to the issuance of credentials. Any replacement of equipment and software, if required, will be provided **at no additional cost** to the VT DMV.	
23	The Bidder's system solution availability must be 24/7 with 99.9% uptime requirement, except for agreed upon maintenance window. Solution must provide real-time reporting and alerts of all interruptions in services and processes.	Yes
Bidder Response	The proposed production systems are virtualized, high-availability configurations with no single point of failure. Our system architecture and real-time monitoring of system health will ensure that the VT DMV's system availability will meet the 99.9% uptime requirement 24x7x365. Maintenance downtime is limited, planned, and agreed upon, and will be scheduled in advance with the VT DMV's designated personnel. **REAL-TIME REPORTING AND ALERTS** IDEMIA uses Simple Network Management Protocol (SNMP) proactive monitoring tools to provide real-time reporting and alerts of all interruptions in services and processes. In the event a warning or critical event has occurred the monitoring solution will notify our operations and sustaining engineering services team via email.	

	The support staff can review the monitoring dashboards for any non-critical items found during daily health checklist tasks. Email notification for outages, failures, and significant events can also be sent to the VT DMV's designated contacts and our stakeholders. As an example, our proactive monitoring agents will be configured using the following: • *File System Capacity Monitor* – Looks at all critical file systems on the monitored servers, compares their capacities to user-specified warning and critical thresholds, and immediately warns IDEMIA of required action. • *Performance Check Monitor* – Keeps track of a system's central processing unit usage and memory swap space. The information collected by this monitor can also help IDEMIA maintain visibility on network errors and collisions. • *Process Count Check Monitor* – Determines whether the VT DMV mission-critical applications, databases and web servers are spawning too many processes and bogging down servers, or whether an application has run into trouble and is spawning processes continuously when it should not. Additionally, it verifies specific critical processes are up and running by specifying them by name and the time limit within which they must respond. **HIGHLY AVAILABLE SOLUTION** Our solution design is inherently survivable at the physical, logical, and solution levels. To protect against disruption caused by component failures, we have designed the system with the following to ensure it is available 24x7x365: • *Failsafe backups* – Isolated backups protect all data and ensure the fastest restore time. Following industry best practices, we retain three copies of the most recent backups to ensure high recoverability from a disaster or even from a mistaken deletion by a user. Backups are normally tested on an annual basis. • *Automatic failover* – Multiple physical hypervisor hosts will be setup in a high-availability cluster configuration to provide automatic restart of affected VMs.

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	• *No downtime for maintenance* – Secondary components assume primary responsibility in the event of failure or planned maintenance, allowing for repair without interrupting access to the system. • *Data redundancy* – A secondary database and associated files protect data from failure, errors, and data corruption. • *Thorough disaster recovery plan* – Addresses hardware, software, networking, people, and processes co-developed to meet the VT DMV's specific needs. • *"Keep Alive" Technologies* – Ensure application pools will always be running even if they are not receiving requests. Windows Communication Foundations uses persistent connections when transferring data to maintain a reliable connection between the client and the server. Microsoft SQL Always-On clustering will be used to keep the high-availability databases in sync. Other benefits of this process include: • *Backup program* – Allows for multiple recovery points so that data can be recovered back to a specific point in time • *Compression and deduplication* – Manage the volumes of data generated by image based backups and reduces backup storage consumption and the amount of data sent over the network • *Storage snapshots with compression and deduplication* – dramatically improve RPOs with no impact to the production VMs We will work with the VT DMV during the design phase to document and implement the appropriate backup and recovery schedule to meet the VT DMV's operational and security requirements. Maintenance downtime or outages are always scheduled with the appropriate VT DMV personnel, and our high-availability secondary components assume primary responsibility in the event of planned maintenance, allowing for repair and updates without interrupting access to the system.	

Requirement Number	Non-Functional Requirement Description	Comply
	PROPOSED EQUIPMENT Table 22 provides a list of equipment proposed to support the solution and details the benefits they provide to the VT DMV. **Table 22. Component List**	

Component	Purpose
Servers	• High-availability for automatic failover
Monitoring Server	• Domain controller redundancy • Independent monitoring of servers, workstations, software, and network
Disk	• Tiered storage for high performance • Redundant data for automatic failover • Self-encrypted drives to protect data at-rest
Backup Appliance	• Isolate backups for faster recoverability
Network	• Secure network connectivity • Encapsulation to isolate traffic for greater security • Redundant equipment for automatic failover
Replication	• Protection for high-availability
Database	• “Always On” for parallel data duplication
Virtualization	• Maximized uptime and high-availability facilitation

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24	The Bidder's solution shall be compliant with AAMVA standards (2016) see (Exhibit 1). Preferred security features include • UV fluorescent ink in security background printing • Tagged Ink • Phosphorescent Ink • Printing dynamic data elements using digital imaging technologies • Laminate, overlay or coating for surface printed data and portrait • PDF 417 Bar code (and MRZ on EDL) • Security background overlapping the portrait image area • Ghost image • Magnetic media fingerprinting • UV-A dull substrate material • Tamper evident card body • Embossed surface pattern • No CMYK colors and at least 2 special colors • Guilloche design • Micro printed text • Deliberate error into the design or microprint	Yes
Bidder Response	**Start Confidential Information** [redacted] • [redacted] • [redacted] • [redacted]	

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25	The Bidder's solution must be in compliance with federal requirements for EDL issuance, system shall incorporate address verification into the gated issuance process. Cards with invalid addresses shall be forwarded to DMV for investigation.	Yes
Bidder Response	**EDL ISSUANCE** Because we currently provide your EDL issuances, we have a thorough understanding of this unique process. As part of special processing associated with EDLs, Issuance 360 Back Office assigns RFID chip numbers to each EDL credential order. We will continue to notify Department of Homeland Security/Customs Border Protection (DHS/CBP) of any changes and accept acknowledgements from DHS/CBP for each data transmission to DHS/CBP. Additionally, DHS/CBP will continue to be notified of all successful EDL transaction information. **Start Confidential Information** 1. [redacted]	

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26	The Bidder shall allocate **500 hours** per year for the purpose of system enhancements, changes to card formats etc. Unused time shall be rolled over into the following year and will expire at the end of the contract.	Yes
Bidder Response	We allocated 500 hours per year requirement to allocate 500 hours per year for the purpose of system enhancements, changes to card formats, etc. We confirm that unused time shall be rolled over into the following year and will expire at the end of the contract. We will keep a log of hours used for approved changes. In each change proposal submitted, we will provide the latest figure for the number of hours available.	
27	The Bidder's solution shall include Dynamic Knowledge-based authentication as part of the EDL issuance process.	No
Bidder Response	**Start Confidential Information** [redacted] [redacted] [redacted] [redacted]	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] **End Confidential Information**	
28	The Bidder's solution for Facial recognition software shall include: • 1:1 verification where the most recent photo taken is compared against other images stored for that specific • 1:N matching • Data storage • Data archiving • Ability to be turned off without negatively impacting operations of the other system components	Yes
Bidder Response	Besides a 1:1 facial comparison done at photo capture time in Web Enrollment, Issuance 360 Back Office includes our latest, most advanced facial recognition system technology. It stores and archives facial recognition data and images and provides automated fraud detection by comparing each newly captured front office photo to previous images for that record and to all other images in the image database in an overnight automated batch. This process renders a numerical match score. Records that exceed a configurable threshold indicate possible fraud and populate a queue for manual review. This new streamlined workflow and clean, intuitive interface make it extremely easy to adjudicate potential fraud. **Start Confidential Information**	

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	[redacted] ber, al likelihood of any image sets being the same individual.	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] [redacted] [redacted] [redacted]. **End Confidential Information**	
29	The VT DMV is interested in exploring the ability to integrate directly with State to State (S2S) to ensure compliance with Real ID requirements. Please explain how the Bidder solution shall meet these requirements.	Yes

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Bidder Response	As answered in question 2 above, our solution proposes continued use of the state's infrastructure and UNI Server for the above external interfaces to PDPS, SAVE, CDLIS, and SSOLV. Because we do not offer a native interface, we must rely on external sources. Our solution has the ability to make external calls to AAMVA, and when the state chooses to implement Server to Server (S2S) we will work with you to further scope and price the effort entailed. That being said, we currently have our own state to state validation for CDL drivers. One of our latest innovations in the field of facial recognition addresses this need to electronically check with all other participating states to determine if applicants currently hold a driver's license in another state. Multi-State CDL facial recognition program is a cooperative program that enables the eight participating states to process CDL applicants across the facial recognition databases of other states. This concept was implemented to identify license holders who have crossed state lines to acquire a driver's license or CDL in another state under a different name. Our experience with this innovative program has successfully proven that multiple license holders is indeed an issue. As a CDL provider in the country, especially one close to the border, this innovation is something that the VT DMV may want to consider implementing down the road - an added value we bring to our DMV/MVA partners.	
30	The VT DMV is interest in exploring Mobile Driver's License. Please explain how the Bidder shall meet these requirements.	Yes
Bidder Response	**Start Confidential Information** [redacted].	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] [redacted] [redacted] [redacted] [redacted] **End Confidential Information**	
31	The Bidder's System's error messages will be expressed in plain language, precisely indicate the problem, and constructively suggest a solution.	Yes
Bidder Response	**Start Confidential Information** [redacted] [redacted].	

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	[redacted]

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	[redacted] **End Confidential Information**	
32	The Bidder's System will alert the User with information relevant to required next steps.	Yes
Bidder Response	Because our workflows are exception based, the times when information needs to be stated about "required next steps" is usually when there is an error as shown in Figure 148. With a simplified user experience as a design goal, instructions are given in easy to read plain English in order to avoid confusion and the use of jargon in the implemented solution. Additionally, ICAO quality and 1:1 image comparisons occur in the background, so when these steps complete successfully, they do not clutter the screen with messages to the CSR to click a button to continue to the next step. They automatically advance, speeding up the workflow and	

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Requirement Number	Non-Functional Requirement Description	Comply
	improving CSR productivity. **Start Confidential Information** [redacted] **End Confidential Information**	

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33	The Bidder's System will provide drop down and list boxes for all key entry, and text entry will display existing values for selection (system based auto fill) (but specifically disallow User browser based autofill).	Yes
Bidder Response	[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] **End Confidential Information**	

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Requirement Number	Non-Functional Requirement Description	Comply
34	The Bidder's System will accommodate point and click selection and check box entry for all relevant data entries to ensure that the User does not have to enter textual data that may already be available to the Bidder's System.	Yes
Bidder Response	**Start Confidential Information** [redacted] **End Confidential Information**	

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Requirement Number	Non-Functional Requirement Description	Comply
35	The Bidder's System will provide field level on-screen edits with limited User override capabilities.	Yes
Bidder Response	Web Enrollment as a product enforces data validation and data type rules. As a highly configurable product, it has great flexibility to meet varying needs. We will work with VT DMV to understand this need and incorporate configurable values as applicable. An excellent example of our standard override capabilities is in the acceptance of photos that do no meet configured image quality requirements. In the occasional instance where capturing a compliant portrait proves impossible, Web Enrollment provides override capability along with the option to detail the reason for the non-compliant image, as shown in the dialogue box in Figure 151. Another option which many jurisdictions choose to implement is the requirement of supervisor approval before the override can be completed. All override events are logged as an Audit History entry in the applicant's record. **Start Confidential Information** [redacted] **End Confidential Information**	

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Requirement Number	Non-Functional Requirement Description	Comply
36	The Bidder's System will not show fields not accessible to a given User based on access rights, member consent, nor will the Bidder's System show fields not in use.	Yes
Bidder Response	Our solution will follow agreed upon Active Directory user, group, and policy settings to provide or deny given users access to certain data.	
37	The Bidder's System cursor will automatically advance to the next logical input field when the maximum allowed numbers of characters have been entered for the keyed field or when the User presses the "Enter" or "Tab" key.	Yes
Bidder Response	Our interface will automatically move the user to the next field when the field is full or the user presses the "Enter" or "Tab" key. The goal of our exception-based design is to minimize the number of key strokes and mouse clicks required to complete the applicant record.	
38	The Bidder's System will provide validation checks at the time of each field entry as the default mechanism.	Yes
Bidder Response	Web Enrollment provides multiple types of entry validation depending on type of field and validation logic required. Examples include: • Checking dates for validity and ensuring they meet any date range criteria such as checking if they are in the future • Preventing numeric data entry into strictly alphabetic data fields and vice versa • Checking a subsequent data field against a prior data entry field for consistency such as ensuring that an applicant is old enough to vote if Motor Voter was selected. As well, Web Enrollment can implement limited custom validation logic unique to VT DMV workflow requirements.	

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Requirement Number	Non-Functional Requirement Description	Comply
39	The Bidder's System will identify invalid entries to the User as immediately as possible.	Yes
Bidder Response	Users are immediately notified of exceptions and invalid entries. Web Enrollment uses an exceptions-based software design which allows us to build in and automate intelligence. Web Enrollment requires the examiner's intervention *only if* an exception occurs – *if* the ICAO quality check fails, or *if* data entry is invalid or *if* some type of override is required – otherwise, the examiner can move straight to the next step in the workflow.	
40	The Bidder's System will be designed to include only the necessary information and functionality on screens and will be based on the User's access level and the User's configuration.	Yes
Bidder Response	The user experience of our solution is designed using a technique called progressive disclosure, wherein only those visual elements that are directly relevant and applicable to the task at hand are displayed to the user as they progress through a workflow. Web Enrollment screens are customizable to VT DMV requirements allowing you to configure the screen to meet your data entry needs and workflows. Access to screens, data and activities such as overrides is role-based. Users are assigned to appropriately configured Active Directory groups, and their access to Web Enrollment screens and actions is based on their assigned group(s). This role-based configuration is best illustrated in our Issuance 360 Back Office. At the highest level, this browser-based, dashboard-driven component of the solution is designed to give each user a role-based view of features directly related to their area of responsibility. Those with responsibility and authorization to manage the card production, gated issuance, and credential delivery will have one user experience while investigators of fraud with have a different view based on their Active Directory role.	
41	The Bidder's System will provide templates for data entry with identified mandatory and optional data fields.	Yes
Bidder Response	**Start Confidential Information** [redacted]	

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	[redacted]	
	End Confidential Information	
42	The Bidder's System will allow incomplete data sets to be saved for completion of the workflow at a later time.	Yes
Bidder Response	In the event that a customer forgets a required document for proof for residency or forgets their wallet and is unable to pay but would like to hold the transaction and return later to complete it, our solution supports several different mechanisms for suspending transactions and later resuming them, and of course, Issuance 360 saves	

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Requirement Number	Non-Functional Requirement Description	Comply
	partial transactions as part of REAL ID compliance. IDEMIA will work with VT DMV to select and implement the best method that complements your workflow.	
43	The Bidder's System will highlight and flag required and incomplete data fields.	Yes
Bidder Response	Web Enrollment identifies all required fields with a red asterisk (*). It enforces rules regarding mandatory fields, validates data according to data type, and suggests data format such as date, as shown in Figure 153. The user receives an error if s/he skips a mandatory field and cannot advance in the workflow without filling in all required fields.	

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	Start Confidential Information [redacted] [redacted] [redacted] **End Confidential Information**	

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Requirement Number	Non-Functional Requirement Description	Comply
44	The Bidder's System will allow for the request of or entry of data from external devices (e.g. tablets, signature pads).	Yes
Bidder Response	IDEMIA Web Enrollment supports input of data from a variety of devices including tablets, signature pads, bar code readers, document scanners, and document authenticators. Bar code readers can pre-populate demographics from the scan of a driver's license. Tablets and signature pads can not only capture signatures but also provide e-Forms for gathering responses for Motor Voter, Organ Donor or Proof of Residency affidavits. Web Enrollment's document scanning capability accepts document images from a TWAIN compliant scanner or document authenticator for categorization and validation before attaching images to the permanent applicant record. While Web Enrollment supports quite a number of devices, for VT DMV, we have proposed Customer Interaction Device, the Mimo Magic Touch Deluxe Monitor, to support the capture of application signatures. Once the CSR moves to the signature capture portion of the process, the Mimo Magic Touch Deluxe Monitor displays instructions, a signature area, and buttons to accept or clear the signature, as shown below in Figure 154. The speed and accuracy of the device makes it easy and intuitive. Using the tethered stylus, the applicant signs his/her name and clicks the ok button when done. The applicant can press the clear button on the signature device at any time to remove the signature remnants and re-sign.	

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	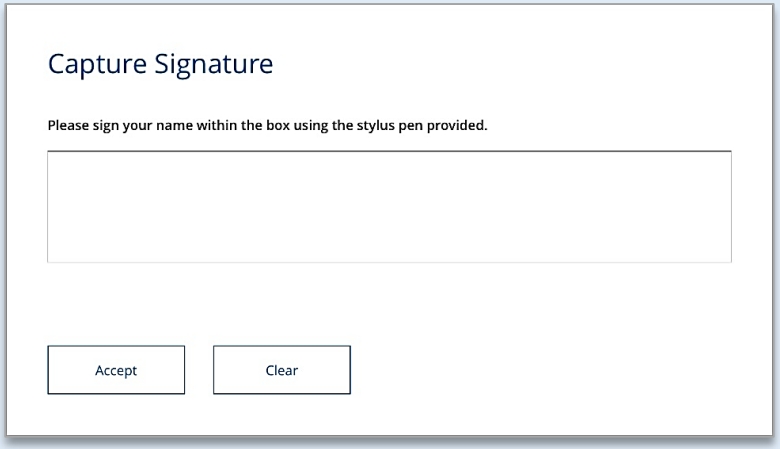 **Figure 154. A 10" screen allows people of all ages and abilities to sign with ease.**	
45	The Bidder's System will maintain a record (e.g. audit trail) of all additions, changes and deletions made to data in the system. This should be readily searchable by user ID or member ID. This must include, but is not limited to: a) User ID of the person who made the change, b) date and time of the change, c) Physical, software/hardware and/or network location of the person while making the change, d) Information that was changed, e) Outcome of the event, f) Data before and after it was changed, and g) Which screens were accessed and used.	Yes
Bidder Response	With the exception of which screen were accessed and used to modify data, Issuance 360 Back Office tracks every touch that occurs to a record including an audit trail of all additions, changes and deletions made to data in the system. Authorized users can read that information interactively or by using standard reports. Issuance 360 Back Office contains a number of standard reports pertaining to activity tracking and auditing. Authorized users can filter reports using standard parameters including user identification, dates (individual or range), user, office, or workstation.	

Requirement Number	Non-Functional Requirement Description	Comply
	TRANSACTION LOGGING Microsoft SQL Server supports SQL transaction logging as part of its compliance with standard SQL Atomicity, Consistency, Isolation, Durability (ACID) properties. The solution stores comprehensive audit trail data in a SQL database to log and audit various user actions performed within the system. All actions performed within the testing solution are tied to a unique user who is securely logged into the system to provide full accountability, non-repudiation, and an audit trail. The SQL Server transaction log operates logically as if the transaction log is a string of log records. Log records for data modifications record either the logical operation performed or they record the before and after images of the modified data. Authorized users can click the audit history icon (circled in Figure 155) to pop up issuance history and see all activities associated with a record – the action performed, by which users, from which workstation, at what time, etc. **Start Confidential Information**	

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Requirement Number	Non-Functional Requirement Description	Comply
46	The Bidder's System will allow an authorized administrator to request the inclusion or exclusion of auditable events based on organizational policy & operating requirements/limits.	Yes
Bidder Response	The IDEMIA solution features detailed, mechanisms through the VT DMV's Active Directory environment to configure auditing to restrict events that are audited based on the following criteria: • Include or exclude events by user name. For included users, only events initiated by the named users are audited. For excluded users, only events initiated by users other that the named users are audited. • Include or exclude events by role. For included roles, only events initiated by users with the included roles are audited. For excluded roles, only events initiated by users who do not have the excluded roles are audited. • Include or exclude events by outcome of event (success/failure/both)	
47	The Bidder's System will be able to detect security-relevant events (as defined in NIST 800-53 moderate baseline, rev 4) that it mediates and generate audit records for them. At a minimum the events will include, but not be limited to: a) Start/stop b) User login/logout c) Session timeout d) Account lockout e) Member record created/viewed/updated/deleted f) Scheduling g) Query h) Order I) Node-authentication failure j) Signature created/validated k) Personally Identifiable Information (PII) export l) PII import m) Security administration events n) Backup and restore o) Audit Event Types listed in IRS 1075.	Yes
Bidder Response	As part of our security design standards, and along with the controls we have implemented which are compliant with stringent NASPO security standards, our solution already has the foundation for NIST 800-53 Revision 4 and ISO27002-2013 standards. This is due to the large overlap of these three standards bodies. In addition, our data centers recently received a SOC 2 Type 2 certification, the controls from which also overlap with NIST 800-53 Revision 4 and ISO27002-2013. We will work with the VT DMV to assess this overlap to confirm the approach to achieve these PII security objectives in an efficient manner that accounts for this overlap and that provides the VT DMV with the desired compliance objectives.	

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	ACTIVE DIRECTORY EVENT MONITORING Active Directory Account policies are the rules that control account authentication features: • **Logon Right**: A user right that is assigned to a user and that specifies the ways in which a user can log onto a system. An example of a logon right is the right to log on to a system remotely. • **Privilege**: A user right that is assigned to a user and that specifies allowable actions on the system. An example of a privilege is the right to shut down a system. • **Password policy.** For local user accounts, determines settings for passwords such as enforcement, and lifetimes. The current password guideline adheres to IRS 1075 requirements • **Account lockout policy.** For local user accounts, determines when and for whom an account will be locked out of the system. • **Kerberos Policy.** Kerberos authentication is the primary authentication mechanism used in an Active Directory domain. • **Audit policy.** Determines which security events will be logged into the Security log on the computer (successful attempts, failed attempts or both). The Security log can be viewed through the Event Viewer GUI. • **User rights assignment.** Determines which users or groups have logon or task privileges on the computer.	
48	The Bidder's System will provide authorized administrators with the capability to read all audit information from the audit records in the following two ways: 1) The Bidder's System will provide the audit records in a manner suitable for the User to interpret the information. The Bidder's System will provide the capability to generate reports based on ranges of System date and time that audit records were collected. 2) The Bidder's System will be able to export logs into text format in such a manner as to allow correlation based on time (e.g. Coordinated Universal Time [UTC] synchronization).	Yes

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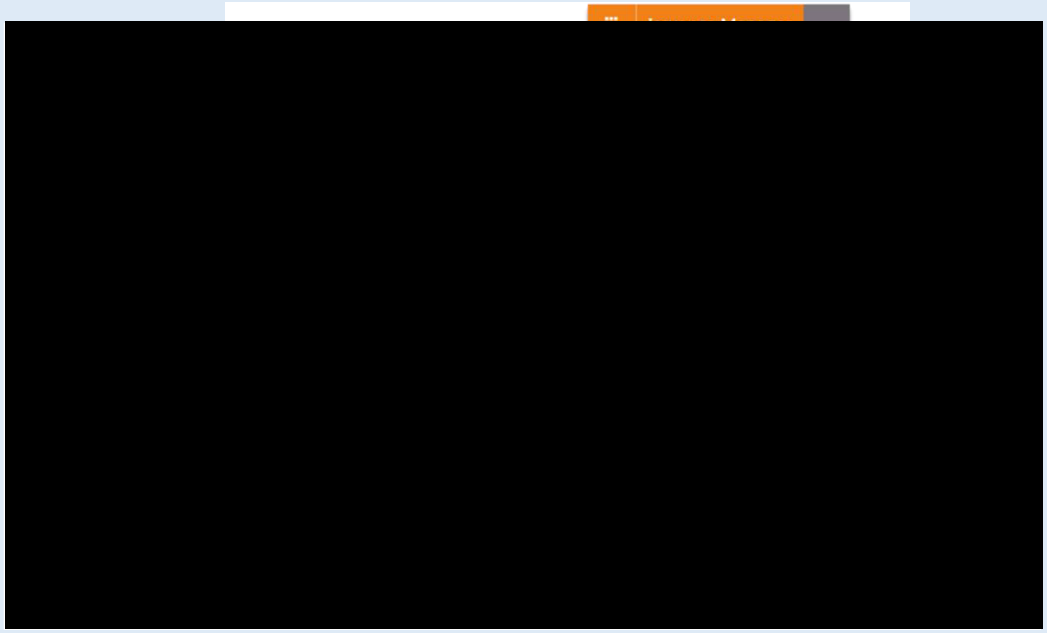
Bidder Response	**Start Confidential Information** [redacted] 	

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49	The Bidder's System will be able to perform time synchronization using NTP/SNTP, and use this synchronized time in all security records of time.	Yes
Bidder Response	All IDEMIA Windows servers include the Windows Time Service (W32TIME) which has the ability to synchronize with the DMV's Network Time Protocol (NTP) server. Synchronizing a client to a network server consists of several packet exchanges where each exchange is a pair of request and reply. When sending out a request, the client stores its own time (*originate timestamp*) into the packet being sent. When a server receives such a packet, it will in turn store its own time (*receive timestamp*) into the packet, and the packet will be returned after putting a *transmit timestamp* into the packet.	
50	The Bidder's System will prohibit all Users read access to the audit records, except those Users that have been granted explicit read access.	Yes
Bidder Response	Our standard Active Directory integration supports the VT DMV by providing each user with individual access by way of group policy user rights management. Within the Active Directory, an administrator may then disable a user's read access to the audit records from within the Active Directory user management utilities.	
51	The Bidder's System will protect the stored audit records from unauthorized deletion.	Yes
Bidder Response	IDEMIA uses system level mechanisms to protect the stored audit records from unauthorized deletion. **FILE SYSTEM PERMISSION** Through Active Directory, IDEMIA sets "SYSTEM" as the owner of the logs and change the permissions so that only SYSTEM can edit or delete logs and users/admins can only view the logs. Optionally, we could modify New Technology File System (NTFS) file permissions, so that each folder that contains the audit logs would be denied "Full Control" on the folder. Once the permission is revoked, all files in that folder are automatically protected from deletion.	

