



ADOA - ASET

Arizona Strategic Enterprise Technology

Project Investment Justification

Version 01.01

A Statewide Standard Document for Information Technology Projects

Project Title:

Credential Digital Photo and Signature Capture System Refresh

Agency Name:	Arizona Department of Transportation
Date:	November 30, 2013
Agency Contact Name:	Jesse MacDonough
Agency Contact Phone:	
Agency Contact Email	

I. Management Summary

The purpose of this project is to meet the mandatory requirements for Chapter 129 of the Laws of 2013 (HB2183) which specify that Authorized Third Party (ATP) providers must perform credential processing (driver license or ID cards) on or before June 1, 2014. The Third Party Program was created by statute in 1993 to supplement the Arizona Department of Transportation's Motor Vehicle Division (MVD) field offices with a service alternative for customers doing business with MVD, and to collect revenues on behalf of the state. Presently, all 161 ATP providers are authorized to perform title and registration transactions, while only three are permitted to process credential transactions.

The photo-capture tools and supporting hardware presently used at MVD offices are 12 years old and require updating. Therefore, ADOT intends to replace the current equipment at these locations, and provide ATPs with technical specifications and guidance in order for them to comply with the new legislation. This PIJ details the specific hardware and software we plan to purchase for all locations where credentials are processed and issued.

II. Project Investment Justification (PIJ) Type

Yes No Is this document being provided for a Pre-PIJ / Assessment phase?

If Yes,

Identify any cost to be incurred during the Assessment phase.	\$
Based on research done to date, provide a high-level estimate or range of development costs anticipated for the full PIJ.	\$

Yes No Will a Request for Proposal (RFP) be issued as part of the Pre-PIJ or PIJ?

III. Business Case

A. Business Problem

Arizona House Bill HB2183, signed by the Governor on April 29, 2013, specifies that on or before June 1, 2014, Authorized Third Party (ATP) providers must be able to perform credential processing for customers.

The current hardware at MVD locations has been in operation since 2001. The Digital Video Workstations are running Windows XP, which will no longer be supported after April 2014. Additionally, the photo-capture hardware is considered at end of life, and is not supported by the manufacturer.

B. Proposed Business Solution

In preparation for this legislative mandate and to standardize on a single, supported solution, ADOT's Motor Vehicle Division will update its legacy credential photo capture system. The scope of this change includes replacing the Division's fleet of specialized cameras and connected computers, updating the legacy photo capture application, integrating with the Central Credential Issuance (CCI) program and adding a digital signature input pad to the system. Subsequently, these new system requirements and corresponding instructions will be published by ADOT to provide participating ATP providers with specifications and guidance on what equipment to acquire, and how to comply with the new legislation.

C. Quantified Benefits

<input checked="" type="checkbox"/>	Service enhancement
<input type="checkbox"/>	Increased revenue
<input type="checkbox"/>	Cost reduction
<input type="checkbox"/>	Problem avoidance
<input type="checkbox"/>	Risk avoidance

Explain:

By allowing ATP providers to issue credentials, the public is assured greater convenience and wider availability of these services.

IV. Technology Approach

A. Proposed Technology Solution

ADOT plans to purchase the following hardware and accompanying software:

- 64 Hewlett Packard Digital Video Workstation computers
- 64 Camera Towers
- 120 Topaz SignatureGem LCD signature pads
- Photo capture application
- Software Development Kit (SDK) and Application Programming Interface (API) for customization and application integration

B. Technology Environment

In order to process driver license and identification credentials, specialized equipment and software are used to capture customer photos and signatures. The equipment currently in use by ADOT MVD customer service field offices has been in operation for 12 years. To support the new legislation, the Department must transition to a single, modern and supported photo capture system, statewide.

The proposed solution will replace the current image capture architecture with a digital image and signature capture system, comprised of the following:

- **Digital Video Workstation (DVW):** A Hewlett-Packard desktop computer running Windows 7 and connected to ADOT's internal network which runs the capture application and interfaces the USB camera and signature pad.