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	MICROSOFT SQL AUDIT LOGS SQL Server 2016 manages access control using logins, databases, users, and roles. Users (and applications) are granted access to SQL Server by way of a SQL server login. The login is associated with a database user and the database user is placed in one or more roles. The permissions granted to the role determine the tables the login can access and the types of operations the login can perform. This approach is used to create least privileged database accounts that have the minimum set of permissions to delete and/or modify the database audit logs.	
52	The Bidder's System will prevent modifications to the audit records.	Yes
Bidder Response	Our standard Active Directory integration supports the VT DMV by providing each user with individual access by way of group policy user rights management. Within the Active Directory, an administrator may then prevent any access to the audit records from within the Active Directory user management utilities.	
53	The Bidder's System will be architected with no single point of failure, supporting a high-availability enterprise.	Yes
Bidder Response	To provide for the highest level of system availability, IDEMIA proposes a redundant, virtualized, high available server configuration in the VT DMV data center featuring load balanced server clusters that avoid any single point of failure, as shown in Figure 169. The environment's high-availability configuration eliminates downtime and service interruptions due to platform failures and ensures that data and images are always available when you need them. Hardware components represent one piece of this puzzle, the other is ensuring that the workload – the data and applications being used – are replicated and physically separated from each other so that application processing can continue without interruption.	

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54	The Bidder's System must be built so that there is a near linear relationship between each additional server added, and the additional load that can be accommodated (load vs. capacity added), up to specified limit.	Yes
Bidder Response	To support growth and load of the production environment, IDEMIA will use VMware's Capacity Planner tool. The Capacity Planner is a capacity planning tool that provides integrated analysis, planning, and decision support functionality. Using Capacity Planner, IDEMIA and the VT DMV can assess the capacity planning needs, consider virtualization, load assessments and run consolidation assessments. These assessments help to virtualize and consolidate data center infrastructure, redeploy strategic IT assets, and optimize workload capacity utilization. Capacity planning includes the following tasks: • Balancing workloads on existing computers • Consolidating work so that fewer computers are needed to perform tasks • Identifying outdated computers for retirement • Planning for the purchase of new and more efficient hardware • Introducing additional VMs to assume some of the work	
55	The Bidder's System will use fully redundant network and hardware. Hardware components (such as processor and memory) should have built-in redundancy to allow a second component to take over in the event of a failure in the primary component. Similarly, redundant paths should also exist for networks.	Yes
Bidder Response	Given our extensive experience in deploying and supporting enterprise solutions for almost 40 jurisdictions around the country, IDEMIA knows how important it is to understand the software, hardware, infrastructure, and system and support requirements to meet all needs during the multiple phases of a DMV project.	

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	SERVER HARDWARE A completely fault tolerant, N+1 hardware configuration is required. N+1 redundancy is a form of resilience that ensures system availability in the event of component (Processor, Memory, Disk) failure. Components (N) have at least one independent backup component (+1). The level of resilience is referred to as active/passive or standby as backup components do not actively participate within the system during normal operation. The level of transparency (disruption to system availability) during failover is dependent on a specific solution, though degradation to system resilience will occur during failover. **INFRASTRUCTURE** All server and storage components will feature full redundancy where applicable including but not limited to network interfaces. Network switching and routing will be implemented using high-availability best practices to eliminate single points of failure. IDEMIA will work with the VT DMV to ensure additional or alternate instances of network devices, equipment and communication mediums are installed within network infrastructure.	
56	The Bidder's System will leverage virtualization to expedite disaster recovery. Virtualization enables system owners to quickly reconfigure system platforms without having to acquire additional hardware.	Yes
Bidder Response	The IDEMIA proposed solution will incorporate the use of virtualization to provide a highly available environment that can recover from a hardware failure. With VMware vSphere, the DMV will increase the baseline level of availability for all the applications. In addition, together we can slash planned downtime, prevent unplanned downtime and recover rapidly from outages: • Eliminate planned and unplanned downtime for common maintenance operations • Provide higher availability independent of hardware, operating system and applications. • Recovery rapidly from operating system and server failures with automatic virtual machine restarts	

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	VMware provides a set of capabilities to provide availability for all applications running on VMware vSphere. • *VMware vSphere Fault Tolerance* – provides continuous availability for applications in the event of server failures by creating a live shadow instance of a VM that is in virtual lockstep with the primary instance. • *VMware vSphere High Availability* – reduces application downtime by automatically restarting VMs on available servers upon detecting server hardware or guest operating system failures. • *VMware vSphere Application High Availability* – compliments the functionality of vSphere High Availability with application-level monitoring and automated remediation. • *VMware vSphere vMotion* – leverages the complete virtualization of servers, storage and networking to move an entire running virtual machine instantaneously from one server to another.	
57	The Bidder's System will have the ability to support either a Production and hot (real time replication) disaster recovery design or a multi host site Production design that would allow one site to seamlessly be offline and the other site would maintain service without interruption.	Yes
Bidder Response	Our solution provides a reliable, secure, current software platforms available today. It has been designed with automatic failover production systems and a remote disaster recovery solution that can act as the primary system in the event of a catastrophic failure at the primary location. This design is inherently survivable at the physical, the logical, and the solution levels. To protect against disruption caused by component failures, we have designed the system with the following: • Automatic failover – multiple physical hypervisor hosts will be setup in a high-availability cluster configuration to provide automatic restart of affected virtual machines. • No downtime for maintenance – secondary components assume primary responsibility in the event of failure or planned maintenance, allowing for repair without interrupting access to the system.	

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	• Data redundancy – a secondary database and associated files protect data from failure, disaster, errors, and data corruption.
	• Failsafe backups – a completely isolated backup protects all backup data and ensures the fastest restore time.
	• Scripts will be developed to initiate the failover procedures that redirect the production load over to the disaster recovery site.
	• We will document our disaster recovery process in a comprehensive disaster recovery plan that addresses the following topics:
	  ○ Definition of a Disaster
	  ○ Disaster Recovery Teams & Responsibilities
	  ○ Recovery Facility
	  ○ Communications During a Disaster
	  ○ Dealing with a Disaster
	  ○ Plan Testing & Maintenance	

58	The Bidder's System will include a disaster recovery plan and provide contingency plans for State lookup capabilities and online collaboration in the event of a disaster.	Yes
Bidder Response	As noted above our we will provide the VT DMV with a comprehensive disaster recovery plan to document our approach to disaster recovery. IDEMIA's disaster recovery planning process documents how and when disaster recovery strategies are implemented and by whom. The phases of disaster recovery include: 1. Activation Procedures	

Requirement Number	Non-Functional Requirement Description	Comply
	2. Disaster Assessment and Recovery Procedures 3. Business Resumption and Transition to Normal Operations 4. Lessons Learned/Business Continuity Plan Review In most instances, our fully redundant high-availability solution will automatically handle potential interruptions to service with immediate failover. Depending upon the severity of an outage, we follow mutually agreed upon defined procedures. We look forward to working with VT DMV to develop and test a specific plan that restores complete system, network, and operational recovery to the state in the quickest manner possible. **DISASTER RECOVERY TEST PLAN** A disaster recovery test is the examination of each step in a disaster recovery plans outlined in an organization's Business Continuity/Disaster Recovery (BC/DR) planning process, IDEMIA will work with the VT DMV to define and develop the final disaster recovery test plan.	
59	The Bidder's System will provide the ability to perform archival/incremental backups and the ability to perform open/closed database backups.	Yes
Bidder Response	Our solution provides a separate backup server with its own dedicated storage for high speed disk to disk backup using Arcserve UDP software. Used for backup, restoration, or recovery, Arcserve performs automatic error detection and correction during backup, restoration, or recovery. Backups include both the virtual environment and application data, and they can be done in varying increments from incremental to full. The backup server is configured with a high speed tape drive for offsite storage. **BACKUP PROCESS** Following industry best practices, the proposed architecture includes an isolated backup server which will store three backup copies. Our experience shows us that in addition to safeguarding your data for bulk restoration, this configuration maximizes the ability to recover individual data elements in the event of accidental deletion or	

Requirement Number	Non-Functional Requirement Description	Comply

	corruption. The following backup options are available on a per system/VM basis:
	• Operational backups of database, system files, and software for production and UAT:
	  ○ Daily—a daily backup of a system, application or database instance
	  ○ Weekly—a full backup is taken each week
	System software, which is part of the virtual environment, will be backed up at the same time as your databases and other data files. This approach allows restoration of both system and data files from the same media.
	BACKUP SOFTWARE
	IDEMIA will provide VT DMV with ArcServe UDP software to provide enterprise backup capabilities. The Arcserve software provides the following features
	• Performs different types of backup jobs, such as full, incremental, or verify
	• Protects all specified volumes of your computer
	• Fast agentless backup for vSphere host environments
	ARCSERVE SUPPORT FOR MICROSOFT SQL
	Among the agents Arcserve Backup offers is the Arcserve Backup Agent for Microsoft SQL Server. This agent enables you to perform the following actions:
	• Backup your Microsoft SQL Server databases using Arcserve Backup without taking your database off-line or preventing users from adding new data
	• Manage backups of Microsoft SQL Server databases remotely
	• Schedule backups	

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Requirement Number	Non-Functional Requirement Description	Comply
	• Backup to a wide array of media storage devices • Restore Microsoft SQL Server databases using Arcserve Backup	
60	The Bidder's System will provide tools for managing an environment that supports both high-availability and disaster recovery.	Yes
Bidder Response	**Start Confidential Information** [redacted] [redacted] • [redacted] • [redacted] • [redacted] • [redacted]	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] **End Confidential Information**	
61	The Bidder's System will include the capability to maintain all data according to state defined records retention guidelines (i.e. record schedule). General schedules can be found at: http://vermont-archives.org/records/schedules/general/. Specific retention disposition orders can be found at: http://vermont-archives.org/records/schedules/orders/. In general, document retentions range from 3 to 10 years.	Yes
Bidder Response	In accordance with state guidelines, our solution retains all data per specifications and generally for the life of the contract.	
62	The Bidder's System will include the capability to maintain all images and electronic documents according to state defined document retention guidelines (i.e. record schedule). General schedules can be found at: http://vermont-archives.org/records/schedules/general/. Specific retention disposition orders can be found at: http://vermont-archives.org/records/schedules/orders/. In general, document retentions range from 3 to 10 years.	Yes
Bidder Response	In accordance with state guidelines, our solution retains all images and electronic documents per specifications and generally for the life of the contract.	
63	All software developed and delivered by The Bidder must be free of viruses, malware, backdoors	Yes
Bidder Response	IDEMIA uses HP Fortify Software Security Center to secure against viruses and malware in the distribution of	

Requirement Number	Non-Functional Requirement Description	Comply
	their application software. HP Fortify is a suite of tightly integrated solutions for fixing and preventing security vulnerabilities in applications. It eliminates software security risk by ensuring that all business software, whether it is built for the desktop, server or cloud is trustworthy and in compliance with internal and external security mandates.	
64	The service provider must resolve Severe (defined as those issues or defects which completely prevent users from processing drivers licenses/identification cards) requests within 4 clock hours.	Yes
Bidder Response	Effective Issue and Service Level Management are extremely critical to our Service Operations. We understand that our clients' success in providing high-quality customer service is dependent on our responsiveness. For this reason, the entire IDEMIA management team is committed to resolving issues and service related incidents in an expeditious manner. Our Escalation Process utilizes an Urgency/Impact matrix to calculate the overall Priority ranking by following these general guidelines: • **Impact**: measures the effect of an incident on business • **Urgency**: the time it takes for an incident to bring a significant impact on the business (the speed at which a resolution is required) • **Priority**: a combination of Impact and Urgency, identifying the acceptable delay in the implementation of an action Emergency situations such as this should they not be discovered and addressed by proactive monitoring methods, are rapidly escalated by our Technical Help Desk to an Incident Response Team. This cross-functional team will provide emergency service in less than 4 hours. If the credential process is stopped or interrupted, we will immediately notify the DMV using our proven escalation process and workflow. We will strive to exceed with this requirement whenever possible, and we comply with this "Severe" requirement and warrant that in the rare circumstance of a critical business impact where the system is not	

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Requirement Number	Non-Functional Requirement Description	Comply
	available for the VT DMV to process customer requests due to an issue or defect, we will return the system to operation in 4 (four) clock hours.	
65	The Bidder must resolve high priority defects within an average of 1 (one) days, but no more than a maximum of 3 (three) days.	Yes
Bidder Response	Effective Issue and Service Level Management are extremely critical to our Service Operations. We understand that our clients' success in providing high-quality customer service is dependent on our responsiveness. For this reason, the entire IDEMIA management team is committed to resolving issues and service related incidents in an expeditious manner. Our Escalation Process uses an Urgency/Impact matrix to calculate the overall Priority ranking by following these general guidelines: • **Impact**: measures the effect of an incident on business • **Urgency**: the time it takes for an incident to bring a significant impact on the business (the speed at which a resolution is required) • **Priority**: a combination of Impact and Urgency, identifying the acceptable delay in the implementation of an action A Situation such as this would most likely be the result of a change that was planned and applied to the system. By following our internal Quality Assurance processes, utilizing the UAT environment and in conjunction with our Change Control Board an event such as this will be an extremely rare occurrence, and would occur at a time when full visibility is already focused on the system. As a result, we will strive to exceed this requirement whenever possible, and we warrant that high priority defects will be resolved within an average of 1 (one) days, but no more than a maximum of 3 (three) days.	

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Requirement Number	Non-Functional Requirement Description	Comply
66	The Bidder must resolve medium priority defects within an average of 4 (four) days, but no more than a maximum of 7 (seven) business days.	Yes
Bidder Response	Effective Issue and Service Level Management are extremely critical to our Service Operations. We understand that our clients' success in providing high-quality customer service is dependent on our responsiveness. For this reason, the entire IDEMIA management team is committed to resolving issues and service related incidents in an expeditious manner. Our Escalation Process uses an Urgency/Impact matrix to calculate the overall Priority ranking by following these general guidelines: • **Impact**: measures the effect of an incident on business • **Urgency**: the time it takes for an incident to bring a significant impact on the business (the speed at which a resolution is required) • **Priority**: a combination of Impact and Urgency, identifying the acceptable delay in the implementation of an action A Situation such as this would most likely be the result of a change that was requested, planned and applied to the system. By following our internal Quality Assurance processes, using the UAT environment and in conjunction with our Change Control Board an event such as this will be an extremely rare occurrence, and would occur at a time when full visibility is already focused on the system. As a result, we will strive to exceed this requirement whenever possible, and we will strive to exceed with this requirement whenever possible, and we comply with this requirement and warrant that medium priority defects will be resolved within an average of 4 (four) business days, and no more than a maximum of 7 (seven) days.	
67	The Bidder must resolve low priority defects or request within an average of 10 (ten) days, but no more than a maximum of 14 (fourteen) days, unless mutually agreed upon.	Yes

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Requirement Number	Non-Functional Requirement Description	Comply
Bidder Response	Effective Issue and Service Level Management are extremely critical to our Service Operations. We understand that our clients' success in providing high-quality customer service is dependent on our responsiveness. For this reason, the entire IDEMIA management team is committed to resolving issues and service related incidents in an expeditious manner. Our Escalation Process utilizes an Urgency/Impact matrix to calculate the overall Priority ranking by following these general guidelines: • **Impact**: measures the effect of an incident on business • **Urgency**: the time it takes for an incident to bring a significant impact on the business (the speed at which a resolution is required) • **Priority**: a combination of Impact and Urgency, identifying the acceptable delay in the implementation of an action A Situation such as this would most likely be the result of a change that was planned and applied to the system. By following our internal Quality Assurance processes, using the UAT environment and in conjunction with our Change Control Board an event such as this will be an extremely rare occurrence, and would occur at a time when full visibility is already focused on the system. As a result, we will strive to exceed this requirement whenever possible, and we will strive to exceed with this requirement whenever possible, and we comply that low priority defects or requests will be resolved or met within 10 (ten) days, and no more than 14 (fourteen) days unless mutually agreed upon.	
68	The Bidders system shall be capable of integrating with active directory.	Yes
Bidder Response	For deployment and on-going support of your systems and software we use our own domain and require a one-way trust with the state. We will integrate the solution with the VT DMV's current Active Directory	

Requirement Number	Non-Functional Requirement Description	Comply
	environment. Our standard Active Directory integration practices support the VT DMV's ability to provide each user with individual access by way of group policy user rights management.	
69	The Bidder's System will authenticate Users before allowing access to functionality requiring a login	Yes
Bidder Response	Our solution leverages Active Directory to support authorization with an option to require additional credential entry to sign on to the application. As done today, we propose the Digital Persona UareU 4500 Fingerprint Reader (see Figure 170) on each image capture workstation to facilitate quick login and user authentication. **Figure 170. The U.are.U 4500 Fingerprint Reader is a USB peripheral perfect for individual desktop users and its compact design conserves desk space in enterprises environment.**	
70	The Bidder's System will provide a mechanism to limit access to view/update information, based on User role, access rights, member consent, and program rules.	Yes
Bidder Response	Limiting access will be provided by integrating the solution with the VT DMV's current Active Directory. IDEMIA's standard Active Directory integration practices support the customer providing each user with individual access by way of group policy user rights management. Within the Active Directory an administrator	

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Requirement Number	Non-Functional Requirement Description	Comply
	may then easily enable and disable a user's rights based on their role to an application from within the Active Directory user management utilities.	
71	The Bidder's System's interfaces will secure and protect the data and the associated infrastructure from a confidentiality, integrity and availability perspective.	Yes
Bidder Response	IDEMIA Interfaces are designed and developed to be vendor neutral. Interface security credentials and security policies will not be hardcoded in the application. These will be abstracted and implemented into the integration tier. Security policies will use WS-Security, SAML, SSL (1-way or 2-way), Internet Protocol Security (IPsec) and VPN as applicable. All interactions with external systems will be logged with capability to monitor the date/time of interaction, response time, number of messages sent/received, failures and retries.	
72	The Bidder's System will provide the functionality that provides reliability for applications, services or message flows: ' Load balancing ' High availability ' Fault tolerance ' Failover ' In-order delivery ' Transaction support ' Execution prioritization ' Message prioritization. Tests for High Availability and Failover must be completed prior to the release to UAT.	No
Bidder Response	With the exception of in-order delivery execution prioritization and message prioritization, we meet all of the above criteria. It has also been our experience that because of the nature of our application, stringent in-order delivery functionality is not relevant. That being said, we will provide for the highest level of system and application reliability. We propose a redundant, virtualized, high available server configuration in the VT DMV data center featuring load balanced server clusters that avoid any single point of failure, as shown in Figure 171. The environment's high-availability configuration eliminates downtime and service interruptions due to platform failures and ensures that data and images are always available when you need them. We will complete tests for high availability and failover prior to release to UAT. Hardware components represent one piece of this puzzle, the other is ensuring that the workload – the data	

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	and applications being used – are replicated and physically separated from each other so that application processing can continue without interruption. **Start Confidential Information** [redacted]	

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	[redacted]	

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	[redacted]	
	End Confidential Information	

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Requirement Number	Non-Functional Requirement Description	Comply
73	The Bidder's System will have the ability to use standards-based communication protocols, such as TCP/IP, HTTP, HTTP/S and SMTP. 'Protocol bridging: The ability to convert between the protocol native to the messaging platform and other protocols, such as Remote Method Invocation (RMI), IIOP and .NET remoting.	Yes
Bidder Response	Our solution uses standards-based communications protocols such as TCP/IP, HTTP, HTTPS, and SMTP. We primarily use standard web services to communicate between systems, and depending upon the capabilities of the System of Record, SFTP is also used. We will work with you to make sure that all communications are well defined and understood for successful implementation and exchange of data between systems as we do today.	
74	The Bidder's System will seamlessly work with the technology and programs that act as glue, transforming among protocols, connecting to databases and linking pre-SOA Application Programming Interfaces (APIs) to the SOA backplane.	Yes
Bidder Response	IDEMIA has a proven solution that will easily interface with the VT DMV's environment. We do not use propriety standards in our development, making it easy to integrate our application with the VT DMV's systems. Web Enrollment and Issuance 360 Back Office use the Simple Object Access Protocol (SOAP) - REST-based .NET Windows Communication Foundation Web services framework to support data exchange mechanisms that facilitates easy interfaces with your current system.	
75	The Bidder's System will comply with all applicable State security policies and adhere to all legal, statutory, and regulatory requirements, as determined by Vermont leadership. See also standards mentioned in State of Vermont IT Attachment D.	Yes
Bidder Response	IDEMIA's standard business practices already comply with many of the statutes and standards listed in the RFP. To protect customer PII, IDEMIA has multiple policies and procedures in place. Our corporate Privacy	

Requirement Number	Non-Functional Requirement Description	Comply
	Policy states IDEMIA will ensure that all processing of customer data is in accordance with all laws, state and federal, governing those activities. Specific privacy laws referenced in this policy include the Driver Privacy Protection Act, FIPPs, Fair Credit Reporting Act, Gramm-Leach-Billey, and the USA PATRIOT Act. Below, we highlight some of the standards we currently comply with in our current business practices. **VT DMV can be assured that their data is safe with us.** **ATTACHMENT D: 5.3 CONFIDENTIALITY OF STATE INFORMATION** We understand that customer data is owned by the VT DMV. Our Privacy Policy acknowledges that "All Privacy Information related to work at IDEMIA is owned by our customer - and that such information may not be used for any purpose other than performing the work that is necessary to deliver the product or service for which our customer has contracted. Furthermore, there is no end date, maturity date, or expiration period for which the confidential nature of Privacy Information must be maintained. Thus the obligation to safeguard the privacy does not expire." **ATTACHMENT D: 6.1 ADHERENCE TO VT SUPPORTED FEDERAL STANDARDS AND STATE POLICIES** ***FEDERAL STANDARDS*** To protect customer PII, IDEMIA has multiple policies and procedures in place. Our corporate Privacy Policy states IDEMIA will ensure that all processing of customer data is in accordance with all laws, state and federal, governing those activities. Specific privacy laws referenced in this policy include the Driver Privacy Protection Act, FIPPs, Fair Credit Reporting Act, Gramm-Leach-Billey, and the USA PATRIOT Act. IDEMIA policy requires FIPPs, compliance which include the principles of individual participation (consent to use data), use limitation, and data minimization. Additionally, we have a corporate "Need to Know" policy that recognizes that customer data is strategic and that disseminating this information to third-party entities must be approved according to company policy.	

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Requirement Number	Non-Functional Requirement Description	Comply
	IDEMIA takes the protection of your data seriously and maintains a high standard of integrated security measures consistent with NIST 800-53. As part of our security design standards and along with the controls we have implemented (which are compliant with stringent NASPO security standards), our solution already has the foundation for the NIST 800-53 Revision 4 standard. This is due to the large overlap between these two standards bodies. In addition, our data centers have an annual SOC 2 Type 2 certification, the controls from which also overlap with NIST 800-53 Revision 4 and ANSI/NASPO-SA-2015. IDEMIA will comply with the security requirements published in REAL ID Amendment 3. Our response to #76 speaks in greater details of the controls we implement to ensure that your data is secure. **STATE OF VERMONT STATUTES** IDEMIA will comply with Vermont Statute 9 V.S.A. § 2435 and IT Policies for reporting Security Breaches as outlined in the statute and Attachment D. IDEMIA will comply with 9 V.S.A. § 2440. IDEMIA does not accept SSN data at the CCFP and will not print nor embed SSN on any cards or mailing envelopes or inserts. **STATE OF VERMONT INFORMATION SECURITY POLICIES** IDEMIA will comply with Information Security Policies that relate to services provided under the proposed solution. IDEMIA already supports similar policies in other state driver's license programs. **We will work with the VT DMV to ensure we perform our services in accordance with all laws governing Driver's License program activities – as we do in VT for you today!**	
76	The Bidder's System will implement security controls in accordance with all Federal and State security policy and regulations.	Yes
Bidder Response	Our solution implements security controls in accordance with Federal and State security policy and regulations.	

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Requirement Number	Non-Functional Requirement Description	Comply
	CONTROLS FOR MEETING 6.1 SECURITY STANDARDS ***DATA PROTECTION*** As standard business practice, IDEMIA implements a 4-Tier Data Protection Strategy that includes: • Tier 1: Hardware and containerized level encryption of all hardware that stores customer data • Tier 2: Database level encryption including field-level encryption of highly sensitive data such as Social Security Number (SSN). • Tier-4: Protection of communications between components. All communications are encrypted using AED-256 encryption and authentication of endpoints is provided using mutual certifications or Kerberos (for workstations). Firewalls are implemented with only those communication ports required for the solution open. • Tier 3: Database Access Monitoring. This is a comprehensive monitoring service that includes on-going auditing for NIST and FIPPs compliance, enforcement of separation of duties, approval of access to PII by employees and proactive monitoring and implementation of preventative measures. ***BACKGROUND CHECKS AND SECURITY TRAINING*** All IDEMIA employees are subject to a rigorous screening and background checks upon hiring including criminal background checks. Employees may be required to pass additional background checks before working on specific contracts including annual checks for people with access to specific program data. All staff are trained annually and required to adhere to stringent security policies and processes, which are updated regularly by our security experts. ***CENTRALIZED CARD PRODUCTION FACILITY SECURITY*** IDEMIA designs its CCPFs for maximum security and protection of your citizens' PII. All of our CCPFs premises are highly secure and protected from security risks in both the virtual and the physical environment.	

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	All data that is temporarily processed within the CCPF is encrypted using encryption standards such as AES 256-bit key which adds an additional layer of protection for PII. Computers in a CCPF have no USB ports or other removable media mechanism to insure PII does not inadvertently leave! At each of our CCPFs, we protect sensitive production equipment via an integrated system of physical, automated, and procedural security measures. These measures include a range of surveillance techniques and physical controls including man-traps and biometric access, as well as a strict two-person rule when accessing any card inventory or operating the equipment. Closed data systems require login and authentication before access is granted and full audit logs are maintained of all activity and entries. **Start Confidential Information** [redacted].	

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[redacted]

[redacted]

[redacted]

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- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted]	

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	[redacted]	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] **End Confidential Information**	
77	The Bidder will adhere to the principle of "Fail Safe" to ensure that a system in a failed state does not reveal any sensitive information or leave any access controls open for attacks.	Yes
Bidder Response	To support a server failure and protect the sensitive information within the environment a completely failsafe fault tolerant, hardware configuration is required. All server and storage components will feature full redundancy including but not limited to network interfaces, power supplies and boot drives. Network switching and routing will be implemented using high-availability best practices to eliminate single points of failure. All servers (Web, Application and Database) are configured to run within the latest version of VMware. VMware vSphere High Availability provides uniform, cost-effective failover protection against hardware and operating system outages within the virtualized environment. VMware vSphere High Availability allows: • Monitoring of VMware vSphere hosts and virtual machines to detect hardware and guest operating system failures. • Restarting virtual machines on other vSphere hosts in the cluster without manual intervention when	

Requirement Number	Non-Functional Requirement Description	Comply
	a server outage is detected. • Reducing application downtime by automatically restarting virtual machines upon detection of an operating system failure.	
78	The Bidder's System will maintain a level of security that is commensurate with the risk and magnitude of the harm that could result from the loss, misuse, disclosure, or modification of information.	Yes
Bidder Response	IDEMIA invests substantially in protecting our customers' data. We have a team of engineers whose role it is to assess security risks and to build an infrastructure that maintains a level of security that is commensurate with the risk and magnitude of the harm that could result from the loss, misuse, disclosure, or modification of information. Our solution stores data on servers that are secure from all unauthorized access and inadvertent disclosure including, but not limited to data regarding systems, customers, business processes and/or investigations. Our hardware and software solutions incorporate many layers of security and user authentication prior to access and modification of data. The high level of security and its implementation at the VT DMV provide both dependability and flexibility to adapt to changing security needs. **HARDWARE** The servers use a SED with AES 256 encryption. A Self Encrypting Drive automatically and continuously encrypt the data on the drive without any user interaction. This encryption process is done through the use of a unique and random DEK which the drive uses to both encrypt and decrypt the data. Whenever data is written to the drive, it first gets encrypted according to the DEK. Similarly, whenever data is read from the drive, it first gets decrypted by the same DEK before being sent to the rest of the system. **FILE SYSTEM ENCRYPTION** IDEMIA begins the protection of the file system by encrypting the Windows Server 2016 File System using Microsoft's BitLocker Whole Disk Encryption. BitLocker encrypts the data on the file system using AES-based public key cryptography, and aims to ensure that decrypting the files is extremely difficult without the correct	

Requirement Number	Non-Functional Requirement Description	Comply
	key. Secondly, we use an encrypted partition via VeraCrypt, which adds enhanced security to the algorithms used for system and partitions encryption making it immune to new developments in brute-force attacks. **DATABASE SECURITY** SQL Server Enterprise edition also plays an important role by adding another layer of encryption on the data. It encrypts the data in the database when stored and decrypts it when it's read, limiting raw data exposure. Data in the database can only be retrieved via SQL after passing SQL user security provisions. TDE enables you to encrypt an entire database. Backups for databases that use TDE are also encrypted. TDE protects the data at rest, which means that the database's data and log files are encrypted using the AES and 3DES encryption algorithms. TDE is completely transparent to the application and requires no coding changes to implement. **USER ACCESS AND CONTROL** The VT DMV's user accounts with username and passwords are used to verify the identity of each individual using a computer system. A secondary reason for user accounts is to permit the per-individual tailoring of resources and access privileges. Kerberos is the security mechanism used by Windows login. It is based on Active Directory Users and Groups. It represents the most straightforward way to implement Web Services Security by leveraging Active Directory. Kerberos communications are encrypted inherently at the message level.	
79	The Bidder's System will provide the ability to identify certain information as confidential (e.g. PII, PHI, etc.) and only make that accessible by appropriately authorized Users.	Yes
Bidder Response	All user access to application data is controlled by Active Directory. Only those appropriately authorized users will have the proper role to access information identified as confidential. IDEMIA addresses all PII security from a proactive, risk-management perspective that includes: • Basic standards of encryption:	

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	○ Symmetric encryption using the AES with 256-bit keys ○ Asymmetric encryption using RSA-2048 ○ Any exceptions to using encryption must be approved by the company Chief Information Security Officer, and there must be mitigating controls in place, such as firewalls that are more restricted, access-controlled VLANs, and greater physical security controls. • Information transmitted securely for data in transit: ○ Either transport encryption or message encryption when communicating over lower-risk networks ○ Both transport encryption and message encryption when communicating over higher risk networks, provided endpoints support it ○ Firewalls with rule sets that only allow the necessary communication paths and block everything else • Service Accounts—only the minimum people and processes (service accounts) have access to encryption keys (authorized subset of approved people) • Access controls for all PII • Only authorized accounts are allowed access to data at rest	
80	The Bidder's System will restrict access to summarized information according to organizational policy, scope of practice, and jurisdictional law.	Yes
Bidder Response	Our application components contain individual user accounts that can be pre-defined with varying levels of access to a given solution component. Further control can be provided by integrating the solution with the customer's current Active Directory. Our standard practice is to provide each person with individual access to those applications in their jurisdictions with their own login and privileges associated with each user ID.	

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81	The Bidder's System will provide the ability for authorized administrators to assign restrictions or privileges to Users or groups.	Yes
Bidder Response	This can be provided by integrating the solution with the VT DMV's current Active Directory environment. IDEMIA's standard Active Directory integration practices support the VT DMV by providing each user with individual access by way of group policy user rights management. IDEMIA's standard practice is to provide each person with individual access to those applications with their own login and privileges associated with each user id according to the group policies setup by the states Active Directory administrators. Within the Active Directory an administrator may then easily disable a group and/or user's rights to an application from within the Active Directory user management utilities.	
82	The Bidder's System will support removal of a User's privileges without deleting the User from the Bidder's System to ensure history of User's identity and actions.	Yes
Bidder Response	IDEMIA can provide this by integrating the solution with the VT DMV's current Active Directory environment. Our standard Active Directory integration practices support the VT DMV by providing each user with individual access by way of group policy user rights management. Within the Active Directory, an administrator may then easily disable a user's rights to an application from within the Active Directory user management system, leaving the users identity and Active Directory information intact.	
83	The Bidder's System will provide the capability to monitor events on the information system, detect attacks, and provide identification of unauthorized use of the Bidder's System.	Yes
Bidder Response	**Start Confidential Information** [redacted].	

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	[redacted] - [redacted] - [redacted] - [redacted] [redacted]	

[redacted]

[redacted]

End Confidential Information

REAL-TIME REPORTING AND ALERTS

We use SNMP proactive monitoring tools to provide real-time reporting and alerts of all interruptions in services and processes. In the event a warning or critical event has occurred the monitoring solution will notify our operations and sustaining engineering services staff via email. The support staff can review the monitoring

dashboards for any non-critical items found during daily health checklist tasks. Email notification for outages, failures, and significant events can also be sent to the VT DMV's designated contacts and our stakeholders.

Table 24. Component List provides a list of equipment proposed to support the solution and details the benefits they provide to the VT DMV.

Table 24. Component List

Component	Purpose
Servers	• High-availability for automatic failover
Monitoring Server	• Domain controller redundancy • Independent monitoring of servers, workstations, software, and network
Disk	• Tired storage for high performance • Redundant data for automatic failover • Self-encrypted drives to protect data at-rest
Backup Appliance	• Isolate backups for faster recoverability
Network	• Secure network connectivity • Encapsulation to isolate traffic for greater security • Redundant equipment for automatic failover
Replication	• Protection of data across entire high-availability solution
Database	• "Always On" for parallel data duplication
Virtualization	• Maximized uptime and high-availability facilitation

Our solution design is inherently survivable at the physical, logical, and solution levels. To protect against disruption caused by component failures, we have designed the system with the following:

- *Failsafe backups* – Isolated backups protect all data and ensure the fastest restore time. Following

Requirement Number	Non-Functional Requirement Description	Comply
	industry best practices, we retain three copies of the most recent backups to ensure high recoverability from a disaster or even from a mistaken deletion by a user. Backups are tested on an annual basis normally. • *Automatic failover* – Multiple physical hypervisor hosts will be setup in a high-availability cluster configuration to provide automatic restart of affected VMs. • *No downtime for maintenance* – Secondary components assume primary responsibility in the event of failure or planned maintenance, allowing for repair without interrupting access to the system. • *Data redundancy* – A secondary database and associated files protect data from failure, errors, and data corruption. • *Thorough disaster recovery plan* – Addresses hardware, software, networking, people, and processes co-developed to meet the VT DMV's specific needs. • *"Keep Alive" Technologies* – Ensure application pools will always be running even if they are not receiving requests. Windows Communication Foundations uses persistent connections when transferring data to maintain a reliable connection between the client and the server. We will work with the VT DMV during the design phase to document and implement the appropriate backup and recovery schedule to meet the VT DMV's operational and security requirements. Maintenance downtime or outages are always scheduled with the appropriate VT DMV personnel, and our high-availability secondary components assume primary responsibility in the event of planned maintenance, allowing for repair and updates without interrupting access to the system.	
84	The Bidder's System will provide the capability to identify and report on inappropriate access to information in the Bidder's System, based on User defined criteria.	Yes
Bidder Response	Through Active Directory the VT DMV has access to real-time audit reports to help an administrator identify	

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	change events that are logged in security logs of domain controllers. Active Directory changes related to user logon events, domain policy changes, and user, group and computer objects management are audited and reported. The reports are off-the-shelf and out-of-the-box to help easy understanding of event viewer data. Figure 174 shows an example of the new events that appear in the Security Event Log when a new user is created or, modified. **Start Confidential Information** [redacted]	

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Requirement Number	Non-Functional Requirement Description	Comply
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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] **End Confidential Information**	

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Requirement Number	Non-Functional Requirement Description	Comply
85	The Bidder will provide third-party conducted penetration tests on production releases of the externally accessible web application as requested by the change control board entity. The reports shall be provided to the security officer upon request.	No
Bidder Response	Our experience shows us that the type, function, and cost of third-party penetration testing varies significantly depending on the desired scope and the frequency of testing. Therefore, we recommend the following, of course, to be mutually agreed upon. We will conduct annual third-party penetration tests on production releases of the externally accessible internet renewal web application (specified in Part 3 #13) as requested by the VT DMV Change Control Board entity. This penetration testing excludes testing of ancillary systems leveraged by our software, such as the payment processing system. Reports shall be provided to the VT DMV security officer upon request. Upon approval from VT DMV, any critical penetration test findings associated with the internet renewal website will be remediated within 90 days. All other web applications in our solution are accessed via the state network and thus are not externally facing.	
86	The Bidder will not transmit or store any Personally Identifiable Information (PII) using publicly available storage over the Internet or any wireless communication device, unless: 1) the PII is “de-identified” in accordance with 45 C.F.R § 164.514(b) (2); or 2) encrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies and procedures established by VT Information Security Officer.	Yes
Bidder Response	Our solution fully encrypts data both at rest and in transport, offering VT DMV confidence that from transaction start to final card production, PII is securely protected. All transmission of PII is done via secure networks. Web Enrollment and Issuance 360 Back Office browser applications use secure HTTPS. Back Office server applications communicate using secure 2048-bit certificates between systems. Secondly, we use an encrypted partition via VeraCrypt, which adds enhanced security to the algorithms used for system and partitions encryption making it immune to new developments in brute-force attacks.	

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	Once cards have gone through the mailer process, and there is no need to reprint the card, we delete all data used in the factory for producing the credential. Our CCPF always removes all card data after the cards have been produced, quality assured, and mailed; this removal process insures that no PII for completed cards remains in the factory. Workstations within the factory do not even have USB ports accessible so no temporarily residing data can be secretly removed by memory sticks or “thumb drives” or other such digital recording/storage devices.	
87	The Bidder will perform Security Impact Assessments prior to releasing solutions into production.	Yes
Bidder Response	Prior to release and as a standard security practice, we perform a Security Impact Assessment by scanning all software using HP Fortify Static Analyzer to identify security vulnerabilities in the source code. HP Fortify Static Code Analyzer reports all root causes of software security vulnerabilities in a risk-ranked results output. We remediate these vulnerabilities prior to release. Figure 176 depicts a sample vulnerability report from HP Fortify. **Start Confidential Information**	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] End Confidential Information	
88	The Bidder will ensure that all credentials are produced in a highly secure facility located within the Continental United States.	Yes
Bidder Response	All five of IDEMIA's card production facilities are located within the continental U.S. All Vermont credentials will be produced in one of these highly secure facilities. Every year each of our central issuance facilities is audited and recertified by NASPO. In addition, all of our	

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	credential production facilities are ISO 14298 certified. We also maintain AICPA SOC 2 Type 2 compliance. IDEMIA is a NASPO Silver Member, and we have by far the most NASPO-certified facilities of any credentialing vendor.	
89	The Bidder will ensure that all employees access to the system, system components, State data, or responsible for the production of identification cards have undergone a background check.	Yes
Bidder Response	All of our staff are background checked when hired and then again every 5 years. Employees with the title of Director, Vice President, and President, *as well as staff with access to customer PII*, are subject to yearly background checks including such positions as database administrators, facility workers, field service engineers, help desk staff, and sustaining engineers. Our Chief Security Officer is responsible for verifying that our employees have completed the background checks. The Chief Security Officer provides a list of cleared employees to the Project Manager. **Start Confidential Information** [redacted]	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] **End Confidential Information**	
90	Where available and agreed between the Bidder and the State, the Bidder will use State templates for project management deliverables.	Yes
Bidder Response	IDEMIA is willing to use State project management templates, as well as adopt State acronyms and terminology to improve communication. IDEMIA has a mature program management office, which has improved over time with lessons learned and best practices. At the State's option we would also be happy to provide our project management templates for consideration. IDEMIA is willing to use State project management templates as well as adopt State acronyms and terminology to improve communication.	

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Requirement Number	Non-Functional Requirement Description	Comply
91	Contractor will work collaboratively with the State Project Manager to develop agreed upon project management deliverables; such as Project Management Plan, Communication Management Plan, Status reports).	Yes
Bidder Response	Working in close collaboration with the State Project Manager is a key tenet of approach to project management. Our proposed Project Manager, TJ Stamas (Figure 177), who was IDEMIA's Project Manager for the 2013 VT DMV driver's license refresh project, has established strong relationships with many VT DMV personnel and thoroughly understands applicable VT DMV policies and processes, which will be instrumental in executing the project on schedule. Our approach to managing development of the DL/ID system is based on the PMI® Guide to the PMBOK® and the SDLC methodology. We will submit a Project Management Plan after contract award. The Project Management Plan will identify all major phases, deliverables, and sub-plans of the project, as well as an implementation schedule. The Communications Management Plan is one chapter of the Project Management Plan. Key elements of our communications plan include: • Strong collaboration among members of the VT DMV's and IDEMIA's project teams, including weekly joint team status meetings • Strong documentation of project history, including a weekly status report submitted to the VT DMV by our Project Manager • A focus on consensus decision making with a clear elevation path to resolve issues the working team cannot resolve themselves. **Figure 177. Proposed Project Manager TJ Stamas is PMP certified.**	

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Requirement Number	Non-Functional Requirement Description	Comply
	[redacted] **End Confidential Information**	
92	The Bidder will advise the State and Contractor management of progress in meeting goals and schedules contained in the work plans as well as any risks and issues during weekly progress meetings attended by the Bidder and the State. These may include walkthroughs of selected deliverables as requested by State staff.	Yes
Bidder Response	Our project manager will advise the State and Contractor management of progress in meeting goals and schedules. Risks and issues will be addressed weekly in the weekly progress meetings and the weekly status reports we plan to deliver. Our approach to achieving acceptance of deliverables includes: • Conducting working sessions with the VT DMV's staff to finalize details covered by the planning documents	

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	• Submitting draft documents for review and conducting a walk-through to summarize content and explain key points • Two weeks allocated in schedule for the VT DMV to review and provide feedback • One week allocated in schedule for IDEMIA to incorporate the VT DMV's comments • Three days allocated in schedule for the VT DMV to review and approve final version	
93	The Bidder will develop and provide written progress reports to the State Project Manager. Reports shall contain status meeting agenda items, Progress of each task/activity, Action items and decisions from the previous meeting. - Problems encountered, proposed resolutions, and projected completion dates for problem resolution. - Planned activities for the next two reporting periods. - Status of contractually defined deliverables, milestones, and walkthroughs scheduled in the project schedule. - Updating of information on a weekly basis in the State project and portfolio management tool. - Other information as needed (per Contractor or the State). Frequency of periodic reports can be adjusted during the course of project as agreed by the State and Contractor.	Yes
Bidder Response	Our standard project management approach is to provide the State Project Manager with written weekly progress/status reports that document the requested information. IDEMIA distributes the report to all IDEMIA stakeholders to keep the informed of the project status. IDEMIA will provide the report to VT DMV via email or post it to VT DMV's document repository if VT DMV wishes. IDEMIA will adjust the delivery occurrence if VT DMV wishes to have them submitted less frequently during the course of the project. On a weekly basis, IDEMIA will also provide up-to-date information for the State's project and portfolio management tool.	
94	If the Bidder must substitute key staff during the project, The Bidder will submit to the State, in writing, the reason for the change and provide a completed staff experience reference form and resume for the substitute personnel. The State will either approve or reject the substitution.	Yes

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Bidder Response	IDEMIA committed to providing the named key staff and, in the rare instance when a replacement is needed, we will submit rationale for the change, along with the completed reference form and resume for state approval.	
95	The Bidder will describe their approach regarding the project documentation repository. The Contractor is recommended to align with the State's document repository. In case the Contractor cannot, they must provide justification as to why their proposed repository works well in the best interests of the State.	Yes
Bidder Response	We will use the VT DMV's document repository as a means of securely submitting and storing project documentation.	
96	The Bidder will develop a technical infrastructure document which describes all of the hardware, system software and tools necessary for each of the environments proposed.	Yes
Bidder Response	We will provide two documents (that is, the Product Configuration Document and the Infrastructure and Security Configuration Document) identified in our response to Requirement #91 that describe the hardware, system software and tools necessary for each of the environments proposed.	
97	The Bidder will provide a Change Management Plan. The Change Management plan will detail any differences in the approach to Change Management during the various phases of the project as well as the post implementation/operations phase of the contract.	Yes
Bidder Response	Our Change Management plan will be a section in the Project Management Plan we submit. Our approach to change management is described below. There are no significant differences in how we handle changes during the various phases of the project. With each change proposal submitted, we will provide up-to-date information on the remaining available budget from the 500 hours allocated for the purpose of system enhancements, changes	

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	to card formats, etc. **INTRODUCTION** An effective change management process is critical for ensuring that a project is completed on time and within budget. The purpose of this Change Management plan is to define the processes that will be followed for managing project changes and controlling the impact of these changes on scope, schedule, resources, quality, and/or cost. The objective is to apply a structured process to ensure that change is managed such that variances from the project baseline do not negatively impact the project or solution being developed. To be successful, it is vital that all project changes be identified, documented, and managed when they arise. This Change Management document addresses how to implement controlled change through change approvals and reviews. “Change” in this document is defined as any modification to a solution delivered by us. Regardless of why changes may occur, all changes are communicated and managed for risk. Some change examples that may occur include: • Changes in VT DMV requirements or specifications • Defect fixes • New legislation • Changes in third-party software or software patches • Upgrades to system components • Obsolescence of components **CHANGE MANAGEMENT VERSUS CHANGE CONTROL** Change Management is defined as the management process responsible for controlling and managing requests to effect changes to any aspect of a project. It includes communication,	

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	decision making, and coordination. Change control can be defined as the procedures to ensure that all changes are controlled, including the submission, recording, analysis, decision making, and approval of the change. Change control can be seen as a subset of Change Management. This document discusses the overall Change Management process and includes discussion of change control procedures. **CHANGE MANAGEMENT METHODOLOGY** IDEMIA will use the integrated change management process as prescribed by PMI to include the following activities: • Identify changes • Ensure that all changes go through the change management process • Review and approve requested changes • Manage approved changes by regulating the flow of requested changes • Maintain the integrity of the project baseline • Review and approve all recommended corrective and preventive actions • Control scope, cost, budget, schedule, and quality requirements • Document the impact of changes • Validate changes per defect fixes • Control project quality These activities are designed to identify and manage divergence from the baseline. When changes in the project arise, all will be addressed, however, not all will be significant. Minor changes will be handled more expeditiously and less formally. Some changes will be internal to	

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	IDEMIA. These will be tracked and managed similarly, but VT DMV will not see them unless there is impact to the project baseline or what the VT DMV would view as a variance to the final product. **ROLES AND RESPONSIBILITIES** Our Project Manager is responsible for overseeing change management for the project. Their roles along with other IDEMIA key individuals are summarized in Table 26 in our change process. **Table 26. Change Management Roles and Responsibilities**	

Roles	Responsibilities
IDEMIA Project Manager	• Provide input to the change identification and assessment process • High level change escalation and communication • Act as the point of contact for internal change, configuration management, and Quality Assurance communication • Coordination and follow through with IDEMIA technical staff and Functional Managers for change related activity • Coordination of impact analysis with appropriate IDEMIA Subject matter Experts
VT DMV Project Manager	• Formal approval and signoff of the Change Management Plan • Revisions to the approved Change Management Plan • High level change escalation and communication • Communication and coordination with VT DMV on changes and status • Coordination with VT DMV project leadership regarding assessment and disposition of change requests.

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		• Manage, in conjunction with VT DMV leadership team, specific schedule-related change impacts • Formal approval and signoff on changes	
	IDEMIA Technical Lead	• Provides design, impact and risk input to project leadership	
	IDEMIA Testing and Verification Manager	• Provides input related to testing requirements. Provides additional checks against functional and technical requirements	
	IDEMIA Configuration Manager	• Provides source control and build environments. Certifies that the solution meets control standards and that configuration management requirements are met	

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	[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]sion and/or revision) is documented for change control. Baselines are typically used as a basis for	

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	[redacted] **End Confidential Information**	
98	The Bidder will develop an environment configuration manual that describes the environment installation and configuration necessary for each of the environments.	Yes
Bidder Response	We will provide two documents (that is, the Product Configuration Document and the Infrastructure and Security Configuration Document) identified in our response to Requirement # 91 that describe the hardware, system software and tools necessary for each of the environments proposed.	
99	The Bidder will provide a data dictionary, data models, data flow models, process models and other related planning and design documents to the State.	Yes
Bidder Response	We will provide the following six documents identified in our response to requirement # 91 that will provide the necessary design information to the State: 1. Product Specification 2. Product Configuration Document 3. Interface Control Document 4. Infrastructure and Security Configuration Document 5. Card Design Approval Document 6. Data Migration Plan	

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100	The Bidder will develop (in cooperation with the State) and execute a Knowledge Transfer and Training Plan that describes roles and responsibilities of the State and Contractor and the approach for bringing managers, end Users, and technical personnel to an appropriate level of understanding with The Bidder's System.	Yes
Bidder Response	IDEMIA will provide a comprehensive training plan. Training is specific to the user's role and combines self-paced and instructor-led modules with hands-on exercises, all designed to develop the knowledge and skills needed to effectively operate her/his portion of the DL/ID system. As per the VT DMV's answer to question number 7, we have included a draft Training Plan as Attachment #9 to this RFP response. **Start Confidential Information** Instructor-led classes are delivered in short 2 to 4 hour sessions with easy to understand language and extensive hands-on exercises for approximately 5-10 attendees per session. Each end user group receives detailed training specific to their daily tasks with a focus on the user friendly and intuitive GUI included with the DL/ID system. Adults learn in a variety of styles and our hybrid approach focuses on these multiple styles to allow critical tasks to be retained for optimum knowledge transfer. We use class discussions and a "Quick Start" instruction method to apply the knowledge immediately in the hands-on exercises. Hands-on exercises use our Customer, Operator, Observer approach (see Figure 178). This approach allows adult learners to see, execute and participate in the exercise designed for the visual, aural (verbal), and physical learning styles. We solidify the knowledge transfer with printed training aids, quick reference sheets, and user guides that can be used as reference materials.	