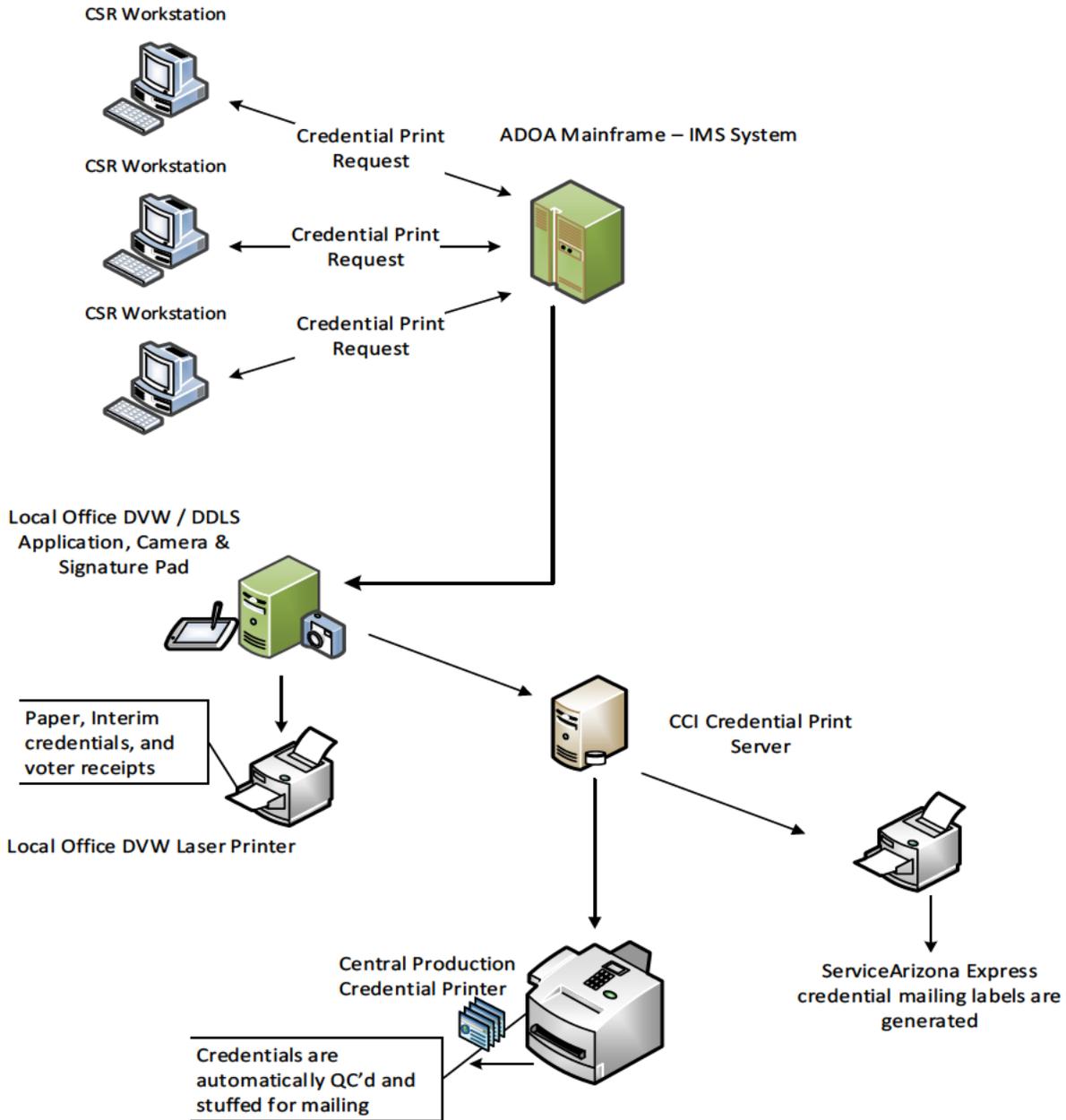
- **Camera Tower:** The camera tower is designed specifically for the high volume and image quality demands of credential issuers. It features MorphoTrust’s Find-a-Face technology which offers the following capabilities:
 - Automatically focuses, captures, crops, and color corrects captured images
 - Includes image quality checking to create photos that are compliant with ICAO, ISO and AAMVA guidelines
- **Digital Signature Pad:** Topaz SignatureGem LCD 4x3 T-L755 is a USB advanced biometric electronic signature pad with backlit transfective LCD that displays “electronic ink” under the pen tip during signing. Bundled, secure software Application Programming Interface (API) provides interactive text, graphics, and pen-tap hotspots and checkboxes which enable users to navigate screens, read agreements, and select preferred options before signing.
- **Photo Capture Application:** The CCI project will move credential print processing from the ADOT MVD customer service office or ATP to the centralized processor, MorphoTrust. With centralized processing, the customer will be issued temporary paper identification at the ADOT MVD customer service office or ATP while the card is being printed and mailed from the centralized location. The existing DVW application will be redesigned to interface with the new MorphoTrust camera system. The SDK and API from MorphoTrust will allow the new cameras to easily integrate with ADOT’s custom-developed application and assure interoperability with hardware and/or firmware updates in the future.

A total of 64 cameras, 64 digital video workstations, and 120 signature pads will be purchased to support MVD field offices, CDL offices, and Office of Inspector General. The proposed purchase includes 9 cameras and 65 signature pads for training and testing, and in-service failure replacements.

The diagram on the following page shows how the new system will be configured.

Proposed DVW Modernization with Central Credential Issuance Workflow

MVD Customer Service Locations



C. Selection Process

We have selected Safran/MorphoTrust as the manufacturer for this product. Safran/MorphoTrust is the recognized leader and the largest identity management solution provider in the U.S. marketplace. They provide state and federal agencies with end-to-end solutions covering the full spectrum of the credentialing process for driver licenses, passports, passport cards, voter IDs and other government and commercial purposes. The equipment currently in use at MVD locations was purchased from Viisage Technology, which merged with Identix and subsequently became L-1 in 2006. Safran/MorphoTrust acquired L-1 in 2011. Additionally:

- Their systems have produced more than 2 billion government IDs to date over the past decades.
- They currently provide driver license solutions to 41 of 50 states and D.C.
- They are the prime contractor for the U.S. Passport Card program.