Figure 178. The Customer, Operator, Observer approach enables VT DMV staffers to learn the DL/ID system faster and ultimately reduce customer wait times and frustration.

Table 28 provides the specific types and levels of training we plan to provide for VT DMV staff in various roles.

Table 28. Training Courses

Roles/End User	Web Enrollment Operation Course	Web Enrollment Supervisor Course	Back-Office Operation Course	Issuance Manager Operations
Enrollment Operator	✓	✓		
Enrollment Supervisor	✓	✓		
Enrollment (SME) Super-user	✓			
Back Office Fraud Detection and Investigative Staff	✓		✓	

Requirement Number	Non-Functional Requirement Description	Comply

Back Office Issuance Manager	✓			✓
Administrative Staff				
VT DMV Help Desk	✓	✓	✓	

The topics covered in the Web Enrollment operation course for front office users include: image capture, document scanning and authentication, basic equipment maintenance and troubleshooting. The class lasts approximately 4 hours. Each attendee for these courses receives classroom leave behind materials including quick reference cards for often used functions with detailed step-by-step procedures, classroom materials with training aides, and online support within the product.

The enrollment supervisor sessions cover 2 hours of reporting and basic system administration for the front office.

Back office instructor-led sessions are approximately 4 hours and cover facial recognition enrollment, nightly 1-to-many record and case creation, case management, and adjudication practices.

Each instructor-led training session includes question and answer time between modules, coaching during the hands on exercises to confirm operator knowledge and comfort, a short knowledge test to enforce concepts, followed by Go-Live support to ensure knowledge retention and comfort with the easy to use and intuitive interface.

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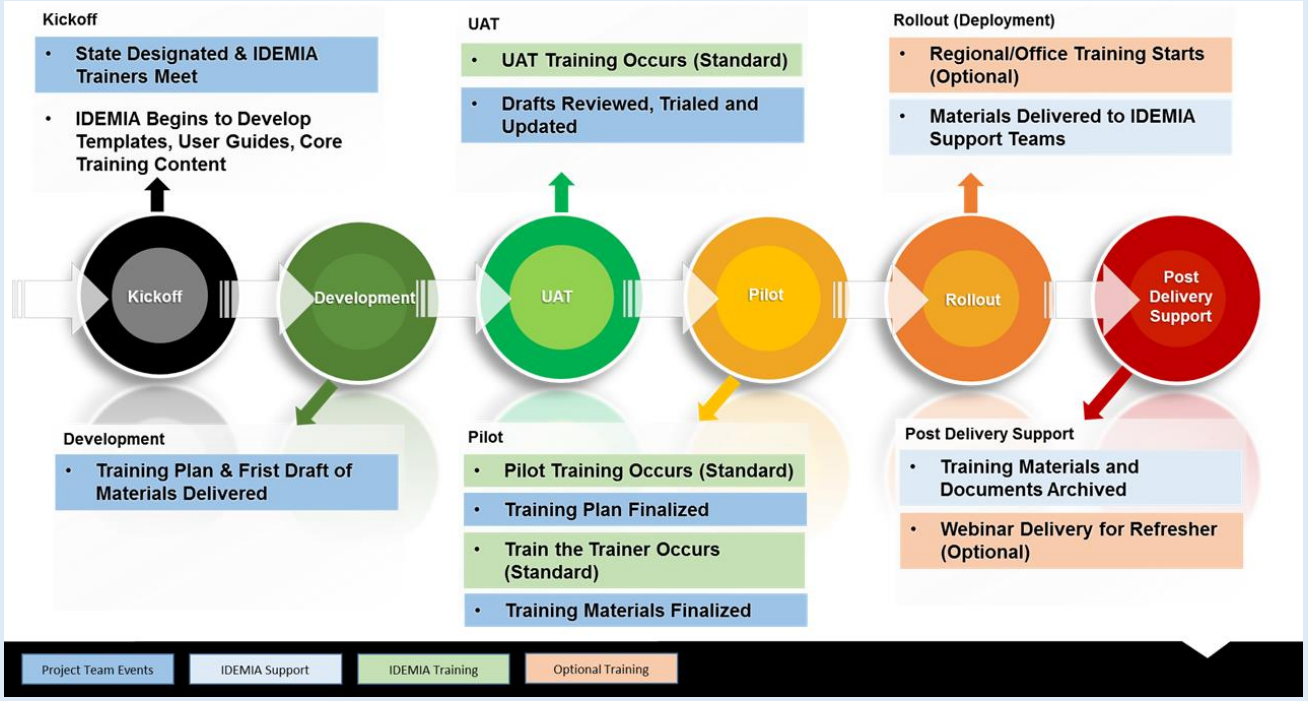
101	The Knowledge Transfer and Training Plan will address and describe, at a minimum: - Training goals/standards and the specific plan for training technical personnel and end Users. - Size of population and types of roles that need training - Strategy for providing training early in the project to allow the training goals to be implemented throughout the project life Phase. - Tasks, deliverables and resources necessary to complete the training effort and identify tools and documentation that will be necessary to support proposed effort. - Types of training, the specific courses and course materials, the training approach for both	Yes

Requirement Number	Non-Functional Requirement Description	Comply
	technical personnel and end Users, and how training effectiveness will be measured and addressed. - Deliverables to support initial and ongoing training including User manuals, System manuals, and on-line help and training materials for technical/non-technical personnel. - Knowledge Transfer to enable the State personnel to operate, maintain, configure and modify The Bidder's System including operation of the testing tools, supporting infrastructure, and security as agreed between the State and Contractor. - Metrics for tracking progress in achieving training and knowledge transfer objectives. - Reporting progress of training and knowledge transfer activities. - Additional training for technical staff on development, reporting and maintenance including processes and tools as needed.	
Bidder Response	Our Knowledge Transfer and Training Plan will address and describe, at a minimum: **Training goals/standards and the specific plan for training technical personnel and end users** Each instructor-led training session includes question and answer time between modules, coaching during the hands-on exercise to ensure operator knowledge and comfort, a short knowledge test to enforce concepts and ensure understanding followed by in the case of enrollment (front office) personnel, Go-Live support to confirm knowledge retention and comfort with the easy to use and intuitive interface through the initial transactions of the new system. The specific training plan will be developed and agreed upon with State designated and IDEMIA Trainers. **Size of population and types of roles that need training** The front office CSR will need training with the new enrollment and image capture tools; special focus will be applied to areas that are new to their existing workflow. Training classes will be limited to groups of 10 or less if possible. Back Office Investigators involved with researching potential Data Error or Fraud cases will be trained in the Biometric Identification/Facial Recognition system interface. The different user roles will be covered in one session, allowing the entire group to experience the full case management cycle. Biometric Identification/Facial Recognition classes are typically fewer than 8 attendees. Operations staff involved with the oversight of the issuance process of credentials will be trained in the Card Issuance manager features and functions. This group will have the ability to oversee and shepherd, where appropriate, a credential through the	

Requirement Number	Non-Functional Requirement Description	Comply
	issuance process. **Strategy for providing training early in the project to allow the training goals to be implemented throughout the project life Phase** Our strategy is to plan and provide training for your end users during UAT as shown in Figure 179. **Start Confidential Information**  **Figure 179. Early Engagement Results in Well Trained Operators**	

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	We will first provide UAT training, to allow testers to test the system, become comfortable with the features and functions of the system as well as an opportunity to vet the training approach, see what is working, where additional focus may be needed, or training materials adjusted before Pilot and Rollout. **End Confidential Information** **Tasks, deliverables and resources necessary to complete the training effort and identify tools and documentation that will be necessary to support proposed effort** To deliver training, a training room convenient to the trainees with access to the system being trained is optimal. We will provide all printed and soft copy materials. We will also bring a projector to present if one is not available in the training location. **Types of training, the specific courses and course materials, the training approach for both technical personnel and end users, and how training effectiveness will be measured and addressed** Once the initial phases of the project development are well underway and testing is scheduled, UAT occurs. This UAT is an opportunity to vet the training approach, see what is working, where additional focus may be needed or training materials adjusted before Pilot and Rollout training occurs. Each instructor-led training session includes question and answer time between modules, coaching during the hands-on exercises to ensure CSR knowledge and comfort, a short knowledge test to enforce concepts as well as test comprehension. All classes are accompanied by a Student Guide and where appropriate Quick Reference Guides. **Deliverables to support initial and ongoing training including User manuals, System manuals, and online help and training materials for technical/non-technical personnel.** We will provide a Student Guide to each student. The User Manual is provided online. Any Quick Reference Guides will be provided one per system. All documentation will be provided in Portable Document Format (PDF) form for additional printing as needed. **Knowledge Transfer to enable the State personnel to operate, maintain, configure and modify The Bidder's System including operation of the testing tools, supporting infrastructure, and security as**	

Requirement Number	Non-Functional Requirement Description	Comply
	agreed between the State and Contractor Additional required systems knowledge will be provided by systems integrations engineers to the appropriate VT DMV systems engineers in advance of deployment. **Metrics for tracking progress in achieving training and knowledge transfer objectives** Training metrics are determined through the results of the in-class quizzing. **Reporting progress of training and knowledge transfer activities** Our Project Manager will report on knowledge transfer activities as they occur with the VT DMV. If any knowledge transfer concerns are raised they will be reported immediately to the joint project management team for resolution and remediation. **Additional training for technical staff on development, reporting and maintenance including processes and tools as needed** This additional systems knowledge will be provided by systems integrations engineers to the appropriate VT DMV systems engineers in advance of deployment.	
102	The Bidder will submit all training packages to the State for review and acceptance at least seven (7) calendar days prior to the beginning of scheduled training.	Yes
Bidder Response	IDEMIA will provide all training packages to the State for review a minimum of seven (7) calendar days prior to the beginning of scheduled training. VT DMV will have significant input into the nature of the training materials as they are developed, starting with program inception, through UAT testing and beyond.	
103	The Bidder will provide all training materials developed for The Bidder's System to the State. Those materials will become the property of the State and may be modified and duplicated by the State.	Yes
Bidder Response	All training materials will be submitted electronically to the VT DMV. The materials will become the property of	

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	the State and may be modified and reproduced for internal use	
104	The Bidder will provide electronic copies of all training materials in a format that can be easily accessed, updated and printed by State staff using software for which the State owns licenses, prior to deployment onto the staging platform. This includes but not limited to CDs/DVDs, and online.	Yes
Bidder Response	Final training material will be submitted electronically to the VT DMV in a format that can be easily accessed, updated and printed by State staff using software for which the State owns licenses, prior to deployment onto the staging platform.	
105	The Bidder will the State with testing and release preparation in the pre-production environment.	Yes
Bidder Response	IDEMIA is responsible for releasing and installing all of our software in the pre-production environment and for coordinating these activities with State personnel. As identified in our response to Requirement # 91, we will provide a UAT Plan to guide the State in testing in the pre-production environment. We will provide training in how to operate the system to State personnel who will be conducting testing in the pre-production environment. We will provide personnel who will sit side-by-side with State personnel conducting testing to answer questions and help resolve issues.	
106	The Bidder must produce and execute an Implementation Support Plan.	Yes
Bidder Response	As identified in our response to Requirement #91, we will provide an Implementation Support Plan, covering topics such as support staffing plan, preventative maintenance schedule, backup schedule, and disaster recovery plan.	

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Requirement Number	Non-Functional Requirement Description	Comply
107	107 The Bidder must provide support staffing information such as the proposed number, ratios, duration, and roles/responsibilities for on-going support (as identified in previously submitted implementation approach and plan).	Yes

Bidder Response

Our Project Manager, TJ Stamas, and our Northeast Regional Operations Manager, Peter Bates will lead the delivery and support efforts (see Table 29).

Table 29. IDEMIA Delivery and Support Team Leads for VT DMV.

TJ Stamas, Project Manager—Mr. Stamas is a certified Project Management Professional (PMP) and has more than 30 years of project administration and program management experience.		**Peter Bates, Northeast Regional Operations manager** — 18 years of experience with driver license system support. He has been involved with supporting the VT DMV for 5 years, first in a backup technician role that began in 2012, and more recently as the State Operations Manager. He has managed the deployment of 742 driver's license related workstations since 2015.

Our Project Manager is responsible for overseeing all on-going support after implementation. Our personnel will support the system throughout the duration of the contract by performing the following tasks:

- Technical Help Desk support
- Preventative and corrective maintenance
- Sustaining engineering services

Our Technical Help Desk is responsible for being the VT DMV's first point of contact for any questions about or issues with system operation. The Technical Help Desk is staffed by 11 trained personnel operating out of three locations (to avoid weather related single points of failure).

Our Field Service Engineers are responsible for performing preventative and corrective maintenance throughout the life of the contract. IDEMIA maintains one primary in-state field service engineer who is backed up by 4 additional technicians who will be able to respond in the event the primary technician is unavailable, or additional resources are needed. Table 30 lists our staffing information.

Table 30. IDEMIA Staffing Information

Role	#	Ratios	Duration	Responsibilities
Project Manager and Implementation Manager	1	100%	Life of the Contract	• Single point of contact for the project • Manages project scope, schedule, resources and costs • Assembles team, manages risks and issues, provides project direction and makes final decisions for IDEMIA team throughout the life of the contract. • Will be on-site as needed or requested during all phases of the project
Front Office Software Lead	2	90% - 10%	Duration of Contract	• Directs and coordinates the configuration of the front office software
Back-Office Software Lead	2	90% - 10%	Duration of Contract	• Directs and coordinates the configuration of the back-office software
Testing and Verification Manager	1	100%	Duration of Contract	• Ensures the quality of the program from the following standpoints: requirements, integration, performance, functionality, quality of data migrated, and interface acceptability

Requirement Number	Non-Functional Requirement Description					Comply
					• Oversees the development of test plans and procedures, setting up of test tools, and execution and document of test reports	
	Card Design Lead	1	100%	Duration of Contract	• Works closely with VT DMV personnel to facilitate the design of all DL/ID cards • Facilitates the integration of security features • Directs the Card Design Specialists and Security Designers	
	Manufacturing Engineering Lead	2	80% - 20%	Duration of Contract	• Responsible for building out the primary and secondary card production facilities in accordance with VT DMV, IDEMIA, and NASPO requirements • Oversees the installation, acceptance and unit testing of all production machinery, facility control software, as well as end-to-end testing of the card production facilities • Responsible for training and managing facility personnel for on-going maintenance, continuous improvement, and troubleshooting support	
	Client Executive	1	100%	Duration of Contract	• Understands VT DMV business needs and serves as a direct conduit between the VT DMV and IDEMIA executive teams to ensure project remains on track • Owns overall VT DMV relationship across all IDEMIA products	
	Help Desk Manager	1	100%	Duration of Contract	• Ensures held desk is staffed with sufficient personnel, trained in the system deployed in	

Requirement Number	Non-Functional Requirement Description					Comply
					Vermont, during VT DMV business hours to meet all help desk SLAs • Analyzes help desk call data for patterns and suggests potential improvements to operations	
	Regional Operations Manager	1	100%	Duration of Contract	• Works closely with VT DMV business and IT personnel during delivery and operations to ensure requirements and needs are being met • Oversees the work of the technical support staff for operational system	
	In-State Service Technician	1	100%	Duration of Contract	• Performs preventative and corrective maintenance • Serves as the eyes and ears on the ground to alert the project leadership team of any foreseen or actual issues	
	Backup Service Technicians	4	25%	Duration of Contract	• Performs preventative and corrective maintenance • Serves as the eyes and ears on the ground to alert the project leadership team of any foreseen or actual issues	
	Regional Program and Operations Director	1	100%	Duration of Contract	• Provides senior oversight and serves as escalation point of contact	

FIELD SERVICE WITHOUT BORDERS

In addition to an in-state field service engineer, IDEMIA maintains a New England-based field support team and is fully prepared to not only meet, but exceed, our SLA. On the current contract, we have consistently demonstrated our ability to meet all requests for assistance and warranty support. As an example, over the

	course of the past 12 months, we have achieved the following: • - Average of 54 seconds to speak with a Helpdesk Technician by phone • - Average mean time to respond of 1 hour 40 minutes when an onsite dispatch is required • - Average mean time to repair of 2 hours 20 minutes from call inception to resolution versus the current 6 hour SLA. Our approach to "Service without Borders" allows us to provide additional support when needed and never leave you without coverage. In addition to the team supporting you today, as we move into the future and our company evolves, we will have additional assets available to support you. **Start Confidential Information** IDEMIA currently has the following personnel on staff located in or near and within driving distance of Vermont: • One dedicated, in-state service technician, Joseph Laperle, is located in Waterbury Center, Vermont. Joseph has been servicing the VT DMV on a daily basis since 2015. • One primary backup service technician, Leo Tetreault, is located 58 miles from the Vermont border in Otis, Massachusetts. He is fully trained on the current VT DMV solution and is already granted (VPN access to the VT DMV. Mr. Tetreault has been servicing the VT DMV since 2011 when your last system was deployed, and he will be involved in the delivery of your new solution and will remain involved with your offices and staff moving forward. • One secondary backup service technician, Herdal Rene, located in Methuen, Massachusetts. Mr. Rene will be shifting responsibilities and will be trained on the VT DMV system and our intention would be for him to respond to service requests both on-site and remotely. • A fourth service technician, Corey Stenquist, is located in Woburn, Massachusetts and will be fully trained and involved in the delivery of your new solution. Our plan is to have him support the VT DMV remotely, as well as provide in-state coverage if needed. • A fifth service technician, Curtis Slininger, is located in Brewer, Maine and has serviced the VT

Requirement Number	Non-Functional Requirement Description	Comply
	DMV in a backup role since 2006 and will continue into the future. Curtis maintains active VPN credentials now and into the future to be able to support you remotely. • Northeast Regional Operations Manager, Peter Bates, is located in Billerica, Massachusetts, and has been involved with supporting the VT DMV for 5 years, first in a backup technician role that began in 2012, and more recently as the State Operations Manager. • New England based Field Supervisor, Jonathan Brien, has been with the company since 2002 and will continue supporting the VT DMV team from Seymour, Connecticut in a logistical support role. **End Confidential Information**	
108	The bidder shall work with the State of Vermont (SOV) to develop security and infrastructure to ensure SOV is complying with the Interconnection Security Agreement (ISA) required by Department of Homeland Security (DHS).	
Bidder Response	As we do today for the VT DMV, IDEMIA complies with the Compliance and Security Policies as set forth by the Interconnection Security Agreement (ISA) required by the DHS. We will work with the State of Vermont (SOV) to develop and implement updates to address security and infrastructure necessary to ensure SOV is complying with the ISA required by DHS. Our security plan describes in detail the security features of the solution. It also describes how the security features are implemented into the solution. Our security features include but are not limited to the following: • Security Policy Review and Audit • Physical Security and Environmental Controls • Period of Operations • Information Exchange Security • Incident Reporting	

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Requirement Number	Non-Functional Requirement Description	Comply
	• System Monitoring • Training and Awareness • Documentation	

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4.5 Data Compliance

Contractors and their solutions must adhere to applicable State and Federal standards, policies, and laws based on the type of data that will be stored, accessed, transmitted and/or controlled by the solution. If the "Type of Data" column is checked below, respond "Yes" or "No" in the "Comply" column and provide an explanation on how you comply in the "Bidder's Description of Compliance" column.

Type of Data	Applicable State & Federal Standards, Policies, and Laws	Comply	Bidder's Description of Compliance
☐ Publicly available information	▪ NIST 800-171		
☒ Confidential Personally Identifiable Information (PII)	▪ State law on Notification of Security Breaches ▪ State Law on Social Security Number Protection ▪ State law on the Protection of Personal Information ▪ National Institute of Standards & Technology: NIST SP 800-53 Revision 4 "Moderate" risk controls ▪ Privacy Act of 1974, 5 U.S.C. 552a.	Yes	IDEMIA will comply with Vermont Statute 9 V.S.A. § 2435. Every IDEMIA employee has an obligation under our privacy policy to report any mishandling or misuse of privacy information to the Chief Security Officer. Office of the Attorney General and/or VT DFR will be notified of the discovery of any security incident within 14 days providing preliminary description of the security breach. IDEMIA will comply with 9 V.S.A. § 2440 as it relates to the services proposed. IDEMIA will not print nor embed SSNs on any card or letter produced by its processes nor have any requirements for the consumer to

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Type of Data	Applicable State & Federal Standards, Policies, and Laws	Comply	Bidder's Description of Compliance
			provide SSN other than required by state law for verification of identification. As a matter of standard business practice, all data stored by IDEMIA solution components requires hardware and database level encryption. As SSN is a particularly sensitive piece of identity data, any permanent storage of SSN requires additional database field level encryption. All data, including SSN, in transit is protected by mutual certifications and message level encryption (TLS 1.2 or better). IDEMIA will comply with NIST SP 800-53. IDEMIA is familiar with this standard as we already comply with NIST SP 800-53 for several federal programs under DHS.
☐ Payment Card Information	▪ Payment Card Industry Data Security Standard (PCI DSS) v 3.2		
☐ State Financial Data	• Annual SSAE 16 SOC 2 Type 2 audit		
☐ Federal Tax Information	▪ Internal Revenue Service Tax Information Security Guidelines for Federal, State and Local Agencies: IRS Pub 1075 ▪		

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Type of Data	Applicable State & Federal Standards, Policies, and Laws	Comply	Bidder's Description of Compliance
☐ Personal Health Information (PHI)	▪ Health Insurance Portability and Accountability Act of 1996: HIPAA ▪ The Health Information Technology for Economic and Clinical Health Act HITECH ▪ Code of Federal Regulations 45 CFR 95.621		
☐ Affordable Care Act Personally Identifiable Information (PII)	▪ Internal Revenue Service Tax Information Security Guidelines for Federal, State and Local Agencies: IRS Pub 1075 ▪ Minimum Acceptable Risk Standards for Exchanges MARS-E 2.0		
☐ Medicaid Information	▪ Medicaid Information Technology Architecture MITA3.0 ▪ Code of Federal Regulations 45 CFR 95.621		
☐ Prescription Information	▪ State law on the Confidentiality of Prescription Information		
☐ Student Education Data	▪ Family Educational Rights and Privacy Act: FERPA		
☒ Personal Information from Motor Vehicle Records	▪ Driver's Privacy Protection Act ("DPPA") 18 U.S.C. Chapter 123, §§ 2721 – 2725	Yes	To protect customer PII, IDEMIA has multiple policies and procedures in place. Our corporate Privacy Policy states IDEMIA will ensure that all processing of customer data is in accordance with all laws, state and federal, governing those activities. Specific privacy laws referenced in this policy include the Driver Privacy Protection Act, Fair Credit Reporting Act, Gramm-Leach-Billey, and the USA PATRIOT Act.

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Type of Data	Applicable State & Federal Standards, Policies, and Laws	Comply	Bidder's Description of Compliance
☐ Criminal Records	▪ Criminal Justice Information Security Policy: CJIS		

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PART 5: IMPLEMENTATION/PROJECT MANAGEMENT APPROACH

1 VSA § 317(c)(9)

1. Describe the approach you would recommend for project managing this engagement.

Working in close collaboration with the State Project Manager is a key tenet of approach to project management. Our proposed Project Manager, TJ Stamas, who was IDEMIA's Project Manager for the 2013 VT DMV driver's license refresh project, has established strong relationships with many VT DMV personnel and thoroughly understands applicable VT DMV policies and processes, which will be instrumental in executing the project on schedule.

Our approach to managing development of the DL/ID system is based on the PMI® Guide to the PMBOK® and the SDLC methodology. We will submit a Project Management Plan after contract award. The Project Management Plan will identify all major phases, deliverables, and sub-plans of the project, as well as an implementation schedule.

Start Confidential Information

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1 VSA § 317(c)(9)

Process Group	SDLC Phase	Deliverables and Sub-Plans
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End Confidential Information

2. Provide a list of the standard project management deliverables that you would normally produce for this type of engagement.

Our standard project management deliverables are mature documents that have been refined through our experiences providing driver's license issuance systems to 37 customers. Having mature deliverables will help ensure VT DMV benefits from a well-planned, well-documented, collaborative, and efficient system delivery.

Our standard project management deliverables include:

- Project Management Plan
- Weekly Status Report
- Lessons Learned Report

3. Provide a proposed list of project phases, tasks, and an implementation time-line. Label this Attachment #4.

We have provided an implementation time-line in Attachment #4.

4. What types of difficulties have other clients experienced with implementation of the proposed solution?

Start confidential information

There are a number of key items that have contributed to issues with implementations of the proposed solution. Through the years we have worked internally and with clients to collaborate on "lessons learned" discussion, post-delivery, to identify what we would have collectively done better. The VT DMV will benefit from this practice and we recommend doing the same with you post Go Live of this new solution. Common topics that arise from these discussions include;

- Often times the written word in an RFP or response can be read in multiple ways. There have been misinterpretation of requirements and collaboration of efforts to meet scheduled milestones. All stakeholders must understand who is responsible for what and having a mutually agreed upon schedule prior to the start of the program. The implementation of the solution is a collaborative effort that requires sharing of responsibilities with clear expectations for timing of each milestone. We recommend a thorough kickoff meeting to address and assure mutual understanding of requirements and approval of the implementation schedule.
- Schedule impacts resulting from DMV back office interface changes that were not identified up front. It is imperative that a review of the current state systems and interfaces required are fully understood by all team members
- Multiple state personnel requesting changes to the deliverables. It is recommended that the state establish and empower a program manager to be the single point of contact for all changes to milestones.

While we have had to overcome some difficulties in the earlier generations of our product, we have learned from these issues and have redesigned our solution to benefit the VT DMV. The following provides a list of our experience with other jurisdictions and upgrades to standard products that will benefit the VT DMV in following ways:

- **REAL ID:** We have helped implement support for REAL ID in 19 jurisdictions where our products are used to provide a photo first workflow, document authentication and facial recognition. REAL ID requirements are often difficult to interpret and confusing to citizens and increase the time required to complete the driver license issuance process. We have

experience mitigating the impacts that we can share with the VT DMV.

- **Example:** We consulted with the North Carolina DMV throughout their REAL ID certification process and were able to help them get their certification from DHS a full year earlier than planned.
- **Example:** In North Carolina and Illinois, we worked with internal communications teams to support statewide public outreach efforts as they moved to a new REAL ID-compliant and centrally-issued driver license.
- **Example:** In preparation for the North Carolina DMV's rollout of their new capture solution and workflow, we performed a facility analysis and managed an effort to redesign and optimize DMV offices to create the best possible physical workflow to support new capture requirements for REAL ID.

- **Front and back office products:** Our previous generations of this solution included a "thick client" software package for the front office solution which created some issues especially while implementing on State provided workstations with several third-party software products. Our current standard solution is web-based to provide a modern look and feel and are designed for ease of implementation, configurability and supportability. We have developed our solutions to improve the user experience to reduce the amount of time it takes to process transactions.
  - **Example:** Where we have implemented our new camera solution, users have experienced a 75% reduction in the amount of time to capture images.
  - **Example:** Where we have delivered our new facial recognition algorithms, users have seen increased matching accuracy and less processing time required by investigators.
- **Card design and security:** We have designed, developed, and produced over 50 million cards using the same technology proposed for the VT DMV. As part of the design efforts, we have a seasoned card design team that has led the design efforts for more U.S. jurisdictions than any other vendor. We recommend VT DMV team members take the scenic ride to our Billerica office to collaborate on the card design and give you an opportunity to see how we get from start to finish. This has been successful with other jurisdictions as they have a clear vision of what is done, and what is necessary. This card design team will support the VT DMV in the design of your new credentials and also provide on-going support through our annual Card Design Security Program.
  - **Example:** We provide an annual Card Design Security Program free of charge. Our card design team reviews the current card versus the latest standards and works with jurisdictions to update cards as required. This program has

been effective in providing jurisdictions with an in-depth analysis of card security and recommendations for improvements.

- **Disaster assistance:** Our team has supported many States with additional assistance in times of need, whether it is a tornado, blizzard, or hurricane. No vendor has offered disaster support to more states than we have. No questions asked – we are there to help.
  - **Example:** When tornados devastated areas in Missouri and Kansas our service technicians were on site with first responders to set up new equipment for reissuance of ID credentials.
  - **Example:** In the aftermath of Hurricane Katrina we developed and set up workstations at the Astrodome and sent in teams of engineers and service technicians to help operate the capture workstations that were used to process thousands of relocated and homeless individuals from Louisiana and Alabama.
- **Proactive monitoring:** In the past, Idemia was not aware of any issues with the state solution until we received a call to the helpdesk. To mitigate that risk, we have included the practice of installing proactive monitoring of capture workstations and back office servers to monitor system performance. Monitoring provides early warning of potential issues and allows our service technicians to take action to prevent issues, before they occur, from effecting operations.
  - **Example:** Our active monitoring system provides a color-coded dashboard (see Figure 180) that signals alerts for potential or active issues. After receiving alerts, our support team evaluates the system status and takes immediate action to address the issues. The proactive monitoring solution has resulted in improved visibility of system operations and increased reliability.

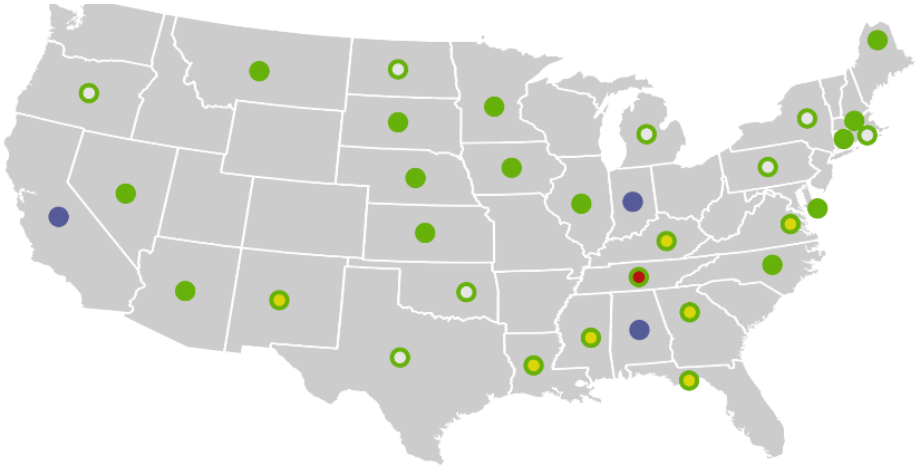

Figure 180. Proactive monitoring dashboard provides performance status alerts, enabling our support team to take preventative action to resolve issues and resulting in increased system reliability.

5. Describe the experience and qualifications of the Project Manager you would offer as the resource for this engagement. **Provide a copy of their resume and label it Attachment #5.**

Mr. Stamas is a PMP-certified Senior Project Manager with more than 35 years of project administration and program management experience on federal, state, and local government projects. Mr. Stamas' areas of expertise are program/project management, management of technology development, customer relations, and IT deployment. He was the project manager for the 2013 VT DMV driver's license refresh project, and has worked with many of the current VT DMV personnel. He is also the current VT DMV state manager, overseeing our field operations group for the Vermont.

Mr. Stamas' resume is provided with the other technical resumes in Attachment #7. The combining of all resumes into one attachment is in accordance with state response to RFP question #26.

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PART 6: TECHNICAL SERVICES

1. Describe the technical services included in your proposal (e.g., business analysis, configuration, testing, implementation, etc.).

We will provide the following technical services:

- Requirements analysis – confirm RFP requirements, conduct analysis, allocate requirements to subsystems, conduct a preliminary design review, prepare and review system engineering documents: Product Configuration Document, Interface Control Document, and Infrastructure and Security Configuration Document
- Design – design cards, prepare Card Design Approval Document, design software
- Software development – coding and unit testing by developers, code reviews, and build releases
- Quality assurance testing – testing to ensure code meets requirements, performance testing against expected loads, functional testing of bug fixes, and regression testing
- System integration testing

Key elements of our approach to system integration testing include:

- System integration testing is a collaborative effort between the VT DMV and IDEMIA staff. Our lead for this effort is the project's Integration Engineer.
- System integration testing will focus on confirming compliance with the Interface Control Document. We will test connectivity, data format, and performance/capacity between system of record and IDEMIA's Back Office product.
- System integration testing will first be conducted in the pre-production environment, followed by testing in the production environment.
- UAT support

Key elements of our approach to UAT include:

- We will build out the pre-production environment to be functionally equivalent to the production environment.
- A UAT readiness review will be conducted by IDEMIA and the VT DMV to confirm the environment, test documentation, pre-UAT training, resources, and processes are ready and understood by all stakeholders.
- UAT will be performed by IDEMIA-trained VT DMV personnel with support from us.
- Prior to final sign-off of UAT, all stated requirements for functionality must be in place, tested, and working free of major bugs or defects.
- The pre-production system will also be used to support training activities.
- The pre-production system will remain available to verify changes and test future system upgrades throughout the life of the contract.

Deployment will be split into two pieces: 1) new Back Office equipment and software and new card, and 2) new front office equipment and Web Enrollment software. The back office and new card will Go-Live first. These steps will be followed:

- Install and configure the Back Office servers at the primary and disaster recovery data centers, and install preliminary versions of the image server, facial recognition, and gated issuance applications on the Back Office servers (will be done before system integration testing so the equipment is available for testing)
- Confirm interfaces between the VT DMV and our new Back Office systems (will be done during system integration testing)
- Perform the initial bulk data migration (will be done during the data migration phase)
- Install final versions of the image server, racial recognition, and gated issuance applications on the Back Office servers
- Enable and test the connection between the new servers and the FMS at the central issuance factory
- Conduct a Back Office Pilot Readiness Review
- Perform the final bulk data migration, and initiate the daily catchup data migration process
- Front office deployment for Web Enrollment software and image capture stations

The front office enrollment deployment will involve decommissioning old capture equipment and installing the new equipment in existing VT DMV facilities. We will work with the VT DMV to create a detailed plan for the front office deployment, including defining a pilot site. The plan will document: site addresses, business hours, and contact information; training dates and time, and the number of staff members to be trained; installation dates and “ground rules”; installation completion checklist for VT DMV’s signoff after each installation; and Initial equipment list per office.

After completion of UAT and going live with the new Back Office product, we will conduct a Web Enrollment front office pilot, at one site to be mutually agreed by the VT DMV and IDEMIA, to confirm system functionality in a controlled production environment. During the pilot:

- We remove the old system equipment and install the new system equipment in accordance with the Installation and Configuration Guide.
- We, along with the VT DMV, make the network connections between the new enrollment workstation and the new Back Office system.
- Our staff trains the staff at the pilot site.
- We conduct an Enrollment Pilot Readiness Review.
- We provide Go-Live day support.
- The VT DMV verifies that all the features and functions that are proposed have been delivered and that they operate as required.
- We produce cards for customers whose transactions occur at the pilot site (see above discussion of pilot card production).
- We update the Installation and Configuration Guide, manuals, training documentation, etc., based on issues found.

After successfully completing the pilot, and prior to the start of deployment, a deployment readiness review will be conducted to determine if everything is in place for deployment. When the solution is ready and approvals are in place, deployment at the remaining VT DMV offices will begin.

2. Provide a list of the standard deliverables for the technical services described above.

Our standard technical deliverables are mature documents that have been refined through our unsurpassed experiences providing driver's license issuance systems to 37 customers. Having mature deliverables will help ensure VT DMV benefits from a well-planned, well-documented, collaborative, and efficient system delivery.

The standard deliverables for technical services are:

- Product Specification
- Product Configuration Document
- Interface Control Document
- Infrastructure and Security Configuration Document
- Training Plan
- Transition Plan
- Card Preprint Approval Document
- Carrier Approval Document
- Site Survey Report
- Card Design Approval Document
- Quality Assurance Test Plan
- UAT Plan
- Data Migration Plan
- Training materials
- Operator Manual
- Implementation Support Plan

1 VSA § 317(c)(9)

- Production Card Approval Document

3. Provide a description of the roles/services/tasks the State will be expected to cover as part of this engagement. Describe any additional roles/services/tasks that are optional, but would be beneficial for the State toprovide.

   We suggest that VT DMV's Project Manager, Business Process Lead, Card Design Approver, Facilities Lead, and IT Lead be involved in key meetings and decisions and be the reviewers of documentation submitted for approval.

4. Describe your typical conversion plan to convert data from existing systems to your proposed solution (if applicable).

   Start Confidential Information

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1 VSA § 317(c)(9)

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End Confidential Information

5. Describe **and attach your typical Implementation Plan (label it Attachment #6)**, which shall include planning for the transition to maintenance and operations.

   Please see our Implementation Plan in Attachment #6.

6. Describe the experience and qualifications of the technical resources proposed for this engagement. **Provide their resume(s) and label them Attachment #7.**

   Resumes of our technical resources are provided in Attachment #7.

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Table 32 describes the experience and qualifications of our technical resources. We have provided resumes for the individuals listed in Attachment #7.

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Table 32. Technical Resources Proposed by IDEMIA

Role	Responsibilities	Name Location Title, Qualifications, and Experience
CORE PROJECT DELIVERY TEAM		
Solutions Architect	• Ensures all technical requirements are fully understood, documented, communicated to the team, implemented, and tested • Ensures all environments are properly configured	Jacques Perrault Burlington, Massachusetts • Senior Solutions Architect • 20 years of experience as technical solutions architect with in depth knowledge of application programing interface specifications, design and implementation of enterprise infrastructure solutions • B.S. Business Administration
Web Enrollment Software Lead	• Directs and coordinates the customization of the Web Enrollment software in the front office	John Mennen Bloomington, Minnesota • Director of Software Engineering • 15 years of experience in managing and developing enrollment and capture software components at IDEMIA • MBA, Business Administration • B.S Electrical Engineering

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Role	Responsibilities	Name Location Title, Qualifications, and Experience
Back Office Software Lead	• Directs and coordinates the customization of the Back Office software	Peter Kenyon Billerica, Massachusetts • Senior Software Manager • 10 years of experience in managing and developing driver's license software components at IDEMIA • M.S Electrical Engineering • B.S. Electrical Engineering
Quality Assurance Manager	• Ensures the quality of the program from the following standpoints: requirements, integration, performance, functionality, quality of data migrated, and interface acceptability • Oversees the development of test plans and procedures, setting up of test tools, and execution and document of test reports	Regina Libenzon Billerica, Massachusetts • Director, Quality Assurance • 10 years of experience in delivering quality products through structured test methodologies and practices throughout all phases of the product development and government program delivery effort • M.S. in Computer Science • B.S in Computer Science
Integration Engineer	• Responsible for installing applications and overall system integration with existing customer IT infrastructure, including network, active directory, security model, and support infrastructure	Bruce Schweitzer Billerica, Massachusetts • Senior Integration Engineer • 14 years of experience as integration engineer for Driver License solutions with in depth knowledge of software/hardware development,

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Role	Responsibilities	Name Location Title, Qualifications, and Experience
	• Responsible for establishing system environments including those for Quality Assurance, UAT, Pilot/Production • Implements data migration plan • Develops installation and configuration guides to be used by facility installation teams	design, programming, testing, deployment and operational support • B.A. in Math • B.S. in Chemistry
Card Design Lead	• Works closely with customer personnel to facilitate the design and production of all DL/ID cards • Facilitates the integration of security features • Directs the Card Design Specialists and Security Designers	Diane Formisani Billerica, Massachusetts • Leads the IDEMIA team responsible for secure card design • 17 years of experience with IDEMIA • Completed the successful implementation of DL/ID card design for more than two dozen states • B.A., Fine Arts, Psychology
Manufacturing Engineering Lead	• Responsible for building out the primary and secondary card production facilities in accordance with Maine, IDEMIA, and NASPO requirements • Oversees the installation, acceptance and unit testing of all production machinery, facility control software, as well as end-to-end testing of the card production facilities	Dave Pennetta Fort Wayne, Indiana • Leads the IDEMIA team that provides delivery of all central issuance programs • 12 years of experience with IDEMIA, including deployment and facility oversight

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Role	Responsibilities	Name Location Title, Qualifications, and Experience
	• Responsible for training and managing facility personnel for on-going maintenance, continuous improvement, and troubleshooting support	• 30 years of manufacturing engineering, operations management, and program management experience • MBA., Entrepreneurship, Finance, and Marketing • B.S., Electronics Engineering Technology
Training Manager	• Develops Training Plan to support the implementation of the solution and manages all training activities to support the program • Manages trainers tasked with training for identified user groups, and technical writers that create, update and maintain all user documentation and materials	Ken Banks Billerica, Massachusetts • Director, Customer Training Department • 9 years of experience managing IDEMIA training and technical documentation, field training delivery, and train-the-trainer programs • B.A. in Business • A.S. in Electrical Engineering
Installation Manager	• Assembles the installation teams needed to deploy equipment to field offices and directs their activities • Compiles installation procedures in consultation with Integration Engineer personnel • Ensures compliance by installers • Works directly with the VT DMV to agree on installation schedules and	Erik Hjerpe Billerica, Massachusetts • 24 years of managing installation and field operations teams for IDEMIA • M.S. in Mechanical Engineering • B.S. in Naval Architecture and Marine Engineering

Role	Responsibilities	Name Location Title, Qualifications, and Experience
	the physical requirements of locations slated to receive IDEMIA equipment • Reports installation status to project leadership • Maintains and reports current inventory and asset status for service and accounting records	
OTHER TEAM MEMBERS		
Client Executive	• Understands customer business needs and serves as a direct conduit between the VT DMV and IDEMIA executive teams to ensure project remains on track • Owns overall customer relationship across all IDEMIA products	John Corson Albany, New York • 11 years of experience as client executive and primary customer liaison for driver's license programs • 4 years in DMV Administration with the NY DMV as Director of Special Projects/Legislative Liaison
Regional Program and Operations Director	• Provides senior oversight and serves as escalation point of contact	David Kunen Billerica, Massachusetts • Senior Director, Program Management, AAMVA Region I • 18 years of program management experience • B.S., M.S. Electrical Engineering; MBA

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7. Describe the training that is included in your proposal.

Training is specific to the user's role and combines self-paced and instructor-led presentations with hands-on exercises, all designed to develop the knowledge and skills needed to effectively operate her/his portion of the DL/ID system. Table 33 provides the specific types and levels of training we plan to provide for VT DMV staff in various roles.

Table 33. Training Courses

Roles/End User	Solution Overview Video	Web Enrollment Operation Course	Web Enrollment Supervisor Course	Back-Office Operation Course	Issuance Manager Operations
Enrollment Operator	✓	✓	✓		
Enrollment Supervisor	✓	✓	✓		
Enrollment (SME) Super-user	✓	✓			
Back Office Fraud Detection and Investigative Staff	✓	✓		✓	
Back Office Issuance Manager	✓	✓			✓
Administrative Staff	✓				
VT DMV Help Desk	✓	✓	✓	✓	
IDEMIA Install team	✓	✓	✓	✓	✓
IDEMIA Service	✓	✓	✓	✓	
IDEMIA Technical Help Desk	✓	✓	✓	✓	✓

The solution overview video is 10 minutes long and is designed to expose the entire VT DMV staff to the new DL/ID system. Topics covered are: highlights of the new equipment, high-level workflows, and user interface activities.

Topics covered in the Web Enrollment operation course for front office users include: image capture, document scanning and authentication, and basic equipment maintenance and troubleshooting. The class lasts approximately 4 hours. Each attendee for these courses receives classroom and leave behind materials, including quick reference cards for common functions and detailed step-by-step procedures, classroom materials with training aides including hands-on exercise sheets, and online support within the product.

The enrollment (front office) supervisor sessions cover 2 hours of reporting and basic system administration for the front office.

Back office instructor-led sessions are approximately 4 hours and cover facial recognition enrollment, nightly 1-to-many record and case creation, facial recognition status checks, and adjudication practices.

8. Describe the system, administrator, and/or user documentation that is included in your proposal.

During the development and Quality Assurance test phase, we will modify our existing comprehensive documentation for the proposed solution to reflect VT DMV requirements. We will provide documentation for the following target audience: end users, system administrators, and technical staff.

User documentation will be evaluated based on use and feedback from the VT DMV's users and will be delivered in two iterations

- Draft user documentation – Utilized for UAT and evaluated by the VT DMV
- Final user documentation – Utilized for pilot and rollout; includes improvements based on the VT DMV's evaluation

We will provide a detailed and comprehensive CSR training course for VT DMV personnel. We will work closely with the VT DMV in planning for the training to be delivered by our trainers to VT DMV personnel as well as training to be delivered to VT DMV trainers to enable them to maintain a training capability after the project is complete and the program transitions to the operations phase. A comprehensive training plan, schedule and a structured course outline will be developed and delivered to the VT DMV for review and approval prior to implementation of the training program. Initial planning activities for training will encompass:

- Identify training site strategy (how many, where)
- Identify number of trainers needed
- Develop user documentation

- Develop course outline and course materials

WEB ENROLLMENT DOCUMENTATION

The front office Web Enrollment user guide describes all aspects of the system hardware and the operation of all software features for front office users. The following lists the main topics of this guide:

- Introduction
- Start an Application
- Process an Applicant Record
- Exit an Applicant Record
- Flag an Applicant Record for Investigation
- Output Queue
- Log Out

BACK OFFICE DOCUMENTATION

The Issuance 360 Back Office user guide describes all software features and operation of the Biometric Identification and Card Issuance Manager integrated application. This integrated application allows management of all issuances from completed application through the system to the printed/mailed credential. The following lists the main topics of this guide:

- Introduction
- Getting Started
- Searching for Records
- Using Issuance Manager
- Using Biometric Identification
- Administration

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PART 7: MAINTENANCE AND SUPPORT SERVICES

1 VSA § 317(c)(9)

1. Provide answers to the questions below regarding your company's Maintenance and Support Services:

Start Confidential Information

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State of Vermont Bidder Response Form 1 VSA § 317(c)(9)

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1 VSA § 317(c)(9)

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End Confidential Information

2. Describe any other services not mentioned in the above list that are included in your standard Service Level Agreement (SLA) and **include a copy of your SLA with your response to this RFP. Label the SLA Attachment #8.**

Please see Attachment #8 for our SLA.

Our proactive approach to service begins with developing an Operations Maintenance and Support Plan that will define the standards for maintaining your system. Our goal is to anticipate your needs, identify, and resolve potential problems, to keep your system performance levels stable throughout the life of this contract. All hardware will be maintained using extended manufacturer warranties in addition to factory recommended preventative maintenance procedures that will occur as we are on-site during service call visits in addition to scheduled visits on a semi-annual basis by the in-state service technician.

SERVICES THE VT DMV CAN EXPECT TO CONTINUE INCLUDE:

FRONT OFFICE PREVENTATIVE MAINTENANCE

Web Enrollment and front office preventative maintenance visits will take place on a 6-month cycle or as requested by the VT DMV.

All tasks will be performed one location at a time for each IDEMIA provided component. The schedule for preventative maintenance will be coordinated with the branch supervisor or on a basis so as not to interfere with normal office operations.

BACK OFFICE PREVENTATIVE MAINTENANCE

Our ability to meet all requirements for system availability results from our dedication to prevention of failure as much as our prompt reaction to failure. To ensure reliable performance, we follow a specific preventive maintenance program for all provided Back Office hardware and software. Preventative maintenance tasks are performed during monthly intervals using approved procedures. These preventive maintenance procedures will comply with manufacturer recommendations to ensure high system availability.

We anticipate Preventative Maintenance windows to continue occurring monthly as they do today, or as requested by the VT DMV.

FRONT OFFICE REMEDIAL MAINTENANCE

In the event that a front office component requires service, our approach to return you to operation as quickly as possible will be to provide a “hot swappable” spares where applicable. As an example, a spare signature capture device or a fingerprint reader at each of your offices, along with tested and true documentation would allow a component to be quickly and effortlessly entered into service allowing business to resume.

In the rare event of a camera tower failure, an on-site visit may be required after remote and telephone fix options were exhausted.

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FIELD SERVICE WITHOUT BORDERS

In addition to an in-state field service engineer, IDEMIA maintains a New England-based field support team and is fully prepared to not only meet, but exceed our SLA. Our approach to “Service without Borders” allows us to provide additional support when needed and never leave you without coverage. In addition to the team supporting you today, as we move into the future and our company evolves, we will have additional assets available to support you.

IDEMIA currently has the following personnel on staff and within driving distance of Vermont:

- One dedicated, in-state service technician, Joseph Laperle, is located in Waterbury Center, Vermont. Joseph has been servicing the VT DMV on a daily basis since 2015.
- One primary backup service technician, Leo Tetreault, is located 58 miles from the Vermont border in Otis, Massachusetts.

He is fully trained on the current VT DMV solution and is already granted VPN access to the VT DMV. Mr. Tetreault has been servicing the VT DMV since 2011 when your last system was deployed, and he will be involved in the delivery of your new solution and will remain involved with your offices and staff moving forward.

- One secondary backup service technician, Herdal Rene, located in Methuen, Massachusetts. Mr. Rene will be shifting responsibilities and will be trained on the VT DMV system and our intention would be for him to respond to service requests both on-site and remotely.
- A fourth service technician, Corey Stenquist, is located in Woburn, Massachusetts and will be fully trained and involved in the delivery of your new solution. Our plan is to have him support the VT DMV remotely, as well as provide in-state coverage if needed.
- A fifth service technician, Curtis Slininger, is located in Brewer, Maine and has serviced the VT DMV in a backup role since 2006 and will continue into the future. Curtis maintains active VPN credentials now and into the future to be able to support you remotely.
- Northeast Regional Operations Manager, Peter Bates, is located in Billerica, Massachusetts, and has been involved with supporting the VT DMV for 5 years, first in a backup technician role that began in 2012, and more recently as the State Operations Manager.
- New England based Field Supervisor, Jonathan Brien, has been with the company since 2002 and will continue supporting the VT DMV team from Seymour, Connecticut in a logistical support role.

Figure 187 shows the location of our Service Technicians.

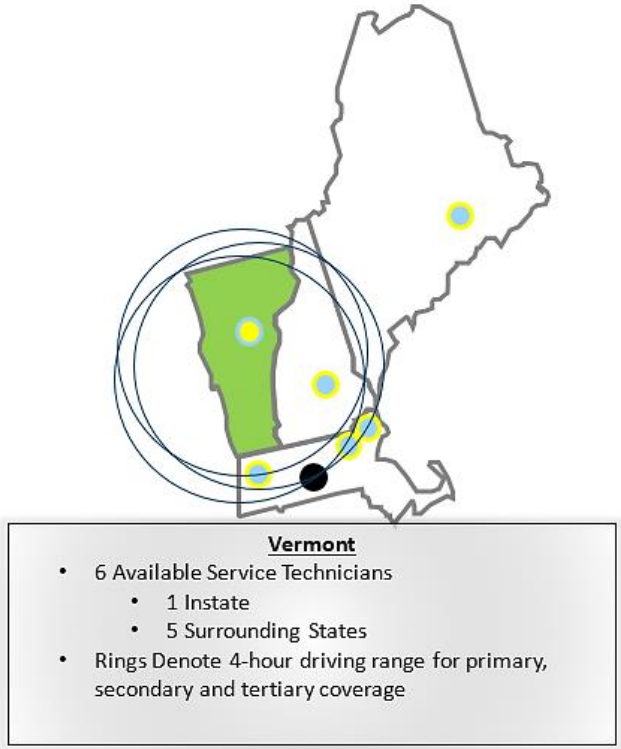

Figure 187. The VT DMV will be supported by our New England-based service technicians.