V. Project Approach

A. Project Schedule

Project Start Date: 12/2/2013 Project End Date: 9/30/2014

B. Project Milestones

Major Milestones	Start Date	Finish Date
Design	12/02/2013	12/31/2013
Construction – Development	12/15/2013	01/31/2014
Unit Testing	12/15/2013	01/31/2014
UAT Testing	02/03/2014	02/28/2014
User Signoff	03/03/2014	03/07/2014
Training Documentation	03/10/2014	04/11/2014
Pilot (1 ATP and 1 ADOT Field Office)	04/14/2014	04/25/2014
ATPs Training (6 locations)	04/14/2014	04/25/2014
ATPs Roll Out	05/01/2014	05/30/2014
ADOT Field Office - Rollout (49 locations)	06/01/2014	09/26/2014
Project Close	09/26/2014	09/30/2014

VI. Roles and Responsibilities

A. Project Roles and Responsibilities

NAME	TITLE	ROLE
Charles Saillant	MVD Operations Director	Project Sponsor
Jeffrey Hazel	ITG Project Manager	Project Manager
Bruce Bosco, PMP	ITG PC/LAN Manager	Project Specialist
Robert Smith	MVD ATP Program Manager	Subject Matter Expert
Irma Molina	MVD	Project Coordinator
Tina Zismann	MVD	Project Specialist
Mike Blogg	ITG PC/LAN Technician	Technical Expert

NAME	TITLE	ROLE
Todd Defrane	ITG Applications Manager	Application Manager
Daryl Smith	ITG Application Developer	Lead Developer

B. Project Manager Certification

- Project Management Professional (PMP) Certified
- State of Arizona Certified
- Project Management Certification not required

C. Full-Time Employee (FTE) Project Hours

Total Full-Time Employee Hours	3,500
Total Full-Time Employee Cost	N/A

VII. Risk Matrix, Areas of Impact, Itemized List, PIJ Financials

VIII. Project Approvals

A. Agency CIO Review

Key Management Information	Yes	No
1. Is this project for a mission-critical application system?	X	
2. Is this project referenced in your agency's Strategic IT Plan?	X	
3. Is this project in compliance with all agency and State standards and policies for network, security, platform, software/application, and/or data/information as defined in http://aset.azdoa.gov/security/policies-standards-and-procedures , and applicable to this project? If NO, explain in detail in the "XI. Additional Information" section below.	X	
4. Will this project transmit, store, or process sensitive, confidential or Personally Identifiable Information (PII) data? If YES, in the "XI. Additional Information" section below, describe what security controls are being put in place to protect the data.	X	
5. Is this project in compliance with the Arizona Revised Statutes (A.R.S.) and GRRC rules?	X	
6. Is this project in compliance with the statewide policy regarding the accessibility to equipment and information technology for citizens with disabilities?	X	

B. Project Values

The following table should be populated with summary information from other sections of the PIJ.

Description	Section	Number or Cost
Assessment Cost (if applicable for Pre-PIJ)	II. PIJ Type - Pre-PIJ Assessment Cost	N/A
Total Development Cost	VII. PIJ Financials tab	\$435,062.76
Total Project Cost	VII. PIJ Financials tab	\$708,662.76
FTE Hours	VI. Roles and Responsibilities	3,500

C. Agency Approvals

Contact	Printed Name	Signature	Email and Phone
Project Manager:	Jeffrey Hazel		
Agency Information Security Officer:	Thomas Branham		
Agency CIO:	Joe Throckmorton		
Project Sponsor:	Charles Saillant		
Agency Director:	John Halikowski		

IX. Optional Attachments

A. Vendor Quotes

X. Glossary

AAMVA	American Association of Motor Vehicle Administrators
API	Application Programming Interface
ATP	Authorized Third Party
CSR	Customer Service Representative
DVW	Digital Video Workstation
ICAO	International Civil Aviation Organization
ISO	International Organization for Standardization
MVD	Motor Vehicle Division
SDK	Software Development Toolkit
FTP	File Transfer Protocol
HTTPS	Secure Hypertext Transfer Protocol

XI. Additional Information

Security Controls

The photos will be encrypted with SQL Server 2012 Enterprise encryption and stored in the existing AZCIS License Photo Database, transmitted over a secure connection. Other sensitive information will be processed in files (called folios, moved internally using Secure FTP) which will be pulled in to an encrypted database. When the information is transmitted to the third-party processor (MorphoTrust), the information will be encrypted and transmitted via secure protocol (HTTPS) with additional security measures (such as mutual certificate exchange).

Links:

[ADOA-ASET Website](#)

[ADOA-ASET Project Investment Justification Information Templates and Contacts](#)

Email Addresses:

[Strategic Oversight](#)

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