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3. Describe how adherence to your service levels is measured and what remedies you would provide the State when performance doesn't meet the standard?

IDEMIA's Regional Operations Manager will work with the VT DMV management team to define all appropriate report formats to ensure our service levels are measured according to your standards. All service reports can be customized to report by facility,

system component and date range.

Service reporting examples include:

- Monthly service availability
- Monthly mean time to repair
- Monthly mean time to respond
- Monthly mean time to close
- Hardware failure reporting per location/state trends
- Inventory tracking

The VT DMV calls for information or support to the Technical Help Desk will be recorded in call logs using our incident and ITSM. This system is fully customizable and can provide real-time, scheduled and ad hoc summary and detailed reports on all calls, open and closed service tickets, maintenance performed, average response/repair times as well as inventory management. Users authorized by the VT DMV will have full availability and access to all real-time and historical data in our system.

During the current contract, IDEMIA has consistently demonstrated our ability to meet all requests for assistance and warranty support. As an example, over the course of the past 12 months, we have an average repair time of 2 hour 20 minutes versus the 6 hour SLA. This is achieved through Effective Issue and Service Level Management, which are extremely critical to our Service Operations. We understand that our clients' success in providing high-quality customer service is dependent on our responsiveness. For this reason, the entire IDEMIA management team is committed to resolving issues and service related incidents in an expeditious manner as defined by our SLA contained in attachment 8.

IDEMIA warrants the system delivered will remain fully operational and free from defects by repairing and/or replacing system hardware and software as necessary for the duration of the contract. Our warranty maintenance includes all parts, labor, and travel for all software and hardware as part of the VT DMV solution. Should a critical incident occur, and it becomes necessary IDEMIA commits to dispatching an appropriate Subject Matter Expert to the affected site if a problem remains unresolved after a 72-hour period.

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PART 8: PRICING

Per question #100 IDEMIA has separately sealed an original and 7 copies in a sealed envelope.

1. Submit pricing for your proposed solution in the tables below. Fill in only the lines that are applicable to your proposal. Insert lines for additional costs, but do not delete or rename any lines in the Tables. It is the State's desire that the Bidder fill out Table 1 and 2. However, if Bidder is unable to support Table 1 please complete Table 2 with the substrate materials the Bidder is capable of producing.

TABLE 1 - Per Card (All Cost Covered in a per card fee)				
	PVC	**Teslin**	**Polycarbonate**	**Other**
(DL/ID) Per Card Cost- including implementation costs				
EDL Per Card Cost- including implementation costs				
Total Annual Cost				

TABLE 2 - Fixed Cost (Implementation & Maintenance/Support) **Per card cost for production of cards Only**				
Description of Costs	**Implementation Costs (One-Time Project)**	**Annual Operating Costs (Reoccurring)**		

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Professional Services				
Card Design				
Configuration/Installation /Implementation of Data/Information Capture Software				
Configuration/Installation /Implementation of Image Capture & Storage Software				
Configuration/Installation /Implementation of Facial Recognition Software				
Interface Design/Build/Testing/Implementation				
Project Management Cost				
Other Contracted Professional Services for Implementation & Training (Please provide a detailed description)				
Software/Licenses				

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Data/Information Capture Software				
Image Capture & Storage Software				
Facial Recognition				
Hosting Cost				
Test Environment				
Production Environment				
Hardware				
Camera Stations (Please indicate number of units included in cost)				
Servers, Switches, etc.				
Other Hardware (Please provide detailed description)				
Equipment or Supplies				
Backdrops				
Other Equipment or Supplies (Please provide detailed description)				

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Vendor Annual Maintenance/Service Costs				
Total Fixed Cost				
Plus Per Card Cost	**Standard Cost**	**Expedited Cost**		
Shipping Cost Per Card				
Card Production Cost - Per Card	**PVC**	**Teslin**	**Polycarbonate**	**Other (Please Specify)**
DL/ID Card				
EDL				

2. Describe any assumptions you have made in relation to the above cost and pricing information.

3. Provide pricing information for any volume discounts that are available based on the number of cards produced, software licenses purchased or support years purchased.

4. Provide pricing for any Functional Requirements marked as "No" but could be accomplished through customization. Pricing should be based on each functional requirement or small group of similar requirements.

5. The State of Vermont DMV is concerned with the needs of Vermont citizens who must board a plane in an emergency where their current credential may be expired or lost. Bidder shall provide solution and pricing to address this concern separate from 8.1.

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PART 9: TERMS AND CONDITIONS

In deciding which Respondent/s to shortlist the State will take into consideration each Respondent's willingness to meet the State's terms and conditions. Indicate any objections or concerns to our stated terms and conditions in the RFP or any of the exhibits, addendums or attachments including **Attachment C** and **Attachment D**. Add lines to the table below as needed.

Important: Bidder will be bound to all terms and conditions stated in the State's RFP, exhibits, attachments, and/or addendums except and then only to the extent specifically set forth in the table below, and only if and to the extent expressly agreed and incorporated in writing in a resulting contract.

Clause Location	Concern	Proposed Verbiage
Driver's License/ID System Replacement RFP, Attachment D Information Technology System Implementation Terms and Conditions (rev. 4/24/17), Paragraph 9. Limitation of Liability, page 98 of 109	A Limitation of Liability of three times contract value is not consistent with industry practice which is one times annual revenue.	Contractor's liability for Damages to the State arising out of the subject matter of this Contract shall not exceed the amount actually paid to the contractor in the year in which the event giving rise to damages occurred.

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PART 10: AUTHORIZED COMPANY SIGNATURE

I am authorized to submit a proposal to the State of Vermont in response to this RFP on behalf of my organization. The information provided as part of my organization's response is a true and accurate representation of my organization's ability to meet the State of Vermont's business needs as expressed in this RFP.

Signature:	Edward Casey
Full name:	Ed Casey
Title:	Chief Executive Officer
Company:	Idemia Identity & Security USA LLC
Date:	January 9, 2018

State of Vermont Bidder Response Form

State of Vermont Enterprise Project Management Office 3/02/17

Attachment #1 – Financial Statements

We have provided our Financial Statement and a confidentiality statement, because the financial information is considered non-public on the following pages.

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This is a free translation into English of the statutory auditors' report on the consolidated financial statements issued in French and it is provided solely for the convenience of English-speaking users.
The statutory auditors' report includes information specifically required by French law in such reports, whether modified or not. This information is presented below the audit opinion on the consolidated financial statements and includes an explanatory paragraph discussing the auditors' assessments of certain significant accounting and auditing matters. These assessments were considered for the purpose of issuing an audit opinion on the consolidated financial statements taken as a whole and not to provide separate assurance on individual account balances, transactions or disclosures.
This report also includes information relating to the specific verification of information given in the group's management report.
This report should be read in conjunction with and construed in accordance with French law and professional auditing standards applicable in France.

Oberthur Technologies Group

Year ended December 31, 2016

Statutory auditors' report on the consolidated financial statements

1 VSA § 317(c)(7)

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Attachment #2 – Road Map

We have provided our Road Map that outlines the company's short and long term goals for the proposed solution/software/system on the following pages.

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[redacted]

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End Confidential Information

Attachment #3 – Executive Summary

We have provided an Executive Summary of our proposal response in PowerPoint format on the following pages.

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Start Confidential Information

Introduction to IDEMIA

[redacted]

[redacted]

[redacted]

IDEMIA's Proposed Solution

[redacted]

Solution – Front Office

[redacted]

Solution – Back Office

[redacted]

Card Solution Options

[redacted]

Card Solution Options

[redacted]

Implementation Documentation and Process

[redacted]

Innovation – Mobile Driver License

[redacted]

Innovation – Efficiency, Security, Convenience

[redacted]

Why IDEMIA

[redacted]

End Confidential Information

Attachment #4 – Project Phases, Tasks, and Implementation Time-Line

We have provided our proposed list of project phases, tasks, and an implementation time-line on the following pages.

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End Confidential Information

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Attachment #5 – Project Manager Resume

We have provided a resume for the Project Manager in Attachment #7 to comply with the answer to question #26.

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Attachment #6 – Implementation Plan

We have provided our typical implementation plan (a portion of the Project Management Plan) on the following pages.

Working in close collaboration with the State Project Manager is a key tenet of approach to project management. Our proposed Project Manager, TJ Stamas, who was IDEMIA's Project Manager for the 2013 VT DMV driver's license refresh project, has established strong relationships with many VT DMV personnel and thoroughly understands applicable VT DMV policies and processes, which will be instrumental in executing the project on schedule.

Our approach to managing development of the DL/ID system is based on the Project Management Institute (PMI®) Guide to the Project Management Body of Knowledge (PMBOK®) and the SDLC methodology. We will submit a Project Management Plan after contract award. The Project Management Plan will identify all major phases, deliverables, and sub-plans of the project, as well as an implementation schedule.

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Attachment #7 – Technical Resource Resumes

We have provided resumes for any technical resources that we offer for this engagement on the following pages. Each person's role is listed under his/her name and corresponds to a role defined in Table 4 Responsibilities of IDEMIA Team Members.

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T.J. STAMAS, PMP

PROJECT MANAGER

Mr. Stamas is a PMP-certified Senior Program Manager with more than 30 years of project administration and program management experience. Mr. Stamas' areas of expertise are program/project management, management of technology development, customer relations, and IT deployment.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **2012 – Present**

Senior Program Manager

- Delivers and manages complex IT-based identification solutions, including the Wisconsin ID Suite Upgrade, Vermont DL Refresh Project, Louisiana Credential Issuance Solution Project.
- Serves as the primary point of contact between IDEMIA and client jurisdictions.
- Manages and coordinates all aspects of a program, including scope, task definition, schedule definition, completion of program deliverables, and budget; manages system implementations.
- Ensures IDEMIA team members uphold responsibilities and commit to the work breakdown structure.
- Manages the project risk plan and execution.
- Manages the change control plan; monitors the project schedule and revises as needed.
- Coordinates with client's project manager; participates in meetings as deemed necessary by the client's project manager.
- Provides monthly written status reports as well as any ad-hoc reports.
- Coordinates and cooperates with any client or client-hired contractor as well as selected contractor for the project.
- Managed the design and deployment of the upgrades for the Vermont DL Refresh Project capture station and imaging server systems, including central issuance (CI) driver's license (DL) and over-the-counter (OTC) DL deployments and a facial recognition (FR) system.
- Managed the design and deployment of the upgraded Louisiana Credential Issuance Solution Project; included new deployment of capture stations at 120 offices and new image servers in the Data Processing Center.

Harris Corporation, Melbourne, FL

Program Manager, *Public Safety and Professional Communications Division*

- Directed a project team of multiple engineers, project administrators, and subcontractors on a State of Maine Radio Project; managed multiple subcontractors responsible for site design, build, and deployment on a statewide public safety radio project; rolled out radio infrastructure and user equipment for use by multiple state agencies.
- Managed the primary subcontractor responsible for site acquisition, build, and deployment of a multi-site public safety radio project for the State of New York; led

customer meetings and reviews, reporting on overall project status and user equipment issues.

- Managed equipment procurement, factory build, and deployment on a 500-site radio system for the State of Pennsylvania; coordinated daily activities of site managers, system engineers, and various subcontractors.

Lockheed Martin Corporation: Infrared and Imaging Systems, Burlington, MA

Project Planner

- Served as senior project planner on multiple defense projects.
- Responsible for network and detailed milestone schedules used in monitoring the progress of all program activities in order to identify problems and recommend corrective action solutions.

EDUCATION AND CERTIFICATIONS

- B.A., Bates College, Lewiston, ME
- Project Management Professional (PMP), PMI® Membership #1545187

JACQUES PERRAULT

TECHNICAL LEAD

Mr. Perrault is a senior solutions architect at IDEMIA. His technical experience encompasses the design and deployment of enterprise infrastructures at over 130 municipals, national, and global entities. He is skilled with application programing interface (API) specification and implementation and design and delivery of training programs. His customer experience includes C-level executive briefings, critical sit management, and technical sales.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **06/2016 – Present**

Sr. Solutions Architect

- Responsible for providing the Technical leadership for customer interactions, gathering requirements, authoring specifications and designing solutions.
- Served as the technical account manager for Arkansas and Iowa driver's license (DL) programs.

IBM, Cambridge, MA **10/1997 – 06/2016**

Mobile IT Architect, Cloud and Architecture Technology *01/2013 – 06/2016*

- Advocated IBM open-source participation and contribution to cloud, analytics, mobile, security and social technologies.
- Built and composed services and proofs of concept supporting IBM's cognitive software/cloud platform.

Solution Architect, IBM Software Services for Collaboration *01/2011 – 01/2013*

- Worked with regional and global sales leaders to develop, scope, and write proposals for opportunities predominantly in the messaging and collaboration space.
- Coordinated with product and development teams to incorporate customer feedback into product and roadmap.

IT Specialist, IBM Software Services for Lotus *07/2007 – 12/2010*

- Designed and implemented enterprise-class collaborative infrastructures.
- Performed integration between multiple cross-vendor products.

IT Architect, Business Transformation *04/2005 – 07/2007*

- Designed and developed of workplace-based proofs of concept.
- Employed Eclipse, Standard Widget Toolkit, Workplace Collaboration Services APIs, and the emerging Workplace Web conferencing and LiveNames APIs to integrate a third-party video conferencing solution with the Workplace Managed Client.
- Worked with top IBM accounts to explain IBM strategy and vision with regards to workplace, and design technical roadmaps to help accounts plan and implement workplace technologies in their enterprise.

IT Architect, IBM Software Services for Lotus *10/1997 – 03/2005*

- Provided technical direction and leadership, conducted requirements assessment, performed application design and implementation.

Babson College, Babson Park, MA **05/1996 – 10/1997**

Internet Application Specialist

- Migrated legacy ("green-screen") applications—registration, grading, billing systems, and address management—into secure, Web-enabled applications; key technologies included IBM Lotus Notes/Domino, and MS SQL server.

EDUCATION

- B.S., Business Administration, Bryant University, Smithfield, RI

JOHN MENNEN

FRONT OFFICE SOFTWARE LEAD

Mr. Mennen is the Director of Software Engineering at IDEMIA for the biometric enrollment product lines providing products and solutions to government customers. During his tenure, he has expanded the biometric enrollment platform to include Livescan, driver's license (DL), offender ID, and applicant enrollments. The product line is installed in more than 10,000 locations in all U.S. states and deployed worldwide. He specializes in biometric enrollment, biometric device integration, and complex routing to multiple central site systems.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **2008 – Present**

Director of Software Engineering

- Directs a team that includes software development, system testing, sustaining engineering, configuration management, and release engineering.
- Responsible for leading development activities on a biometric enrollment software platform used in law enforcement, DL enrollment, and applicant background checks.
- Responsible for directing the team's activities to achieve strategic goals set by executive management.
- Works with VP-level managers to provide input on strategic direction.
- Ensures software engineering operational plan meets internal schedule and financial goals.
- Creates and maintains project schedules by working with managers and team leads in the department.
- Analyzes customer requirements and works with product management to determine course for product direction
- Communicates Software Engineering deliverables to all departments, including project team, manufacturing, training, field service, call center, and sales engineering
- Interviews, hires, and annually reviews team members.
- Created process used by engineering to scope, define, cost, and price custom solution product requests.

Identix (now IDEMIA), Billerica, MA **2002 – 2008**

Software Engineering Manager *2005 – 2008*

- Led a software development team responsible for creating and maintaining biometric enrollment software.
- Responsible for directing the team's activities and provide input on development activities including methods to meet goals.
- Successfully managed a large, off-shore development and Quality Assurance team.
- Designed and implemented Agile development engineering lifecycle.
- Identified stakeholders and led Scrum meetings.
- Responsible for Tier 3 and Tier 4 development support of deployed products.
- Responsible for submitting and monitoring budgets.

- Provided technical leadership on design and implementation of new software features.

Quality Assurance Engineering Manager *2002 – 2005*

- Managed an eight-member software test and QA/QC test team responsible for testing several different biometric applications.
- Completed budget analysis specific to release management of Quality Assurance activities including work load, staff utilization, estimations of new projects and day to day management activities.
- Completed all quality center tasks including requirements, test lab, and test plan module.
- Created a process that involved the QA organization at the initiation of a project rather than at the completion of development.
- Planned and implemented cross-area defect process that enabled management to better understand defects across the company and provides high level and at-a-glance reports.
- Develop test applications and tools used for automated/manual testing.
- Created and maintained all documents pertaining to all testing activities including the master test plan, individual test plan, test case document and test strategy document.
- Created manufacturing process that allowed solutions created by engineering to be built by manufacturing personnel.

Intermec, Inc., Fort Mill, SC **1999 – 2002**

Software Test Lead Engineer

- Supervised a seven-member team of test engineers.
- Reported team progress to management and provided corrective action for projects running behind schedule.
- Developed and tested wireless network technology.
- Performed Visual C++, Java, and embedded platform QA testing.
- Gained extensive network communication, IEEE 802.11 b/g/a wireless LAN, Voice over IP, IEEE 802.1X, 802.3, and network management experience.
- Wrote and published technical documentation on new and existing software features.
- Provided technical support to customers and value added resellers.
- Developed data transmission client/server test applications.

Monsanto, Cambridge, MA **1997 – 1999**

Software Engineer

- Created software-controlled manufacturing processes using a Unix control system
- Developed and tested process control software to automate production systems
- Provided pre-project budget estimate, project design, parts procurement, start-up testing, and contractor supervision.

EDUCATION AND CERTIFICATIONS

- MBA, Business Administration, University of Iowa, Iowa City, IA
- B.S., Electrical Engineering, University of Iowa, Iowa City, IA

PETER KENYON

BACK OFFICE SOFTWARE LEAD

Mr. Kenyon is a senior software engineer at IDEMIA. He has more than 25 years of experience in software engineering and an M.S. in electrical engineering. He developed software solutions for driver's license (DL) programs and kiosk solutions including for Delaware, Alabama, Tennessee, Indiana, South Dakota, Iowa, Massachusetts, and Mississippi. He is skilled in development management, software design/development/test, Agile/SCRUM, technical team leadership, internationalization / localization, and software testing.

IDEMIA, Billerica, MA **2008 – Present**

Senior Manager, Software Engineering, Kiosk *02/2012 – Present*

- Leads dedicated Kiosk group as development manager. Managed team of six senior and principal level developers: resource management, estimation, hiring manager/team building, technical coordination, design oversight, planning, task tracking.
- Designs custom software and or customize configuration to meet customer requirements, develop capture software to meet customer requirements, specify installer requirements and test installers before releasing them to Quality Assurance with detailed release notes.
- Works with system engineering to clarify requirements to a point where software can be designed and written to meet the requirements; works with project management to provide estimates of work and timely status information.
- Responsible for resource management, estimation, hiring manager/team building, technical coordination, design oversight, planning, task tracking

Senior Software Engineer *01/2010 – 02/2012*

- Designed Kiosk solutions for Delaware, Alabama, Tennessee, and Indiana.
- Designed and wrote custom code for the REAL ID patch/update for the Indiana DL System.
- Developed card printer plug-in custom software for DIS 360 printer for the Kentucky DL System so it would work within our existing Card Print Manager system; wrote software to support reading the 1D barcode from the card and to encode it into the 2D barcode printed to the card.
- Served as the lead capture software engineer for the California DL System; developed software individually and coordinated/tracked work of other capture team members to release builds to QA; individual work included portrait screen customization, manual brightness contrast control, and skin tone control; implemented two-for-one processing of DL and ID with one pass through capture, automated logout after a transaction was complete.
- Performed custom software development for the South Dakota DL System Data card printer so it would work within our existing card print manager system.
- Supported bug fixes in other programs including Massachusetts.
- Software customization and configuration for bid demonstrations.
- Managed a team of six to eight experienced software engineers; performed resourcing/task assignment, development estimation, engineering task definition and

tracking, scheduling, and individual software development as a lead engineer on programs and demonstration customization.

- Supported multiple projects and products (Desktop Capture Software, Kiosk software, Demonstration bid software) simultaneously in a schedule driven environment.

Senior Software Developer *2008 – 2010*

- Secure DL Systems (.NET/C#/, XML, Web Services, SQL Server 2005, MSMQ)
- Member of Capture Station team (Front Office part of system) – developed C#/.NET controls that interfaced with devices such as fingerprint scanners, barcode scanners, eye test devices, cameras, and printers. Included a highly configurable XML driven configuration, and interfacing to web services that provided backend support such as archiving of applicant data and captured images, scans, etc. Managed to unmanaged interop with APIs that supported devices.
- Customized Capture Station software to meet Real ID requirements for the state of Indiana's driver license system.
- Software development for DL systems in MA and Nebraska.
- Developed and supported over the counter card printing software.
- Provided demonstration systems integration support for key demonstrations given to customers of integrated end-to-end driver license creation solutions. Also wrote next generation features to be used for demonstration future offerings to customers. Rapid development of custom software to support demonstrations.

Eastman Kodak Company, Lowell, MA **1997 – 2008**

Team Lead/Software Development Engineer *2005 – 2008*

- Served as a team leader for the EasyShare Software Team; led 10 cross-platform, cross-disciplined, geographically dispersed team members to successfully deliver major features of Kodak EasyShare Software, a commercial desktop digital imaging software used by tens of millions of customers in 14 languages; managed using the Agile Process/SCRUM; planned, tracked, mitigated risk, coordinated work, facilitated communication, presented at monthly demos, resulting in timely completion of EasyShare features.
- Supported the team with development, requirement elaboration, design, estimation, debugging, bug fixing, QA testing, and documentation, resulting in improved team productivity.
- Led work on features including tagging/metadata, interaction with online picture services (Kodak Gallery), camera features, and picture CD/DVD.

Software Development Engineer *1997 – 2005*

- Contributed to the development and testing for EasyShare Software, Kodak Picture CD, and Kodak Picture Network.
- Provided localization and internationalization support as Localization Lead Engineer for Kodak Picture CD resulting in a smoother localization process.
- Designed and developed the Camera Favorites/Bragbook feature collaboratively, providing a unique feature that differentiated the EasyShare Software from its competition.

- Customized EasyShare Software to support Kodak Picture CD saving Kodak money by leveraging one codebase for two different products.
- Designed and developed software for HTTP upload/fulfillment for printing online, SMTP MIME encoded email software, which delivered on Kodak's strategy to provide easy ways to share.
- Debugged and fixed client-side Web Services/SOAP/XML code, making the software more robust.
- Tested software for QA team as needed to meet demand enabling the software to ship on schedule.
- Won the Kodak 2000 Software Excellence Team Award (Kodak Picture CD work).

TRW, Cambridge, MA **1994 – 1997**

User Interface Team Leader / Software Engineer (Member of Technical Staff)

- Served in a team leadership and individual contributor role for Chandra, a NASA-funded X-ray Telescope Satellite System.
- Led a team of six engineers developing user interface (UI), performing data visualization, and developing infrastructure in C++, Java, and C on Sun/Solaris; the data system was successfully completed and the system launched on the space shuttle.
- Designed/developed a Web-based Help/Feedback System (Java, JDBC, and Sybase DB design).
- Configured and administered an Apache Web Server (UNIX), providing reliable Web access.
- Maintained and enhanced Web interfaces to Sybase databases using the Sybase product WEB.SQL (HTML, CGI, and SQL), allowing easy Web access to the data system information.
- Developed software in C++/UNIX for Telemetry and UI teams.
- Provided system engineering tools expertise; scripted QRL for data extraction from data dictionary.

Raytheon Company, Wayland, MA, **1993 – 1994**

Software Engineer

- Created radar software for GBR radar written in Ada.
- Worked as an individual contributor for a real-time radar software system (VAX/VMS Ada).
- Developed UI software for Ground-Based Radar (GBR) project using VUIT UI builder and UIL.
- Developed phased-array radar operational support software.
- Developed and ran unit test code for real-time software, ensuring robustness of the software.

University of New Hampshire, Durham, NH, **1992 – 1993**

Teaching Assistant - Electrical Engineering Department - digital design

- Awarded the UNH Industrial Associates Fellowship.

TRW, Wayland, MA **1989 – 1991**

Software Engineer

- Worked in a simulations group developing and testing software.
- Created real-time radar software using COBRA DANE, and VAX/VMS Ada.

MIT Lincoln Labs, Millstone Radar Site, 1986 – 1987

Electrical Engineering Co-op

- Performed filter design for a Loran C receiver and radar diagnostics.

EDUCATION AND PROFESSIONAL CERTIFICATIONS

- MSEE, Major, University of New Hampshire, Durham, NH
- BSEE, Major, Worcester Polytechnic Institute, Worcester, MA

REGINA LIBENZON

TESTING AND VERIFICATION MANAGER

Ms. Libenzon is senior test engineer and Quality Assurance manager at IDEMIA. She is responsible for testing of all systems and products and planning and design, infrastructure design and installation, development, and integration and deployment transition. Ms. Libenzon has more than 15 years of experience in delivering quality products using structured test methodologies and practices throughout all phases of the product development and government program delivery effort. She works on the development of test plans, overseeing test specification development to conduct system tests, analysis, design, construction, and verification of test cases and procedures.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **1999 – present**

Sr. Test Engineer, *Quality Assurance Manager*, *Technical Lead*

- Deploys driver's license (DL) and facial recognition programs to states and jurisdictions in the U.S. and Canada.
- Analyzes, designs, constructs, and verifies test cases and procedures for assigned software projects.
- Develops and maintains test specifications for unit testing, system, volume, performance, and business workflows.
- Documents and analyzes results and provide recommendations.
- Directs and monitors QA activities associated with multiple programs/projects simultaneously if necessary, throughout the software development lifecycle.
- Works collaboratively with development teams to provide direction on software configuration processes, standards, procedures, and quality criteria.
- Confers with program management, engineers, analysts, and/or representatives of other departments to clarify software intent and programming requirements.
- Perform programs risk management by identifying critical factors, potential risk areas and problem's resolutions.
- Identifies pass/fail criteria and ensure adherence to the established criteria.
- Generates testing progress and issue tracking matrices for review with the project team as well as company management.
- Ensures product compliance to software, hardware, cards and identified requirements.
- Participates in the development and institutionalization of the overall quality process.

EDUCATION AND CERTIFICATIONS

- B.S., Computer Science, Suffolk University, Boston, MA
- M.S., Computer Science, Mendeleyev University, Moscow, Russia
- .NET Technology Certification
- Scrum Master Project Control/Development Certification

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BRUCE W. SCHWEITZER

INTEGRATION ENGINEER

Mr. Schweitzer is a senior integration engineer at Idemia. He has extensive technical knowledge in computing combined with creative and comprehensive problem solving skills. He is able to communicate complex concepts effectively to both customers and internal coworkers alike. Mr. Schweitzer is knowledgeable in all aspects of software/hardware development from initial designs and hardware selection, through programming, beta testing, customer acceptance, deployment, and ongoing customer support.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **1995 – Present**

Senior Integration Engineer *2011 – Present*

- Serves as integration engineer on projects such as the Kentucky Transportation Cabinet, Pennsylvania DOT, Massachusetts Department of Motor Vehicles, and Vermont DMV to integrate Idemia solutions for image capture workstations, document identification workstations, image server, issuance manager, card issuance manager, and biometric identification.

Senior Integration Engineer *2008 – 2011*

- Assisted in delivering driver's license (DL) systems for the Delaware Division of Motor Vehicles, Nova Scotia Registry of Motor Vehicles, and Kansas Division of Motor Vehicles.
- Served as the primary engineer on the DL system for the Georgia Department of Driver Services.

Integration Engineer *2003-2007*

- Produced and maintained secure ID systems for government agencies.
- Served as the primary engineer in Florida over the counter delivery with a small factory.
- Assisted with Iowa and Alabama DL program deliveries.

Assistant Technical Manager *2001-2003*

- Managed the genesis and installation of secure ID systems for customers.
- Implemented secure ID systems for government agencies in three states; oversaw installation of systems in locations throughout all three states.
- Simplified the interface for the end user while retaining necessary functionality.
- Coordinated team of developers to implement software system.
- Delivered the initial delivery of the product systems within the contracted period.
- Wrote detailed operator manuals for the product, covering software, hardware and maintenance aspects.
- Investigated and resolved problems arising with the system in the field; mediated to resolve differences within the company and with the customer.

Technical Liaison *1997 – 2001*

- Expedited changes needed by the customer through our internal processes.
- Modified designs of the ID cards as needed to fulfill customer requirements.

- Trained the customer and company maintenance staff on how to use and repair the system.
- Solved technical problems that arose in the field either in person or over the phone.
- Supervised local staff while instructing new hires how to perform their tasks.
- Assembled PC and servers
- Created clean, precise master images of hard drives to distribution to customer machines.

Quality Assurance *1995 – 1997*

- Evaluated software and hardware configurations.
- Uncovered flaws in the product before deployment; helped direct the resources to remedy them.
- Reviewed manuals before publication for errors and clarity.
- Installed systems in field locations and assisted customer in initial operation.

EDUCATION

B.A., Mathematics, Whitworth College, Spokane, WA

B.S., Chemistry, Whitworth College, Spokane, WA

DIANE FORMISANI

CARD DESIGN LEAD

Ms. Formisani is the director of secure credential design at IDEMIA. Ms. Formisani facilitates the design and production of all driver's license and identification (DL/ID) cards, as well as the integration of security features. She directs the card design specialists and security designers and has responsibility for all tasks in the development and implementation of DL/ID card design.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **2000 – Present**

Director of Secure Credential Design

- Leads the Secure ID Credential Design Team.
- Responsible for all tasks in the development and implementation of DL/ID card design; facilitates the design and production of all DL/ID cards and their security features.
- Completed successful implementation of DL/ID card design for numerous U.S. States, including Alabama, Arizona, California, Colorado, Connecticut, Delaware, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Jersey, New Mexico, North Carolina, North Dakota, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Washington, Wisconsin, and Wyoming.

The Image Factory, Leominster, MA **1994 – 2000**

Creative Director/Production Manager

- Administered project management from concept through final development.
- Created four-color packaging, logo design, point-of-purchase displays, collateral, catalogs, and websites.
- Interfaced with clients to understand needs and develop concept.
- Developed and directed presentations for client approval.
- Approved all print production and interfaced with outside vendors.
- Quoted design projects and coordinated all production schedules.
- Administered creative direction to support staff.
- Directed photo shoots, model selection, and photography styling.

Precision Arts Advertising, Gardner, MA **1993 – 1994**

Independent Design Consultant

- Worked as team member to create a variety of graphical solutions for corporate identity, catalogs, direct mail, collateral, and advertising.

Sanitoy, Inc., Fitchburg, MA **1986 – 1993**

Art Director/Production Manager

- Worked as team member of Product Development department for manufacturer of infant products.

- Responsible for creative input, design, and guidance in the development and production of all product packaging, sales literature, catalogs, and advertising.
- Coordinated all phases of creative development.
- Managed all graphic production with internal departments and outside vendors (both domestic and international).
- Created mechanical art production.
- Managed and directed photography shoots, providing model selection and set styling.
- Approved all aspects of print production.
- Managed national consumer and trade advertising campaigns.

EDUCATION

- B.A., Fine Arts, Psychology, Bridgewater University, Bridgewater, MA

DAVID PENNETTA

MANUFACTURING ENGINEERING LEAD

Mr. Pennetta is the Senior Director of Manufacturing Engineering at IDEMIA. Mr. Pennetta leads IDEMIA's manufacturing engineering team and is responsible for the delivery of all our new factories, whether hybrid instant issuance facilities or complete central issuance facilities.

EMPLOYMENT HISTORY

IDEMIA, Fort Wayne, IN2005 – Present

Sr. Director of Card and Manufacturing Engineering	*2015 – Present*
Sr. Director of Manufacturing	*2010 – 2014*
Director of Program Delivery	*2008 – 2009*
Sr. Program Manager	*2005 – 2007*

- Provides cross-functional leadership from concept to production for card features, designs, and process development; fosters cross-team collaboration with card-issuing jurisdictions to establish project requirements and detailed plans for implementation, assign resources, provide periodic status updates to the collective team, manage project risks, and implement needed mitigation actions.
- Implements production key performance indicators (KPIs) in all manufacturing facilities for improvements tracking and executive reporting; implemented consistent customer status reporting, schedule template, and WBS structure across all programs.
- Led manufacturing organization with aggressive growth in opening several new factories to startup a dozen new card production programs within a few years; implemented manufacturing strategies to reduce single points of process failure and enable cross-facility production; added manufacturing facilities and new programs resulting in volume growth from 47M to 65M cards per year.
- Improved vendor and internal maintenance capability and effectiveness to minimize equipment downtime.
- Led team to improve production delivery from 90 to 99 percent on-time or early while reducing labor content by 13 percent.
- Served as project manager for the development and implementation of Minnesota, Indiana, and Georgia driver's license (DL) systems; restored trusting partnerships with state agencies through effective communication and delivery performance.

Diebold Corporation, North Canton, OH	**2001 – 2005**
Director, Central Manufacturing Services	*2003 – 2005*
Continuous Improvement Manager	*2001 – 2002*

- Served as project leader for the development and production startup for voting equipment line of products.
- Served as project leader for the supplier development and manufacturing startup for ATM product lines for France, China, and Brazil operations.
- Managed a 52-person team that provided new product technology transfer during development through prototype components, processes, tooling, and plant setup on a global basis.

- Led corporate continuous improvement program resulting in $13 million in annual savings; led voting terminal startup in under four months, reduced 1st year costs by $2.8 million over 40,000 terminals
- Implemented DFMA analysis, cost tracking, and product startup dashboard reducing time to market and product cost
- Coached internal mold build team to achieve lead times of half the time needed by outside suppliers at lower costs
- Challenged CCA team to achieve prototype lead-time of 24 hours from last component receipt
- Dramatically increased rapid prototype production output reducing time to market for entire product line with existing staff. Annual volume increases of: circuit card assemblies from 5,000 to 16,500, sheet metal parts from 68,000 to 170,000 and molded parts from 6,400 to 10,000.

Parker Aerospace, Hannifin Corporation, Dublin, GA **1996 – 2001**
Program Manager *2000 – 2001*
Manufacturing Engineer / Production Supervisor *1998 – 1999*
Manufacturing Engineer *1996 – 1997*

- Assigned mid-program, led the acceleration of the development and manufacturing startup for the JASSM Air Force program from one year behind schedule to completion six months ahead of schedule.
- Led turnaround of Pegasus NASA program in closing out six months of late deliveries during transition of program to another division for manufacturing.
- Provided leadership for product alignments between divisions and ongoing program management. for new high technology aircraft, satellite launch vehicle and missile control system component programs.
- Established barrier to competitive re-sourcing through strategic selection of program investments
- Established effective program management processes for leadership of new product design and implementation.
- Restored quality, delivery, and cost performance of internal solenoids, LVDTs, and motors assembly department.
- Facilitated improved use of staff and floor space through strategic sourcing of non-core assembly production.
- Re-engineered new production introduction process resulting in faster time to market and improved manufacturing readiness.

Qualitrol Corporation, Fairport, NY **1991 – 1995**
Lead Manufacturing Engineer and Production Supervisor *1994 – 1995*
Manufacturing Engineer *1991 – 1993*

- Provided process and test equipment engineering support for new product introductions and to assist in transformation of the company in the implementation of Toyota Production Systems concepts across the division.

- Promoted to provide leadership to manufacturing engineering team, serve as division kaizen lead as part of corporate team and provide production supervision for several departments.
- Established concurrent engineering process for new product introductions resulting in faster time to market
- Implemented Kanban in four production departments to enable delivery of customer orders with reduced lead times
- Slashed product lead time from 4 weeks to next day with TPS principles resulting in increased market share
- Served as division Kaizen leader contributing in events at other Danaher divisions on corporate improvements team

ITEK Graphix, Rochester, NY **1988 – 1991**

Senior Electronic Manufacturing Engineer

- Provided harness and electromechanical assembly instructions, tooling, test equipment and time standards to achieve new product introduction schedules while standardizing processes between new and legacy assemblies.
- Performed make vs. buy analyses resulting in annual savings over $200k for in-source of circuit card assemblies
- Transitioned microfiche imaging product line between divisions reducing inventory, labor content and floor space.
- Established new product introduction process developing factory processes while providing engineering prototypes.

Reichert Jung, Buffalo, NY **1986 – 1988**

Production Engineer

- Provided new product competitive benchmark analysis, improved production efficiencies and equipment utilization, and reduced quality defects in harness production department.
- Implemented cost effective utilization of automated wire processing machine.
- Established best practice harness processes to achieve over $400k in annual labor savings.
- Reduced harness assemblies' quality defects by 30 percent through setup training and auditing procedures.

EDUCATION AND CERTIFICATIONS

- MBA., Entrepreneurship, Finance, and Marketing, University of Rochester, Rochester, NY
- B.S., Electronics Engineering Technology, DeVry Institute of Technology, Columbus, OH
- Six Sigma Green Belt Training, 2006 and 2014 internal team training
- Program Management, PMBOK® Principles, 2009 training with Boston College

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KENNETH BANKS

TRAINING MANAGER

Mr. Banks oversees IDEMIA training and technical documentation, field training delivery, and Train-the-Trainer programs as training and technical documentation manager. Mr. Banks has been instrumental in initiating development of new material and delivery mechanisms such as video and Web based courses.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **2009 – Present**

Training and Technical Documentation Manager

Mr. Banks is the responsible manager for the design, development and delivery of custom training and technical documentation solutions for our customers. In this role, he has ensured the successful development and delivery of training and materials for multiple driver license issuance systems based on IDEMIA's core products, including:

- New York, Mississippi, Indiana, Montana, Virginia, and Texas: Managed AutoTest and RoadTest knowledge systems training and documentation efforts, all with statewide training roll outs.
- Georgia DDS: Managed a unique and demanding project that tested the training and technical documentation group with considerably shortened time-table.
- Wisconsin DOT: Developed the initiative to provide training to the personnel slated to provide UAT. This customized and highly successful new training methodology currently is in use for every IDEMIA customer.
- Kansas DOR: Managed development and delivery of model office training material.
- Indiana Driver License System: Managed the development and delivery of print farm training and documentation.
- Mississippi DPS Modernization: Led the efforts to provide training and documentation for modernization.

Ameriprise Financial, Worcester, MA **2004 – 2009**

Regional Training Manager, Northeast Region

- Responsible for design, development, and delivery of regional training. This included over 2,000 financial advisors and management in the eight financial planning offices for the region.

GE Homeland Security (GE/Ion Track), Wilmington, MA **2001 – 2003**

Training and Deployment Manager

- Reporting to the divisional president, managed an organization of training specialists responsible for equipment deployment and operational instruction for checkpoint security equipment to over 496 airports in the U.S.

GenRad/Teradyne, Westford, MA **1986 – 2001**

Training Development Manager

- Managed an organization responsible for course development and delivery of material for the Automated Board Test industry.

EDUCATION AND CERTIFICATIONS

- B.A. Business, University of Phoenix
- Business Certificate, Fitchburg State, Fitchburg, MA
- A.S. E.E., University of Massachusetts, Lowell, MA
- Certificate in Strategic Leadership

ERIK HJERPE

INSTALLATION SERVICES

Mr. Hjerpe is the Senior Manager of Installation Services at IDEMIA responsible for directing our field deployment teams. Mr. Hjerpe has a proven track record in both development and execution of installation plans during the past 20 years. He is responsible for field delivery logistics and inventory control during the installation period, as well as collection and compilation of site survey data. He works closely onsite with clients during installation periods and together with them, determines the rollout schedule. Mr. Hjerpe has been with IDEMIA since 1993.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **1993 – Present**

Senior Manager of Installation Services

- Develops and executes installations of various IDEMIA solutions, including AutoTest, RoadTest, and Document Authentication Systems; installations include the Arkansas, Montana, Mississippi, New York, Virginia, and Massachusetts AutoTest and RoadTest programs, as well as work with New York's, Montana's, Mississippi's, and Idaho's Document Authentication Systems.
- Assembles the installation teams needed to deploy equipment to field offices and directs their activities.
- Compiles installation procedures in consultation with IDEMIA Engineering personnel and ensures compliance by installers.
- Surveys client facilities to document physical conditions at future installation locations.
- Works directly with client to agree on installation schedules and the physical requirements of locations slated to receive IDEMIA equipment.
- Establishes warehousing and staging facilities in state.
- Provides a single, local point of contact for all installation operations.
- Facilitates solutions for installation issues.
- Reports installation status to IDEMIA management and client project management.

U.S. Navy, Civil Engineer Corps **1987 – 05/1990**

Navy Program Manager, Resident Officer

- Oversaw performance and Quality Assurance of construction and installation projects ranging in value from $5,000 to $12 million.
- Resolved contract discrepancies, negotiated change orders, approved payments, and reviewed contract specifications and designs to avoid costly changes.
- Established inspection plans and milestones based on a Critical Path Method (CPM) network schedule for the construction of a $12 million Aircraft Systems laboratory.
- Developed performance requirements and a Quality Assurance plan for a multi-trades maintenance contract, which he used to analyze the cost effectiveness of replacing government maintenance personnel with a contracted work force in a military public works department.

EDUCATION AND CERTIFICATIONS

- M.S., Mechanical Engineering, University of Massachusetts, Amherst, MA
- B.S., Naval Architecture and Marine Engineering, Massachusetts Institute of Technology (MIT), Cambridge, MA

DAVID A. KUNEN

REGIONAL PROGRAM AND OPERATOR DIRECTOR

Mr. Kunen is a Senior Manager, Program Management at IDEMIA, with responsibility for programs in eleven states. He has 17 years of experience as a program manager, six years of experience as a management consultant, and five years of experience as a software developer.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA **2016 – Present**

Senior Director of Program Management

- Supervises system delivery programs in 11 states.
- Serves as the program manager for the system delivery program in Pennsylvania.

Raytheon Company, Burlington, MA **1999 – 2016**

Program Area Manager – Homeland Security and Civil Programs *2004 – 2016*

- Served as Raytheon's senior executive in charge of the relationship with Transportation Security Administration (TSA) with profit/loss responsibility for all programs.
- Captured $340M in new competitive awards, including $235M on Security Equipment Systems Integration contract with TSA.
- Led Raytheon's market entry into airport screening services; started up screening operations in Key West, FL.
- Received the 2014 Division President award for Program Leadership.

Senior Manager – Air Traffic Management Systems *2001 – 2004*

- Wrote winning proposal for $12M sale of air traffic control radars to a foreign military customer.
- Generated $2M in orders for STARS LITE air traffic control software.
- Managed $11M annual budget for marketing, proposals, and research and development.
- Led radar system feasibility study for Swiss Defense Procurement Agency.

Senior Manager – Satellite Communications *1999 – 2001*

- Managed $10 million development and production of satellite communications terminals for U.S., Royal Netherlands, and Spanish Navies; performance led to $2M additional order from Spanish Navy.
- Responsible for profit/loss and customer satisfaction.

MDI Instruments, Inc., Woburn, MA **1997 – 1999**

Director of Operations *1998 – 1999*

Director of Engineering *1997 – 1998*

- Led product redesign initiative and contract manufacturing transition from U.S. to Mexico to China. Reduced manufacturing cost by 60 percent, allowing MDI to implement strategic 50-percent retail price reduction.

Product Genesis, Inc., Cambridge, MA **1993 – 1997**

Director of Programs *1996 – 1997*

Director of Software and Microprocessor Development *1993 – 1996*

- Member of senior management team. Coordinated project assignments, trained new project managers, and ran monthly company-wide meetings.
- Participated in performance reviews and salary and bonus decisions; led recruiting efforts.
- Led successful efforts to rapidly develop several products including EarCheck® products for MDI Instruments, Inc. (nine-month effort, $500,000 billings) and electronically controlled manifold pressure relief valve and data acquisition system for Championship Auto Racing Teams (eight-month effort, $400,000 billings).

The Boston Consulting Group, Boston, MA **1991–1993**

Management Consultant *1991-1993*

- Led client team from John Deere and Company in five-month effort to develop information systems to support HMO management and patient care.
- Assessed technical and economic feasibility of merger between telephone and cable service, and advised local telephone service client of threat posed by cable television companies.

Raytheon Company, Missile Systems Division, Tewksbury, MA **1984–1989**

Task Leader, Standard Missile Program *1988–1989*

- Led software development for large missile system from design through software-hardware integration.
- Managed team of 10 software engineers.

Lead Software Engineer, Low Cost Seeker Program *1986–1987*

- Represented Raytheon on software design team during 10-month assignment at Naval Weapons Center, Ridgecrest, CA.
- Performed system integration testing of engineering development models during six-month assignment at Raytheon manufacturing facility, Lowell, MA.

EDUCATION AND CERTIFICATIONS

- MBA, Harvard Business School, Cambridge, MA
- MS, Electrical Engineering, Stanford University, Stanford, CA
- B.S., Electrical Engineering, Yale University, Hartford, CT
- Certified Level 3 Program Manager with all courses completed for Level 2 certification, Raytheon
- Six Sigma™ Specialist, Raytheon

JOHN CORSON

CLIENT EXECUTIVE

Mr. Corson is a Client Executive for the New England region at IDEMIA. In this role, John works closely with DMV Executive's and staff at all levels to develop programmatic solutions designed to meet the ever changing needs, regulatory, security related, or otherwise. John is responsible for IDEMIA DMV solutions in the New England area (New Hampshire DMV, Massachusetts RMV, Maine BMV, Vermont DMV, Connecticut DMV, Rhode Island DMV, New York DMV. New Jersey MVC, PennDOT, and Delaware DMV). John provides expertise in all aspects the IDEMIA DMV solution business including DL/ID card production, Facial Recognition, Document Authentication, Automated Testing Solutions, Mobile Driver Licenses, and Electronic ID's. John has a strong customer focus and work ethic, dedicated to the success of the DMV's with which he works, assisting with budgetary considerations, grant applications, security concerns, and sharing best practices of other jurisdictions. John sits on the AAMVA Industry Advisory Board for IDEMIA which works closely with the AAMVA community to provide regulatory recommendations, Industry best practices…etc. John has over 16 years in the DMV business including 4 years as an Assistant Commissioner with the New York DMV.

EMPLOYMENT HISTORY

IDEMIA, Billerica, MA — **2/2006 – Present**

- *Director - Client Executive, New England* — *2011 – Present*
- *Solution Specialist – Automated Testing* — *2006 – 8/2011*

New York State Department of Motor Vehicles — **2002 – 2/2006**

- *Assistant Commissioner – Legislative Liaison*

EDUCATION AND CERTIFICATIONS

- B.A. Business Administration – State University of New York at Albany

End Confidential Information

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Attachment #8 – Service Level Agreement

We have provided a copy of our Service Level Agreement (SLA) on the following pages.

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End Confidential Information

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Attachment #9 – Sample Training Plan

We have provided a Sample Training Plan on the following pages per the VT DMV's answer to question number 7.

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IDEMIA

Start Confidential Information

Northeastern State Department of Motor Vehicles

Driver's License/ID System

Sample Training Plan with Training Schedule

Version 1.0

Please Note:

This document is a living document, any discussed changes will be edited into this document for review and final delivery occurring around Pilot Deployment.

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Revision History

Version	Date	Author	Description
Draft 0.4	03/02/2017	Kenneth Banks	Draft Version for preliminary discussions
Final 1.0	07/6/2017	Kenneth Banks	Reviewed and Final Version (pending dates)

Final Approvals

Title	Name	Signature	Date
Titles and Named Redacted			

Points of Contact

This section provides the roles, names, and titles of each group's key contacts for the execution and delivery of the Northeastern State's Department of Revenue Driver License Issuance program's training and documentation as defined in the sole source contract. Information within this page is strictly for the implementation of this deliverable and should be considered as confidential between IDEMIA and the Northeastern State.

The Northeastern State's Team

Role	Name	Phone	Email
Titles and Named Redacted			

IDEMIA Team

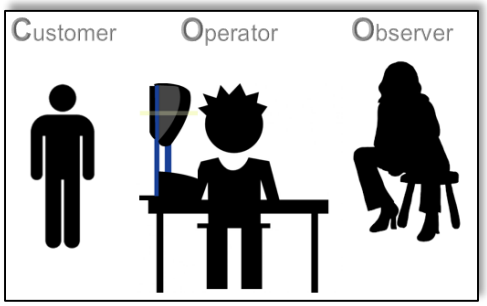
Role	Name	Phone	Email
Titles and Named Redacted			

IDEMIA Training Philosophy

IDEMIA USA Training and Technical Documentation Team creates premium customized learning materials and documentation over and above standard instructor-led classroom sessions. We use adult learning principles as our backdrop and our team is inserted early into the program development process. With early and often interactions with the Northeastern State's program management and the Northeastern State's training staff, we will gather all of the needs for your user groups in order to effectively analyze and deliver the best training customized to your needs.

Addressing Learning Styles

Adults learn in a variety of styles and our hybrid approach focuses on these multiple styles to allow critical tasks to be retained for optimum knowledge transfer. When delivering Instructor-led classes, we utilize class discussions and a "Quick Start" instruction method to apply the learned knowledge immediately in hands-on exercises within the training. Hands-on exercises partnered with our **"COO" (Customer, Operator, Observer)** approach allows adult learners to see, execute and participate in the exercise with each role designed for the visual, aural (verbal), and physical learning styles. Solidifying the knowledge transfer will be handled with printed training aids, quick reference sheets and user guides that can be used as reference materials in class and back at their job sites.



Phased Training Delivery

Training delivery will occur at multiple milestones during the program. We begin our instructor-led training during User Acceptance Testing (UAT) by providing the basic operation and workflow for the UAT testing staff. Our training staff will remain onsite for a day during UAT to observe the testing staff and to allow us to learn about your daily activities in real time. At Pilot we deliver instructor-led end user training to the Pilot Offices. Then again during Rollout to the remaining staff.

Details to delivering our phased approach to training are discussed in Instructional Methods
The scheduling and delivery of these sessions are outlined in Training Delivery Schedule

Bringing Best Practices to Life

Our experience has shown that the acceptance and success of any major new initiative is directly proportional to the benefits your end users perceive they will get from using the system. The degree to which the new application dovetails into your current workflow and their knowledge in performing their current tasks, combined with the efficiencies in delivering quality customer service and the ease of learning a new "language" are all key components to our program built upon previous deployments and successful deliveries. These benefits of applying any new technology are much easier to learn when the entire solution, including the technology and its business benefits, are demonstrated as a whole.

Development Approach

During our initial **Training Needs Analysis**, IDEMIA will work with the Northeastern State's assigned personnel to understand, identify and define the training criteria to be used. IDEMIA **Best Practices** will also be provided as part of this analysis to help your team better prepare for success. Where your

business rules and workflow process are needed to be discussed within the courses, IDEMIA will ask to have Subject Matter Experts (SME) from the Northeastern State to help create and prepare the materials for delivery.

Collaborative Efforts & Needs Analysis

Collaborative events with the Northeastern State's Subject Matter Experts and all assigned training personnel will occur as part of our **Training Needs Analysis**:

- Training methods and module construction based on role, function and need
- Identification of courses, proposed attendee lists, prerequisites (if needed)
- Knowledge and information depth to best suit training criteria and verification needs
- Performance metrics to measure training effectiveness
- Expanded discussions on the proposed delivery levels and scheduling

Deliverables

IDEMIA will create and distribute the following information within this plan:

- Tentative course curriculum for all delivered solutions
    - Modules defined by role and function per each product delivered
    - Delivery methods (Training Delivery Section)
- Proposed training materials (for all delivered solutions)
    - Hard-copy documentation for all courses
    - Electronic versions for refresher, on-going and support training
    - -
- Proposed training schedule (UAT, Pilot, and Rollout)
    - Proposed pre-training, on-going and onboarding schedules
- User Manual / Quick Reference Guides / Training (classroom) documentation
    - Hard-copy user documentation
    - Electronic versions support

Training Standards

All training deliverables will be consistent with the Northeastern State's training requirements outlined in the RFP and/or SOW. IDEMIA utilizes a standard instructional design practice, the ADDIE model (**A**nalyze, **D**esign, **D**evelopment, **I**mplementation and **E**valuation) when building course materials which are also created and designed utilizing current ADA guidelines.

Instructional Methods

Our multi-pronged training approach leads to successful learning that transfers into effective ongoing operations through the entire lifecycle of the Northeastern State's solution. For example, our training team can deliver materials ranging from standard slide presentations, including a combination of video modules that support the pre-deployment, Instructor-led sessions, as well as web-based and self-study curriculum. Combined with our documentation, every potential method of knowledge delivery will be identified and considered during our **Needs Analysis**.

Instructor-led Sessions

Each user group (e.g., testing staff, front office, back office, supervisor, help desk, etc.) receives detailed Instructor-led training specific to their role. These instructor-led "discussion and exercise" sessions are designed to provide maximum knowledge transfer. Each module provides a high level explanation and exposes a common language and terminology along with the detailed system process and workflow.

Quick Start Instruction

Through our "Quick Start" training approach, we deliver class information with easy to view and understand segments designed to bring the attendee into an exercise mode quickly. Taking a "middle of the road" path for training allows knowledge absorption in short sessions followed immediately by an exercise to reinforce the materials. Returning to the classroom, the exercise is discussed and deeper knowledge is provided, once again followed by another designed exercise. Detailed visuals and multiple exercise iterations highlight the new solution allowing the attendee to build knowledge sequentially. By applying this approach with repetition and reinforcement, attendees will quickly adapt to the new solution.

User Acceptance Testing (UAT) Training

Our emphasis with User Acceptance Testing (UAT) instructor-led training delivery is twofold; first as a training process to prepare your assigned testing staff to evaluate the performance of the IDEMIA system, and to provide a means for IDEMIA to pilot and observe the results of the prepared training. Our Master Trainer remains onsite to observe each UAT event and the operation of the system by your staff. This exercise will aid us in augmenting our knowledge and will assist us in modifying the training to be delivered to the Northeastern State. During this critical analysis phase of the training program development, we work with the Northeastern State to understand and provide the best options to meet all your training needs and goals.

Pilot Training

If planned, Pilot sites and Pilot site training sessions are a prime time to expose your staff and the consuming public to the new solution in a "learning environment". All front office end user classes are delivered via instructor-led training at Pilot locations a day before, or the morning of, (Pilot) go-live for that site.

During Pilot, an additional benefit to your staff would be to use these Pilot sites as "exposure sites" for your surrounding offices and personnel near the Pilot sites to view the new systems in action. This will provide the other office locations an ability to prepare for the delivered solution within their environment by viewing the Pilot location.

Rollout Training

All front office end user classes are delivered via instructor-led training at Site locations a day before, or the morning of go-live for that site.

Coaching and Mentoring

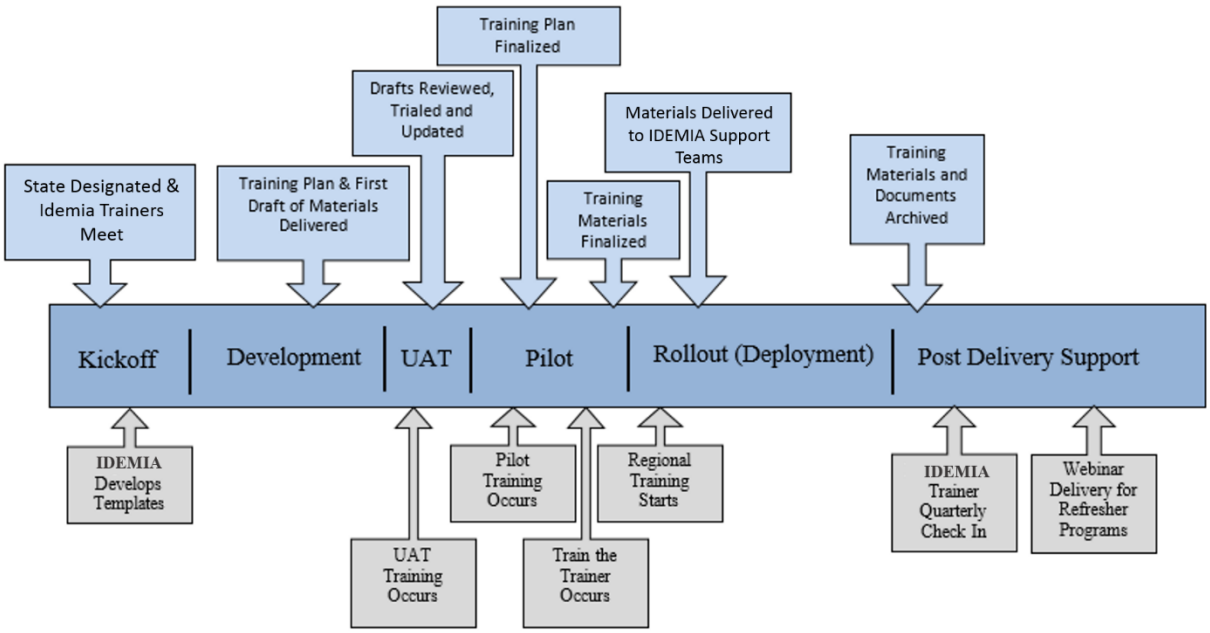
Though not a scheduled training activity, the Northeastern State's technical staff members will learn from the IDEMIA integration engineers and solution architects during the development, implementation and integration of the solution into the Northeastern State's environment. The information learned during these multiple touchpoints serve to build knowledge and experience that a classroom cannot teach.

Scheduling and delivering these training sessions are outlined in Training Delivery Schedule
The instructional methods and details are discussed within Training Curriculum

Development and Delivery Timeline

Our training and documentation team members are an integral part of the product development, QA process and throughout the entire engineering development cycle. We provide guidance to the engineering teams and also in turn we gain a full understanding of the features to be delivered. During this timeframe, all user documentation, training materials and aids will be created in draft form while following our document review process. First drafts of all courseware will be ready for review with the Northeastern State within two weeks after the solution components complete the IDEMIA Quality Assurance (QA) Process.

Final versions of all courseware will be ready for a final review with the Northeastern State two weeks prior to Pilot. It is anticipated that the courseware will be vetted and refined after the Northeastern State User Acceptance Test (UAT) and will be ready to present to the Northeastern State for review two weeks before Pilot.



If applicable, during preparation for training, the full courseware will be reviewed and contrasted with the old system. IDEMIA and the Northeastern State will determine which areas of the new course material need to be given the most and least amount of time during training. This should optimize and reduce the amount of field training time required at each office.

This diagram is a desired timeline and may be adjusted due to any changes in the program.

Performance and Verification of Knowledge Transfer

During all instructor-led sessions, IDEMIA trainers observe each attendee and their interaction with the tools and exercises performed during class for comprehension and knowledge retention. All courseware delivered provides an opportunity to "check-in" on the attendee with knowledge checks and with various discussion points designed into the session to ensure proper pacing of the material during instruction. Hands-on exercises executed at various points within sessions reinforce the material from class discussions. These exercises allow the attendee to perform the tasks discussed and allow the instructor to gauge and verify retention of the skills.

Additional IDEMIA knowledge checks are located at various points during the training events. Attendees are never told "sorry wrong answer", they are led to the correct answer with supportive and constructive reasoning and we teach them to become self-sufficient by using online help and the supplied printed resources.

Certification Requirements

While certification of knowledge transfer can be addressed, IDEMIA prefers to verify knowledge retention during our sessions and exercises. In this way, we can observe and follow the progress of the attendee and their need to execute learned skills during their daily activities. Overall, IDEMIA training is designed as a step by step, easy to learn pace that ensures everyone will be able to comprehend and follow the content. Reference guides, class handouts and training aids, along with instructor support during class provides an extended learning process that follows the learner throughout the sessions.

Upon completion of every instructor-led class, a survey will be conducted and information collected will be shared with the Northeastern State. In addition to the classroom surveys, an email address is provided for training feedback. In many cases instant acknowledgement of learned skills may not be immediately known. Studies have shown that 2-3 weeks, or even months after training sessions, attendees tend to remember or even find gaps of information taught. This information supplied via the training feedback email to IDEMIA will be used for providing refresher materials to help support those gaps.

Training Curriculum

Curriculum designed and delivered for the Northeastern State and this delivered solution follows a standard core of delivery methods. Within this section are the details of the training sessions and materials. Scheduling information will appear in the **Training Delivery Schedule** section.

Instructor-led Training Classes

As a primary training delivery option, instructor-led training classes are delivered by our Master Trainer with classroom discussions and hands on exercises. All Instructor-led sessions provided will be delivered onsite at the designated Northeastern State location(s). Classes are typically one half (1/2) day sessions delivered Monday through Friday, between the hours of 8:00am and 5:00pm. (*Please see the **Scheduling** for the Northeastern State's specific dates and times.*)

Modules include:

- **IDEMIA Enrollment Front Office (UAT)**
- **IDEMIA Enrollment Front Office (Pilot)**
- **IDEMIA Enrollment Front Office (End User) & (Supervisor)**

Additional Modules

The following training modules will be delivered as standalone presentations complete with Instructor Guide, Presentation and Participant Guide.

- **IDEMIA Enrollment – Renew by Mail**
- **IDEMIA Enrollment – Special ID**
- **IDEMIA Enrollment – Document Viewer**

Attendee Matrix

Attendance to the courses listed in this plan are identified below and are considered highly recommended by IDEMIA for a full and complete understanding and operational efficiency.

Attendee	Operations Courses (Front Office End User)	Supervisor Course
Front Office Examiner	X	
Front Office Supervisor	X	X
Northeastern State Help Desk / IT	X	X
IDEMIA Installers	X	X
IDEMIA Field Service	X	X
IDEMIA Help Desk	X	X

The following course listing and details of IDEMIA training will be delivered as part of the training program delivery. These descriptions and topic lists are dependent on additional information that may be determined from UAT and with additional collaboration meetings with the Northeastern State.

Scheduling and delivering these training sessions are outlined in Training Delivery Schedule
The instructional methods and details are discussed within Training Curriculum

Front Office Operations

- IDEMIA Enrollment Front Office Training
  - All in One Issuance Workstation

Class includes the daily operation and navigation of the All in One Workstation including the software, hardware, and use of all Graphical User Interfaces and workflows for each issuance type. Document scanning hardware and scanning techniques are also included.

The courses are designed for:

- The Northeastern State's Driver License Issuance Examiners
- The Northeastern State's Driver License Issuance Supervisors (Managers)
- The Northeastern State's Driver Services Help Desk Personnel

In addition, any additional personnel who needs a working knowledge of the IDEMIA Enrollment System, All in One Workstation and/or Mobile Workstation

Front Office Operations (continued)

(Instructor-led Classroom with Hands-on Exercises)

Designed for staff and individuals tasked with regular interaction with the consuming public in the execution of their DL/ID issuance tasks on a daily basis in the Issuance office. Training includes the daily operation and navigation of the DL/ID Workstation including typical troubleshooting and maintenance, and the use of all Graphical User Interfaces and workflows for each issuance type defined.

Class Length: Four (4) hours of instruction, hands-on exercises, and support
Attendees: Front Office End User tasked with DL/ID/CDL issuance functions
Primary Focus: Daily operation and maintenance of the Driver License Issuance System
Class Size: Up to fifteen (15) attendees per class session

Objective: To provide the End-User with the ability to efficiently operate the IDEMIA Enrollment System (All-in-One) AIO solution.

Course Description

The IDEMIA All in One Workstation Operation Training is a four-hour training with timely placed hands on exercises designed to transfer knowledge for the operation of the All in One (AIO) Workstation. This training module utilizes the IDEMIA Quick Start Method which allows the attendee to quickly use the skills learned in the classroom immediately in a real world exercise.

Each topic (listed below) is delivered in a classroom discussion for that daily task followed immediately by an exercise that will reinforce the learned topic. During delivery, the Quick Start Method focuses on the features and actions needed to accomplish the task, for instance renewing a customer's Driver License. The hands on exercise will be performed in a "group of three" with one attendee performing the functions of the Driver License Issuer, another acting as the candidate/customer while the third observes the activity. Once the task has been completed, the roles will be swapped and the exercise completed again. After a second round of completion, the final swap occurs and the exercise is completed a third time. Each attendee in the group of three will experience the exercise as the Operator, Observer and Customer effectively addressing the various learning styles within us all.

Additional information to support the basic operation of the solution, such as more advanced features, are then added into the next training topic to build knowledge in a repetitive fashion. As new skills are learned, existing gained knowledge is reinforced. Once the training is completed, the extensive hands on and support from the instructor will enable the attendee to efficiently operate the system

During session the attendee will also be handed and supported by various training aids including online help, quick reference sheets and a dedicated participant guide for applying notetaking used as reference. The following topic and course listing will be delivered.

Module Topic List

All in One Overview

- AIO Theory of Operation
- High Level Architecture and Workflow, Hardware Identification
- Hands On Exercise (Hardware Show and Tell)

Daily Operation

- Start of Day Process and Activities, Login and Graphical User Interface Navigation
- Processing Applicants
- Hands On Exercise (Navigation and Applicant Queue)

Capture Operation

- Workflow Defined
- Taking High Quality Images
- Capture and Compare Facial Images, Capturing Signatures
- Hands On Exercise (Image Capture)

Document Scanning and Authentication Operation

- Document Scanning (Capture) Procedures
- Document Identification and Classification
- Northeastern State Business Rules (Documentation)
- Hands On Exercise (Document Scanning and Classification)

Transaction Completion

- Review of Transaction, Printing Temporary Receipt
- Hands On Exercise (Completing the Transaction)

Additional Workflows

- New Licensee Issuance
- Identification Card Issuance
- Commercial Driver License Issuance

Additional Features

- Capture and Retain Incomplete Transactions
- Flag for Further Investigation, Deleting Transactions
- Print Queue Operation, End Of Day Process and Activities
- Hands On Exercise (Start and Complete Renewal, New and ID Issuance Transaction)

Please Note: Additional topics, work instructions and/or other features may be added or modified after UAT and discussions with the Northeastern State. IDEMIA training fully expects additional comments and suggestions to this listing as needs analysis occurs.

Training Delivery Schedule

April	Northeastern State Over-the-Counter to Central Issuance Deployment					
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	3	4	5	6	7	
	UAT Tester Training and Observation					
	10	11	12	13	14	
	Customer UAT					
	17	18	19	20	21	
	Customer UAT					
	24	25	26	27	28	
	Customer Pilot					
	30	May 1	May 2	May 3	May 4	

May	Northeastern State Over-the-Counter to Central Issuance Deployment					
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	1	2	3	4	5	
	8	9	10	11	12	
	Rollout					
	15	16	17	18	19	
	Rollout					
	22	23	24	25	26	
	Rollout					
	29	30	31			
	Rollout					
April	Northeastern State Over-the-Counter to Central Issuance Deployment					

Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	3	4	5	6	7	
	UAT Tester Training and Observation					
	10	11	12	13	14	
	Customer UAT					
	17	18	19	20	21	
	Customer UAT					
	24	25	26	27	28	
	Customer Pilot					
	30	May 1	May 2	May 3	May 4	
May		Northeastern State Over-the-Counter to Central Issuance Deployment				
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	1	2	3	4	5	
	8	9	10	11	12	
	Rollout					
	15	16	17	18	19	
	Rollout					
	22	23	24	25	26	
	Rollout					
	29	30	31			
	Rollout					

Training Delivery Matrix

Our first training delivery is used to prepare this Northeastern State's Testing staff for testing in the User Acceptance Testing environment. Our emphasis with this **UAT training** delivery is twofold; first as a training process to prepare the testers, and second to provide a means to dry run and observe the results of the training program. **Pilot training** is designed to train the initial Pilot office staff while observation in a live environment is observed. Finally, **Rollout and/or Go-Live sessions** are aimed at providing the individual offices with training of the new solution.

All in One (AIO) Workstation Training Delivery Schedule *(as of April 3, 2017)*

Course and Date(s)	Audience(s)	Location	Description
UAT Training April 26, 2017 **Trainer Observation** April 27, 2017	Northeastern State's UAT Testing Staff Northeastern State's Training Staff	UAT Testing location, City, State	UAT Training will occur on day #1 of the proposed Northeastern State's UAT, delivered by the IDEMIA trainer to enable the testing staff (and this Northeastern State's trainers) to become efficient in using the system. The IDEMIA trainer will remain on site the remainder of the training day plus one additional day to observe the testing staff.
Pilot Office Training May 24, 2017	Pilot Office Staff (TBD)	Pilot Office Location (TBD)	Pilot Training will occur just prior to Piloting the IDEMIA Master Trainer will train the office staff to use the system. The IDEMIA trainer will then observe the operations and support the local staff if necessary to ensure successful operations of the new system.

(Tentative as of Date)

Location	Course	Level	Date	Time
TBD	All in One Workstation Operation	UAT	Date to Date	TBD
TBD	Back Office Operation	UAT	Date to Date	TBD
(Pilot Office)	All in One Workstation Operation Back Office Operation (this Northeastern State's Help Desk)	End User Training	TBD	TBD

Supporting Information

Training and Documentation Deliverables

Training materials and various training presentations (generally referred to as courseware) are referenced herein but are external documents. Working drafts of these documents will be provided to this Northeastern State for review and refinement during the development phases of this program as outlined further in this document.

PowerPoint Presentation

A fully populated and accurate PowerPoint will be utilized including notes and tips for efficient presentation. This will become the primary display vehicle for classroom interactions. This deliverable can also be utilized for webinar sessions as for providing an overview of the solution for management. Attendees will follow along with the presentation within their Participant Guide that will be supplied to all attendees.

[redacted]

[redacted]

Participant Guide

Used as an effective classroom training and note-taking tool, attendees can take notes in the guide that will follow the presentation displayed in class. The guide will also be used to provide the exercises for hands-on activities. This participant guide is used strictly for the training to allow the attendees to follow along and to be used as a notebook and reference for the first few days of operation. It is not provided as a stand-alone document for self-learning and must be utilized in training class.

[redacted]

Online Help

IDEMIA incorporates into our software, detailed and comprehensive online help aimed at reducing the dependency on printed documents for the often forgotten steps or features and rarely used options. The Online Help will provide complete step-by-step procedures for specific system functionality and a searchable index with common keywords.

The online help provided in the system is not intended as a 'training tool' but will be beneficial in supporting the training delivered to your staff.

Scope of User Documentation

As with training material, the User Documentation is expected to be refined with a documented review process and a collaborative effort between this Northeastern State and IDEMIA. The final version of all documentation will be approved by both parties prior to delivery.

User Documentation refers to any written end-user related manual and the produced quick reference guides, referenced herein. Draft copies of all of this material will be reviewed internally within IDEMIA prior to release for the review with the designated Northeastern State's personnel. Working drafts of all documents will be provided to this Northeastern State for review and refinement as stated in a defined document review process. Final documentation will also be reviewed and accepted prior to Pilot and/or rollout of the delivered solution.

Documentation for the solution and systems will include the diagrams and content designed to support training. Start of Day and End of Day processes and typical daily activities expected to be performed by the Examiner will be covered. Screen shots and use of GUI features, troubleshooting tips and theory of operation will also be included in the materials. Hard copy printed manuals will be provided for each Workstation along with softcopy (electronic version).

As part of the final delivered solution, a robust help feature within the application will also be provided as part of the supplied "documentation".

Please refer to the Schedule Pages for details on the Documentation Review Cycle.

Training & Documentation Tenets

1. Training classes and courseware provided by IDEMIA will contain the full product functionality available at the time of solution delivery. IDEMIA will provide all training guides and manuals along with any presentation materials for the designated classes taught by IDEMIA. These delivered materials will be available for the Northeastern State's staff trainers with complete rights to reproduce, edit and copy for the purposes of delivering this training to the Northeastern State's employees.
2. Training locations should be discussed and resolved prior to Pilot and Rollout for all IDEMIA delivered training courses. The Northeastern State where necessary, will provide an appropriate environment for training that will include tables, chairs, whiteboard, and overhead projector/monitor as appropriate for the class size. Typically, class sizes for all sessions should be 10 to 15 attendees. These locations should be listed in the Training Delivery Matrix.
    - The Northeastern State's Training Facilities utilized for training must include a secure classroom with Internet access for multiple training systems (if applicable).
    - If possible, separate classroom and hands-on exercise rooms will be used. However, if present in the same room, training systems should be located off the classroom tables on the sides of the classroom or in the back to allow facilitation of classroom materials.
    - The Northeastern State's designee will verify that all facility training systems are operational with a series of verification tests with support from IDEMIA.
3. The IDEMIA trainer and the Northeastern State's designee will confirm all class and facility arrival times, training materials, documentation and samples to be provided in class at least two weeks prior to the start of all sessions. The training days and times for each training facility will be listed in the Training Delivery Matrix.
4. IDEMIA trainer(s) will have a laptop loaded with the current training presentation and materials and will provide enough copies of the training materials for each attendee when providing training sessions.
5. When business rules are needed to be discussed or provided during training, a Northeastern State's trainer may be asked to join the IDEMIA trainer to present these business rules and processes.
6. Time required for business rule training will be determined by the Northeastern State and built into the overall schedule. *It is currently anticipated that business rule training is a separate activity.*

Day of Training Preparation

1. The IDEMIA trainer (or trainers in the case of large office deployments) will arrive at the appointed time. The number of trainers will be determined by the Northeastern State and IDEMIA based on the number of people to be trained in the office, class sessions and skill set to be delivered.
2. The IDEMIA trainer will confirm the training system is operating correctly by performing a test transaction (if applicable).
3. IDEMIA training will be executed within the determined time frame as established. Training will begin at the predetermined time with the presentation portion of the curriculum. Hands-on should occur within the training session in order to reinforce the material learned and reduce loss of knowledge. The training days and times for each training will be listed in the Training Delivery Matrix.
4. The IDEMIA created and printed material will be introduced and delivered to the attendees during the training class and as outlined in the Training Delivery Matrix.
5. The IDEMIA trainer will teach hardware and software at a level that IDEMIA and the Northeastern State have agreed is appropriate.
6. The IDEMIA trainer (or installer) may remain on site as a coach after the office opens; this will be identified prior to the preparation for the training if it is needed. During this time, the trainer will watch Examiners use the system and be ready to answer questions. *(The trainer will not perform any transaction tasks, but will help Examiners remember their training to successfully perform their tasks.)*
7. IDEMIA will deliver the electronic version to the Northeastern State for internal use in training personnel who are new to the state or to use as a reference tool.
8. When training has been completed and the Northeastern State is comfortable that the system is operational and staff has been effectively trained, the IDEMIA trainer will conclude the training day.

Glossary of Terms

Attendance to the following courses listed is highly recommended by IDEMIA for a full and complete understanding and operational efficiency.

Term	Abbreviation *(if applicable)*	Definition
Front Office Examiner		User or Examiner tasked with the operation of the Driver License solution who interacts daily with the consuming public in the execution of their job.
Front Office Supervisor		Office personnel who oversees the office where the User/ Operator tasked with the operation of the Driver License solution. Their role includes providing guidance, supervision and
User Acceptance Testing	UAT	
Quality Assurance	QA	Internal IDEMIA Quality Engineering staff cited with testing and verifying specifications and operation of the solutions components performing testing script and fault-finding. Verification of a good working product.

End Confidential Information